Aspects of the Management Style of Top Managers of the Treatment Centers for Women Violence. The Israeli Case

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Abstract

The article discusses the results of a mixed research, quantitative and qualitative, about the management style practiced by the top managers of 52 violence treatment centers for abused women from the state of Israel. Domestic violence is abusive behavior aimed at controlling; the offender attempts to control the injured in different ways. Violence against women is a phenomenon which affects in Israel many women, from each ethnic group, mainly Arab. The main aim of the research is to explore and identify the management style and its influence on the methods of treatment centers for the prevention of women violence in the State of Israel. Most of the centers in Israel are NGOs, mostly funded by public funds since are recognized as providing social services. The research identified that the most used management style is autocratic and paternalistic, and that top managers of violence treatment centers use a a combination of these styles, including the democratic and to a less extent the bureaucratic style. Several recommendations are formulated aimed at improving the management of the centers based on increased collaboration with its stakeholders.

1. Introduction

Violence continues to enter every area of our lives in different forms and intensities. Violence is defined as behavior that harms others. The attack can be physical or psychological (Ker et al., 2000). In the professional literature dealing with violence, two alternative concepts are used to study the phenomenon: aggression and violence. At the center of the concept of aggression lies the individual, and at the center of the concept of violence is society. Aggression is deliberate behavior, whereas violence is a social phenomenon that has a protracted phenomenon and can involve more than one person (Garcia-Moreno, 2000). Domestic violence is abusive behavior aimed at controlling; the offender attempts to control the injured in different ways. Therefore, it is the responsibility of the state to find effective solutions for this circle.

One of the solutions offered by the state of Israel is a treatment center that provide care services for women who experience violence and women who are at

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very high risk of harm by their husbands. As soon as a woman complains to the police that she is at risk and a real threat to her life, she is turned to the treatment center. Being in a treatment center is not easy, because women come from different worlds and cultures, and women also come with their children. Women who came to the treatment center were under the protection and control of their husbands. Now the treatment center is in control. But it's clear that each side has its own intentions, and it is certain that they are counter-intentions.

The ultimate purpose of this treatment center is an emergency response that provides a protected and immediate treatment center for the abused women who are in crisis or in a dangerous marital situation. Treatment centers ensure the individual's goal within the organization, management and insurance of the treatment systems in the treatment center organizations and treatment centers should be managed to manage the situation because these organizations strive to maximize the management guaranteed in their organizational system. Managers should practice a management style according to the characteristics of the situation of the organization. If the situation is changed, then the style needs to be changed accordingly. This flexibility of the management style contributes to the effectiveness and efficiency of the organization. And the effective implementation of management tasks in these organizations requires the acquisition of specific skills, according to Drucker (2000).

It is a grim reality that many women who are hurt in the family stay outside the safety provided by treatment centers while others choose to enter a treatment center in order to be protected. The reasons why women stay outside the safety of the treatment center are: first, their dependence on their violent partner, second, shame to complain. On the other hand, there are women who come to organizations that ensure management of therapeutic systems, and they refuse any dependence on the partner.

In recent years, non-governmental organizations, or the third sector organizations, have become significant players in the economic and social field of the country. Their main characteristic is reflected in the promotion of the existence of social values and social goals. The increase in the third sector's volume and the desire to influence society in Israel present them with managerial and organizational challenges. Along with their growing influence and presence, they compete for resources which require them to demonstrate high standards of conduct, transparency, and accountability (Gidron et al., 2003; Gomes & Owens, 1998).

2. The phenomenon of violence against women

The World Health Organization (Kerr-Wilson et al., 2020) did a systematic review and synthesis of scientific data on the prevalence of violence against women in two forms. The first is violence by a partner in an intimate relationship; The second is by a person who is not a spouse. This is to create a regional prevalence estimation of violence types from population data worldwide. Violence against women is not a tiny problem that exists only in some parts of the world but is a global health

problem. The WHO report also details the physical effects of violence, sexual and female fertility, and mental health.

