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Effective Strategies to Prevent and Reduce Substance Abuse in the Workplace

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This is to certify that the doctoral study by

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has been found to be complete and satisfactory in all respects,
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Abstract

Effective Strategies to Prevent and Reduce Substance Abuse in the Workplace

by

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MBA, University of Phoenix, 2005

BA, Troy University, 2001

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

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Abstract

Workplace substance abuse has remained pervasive in recent years, despite substance
abuse programs. Abuse in the workplace poses significant risks to business owners in
safety, performance, and overall operational success. Grounded in the theory of reasoned
action, the purpose of this qualitative multiple case study was to explore strategies human
resources managers (HRMs) use to prevent substance abuse use in the workplace to
increase employee productivity. The participants were four HRMs working within the
Southeast regions of the United States with significant experience in successfully
implementing substance abuse programs. Data were collected using semistructured
interviews and organizational documentation, including regulations. The thematic
analysis exposed four themes: (a) substance use impact on employee absenteeism and
productivity, (b) substance use awareness and communication, (c) substance use
intervention and consequences, and (d) effective strategies to prevent substance use. One
recommendation is to reduce employee substance abuse through individualized strategies.
The implications for positive social change include the potential to increase employee
productivity and retention, reduce absenteeism and workplace injuries, and improve
employees' health.

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Dedication

First, I would like to give thanks to God for setting me on this path to complete my doctoral degree I am the first in my family to obtain a doctoral degree and I know that I made my family proud. Secondly, my wife Victoria and daughter Miya who has been by my side from the beginning of this journey for providing support and patience with me. The sad part of my journey is that I will not get the opportunity to share this accomplishment with my late father and mother, James and Cassie Grant. I can see my mother saying now "You can do anything you want to, by just putting your mind to it." My mother has always pushed me to be better by allowing me to make my own mistakes and learning to not make the same mistakes twice.

I would like to thank my siblings, in-laws, nephews, and nieces who stayed on top of me and provided me with words of encouragement to continue towards my goal, even though there were times when I wanted to throw in the towel. Also, I would like to think my friends and my fellow doctoral students at Walden University who was there to provide positive feedback, praise, and wisdom. I would like to think my Federal Government family for allowing me to take the time off to attend my residencies.

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Section 1: Foundation of the Study

The purpose of this study was to explore the delivery of successful substance abuse prevention programs to increase employee productivity. The workplace has become an increasingly significant vehicle for delivering substance abuse prevention services (Greendorfer, 2018). In this section, I will discuss reasons for engaging in substance abuse prevention in the workplace. I will outline the foundations of workplace prevention programs and review recent workplace substance abuse prevention research, including significant preventive interventions to reinforce the workplace environment and support the individual worker. The specific business problem is that some HRMs lack strategies to prevent substance abuse use in the workplace to increase employee productivity. The section closes with a discussion of future programming and research on the delivery of workplace prevention services. The purpose of the doctoral study was to explore HRM responses to employee substance abuse.

Background of the Problem

Substance abuse by employees causes problems for businesses and industries, ranging from lost productivity, injuries, and increased health insurance claims (Sherba et al., 2018). Substance abuse in the United States has reached epidemic proportions, and the workplace is no exception (Wilkinson, 2020). In response to the increased incidence of workplace substance abuse, HRMs seek strategies to prevent substance abuse from impacting workplace productivity and organizational performance (Bardwell & Kerr, 2018; Shaul et al., 2020). With increased focus on substance abuse prevention, HRMs are

more able to optimize employee productivity and reduce the potential for workplace injuries resulting from employee substance abuse.

Problem Statement

Substance abuse in the workplace is a serious problem that contributes to lost productivity and cost to the organization (Yuasa et al., 2020). Despite the implementation of workplace substance abuse prevention programs in recent years, approximately 11 million employees tested positive for workplace substance abuse between 2017 to 2018 (Smmok et al., 2018). The general business problem is that HRMs who do not prevent substance abuse in the workplace may experience lost employee productivity, safety concerns, and increased cost to the organization. The specific business problem is that some HRMs lack strategies to prevent substance abuse use in the workplace to increase employee productivity.

Purpose Statement

The purpose of this qualitative multiple case study was to explore strategies that HRMs use to prevent substance abuse use in the workplace to increase employee productivity. The target population included four HRMs working for four organizations in Southeastern region of the United States, who have successfully implemented workplace substance abuse prevention programs. The implications for social change include the potential to increase employee productivity and retention, reduce absenteeism and workplace injuries, and improve employees' health.

Nature of the Study

Researchers select from three methods: quantitative, qualitative, and mixed methods (McCusker & Gunaydin, 2015). For this study, I selected the qualitative research method. A qualitative researcher is adaptable and receptive to information as it emerges amid a study (Kawabata & Gastaldo, 2015). A researcher uses a qualitative research method to gather in-depth information by conducting interviews and asking *what*, *how,* and *why* (Hyers, 2018). I did not choose a quantitative method because I was not seeking to test a statistical hypothesis to examine the relationship between dependent and independent variables. I did not choose a mixed method approach for my study because of the quantitative component, requiring extensive statistical analysis, which was inappropriate for addressing the central research question in the doctoral study.

I considered four qualitative designs for the doctoral study: (a) phenomenological, (b) narrative, (c) ethnography, and (d) case study. For the purpose of this study, I selected the case study design. A phenomenological researcher explores participants' lived experiences to explain a phenomenon without using available documentation or artifacts (Prosek & Gibson, 2021). A phenomenological design was not appropriate for this doctoral study because my goal was not to seek to limit my research to the personal meanings of participants 'lived experiences. A narrative researcher focuses on participants' personal lives through a collection of their stories (Zhang & Zhang, 2018), which was not the purpose of this study. An ethnographer studies an entire group sharing a common culture (Simula, 2018), which was appropriate for the doctoral study because the workplaces I selected were not unique from other businesses in terms of culture. A

qualitative case study was suitable for this study because I investigated leaders '

perceptions and experiences. I interviewed a small sample and reviewed documentation

and artifacts reflecting succession planning initiatives. Researchers conduct case studies

involving individuals or events, focusing on an organization or business (Yin, 2018). The

multiple case study was the most suitable approach for this study because I focused on

four companies only. The case study researcher asks the *how, what,* or *why* question to

investigate the existing problem (Yin, 2018).

Research Question

The central research question for this study was: What strategies do HRMs use to

prevent substance abuse in the workplace to increase employee productivity?

Interview Questions

1. How do you define substance abuse in your workplace?

2. How does substance abuse in your workplace impact productivity?

3. How are you made aware of issues related to substance abuse in the
   workplace?

4. How do you communicate with employees about substance abuse in the
   workplace?

5. What is the first level of intervention for suspected substance abuse?

6. How do you respond to repeated incidents of substance abuse by employees in
   the workplace?

7. What strategies have you used to prevent substance abuse in the workplace?

8. What options, or consequences, are presented to employees who engage in workplace substance abuse?

9. Based upon your experience, what strategies were the most effective in preventing substance abuse use in the workplace?

10. What additional information would you like to share about your successful strategies to prevent substance abuse use in the workplace?

Conceptual Framework

The conceptual framework that I used for this study was the theory of reasoned action (TRA). The TRA is used to explain the relationship between attitudes and behaviors within human action (Kokkinaki, 2020). The TRA is used to predict how individuals have behaved based on their pre-existing attitudes and behavioral intentions (Fleischman & Valentine, 2018). An individual's decision to engage in a particular behavior reflects the individual's outcomes from performing the behavior. Developed by Fishbein and Ajzen in 1967, the TRA was derived from previous research in social psychology, persuasion models, and attitude theories (Ajzen & Fishbein, 1980).

Fishbein's theories suggested a relationship between attitude and behaviors (the A-B relationship). However, the TRA was later revised and expanded by Ajzen and Fishbein in the following decades to overcome any discrepancies in the A-B relationship with the theory of planned behavior (TPB) and reasoned action approach (RAA). The TRA theory is also valuable for communication discourse as a theory of understanding.

The primary purpose of the TRA is to understand an individual's voluntary behavior by examining the underlying basic motivation to perform an action. Fishbein

and Ajzen stated that a person's intention to perform a behavior is the main predictor of whether or not they perform that behavior (Lim, 2020). Additionally, the normative component, such as social norms surrounding the act, also impacts whether or not the person has performed the behavior. According to the TRA, the intention to perform a certain behavior precedes the actual behavior. The behavioral intention results from a belief that performing behavior has led to a specific outcome. Behavioral intention is essential to the theory because attitudes to behaviors and subjective norms determine these intentions. The TRA suggests that stronger intentions lead to increased effort to perform the behavior, increasing behavioral performance.

Operational Definitions

Addiction: Addiction is a chronic disorder with genetic, psychosocial, and environmental dimensions and is characterized by the continued use of a substance despite its detrimental effects, impaired control over the use of a substance, and preoccupation with substance abuse (DeVido et al., 2021).

Drug abuse: Drug abuse refers to excessive alcohol or drug use (Rozinoff et al., 1989).

Employee assistance programs (EAPS): Employee assistance programs are employee-benefit programs offered by employers within the framework of counseling to assist employees in dealing with personal problems that might adversely affect their work (Ghosh, 2020).

Substance abuse: Wrongful or excessive use of any drug (Boyd, 2020).

Assumptions, Limitations, and Delimitations

The assumptions, limitations, and delimitations allude to proclamations thought to be valid, likely shortcomings of the study, and the designed extent of the examination.

Assumptions

Assumptions are inherent in research and are non-testable statements assumed to be accurate or correct (Griffin-Carlson, 2019). For this study, I made three assumptions. My first assumption was that the participants would provide honest answers to the interview questions and that their responses reflected their actual experiences. Levine (2018) noted that research participants are aware and mindful enough that their answers are straightforward and applicable, dependent on self-reflection, knowledge, choices, comprehension, and judgment.

My second assumption was that participants would come prepared and recalled enough information to support a robust investigation. As Buchanan (2020) noted, leaders have a comprehension of their occupations and can give point-by-point data about their perspectives on activities concerning an issue at the organization. My third assumption was that the data gathered through interviews and document reviews would be rich and thick enough to answer the research question. Lastly, I assumed that the HRMs would be straightforward and honest in their responses.

Limitations

Limitations are prospective shortcomings in research studies (Litster & Hurst, 2021). Researchers have no control over limitations (Schaffer, 2021). The first limitation

was the inability to generalize findings. Case study findings are not generalizable due to small sample sizes (Tan & Chapman, 2017). Generalizability requires data from large samples like those used in quantitative studies (Hendrickson & Yin, 2018).

The second limitation was the voluntary nature of participation in this study. Redman and Caplan (2021) underscored the importance of adherence to the principles outlined in the *Belmont Report* concerning voluntary participation in a study and the opportunity for participants to withdraw from a study at any time, without consequence. However, the responses and experiences of HRMs who choose to participate in the study might have been different from the perceptions of those who declined participation even if they met the study's eligibility criteria.

The third limitation pertains to the generalizability, or transferability of the study findings to an alternate setting or gathering of individuals. The sample size of a case study may render the findings limited to the sample population included in the study (Hozni et al., 2020). Only using interviews to gather information restricted how much data I gathered during the study.

Delimitations

Stratis (2021) noted that researchers have control over the study boundaries. There were several delimitations in this study. The first delimitation pertains to the geographical area of the organization. I recruited participants only from the Southeastern region of the United States. The second delimitation was the type of industry I examined. I gathered data only from four organizations in public transportation. The target

population included four HRMs working for four organizations in Southeastern region of the United States that have successfully implemented drug-free workplace programs.

Significance of the Study

The study findings are significant for increasing awareness of potential strategies for preventing substance abuse to ensure a safe workplace. Employee substance abuse in the workplace can lead to a substantial loss in productivity and an increase in employers ' medical costs (Weiss-Randall & Rich, 2019). HRMs should keep their employees safe while assisting in preventing substance abuse in the workplace.

Contribution to Business Practice

The results of this study could have significance for HRMs seeking to prevent substance abuse in the workplace. Successful strategies for preventing substance use in the workplace may increase productivity and decrease costs to the organizations (Allen et al., 2018). Reducing employees 'substance abuse in the workplace may prevent the actual or potential adverse outcomes or injury to employees and lessen the interruptions to day-to-day operations (Shigihara, 2020).

Implications for Social Change

The implications for positive social change include the potential to prevent substance abuse in the workplace, which could increase employees' overall well-being (Deblauwe, 2018). Information about successful strategies that HRMs can use to prevent substance abuse in the workplace can generate a healthier lifestyle for employees, leading to reduced impact of substance abuse on employees, the organization, and communities. The findings from my study may add to positive social change by expanding workers'

chances of proceeding with business to keep up medical coverage benefits for families and benefit communities.

A Review of the Professional and Academic Literature

The purpose of this qualitative multiple case study was to explore strategies HRMs use to successfully prevent substance abuse in the workplace to improve organizational performance. Substance misuse in the workplace increases the risk of injuries and hazards (Serowik & Orsillo, 2019). The comprehensive review of the professional and academic literature included a meta-analysis of sources for addressing the research question under study. I reviewed current literature related to strategies business managers use to prevent substance abuse in the workplace to improve organizational performance. The exploration included information published in scholarly peer-reviewed journals, business journals, books, dissertations, and government websites. Searches included combinations of key terms such as *addiction, current usage, drug or substance abuse, drug testing, employee's assistance programs, health effects, marijuana, past usage, prescription drugs, problem drinkers,* and *rehabilitation.* I used several academic databases and online libraries, such as the Walden University Library, Queen's University library, SAGE, ProQuest, Google Scholar, Thoreau, Academic Search Complete, Medline, Psych info, Ebscohost, and Science Direct. The references I reviewed included 47 books, 60 articles, and 8 government websites. I used academic, government, and business industry sources. Of the 240 sources, 125 were from scholarly peer-reviewed sources published within the past 5 years (2017–2021). I used 101 sources, 75 from scholarly peer-review sources published within the past 5 years.

The following topics formulate the literature review: (a) organizational detection practices of substance abuse in the workplace, (b) organizational responses to detection, (c) treatment and counseling options, (d) treatment and counseling strategies, (e) sanctions and determination of employment options, and (f) prevention. To construct the conceptual framework for this research study, I used: (a) the structure of motivation, (b) the moment-to-moment control of behavior, (c) plasticity of the motivational system, and (d) identity and the unstable mind.

Theory of Reasoned Action

Fishbein (1963) was a theorist who looked into the relationship between object beliefs and attitudes. Fishbein (1963) pioneered the TRA, later extended by Fishbein and Ajzen (1975). Ajzen and Fishbein (1980) explored the relationship between behavioral intentions. They later broadened the model to describe how people shift from deliberate decision-making to actions. The primary constructs underlying the model, according to Ajzen and Fishbein, are (a) beliefs, (b) attitudes, (c) subjective norms, and (d) behavioral intentions. Specific behaviors arise from an individual's free will, according to Ajzen and Fishbein, evolving from two types of beliefs: (a) attitudes formed by beliefs about the possible effects of a particular behavior, and (b) behavior arising from subjective norms. The TRA relates continuance intention to an attitude toward the behavior and the subjective norm surrounding the behavior results (Fishbein & Ajzen, 2010). HRMs ' behaviors and subjective norms are affected by the material of avoiding drug abuse in the workplace.

The subjective norm reflects an individual's view of whether or not essential people in their life think the behavior is appropriate (Fishbein & Ajzen, 2010). Various researchers noted that the TRA is useful in the disclosure of employee actions at work. Employee performance refers to workers 'passion for their careers, fueled by their enthusiasm, determination, and involvement in their work (Erum et al., 2020). Employee beliefs and level of commitment affect behavioral intentions. Attitudes toward behavior characterize the influence of positive or negative feelings on an individual.

According to Ajzen (1985), some people may influence particular factors that positively or negatively affect their actions. Influences may cause people to change their actions. As a result, Zhang et al. (2021) stressed the importance of collecting relevant information that can influence behavior. Despite the TRA having some shortcomings, it is appropriate for use in this study.

Alternative Theories

Transactional leadership theorists assumed if an individual could produce the desired behavior, then, in turn, the individual should receive the contractual reward (Avolio, 2016). In other words, employees receive rewards for efforts if supervisors monitor employee-achieving goals (Avolio, 2016). Mittlaender (2019) referred to transactional leadership as fulfilling a contractual obligation between leaders and followers who can then exchange mutual benefits by establishing healthy, stable behaviors.

