

---

## **Leadership Styles and Organizational Commitment: A study on Senior Managers of Print Media**

**Dr. Sabiha Khan**

Jamia Millia Islamia

### **ABSTRACT**

*Human resource practices represent styles and methods help to ensure that when dealing with matters concerning people are largely contingent on environmental factors that affect them. Combining forces that allow people to behave in certain ways is an integral aspect of leadership. People must have both ability and commitment if they are to perform at higher level. Leaders generally influence to motivate people through proper guidance.*

*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 print media The sample consisted of Management Professionals from different media houses in Delhi and NCR.*

*A total sample of 34 senior level 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**

*Print Media, Senior Managers, Media Industry, Leadership styles, Organizational Commitment, Management professionals*

### **INTRODUCTION**

Leadership involves an influence process. Leaders establish directions by developing a vision of the future, and then they align people by communicating this vision and inspiring them to overcome hurdles. There can be little questions that the success of an organization depends largely on the quality of its leadership. Organizations exist to achieve objectives that are either impossible or extremely inefficient to achieve if done by individuals.

Leadership contributes towards integrating organizational commitment of the employees. Organizational commitment is an individual's orientation towards the organization in terms of loyalty, identification and involvement. Employees are the biggest assets for any organization their performance and attitude can result in the success or failure of the business.

It requires leadership and motivation.

Not many researches have been undertaken to explore the relationship between Leadership Styles and Organizational Commitment of the Media Professionals in Delhi and NCR. The current researcher is intending to study the relationship between Leadership Styles and Organizational Commitment. Organizational commitment or member identity is a value laden behaviourally anchored cultural variable of organizational environment. It is an attitudinal or emotive dimension of work motivation, manifesting itself in a member's behaviour. Organizational commitment is widely studied area of interest, individually and collectively with other vital organizational factors predicting the success of an organization in the true sense. In organizational theory and research, attempts to predict the behaviour of individual workers in organizations have focused on organizational commitment as a crucial psychological factor. The work commitment is the single most important factor in getting work done/achieving higher output. Management cannot stand behind people every day to check that they are giving their best. 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. Commitment is global psychological state that characterizes the relationship between employees and organizations. The focal behaviour associated with commitment is the decision to maintain membership in the organization.

This research shows the relationship between Leadership Styles and Organizational Commitment, and how different styles of working affect the commitment of the employees.

### **OBJECTIVE OF THE STUDY**

To study the relationship between Leadership Styles and Organizational Commitment for the sample of Senior level of managers drawn from Print Media.

### **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.

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.

As of 2010 there were 613 pending newspapers for registration request indicates that the potential is still there in this segment.

Print media accounts for approximately 30 percent, INR 19288 crores of total media and entertainment industry which is estimated to be INR 65244 crore in 2010. Print media contribute 47 percent of the overall advertising pie which is more than television.

Radio as media with a current base of INR 10.0 billion and expected to grow by 20 percent till 2015.

The mean age of Senior Level Managers in print media for the sample is 43.7 years, The average income is Rs 31.4 Lacs per annum at senior level, The experience in current job is 8.6 years at senior level, The mean of total experience at senior level is 17.6 years, . The positions enjoyed at senior level is Regional Head, Branch Head, General Manager, The managers at senior level are MBA, PGDBM. 100% of senior managers are male.

### **DATA COLLECTION**

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.

#### ***2. 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

**TABLE 1: COEFFICIENT OF CORRELATION OF LEADERSHIP STYLES WITH ORGANIZATIONAL COMMITMENT OF SENIOR LEVELS MANAGERS IN PRINT MEDIA (N=34)**

Organizational Commitment	Leadership Styles			
	Directive	Supportive	Consulting	Delegating
Affective Commitment	.1423	.0974	-.6459**	.2256
Continuance Commitment	-.0623	.4478**	-.3987**	.1482
Normative Commitment	.7763**	-.1386	-.7800**	.3210
Total	.2768	.1515	-.7082**	.2633

