Universitatea de Vest din Timișoara

Școala Doctorală de Economie și de Administrarea Afacerilor

ABSTRACT

THE MANAGEMENT STYLE OF MANAGERS OF WOMEN VIOLENCE TREATMENT CENTERS IN ISRAEL
PhD Thesis

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Violence continues to enter every area of our lives in different forms and intensities. It's also receiving prominent media coverage. In the organizations I will explore the management and insurance method for the victims. It is also advisable to take a look at the director of the organization in each organization separately, because each manager has a different style of management than the other, and I will also investigate the management's effectiveness in the therapeutic organizations that surround the victims. We witness the behavior of people who were previously rejected by society and are now a normative phenomenon.

Violence is defined as behavior that harms others. The attack can be physical or psychological (Kerker 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 is a treatment center that can be used by Women who experience violence and women who are at 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 (Hoch, Black Angelman, 2010). 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 takes control. But it's clear that each side has its own intentions, and it is certain that they are counter-intentions.

It is clear to us that 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. An effective management organization is the result of applying a management style in its proper form that is appropriate to the circumstances, a style that must be flexible and change according to the changes in circumstances. And the effective implementation of management tasks in these organizations requires the acquisition of specific skills, according to Drucker.

The main aim of the research is to explore and identify the management and insurance methods of treatment centers for the prevention of women violence in the State of Israel. The impact of safety management on their daily lives whether it is during their stay in treatment centers or whether after leaving these organizations. How they manage to deal with the situation in organizations and their management methods, to investigate how and in what ways management and insurance policies have ensured the victims of these organizational systems.

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.

The motivation of the researcher to study the management of treatment centers for viloence is the increase in the percentage of women who apply to these organizations in search of effective insurance managed by these organizations. I would like to explore the management and insurance of treatment centers for the prevention of violence and find out if these organizations provide the right management and insurance for the victims of violence, or that the percentage of immigration is only a phenomenon of the escape of victims to a management organization far from the field of violence.

In recent years, non-governmental organizations, or by their other name, the third sector, 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. They are not part of the state institutions and private companies that work for the public (Gidron et al., 2003; Gomes & Owens,1998).

A successful organization, according to Samuel (2005), and its nature is influenced by the scientific field, such as: management, sociological, administrative, political, or psychological; some of them complement each other while others even contradict each other. 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, 2022, 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, 2022, 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.

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 model identifies seven organizational components that indicate the organization's capabilities: a)strategy, b)structure, c)systems including management methods, and information and monitoring systems, d) staff of NPO, e) skills of its members and employees, f) style, meaning the management style of its managers, and, g) the core element which is "shared values", referring to the organizational culture of the NPO, including its common core values, attitudes and behaviors of its constituents, volunteers and employees.

Stakeholders have become a standard element in "Introduction to Management," which includes research, lectures, and articles, mainly since the publication of the book of Freeman & McVea (1984), "Strategic Management. A stakeholder approach". 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).

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 "classic" model of leadership styles described by Kurt Lewin. The model describes three leadership styles: autocratic (authoritarian), democratic and laissez-faire. An authoritarian manager tells his or her employees what and how to do and is not interested into their opinions or advice, while expected the effective and exact execution of the assigned task as ordered. A democratic leader asks his or her employees to express their opinions and provide advice about solutions in a decision making process. The laissez-faire leader is an ineffective leader because he/ she avoids being involved in managing the work process of his subordinates by letting his or her employees work alone without any decision made by their manager (Derecskei, A., 2016).

Paternalistic leadership is based on the influence in decision-making that figures similar to a mentor from childhood. For example: Coach, first boss, an older sibling, or a childhood friend who can influence a person's actions and become their mentor. As a result, they leave a significant mark on the way this person, in turn, treats others (Paternalistic leadership, n.d.). A paternalistic leader is also an excellent coach, which motivates people to go through demanding experiences, analyze them and practice them anew. It does this persistently until it is completely overcome and produces no fear, displeasure, or annoyance. Paternalistic style leaders are people with much experience, which makes it possible to guide one or a group of people properly (Paternalistic leadership, n.d.).