Leaders in organizations identified as employing the transactional leadership style tended to pay attention to the progress of followers and any deviances, mistakes, and

errors. This was acceptable for corrective action to prevent the same mistakes from happening in the future (Avolio, 2016). Transactional, unlike transformational leaders, promote continuity and stability rather than constant change (Dust et al., 2018).

Transactional leadership is suitable for emergencies when projects require sequential processes to ensure proscribed outcomes (Dust et al., 2018). For example, within the context of Maslow's hierarchy, transactional leaders work at the basic levels of need by rewarding those individuals who are working harder, leading to positive outcomes (Dust et al., 2018). From a strategic standpoint, a transactional leader does not look ahead when guiding an organization to a competitive place in the market; transactional leaders ensure everything flows smoothly at the moment (Dust et al., 2018).

Transformational leaders concern themselves with the development of followers, motivating individual members to become aware by looking at past problems in a new way and not repeating mistakes (Avolio, 2016). Transformational leaders can identify the environment and create strategic goals and win the respect of followers in the process (Avolio, 2016). When transformational leaders establish the trust and loyalty of followers, everyone gains the opportunity to share in the organization's decision-making (Tse et al., 2017).

Transformational leaders inspire followers to better themselves, hold members accountable for work, and provide the necessary resources for members to promptly complete and accomplish the organization's goals (Stein et al., 2020). In addition, through transformational leadership, the encouragement of leaders inspires followers to continue to transcend individual interest in the organization towards a long commitment to the

organization (Avolio, 2016). Followers who create a personal relationship with leaders tend to stay with the organization, provided leaders continue to inspire and establish the trust that allows followers to grow within the organization (Avolio, 2016).

Substance Abuse

Seventy percent of the entire workforce in the entire world has, at one time or another, used substance abuse in the workplace (National Council on Alcoholism and Drug Dependence, 2019). In the United States, substance abuse costs employers $81 billion annually due to lost productivity and employer's medical costs (Office of National Drug Control Policy, 2019). Substance abuse in the United States is a problem that affects many people. It has a range of negative consequences to people and organizations (Schneider, 2020).

Drugs and alcohol are the leading causes of poor health, resulting in a substantial number of accidents and illnesses annually (Baines & Jones, 2021). Substance abuse can negatively affect a person's behavior, leading to substance dependency (Magill et al., 2021). The rise of substance-related disorders increased significantly and claimed the lives of many people who had problems with substance misuse. Depending on the substance, the brain may not be able to focus and form coherent thoughts. Such as *smart drugs*, another name identified with fertilizers, bath salts, dietary supplements, and synthetic drugs that sell for other uses (Tamama, 2020). An assumption is that most individuals who misuse drugs tend to combine different substances leading to increasingly dangerous substances causing a significant decrease in health compared to

the use of a single drug. For example, combining alcohol and cocaine can increase

cardiovascular toxicity (Chang et al., 2020).

Individuals who abuse drugs tend to hurt themselves and the people around them,

such as family, friends, and coworkers (Rochester & Graboyes, 2020). Kabani et al.

(2018) identified a causal relationship between adverse childhood events and increased

substance abuse disorders, indicating early childhood trauma or adult psychological

distress contributed to substance abuse. Knopf (2020) noted that one of the main reasons

for the projected increase of substance abuse is due to behaviors of the baby boomer

generation. At one time or another baby boomers likely ingested various addictive

substance which may have impacted their lives. There are legal consequences involving

the use of substance abuse, including imprisonment, forfeiture, or a significant fine

(Kabani et al., 2018). Employees engaging in heavy drinking or drug abuse put

employers in jeopardy of unnecessary costs for health insurance, missed work, workplace

violence, on-the-job injuries, retention problems, and lower productivity (Enos, 2021;

Haines, 2017).

Alcohol Abuse

Alcohol is a common-use, addictive substance in the United States, according to

the National Council on Alcoholism and Drug Dependence (2019). In 2012,

approximately 14 million Americans abused alcohol or met the criteria as alcoholics

(U.S. Office of Personnel Management, 2012). Each day, countless Americans suffer

from addiction to alcohol, which significantly affects all aspects of life. Alcohol abuse

can lead to problems at work, home, and school, impacting any personal or professional

relationship, and can cause a person to feel helpless and ashamed of the problems the addiction caused in relationships with others. Most people consume alcohol away from work. Many employers are not concerned about an employee's occasional drinking when employees are at home or with friends away from the workplace, as long as the behavior does not have a negative impact on the employee's ability to do the job or jeopardizes the health and safety of fellow employees (DiNicolantonio et al., 2018). Some researchers acknowledge the beneficial effect of alcohol consumption, but communicating the beneficial effects of alcohol can become a challenge (DiNicolantonio et al., 2018). The notion that consuming alcohol in moderation may improve one's health is debatable and calls for caution (Turner, 2020) because daily consumption may lead to a potential problem for individuals considered at low risk of addiction (Whitaker et al., 2020).

Most employees socially drink with friends or alone after a long day's work or an occasional celebration. However, this can sometimes lead to hangovers and subsequent absenteeism from work, resulting in excessive sick days (Burdorf, 2019). The cost is higher when comparing presentism and absenteeism, approximately four times that of absenteeism (Maestas et al., 2020). The direct impact of absenteeism can affect the employers and other employees who may have to take additional duties to compensate for lost time (Marson & Ferris, 2020).

Absenteeism is not the only problem resulting from consuming alcohol. Alcohol consumption can lead to subpar performance, which is difficult to measure and significantly impacts the cost of absenteeism (Bartels et al., 2019). Some researchers argue that substance abuse might affect the skill level of the workforce. In contrast, other

scholars further argued that alcohol consumption is associated with unemployment (Brendryen et al., 2017). The evidence is much more substantial when considering heavy or binge drinking, which can reduce the number of hours spent studying or working productively (Edenberg, 2019). However, opinions vary in different parts of the world (Pidd et al., 2018).

Prescription Drug Abuse

Prescription drug abuse became a significant problem in the 21st century and became prevalent among the young generation (McCabe et al., 2019; Wong & Lin, 2019). Prescription drug abuse is the fastest-growing problem drug of choice in the United States (Taira & Davis, 2020). Prescription pain relievers have continued to become a significant concern for the public. Most of the problems that can lead to prescription drug abuse are due to attempting to conquer the pain resulting from a previous safety mishap at home or place of employment (Postema, 2020). Drug abuse is a problem that has become more prevalent over the past decade. In 2012, according to the National Survey on Drug Use and Health, an estimated 16.7 million people ages 12 and older in the United States had become prescription drug abusers, with nearly 2.6 million people diagnosed with a substance abuse disorder related to prescription drugs, Substance Abuse and Mental Health Service Administration (SAMSHA, 2015).

While opioids are considered the most abused prescription drugs in a recent study (Rodriguez et al., 2020), two other types of prescription drugs are misused: stimulants and depressants (NIDA, 2018). Stimulants, which gain use by individuals assigned to shift work, can help increase an individual's alertness, attention, and energy. Historically,

physicians limited prescribing stimulants to treat patients experiencing problems due to the possibility of abuse (NIDA, 2018).

An overdose of a prescription stimulant can lead to a combination of body pains, high fever, signs of dehydration, insomnia, and hyperactivity (Wynchank et al., 2017). When an individual continues to use stimulants at a high rate, the medications can contribute to a flat affect, putting an individual at risk for psychotic symptoms. Psychotic symptoms may cause one to become delusional, experiencing hallucinations and becoming paranoid (Del Giudice, 2018). Prescription depressants, conversely, have the opposite effect of prescribed stimulants. Doctors prescribe depressants to patients who have developed anxiety or sleep disorders (NIDA, 2018).

The two leading depressants that lead to potential abuse include benzodiazepines and barbiturates. These depressants are controlled substances that doctors prescribe to patients for use as a sedative-hypnotic, anxiolytic, or anti-convulsant. Barbiturates produce depressant effects in comparison to alcohol intoxication. In contrast, benzodiazepines have less potential to do so because individuals are less prone to become dependent because prescribers limit these prescriptions to their patients (Bacak, 2021).

As an alternative, individuals may use a family member's prescription, rendering physician oversight impossible. The dramatic increase in prescription drug abuse in the past occurred due to the significant rise in prescriptions written by doctors and illegal Internet pharmacies that allow individuals to order drugs online without any validated prescriptions issued by physicians (Al-Ajlouni, 2020). Workers may depend upon the prescription medication to help alleviate some health issues, either personal or work-

related. Employers may face the difficult task of reconciling substance abuse policies with employees 'health needs (Skoy et al., 2020).

To help alleviate some of the problems associated with prescription drug abuse, an individual can take unused or expired medication, including prescription painkillers and other controlled substances, to disposal sites. An individual may also dispose of drugs within the local area in the presence of law enforcement if necessary, or one can place the unused drugs in a sealed plastic bag or any disposable containers with a lid and then place them properly in a trashcan (Reisinger, 2020). Unfortunately, this epidemic has taken the lives of some of the most iconic figures in sports and entertainment, which drew the public's attention to make them aware of the dangers of prescription drug abuse. Probably one of the most famous icons to have died from a prescription drug overdose, Michael Jackson, found unconscious and unresponsive, likely died from various combinations of drugs located later in his body (Schwartz, 2017).

Organizational Detection Practices of Substance Abuse in the Workplace

The term *drug testing* belies the complexity of issues involved in screening people for evidence of drug use. The most critical purpose of drug testing is to improve workplace safety and productivity (Subramaniam et al., 2018). Although most countries combat workplace substance abuse, the organizations in the United States focus on creating a *drug-free* workplace in deterring employee misuse of an illegal substance (Subramaniam et al., 2018). The abuse of drugs in the United States is escalating rapidly from alcohol and cigarettes to dangerous drugs, like marijuana, cocaine, and heroin, among other drugs.

Most long-term substance abuse in the workplace, if avoided, has allowed employers to look for some of the hidden signs of substance abuse and take the appropriate action against any employee found to be using or possessing any addictive substance. The most used form of material detection in the workplace today is urinalysis. Drug-testing aims to improve the safety and productivity in the workplace, but in the United States, to focus on striving to create a *drug-free* workplace by eliminating employee drug use (Subramaniam et al., 2018).

Unfortunately, not all organizations have anti-drug policies or programs in place for employees, nor do they administer drug testing in the workplace (Cook et al., 2020). Most employers like to control employees before they become part of the organization and join the union and the control becomes difficult (Subramaniam et al., 2018). Organizational leaders may disregard employee drug and alcohol use for reasons such as legal rebuttal, concerns of privacy protection, cost of testing, drug tests being inaccurate, and whether or not there is a link between drug use and poor work performance (Kim & Hodgins, 2018).

Employers in the public sector must ensure that drug tests are the result of random selection or supported by reasonable suspicion before disciplining an employee based upon a positive drug test to overcome state and federal constitutional restrictions against unreasonable search and seizures. Supervisors should not assume that all employees 'job performance declines because of unrelated substance abuse. Employers should ensure that their supervisors received the proper training to detect whether their employees are under the influence of drugs while performing their daily duties in the

workplace. Although business leaders prohibit alcohol in the workplace, some employees find ways to make it available during the workday, lunch, or breaks (Subramaniam et al., 2018).

The high cost of drug abuse and addiction as well as the impact of improper use or addiction to prescription drugs cost organizations an estimated $524 billion annually (NIDA, 2018). In 2011, 8.0% of the full-time working adult population between 18 and older reported heavy alcohol use during the previous month (SAMHSA, 2015). Another 8.0% who used substance abuse developed a tendency to work for three or more employers within a year, taking unexcused leaves from work and subsequent termination by an employer (SAMHSA, 2015). Employees who abuse alcohol and illicit drugs may affect the work culture and harm the morale and work environment of those employees who do not use addictive substances (Subramaniam et al., 2018).

In the workplace, the individuals may not know why a co-worker is going through personality changes. When a person arrives at work late, misses work, loses productivity, and develops a disability, that individual may be experiencing a depression disorder (Bartels et al., 2019), which may pose a higher cost to the employers due to the combination of both substance addiction and depression or *dual diagnosis* (Chary et al., 2018). When supervisors become involved, employees think the supervisor knows how to detect substance abuse. Employees 'drinking and drug use on the job may decrease. Some organizational leaders go as far as hiring a canine detection service agency to conduct random narcotics searches on employees. Therefore, the best solution to drug addiction is to leave to the highly trained experts. They have accurate knowledge of the

effects of new substances and their interactions, and the personal meanings linked to their use.

The first American employer implements a large-scale drug testing carried out by the Department of Defense (DoD). Today, the method of choice for substance abuse testing is the sampling of one's urine to detect the use of illicit substances. During the Vietnam War in the 1970s, there was a big *epidemic* of heroin use in the armed forces (Westing, 2000). In 1986, during the Reagan Administration, the President expressed a desire to test all government employees. According to the United States Department of Labor (2014), drug testing works best when implemented based on a clear, written policy shared with all employees, along with employee education about the dangers of alcohol and drug abuse. Supervisor training on the signs and symptoms of alcohol and drug abuse and an Employee Assistance Program (EAP) to provide help for employees with an alcohol or drug problem.

Having a written policy to assist the organization in managing alcohol and drug abuse cases through early detection and intervention is essential (Saunders & Latt, 2020). Unfortunately, most individuals with mild and moderate substance abuse issues miss an opportunity for early detection, timely intervention, and referral at the early stages of substance abuse (Eloge et al., 2018). Once an employee tests positive for a drug test, the employer can refuse employment or terminate the employee (Subramaniam et al., 2018). Organizational leaders should take the time to revitalize any policies that they have in place to prevent the workplace from accidents and deaths.

While congress commanded drug testing for the country's transportation industry, numerous businesses thought that medication testing representatives furnish more prominent working environment security alongside different advantages. Treatment for alcohol and drug use disorders continues to evolve. It creates opportunities to propose policy options, examines policy implementation, and test policy alternatives. The United States Department of Labor helps organizations develop policies and substance abuse programs in the workplace to help alleviate some of the safety mishaps leading to the many accidents that occur daily. The first component consists of a written policy on substance abuse. Some employees may see heavy drinking, alcohol abuse, and alcohol dependence as prevalent and frequently occurs than illicit drugs to present a problem (U.S. Department of Labor, 2014).

Medical Marijuana Legislation

Medical marijuana leads to two sides of a political predicament between politics. The therapeutics of medical marijuana appear to be unprincipled (Mallinson & Hannah, 2020). The biggest problem most organizations encounter the status of medical marijuana users in the workplace by the employees for medical purposes, given that 17 of the United States, including the District of Columbia, passed laws regarding marijuana. Conversely, the individual state laws that permit marijuana possession for medical purposes run parallel to the federal Controlled Substances Act (CSA) of 1970 (CSA, 2015). This Act regulates the manufacture, possession, distribution, and classification of drugs (CSA, 2015). Of all the different types of substance abuse, marijuana is classified as a Schedule 1 drug (21 U.S.C. Sect. 812, 844 (a), the severity of the 5-drug

classifications under the CSA. For drugs to be categorized as Schedule 1, they must meet the following conditions: (a) high potential for abuse by a drug or any other substance, (b) no drug or substance is currently accepted in no medical use in the United States, and (c) lack of accepted safety for the use of drug or substance under medical supervision (CSA, 2015). The use of medical marijuana, based on medical opinion, is provided by the state. These laws run contrary to the latter two assessments of marijuana as a Schedule 1 drug under federal guidelines (CSA, 2015).

In 1996, California had the honor of becoming the first state to legalize the use of medical marijuana. While the U.S. Government was fighting the war on drugs, the then drug czar Barry McCaffrey made his clear stance on the legalization of medical marijuana by enforcing strict resistance and acting on behalf of the federal government. He spearheaded a plan to revoke the registration of any physician who prescribed medical marijuana to any patient who met the requirements of Schedule 1 substance abuse. Violations of this law would lead to criminal charges and severe sanctions against physicians in California (CSA, 2015). For example, the DEA could not see a distinction between prescription and recommendations made by the doctors and their patients (CSA, 2015). In 2002, the Ninth Circuit Court ruled in *Conant v. Walters,* in which the court ruled against the DEA for the physicians (McCarthy, 2004). Their First Amendment rights were denied when X violated Y about free speech, especially concerning the best medical recommendations for their patients (McCarthy, 2004).

Organizational Support for Substance Abuse Employees

In the United States, substance abuse has become a critical problem and has affected members of our society. Most individuals experiencing substance abuse disorders (SUDs) do not receive professional treatment (Reed et al., 2017). Further, many individuals do not receive health insurance coverage from their employer (Bratton & Gold, 2017), one of many workplace-based programs offered to employees by providing assistance with SUDs to address the risky substance abuse that may or may not meet SUD criteria.

