

Research Article

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Relationship between organizational commitment and leadership styles in media industry

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Abstract

Human resource management has played a vital role in an Organization from ages. Current research initiative focus on how different Leadership Styles is affecting the commitment of employees in selected industry i.e. Media Industry.

To fulfill the objectives of the study Correlation Coefficient of Leadership Styles with Organizational Commitment was adopted, so as to study the relationship of leadership style and organizational commitment of three levels (senior, middle, junior) managers of media industries comprising of print media and electronic media. The sample consisted of 461 Management Professionals from different media houses in Delhi and NCR.

Primary Data is collected through two different types of Questionnaires i.e. Leadership style was measured with the help of leadership profile indicator-managers (LPI-M) questionnaire, authored by Udai Pareek and Organizational commitment questionnaire by Porter, Mowday, Steer and Bouliar .

It was found out that Commitment Level and leadership styles are different in print and electronic media. Print Media managers are more flexible and committed in all four styles are more adaptable to both external and internal environment than electronic media managers.

It is suggested that in further researches pay scale, gender can be taken as variable to see the relationship with Organizational Commitment for the sample of managers at different levels in Media Industries of Delhi and NCR.

Keywords

Organizational Commitment,
Leadership Styles,
Print Media,
Electronic Media,
Directive Style,
Levels of Managers,
Supportive Style,
Consulting Style and
Delegating Style

Introduction

During last decade trends have emerged in the field of human resource management which has affected the performance of organizations in almost all sectors of corporate world. The most important being globalization which has resulted in the flow of information, ideas and resources across the world that have created interdependence of various organizations. This has made the management to deal with challenging demands of environmental factors impacting the management of human resource. Hence, there is need for increased

investment in selecting, coordinating and grooming human resources to gain competitive advantage. Looking at the present scenario of turbulent markets it becomes important to see that organizational commitment exists as a healthy component of a successful organization.

The successful organization consistently differs from ineffective organizations in one respect for sure and that is effective Leadership. Leadership has been studied in

different ways depending on the researcher's conception of leadership and methodological preferences. Most of the studies on leadership divide naturally into distinct lines of research on leader's effectiveness and can be classified into two categories – *one* which focuses on type of leader or leadership, this view is *leader-focused*. This stream of research attempts to explain organizational, team and employee performance outcomes by analyzing specific leader behaviour. The *second categories* of leadership research focuses on the explicit one-one relationships that develop between leaders and followers i.e. the upward and downward exchange between leader and subordinates. The twentieth century leader was someone who tended to have strong but hard personal qualities, someone who was arrogant but inspiring. However, twenty first century leaders demonstrate a greater empathy and concern for people issues and those who don't rely on position or rank for their status. The geopolitical boundaries are increasingly ignored as the communication systems have evolved. In all spheres of activities, we have entered a period of rapid large scale and discontinuous change. The whole world has become one business arena forcing all of us into new and qualitatively different ways of thinking and doing. In such a dynamic environment, it is inevitable that the organizations of all shape, sizes and type will undergo major change. Organizational commitment is the need of the hour for such an environment. The scope and scale of change require leadership at a level and of a quality that has never experienced before. The leadership must persistently communicate a clear picture of the future state of organization in a way that this vision is shared and supported by the members of the organization, individually and collectively which brings about commitment of the employees. Hence, it is only this human capital, which can define the market niche for any and every organization. To retain this asset, leaders need to refurbish their interpersonal skills, whereby stronger competencies can be developed resulting in commitment to organization.

This research shows the relationship between Leadership Styles and Organizational Commitment, and how different styles of working affect the commitment of the employees. The leadership identifies the key players and power holders in organization and obtains their support for the change; also it acknowledges resistance to change and deal with it as a necessary stage. It also shows that the leadership can design and put into action an organization that will be congruent with new beliefs and values.

Objective of the study:

- To study the relationship between Leadership Styles and Organizational Commitment for the samples of Senior, Middle and Junior level of managers drawn from Print Media and print media.