\*\*Significant at .01 level

## ANALYSIS

The Affective Commitment shows a negative significant relationship with the Consulting Style of Leadership. Consulting Style is characterized by low regulating and high nurturing behavior so the emotional attachment of the employee (Affective Commitment) decreases with the degree of the regulating behavior of the leader. ( $r = -.6459, P = .000$ ). However no significant relationship was found with the other three Styles i.e. Directive, ( $r = .1423, p = .422$ ) Supporting ( $r = .0974, p = .6459$ ) and Delegating ( $r = .2256, p = .200$ )

Continuance Commitment is commitment due to high cost of losing the organization. A significant relationship was found with Supportive Style of Leadership ( $r = .4478, p = .008$ ) and Consulting style of leadership ( $r = .3987, p = .02$ ). Supportive style being high nurturing and high regulating, the employee feels more committed owing to the Supportive style of leadership. In contrast to this the employee feels less committed to organization due to the Consulting style of Leadership (low regulating, high nurturing). No significant relationship was found with the Directive ( $r = -.0623, p = .726$ ) and Delegating Style ( $r = .1428, p = .403$ ) of Leadership.

Employee's Normative Commitment shows significant relationship with Directive ( $r = .7763, p = .000$ ) and Consulting ( $r = -.7800, p = .000$ ) Leadership Style. Supportive Style ( $r = -.1386, p = .435$ ) and Delegating Style ( $r = .3210, p = .064$ ) were insignificantly related to Normative Commitment.

As shown in the Table 1 an insignificant relationship is found between Total Commitment and Supportive ( $r = .1515, p = .392$ ), Directive ( $r = .2768, p = .113$ ) and Delegating styles ( $r = .2633, p = .133$ ) of leadership, a significant negative relationship is found between Overall Commitment and Consulting Style ( $r = -.7082, p = .000$ ).

## CONCLUSION

A distinct pattern is found in the analysis that Print Media managers are more adaptable to the external environment. As per the industry norms the growth is much higher

The reason being is there adaptability to the external environment.

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 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.

## REFERENCES

1. Adhikari, A. (2009). Factors Affecting Employee Attrition: A Multiple Regression Approach, *The Icfai Journal of Management Research*, 8(5), 38-42.
2. Agarwal, T. (2000). Relationship between Leadership Style and Value System. *Management and Labor Studies*, 25, (2), 136-143.
3. Allen, N.J., & Meyer, J.P. (1990). The Measurement and Antecedents of Affective, Continuance and Normative Commitment to the Organization, *Journal of Occupational Psychology*, 63: 1–18.
4. Bass, B.M. (1998). *Transformational Leadership: Industrial, Military and Educational Impact*. Mahwah, NJ: Lawrence Erlbaum and Associates.