Most employees and family members often receive various benefits offered to assist substance abuse treatment through health insurance plans by the employer. Substance abuse treatment programs help people overcome addiction and lead them to recovery (SAMHSA, 2015). In addition to reducing substance abuse, addiction treatment results in declines in related social issues, including criminal activity, medical expenditures, and homelessness (Matz & Gladstone, 2018).

According to the Center for Substance Abuse Treatment (SAMHSA, 2015), substance abuse treatment represents a continuum of options with differences in setting, type, and range of services selected according to the gravity of the substance abuse problem. Detoxification services serve residents whose issues in physical withdrawal, emotional and behavioral concerns, treatment acceptance, and relapse potential are of primary focus. No one person is immune from having problems with substance abuse (Kanti Das, 2020).

Helping people with substance abuse is vital for a variety of reasons. People addicted to drugs are more vulnerable than most individuals to developing psychological and emotional problems, which may negatively impact the quality of their lives. Being addicted to drugs also harms the health and well-being of individuals, which has a significant effect on both the social and economic influence on a global level (Mallinson & Hannah, 2020). Interestingly, some individuals are less likely to abuse substances. Some researchers have shown that most people with strong spiritual beliefs are less likely to abuse drugs or alcohol (Suri et al., 2018). Individuals from a healthy family can credit religion in encouraging their loved ones to put their faith in practice for an opportunity to redeem themselves to a higher Supreme deity.

Supporting people who abuse substances plays an essential role in their success. As those individuals enter into the recovery stages of their treatment, they must consider the time that was lost and the pain they may have created for those involved in their lives (Loissel, 2020). If these issues are not appropriately addressed, everyone fails to be affiliated with the process, but mostly the individuals who are being treated for substance abuse (Richmond, 2018).

Many organizations offer employees substance abuse treatment and counseling. Larger employers frequently offer employee assistance programs (EAP) that provide various services to employees, including counseling and treatment for substance abuse problems (Bloom, & Gullotta, 2018). These options are helpful to employees; however, they do not promote a primary prevention strategy for overcoming substance misuse in the workplace. Although some employees identified as substance abusers have the option of

entering a treatment facility, they might feel pressured by family members and legal and financial pressure. Employees may become motivated by becoming sick and tired of being sick and tired and seek to end their involvement with drug abuse.

Although evidence shows that problematic substance use exists, and it is a changeable behavior, if individuals surround themselves with the right support and motivation, they can change their use. When an individual enters a treatment facility, he or she may have the same symptoms of substance abuse as the other patients, which is why there should be a range of options to fulfill the needs of each patient, rather than a *one size fits all* treatment system (Maisto et al., 2018).

Contingency Management (CM) is a systematic reinforcement used as the monetary value for those individuals upon an individual's entrance into a treatment facility. Individuals should focus on abstinence as their target behavior, from the use of alcohol, tobacco, and a wide range of illicit substances. That may have a significant impact on the outcome of their treatment (Enos, 2021). One of the best assumptions for individuals entering a treatment facility is to ensure that they meet the mandatory treatment attendance, leading to a positive outcome for that individual treated for substance abuse. Programs are often a secondary or tertiary approach to substance abuse problems. While companies continue to struggle with outrageous health care and workers 'compensation costs, the need to develop preventative workplace substance abuse programs is apparent.

With the rapid evolution of technology, most organizations are searching for greater solutions in conquering the growing use of substance abuse by employees. Many

have turned to treatment centers that provide services beyond the clinics for those individuals who are having trouble battling addictions such as smoking, gambling, alcohol, and other drug use issues (Palamar et al., 2020). There are numerous computer-based programs to assist in the rehabilitation process of individuals seeking help with their addictions such as Web-based interventions, messaging using handheld devices or cell phones used for texting purposes, e-mail interventions, and educational computer-assisted counseling programs (Smith & Ratcliff, 2019). The use of technology in substance abuse treatment can motivate individuals who might not be able or willing to use the traditional specialized treatment services to come forward due to lack of transportation in particular geographical locations, public stigma, or the high cost of childcare (Du Plessis et al., 2019).

Casual and Dangerous use of Substances in the Workplace

Employees who have untreated addictions may compromise worker safety and endanger the welfare of the other employees (Dziuba et al., 2020). As a manager or supervisor of an organization, you should have the option to show sympathy and care. Yet, someone likewise should try not to turn into an employee's very own friend. For example, when an employee comes into work with a hangover after drinking the night before with some of their colleagues in a local establishment. How do companies respond to an employee who shows up to work with a hangover? Under an endorsed controlled substance, employees might be permitted to work if the recommending medical provider shows they can work and if they are displaying no unusual symptoms of behavior (Broome et al., 2009).

When you address a worker about their present battles, listen first rather than promptly uphold for some specific game-plan. From an organizational point of view, it is significant for HRMs to guarantee that they are fittingly observing employees and reacting correctly to workplace substance by making positive relational connections and interchanges between their employees, expanding positive group working, advancing correspondence among employees, and improving organizational relationships (Shier et al., 2018).

Beyond dealing with their employees and meeting operational objectives and goals, HRMs are tormented with guaranteeing that they are securing the employees wherein they administration, just as ensuring that proved based projects are offered to ensure cases of social equity and the capacity to follow the advancement of employees that are using their administrations (Den Haan et al., 2020). This presents numerous difficulties for HRMs, particularly for the board, as proven practices give an impression of being an under-used procedure utilized to improve workplace rehearses (Den Haan et al., 2020).

This guarantees a substantial responsibility for HRMs to help employees, which can help them attempt to administer different territories of worker the board, including that of work environment incivility (Corin & Björk, 2016). Subsequently, scientists have recognized explicit challenges that first-level HRMs experience; enlightening severe irregular characteristics comparable to significant degrees of occupation requests, absence of occupation assets, being tormented by work over-burden, clashing and hazy objectives and errands, confined control, and the lack of administrative and authoritative

help (Corin & Björk, 2016). This is a significant point inside this writing survey, basically because it gives a strong outline of what HRMs experience regarding employee oversight and the board. On the off chance that HRMs are confined regarding work over-burden and absence of help, it is hard to address employee issues like work environment incivility (Corin & Björk, 2016).

When working environment incivility is evident, it is frequently disregarded or ignored by the board, making it significant for human managers to offer explicitly focused on intercessions that can address uncivil working environment practices (Jaroensutiyotin et al., 2019). Subsequently, interventions that HRMs can follow can help in guaranteeing that uncivil conduct is suitably dealt with, which can diminish the pressure; they would be more adept at being upheld by the organization and can increment both their pressure the executives and multifaceted HRMs abilities (Chen et al., 2019).

HRMs may not recognize specific signs and symptoms exhibited by employees who take extra precautions to avoid detection. Behaviors included withdrawing from peers, taking regular restroom breaks, now and again vanishing while on the job, displaying a decrease in work performance, consistently marking out a more considerable number of narcotics than peers and progressively labile ill humor with regular, unexplained displeasure and overcompensation to criticism. The impaired individual experiences symptoms while signs are apparent to others (Pace et al., 2019).

Sanctions and Terminations as Employment Options

Most of the U.S. population is unaware that the substance abuse problem gains

attention elsewhere globally. Still, different types of drugs and levels of use are found in

different regions (Degenhardt et al., 2017). Addictive behavior often leads to other

inappropriate activities, including crime (Degenhardt et al., 2017). At one point or

another, a manager or supervisor faces the difficult task of dealing with marginal

employees who may have tendencies of having problems with substance abuse during

their career. Although the problem might not be commonplace, a small number of

employees may at times cause the most issues in the workplace, which in most cases

concerns the supervisor the most. Once an employer identifies an employee as a

substance abuser, the supervisor must decide on the employee's punishment (Mikkelson

& Sloan, 2020).

Although apparent differences in leadership styles do exist, some supervisors are

assertive after gathering all the facts. In contrast, other supervisors may come across as

being accommodating. In addition, one must consider the differences in the way

individual supervisors deal with different employees. Some employees might get away

with certain things in the past because some supervisors may consider it acceptable

(Benge, 2019). Suppose a supervisor fails to deal with these issues when they occur. In

that case, the result could be lower productivity and the safety of the other employees in

the workplace (Eldridge et al., 2018). Depending upon the circumstances, these sanctions

may range from a minimum of satisfactory participation in a rehabilitation program to a

maximum expulsion or termination of employment. There are other sanctions available to

a supervisor in the discipline of an employee, such as informal oral warnings, written warnings, and loss of pay.

A supervisor must ensure that every sanction available towards employee termination deserves consideration because the right to terminate an employee remains a delicate management prerogative, which makes the dismissal of an employee an effective sanction under ordinary circumstances. Most employers, who have established a well-practiced organization with an excellent reputation, may decide that it is in the organization's best interest not to allow them to remain in the workplace. Sanctions can help employees overcome their addictions by alerting the employee to his or her low performance, which can result in a change in behavior, which may allow the employee to redeem themselves by attending work on time and increasing output. In addition, sanctions are used to warn other employees on how significant an impact substance abuse could hinder levels of performance and standards of behavior. Sanctions are perceived as legitimate by other organization members; removing a source of inequity from the others can increase motivation and morale in the workplace (Emmanuel, 2020).

When an employee applies the Family and Medical Leave Act (FMLA) to enter an alcohol and drug rehabilitation program, the employee can exercise the right to take FMLA to leave to seek treatment for their addiction. However, for the employer to seek such measures, established policy must be in place to communicate to all employees of that organization (U.S. Department of Labor, 2014). However, the action does not necessarily prevent an employer from acting in this case.

Workplace Reintegration Strategies

In most organizations, employees receive the opportunity to return to work upon completing rigorous substance abuse counseling programs with the promise of staying away from drugs. Allowing an employee to reflect on how meaningful employment is when an employee is away from work. For instance, how earning the means to take care of oneself, but the welfare of family members as well. For most people, returning to work is a way of life, which gives that individual a connection to their profession and the true meaning of life. Unfortunately, most people with substance abuse problems are likely to abandon family and friends than sacrifice jobs, which provides the money to pay for alcohol and drugs. Specific strategies used in the workplace can help employees restore their normal day-to-day activities, such as an intervention with loved ones and coworkers who can provide support to workers experiencing substance abuse problems. Although continued employment, not guaranteed after completing substance- abuse counseling, can become a strong incentive and reliable support for successfully overcoming drug abuse problems.

Some employers may enlist the help of substance abuse counselors, who in turn advise individuals identified as substance abuse users to admit that they are addicts or alcoholics. Their job is to encourage them to continue with the program, which affects compliance (Allan et al., 2021). The strategies considered valid for substance abuse prevention include information dissemination, prevention education, alternative activities, identification and referral, community-based processes, and social and environmental strategy. The most effective prevention programs comprehensively incorporate multiple

strategies that address risk and protective factors across multiple domains (Nguyen-Meidine et al., 2021). For example, certain common therapeutic factors such as self-determination, self-goals, and therapeutic relationships among family and friends determine intervention outcomes for the substance abuser (Pecora, 2018).

Specific individuals may have a hard time reestablishing the confidence they once possessed before falling into substance abuse. At this time, it may be a great idea to assist those individuals with a plan that can help them get back on track to restore that confidence by setting up a motivational interview, which is a conversation style used to help motivate the individual and is willing to commit to change (Kocabıyık & Bacıoğlu, 2021). Individuals may not be fully aware of their drug problems, so this stage may allow them to discuss some of the issues and let management support the employee's sense of self-efficacy.

Perhaps one of the most significant interventions used to reintegrate employees back into the workforce was the creation of vocational rehab used to develop the social skills of those individuals who may have lost their jobs due to a life of substance abuse (Eddie et al., 2020). The workforce was the hub of vocational rehab used to develop the social skills of those individuals who may lose jobs due to a life of substance abuse. Strategies such as early reintegration allow for an individual to return-to-work to some modified duties, which permits employees to stay socially connected while going through rehabilitation (Guohua, 2020).

Substance Abuse Prevention

Addressing substance abuse in the workplace became a standard industry benefit, a cost-effective solution (Barbosa et al., 2017). Having a drug policy that informs employees of the consequences resulting from violations committed by employees, including using, distributing, using any prohibited alcohol or drugs at work, can lead to a decrease in organizational performance. The abuse of alcohol and illicit drugs has made a significant impact in the United States. Some of the problematic patterns and different types of behaviors resulting from such misuse contribute to a wide range of costly consequences such as motor vehicle crashes, suicides, interpersonal violence, unintentional injuries to others, and alcohol and drug poisoning (SAMHSA, 2015).

The prevention of substance abuse in the workplace is necessary to prevent the safeguard of employees because of the developing addictions of employees, which creates high costs for the employers in the future. Some of the most important reasons for engaging in workplace prevention are that most drug users and individuals who consumed alcohol are part of the workforce and allow parents in the workplace to receive messages about their children abusing illicit drugs. Although employers cannot always prevent the misuse of substances by their employers while they are away from the workplace, one must consider those on-call employees. The employer asks the employee: Are you able to come to work? Which gives the employee the opportunity to say yes or no, without going further into details to opt out about a reference to their current situation? The process is vital to ensure that the employee does not arrive in the

workplace under the influence of drugs, which may compromise their ability to work and the safety of the other employees.

Employees should feel safe when they arrive at their place of employment; therefore, the employer's job is to prevent substance abuse problems in the workplace by developing a comprehensive primary program that complements the efforts of the employee-assistance programs. The employer may create program efficiency if, based on the research, tailored to meet the needs of workplace cultures (Van Kirk, 2020). For example, during a corporate picnic involving alcohol, the employer is responsible for their employees 'alcohol consumption within 2 hours before reporting to work. From a legal standpoint, employers have held supervisors accountable for employees who may get involved in accidents that occurred on the job after drinking.

Some individuals may feel by drinking off the job does not have an impact on the workplace. However, when an employee does report to work with a hangover, it can lead to tragedy, which can jeopardize the health and safety of the other employees and lower morale (Al-Ajlouni, 2020). The focus is on managing the risks to the workplace that contribute to the illegal use of substance abuse that can affect productivity (Francis, 2019). Responsibility also lies with the employee as well. Substance abuse problems can be costly to both the employer and employee, especially in certain situations. Employees may take a drink during work hours to socialize.

The Link between Substance Abuse and the Workplace

In the workplace, one of the most challenging issues employers must face is substance abuse by employees. According to the U.S. Department of Health and Human

Services (USDHHS), in 2002, consisting of 16.6 million adult current illicit drug users, at approximately 5% (12.4 million users) workers in the workforce (SAMHSA, 2015). Although most researchers firmly indicated that alcohol had become a more significant dependency problem for most individuals than the abuse of other substances (Foster & Brogan, 2018).

Substance abuse and dependence have become a global problem affecting all societies near and far. Economic improvements led to a significant increase in substance and dependence problems in the workplace and outside of employment (Holtyn et al., 2021). Employee substance abuse is substantial to the pockets of employers. In one year, employers have paid billions of dollars for anything from premature death and illness, resulting in several million lost workdays annually (Barach, & Horton, 2021). Most employees admitted to using drugs on the job, which indicates that drugs adversely affected job performance. Some employees went as far as to the distribution of drugs to other employees in the workplace.

Some employees may feel their work-related problems may go unnoticed by others outside of the workplace, such as family members who urge the individual to seek help, realizing that their work-related problems stem from substance misuse. In some instances, some employee's work-related issues may not have been severe enough for employers to get involved. Unfortunately, some individuals in the workplace may feel the added pressure of not performing at the highest level in the workplace, difficulties at home, problems with family and friends, and financial hardship, which all can lead to substance dependency (Chemical Dependency in the Workplace, 2018). For instance,

those employees who are considering retirement and decided to transition to bridge work employment can heighten the risk of substance misuse. For example, those bridge employees in their career field may be new to the job, which could create a significant amount of stress at any age (Song et al., 2018).

Loneliness in the workplace can play a role in leading an individual toward substance dependency. Some individuals may be lacking in social skills, which can increase substance dependency in the workplace. An employee can experience burnout in a workplace by constantly doing the same job day in and day out without any job enrichment, which may lead one to believe that substance dependency can become a problem. Although employees are responsible for their abuse of alcohol and drugs, at work or home, employee substance abuse can have a significant impact on employers, supervisors, and coworkers, diminishing job performance, decreasing productivity. Increasing medical and workers 'compensation bills leading to consequences, depending on whether or not the employee jeopardizes the health and safety of others in the workplace. The responsibility of the supervisors and managers is to familiarize themselves with the following questions: What are the issues causing substance abuse in the workplace? What are some of the legal requirements for managing substance abuse problems in the workplace? Does the employer have the available resources to deal with workplace substance abuse? (Foster & Brogan, 2018).