Research Design:

Research design is the plan, structure and strategy of investigation conceived so as to obtain answer to research questions and to control variance. It enables the researcher to answer the research questions as validly, objectively and accurately as possible. It involves the arrangement of conditions and observations in such a way that alternative answers to the questions taken up in the research are ruled out. It is therefore, important to mention that methodology is the key element in carrying out any kind of research activity. The objectivity of the study is contingent upon the accuracy and scientific research methodology. The choice of methodology for research is determined by the nature of the problem because every specific research problem demands a particular process and operation to be undertaken or carrying out the investigations.

Since the main purpose of the present study was to assess the relationship between Leadership Styles and Organizational Commitment for the Management Professionals in Media Industry, it becomes clear that there are two variables (which contain several dimensions) whose relationships have to be explored, which indicates that research design was exploratory one.

Sample

Population refers to an aggregate of items to be studied for an investigation whereas a sample is a part of a population, or a subset from a set of units, which is provided by some process or other, usually by deliberate selection with the objective of investigating the properties of the parent population (Kendall, Maurice, Buckland, 1984). There are different methods of drawing a sample from a population. Depending upon various factors, the investigator adopts a particular method of drawing the sample from the population

Profile of Media Industry

Indian media industry grew from INR 587 billion in 2009 to INR 652 billion in 2010.

The sector is projected to grow by INR 1275 billion by 2015. Some of the cost optimization initiatives in the previous years continue to benefit industry players. Many companies also have deepened their focus on consumers and their understanding of media consumption behavior through market research.

Recently the landmarks of the media and entertainment industry exposed to highest grossing Indian films. Unprecedented growth in DTH platform, digital music sales, onsets of 3G and the government’s regulatory part towards digitalization and addressability. Indian Television Industry has shown a continuous growth over few years. Total reach of the television is 138 million households. The industry added almost 100 million viewers in 2010 to reach 600 million views and crossed the 550 channel mark from 460 in 2009. Advertising revenues witnessed a growth of 17 percent in 2010, against a marginal decline of 0.4 percent in 2009. Print continued to be the largest contributor, accounting for INR 126 billion and 47 percent of advertising pie. New players are catering to

the market with niche offering like food channels in English entertainment space. There are still more than 250 channels awaiting apparels is the growing optimism in a growing integration of Film actors on Television through various Film Stars – brand shows on television.

Indian Print media industry has also shown a growth of with 107 million copies circulated daily. The total literate population in India is estimated to be 579 million with over 30 percent readership penetration. The total Indian print media is highly fragmented comprising of 77600 newspapers in multiple languages. Radio is increasingly growing acceptance among advertisers which is expected to result in higher advertising spends on radio. There are number of advertisers categories that are currently penetrated on radio which would potentially increase spend. Advertisers are also increasing focusing on non-metro markets given the rising purchase power of these markets. Licensing in additional 200 towns is likely to a catalyst for growth.

The breakup of the sample

	Junior Level Managers	Middle Level Managers	Senior Level Managers	N
Print media	100	40	34	174
Electronic Media	198	59	30	287
Total Sample	298	99	64	461

Data Collection

To tap the information on Organizational Commitment and Leadership Styles the investigator made use of the following questionnaires:

Leadership Profile Indicator-Managers, LPI-M

Leadership style was measured with the help of leadership profile indicator-managers (LPI-M). LPI-M is for the use of corporate managers. Authored by Udai Pareek the instrument is based on the theory of situational leadership by Hersey and Blanchard (1982). The instrument consists of 12 situations, each posing a problem for action. Four alternatives are given for each situation, and respondents were asked to select one of them that they would use if they were leader in that situation. LPI was formerly called Survey of Strategies of Problem Management

(SSPM). It was first developed for health managers. Later it was adopted for all other managers. The reliability of the scale is .963. In the present study the relationship of Leadership Styles of the managers is explored with the Organizational Commitment of their subordinates

Organizational Commitment Questionnaire

To measure organizational commitment of the sample, Organizational Commitment Questionnaire by Porter, Mowday, Steer and Bouliar (1974) consisting of 15 questions is used. The respondents were asked to give their responses on a 5 point Likert Scale ranging from 1 for strongly disagree to 5 for strongly agree which made a clear picture of their commitment towards their present job. The reliability of the scale is .977 (Appendix-II).