5. Becker, H.S. (1960). Notes on the Concept of Commitment, *American Journal of Sociology*, 66: 32–40.
6. Becker, T.E., Billings, R.S., Eveleth, D.M., & Gilbert, N.L. (1996). Foci and Bases of Employee Commitment: Implications for Job Performance, *Academy of Management Journal*, 39(2): 464-482.
7. Budjraja, J. (2008). Causes of Stress Among Insurance Employees: An Empirical Study, *The Icfai Journal of Management Research*, 7 (10), 7-9.
8. Cohen, A. (2003). *Multiple Commitments in the Workplace: An Integrative Approach*, Mahwah, NJ: Lawrence Erlbaum Associates.
9. Cohen, A. (2007). Commitment before and after: A Reconceptualization of Organizational Commitment, *Human Resource Management Review*, 17: 336-354.
10. Cooper, A., Hakim, A., & Viswesvaran, C. (2005). The Construct of Work Commitment: Testing an Integrative Framework, *Psychological Bulletin*, 131:241–259.
11. Vaishali, D., & Kumar, P.K. (2003). Transformational and Transactional Leadership Styles as Predictors of LMX: A Path Analytic Assessment of Organizational Commitment Leading to Job Burnout, *Abhigyan*, 21(3),9-19.
12. Ghosh, S.K., & Shejwal, B.R. (2006). Relationship Between Perceived Organizational Values and Leadership Styles, *Indian Journal of Industrial Relations*, 42 (1) 99-102
13. Ghosh, K.S. (2010). Perceived Organizational Values and Commitment to Organization, *Indian Journal of Industrial Relations*, 45(3), 437-441.
14. Gordon, M.E., Philpot, W. J., Burt, E.R., Thompson, A.C., & Spiller, E.W (1980). Commitment to the Union: Development of a Measure and an Examination of its Correlates, *Journal of Applied Psychology*. 65: 479–499.
15. Gupta, S. (2009). Climate for Innovation, Procedural Fairness and Organizational Commitment: An Empirical Study, *Management and Labour Studies*, 34(1) 43-52.
16. Gupta, M., & Sharma, P. (2009). Job Satisfaction Level Among Employees: A Case Study Of Jammu Region, J&K, *The Icfai Journal Of Management Research*, 8(5), 17-21.
17. Hackett, D.R., Bycio, P., & Hausdorf, P. (1994). Further Assessment of Meyer's and Allen's (1991): Three-Component Model of Organizational Commitment, *Journal of Applied Psychology*. 79: 15–23.
18. Herscovitch, L., & Meyer, J. (2002). Commitment to Organizational Change: Extension of a Three-Component Model, *Journal of Applied Psychology*, 87: 474–487.
19. Herzberg, F., Mausner, B., & Snyderman, B. (1959). *The Motivation to Work*, New York: John Wiley.
20. Humphreys, H.J. (2001). Transformational and Transactional Leader Behavior, The Relationship with Support for E-Commerce and Emerging Technology, *Journal of Management Research* 1(3), 149-159.
21. Humphrey, H.J. (2002). The Anabasis and Lessons in Leadership, *Journal of Management Research*, 2(3), 136-145.
22. Iverson, S. (1999). An Event History Analysis of Employee Turnover: The Case of Hospital Employees in Australia, *Human Resource Management Review* 9: 397–418.