The literature specific to occupational drug substance abuse is less extensive than the research on professional alcohol use. Two major themes emerged in the professional drug research literature. The first is complications that arise during an employee's drug

use on or off the job. An employee's admission of drug use or abuse can potentially have negative consequences, creating an incentive for the employee to underreport use (Kiluk et al., 2018). The second theme is that while these studies point to differences in employees 'traits that use drugs, such as deviance, rule-abiding, and work avoidance (Kong & Yuan, 2018). Those employees who use drugs most likely have a history of polydrug use, including alcohol (Hjorthøj & Nordentoft, 2017). For future research, this literature has two implications, which include both alcohol and drugs in research to capture a more authentic picture of the relationship between alcohol and drug-use disorders, absenteeism, and compensate for the potential underreporting bias by using a reporting system for identification of employee alcohol and drug problems in the workplace.

Transition

In Section 1, I discussed the (a) foundation of the study, (b) the problem and purpose statements, (c) research question, (d) the conceptual framework, (e) operational terms, (f) the significance of the study, and (g) review of the literature. In Section 1, I explored some different leadership theories useful for analyzing substance abuse in the workplace, such as systems, transactional, and transformation. In Section 2, I have discussed more in-depth the (a) role of the researcher, (b) the qualitative method and research design, (c) population and sampling, (d) ethical research, (e) validity and reliability, (f) data collection, (g) analysis and (h) organization. Section 3 of the study, I have analyzed any data received from the participants, the presentation outcome of the

study, implications for professional practice, and recommendations used towards any

future studies.

Section 2: The Project

Purpose Statement

The purposed of this qualitative multiple case study is to explore strategies that HRMs use to prevent substance abuse use in the workplace to increase employee productivity. The target population have comprised of four HRMs working for four organizations located in Southeastern region who have successfully implemented workplace substance abuse prevention programs. The implications for social change include the potential to increase employee productivity and retention, reduce absenteeism and workplace substance abuse prevention programs.

Role of the Researcher

In a qualitative study, the researcher is the principal instrument for exploring, explaining, clarifying, documenting, and storing the data gathered (Becker, 2019; Thurairajah, 2019). Unlike in quantitative studies, the researcher is the primary instrument for collecting data (Quadrelli, 2018). Zahle (2020) noted that qualitative researchers must gather data in an objective and unbiased manner to protect the integrity of the research. As the researcher in this qualitative study, my role was to conduct interviews and document reviews, objectively analyze the data, and interpret the study findings.

I did not conduct the study in my workplace, and I do not have professional or other relationships with prospective participants. Conducting insider research also has disadvantages, such as role confusion and loss of objectivity (Postema, 2020; Webster-Deakin, 2020). I have not conducted the study in my workplace, and I do not have

professional or other relationships with prospective participants. While leading insider research has its advantages, such as having a greater understanding of the organizational context (Nnah Ugoani, 2020).

According to Myers (2019), researchers who conduct their studies at an outside organization can ensure the objectivity of the research. I have over 36 years of professional experience in the U.S. government as a manager, supervisor, on-the-job trainer, and facilitator during monthly and weekly staff meetings. To protect the integrity of the research and to ensure the credibility of the research study findings, I did not conduct the study at my workplace, I have protected the personal information of participants and I have applied rigorous data collection and analysis strategies.

My key role as researcher was to protect the integrity of the investigation. When gathering data from participants for research studies, it is critical to apply the most ethical practices (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979). Researchers must abide by the ethical principles of *respect*, *beneficence*, and *justice* per the *Belmont Report* (Millum, 2020). Respect for persons refers to protecting the participants' autonomy in a study (Walker, 2020).

Beneficence refers to treating participants with dignity by respecting their decisions and protecting them from harm (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979, 1979). Applying the justice principle requires researchers to treat individuals in a way that minimizes potential harm (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979). As stated in the *Belmont Report*, it is the researcher's

responsibility to ensure that the participants are not harmed during the interview process and treated with the utmost respect (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979).

Suissa and Ernst (2020) noted that avoiding bias in the research might be difficult. However, it is the researcher's responsibility to avoid personal bias and ensure the objectivity of the research. Being neutral and consistent during the interview process helps ensure quality of the research. To avoid personal bias, I was able to use member checking. I provided participants with a draft of my interpretation of their responses. By conducting member checking, I had each participant confirmed the accuracy of my interpretation of the provided responses or correct my interpretation of the responses to the interview questions.

Researchers conducting qualitative research studies use an interview protocol as a procedural guide (Yin, 2018). I was able to prepare an interview protocol according to Yin's (2018) five recommendations for evidence gathering: pose great questions, be a good listener, remain versatile, have a decent comprehension of the issues, and stay away from biases. Martens (2020) noted that an interview protocol includes interview procedures, a script of the introduction and the conclusion, and interview questions and prompts. I used an interview protocol to guide the interview process (see Appendix).

Participants

Qualified participants should have experience and knowledge relating to the business problem (Kiernan et al., 2018). Rezigalla (2020) underscored the importance of identifying and selecting the most appropriate participants in a qualitative research study.

Hewett (2017) also highlighted the need for identifying suitable participants before researchers commence the data collection process. To be eligible to participate in this qualitative case study, the participants met the following criteria: (a) hold an HRMs position in an agency in the Southeastern United States, (b) be knowledgeable about addiction prevention and intervention strategies adopted by the agency, and (c) have experience with workplace policy development and implementation regarding substance abuse in the workplace.

Researchers have also found that various perspectives are gained from participants (Singu & Chakraborty, 2021). If needed, a letter of cooperation may be required from the organization to access participants and documentations. I gained access to HRMs at each organization, which consists of the Southeastern region. Researchers should likewise address the logistics of how participants have been contacted, where meetings have occurred, and how to lead the data assortment process (Danish, 2020).

Researchers are morally responsible for guaranteeing the accessibility of information for the participants before the interview process (Gant, 2019). Sime (2020) contended that availing information to participants helped to encourage an educated choice about partaking in the research. Participants could pose questions about the study before consenting to participate. An appropriate setting for the interview is essential. Researchers suggest a casual environment that permits participants to have a sense of security when reacting to questions providing room for participants to pose questions openly without feeling threatened (Xu et al., 2019).

I reached out to various organizations to establish if HRMs who met the criteria for this study was willing to provide insights into the business problem. Stafford (2019) noted that it is necessary to establish a healthy working relationship with study participants from the communication process. Some ways to develop good working relationships with participants are transparency and building trust. Transparency through open communication eliminates participants 'feelings of obligation to participate in the study (Wiencierz & Lünich, 2020), and openly sharing information about the study affects the willingness of an individual to participate in the study and increases the trust between participants and researchers (Vedadi & Greer, 2021).

Research Method and Design

Research Method

Research methods are the key to providing researchers with strategies to answer their research questions (White, 2017). The three most commonly used research methods are qualitative, quantitative, and mixed methods (Strijker et al., 2020). When researchers perform qualitative research, they provide a comprehensive sense of a phenomenon by asking *how*, *why*, and *what* questions (Trent & Cho, 2020). Quadrelli (2018) defined quantitative, qualitative, and mixed methods are as *strategies of inquiry.* A qualitative researcher is versatile and open to data as it rises amid a study (M'kulama & Akakandelwa, 2021).

A researcher uses a qualitative research method to assemble top-to-bottom data on an issue by directing interviews and asking *how* and *why* questions (Hyers, 2018). The most appropriate method for this study was qualitative research. Researchers who use a

qualitative method explore phenomena through the perspectives of the target population who have subject matter experience (Martens, 2020). In this qualitative study, I focused on strategies HRMs used to prevent substance abuse in the workplace.

Yin (2018) noted that quantitative research is less suitable for understanding a participant's perspective. In contrast to the qualitative approach, researchers use quantitative methodologies to depict a topic measurably, sum up and make causal inductions, or test a theory (Smela, 2021). A quantitative method was appropriate for this study. The researchers 'goal is to test a hypothesis and analyze the relationships among dependent and independent variables (Bakker et al., 2021). I did not choose a quantitative method because I was not seeking to test a statistical hypothesis to examine the relationship between dependent and independent variables.

The mixed research method was not suitable for this study. Quantitative researchers examine relationships and test hypotheses (Cooperstein, 2017). Researchers who conduct mixed methods combine qualitative and quantitative research approaches within the same study (Bell & Wynn, 2020). The mixed method is a complex approach consisting of qualitative and quantitative methods. The quantitative components of a mixed methods study use close-ended questions to test hypotheses (McNabb, 2020). A quantitative approach would be appropriate only if the research question is set to test a hypothesis (Yin, 2018). I did not use a mixed method for my study because of the quantitative component, which requires extensive statistical analysis not expected to answer the question of this study.

Research Design

I considered four qualitative designs for this doctoral study: (a) phenomenological, (b) narrative, (c) ethnography, and (d) case study. After careful consideration of the purpose of each design, I selected the multiple case study. A multiple case study is suitable when the researcher focuses on multiple individuals, groups, or organizations (Yin, 2018). According to Fabre et al. (2021), case studies often provide unique information about specific timeframes and contexts; scholars often use them to explain particular behavior not exposed in quantitative research. Qualitative researchers also conduct a case study when investigating a small sample to gain insights into the business decision-making process (Yin, 2018). In addition, researchers use the case study design for an in-depth inquiry, and it is an appropriate design when a researcher seeks to answer *how*, *why*, and *what* questions (Yin, 2018). A case study design requires triangulating various forms of data, including semistructured interviews, documentation, and physical artifacts (Quadrelli, 2018). The multiple case study design was most suitable for this study.

While a case study researcher studies an individual, business program, or an event, an ethnographer studies an entire group of people sharing a common culture (Skukauskaite, 2020). Ethnographic studies are appropriate when a researcher is trying to comprehend interviewees 'top-to-bottom views of a culture (Moser & Korstjens, 2018). The ethnographic design was not suitable for this study because ethnographers spend extended time in the places or cultures in which they conducted research, often forming lasting bonds with people (Bell & Wynn, 2020). Ethnography was not an optimal choice

for this research study because ethnographic studies are suitable for studying cultural norms, actions, behaviors, or social compositions (Hockey & Forsey, 2020), not useful to explain or address the specific business problem of my research question.

Phenomenological researchers focus on a phenomenon experienced by at least one or more individuals and individual sense-production of the experiences (Perrier et al., 2020). Scholars who conduct phenomenological studies wish to explore participants ' personal lived encounters through multiple in-depth interviews inside like-populace (Kanemoto, 2020). Hallford (2020) used the phenomenological model to concentrate on the significance of a common event or experience shared by numerous individuals or groups. Exploring participants 'lived experiences alone have not serve the purpose of this study, so therefor, I did not select the phenomenological design. I explored experiences and perspectives and review documentation and physical artifacts related to the business problem.

Researchers provide an ordered study of historical events in a narrative design by acquiring and exploring participants 'accounts (Den Haan et al., 2020). Narrative researchers create participants' life stories to capture changes over time (Morrissey et al., 2019). Researchers conducting narrative design focus primarily on interview data and not on other forms of data that could be used to help corroborate the interview data (Yin, 2018). Narrative researchers also work closely with study participants for prolonged periods to document the stories of their lived experiences (Fowler-Watt, 2020), which was not the purpose of this study.

Researchers use various techniques to confirm the quality and dependability of evidence in qualitative inquiry, including data saturation and methodological triangulation. Data saturation in research is achievable by continuing the interview process until new data adds no additional information. At that point, the interviews stop (Tavory, 2020). Triangulation is the process of corroborating evidence by conducting interviews, reviewing documentation, and exploring physical artifacts, such as public notices, bulletins, and news articles. Triangulation enhances the robustness of the data and strengthens the data collection process (Yin, 2018).

Population and Sampling

The targeted population for this study has consisted of HRMs in the Southeastern region of the United States. I used purposive sampling technique to identify and select four leaders. Researchers use purposive sampling to select participants who fit the criteria of a study (Martens, 2020). Researchers who choose a purposive sampling technique use their judgment to select qualified individuals from the objective population (Das et al., 2020). By using purposive sampling, researchers consider the individual characteristics of every participant as a method for gathering quality information wealthy in data (Cullen, 2020).

The sample size for this study has consisted of four HRMs from four different organizations. Yin (2018) suggests a sample size between 3 and 10. Samples are small in qualitative research. To participate in the study, each participant must have experience working in human resources, hold a leadership position in an agency in the Southeastern United States, be knowledgeable about addiction prevention and intervention strategies

adopted by the agency, and have experience with workplace policy development and implementation regarding substance abuse in the workplace. As Janis et al. (2020) noted, selecting the most appropriate participants in a qualitative research study is essential. To answer the research question, selecting participants who meet the criteria are necessary.

Ethical Research

Protecting the rights and reducing the risks for the participants involved in data collection for this research study has not begun before the Walden University's institutional review board (IRB) approval. IRBs are locally administered groups whose members review and approve research protocols involving humans to ensure the protocols adhere to federal regulations and adequately protect human participants 'rights and welfare (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979). The objective of the IRB is to ensure that prospective participants receive the proper treatment throughout the research process and that they can withdraw from the study at any time without consequence. Is provided in the final paragraph of this section. The IRB approval number to conduct this study 09-24-21-0273300.

To protect the well-being and security of the participants used in the study, the National Institute of Health (NIH) set mandates for protecting human rights. Researchers must rely on procedural ethics and verify the accuracy of data collected from participants (Chiumento et al., (2020). Once participants agree to participate in the study, I have asked

them to review and sign the informed consent form, noting their understanding of the purpose of the study, their rights as participants, and measure to protect their confidentiality.

Researchers must explain to the participants that they have the right to withdraw from the study at any time (Fernandez Lynch, 2020). To communicate the voluntary nature of participation in the study, I have shared with prospective participants that they can withdraw from the study at any time and for any reason without negative consequences. The only incentive each participant has received from me is a letter of appreciation upon completing my study and a courtesy summary of findings.

To protect participants' personal identifiers, each participant has been given a code (P1, P2, P3, P4, and P5). Duke (2020) noted that preserving the confidentiality of the participants is not only a requirement, but it can also motivate participants to share their experiences truthfully and honestly. Collected data has been password protected, remains stored in my personal computer, and will be destroyed after 5 years to prevent undue exposure of participants' private information.

Data Collection Instruments

The selection of instruments used to collect data is a crucial step in the research process. According to Saldaña (2018), the researcher is the primary data collection instrument in a qualitative study. As the researcher in this study, I have not personally conduct face-to-face semistructured interviews and reviewed company documents. If social distancing does not permit face-to-face interviews. Zoom interviews has sufficed to protect participants' safety and well-being, in the event social distancing does not prevent

face-to-face interviews. As a data collection technique in qualitative studies, the semistructured interview is a reliable tool for data collection because of open-ended questions, which enhances the flexibility of the interview process (Estrada-Galiñanes & Wac, 2020).To protect the integrity of the collected information from participants, I have recorded the interviews using my cell phone and Zoom.

According to Yin (2018), a researcher must understand that the most reasonable use of documents is to corroborate and augment evidence from other sources. Yin (2018) noted that the researcher should use the following sources of proof in a case study: (a) documentation, (b) archival records, (c) interviews, (d) direct observations, (e) participant-observation, and (f) physical artifacts to triangulate the study. By utilizing more than one data collection technique, researchers can improve the validity of findings through methodological triangulation (Walton et al., 2020). I have used interviews, documentations, available documentation, and archival records to triangulate my studies.

To avoid bias, I have conducted member checking. In member checking, the researcher asks participants to review the researcher's interpretation of participants ' responses to their previously recorded interviews (Gergen, 2017). Then, I have provided a draft copy of my interpretations of their responses to correct any errors that I have made. By conducting member checking, I have allowed each participant to confirm the accuracy of my interpretation of the provided responses or correct my interpretation of the responses to the interview questions.

I have used an interview protocol during the interview process to ensure continuity and reliability (see Appendix). Yin (2018) suggested that novice qualitative

researchers use interview protocols to improve their efforts regarding data collection via interviews. The use of interview protocol is essential because it helps ensure that researchers ask the same questions when interviewing (Palamar et al., 2020). As Martens (2020) noted, a researcher's interview protocol is an instrument of inquiry asking questions for specific information related to the aims of a study and an instrument for a conversation about a particular topic.