Demographic information

Information on demographic variables like age, income, dependents, total job experience, and experience in the present job were also tapped

Organizational Commitment

Organizational Commitment is a job attitude and defined by Blau and Boal (1986) as a state in which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization. It indicates person's feeling with regard to continuing his/her association with organization, acceptance of values and goals of organization and willingness to help the organization achieve such goals and values. Organizational commitment is a strategic process and involves attracting, developing and maintaining a talented and energetic workforce to support organization's mission, objectives and strategies. Commitment is the driving force behind firm's performance, its worker's wellbeing and resilience both for the firm and the workers in times of change. Also Meyer, Herscovith, (2001) defined Organizational Commitment as an employees' psychological attachment to organization contrasted with work related attitudes such as job satisfaction (an employee's feeling about their jobs) and organization identification (the degree to which an employee experiences a sense of oneness with their organization).

Due to an increased complexity in global business, rapidly changing and highly competitive environment an effective human resource has become a vital strategic concern for organizations of today. Also changes in employment practices stimulated by the need to be more competitive whereas external pressure on work organizations caused practices like lay-offs, downsizing and mergers that might result in reduced organizational commitment. A better understanding of various types of commitment may be useful for people seeking to re-establish or sustain work commitment.

Organizational commitment consists of organizational characteristics such as:

1. Sharing of goals, responsibilities and information, supportive and "we" feelings, participative mindset.
2. Mission and goal orientation, result orientation.
3. Congruence and internal consistency, systematic and integration.
4. Opportunities for creativity, freedom of ideas, individualism.

Organizational commitment is an aspect of work attitudes which shows relationship between individual and organization.

Leadership

Leadership is about vision seeing with mind's eye what is possible in people, in projects in causes and in enterprises. Vision results when a mind joins need with possibility. The visionary leader thinks big, thinks new, thinks ahead and most important is in touch with deep structure of human consciousness and create potential. Leadership is the capacity to translate vision into reality (Warren Bennis, 1984). Leadership is communicating to people their worth and potential so clearly that they come to see it in themselves.

Results and Interpretation

To fulfill the objectives of the study laid down by the present investigator, the sample which consisted of different media houses in Delhi and NCR, was taken up to study the relationship between Leadership Styles and Organizational Commitment of three levels (senior, middle, junior) of managers from Media Industries, comprising of Print media and Electronic media, by applying Coefficient of Correlation technique.

When the relationship of four types of Leadership styles (Directive, Supportive, Consulting, and Delegating) is studied against three types of Organizational Commitment: Affective Commitment, Normative Commitment, and Continuance Commitment, the results the investigator found are depicted in the following Table 1.

Table 1: Coefficient of Correlation of Leadership Styles with Organizational Commitment of the whole sample (N=461) of Senior, Middle, and Juniors Levels of Managers from Print & Electronic media.

Organizational Commitment	Leadership Styles			
	Directive	Supportive	Consulting	Delegating
Affective Commitment	-.0565	-.1257**	.0861	.0853
Continuance Commitment	-.1591**	.1705**	-.0111	.0424
Normative Commitment	-.0692	.0858	.0221	.0131
Total	-.1277**	.0110	.0750	.0553

** Significant at .01 level

The Table 1 shows the relationship (Correlation Coefficient) of Leadership Styles with Organizational Commitment of the total sample (N=461) of the managers drawn from Print and Electronic Media consisting of the three levels i.e. Junior Level, Middle Level and Senior Level, holding the positions of Assistant Managers, Senior Managers, Vice President etc. The analysis of the Leadership Styles and Organizational Commitment reveals the relationship between the two which are explained further as below.

The Table 1 indicates that at Senior level the Affective Commitment shows a negative significant relationship with the Supportive style of Leadership. Supportive Style is characterized by high regulating behavior, so the emotional attachment of the employee (Affective Commitment) decreases with the regulating behavior of the leader. (P=.001) However, no significant relationship was found with the other three styles i.e. Directive (p=.226), Consulting (P=.007) and Delegating (P=.067) Styles of Leadership.

The above Table also shows a similar relationship between Continuance Commitment and Directive Style (P=.001) of Leadership. Directive style being low nurturing and high regulating, the employee feels less committed owing to the Directive style of Leadership. In contrast to this the employee feels more committed to organization due to the Supportive Style (P=.000) of leadership (High regulating, high nurturing). No significant relationship was found between the Consulting (P=.813) and Delegating (P=.364) style of leadership and Continuance Commitment.