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. recognizing that violence against women has a significant

impact on public health, in addition, this phenomenon is a blatant violation of women's human rights.

In Israel, like most countries in the world, the coronavirus has increased reliance on Technology and changed how mental health services, courts, and social services are delivered to victims of violence. Through platforms such as Zoom and Skype, remote psychological counseling providing support and encouragement has become accessible during isolation and social and environmental distancing. The connection between physical insecurity and economic insecurity has raised awareness of the second epidemic, The invisible one for people who have had little exposure to awareness of family violence. 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). Changing the conventional approach, clinical response, psychosocial treatment methods, and thinking outside the box to restore public trust in the formal systems to prevent violence mainly towards the people on the margins of society, women and children, and the transparent families.

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 civil society organizations. The office is responsible for developing the services and designing the policy on the subject. 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).

The ministry of Education is responsible for education to prevent violence against women and sexual violence. It does this by training the school staff on locating and treating minors who are exposed to domestic violence. There is also treatment for the victims themselves through educational psychological services (State comptroller, 2021).

The ministry of justice is responsible for the enactment of the law for the prevention of domestic violence as well as for the promotion of legislative amendments to the laws concerning domestic violence and the victims (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),

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.
5. To characterize the nature of domestic violence through the perspective of abused women in Israel.

The research questions are the following:

1. What is the most used management style by the managers of domestic violence prevention centers in Israel?

2. What is the demographic profile of managers of domestic violence prevention centers in Israel?

3. What are the factors influencing the management style of the prevention of domestic violence centers in Israel?

4. Characteristics of the management of the process of treatment of abused women and methods of treatment in violence prevention centers in Israel.

The researcher has formulated the following hypotheses:

    H1. The most common management style will be a paternalistic style, the democratic management style will be the second common 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 rationale is based on the strategy of collecting relevant information and data from the environment of internal and external "stakeholders" in the field of domestic violence to gain insights into the management style of the violence prevention centers. It will identify the characteristics of the managers while examining the types of services provided in these centers to the victims of domestic violence, and the interaction with care providers in the community (, social workers, police officers and Israel's Ministry of Welfare). The premise of this study is that the data collected from the "stakeholders" will provide perspective and information on the factors involved in the treatment of domestic violence in Israel.

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 the area of 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.

The findings of the study

The sample was made of 52 managers of family care centers for the prevention of violence 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 cenetrs 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 three objectives of the quantitative research were answered. The first 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 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.

The research findings outline the demographic and professional profile of the managers. 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 will mostly be women (76.92%), with an average age of 46, 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_value<0.05). Managerial training negatively correlates with autocratic leadership style (p_value<0.05). 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. A non-interventionist leadership style is positively correlated with a paternalistic style (p_value<0.05), and both are less common among the study participants.

Most managers emphasize the importance of the emotional connection while maintaining continuous contact with the women. This strategy dictates a family atmosphere where everyone is involved and close to each other. A manual for the training of social workers emphasizes the

importance of combining in a positive way the goals of social work with the goals of management and management styles, through an open and sensitive approach and not through a fixed pattern (Rahman, 2022). The perspective of the Welfare and Social worker team regarding their leadership style can affect the service to the population they serve. Their leadership style is the basis of how leaders manage an organization, which can affect team motivation and how plans are implemented. A comparative case study demonstrates how leaders and staff members of domestic violence programs describe the impact of leadership style in serving LGBT victims (Hyde, 2021).

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 quantitative research it was found that the Laissez-faire management style is positively correlated with a paternalistic 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.

Next, will be discussed the results related to the duration of stay in the treatment center and assisting factors. 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. In a document of the Research and Information Center released in 2021, it appears that 43% of the women who stayed in Centers for the prevention of violence in each of the years 2019-2020, the women stayed there for a period of time of up to a month (Alamo Capital, 2021). Regarding assistance, most of the women report that they received financial assistance while staying in the Centers for the prevention of violence (from the welfare department).