Data Collection Technique

Qualitative data is non-numerical information and includes responses gathered through interviews, observations, focus groups, or open-ended questionnaires (Thelwall, & Nevill, 2021). The data collection instruments that I have used to collect data for this research are semi structured interviews and organizational documents, such as regulations. Yin (2018) noted that the researcher could use the following data collection techniques in a case study: (a) documentation, (b) archival records, (c) interviews, (d) direct observations, (e) participant-observation, and (f) physical artifacts to triangulate the study. Saldaña (2018) noted that the researcher is the primary data collection instrument in a qualitative study. As a researcher, I am the primary data collection instrument for this study. Due to social distancing, I used Zoom semistructured interviews, such as regulations. By utilizing more than one data collection technique, researchers can improve the validity of findings through methodological triangulation (Umanath & Coane, 2020).

I have not met with the study participants at an agreed-upon site to conduct the semistructured face-to-face interviews due to the COVID-19 RESTRICTIONS pandemic

and instead I used Zoom for social distancing. Before the beginning of the interview, I have once again made sure that the participants understand their right to withdraw from the study at any time and agree to the audio recording. Following that, the interview process has begun, and I have asked each participant the interview questions outlined in the interview protocol (see Appendix). During the interview, I have taken notes, which I have used for the analysis. Yin (2018) suggests taking notes to capture subtle nuance. Within one week of the interview with each interview participant, I have conducted member checking. Each individual had the opportunity to review my interpretations of their responses and clarify any incorrect items,

The use of face-to-face semistructured interviews with open-ended questions in a qualitative study has both advantages and disadvantages. As a data collection technique in qualitative studies, the semistructured interview is a reliable tool for data collection because of open-ended questions, which enhances the flexibility of the interview process (Jayaratne & Jayatilleke, 2020). Some other advantages of using face-to-face interviews are: (a) enhanced screening, (b) increased opportunity for capturing verbal and nonverbal cues, (c) improved control of the interview, and (d) optimized for observing emotions and behaviors (Jones et al., 2021). Interviewing as a data collection method is not without disadvantages (Boyko et al., 2019). Disadvantages of interviewing affect the quality of data collected by researchers. One common disadvantage of face-to-face interviews concerns potential bias to give a socially desirable answer (social desirability bias) or to put insufficient effort towards answering the questions (satisficing), which relates to *how* someone responds to the questions (Saloniki et al., 2019).

Further, social distancing requirements may limit the interview setting and may require a Skype interview for collecting interview data. Member checking is the preferred approach to ensuring the accuracy of data collection. A transcript review does not grind in on the individual contributions to make detailed changes before transcription. Member checking is the most efficient and thorough technique to ensuring data collection accuracy.

According to Yin (2018), a researcher must understand that the most reasonable use of documents is to corroborate and augment evidence from other sources. An advantage of using documents, particularly in case studies, is that they are critical for conducting methodological triangulation with other data (Yin, 2018). A disadvantage of using documents is that some documents might contain errors (Yankovych, 2020). I have requested organizational policies and procedural documents related to substance abuse prevention in the workplace.

Data Organization Technique

Victor-Ishikaku (2021) noted that proper organization of research data promotes an effective research process. According to Quadrelli (2018), qualitative data organization aims to order and structure collected data. Researchers can retrieve data more efficiently when using an effective data organization technique (Ziafati Bafarasat, 2021). To organize data collected during the study, including valuable responses obtained from the participants and any field notes acquired during my research, I have used Microsoft Word because of the reliability of the format and ease of use.

Researchers should protect the identity and involvement of the participants and store data in a safe place to guarantee confidentiality and privacy (Jarmin, 2021). To protect the participants' privacy involved in the study, the IRB's requirements include protecting all information retrieved during the research process (Jenkins et al., 2020). I have stored and secured all raw data (paper, audio recorder, and USB drive) in a locked safe and on a password-protected hard drive on my premises for a minimum of 5 years. After 5 years, I have shredded all raw paper data and erase the audio recorder and the USB.

Data Analysis

Qualitative data analysis involves identifying, examining, and interpreting patterns and themes in textual data (Saldaña, 2020). I have also used methodological triangulation. Triangulation is a data analysis tool that requires using two or more sources to validate research data (Yin, 2018). Researchers can use methodological triangulation to increase the validity of qualitative research (Natow, 2019). When researchers use multiple sources to gain insight into a research problem, scholars can augment the data analysis process to obtain an in-depth understanding of the phenomenon of interest. For methodological triangulation, I have collected qualitative data from semistructured interviews and reviews of current organizational documents. The use of methodological triangulation helps in conforming information from different data collection methods to ensure in-depth data (Looby, 2021).

When conducting qualitative data analysis, Yin (2018) recommended a 5 steps process that includes compiling, disassembling, reassembling, interpreting, and

concluding. Researchers often use quantitative data software such as DeDoose and

NVivo to assist with the classification and ordering data (Jajuga et al., 2020). After

entering and organizing all data, I have used Yin's (2018) data analysis process and

compile, disassemble, reassemble, interpret, and make conclusions from the data. With a

small sample for interviews, the use of NVivo software is unnecessary. I have used pencil

and paper analysis to code, cluster, and establish themes.

     One theory has served as the conceptual framework in the doctoral study: the

TRA. Bonello and Meehan (2019) noted that researchers use a conceptual framework to

guide the collection and analysis of data to identify key themes, concepts, and emergent

categories for addressing the research question. After the data analysis, I have correlated

the critical themes with information found in the literature review and the conceptual

framework. I have used the themes from the data analysis to answer the research question

and relate them to the conceptual framework.

     During the data preparation process, I have checked to ensure the accuracy of data

before logging the data into the computer, transforming the data, and creating a database

that integrates various study measures (Korotkevitch, 2017).

Reliability and Validity

Reliability

     Reliability is used to minimize errors and bias (Yin, 2018). Ensuring reliability is

one way of improving the quality of qualitative research studies (Tonon, 2020). Martens

(2020) noted that researchers could enhance reliability in qualitative research by ensuring

dependability. According to Zuniga et al. (2021), researchers can improve dependability

through triangulation, an interview protocol, and member checking. Member checking

the participants occurs after collecting data from the interviews (Darlington & Scott,

2020). Performing member checking enables researchers to ensure the accuracy of the

information gathered through interviews (Elliott, 2018; Tarr et al., 2017). Brear (2018)

recommended the following 3-step process for conducting member checking: (a) conduct

the initial interview, (b) interpret what the participant shared, and (c) share the

interpretations with the participants for validation. To conduct member checking, I have

ensured the interviewees review my interpretation of the interview to assure

dependability.

Dependability

In partial view, dependability is about reliability. Dependability emphasizes the

need for the researcher to account for any changes that may occur during the research

process (Briscoe & Persad, 2020). Dependability usually occurs when one researcher can

follow the audit trail left by another researcher (Whitaker et al., 2020). During the end of

my data collection, I have performed member checking to ensure the accuracy of the

information gathered through interviews (Elliott, 2018; Tarr et al., 2017). According to

London and Borrego, (2017), researchers 'curiosity has driven the initial observation and

over time with repeated observation and question. The meanings of items, articles,

patterns of behavior, and social relationships and events become clear. Although no one

can observe everything, therefore, as a researcher, one must become wise to develop a

checklist to help guide the interview process. As a researcher, you must understand that

presenting research findings visually, whether in a video, an illustrated article, or a live presentation, is engaging and informative (Belk, 2018).

Validity

According to Yar Yildirim (2021), validity refers to the credibility and accuracy of the study results in relation to the data. Gordon-Smith (2021) noted that researchers could enhance the validity of qualitative research studies by ensuring credibility, conformability, and transferability. Credibility refers to the truthfulness of the participant's information and implies that the study accurately reflects the experience and interpretation of the participants (Hsu et al., 2020). Two common strategies used to ensure credibility are member checking and triangulation (Gergen, 2017). To ensure credibility, I have conducted member checking and use methodological triangulation. Member checking is a process through which researchers allow the interviewees to review the researcher's interpretation of the participants 'responses to assure accuracy (Yin, 2018). Methodological triangulation involves using different sources of information to increase the credibility of a study (Warren & White, 2020). The use of multiple lines of evidence, add depth and breadth to the study (Yin, 2018). In this study, in addition to the interviews, I have also use company documents to conduct the study.

Transferability refers to the extent to which the findings of a one study apply to other contexts (Martens, 2020). To ensure transferability, researchers must provide a detailed description of the research context (Must, 2020). Gergen (2017) argued that even though not all findings may not be transferable to all populaces, gatherings, and settings, findings can still relate to other cases and contexts, which is especially important in case

study research, where researchers use the lesson of one instance to make recommendations that can apply to others (Gergen, 2017). To establish triangulation, all of the participants involved in the study have related to one another. Providing a rich description of the research context and participants helps readers and future readers determine whether the findings of a particular study are transferable to another context (Simons, 2020). I have provided a detailed description of the participants, the research context, and the research process so that the readers can determine whether the case is similar enough to be relevant.

Egerer and Hellman (2020) identified conformability as the qualitative parallel to subjectivity. Confirmability means that the influence of the researcher's judgment is minimized, which leads to the researcher being simultaneously the detective and the machine of assessment and analysis (Baker, 2021). Guohua (2020) recommended a conformability audit to attest to the fact that the data can be traced to regional sources and that the process of synthesizing data to reach conclusions can be confirmed. I have ensured confirmability by using a journal to keep track of all data obtained during the research and plan any data collection. The use of a journal is crucial, because not properly controlling data could lead to missing data and reliability issues in the study (Pohl & Becker, 2020). By documenting thoroughly comprehensive notes and being organized in my research, I was able to review every step of the process as needed for clarity during the study and then again in writing about it, reducing any potential bias that may result because of lack of formal documentation.

Credibility. Credibility is in preference to internal validity. The results of a qualitative research are credible through the eyes of the participants who are the only individuals that can legitimately judge the credibility results of the study (Hussain et al., 2020). Credibility is about real-world situations participants experienced at one point in their lives. Also, triangulation, which involves the use of multiple techniques in research, also increase credibility by applying member checking with participants and to obtain corroborating evidence to support my study (Antoniou, & Antoniou, 2020).

Transferability. Transferability is about external validity. Transferability is the result of transferring the knowledge of one business to others, in which the researcher does a thorough job of describing the research context and assumptions central to the research (Weise et al., 2020). To establish transferability, the managers from the different organizations are invited to be part of the interview process of the study. Although there are limitations on transferability, Gergen (2017) argued findings can still relate to other cases and contexts, which is especially important in case study research, where researchers use the lesson of one instance to make recommendations that can apply to others (Gergen, 2017). Gergen (2017) also identify triangulation of data sources as contributing to transferability designing a study in which multiple cases, multiple informants or more than one data-gathering method use can significantly strengthen the study's usefulness in other settings. To establish triangulation, all of the participants involved in the study have related to one another.

Confirmability. Confirmability is more concerned with how biases a researcher can become to the findings of a study, which leads to the researcher being simultaneously

the detective and the machine of measurement and analysis (Gao, 2020). I have ensured confirmability by using a journal, to keep track of all data obtained during the research and plan any data collection. The use of a journal is crucial, because if the data collected

not properly controlled, could lead to missing data and reliability issues brought on by the participants involved in the study (Pohl, & Becker, 2020). I have ensured confirmability by keeping an accurate audit trail and completing member checking with participants as well as applying triangulation through the inclusion of interviews and regulations.

Transition and Summary

In Section 1, I discussed the (a) foundation of the study, (b) the problem and purpose statements, (c) research question, (d) the conceptual framework, (e) operational terms, (f) the significance of the study, and (g) review of the literature. In Section 1, I was able to explore a leadership theory useful in analyzing substance abuse in the workplace, such as transactional. In Section 2, I explored (a) role of the researcher, (b) the qualitative method and single case study research design, (c) population and sampling, (d) ethical research, (e) validity and reliability, (f) data collection, (g) organization, and (h) analysis. Section 3 of the study have consisted of analyzing any data received from the participants, presentation outcome of the study, implications for professional practice, and recommendations used towards any future studies.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative multiple case study was to explore the strategies that HRMs use to prevent substance abuse in the workplace and to increase employee productivity. The data came from interviews with HRMs from a variety of companies from the Southeast region of the United States. The findings showed that HRMs used a variety of different strategies to prevent substance use in the workplace to increase employee productivity. The key themes that emerged from the data regarding substance use in the workplace included the following: (a) substance use impact on employee absenteeism and productivity, (b) substance use awareness and communication, (c) substance use intervention and consequences, and (d) effective strategies to prevent substance use.

Data Analysis

After receiving IRB approval, I contacted the HRMs by phone and confirmed that the HRMs have been operating in the Southeast region of the United States. Then, I made appointments to interview the HRMs via Zoom and telephone. Before interviewing the participants, I introduced the research project and myself. From the individuals who agreed to participate, I requested each participant read and sign the informed form so that they can acknowledge that they are aware of the purpose of the study and confirm that they understand the scope of the study, their rights, and the protection of personal information.

I collected demographic information regarding the owners and the businesses before asking the strategy-related interview questions. I interviewed four successful HRMs and followed the interview protocol to ensure consistency. I asked each participant 10 questions. Each interview was transcribed using the TranscribeMe application software. Thereafter, I performed member checking with each participant to confirm that the transcripts represented what they shared in the interview. Dedoose qualitative software was used to code the data and develop themes. I used Braun and Clarke's (2022) data analysis process and followed the following steps: (a) transcribing the data I received from the participants while I conducted my interviews, (b) using Dedoose qualitative software to generate codes for the data I collected, (c) collating codes to help establish into potential themes for my study, (d) reviewing the themes that were related to my study by assigning coded extracts, (e) defining and naming the themes, and (f) identify the themes in my study and finalized my doctoral study.

Presentation of the Findings

I conducted the interviews with the participants via Zoom and cell phone because of the COVID-19 pandemic restrictions. The participants in this study were four HRMs. To maintain confidentiality and privacy, I used codes for all four participants instead of using the participant's names in the study. All of the semistructured interviews was conducted over Zoom at a time that was convenient for all four participants. I completed the interviews in a private space in my home and recorded each session using Zoom. I informed the participants of the study's goal and their right to withdraw from the interview at any time prior to the commencement of each session. There were no

withdrawals. Prior to emailing the consent form to each participant, I examined the form and verbally asked for their consent. I made observational notes in addition to the Zoom audio recordings. Each interview was followed by a member check. I summarized each participant's response throughout each interview to ensure that I had appropriately captured their response. I provided a brief description and overview of each HRM interviewed in the following section. Each HRMs demographic characteristics are provided below (See Table 1).

Table 1

Participant Demographics

Participant	Type Company	Years at Company	Size of Company	Gender	Race/Ethnicity	Education
Participant 1	City Government	19.5 Years	635 FT/ 814 PT Employees	Female	Caucasian/Asian American	BA Degree
Participant 2	Public Transportation	8 Years	200 Employees	Female	African American	Master's Degree
Participant 3	Municipal Transportation	1 Year	1,000 Employees	Male	African American	Master's Degree/HR Certification
Participant 4	Public Transportation Agency	19 Years	946 Employees	Female	African American	Master's Degree

Note: FT = Full-Time/PT=Part-Time

One overarching research question guided this study: What strategies do HRMs use to prevent substance abuse in the workplace to increase employee productivity? After I collected, coded, and analyzed the data, I checked for alignment between the findings and the conceptual framework for the study, TPB, and the existing literature reviewed.

Four key themes emerged from the data analysis: (a) substance use impact on employee absenteeism and productivity, (b) substance use awareness and communication, (c) substance use intervention and consequences, and (d) effective strategies to prevent substance use.

Theme 1: Substance Use Impact on Employee Absenteeism and Productivity

The first theme that emerged from the data analysis was substance use impact on employee productivity and absenteeism. All four participants identified absenteeism as the greatest consequence resulting from substance use. Absenteeism in the context of this study refers to unplanned absences by workers from work without good or documented reasons (Miraglia & Johns, 2021). The HRMs shared that substance use has severe negative consequences for their organizations for several reasons. The first negative consequence is that some of the employees who use substances simply do not show up for work. The second consequence is poor employee performance when employees are under the influence when they arrive at work. Whether employees are absent from work or underperform because of substance use, a host of negative consequences are observed. In the case when employees are absent from work, the remaining employees have to work harder or work overtime to compensate for the work of their missing colleague. In the case when employees are at the workplace but under influence, they often come to work late, lack focus, are fatigued, are prone to accidents, sustaining injuries, and affect other employees 'morale negatively.