23. Jain, K.A. (2010). Organizational Citizenship Behaviour as a Potential Source of Social Power, *Indian Journal of Industrial Relations*, 45(3), 399-403.
24. Jackson, J. C., Hobman, V., Elizabeth, & Martin, R. (2009). Comparing Different Approach and Avoidance Models of Learning and Personality in Prediction of Work, and Leadership Outcomes, *British Journal Of Psychology* 100 (2).
25. Jagannathan, L, & Akhila, P. R. (2009). Predictors of Quality of Work Life of Sales Force in Direct Selling Organizations, *The Icfai Journal of Management research*, 8(6), 51-55.
26. Kamlesh, J. (1999). Ethics and Leadership, *Indian Journal of Industrial relations*, 34(4), 492-500.
27. Khan, S. M., & Mishra, P. C. (2004). Search for Predictors of Multidimensional Organizational Commitment, *Journal of Management Research*, 4(2),120-124.
28. Lee, T.W., Ashford, S. J., Walsh, J.P., & Mowday, R.T. (1992). Commitment Propensity, Organizational Commitment and Voluntary Turnover: A Longitudinal Study of Organizational Entry Processes, *Journal Of Management Research*18:15–32.
29. Lewin, K. (1997). Resolving Social Conflicts and Field Theory in Social Science, *Psychological Review*. 50: 292-310.
30. Luthans, F. (2002). *Organizational Behavior*, McGraw Hill Irwin.
31. Landry, G., & Vandenberghe, C. (2009). Role of Commitment to the Supervisor, Leader –member Exchange, and Supervisor based Self-Esteem in Employee- Supervisor Conflicts, *The Journal of Social Psychology*,149 (1),5-27.
32. Mahal, K. P. (2009). Organizational Culture and Organizational Climate as a Determinant of Motivation, *The IUP Journal of Management Research*, 8(10), 38-42.
33. Mathieu, J.E., & Zajac, D.M. (1990). A Review and Meta-analysis of the Antecedents, Correlates and Consequences of Organizational Commitment, *Psychological Bulletin*, 108: 171–194.
34. McGee, G.W., & Ford, R.C. (1987). Two (or more) Dimensions of Organizational Commitment: Reexamination of the Affective and Continuance Commitment Scales, *Journal of Applied Psychology*, 72: 638–642.
35. Meyer, P.J. & Allen, J.N. (1984). Testing the Side-Bet Theory of Organizational Commitment: Some Methodological Considerations, *Journal of Applied Psychology*, 69: 372–378.
36. Meyer, P.J., & Allen, J.N. (1990). A Three-Component Conceptualization of Organizational Commitment. *Human Resource Management Review*. 1: 61–89.
37. Meyer, P.J., Allen, J.N., & Smith, C. A. (1993). Commitment to Organizations and Occupations: Extension and Test of a Three-Component Conceptualization, *Journal of Applied Psychology*. 78:538–551.
38. Meyer, P.J., Becker, T.E., & Vandenberghe, C. (2004). Employee Commitment and Motivation, *Journal of Applied Psychology*, 89: 991–1007.
39. Meyer, P.J., & Herskovits, L. (2001). Commitment in the Workplace: Toward a General Model. *Human Resource Management Review*, 11: 299–326.
40. Meyer, P.J., Stanley, D.J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, Continuance and Normative Commitment to the Organization: A Meta-analysis of Antecedents, Correlates and Consequences, *Journal of Vocational Behavior*, 61: 20–52.
41. Meyer, P. J., & Allen, N. (1991). A Three-Component Conceptualization of Organizational Commitment. *Human Resource Management Review*, 1: 61–89.
42. Mishra, V. (2004). Understanding Creativity in Organizational Setting : A Qualitative Study, *Journal of Personality and Clinical Studies*, (1-2),125-138.
43. Morrow, P. C. (1993). *The Theory and Measurement of Work Commitment*, Greenwich, CT: Jai Press Inc.
44. Mowday, R.T., Porter, L.M., Steers, R.M. (1982). *Employee-Organizational Linkage*, New York: Academic Press.
45. Mowday, R.T, Steers R.M, & Porter, L.M. (1979). The Measurement of Organizational Commitment, *Journal of Vocational Behavior*. 14: 224–247.
46. Murugan, S.M. (2009). A Study of Organizational Culture and its Impact on The Performance of IT Employees in Chennai, *The Icfai Journal Of Management Research*, 8(5),7-10.
47. Nandal, Vasudha, & Krishanan, V. R. (2000). Charismatic Leadership and Efficacy Management and Labour Studies, 25 (4) 231-243.
48. Nayak, R., Pradhan, R. K., & Mishra, P.K. (2004). Organizational Role Stress and Quality of Work Life: Perspectives and Projections, *Social Science International*, 20 (1), 86-99.
49. Ongori, H, Agolla,J. (2008).Occupational Stress in Organizations and its Effects on Organizational Performance, *Journal of Management Research*, 8(3),48-53.
50. O'Reilly, C.A., & Chatman, J. (1986). Organizational Commitment and Psychological Attachment: The Effects of Compliance, Identification and Internalization on Pro Social Behavior, *Journal of Applied Psychology*, 71:492–499.



