

Name of the scholar: Sabiha Khan

Name of the Supervisor: Dr. A.H Ansari

Department: Centre for Management Studies

Title: Organizational Commitment and Leadership Styles: A Study Of Management Professionals in Media Industries

Abstract

This research was done under the supervision of Dr. A. H. Ansari who is teaching and practicing Human Resource and Organizational Behaviour for over twenty years. 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 three levels (senior, middle, junior) managers of media industries comprising of print media and electronic media. The sample consisted of Management Professionals from different media houses in Delhi and NCR.

It was found out that Commitment Level and leadership styles are different in print and electronic media. Both Print and Electronic media have contrasting demographics. 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. Electronic Media managers do not recognize the strengths of the group. Both media have significant difference in neglecting the deficiencies of the team and strengths of the group.

Directive styles and leadership effectiveness of senior managers are also significantly different in both media. Junior level of both media show similar behavior towards the leadership and commitment.

Since there is a comparative difference between the monetary benefits among the managers in both the media, it is suggested to narrow down the gap between the two in order to retain talent and future leaders. Job rotation and training will also help in retaining and grooming the talent.

A very uncommon pattern is found during analysis that consulting behaviour negatively affects Organizational Commitment. Consulting Behaviour 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.

With this study the researcher is trying to point out various findings in terms to suggesting HR managers and 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.

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 variable to see the relationship with Organizational Commitment for the sample of managers at different levels in Media Industries of Delhi and NCR.