CHAPTER VII
INTERPRETATION AND DISCUSSION

7.1 Introduction
This chapter interprets and discusses the statistical findings enlisted in the previous chapter. A synoptic view of the research findings is also provided in this chapter. The acceptance and rejection of hypothesis has been presented in a tabular form to explain the outcome from data. Interpretation of the findings has been elucidated along with supporting statistics from previous chapter. A summary of cause and effect relationship has been presented in a tabular form as well.

7.2. Interpretation & Discussions Based on the Study

7.2.1 Interpretation & Discussions Based on Demographic Variables

a) Based on the demographic variables, the data revealed that higher number of male media professionals from the print media segment enjoyed the status of accredited journalists in North India. The difference between percentages of respondents was 88.5 percent and 11.5 percent for males and females respectively. This considerable difference signifies that accreditation needs to be considered for equal number of male and female respondents from a particular media organisation by the government agency. This data of higher male accredited respondents in North India may not be reflective of the total number of male and female media professionals working in a media organisation. However, it certainly points out to the fact that more male media professionals manage to get accreditation than females.

b) From the data collected on position in the hierarchy of media professionals it was revealed that a majority of reporters enjoyed accreditation status (52.7 percent). This is justifiably due to active involvement of reporters in news gathering process and hence their requirement of showing valid identity cards while covering events.

c) A considerable number of accredited media professionals belonged to the age group of 26-45 years (nearly 70 percent). Statistics hence indicate that the workforce in the media industry in North India comprises of relatively younger media professionals.

d) English print media employees were found much higher in numbers in the list of accredited media professionals of North Indian states (66 percent from English media). Less number of language press employees hints at the need to evaluate the
reasons for uneven distribution of accreditation to language and English media professionals.

e) A substantial number of media professionals in North India continue to draw monthly income less than Rs 20,000 per month (55 percent) while only 0.2 percent of them earn above 1 lac monthly income. These figures call for a critical introspection in the pay scales and monthly incomes of media professionals in North India by the media organisations and the government.

f) On the basis of length of service in the media industry, it was found that maximum media professionals were those with 6-10 years of work experience (51.9 percent). This indicates that these professionals had a decent exposure of their industry and are well-versed with the industry needs. Their adaptability to work environment may vary than the newer media professionals. Interpretation of Quality of Work Life, Leadership Styles and Organisational Commitment on the basis of length of service mentioned in segment below elucidates its implication on all these three parameters.

g) Higher number of married media professionals (65.8 percent) responded to the questionnaire compared to single or separated media professionals. The impact of marital status on the parameters like Quality of Work Life and Organisational Commitment of media professionals has been discussed in the segments below.

h) From mean values of Leadership Styles parameter it was revealed that an ideal supervisor for the media professionals is one who is task oriented, who assigns work to members appropriately, makes his attitude clear to the staff, is critical of poor work, ensures that group works to maximum capacity and co-ordinates all activity. The high mean value (Mean=50.79) for task orientation is responsible for this interpretation.

i) Mean values from the descriptive statistics related to Quality of Work Life indicate highest mean for Effect on Personal Life (EPL) dimension (Mean=29.28). This implies that the overall Quality of Work Life of media professionals significantly depends on their work place and consequently its effect is also reflected in their personal life. The influence, however, could be positive if the work place condition is good and satisfactory or visa-versa. The data also indicates that for media professionals, a sense of achievement matters much more than other dimensions of Quality of Work Life.

j) Mean values related to Organisational commitment and its dimensions show highest commitment on Normative dimension (Mean=22.46) implying that media professionals mostly continue in the organisation because they feel they ought to continue and out of a sense of duty.
7.2.2 Interpretation & Discussions Based on Quality of Work Life

a) Higher mean values were found for male media professionals for overall Quality of Work Life (compared to female counterparts) indicating that males perceive the Quality of Work Life to be better than females. Highest mean score was observed for dimension Sense of Achievement versus Apathy (A), implying that for male respondents it is important to have a sense of achievement about their job, which highly influences their perceived Quality of Work Life.

b) Better Quality of Work Life was perceived by media professionals above 56 years of age (Mean=521.18). Statistics indicated that perceived quality of work got better with age of media professionals, better for older professionals than younger ones (Mean value for media professionals of less than 25 years is 427.99). This result may be attributed to factors like better position and monetary benefits for media professionals attain the age of 56 years and above.

c) Statistics related to monthly incomes of media professionals divulged that media professionals with average salaries (between Rs 20,001- 40,000) perceived their Quality of Work Life to be better (Mean=462.3) than other income groups (better than those with income lower than Rs 20,000 and higher than 1 lac per month).

d) Married media professionals perceive better Quality of Work Life than unmarried or separated professionals (Mean=464.1). This result may be attributed to factors like additional income of the spouse or better personal life satisfaction for married professionals. Significant impact was found on perceived Quality of Work Life for married media professionals due to Sense of Achievement versus Apathy (A) dimension.