The post-corona period provides a unique opportunity and sheds light on the economic dimension of domestic violence. We have the responsibility and the opportunity to develop sufficient community awareness and vigilance. The Israeli government, non-governmental organizations, and the private sector must work together while emphasizing human rights as a response to a new reality. The challenge is great but not impossible (Benziman & Sharvit Baruch, 2021).

In Israel, the Ministry of Welfare and Social Services has the main role in the treatment and prevention of domestic violence and especially in women. This ministry is responsible for the welfare services in the local authorities, for social workers in the police, and for cooperation between ministries and other government bodies to promote matters related to this field. In addition, the office deals with protection and rehabilitation in cooperation with third sector organizations. The ministry is also responsible for the operation of the centers for the prevention of domestic violence as well as women's centers for the prevention of violence (Hasson, 2017).

The Ministry of Health is responsible for identifying and locating victims of domestic violence and victims of sexual assault, as well as their physical and mental care (State comptroller, 2021). The ministry of internal security, which includes the Israel Police, is responsible for enforcing the laws and treating victims of domestic violence. The prison service is responsible for the rehabilitation of prisoners imprisoned for domestic violence (State comptroller, 2021).

In Israel, violence against women is common in all sectors, Arab and Jewish alike, as well as among new and old immigrants and immigrants. Violence against women occurs in all socioeconomic classes of society. However, a survey conducted by the United Nations indicates that 32% of women in Arab society in Israel have suffered from physical violence (United Nations statistical office, 2000),

3. Management of treatment centers for violence against women

A successful organization is both effective and efficient. effectiveness refers to "the degree to which the organization achieves a stated role" while efficiency "pertains to the number of resources used to produce a desired volume of output" (Daft & Marcic, 2012, p. 12). In management there is a large agreement about defining performance as" the organization's ability to attain its goals by using resources in an efficient and effective manner" (Daft & Marcic, 2012, p. 12). Drucker (2000) offers a more comprehensive and accurate explanation of "organizational effectiveness"; an influential organization succeeds in achieving most of its goals.

Managers of non-profit organizations face several essential challenges. These are : a) they lack clear measurements of performance, the bottom line for key performance indicators such as profits, volume of sales, profitability ratio, size of market share; b) most of them measure success according to the size of their budget revenues, which is largely considered to be a substitute for performance

measurement; c)usually, NPO provide specific services to many of their constituents whose interests are generating the need to preserve still desired activities although they are not effective; d) NPOs tend to focus on being righteous , having a moralistic approach, and therefore, they define and achieve their goals from a moralistic view, not from a simpler economic (cost-benefit) approach. the social good in the broadest sense. These organizations operate subject to different and unique logic Baines (2008). The success of NPOs is not measured by the profit line but by the organization's effectiveness in achieving the social goals for which the organization was established

In order to achieve NPO's organizational effectiveness its managers consider strategy formulation and short-term planning, including the creation of an array of monitoring and control, and investment for the long term, as a process of creating a balance in proper management, which does not come at the expense of the other parameters—building optimal organizational structures that help the company improve its achievements, create boundaries, and define areas of responsibility at every level. Quality, professionalism, consultation, full backing, availability, assistance in connecting with potential donors, and the management's commitment are essential conditions for achieving the goals and the success of the NPOs. This holistic view of the organizational and managerial aspects is supported by the 7S model developed by the McKinsey company (Martens & Dehaes, 2008). The idea that corporations, companies, businesses, and research institutions have "stakeholders," both professionally and academically, is an essential central issue for businesses and companies (Carroll, 1989). A stakeholder approach emphasizes the importance of investing in relationships with those groups who have a genuine interest or are affected by the actions of the organization (Donaldson & Preston, 1995).