P2 and P4 noted that substance use results in increased employee turnover at their organizations. Employee alcohol and other drug (AOD) use is one area of growing

concern because of the negative consequences, including injuries, decreased productivity, and absenteeism (Roche et al., 2019). Regardless of whether some employees simply do not show up for work or go to work under the influence, the consequences to the organization and employees can be severe. Employee absenteeism can have a significant impact on employee productivity and even employee safety and well-being. **Workplace productivity in the context of this study is defined as a conversation about workplace productivity, are referring to a great extent to how much work is fulfilled in a specific work environment, over a specific period of time** (Verggs, 2015). P1 shared that there is a pattern of absence for employees who use the substances. In the words of P1, absences are more likely on Mondays, after the weekend, or even Fridays. In that sense, absenteeism is related to productivity.

The HRMs in this study explained that workers who abuse substances pose a significant cost burden for employers. All HRMs overwhelmingly shared that one of the greatest organizational burdens of substance use in the workplace was productivity. P1 shared that when employees come to work under the influence, they are often late, have decreased lack of focus, are prone to taking increased risks on the job, and are often fatigued. In addition, this also affects remaining employees 'morale because the remaining employees have to compensate for the lack of performance or adequate work of the employee who is under the influence.

P2 noted that substance abuse in the workplace reduces employees 'productivity. For P3, substance use has even greater consequences because P3 works with mechanics and bus drivers. P3 also stated that when an employee is under the influence, there

performance and productivity is impaired and the actions of employees under the

influence can lead to injuries to other people as well as death.

Table 2: Substance Use Impact on Employee Absenteeism and Productivity

Participant	Participant's Comments
P-1	That would be absenteeism. A lot of times you do see a pattern of absences like on Mondays, after maybe the weekend, or even Fridays; tardiness, lack of focus, taking increased risks in their job perhaps, coming in tired, even morale. Other employee may impact other employees because that employee may not be pulling their weight, so it has an impact on morale, as well.
P-2	So substance abuse in the workplace adversely or negatively impacts productivity, because it reduces productivity. It increases absenteeism as well as turnover.
P-3	Well, it's a huge impact. Because if you are under the influence of drug or alcohol, it definitely affects you from performing to your best ability. I deal with mechanics and bus drivers. So definitely cannot be under the influence. Let's use for example, working on the bus. You're putting on a tire, but you are under the influence. If you do not put that tire on correctly because you are under the influence, you can easily don't put it on correctly and it can roll off and cause everything up to as serious as death.
P-4	So, we know from studies and we know looking at our rates that if a person has substance abuse issues, you'll see a lot of, one, turnover. You'll

see a lot of people absences for... out being sick, and you will see more

accidents, workers comp injuries and such.

_____

Correlation with Literature

The findings in this study about the significant negative consequences resulting

from illicit drug use are similar to other researchers 'findings in the literature. The

findings from this research that drug use impacts absenteeism is similar to other

researchers 'findings on the topic. Absence and productivity loss are obviously important

outcomes for employers and employees (Buvik et al., 2018). In their qualitative research

study about alcohol-related absenteeism, presentism, and productivity, Buvik et al. (2018)

reported that 3% of the employees with instances of ineffectiveness due to alcohol get

almost nothing done at work on the days that they are ineffective, 20% reported doing

about half of what they normally did, and 77% answered that they did almost as much as

they would on a normal work day. These findings have significant implications because it

becomes evident that workers impaired by alcohol may be unable to do their work

properly and that co-workers sometimes need to step in to do their tasks.

Correlation with the Conceptual Framework

According to the TRA, if people evaluate the suggested behavior as positive

(attitude) and if they think others want them to perform the behavior (subjective norm),

this results in a higher intention (motivation) and they are more likely to perform the

behavior (Fishbein & Ajzen, 1975). The findings in this theme do not quite align with the

theory because this theme is about the negative consequences of substance abuse. As it

relates to the HRMs, their intent and behavior is considered favorable and is associated with the HRMs intention to have a positive impact on employees and the organizations.

Theme 2: Substance Use Awareness and Communication

Another major theme that emerged from the data analysis was substance use awareness and communication. The HRMs who participated in this study explained how important it was for employees to be aware of the dangers of substance abuse. The participants also discussed the importance of ensuring that the supervisors were properly trained and recognized certain symptoms and suspicions behaviors that may be displayed by employees who are under the influence of an illegal substance in the workplace. Substance use in the workplace continues to be a central issue for HRMs. Communication was identified as being essential in bringing awareness to employees as well as supervisors.

The HRMs who participated in this study explained how important it was for employees to be trained appropriately, held accountable, and understand the policies in place by reiterating communication on substance use which can be detrimental to health and welfare of the employees. HRMs in the study shared that communication plays an important role in preventing substance abuse in the workplace. To bring awareness, the participants provided substance abuse information and implemented a drug-free workplace policy at their organization.

Substance Abuse Awareness

The interviewed HRMs shared that delivering of substance abuse information was an important step toward bringing awareness to all employee in their organizations.

Delivery of substance abuse information is the method that employers use to present an array of information to help employees who may be struggling with alcohol and drug abuse to enter a rehab program which could help those individuals overcome their drug addiction (Kramer Schmidt et al., 2020). Substance abuse is common in all industries (Deria & Lee, 2020), which makes the significance of bringing awareness to employees even greater. The participants in this study shared that some of the ways through which they bring awareness in the workplace is through distributing pamphlets, seeking acknowledgment, administering drug testing, offering training, implementing a zero-tolerance policy, sharing information in the pre-employment process, informing new employees during the new hire orientation, and offering assistance. The HRMs noted that not only does substance use training applies to current employees throughout the city, but it also has been implemented in new hire orientation for all of the new employees during the pre-employment process. P1 and P2 shared the importance of providing information or communication on substance use awareness or prevention and described the steps they take to share the information with employees.

To P1, delivering of substance abuse information is part of the training. At the P1's organization, the leadership team provided substance abuse information as part of the pre-employment process, which was later extended to safety-sensitive positions.as well as all citywide training for supervisors, managers, and employees. After the implementation of the policy, providing substance abuse information is covered in the new hire orientation process. At P2's organization, the leadership team places high importance of ensuring employees awareness of the organization's zero-tolerance

substance abuse policy. The leaders at the P2's organization communicate with employees about substance abuse in the workplace throughout the year through educational means. Some of the ways through which this is accomplished include open enrollment when vendors are on-site, providing medical insurance programs, or the company's employee assistance program (EAP). P2 shared that the company makes efforts to keep employees aware of the company's zero-tolerance for substance abuse in the workplace through the promotion of drug-free workplace posters, flyers. Sending out messages to everyone's phone, et cetera are also ways to keep employees informed.

Implementing Drug-Free Workplace Policy

The HRMs who participated in this study highlighted the significance of implementing a drug-free workplace policy and ensuring that the supervisors inform each employee that substance abuse will not be tolerated in the workplace. Drug-free workplace policy in the context of this study refers to a business setting where all employees follow to a program of policies and exercise planned to supply a secure work environment, discourage alcohol and drug abuse and encourage treatment, recovery and the return to work of those employees with such abuse problems. A drug-free workplace policy is a policy in the workplace about employer expectations about drugs and alcohol use (Van de Ven et al., 2019). Drug-free workplace policies contain information about use of illegal drugs, etc., and provide information about expectations and consequences.

Two of the participants (P3 and P4) spoke to the importance of implementing a drug-free workplace policy and underscored the importance of avoiding substances by communicating with their employees in the `context of workplace substance abuse. For

example, when asked about communicating with the employees on the issue of substance use in the workplace, P3 stated that when new employees they are provided with a pamphlet and an acknowledgment form that they must sign during the onboarding process, when they first come in. The pamphlet is eight and a half by an 11-page booklet that includes information about the zero-tolerance at the company. After reading the pamphlet, it should be clear to anyone that random drug testing is to be expected. P3 also stated that they also do a drug test even when an employee has an accident, P3 noted that the organization informs potential employees from the very beginning that the organization has a zero-tolerance substance use policy, and that a positive drug test of any kind you result in employee termination.

P4 recognized the importance of new employees understanding of the zero-tolerance policy and shared the organization readiness and dedication to helping new hires in assisting any employee who experiences any substance abuse issues in the workplace and employees who require any additional support. Based on the responses from P4, the leadership team has made considerable investment in preventing substance use. Pastore et al. (2013) underscored the importance of implementing a zero-tolerance policy by noting that putting a zero-tolerance policy in place and enforcing it consistently throughout your organization is the most legally sound policy an employer can enact. A zero-tolerance policy is simple and straightforward; no employee may use illegal drugs or substances while at the workplace or be under the influence of such substances while working (Pastore et al., 2013).

Some of the techniques used to prevent substance abuse at P4's organization include subjecting every new employee with new employee orientation during which the leader said organization talk about drug abuse in the workplace as well as drug and alcohol abuse as outlined in the company policy. As required, new employees receive information about the employee assistance program (EAP). Supervisors and all safety-sensitive employees complete a 60-minute drug training, as required by Federal Transit Administration (FTA). In addition, employees receive literature through the company's Insight page, which is the company's internal website. The leadership team at P4's organization have also installed drug and alcohol two boxes that contain information about places that employees can reach out to what it is for employees themselves or anyone in the employees 'household. Finally, P4 noted that employees receive a quarterly email called From the Desk of the Drug and Alcohol Program Manager newsletter that covers different topics such as marijuana and alcohol workplace substance abuse, which can have a significant impact on its employee's productivity.

Table 3

Theme: Employee Communication Substance Use

Participant	Participant's Comments
P-1	It's training. When we implemented our new policy, which incorporated some of the... We expanded our random pool for safety-sensitive employees. We always did it for pre-employment, but then we did the random testing for other safety-sensitive positions. But when we rolled that out, we went back and conducted all citywide training for supervisors,

managers, as well as employees. From that point forward, we cover this in new hire orientation. So, all of our new hires are aware of our policy and the help that is available to them.

P-1   Primarily through the supervisor. I think since they have the direct day-to-day contact with the employee, they would recognize some of those symptoms, but also, we have a random drug testing program in place, so we would be made aware through a random drug test. Also, a reasonable suspicion, as well, if we recognize certain symptoms that an employee is displaying. So that's probably how we would become aware of issues. Some employees may even come forward to HR and let us know that they have a substance abuse problem and they need some help, of course, at which time we would provide them with the necessary help through an employee assistance program.

P-2   We communicate with employees about substance abuse in the workplace through various times throughout the year, through educational means. Whether that's doing open enrollment when we have vendors on site, through our medical insurance program or our EAP, our employee assistance program. But we're constantly making employees aware of the company's zero-tolerance for substance abuse in the workplace, through the promotion of a drug-free workplace posters, flyers. We also have the ability to send out messages to everyone's phone.

P-2   HR is normally made aware from supervisors, managers and above. If there's an employee that may be demonstrating some erratic behavior, or behavior that's atypical of someone that may be abusing drugs or alcohol. And for example, we have a reasonable suspicion form or checklist, that supervisors and managers can use to identify those behaviors, before we go to the next step of random drug screen.

P-3   Doing our onboarding first, when they first come in, we have a pamphlet and we have an acknowledgement form that they must sign. And it's actually quite a eight and a half by 11 page booklet that explains how we have a zero-tolerance. And that we do random drug testing. If anyone comes up, you can even be in accident and you will have to take drug testing. And we do random, but we let them know right before they even, on their first day of training that we have a zero-tolerance, and if you come up positive of any kind, then you will be terminated.

P-3   Normally we do random drug testing all the time. So doing a random drug test, it would let us know if anyone comes up under the influence of any way.

P-4   So, we have several different ways that we do that. So, every new employee that comes on board gets new employee orientation, and we go over drug abuse in the workplace, drug and alcohol abuse. We go over our policy. One, is expected, and we also go over our EAP, employee

assistance program. After that, all supervisors and all safety-sensitive

employees, required by Federal Transit Administration, which is FTA,

they have to go through 60 minutes of drug training. So, we have that.

And then we send out, we post literature. We have our, it's called our

Insight page, which is just our website that's internal. We have a whole...

it's called a drug and alcohol toolbox. So, there's a lot of information up

there, places that they can contact, not just for themselves but if they have

anybody in their household that could possibly be under influence.

P-4   And then I also do a quarterly email called... it's From the Desk of the

Drug and Alcohol Program Manager newsletter. So, we go over a different

topic, so it might be, I think the last one we did was marijuana. So, we'll

go over alcohol, which is a big thing because one, it's legal, and you'll

have a lot more people that use that substance than any substance that you

find.

P-4   So, we have a couple of different ways. One, all of our managers and

supervisors who supervise safety-sensitive employees, and other admin

staff, who for example, like a payroll clerk who deals with a lot of

employees, they're all... have reasonable suspicion training. So, we have

about, a little bit over 200 employees that have had the training who can

detect if there's issues. We also look at patterns. We look at, from human

resources standpoint, we look at absences. We'll also look at when an

employee submits certain medical paperwork. Sometimes you'll see it on

their medical paperwork. They'll apply for FMLA and it'll be because

they're in drug rehab or something.

Correlation with Literature

Other researchers and scholars have recognized the value of promoting substance
abuse awareness in the workplace and implementing drug-free workplace policies or
zero-tolerance policies. Because AOD use among workers is highly prevalent and
associated with significant harms, employee AOD use is an area of growing concerned
for employers (Roche et al., 2019). While generic health promotion programs are very
common in the workplace, they really target alcohol and other drug issues. AOD
workplace-based programs typically include educational/awareness programs,
supervisor/manager training and employee referral pathways (Roche et al., 2019).
Workplace AOD initiatives therefore have a potential to positively influence workplace.

The implementation of written drug-free workplace policy is instrumental in
promoting drug-free workplace (Betcher et al., 2020). Promoting zero-tolerance policies
is also an effective way of demonstrating to please do organizations stand on an issue.
Workplace zero-tolerance policies in the strictest sense ban certain types of misconduct
on penalty of immediate termination (Braun & Clarke, 2022). Two main advantages of
implementing a zero-tolerance policy are that (a) employees have a clear expectation as
to what behavior is acceptable at work and what is not and (b) a supervisor has fewer
opportunities to make biased decisions under a strict zero-tolerance policy (Braun &
Clarke, 2022). According to Braun and Clarke (2022), strict zero-tolerance boost

employee morale and instill trust among employees that their employer is treating everyone the same.

Correlation with the Conceptual Framework

The findings that substance abuse leads to negative consequences such as absenteeism and loss of productivity are related to the theory of reasoned action. According to Ajzen (1985), some people may influence factors that positively or negatively affect their actions. Influences may cause people to change their actions. Zhang et al. (2021) stressed the importance of collecting relevant information that can influence behavior. In this study, there is evidence that the HRMs and organizational leaders 'behavior in the way of bringing awareness to employees, providing information and training, and offering employee assistance programs were factors that influenced employee's behavior in being less likely to use and abuse drugs and alcohol.

Theme 3: Substance Use Intervention and Consequences

The third theme that emerged from the data analysis was substance use intervention and consequences. As noted earlier, substance use awareness and communication in the workplace was important for all HRMs. However, bringing awareness and communicating with the employees does not guarantee that everyone in the organization will comply with the implement substance use policies. Once the leaders establish that employees are using illegal substances, they resort to actions. The first thing that the leaders do is intervene. First-level interventions in substance use in the context of this study relate to primary or universal prevention. The purpose of first level

interventions is to cause environmental or systemic changes that prevent the development of behavioral or mental health problems during drug use.

The interviewed HRMs in this study explained that the supervisors are the first in line to suspect or report any strange or unusual behavior of employees concerning substance use. However, supervisors work directly with HR office and receive guidance. Interventions that require immediate attention to reduce the burden of substance use, including misuse of opioids in the workplace that could potentially target a large proportion of users. The HRMs in this study explained that employees who abuse drugs pose a significant threat to the other employee's safety and the consequences that can lead to an employee's termination. In addition, employees engaging in alcohol or drug abuse put employers in danger of unnecessary costs for medical insurance, not found or noticed work, institution violence, ahead of-the-task injuries, memory questions, and lower productivity (Enos, 2021; Haines, 2017).

Substance Use Intervention

Action on the part of supervisors is often the first step in intervening when substance use is suspected or acknowledged. HRMs taking action in the context of this study refers to supervisors taking steps at an early stage to address unsafe and unsound practices or activities that could pose risks to employees or to organizations. All participants shared that while the direct supervisor is the first level of intervention, supervisors also work closely with the office of human resources. P1 and P2 shared that supervisor are appointed as the first level of intervention when identifying employees in the workplace who may be showing signs of or displaying unusual behaviors while being

under the influence of an illegal substance. The HRMs shared those supervisors recognize that a decline in workplace work performance is not always related to dependence on illicit substances. Nevertheless, employers should ensure that their supervisors receive the proper training to discover whether other employees in the workplace are under the influence of drugs while performing their daily moral obligations in the organization.

