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## **Influence of Leadership on Organizational Commitment: A Study of Senior Level Managers in Electronic Media**

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### **ABSTRACT**

*Leadership in action means an ability to take out of crisis situation increasing the interest level of employees towards the organization by being committed to the organization. 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 laid down by researcher, Correlation Coefficient of Leadership Styles with Organizational Commitment was adopted, so as to study the relationship of leadership style and organizational commitment of senior level managers of electronic media The sample consisted of Management Professionals from different media houses in Delhi and NCR.*

*A total sample of 461 different levels of Managers was selected for this research from different media houses across 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 .*

### **KEYWORDS**

*Leadership profile indicator, organizational commitment ,senior managers, electronic media, affective commitment, normative commitment, directive style, supportive style*

### **INTRODUCTION**

An organization success depends on how effective leaders are able to motivate their followers. Retention of the employees takes efforts, energy and resources and the results are worth . The employee remains committed to the organization. It is essential to build up confidence, competence and commitment in the subordinates. Human resource development is the key to long term sustained commitment of any team.

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.

Organizational Commitment has been a topic of interest to researchers in the field of behavioural sciences. 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.

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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.

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.

Creativity and innovation cannot flourish in an organization where the boss is always right and employee is treated as halfwit. This in turn requires a management style that has a positive attitude towards its workers and provides a leadership that creates commitment. In spite of all criticisms against need theories still opinion is that in order to motivate employees for better work performance, understanding their needs is must.

### **OBJECTIVE OF THE STUDY**

) To study the relationship between leadership styles and Organizational Commitment for senior level managers in Electronic Media Industry

### **RESEARCH DESIGN**

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 is 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 our research design is exploratory one.

### **SAMPLE**

Sampling is done in such a manner that suits investigator's convenience. In the present piece of research work the researcher made use of convenience sampling to draw a representative sample of managers in Media Industry in Delhi and NCR.

### **PROFILE OF THE MEDIA INDUSTRY**

A manager acts as a catalyst between the external environment and internal environment of the changing dynamic world of business community. In the media industry, manager is one of the key players in exchanging the information: information pertaining to competition, product pricing, innovations, marketing, servicing and distribution. Review of literature found no work done on Organizational Commitment and Leadership Styles on the sample of Management Professionals in Media Industry in Delhi and NCR, hence an attempt is made on the part of the present investigator to explore and study whether there exists any relationship between the above said variables for this sample of management professionals.

### DATA COLLECTION

The demographics of the sample(s) are also found out which are shown in the following Table

**TABLE 1: DEMOGRAPHICS OF VARIABLES OF ELECTRONIC MEDIA MANAGERS**

	Senior Level	Middle level	Lower Level
Age	37.5 years	28.2years	24.5 years
Income(per annum)	Rs 41.5 Lacs	Rs 16.78 Lacs	Rs 9.4 Lacs
Experience in Current Job (Years)	6 years	4.7 years	4.5 years
Total Job Experience (Years)	12.56 Years	10.4 years	3.5years
Number of Dependents	4.3	3.7	3.1
Designation	Regional Head, Vice President	Asst. Vice President, Sr. Account Director Account Director	Account Head, Group Head, Management Trainee.
Qualification	MBA,	MBA	MBA
Gender	Male (69.9%). Female (30.1%)	Male (50%), Female (50%)	Male (30.4%), Female (69.6%)

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

#### 1. 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

**TABLE 4.2**

**Table 4.2: COEFFICIENT OF CORRELATION OF LEADERSHIP STYLES WITH ORGANIZATIONAL COMMITMENT OF SENIOR LEVEL MANAGERS FROM ELECTRONIC MEDIA(N=30)**

Organizational Commitment	Leadership Styles			
	Directive	Supportive	Consulting	Delegating
Affective Commitment	-.5147**	.1935	.019	.2921
Continuance Commitment	-.6449**	.4587**	-.0842	.2382
Normative Commitment	.7132**	-.3040	-.5969**	.2339
Total	-.4753**	.2673	-.1439	.3405

\*\* Significant at .01 level

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The Table 4.2 indicates the relationship of Leadership Style with Organizational Commitment of Electronic media. The sample consisted of 30 managers from Electronic media industry. Of all the Senior Level Managers of Electronic Media surveyed Organizational Commitment was found to be significantly related to Leadership Style.

The Affective Commitment shows a negative significant relationship with Organizational Commitment with Directive Style of Leadership ( $r = .5147$ ,  $p = .004$ ). Directive style is characterized by low nurturing and high regulating behavior so the Affective Commitment component is low with Directive Style of Leadership. However insignificant relationship was found between Affective Commitment and Supportive Style ( $r = .1935$ ,  $p = .306$ ), Consulting Style ( $r = .019$ ,  $p = .920$ ), Delegating Style ( $r = .2921$ ,  $p = .117$ )

Continuance Commitment was found to be significantly related to Directive Style of Leadership ( $r = -.6449$ ,  $p = .000$ ). The relationship is negative i.e. the more the Directive (low nurturing and high regulating behavior) the lesser the Continuance Commitment. The relationship between Continuance Commitment and Supportive Style of leadership (high nurturing, high regulating) was found to be significant ( $r = .4587$ ,  $p = .011$ ). Continuance Commitment shows no significant relationship with Consulting style ( $r = .0842$ ,  $p = .658$ ) and Delegating style ( $r = .2382$ ,  $p = .205$ ).

Normative commitment is individual's commitment to organization due to the feeling of obligation. It shows significant relationship with Directive style of Leadership ( $r = .7132$ ,  $p = .000$ ). The lower the nurturing behavior the lower feeling of obligation. Regarding the relationship between Normative Commitment and Consulting Style of Leadership a negative significant relationship was found between the two ( $r = -.5969$ ,  $p = .000$ ). Because of the, low regulating behavior the employee's obligatory Commitment decreases, the employee does not feel obliged towards the organization. Insignificant relationship was found between Normative Commitment and Supportive Style ( $r = -.3040$ ,  $p = .102$ ). Same relationship was indicated with Delegating style ( $r = .2339$ ,  $p = .214$ ).

Total commitment shows a significant relationship with Directive Style of Leadership ( $r = -.4753$ ,  $p = .008$ ) lower the nurturing behavior lower the Total Commitment of the employee. However Supportive style, Consulting style and Delegating style showed insignificant relationship with Total Commitment.

As it is evident from the analysis done between Leadership styles and various dimensions of Organizational Commitment null hypothesis  $H_06$  has not been confirmed.

## CONCLUSION

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 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.

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.

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