Employee’s Normative Commitment (obligatory Commitment) shows no significant relationship with any of the Leadership Style.

As shown in the Table 1 an insignificant relationship is found between Total Commitment and Supportive, Consulting and Delegating styles of Leadership. A significant relationship is found between Total Commitment and Directive style (P=.006). The reason that can be cited is that high regulating and low nurturing behavior affect the commitment of the employee.

Conclusion and Suggestions

As it is evident from Tables 4.1, a significant relationship is found between Organizational Commitment and Leadership Styles. Organizational Commitment is affected by the Leadership Style of the immediate boss. Similar relationship was found at all the three levels of management in both the Medias.

Looking at the findings it becomes persistent to mention that if dimensions of Leadership Style which affect Organizational Commitment are taken care of, the employee commitment at various levels in Media Industry of Delhi/NCR would be enhanced. The Directive Style makes the Employee less committed. In contrast Supportive style and Consulting Style of the Leader raises the commitment of the Employee. Leadership Style of the senior managers has emerged out as an important factor in determining the Organizational Commitment of the employees.

A distinct pattern is found in the analysis that Print Media managers are more flexible than Electronic Media Managers. The reason being is there adaptability to the external environment. In Electronic Media the entry level in most of the organization is either trainee or executive level similar to Print Media but as per the industry norms the growth is much higher than the executive working with print, Hence even after spending five years in Electronic his or her chances of getting an opportunity is comparatively higher than his/her counterpart in Print Media.

The Junior Level Managers in both Medias show similar behavior. Either they have not developed a Leadership Style or they are not given power to make use of their leadership qualities. If this aspect is considered the Organizational Commitment can be enhanced.

Total Commitment of the middle level managers is same in both the media, but electronic media middle managers were more obliged to their organization i.e. Normative Commitment is higher than middle level managers of print media. The reason for this change is due the benefits they receive from their organizations. Considering this factor if print media invest more on their managers in the terms of training and other benefits which will help the managers in their career growth & if these managers are groomed to be future leaders then it is a win-win situation for both.

With the growing competition out there in the media industry and also it is going through a rough patch. The industry is now at a transition phase where a lot of mergers and acquisitions are happening and a lot of non-media organizations are investing in this industry. This results in a lot of restructuring within the organization where key positions are being offered to non-media exposed managers who are at times gaining leadership positions. With this situation the existing lots of ambitious managers who aspire to be leaders of the future are facing high sense of insecurity.

With this study the researcher is trying to point out various findings in terms to suggesting HR managers & Top Management to understand the general psyche of their managers. This will also help them to take some of the crucial policy decisions and deciding how they can retain their existing talent and narrowing or selecting the future leaders from within the organization rather than searching out for tailor made leaders from competitors.

It can be suggested from this study that by making the monetary benefits more compatible between the two i.e. print & electronic, print organizations can retain their talents which most of the time is going either to electronic media or online media due to huge difference in their salary structure.

Also for electronic media the organization need to fulfill the other motivational aspects like more HR friendly atmosphere to their managers to retain them, which in turn will help them to filter the best or future leaders.

Also in last one year the concept has crawled more in the industry that if you hop more you will grow fast both monetarily and leadership position wise, this will hamper the organization in terms of their employee commitment.

Job rotation can also play an important role in developing future leaders. Top management has to identify the budding leaders and should provide them a holistic approach to handle the business rather than making them a niche specialist.

A very uncommon pattern is found during analysis that Consulting Style of Leadership negatively affects Organizational Commitment. Consulting Style is low regulating and high nurturing. At senior level in both Medias and at Middle Level in Print Media negative effect has been found which may be due to the fact that group members want their leaders to assign task and then they carry out the rest. Since in consulting style the leader's role is to provide recognition and to actively listen and facilitate, problem solving and decision making is on the part of the group. This type of role is practically not possible for the leader as well as the group member, so the Commitment is affected by this style.

The present work, Organizational Commitment and Leadership Styles: A Study of Management Professionals in Media Industry has taken into consideration dimensions of Leadership Styles and Organizational Commitment. It is suggested that in further researches pay scale, gender can be taken as variables to see the relationship with Organizational Commitment for the sample of managers at different levels in Media Industries of Delhi and NCR.

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