Although some leaders make it impossible to find illegal substances in the workplace, few employees manage to make it possible to have an unlawful meaning available during the workday, lunch, or breaks (Subramaniam et al., 2018). All HRMs recognize that supervisors play an important role in intervening as necessary when substance use is suspected because supervisors work with the employees daily. Working with employees closely gives supervisors a chance to know employee on a personal level, which can make it easier for a supervisor to know whether or not an employee is abusing drugs.

At P1's organization, the first person to intervene is the direct supervisor because-because direct supervisors are the ones that have the day-to-day contact with the employee. Direct supervisors see the employee every day, and they also know the employees. Being in direct contact with employees daily makes direct supervisors the right people to first intervene when substance use is suspected or determined. P1 shared that the direct supervisors at the organization work along with the HR office as they provide guidance as necessary.

P2, highlighted the important role that supervisors play in first level intervention. The role of the supervisor at P2's organization is ensuring that the proper documentation provided to support any suspicious they may have on an employee being under the influence of an illegal substance. The proper documentation process involves having the supervisor and a second party or a manager completing a reasonable suspicion form or checklist to confirm. The reason for doing so is to ensure that there is supporting documentation to support the suspicion of substance abuse.

For P3 and P4, working closely with HR when substance use is suspected plays a critical role in preventing substance use. The HR office provides guidance. Human resources policies are guidelines developed by the HR manager with the help of company management for the purpose of hiring, work processes, compensation, leave, preparation, publicity, and work atmosphere, and other influential functions. P3 and P4 shared that one of the ways that they ensure employees understand first-level intervention substance use is to ensure that employees are aware of the availability of HR guidance for its employees to prevent substance abuse in the workplace. P3 noted that the supervisors receive appropriately trained to identify any known suspicious drug activity that takes place in the workplace. Some of the tactics that P3 uses when someone is under suspicion include watching if the employee is acting a little foggy, if the person is not able to stand up straight, or if the supervisor feels that something is going on with the employee under suspicion. If that is the case, the supervisor takes them to the drug testing; a supervisor takes them to our drug test of choice. In case the test results are positive, the employee can be terminated. For those who are upfront about having issues and share with us or ask

for support, we set them up with EAP so that the employee will go through a substance abuse program.

P4 shared those supervisors are required to complete a reasonable suspicion form or checklist that starts a paper trail in case an employee is suspicious of substance abuse in the workplace. But before that, the first level intervention at the P4's organization is to have a face-to-face conversation with that employee to find out what's going on. Sometimes employees simply use alcohol, and if it is alcohol, often times the supervisor can determine that. There are times when it is difficult to determine what substances might have been used; thus, meeting the employee in person and having a conversation is very important. Maybe the employee has a newborn baby and did not get much sleep.

Table 4

Theme: First Level Intervention Substance Use/Supervisor Taking Action

Participant	Participant's Comments
P-1	That would usually be the direct supervisor along with HR guidance. Again, because they're the ones that have the day-to-day contact with the employee. They see the employee, they actually know the employee, as well. I would have to say that it would be the direct supervisor along with HR guidance.
P-2	That's when we go back to filling out, having the supervisor and a second party or manager complete a reasonable suspicion form or checklist, to just confirm. Because with substance abuse or suspected substance abuse,

you want to be very careful and ensure that you have supporting documentation to support the suspicion of substance abuse.

P-3   So when you under suspicious, when you're suspicious, it may be someone may think you're acting a little foggy or you may not be standing up straight or people may feel that there is something, a little that's going on with them. We take them to the drug testing; a supervisor takes them to our drug test of choice. And that is one way to determine if that's what's going on with them. In that case, if they come up positive, then you are terminated. If you come to us and say, "I have an issue, I think I have an issue. I need some help." Then we will set you up with EAP and you will go through a substance abuse program.

P-4   The first level intervention would be to have a face-to-face conversation with that employee to find out what's going on. Again, with our reasonable suspicion that's the first thing that we do, is to meet with that person, in person. And if it's alcohol, a lot of times you'll be able to tell from that. Sometimes the other drugs and stuff, if you don't smell it, you don't know it. But that is our first thing that we do, is to meet with that employee, find out what's going on. It could be something that is just, they got a new baby and they haven't been sleeping, but is it something else?

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Consequences of Substance Use

The HRMs in this study explained that employees who abuse drugs pose a significant threat to the other employee's safety. To discourage drug use and abuse, they inform employees that there will be consequences, including mandatory participation in employment assistance program or termination. In addition, employees engaging in alcohol or drug abuse put employers in danger of unnecessary costs for medical insurance, not found or noticed work, institution violence, ahead of-the-task injuries, memory questions, and lower productivity (Enos, 2021; Haines, 2017).

Mandatory Participation in Employment Assistance Program. Employee assistance programs are options that each of the HRMs consider when working with employees who use and abuse drugs. An employee assistance program is an employee benefit program that assists employees with individual issues and/or work-related issues that will affect their work performance, performance, health, mental and emotional well-being (Sharar, 2021). Two of the participants (P3 and P4) shared that employee who have a problem with substance abuse are given a second chance to redeem themselves by entering into an EAP offering substance abuse treatment and advice. All four HRMs who participated in this study stated that they are willing to help employees who seek assistance by ensuring that they receive the proper treatment to help alleviate their issues with substance abuse. P4 also talked about giving a second chance by putting employees in an EAP program. There are situations in which the criteria for a positive test are not met, but it is known in the company that something is going on with an employee. An FMLA paperwork sometimes reveals that an employee was in a drug rehab. In those cases, P4 shared that they put the employee out of work and mandate that the employee

goes through the company's EAP program with a true substance abuse professional that can help them with their addiction.

P2 underscored the importance of an employee completing a mandatory EAP referral, which requires specific requirements to keep their jobs. They might receive a mandatory EAP referral with specific requirements; that's part of their treatment and then failure to complete that program successfully would result in their job loss, that sort of thing.

Substance abuse is a sensitive topic, so P3 noted the company's commitment to keeping any information regarding any employee as strictly confidential. Sometimes employees test positive for - a prescription that is provided by a medical professional, but the employee must inform the employer before taking the test. P3 shared that they keep medication prescription information confidential as well.

Termination. P1 and P2 shared one of the worst consequences for an employee - resulting from substance abuse is a termination from their place of employment. Once an employee has tested positive for an illegal substance, the employer can terminate that employee (Subramaniam et al., 2018). It creates favorable circumstances to suggest policy alternatives, tries policy exercises, and test policy alternatives. When asked about employees testing positive and entering into an EAP program for substance abuse, P1 stated that employee assistance program, is an option they promote. We also have our counselors will come in periodically and talk about that, as well. But as far as consequences, that is in our policy. And because we have a zero-tolerance policy, testing

positive for substance use results in termination. However, even if an employee is terminated for testing positive, our goal is to help the employee, not punish them. For that reason, we still help them through the employee assistance program even though they've been removed. P-2 stated that even though the organization offers EAP programs, they also have disciplinary action up to and including termination. Termination is an option when those who receive a mandatory EAP referral with specific requirements but fail to complete that program successfully.

Table 5

Theme: Employees Options and Consequences of Substance Use

Participant	Participant's Comments
P-1	The option that is available to them is our employee assistance program, which we really, really promote that quite a bit. We also have our counselors will come in periodically and talk about that, as well. But as far as consequences, that is in our policy. And because it is a zero-tolerance policy, it is termination. However, even if an employee is terminated for, let's say they test positive on a random, then we still provide them with help through the employee assistance program even though they've been terminated. Because that's really our goal, is to get them the help that they need, not to punish them. That's our mindset is to help our employees, right.
P-2	Oh, some of those that I mentioned, disciplinary action up to and including termination. They might receive a mandatory EAP referral with specific

requirements; that's part of their treatment and then failure to complete

that program successfully would result in their job loss, that sort of thing.

P-3   The option is to stay clean.

P-3   If we get any type of information, of course everything is confidential, we

tell them it's confidential, but we also let them know that they will be

terminated if they come up positive. Now there is a situation when we take

them, when we first come them in, if you are on any type of prescriptions,

you need to bring those prescriptions with you and let them know before

you take your drug test and they will see if the reason why you came up

positive is because of a certain drug that you're taking.

P-4   So, we have the second chance. Sometimes we'll see things that didn't

meet the criteria for a positive test but we'll just hear about something

going on with an employee, or we'll get that FMLA paperwork back and it

will say that an employee was in a drug rehab. And what we will do is, we

will put them out of work and we will mandate them to our EAP program

with a true substance abuse professional that can help them with their

addiction.

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Correlation with Literature

The findings from this study align with the finding in a number of study results

reported in the literature about the benefits of employer-sponsored assistance to

employees. Just as the HRMs who participated in this study, other researchers have

underscored the importance of offering employee assistance programs (EAPs). Waehrer

et al. (2016) noted that EAPs are associated with improved health of the working

population and reduced work injuries. In their study, Waehrer et al. (2016) discovered

that the EAPs were related to a reduction in no lost work time injury rates per 10,000 full-

time employee equivalents. For employers with more than 50 employees, the reduction

was 17% for and for employers having more than 50 employees, the reduction was 14%

(Waehrer et al., 2016).

Smith et al. (2019) also reported a myriad of benefits that are positively linked to

EAP utilization. In fact, recent research evaluating the impact of EAP utilization through

federal government employees has shown demonstrable and significant positive

organizational effects for workplace absenteeism, presenteeism, work engagement, life

satisfaction, and workplace distress (Mintzer et al., 2018).

Correlation with the Conceptual Framework

One of the earliest assumptions of theories of attitude change such as the theory of

reason action was that effective influence required a sequence of steps (McGuire, 1985).

For instance, according to typical influence, a person first needs to be exposed to some

new information and then be exposed to multiple channels of communication-face-to-

face, programs, work sites, and so forth. The findings in this theme are related to the TRA

because the findings suggest that the HRMs made attempts to present new information to

employees and followed certain steps such as providing awareness and taking action only

if the desired outcome is not met. According to Orlowski et al. (2021), alcohol misuse

and abuse negatively impacts and impairs cognitive processing, work performance, attendance, productivity, and interpersonal skills, and might lead to accidents and injury. Researchers have found that nonusers of drugs may be more attentive to and can recall more information from antidrug mass media campaigns than current users of drugs (Rozinoff et al., 1989).

Theme 4: Effective Strategies to Prevent Substance Use

Another major theme that emerged from the data analysis was effective substance use strategies. The HRMs who participated in this study shared the strategies that they use to help prevent employee substance in the workplace. The interviewed HRMs used a number of strategies, including (a) drug testing, (b) awareness through education, and (c) implementing a zero-tolerance policy.

Awareness Through Education

All participants in this study recognized the importance of bringing awareness of the negative consequences resulting from substance abuse and substance use in the workplace. Education is the method of encouraging learning, or the procurement of information, abilities, values, ethics, convictions, propensities, and individual advancement (Sundararajan, 2020). P1 and P2 spoke to the importance of employees being educated and aware of how the prevention of drug and alcohol addiction helps employees who struggle with an illegal substance. P1 and P2 noted that even though supervisors are not experts in educating employees who happen to show up at work under the influence of an illicit substance, supervisors are provided the proper training to help identify those employees in need of some assistance in alleviating drug abuse in the

workplace. P3 and P4 shared that if employees are educated on drug abuse, they will get the message and pass it along to other employees who may need help and make the workplace a safe environment to work.

P1 noted that training is very important because employees learn about the dangers of substance abuse, and they are also aware of the help available for them through our employee assistance program. P1 noted that the employees at the P1's organization receive help and give allow them to take a leave of absence until they're ready to come back to work for the organization.

P2 explained that they place great importance on education and bringing awareness to employees because bus drivers must adhere to the policies and regulations that governs their occupation, by informing the employees that they can be stopped at any time, in which case they must present their DOT medical card, which leads to an unscheduled screening for illegal substances if they are involved in any accident. P2 noted that the organization is educating employees about the many negatives associated with substance abuse, alcohol use, and drugs use. In addition, through education, the organization remind employees that they are a federal regulated organization, and have to adhere to DOT and FTA rules and regulations that govern them maintaining their jobs.

P2 noted that establishing an educational awareness campaign is instrumental in continuing to help employees understand that the purpose of the drug policies is to keep employees alert and remind them that they can gain access to an open enrollment program provided by medical vendors being on site. The educational awareness campaign is useful in a sense that it keeps employees aware of the substance abuse

policy, the company's zero-tolerance policy for substance abuse, the promotion and education about drug-free workplace, and the importance of maintaining such. By providing employees with a 1-800 number, whether through open enrollment our medical vendor on site, employees can access information as it relates to substance abuse. Employees 'medical insurance is more expensive, more costly if they smoke cigarettes too.

Just as P1, P2, and P3, the leaders at P4's organization place importance on education and ensuring that all employees receive the proper training on reporting any suspected illegal drug activity in the workplace. In addition to educating employees, educating the supervisors about signs of drug use is essential. The employees at P4's education is encouraged to report reasonable suspicions (e.g., if they can smell alcohol on someone's breath when they communicate with other employees). However, the reasonable suspicion is the greatest challenge at the organization (P4).

Drug Testing

The HRMs discussed having random drug testing, along with mandatory education and training, as a consequence of substance abuse. Drug testing is also a strategy to discourage employees of substance abuse or use while in the workplace. P4 explained that employees are aware that they are being watched daily and that they can be called in at any time for a random drug test, whether they are using drugs or not. Sometimes, employees act in a way that raises their direct supervisor's suspicion, which could be a reason for the employee to be called in for a drug test. Even though the employees at the P4's organization are provided with information about illicit substance

use and abuse, which is part of the awareness and training programs at the organization, having random testing is important because employees know that they can be called at any time. In that sense, drug testing may be seen as a preventive strategy that is part of the comprehensive drug-free work environment program.

Two participants (P3 and P4) spoke about the importance of drug testing being used as a strategy to help identify those employees who may be using an illegal substance at work. P3 noted that it is very important to have monthly meetings with the employees about the dangers of substance abuse as mentioned and noted "We have a monthly safety meeting with our employees. That comes up in our meeting about being careful. We have posters around in the break rooms and in the bathrooms to remind them that we are zero-tolerance."

Drug testing is a substance abuse preventing strategy at P4's organization as well. Because of the random program, all safety-sensitive employees are within that program. What that means is that because of FTA, the leaders have to test 50% of that workforce for drugs and 10% for alcohol. However, the leaders prefer to try to go above and beyond that and not just stick to the minimum. For that reason, about 65% of employees are tested for drugs and about 20% for alcohol each year. In total, P4's organization performs approximately 375 drug tests a year and close to 80 to 100 alcohol tests a year just for random test of employees.

Implementing a Zero-tolerance Policy

Another effective strategy in preventing substance use in the workplace was the implementation of a zero-tolerance policy. Policy is defined as a course or principle of

action adopted or proposed by a government, party, business, or individual (Fraussen, 2020). The study participants discussed how policies played a significant factor in preventing substance abuse. The HRMs noted that having a drug policy that communicates knowledge to employees of the consequences of violations committed by employees who utilize drugs or alcohol while performing their daily duties can decrease administrative conduct. Two participants (P1 and P2) shared that one of the most effective prevention tools to help prevent substance abuse in the workplace is a policy that governs the use of an illegal substance in the workplace.

P3 expressed how important it is to have a zero-tolerance in place so that when employees are caught using illegal drugs. According to P3, employees have no one to blame but themselves when they are caught abusing drugs. P3 believes that the zero-tolerance drug use policy is the most effective because it does not allow for a chance to do the test at another day and there are no excuses such as having a bad day and so on. Employees simply have to adhere to the implemented policies to avoid termination.

P1 noted that having a policy in place was significant because it allows employees to come forward and to admit that they have a drug problem and that there are places that they can go to and receive treatment, such as the EAP. Even though drug abuse is not a huge problem for the organization of P1, having a strong policy is the most effective strategy to prevent substance abuse because nobody really wants to lose their job. What is also important to know is that the policy is enforced. The leaders at P1's organization are very supportive and continuing to promote their EAP program. However, they also send a

strong message that people will lose their jobs if they do not come forward or seek assistance as necessary.

The zero-tolerance policy was especially important to P2. P2 works in the transportation industry, and it is important that employees continue to be educated and be reminded that there are consequences, including losing their bus driver CDL. Considering that the employees at P2's organization are in the transportation industry and that they the federally mandates, employees are made well aware of the consequences for substance abuse.