The management or leadership style is defined as the specific way of work in which managers exercise their authority in the workplace and ensure that their objectives are achieved. It is each manager own manner to plan and organize activities in their area of responsibility and how they interact with their subordinates and/or colleagues. Consequently, the manager's attitudes and behaviors at work are reflecting his/ her own specific style, including various aspects such as what and how a manager communicates; the personal example they set for their colleagues and subordinates; and their conduct at work in the organization. The researcher decided to use the Kurt Lewin "classic" model of management styles: autocratic (authoritarian), democratic and laissez-faire (Michaeli, 2017). In addition, the paternalistic management style was also analyzed.

4. The research methodology

The study aims to characterize the factors influencing the management style of managers of violence prevention centers in Israel while examining the environment of the "stakeholders" in the field of domestic violence in Israel.

The research objectives are the following: 1. To identify the dominant management style used by managers of the domestic violence prevention centers; 2. To characterize the demographic and professional profile of managers of the domestic violence prevention centers; 3. To define the factors that influence the management style of the managers of the domestic violence prevention enters; 4. Identify the characteristics of managing the process of treatment of abused women from "stakeholders" in an environment of violence against women in Israel.

The researcher has formulated the following hypotheses: H1/ The most common management style will be a paternalistic style; democratic management style will be the second common followed by autocratic style and the least common is the laissez-faire management style. (validated); H2. Most managers will be at an advanced stage in their careers, have 15 years of experience or more, and have academic and professional training in the field of social work. (validated); H3. The more the managers undergo professional training, the more they will use a democratic management style. (rejected).

The research method which was carried out was the mixed research method, a combination of two research methods: quantitative research and qualitative research. In the quantitative study, the research population consists of 52 managers/ managers of prevention of violence centers in Israel, geographically dispersed in all parts of the State of Israel (regions: North, Center, and South) who care for a variety of populations at different socio-economic levels. In the qualitative study, the study population consists of 65 participants: 30 abused women (beneficiaries of the services provided by the treatment center); 30 social workers dealing with domestic violence treatment (internal stakeholders of the center) ; and 5 police officers experienced in the issues related to domestic violence against women (external stakeholders).

In the quantitative study a questionnaire was used: "Management style of violence prevention centers", with 40 questions, and deals with three main categories: first, comprises questions to diagnose five leadership styles: autocratic, bureaucratic, democratic, laissez-faire, and paternalistic, consisting of twenty questions. The second consists of five questions dealing with factors that identify and care for abused women and the third consists of fifteen questions to characterize the demographic and professional profile of managers of violence prevention centers.

In the qualitative study the questions list used for interviews with abused women consists of 8 questions - 3 demographic questions, and another 5 questions related to the women's perspective on domestic violence incidents they experienced. Another list of question for interviews with social workers consisting of 6 questions dealing with the processes of treating abused women, the budgeting of the activity, and the perception of the social workers regarding the women's satisfaction with the treatment. Finally, in the qualitative study was used a list of questions for interviews with police officers consisting of 7 questions dealing with areas of the process of handling complaints of abuse women, the women's routes to contact the police, and the quality of contact with institutions and organizations in domestic violence.

The analysis of the findings from the quantitative research was carried out with statistical tools that include descriptive statistics, t-tests, independent samples tests, t-tests for variance, group statistics, case summaries, spearman correlation tests, factor analysis, component matrix, component plot analysis, regression model analysis, ANOVA analysis, and examination of coefficients. The analysis of the findings from the qualitative research was done as follows: the interviews were grouped into 3 research groups: abused women, social workers, and police officers. The transcript of the interviews was analyzed separately for each group of participants in the Narralizer software for a qualitative analysis to identify the central themes and narratives as they emerged in the personal meetings.