It will be discussed the findings about the treatment center's contribution to the women's lives after they leave the treatment center. 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. Next, will be discussed the findings related to the characteristics of the treatment process executed by the social workers. 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. About the length of a woman's stays in the treatment center social workers reported in interviews that the duration of the treatment ranges from 3 months to 2 years, although the period defined by the government ranges from 3 to 6 months with the possibility of extension in certain cases and in an orderly procedure.

About the findings related to the women's satisfaction with the treatment center activities during their stay, data from interviews shows that the women express satisfaction and a sense of strengthening their sense of confidence after leaving the Centers for the prevention of violence. About the party submitting the complaint against the violent party police officers report that the person filing the complaint is usually the women (violence against them or against the children) by contacting Moked 100, by going to a local police station or by using the Israel Police website. Other reporting factors are neighbors, family members, acquaintances.

Related to the complaint handling procedures, police officers answered that the police treatment is the same in all the stations and it includes an investigation, collection of evidence, an inquiry with the welfare authorities in the settlement, an explanation of the complainant's rights and an inquiry into the level of danger of the person she complained about in order to assess the type of protection needed. After the end of the inspection procedure, the police summons the perpetrator of the violence (usually the husband) for investigation and proceed according to the assessment of his dangerousness towards the complainant.

Next, will be discussed the findings related to the organizations that the police work with in cases of domestic 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.

Conclusions and recommendations

The three quantitative research objectives were achieved in this study. The first goal was to identify which is the most common management style used by managers of the domestic violence prevention centers. The research found that the most common style is the paternalistic management style. This finding supports the first research hypothesis (H1) which believed that the most common management style would be paternalistic while a "non-interference" Laissez Faire management style would not be found among managers of violence prevention centers.

The quantitative study examined 5 leadership styles Autocratic, Bureaucratic, Democratic, Laissez Faire, Paternalistic using 20 questions (4 questions for each style) 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 second goal of the study was to characterize the demographic and professional profile of managers in domestic violence prevention centers. It was found that most managers are women aged 40-50, that is, in advanced stages of their careers. Most of them have a higher education in social work, who have undergone unique training for the treatment of battered women, have seniority and experience in the profession of social assistance and have management training. Most of the managers are employed in a permanent position, in public government organizations under the responsibility of the Ministry of Welfare, while the ratio of battered women in the community centers is 1:6.5.

These findings are consistent with the second research hypothesis (H2) which assumes that most of the managers will be at an advanced stage in their career, will have more than 15 years of experience and have a professional background and academic training in the field of social work.

The third objective is to examine the factors that influence the management style in centers for the prevention of domestic violence. 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.

These findings are in contrast to the third research hypothesis (H3) which believed that the use of a democratic management style will be influenced by the level of professional training of the manager. That is, the more professional training the manager undergoes, the more he uses a democratic management style. In this study it was found that the age of the managers is positively correlated with the experience variables (in working with women who have been harmed) and is

negatively correlated with a democratic management style. That is, the older the manager, the less he will use a democratic management style.

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.

Social workers in treatment centers prefer democratic style of management, in order to be able help more to violence victims and empower their personality. Thus, the author joins this opinion and recommends the center's support in democratic style of management.

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.

The author recommends to 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.

The main recommendation for future research deals with the characterization of the management style of a public organization in two main aspects: A). From a managerial perspective – the current study examined only 4 management styles. The recommendation for future research is to examine a broader spectrum of management styles, including new management styles that were not examined in this study; B). In terms of the factors influencing the management style – examining the question of how the nature of the service or product that the public organization provides affects the management style. That is, whether a public institution that provides emotional support, treatment and emotional assistance to people in distress will be characterized by a specific management style (paternalistic or democratic), while a public organization that provides information to the public may be characterized by a more bureaucratic management style? Examining the influence of the nature of the public organization on the management style can illuminate the influence of the organization's customers on the management style.