51. Panchanatham, N., Rajendran, K., & Karuppiyah, K. (1993). A Study of Executive Leadership Styles And Problem Solving Behaviour, *Indian Journal of Industrial Relations*, 29 (1),301-307.
52. Pareek. U, (2004), *Understanding Organization Behavior*, Oxford University Press, New Delhi, ed. 5<sup>th</sup>.
53. Pierce, J.L., & Dunham, R.B. (1987). Organizational Commitment: Pre employment propensity and initial work experiences, *Journal of Management Research*, 13:163–178.
54. Poornima, S.C. (2009). Motivating Through Satisfaction: An Ongoing Effort Of HR in Organizations, *The Icaifan Journal Of Management Research*, 8(5), 26-34.
55. Porter, L.W., Steers, R.M, Mowday, R.T., Bouliar, P.V. (1974). Organizational Commitment, Job Satisfaction and Turnover among Psychiatric Technicians, *Journal of Applied Psychology*, 59: 603–609.
56. Powell, D.M., & Meyer, J.P. (2004). Side-Bet Theory and the Three-Component Model of Organizational Commitment, *Journal of Vocational Behavior*, 65: 157–177.
57. Porter, L.W., Steers, R.M., Mowday, R.T., Bouliar, P.V. (1979). Organizational Commitment Questionnaire, *Journal of Vocational Behavior*, 14(2), 224-247
58. Pradhan, P.K. (1999). Impact of Organizational Culture on Leadership and Power in Service and Industrial Organizations, *Indian Journal of Psychological issues*,7 (1).
59. Priyabhashini, A., Krishnan, R.V. (2005). Transformational Leadership and followers' Career Advancement: Role of Pygmalion Effect, *Indian Journal of Industrial Relations*, 40(4), 482-487.
60. Rankant, J. (1991). Determination of Leadership Style and Style Range, *Indian Journal of Industrial Relations*, 26 (4), 395-400.
61. Rai, S., & Sinha, A. (2002). Transformational Leadership, Organizational Commitment and Facilitating Climate, *Psychological Studies*, 45 (1, 2) 33-42.
62. Ritzer, G., & Trice, H.M. (1969). An empirical study of Howard Becker's side bet Theory, *Social Forces* 47: 475–479.
63. Saiyadain, M.S. (2003). Leadership Behaviour and its Effectiveness: Members' Perception, *Indian Journal of Industrial Relations*, 39(1) 234-240.
64. Sayeed, B.O. (2010). FIRO-B and Nurturant-Task Leadership Model: Moderating Influence of Individual Differences, *Indian Journal of Industrial Relations*, 45(3), 446-451.
65. Sayeed, O.M. (1990). Conflict, Management Styles: Relationship With Leadership Styles and Moderating Effect of Esteem For Coworker, *Indian Journal of Industrial Relations*, 26(1),28-30.
66. Shahnawaz, M.G., & Jafri, H.(2009). Job Attitudes as Predictor of Employee Turnover among Stayers and Leavers/Hoppers, *Journal of Management Research*, 9(3),159-166.
67. Sinclair, R., Tucker, J., Cullen, J., & Wright, C. (2005). Performance Differences among Four Commitment Profiles, *Journal of Applied Psychology*. 90: 1280–1287.
68. Singh, A.K. (1990). Organizational Culture and Leadership Fit, *Decision*, 17(2), 103-107.
69. Singh, S. (2001). A Correlational Study of Leadership Style, Personality and Turnover, *Finance India*, 15(2), 683-687.
70. Sinha, J.B.P. (1989). A Model of Effective Leadership Style in India, *International Studies Management and Organisation*, 14(2-3), 86-98.
71. Sinha, J.B.P. (2001). Matching Leadership Roles with the Nature of Organizations, *Indian Journal of Industrial Relations*, 37(1), 80-87.
72. Sinha, J.B.P. (1994). Major Trends in Research on Leadership and Power, *Indian Psychological Abstracts*,(July-December),1, no 2.
73. Somers, M.J. (2009). The Combined Influence of Affective, Continuance and Normative Commitment on Employee Withdraw, *Journal of Vocational Behavior*, 74: 75-81.
74. Srivastava, S. (2009). Organizational Variables and Job Stress: Effect of Moderating Variables, *Management and Change*, 13(2), 176-181.
75. Srivastava, B.N., & Seth, P.K. (2000). Managerial Attribution and Response: An Empirical Test of an Attributional Leadership Model in India, *Journal of Social Psychology*, 138 (5) 591-597.
76. Udai Pareek. (2002). *Training Instruments in HRD and OD*, Second Edition, Tata-McGraw-Hill, New Delhi.
77. Venkatapathy, R. (1990). Perception of To,p Management Leadership Styles And Climate: A Study of Public and Private Executives, *Indian Journal of Industrial Relations*, 25 (3), 35-41.
78. Vashishtha, T. & Luxmi, K. (2009). Profiling Organizational Commitment: An Empirical Study of Public Sector Organisations, *Management and Labour Studies*, 34(1), 7-13.
79. Vandenberg, R.J., & Self, R.M. (1993). Assessing Newcomers' Changing Commitments to the Organization During the first 6 Months of Work, *Journal of Applied Psychology*, 78: 557–568.
80. Wiener, Y., & Vardi, Y. (1980). Relationships between Job, Organization and Work Outcomes: An Integrative Approach, *Organizational Behavior and Human Performance*. 26: 81–96.