Table 6

Theme: Effective Strategies Preventing Substance Use

Participant	Participant's Comments
P-1	Again, we don't have that much of a problem, but I would say that the most effective strategy to prevent that is, well, it's a strong policy, and nobody really wants to lose their job. So, it is making them aware that we do enforce that, but also its heavily promoting on our EAP and letting employees know that, look, if you have a problem, come to us, and you're going to get the help that you need, we'll give you a leave of absence. You will not lose your job. We strongly send that message out repeatedly to our employees, so hopefully they get the help that they need before there is any kind of an accident or anything like that. Yeah, I would say that's probably the effective strategy for us.

P-1   Again, that would be training, letting employees know about the dangers
           [00:06:30] of substance abuse, and that there is help available for them
           through our employee assistance program. They don't have to fear losing
           their job if they do come forward. We will provide them with the help that
           they need, give them the leave of absence until they're ready to come back
           to work for us.

P-2   Education, and just simply making employees aware of the consequences
           for substance abuse. And then given the specific industry, the
           transportation industry, and what the federally mandates if you will, as it
           relates to driving and especially having a CDL with a P, letter P for
           passenger endorsement. So, most times the employees at the pre-
           employment stage, as well as post-employment, they are well aware of the
           consequences for substance abuse.

           The strategies predominantly used include an educational awareness
           campaign, and by making employees aware of the substance abuse policy,
           the company's zero-tolerance policy for substance abuse, and the
           promotion and education about drug-free workplace, and the importance
           of maintaining such. And then that's when we also have, whether it's
           through open enrollment, our medical vendor come on site, through their
           800 number, and employees can access information as it relates to
           substance abuse. And not only that, we provide... For example, medical
           insurance is more expensive, more costly if you smoke cigarettes, right?

P-2 So there are lots of negatives associated with participating in substance abuse, alcohol and drugs use. We are a federal regulated organization, given the fact that we have a lot of bus drivers, if you will, who have to adhere to DOT and FTA rules and regulations that govern them maintaining their jobs. And they could be stopped at the anytime. And they would have to show their CDL... Excuse me, their DOT medical card, et cetera. And if there's an accident, depending on the circumstances, they could be drug screened on the spot. And then also in the industry, there's what's called the Random Tool, where employees are randomly drug screened as part of the federal regulations' requirements.

P-3 I think the drug zero-tolerance is the most effective because that doesn't give any room to go back and forth with, give me one more time, I'm having a bad day, that zero-tolerance policy works for us out of any of the experience I've seen.

P-3 We have a monthly safety meeting with our employees. That comes up in our meeting about being careful. We have posters around in the break rooms and in the bathrooms to remind them that we are zero-tolerance.

P-4 One is education, I think is the biggest thing. So, one, educating the supervisors on what to look for. Educating the employees on that it's okay if they see something, to tell something. Many of the reasonable suspicions that we have are from an employee talking to another employee, and that employee smells the alcohol on someone's breath. So,

that is one of our biggest things, is the reasonable suspicion. Two, we also have a random program, so all safety-sensitive employees are within that program. So, per FTA, we have to test 50% of that workforce for drugs and 10% for alcohol. However, we like to try to go above and beyond that and not just stick to the minimum. So, we try to do about 65% for drugs and about 20% for alcohol each year. So, it's roughly, it ends up being closer to almost 375 drug tests a year and about close to 80 to 100 alcohol tests a year that we do just randomly on these employees.

P-4   I think one is the education. Two, that they see within the education that we are watching what is going on within our workforce, that we're looking at the numbers. And I think too would be having that randoms so that people know that at any point in time, they can be called if they come up on that random list to be tested.

P-4   One is education, I think is the biggest thing. So, one, educating the supervisors on what to look for. Educating the employees on that it's okay if they see something, to tell something. Many of the reasonable suspicions that we have are from an employee talking to another employee, and that employee smells the alcohol on someone's breath. So, that is one of our biggest things, is the reasonable suspicion. Two, we also have a random program, so all safety-sensitive employees are within that program. So, per FTA, we have to test 50% of that workforce for drugs and 10% for alcohol. However, we like to try to go above and beyond that

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Correlation to the Literature

The findings in this theme that the strategies used by the interviewed HRMs are

also regarded as effective strategies to prevent substance abuse in the workplace. Just as

the participants in this study, other researchers and professionals consider preventing

substance abuse as imperative. Substance use disorders (SUDs) include alcohol use

disorders (AUDs) and drug use disorders (DUDs) and are among the most prevalent and

severe health-related conditions in the world (National Institute on Drug Abuse [NIDA],

2018). In 2018, the World Health Organization (WHO) estimated that 283 million people

globally experience alcohol-related issues (3.8%), and an additional 275 million people

(3.7%) have used illicit drugs in the past year (NIDA, 2018). In the United States in

particular, businesses lose billions of dollars each year as a result of substance use due to

lost productivity, workplace accidents and injuries, employee absenteeism, low morale,

and increased illness (NIDA, 2018).

The findings in this theme reveal that bringing awareness and promoting

education was an effective strategy to keep employees informed of the negative

consequences of drugs use for both the employees and the organization. Bringing

awareness also helps employees because it shows employees that the organization is

willing to work with those who use or abuse drugs if they are honest about the issue. Smith et al. (2019) and Mintzer et al. (2018) reported a myriad of benefits that are positively linked to EAP utilization, including a significant positive organizational effect for workplace absenteeism, presenteeism, work engagement, life satisfaction, and workplace distress.

P1 noted that the use of drug testing was also an effective strategy because it serves as a deterrent. By informing employees that the organization can administer a random drug test, employees are less likely to use or abuse illicit substances in the workplace or before they come to work. In fact, P1 noted a pattern where employees choose not to come to work on Mondays or Fridays, which could be a way for the employees to avoid being caught in case of a random drug testing. Random drug testing is an effective strategy to promote drug-free workplace (Betcher et al., 2020).

Findings in the literature also reveal that the implementation of a zero-tolerance policy is an effective drug abuse strategy. The interviewed HRMs have workplace zero-tolerance policies, which, if violated, could result in immediate termination. The reported advantages of implementing a zero-tolerance policy are that (a) employees have a clear expectation as to what behavior is acceptable at work and what is not and (b) a supervisor has fewer opportunities to make biased decisions under a strict zero-tolerance policy (Braun & Clarke, 2022). Braun and Clarke (2022). According to Braun and Clarke (2022), strict zero-tolerance boost employee morale and instill trust among employees that their employer is treating everyone the same.

Correlation to the Conceptual Framework

The findings that awareness and education, drug testing, and implementation of zero-tolerance policy are effective strategies in reducing employee substance use and abuse are related to the theory of reasoned action. Specific behaviors arise from an individual's free will, according to Ajzen and Fishbein (1980), evolving from two types of beliefs: (a) attitudes formed by beliefs about the possible effects of a particular behavior, and (b) behavior arising from subjective norms. The HRMs behaviors and the implemented by the HRMs subjective norms affect employees by helping them avoid drug abuse in the workplace. Evidence from the literature about the theory that served as the conceptual framework supports the findings in this study. According to Cooper and Bixler (2021), employers who have effective workplace policies, education for employees, fitness programs, wholesome workplace culture, and well-trained managers create a secure and wholesome work environment.

Applications to Professional Practice

The success of organizations depends on four people who make up the organization. However, not all employees contribute to the organization as they should for various reasons. Although many factors can contribute to employee absenteeism and decreased productivity, these problems were explored as resulting from substance abuse. Substance abuse is prevalent in all industries but in some industries such as transportation, construction, and others, the negative impact can be even stronger. The effective strategies identified and discussed in this study might be helpful to the establish a culture of better health and well-being, increased productivity, and engagement if used by HRMs for education and training purposes to prevent the use of substance abuse in the

workplace. The outcomes of this study could be used by leaders in developing policies, with the aid of introducing successful strategies to stop substance abuse use in the workplace with the aid of preserving knowledge and increase consciousness on loss of work productivity. The study results may also contribute to the body of knowledge on this topic. HRMs who observe the doctoral study about professional practice may enhance a strong group of managers, and experts, in addition the dedication of knowledge sharing. Additionally, the findings and conclusion can assist HRMs mitigate opposition to prevent substance abuse in the workplace and improve productivity.

The study findings have important implications for professional practice. Many leaders and HRMs in all industries are exploring ways to prevent substance abuse because of the negative consequences and cost to the organizations. Considering some statistics, it is evident that substance abuse and use is a huge issue. There is evidence that 70% of the entire workforce has, at one time or another, used substance abuse in the workplace (National Council on Alcoholism and Drug Dependence, 2019). In terms of cost, substance abuse costs United States employers $81 billion annually due to lost productivity and employer's medical costs (Office of National Drug Control Policy, 2019). Substance abuse in the U.S. is a problem that affects many people and has a range of negative consequences to people and organizations (Schneider, 2020).

According to the National Council on Alcoholism and Drug Dependence (2019), alcohol use, an addictive substance in the United States, can result in absenteeism. Absenteeism is not the only problem resulting from consuming alcohol. Alcohol consumption can lead to subpar performance, which is difficult to measure and

significantly impacts the cost of absenteeism (Bartels et al., 2019). Prescription drug abuse misuse also became a significant problem in the 21st century and became prevalent among the young generation (McCabe et al., 2019; Wong & Lin, 2019).

Not all organizations have anti-drug policies or programs in place for employees, nor do they administer drug testing in the workplace (Cook et al., 2020). Most employers like to control employees before they become part of the organization and join the union and the control becomes difficult (Subramaniam et al., 2018). There are ways to help reduce or prevent drug abuse and some of the methods include brining awareness to employees about the negative consequences of alcohol and drug abuse. There is evidence in the extant literature that the strategies used by the four participants in this study are effective in alcohol and illicit drug use.

Implications for Social Change

The results of this study may contribute to positive social change by providing HRMs with strategies use to reduce and prevent drug abuse in the workplace. According to Homans (1958), HRMs who keep substance out of the workplace are likely to bring a positive attitude to the workplace and increase organizational productivity. The findings of this study could help HRMs improve their skills and training for further prevention of substance abuse in the workplace. The findings also reveal that HRMs are prepared to do what is necessary to keep a safe working environment for its employees. This study findings might enable employees to be more productive and aware of the significant impact substance abuse can have on an organization. Employee development and improvement can result in promotions, bonuses, raises, and an overall boost in morale if

the necessary guidelines are met. Organizations can have an indirect positive impact on the communities where their employees reside by continuing to invest in the prevention of substance abuse in the workplace and providing the necessary resources to help their growth.

Social change might result from enriching local communities with nearby innovators who create economic boosts fueling health and prosperity within the global marketplace. McBeath (2015) remarked modern social change initiatives can project the status quo and beautify perception of organizational practice. HRMs can use the results of this study to improve their expertise of techniques to influence, motivate, and amplify job safety. The research study contributes to the body of literature about employee productivity and absenteeism, which could result better-performing and more profitable organizations. Organizations with more profits are more likely to contribute and donate in the community, thus enriching local communities and people in the communities.

Recommendations for Action

The findings in this study are based on data collected from HRMs located in the Southeastern United States region. However, HRMs in any industry who are seeking to implement effective strategies to contribute to employee prevention and reduction of substance abuse and use in the workplace should consider the findings of this study. Developing and implementing strategies to prevent substance abuse is important because doing so can have impact employees and organizations in a positive manner. The findings from the study revealed that certain strategies, including substance abuse awareness and education, drug testing in the workplace, and implementing a zero-tolerance drug use

policy are an effective way to prevent employee substance abuse. Evidence suggests that millions of people globally experience alcohol-related issues and millions have used illicit drugs in the year of 2017 (Roche et al., 2019). Businesses in United States lose billions of dollars each year as a result of substance use due to lost productivity, workplace accidents and injuries, employee absenteeism, low morale, and increased illness (NIDA, 2018). Considering the negative consequences to people and organizations, and taking into account the fact that there are ways to avoid all of these negative consequences, the recommendations for action based on the findings in this research are for HRMs to consider the implementation of the of the above-mentioned strategies.

HRMs in any field of business who want to improve strategies to prevent substance abuse in the workplace should consider the findings of this doctoral research study. Organizations seeking new ways to engage employees to stay away from substance abuse should take the results of this study into consideration. I provided a synopsis of the findings of this study, and the importance of the findings use in future leadership and people development seminars, employee engagement and culture workshops, change management trainings, and HRMs forums for professionals interested in exploring or implementing strategies that can be used to prevent substance abuse use in the workplace and increase work productivity. The findings from this research study will be disseminated through multiple sources. Dissemination of the study results will occur through professional conferences, publications in peer-reviewed journals, training workshops, and publishing in ProQuest.

Recommendations for Further Research

I conducted a qualitative multiple case study on strategies that HRMs use to reduce and prevent drug abuse in the workplace. Future research considerations should include gathering data from more participants and participants from different geographical areas. The findings of this multiple case study were based on the knowledge and insight of four HRMs in the public transportation industry located in Southeastern region of the United States, specifically Georgia, North Carolina and Virginia. The small size is one of the limitations of this study. HRMs need to understand what motivates employees to stop using illicit drugs or alcohol thereby improving their own health and well-being as well as improving employee productivity although preventing employee substance abuse in the workplace in any organization can be challenging

Another consideration for further research is gathering data from employees as well. By doing so, a researcher will have the opportunity to collect data from those who implement and enforce policies and the people who are subject to those policies. A strategy that some leaders identify as an effective may not necessarily be an effective strategy for employees. Researchers who interview employees could gain a new insight from employees about their view of the effectiveness of the implemented strategies.

Reflections

I can say that completing this doctoral study has been one of the biggest challenges I had to face in my life. I had to overcome some huge obstacles during my doctoral journey. There were times when I just wanted to throw in the towel and just walk away. I was frustrated for starting a project that I knew I could not complete. I had

set goals and time limits on where I wanted to be in the pursuit of completing my doctoral study. But, through it all, I was able to get back on track and made some major improvements on some of the areas that I was having problems with, such as being able to put more effort in my research process, improve writing, organizational skills, and findings ways to communicate my thought process.

Attending the academic residencies paid huge dividends as well. I had gotten the opportunity to establish a good rapport with my peers along with the academic staff, who provided the right guidance and tools direct me in the right direction towards understanding what it took to complete a doctoral study. This study has given me the opportunity to build more confidence, which allowed me to be more successful in my current profession.

This qualitative multiple case study has provided some insight on the strategies that HRMs use to make significant improvements to prevent substance abuse in the workplace and to increase employee productivity. I was able to use the interview protocol to help guide the interview process to ensure the line of questioning which enabled me to capture information on substance use prevention by HRM in workplace settings.

Conclusion

The purpose of this qualitative multiple case study was to explore strategies that HRMs used to prevent substance abuse use in the workplace to increase employee productivity. The findings of this study might be contributed to the success of other HRMs who seek to utilize strategies to prevent substance abuse in the workplace, reduce absenteeism, and increase employee productivity. According to Gumusluoglu et al.

(2017) to contribute to the growing need to develop new products, processes, and breakthrough innovations, agencies need to use structures that decorate revolutionary behavior both inside and throughout teams.

When organizations are unable to hold employees accountable for their actions, the future of the business enterprises is risk because employee substance abuse in the workplace leads to decreased profits resulting from absenteeism and decreased employee productivity. Enhancing the wellness of the employees and generating a better quality of life for local residents sends a message to the community that the HRMs are implementing strategies in preventing and reducing substance abuse use in the workplace and increasing work productivity. Positive social change to people and communities may result from strategies to improve and prevent workplace substance abuse.

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Appendix: Interview Protocol

A. The face-to-face interview begins with introductions with myself and the participants involved in the study and an overview of the research topic.

B. I have ensured that the participants are comfortable and advise each member on how aware I am on their time and to thank them for agreeing to the participation in the study. C. I have ensured each participant agree on the recorded interview and that the conversation we are about to indulge on will remain strictly confidential.

D. I have proceeded to turn on the recorder, announcing the participant's identifying code, date, place, and time of the interview.

E. The interview will last no more than 60 minutes to all responses pertaining to 11 interview questions and follow up questions.

When to you ask to see documents-you get copies or do you have to look at them on site – i.e. policy docs, employee handbook, manager handbook; EAP program…etc.

F. I have ensured that each question is thoroughly understood, confirming the answers provided by the participants is recorded, and making contact by e-mail with transcribed data, and with the permission of each participant, I shall request verification the accuracy of all information collected no later than 5 business days.

G. After the confirmation that all answers are recorded and the participants are satisfied, I have then concluded the interview by thinking all the participants involved in the study and afterwards I have mailed each participant a letter of appreciation,