e) Media professionals who have spent substantial period in the organisation, that is, 11-15 years showed better perceived Quality of Work Life (Mean= 472.5) compared to others. Media professionals who have spent less than five years in the media organisation showed least mean scores. The results elucidate that as the length of service for media professionals increases, their perceived Quality of Work Life is better.

f) With respect to the position in the hierarchy of media professionals, the designers in print media organisations have better perceived Quality of Work Life (Mean= 478.5) than reporters, sub-editors, photo-journalists and coordinators/editors. This could be
attributed to the high demand and better salaries of designers in the print media organisations, who fulfill a key objective of print media- to package news better. In this age of stiff competition from rivals, print media organisations in India aspire to stay ahead in designing and packaging of news. The work of designers also comes into play once the news has been gathered by reporters and edited by sub-editors. Hence, the organisational role played by designers could also be a reason of their better perceived Quality of Work Life.

g) Perceived Quality of Work Life was found better for media professionals working in English print media industry than the language press. A crucial factor for this result was the Economic Benefits (EB) dimension which showed significant mean difference in the statistical analysis. This implies that economic benefits offered to the media professionals were responsible for better Quality of Work Life of English print media professionals than those employed in the language press.

7.2.3 Interpretation & Discussions Based on Leadership Styles

a) Male media professionals appreciate the abilities of their Editor in terms of work allocation and his ability to handle issues at work-place (Initiating structure) over this ability to maintain cordial relationship at work (consideration) because of high mean value for task orientation in the previous chapter. Males and female media professionals have different perception about their editor on relationship orientation front.

b) Media professionals above 56 years of age had highest mean score for overall leadership Styles (Mean=114.0) implying that older media professionals perceived their editor to be better leaders than young ones (mean value was least for young professionals of age less than 25 years and perception increased with increase in age group). This may be attributed to better adaptability in the profession with age and also due to better knowledge of the profession. Another possible reason for this result may be due to better financial position of professionals above 56 years of age.

c) Data related to monthly incomes of the respondents revealed that media professionals of different income groups perceive their editors differently. Media professionals with monthly income between Rs 20,001-Rs 40,000 perceived their editors to be better leaders (Highest Leadership Styles mean value, Mean=100.0).

d) Marital status of media professionals revealed that perception about editor was different for each category. Married media professionals perceived their editor to be
better leaders than with highest for overall Leadership Styles mean value (Mean=100.4) compared to single or divorced professionals.

e) Position in the hierarchy of the respondents indicated that perception about leadership Styles of editor varied among media professionals at different position. Sub-Editors, who are most often engaged in work of editing the news copies, suggesting headlines and page setting, perceived their editor to be better leaders with overall Leadership Styles mean score highest (Mean=99.43) compared to other professionals. This finding indicates the tasks allocated and the role played by media professionals in the print media industry has a significantly different impact on how they perceive their editor as leaders.

f) Statistics related to length of service of media professionals indicates that perception about their editor as leader did not vary with years of service. Across different length of service category of media professionals one common characteristic was better perception of a boss who is friendly, understands better (relationship orientation) across media professionals of all lengths of service categories.

g) Media professionals from both English and Language print media industry (because of non-significant mean difference) perceive their editors as leaders likewise.

7.2.4 Interpretation & Discussions Based on Organisational Commitment

a) Organisational Commitment of male media professionals was higher for their organisation than for females (Mean score for males is 62.51 and for females is 53.69). Certain reasons attributed to this finding include family responsibilities, nature of tasks designated in the organisation, work culture in the organisational set-up among others.

b) Statistics based on the age of media professionals indicated that media professionals above 56 years of age showed much higher levels of commitment than other age groups. Organisational Commitment mean scores increased from younger to older age groups. Reasons for higher Organisational Commitment among older media professionals could possibly be good position, powerful profile and better economic benefits on attaining this age category in media organisation. Additionally, for media professionals switching profession or their industry at this age is impractical and hence they prefer to stay committed to their present organisation.

c) Comparison on the basis of monthly incomes of media professionals revealed that those with income between Rs 20,001- Rs 40,000 showed higher perceived
organisational commitment. This could be attributed to the stability that the profession or organisation has brought to their personal, social, economic position and loosing this stability might appear to be a loss to them.

d) Organisational commitment was different for media professionals with different marital status. Mean values indicated that married media professionals showed higher levels of commitment as compared to single or separated professionals. This could possibly be attributed to the pressures of sustaining the needs of a family and ensuring stability in case of married professionals. It was also observed that continuous commitment was highest for separated or divorced media professionals, which means they stay with organisation because they need to. This could possibly be attributed to their need of survival because of being a single parent or being independent for financial needs.