5. The findings of the study

The sample was made of 52 managers of family care centers for the prevention of violence who participated in the survey. The gender structure of the sample 76.92% are women; the rest are men (23.08%). The age structure of the sample is: 62,51% of respondents are between the ages of 40-50, meaning that most of them are with the average being 46 years old. Most of the participants have a higher education. The average years of study are 17.61. Most participants (80.77%) underwent professional training which is an unique training program usually given to social workers. It includes specific training about how to treat women lacking family support in an environment with traditional characteristics. It is also important that 61.5% of the research participants underwent management training.

About the characteristics of organizations, 48 participants (92.31%) work in public institutions (organizations) under the auspices of the Ministry of welfare and receive their salary from the Ministry of welfare and 4 are from private organizations. The geographical distribution of the 52 investigated center of family care was the following: 30 centers were from the North region of Israel, 10 from the South region and 12 from the Central region. Most organizations (44) are funded only by the Ministry of social affairs, only 5 respondents mentioned donors as sources of funding, and 7 mentioned other sources for budgeting. The total number of violence prevention centers in Israel is 122, spread across the country. Consequently, the research rate of respondents is very high 42,62%, which increases the statistical significance of the quantitative research,

Most of the participants of the quantitative study were managers of a center for the prevention of domestic violence (94.23%) with professional background and experience in social work. On the website of the Union of Women Workers and Social Workers in Israel, you can see the professional development of social workers. The site presents the ranking of the level of professionalism, seniority and knowledge of social workers and presents a salary level according to a standard, determined in accordance with two cumulative conditions: 1) Seniority in the profession of social work only, and 2) Total hours (points) of professional knowledge recognized for salary purposes. Most of the participants of the quantitative study worked in a permanent, full-time job. When the ratio between the number of

employees at the center and the number of women treated there is 1 :6.5 (one therapist for every 6-7 women).

The first goal was to identify the common management style in centers for the prevention of domestic violence. In the findings of the quantitative research about the management styles of violence prevention centers in Israel, it was found that the most common management style in violence prevention centers is the paternalistic leadership style (mean = 3,88), in second place - the democratic management style (mean = 3.48). The "Laissez-faire" management style mean score was the lowest (mean = 2.78). The quantitative study found that an autocratic management style (mean = 3,36) and a non-interfering management style (Laissez-faire style) do not characterize the managers of the centers for the prevention of violence in Israel.

The human caring nature of the centers work and the very specific nature of beneficiaries (abused women) of the centers dictate a paternalistic style in which the emphasis on work is on strengthening the emotional side and maintaining continuous contact with the women. There is a significant average correlation between the paternalistic style and the laissez-faire style (p=- 0.391) and a strong correlation between the autocratic and laissez faire style (p = -0,464) indicating that the more the top managers of the treatment centers are practicing the paternalistic and autocratic style the less they practice the laissez faire style.

Thus, the second goal ("to characterize the demographic and professional profile of managers in centers for the prevention of domestic violence") is answered. The managers of the centers are mostly women (76.92%), with an average age of 46 years, with higher education, having professional training for this position and especially for social workers who deal with domestic violence (80.77% have undergone this training), mostly having management training (61.5%). Most of them have a median work experience of 20 years, and most came to the field after gaining experience in general social work.

For the third research purpose, "to examine what the factors are which influence the management style in centers for the prevention of violence in the family," this study found that the factor most influencing the management style in the centers is age (with age there is a tendency to discover less democratic qualities in management - a third correlation (p = -0, 315). Managerial training negatively correlates with autocratic management style (p = -0,397). That is, the more experience one has, the more likely one is to undergo training, and this training reduces the use of an autocratic style. The paternalistic style is negatively correlated with education of top managers (p = -0,318).

In terms of management characteristics according to gender - women were found in the quantitative study to be more autocratic than men. It was found that the more professional experience and seniority the manager has, the higher the chance that he has undergone management training and therefore this training reduces the use of an autocratic management style.

