Effects of the Leadership Approaches of Managers on the Organisational Commitment, Intention to Leave and Job Satisfaction: Implementation at the Turkısh Prisons and Detentıon Houses

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Extensive Summary

As the truth of the social life, the penal institutions should be questioned and followed in the organizational context in terms of structure and functioning. Unfortunately, the organizational studies conducted in management science have not fulfilled this requirement. This study conducted on the penal institutions in Turkey has been designed and implemented in order to consider the management of the penal institutions in the organizational context. These structures served as managers and employees in different profiles have been evaluated within the framework of the leadership approaches and the impact on the organizational commitment, the intention to leave of employment and job satisfaction of the leadership approaches.

First directors, second directors, chief officers (head guard with the old name) and prison officers (guard with the old name) constitute the population of the study. The term of "institution" refers to the penal institution used in the part of research. Other professionals working in the institutions are excluded from this study. In this context, taking into consideration their capacities and geographical distribution in order to be able to correctly represent the population, different types of prisons in Istanbul, Antalya, Ankara, Erzurum, Trabzon and Izmir was chosen as the field of application as a result of interviews with Ministry of Justice, General Directorate of Prisons and Detention Houses. In order to test the validity and reliability of the scale, a questionnaire created has been firstly applied to 50 people working in penal institutions in Erzurum on May 16,2014 and confirmatory tests have been carried out on the data obtained. The scale put into final form by being taken the expert opinions after the pilot scheme has been implemented in the said provinces by the permission and consent of Ministry of Justice No. 57292265-204.06.06-861/76914 on 09.05.2014.

Study modeled and hypothesized is as follows:
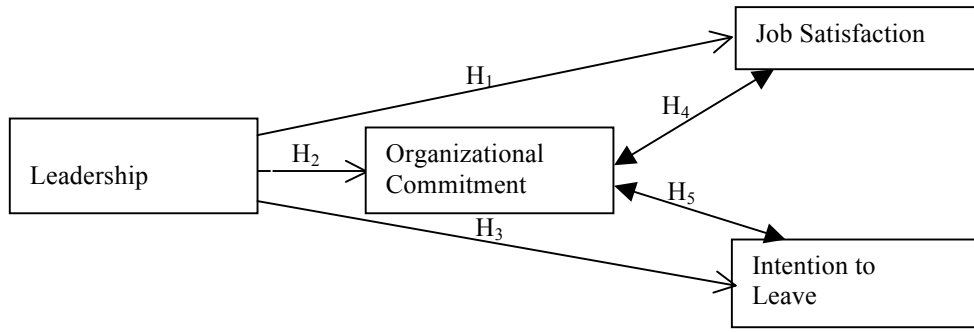
Figure 1. Research Model

H_1:   Sense of leadership of those surveyed has an impact on job satisfaction levels.

H_{1a}: Directive sense of leadership of those surveyed has an impact on job satisfaction levels.

H_{1b}: Participative sense of leadership of those surveyed has an impact on job satisfaction levels.

H_2: Sense of leadership of those surveyed has an impact on organizational commitment.

H_{2a}: Directive sense of leadership of those surveyed has an impact on job satisfaction levels

H_{2b}: Participative sense of leadership of those surveyed has an impact on organizational commitment.

H_3: Participative sense of leadership of those surveyed has an impact on intention to leave employment.

H_{3a}: Directive sense of leadership of those surveyed has an impact on intention to leave employment.

H_{3b}: Participative sense of leadership of those surveyed has an impact on intention to leave employment.

H_4: There is a correlation between organizational commitment and job satisfaction levels of those surveyed.

H_5: There is a correlation between organizational commitment and intention to leave employment of those surveyed.

3096 people participated in this study. 84 % of the participants were men. 34 % of the participants are in age range of 24-29, 36% of them in age range of 30-39. Participants surveyed graduated from 38% of high school, 27% of associate degree, 32 % of undergraduate.

Maximum participation was held with the employees having the title of executioner (88,3%). 6,9% of them are head officer, 2,8% of them are second director, 0,9% of them are the ministerial officer, and 0,6% of them are first director. 32,4% of them has been working in Istanbul, 23,5% of them in İzmir, 23,3% of them in Ankara, 8,8% of them in Antalya, 7,4% of them in Erzurum, 4,3% of them in Trabzon. The proportion of those working in other cities is 0.2%. 59,2% of the participants have been

working in Closed Prison. The proportion of permanent employees is 99%.. Approximately 48% of them have been served for 1-5 years.

With the study, it has been seen low levels of positive correlation between the directive leadership and job satisfaction, but moderate level of positive correlation between participative sense of leadership and job satisfaction. It has been understood that the type of leadership should be participative rather than the type of directive, as employees who provide the contribution to the decisions and implementation have high of satisfaction level.

A similar situation is also observed when it is evaluated in terms of organizational commitment. It has emerged that there is a correlation the directive leadership in low levels in each three commitment types, but a correlation between the participative leadership and emotional and normative commitment in mid- levels, also it has relationship with the continuance commitment.

Considering that the intention to leave the employment, when there has been no correlation between the directive leadership and the intention to leave the employment, it has been determined that there has been reverse and low level-correlation related to the intention to leave the employment in the institutions where the participative leaders having employees who are felt that their opinions are appreciated have been working.

Moving from the detection, as it is a type of leadership should be supported in terms of job satisfaction and increasing of the organizational commitment, also, it can be said that this type of leadership will provide the effect of reducing the number of employees who having the intention to leave the job, because the directors in the penal institutions have the characteristics of "participative leadership".