

**FACTORS RELATED TO THE EFFECTIVENESS
OF CORRECTIONAL ORGANIZATIONS**

by

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Certificate

This is to certify that the thesis entitled “ Factors Related to Effectiveness of Correctional Organization” being submitted by Shree Jayadev Sarangi to the Indian Institute of Technology, Delhi, for the award of the degree of Doctor of Philosophy, is a record of bonafide research work carried out by him under my guidance and supervision.

Shree Jayadev Sarangi has fulfilled the requirements for the submission of this thesis, which to my knowledge has reached the requisite standard.

The results contained in this thesis have not been submitted in part or in full, to any other university or institute for the award of any degree or diploma.



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DEDICATED

TO

MY MOTHER

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Abstract

Organizational Effectiveness in terms of Human Resource Management issues is a challenging field of study. This becomes extremely important when analyzed from the perspective of a nonprofit organization like prison.

Review of literature relating to correctional organization in general and prison management in particular is scanty. Therefore, the present study was carried out to fill in the gap between the existing problems relating to prison management and effective correctional management model with a view to integrate S & R management models and explanations.

Effectiveness of an organization is proposed to be analyzed from the perspective of Organizational Development and organizational conditions in the study. Management of prison, being a human resource organization, needs a careful planning, implementation, monitoring and evaluation of the programmes in order to achieve the correctional objective.

Thus, the objective of the study is to present an Organization Development approach to prison effectiveness. To achieve this objective a number of hypotheses have been developed to establish a relationship between Organizational Effectiveness and a number of independent variables (Organizational Commitment, Job Satisfaction, HRD Climate, Work Culture, Flexibility, etc.).

The study has been designed within the survey research framework. The methodology followed in the present study included the study design in which data were collected in two stages. In the first stage, a measure for organizational effectiveness was developed which included an index of satisfaction of the prison inmates (N=180) who were selected randomly from five prisons selected following a purposive sampling technique. The actual data collection for the study was done taking 180 prison officials using random sampling technique from five different prisons of five different states selected on purposive basis.

The statistical analyses of data include the following procedures: Descriptive Statistics, Analysis of Variance, Duncan's Multiple Range

Test for testing further the difference between the groups, co-relational analysis and Step-Wise Multiple Regression Analysis. The Multiple Regression Analysis revealed the factors predicting the Organizational Commitment of the prison officials, as a result, giving an insight into the in-depth understanding of the problem of Organizational Effectiveness.

Hypothesis I states that, there will be a significant difference between the prisons under study with regard to the HRD Climate in the organization. H-Ia There will be positive relationship between the HRD Climate of the organization and job satisfaction, organizational commitment and work involvement of the prison officials. The result shows that, the hypothesis is supported.

Hypothesis II states that, there will be significant difference between the prisons under study with regard to the HRD Climate in the organization. H-IIa there will be positive relationship between Work Motivation on the one hand and job satisfaction, organizational commitment and work involvement of the prison officials.

Hypothesis III states that there will be significant difference between the prisons in terms of prison management perceptions, i.e., attitude towards participation, consultation, decentralization, team spirit, etc., amongst the prison staff.

There will be a positive relationship between participation, organizational commitment and work involvement. The result shows that hypothesis is supported.

Hypothesis IV states that prison officials of different prisons under study will differ significantly with regard to their level of work involvement and it was supported.

Hypothesis V states that there will be significant difference between different prisons under study with regard to work culture of the organization. H-Va: Second part of the hypothesis states that will be a positive relationship between work culture of the organization and the level of commitment, work involvement and job satisfaction of the prison staff. The result has supported the hypothesis.

Hypothesis VI states that there will be significant difference between the prison officials of different prisons on the dimension of job satisfaction and the present finding supported it.

Hypothesis VII states that there will be significant difference between the prisons with regard to the values of the staff in

organization. H VIIa: Second part of the hypothesis states that there will be a positive relationship between work value on the one hand and organizational commitment, job satisfaction and work involvement on the other. The hypothesis was supported by the present finding.

Hypothesis VIII states that there will be significant difference between different prisons under study in terms the level of organizational commitment of the prison officials. Result has supported the hypothesis.

Hypothesis IX states that there will be a positive relationship between background variables on the one hand (age, education and nature of job) and organizational commitment, job satisfaction and work involvement of the prison officials on the other. The hypothesis was partly supported by the present finding.

Hypothesis X states that organizational commitment of the prison staff can be predicted by HRD Climate, Innovation, Work Involvement, Job Satisfaction, Flexibility and Role Clarity. The result has strongly supported the present hypothesis.

Thesis has been presented in five chapters. Chapter I presents the introduction to the present piece of research. Chapter II deals with management of prison: review of literature. Chapter III presents theoretical orientation of the study and management issues in prisons: a cross-cultural study. The second section of this chapter has further been bifurcated into two sections: (a) management of prisons in India and (b) management of prisons in other countries. At the end of the second section of this chapter the objectives of the present study and the hypotheses formulated have been presented. Chapter IV includes the design of the study. This chapter includes a measure of effectiveness of prisons, which was developed by the researcher. Chapter V incorporates the results of the present study followed by discussion. The implication of the present study in the field of criminal justice system has also been presented. This chapter also presents the limitations of the study and suggestions for future research.

CONTENTS

Acknowledgements		I
Abstract		III
List of figures		VII
List of tables		IX
CHAPTER I	INTRODUCTION	1
CHAPTER II	MANAGEMENT OF PRISON: REVIEW OF LITERATURE	8
CHAPTER III	THEORETICAL ORIENTATION OF THE STUDY AND MANAGEMENT ISSUES IN PRISONS: A CROSS-CULTURAL PERSPECTIVE Management of Prisons in India Management of Prisons in Other Countries Objectives of the Study Development Of Hypotheses	37
CHAPTER IV	DESIGN OF THE STUDY Field of the Study & Sample The Study Measures Used (Development of a Measure of Effectiveness of Prisons) Data Collection and Analysis	96
CHAPTER V	RESULTS AND DISCUSSION Conclusions and Implications of the Study Limitations of the Study and Suggestions for Future Research	111
REFERENCES		186
APPENDICES		207
BIO-DATA		241