In the qualitative research in the interviews of the women, it was found that the main reasons for coming to the Centers for the prevention of violence are related to the problem of violence in a relationship or an abusive family. It was found that

the treatment for women in the Centers for the prevention of violence is targeted and adapted to her needs, but what all the treatments have in common is that they provide empowering conversations and support.

In addition, the women in the qualitative study report that the team of the center does not try to impose a certain lifestyle, and to give her tools for optimal functioning for her future. In the qualitative research it was found that the length of stay in the Centers for the prevention of violence ranges from two weeks to two years. Regarding assistance, most of the women report that they received financial assistance while staying in the Centers for the prevention of violence. In the interviews with the women, they report that their lives have changed for the better after staying in the Centers for the prevention of violence in terms of personal empowerment and the ability to deal with problems in the future. Interviews with social workers in the qualitative research reveal that the treatment method is structured and includes an introductory conversation after which the individual treatment plan is planned for her. The procedure of treating women in the Centers for the prevention of violence usually goes through a social worker.

About the findings related to the involved parties and collaborations, the interviews show that the referring parties are the Israel Police, hospitals, and health insurance funds. There is cooperation with the Ministry of Rehabilitation, national cancellation, Tipat Halav - Family health Center, health insurance funds, hospitals, probation service. Also, women express satisfaction and a sense of strengthening their sense of confidence after leaving the Centers for the prevention of violence.

In the interviews of the police officers, it appears that the Israel Police often work with the Ministry of Welfare. This cooperation between the police and the Ministry of Welfare and Social Security is stipulated in the national program for the prevention and treatment of domestic violence.

6. Conclusions and recommendations

The quantitative study examined 5 leadership styles Autocratic, Bureaucratic, Democratic, Laissez Faire, Paternalistic and found that the paternalistic style is the most common. The researcher considers that this style arises mainly because of a combination of two main specific factors: the first, the nature of the clients/ beneficiaries of the care services, and the second is the specific formation and orientation of the social workers. The main factor is the nature of the clients/beneficiaries of the care services provided.

The research found that the factors influencing the management style in violence prevention centers are: a) budgeting of the Center for the Prevention of Violence (government body - Ministry of Welfare); b) the nature of the work with the women - the managers of the centers and the social workers emphasize the importance of combining the goals of the therapeutic work with the goals of the organization, while maintaining an open approach; and c) creating a family atmosphere in which the employees of the organization (the social workers and the

managers) maintain close relationships and involvement with the clients (the women).

In this study it was found that although the Ministry of Welfare defines the policy for the treatment of women (in the bureaucratic aspect), the emotional side of work is still more prominent and dominant. It was also found that the more professional experience and seniority a manager has, and also managerial training, the less he will use an autocratic management style.It was also found that autocratic management style and laissez faire non-interventional management style do not characterize the management style of the managers of violence prevention centers in Israel.

The first recommendation is to increase the number of people participating in the system to prevent family violence because that way the percentage of people who are more vocal and care for the good of the other will advocate and hopefully, we will lead to a reduction of violence in our society.

The second recommendation is train center managers into management skills, such as planning, organizing, leading, motivating coworkers, budgeting, controlling the center's activities, the efficient use the resources, to expand their managerial capabilities, including the use of a more democratic management style and a less bureaucratic one. Since the services of the women violence prevention centers are very sensitive to human problems and require the direct and long-term close contact with abused women and sometime with their children, the researcher recommends to train managers in the service management techniques to increase and permanently improve the quality of their center services, the satisfaction of their beneficiaries.

It is also recommended to the governmental bodies involved in the larger system to develop and implement a "victim support system" to care for those women who left the abusive framework, and to encourage their independence and security in their sacrifice.

Another recommendation is for managers and social workers from treatment centers to use bridging for reconciling and uniting families, if it is still possible, before the legal process takes place. The recommendation is to develop a special program aimed at integrating bridging into treatment centers. The primary goal of this program is to bring back peace into family and couples, to build a bridge between the spouses and bring them back together and reunite the family.

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