e) For media professionals with 6-10 years of industry experience, the Organisational Commitment was highest (because of maximum mean score 63.23). Out of the three broad categories of length of service of respondents, least commitment to the organisation was found for young among media professionals who were less than five years old in the industry. This implies that media professionals who are new to the organisation do not feel the need to stay committed with the organisation. This result could be attributed to the less adaptability of younger professionals in the industry. Media Professionals who have spent a reasonably good time in industry, showed higher level of maturity in terms of their commitment to the organisation.

f) For varying positions in hierarchy, the Organisational Commitment of media professionals levels also varied. Sub-Editors showed highest level of overall organisational commitment (Mean=62.37) implying that sub-editors showed higher Organisational Commitment to the organisation as compared to others in different positions in hierarchy. Reason attributed to this finding could possibly be the better stability in the nature of work among sub-editors. Unlike reporters, sub-editors are provided work of similar nature in any media organisation.

g) Organisational commitment among media professionals is not affected by the language of media in which they are employed. Mean value was higher for media professionals employed in the language press (Mean=18.67) for particularly Continuous commitment. This implies that media professionals in language press continued to stay with the organisation because they needed to.
This result implies that media professionals in language press were bound by their ‘needs’ to stay in the organisation and it may be attributed to meager pay scale or personal needs or lack of more career advancement options.

7.2.5 Interpretation & Discussions Based on Correlation Analysis for Quality of Work Life, Leadership Styles and Organisational Commitment

a) **Quality of Work Life and Organisational Commitment:** The correlation coefficient for the two parameters Quality of Work Life and Organisational Commitment is close to 1 (r =0.79), hence the correlation is strong. Quality of Work Life for media professionals of North India has a significant impact on their Organisational Commitment. Perceived Quality of Work Life has an impact on Organisational Commitment of media professionals.

b) **Leadership Styles and Organisational Commitment:** The correlation coefficient for the two parameters Leadership Styles and Organisational Commitment (r=0.27) is significant. Hence Leadership Styles has a significant impact on Organisational Commitment of media professionals. The correlation is not as strong as that of Quality of Work Life and Organisational Commitment, yet the correlation is positive and significant. Hence, perception about Leadership Styles of editors in media organisations has a significant impact on the Organisational Commitment of media professionals.

c) **Quality of Work Life and Leadership Styles vis-à-vis Organisational Commitment:** The correlation coefficient for Quality of Work Life and Leadership Styles collectively is r =0.77 on the Organisational Commitment of media professionals. This implies that both Quality of Work Life and Leadership Styles together significantly affect the Organisational Commitment of media professionals.

7.2.6 Interpretation & Discussions Based on Quality of Work Life, Leadership Styles and Organisational Commitment of Supervisors and Subordinates

a) Subordinates and Supervisors in the media organisations perceive their leaders likewise. However, for Organisational Commitment and Quality of Work Life, subordinates and supervisors in print media industry of North India, show significant
mean difference. This implies that there is difference in Organisational Commitment levels of subordinates and supervisors in the media industry in North India. Perceived Quality of Work Life of subordinates and supervisors is also different. Reasons and remedies for media organisations to improve work life of media professionals and augment the commitment levels of its employees can be explored based on this finding.

b) Subordinates show higher levels of Organisational Commitment when compared to supervisors in the media industry.

c) Subordinates perceived their Quality of Work Life to better as compared to perception of their supervisors about their Quality of Work Life. Mean difference was significant for Quality of Work Life of both subordinates and supervisors implying that they have different perception of their Quality of Work Life.

This implies that media organisations in India need to introspect the supervisor and subordinate work load and evaluate ways of improving Quality of Work Life of superiors.
### 7.3 Summary of the Result of Hypotheses

<table>
<thead>
<tr>
<th>Hypotheses</th>
<th>Result Status</th>
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<tbody>
<tr>
<td><strong>Ho1</strong>: There is no significant difference in the perceived Quality of Work Life among media professionals of different demographic variables, viz., Gender, Age, Length of Service, Position in the Hierarchy and Monthly Income.</td>
<td>Rejected</td>
</tr>
<tr>
<td><strong>Ho2</strong>: There is no significant difference in the perceived Quality of Work Life among media professionals based on Language of Media in which they are employed.</td>
<td>Rejected</td>
</tr>
<tr>
<td><strong>Ho3</strong>: There is no significant difference in the perceived Leadership Styles of the supervisors as perceived by Media Professionals of different demographic variables, viz., Age, Gender, Length of Service, Position in Hierarchy and Monthly Income.</td>
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</tr>
<tr>
<td><strong>Ho4</strong>: There is no significant difference in the perceived Leadership Styles of the supervisors as perceived by Media Professionals based on Language of Media in which they are employed.</td>
<td>Accepted</td>
</tr>
<tr>
<td><strong>Ho5</strong>: There is no significant difference in the Organisational commitment among Media professionals of different demographic variables, viz., Gender, Age, Length of Service, Position in the hierarchy and Monthly Income.</td>
<td>Rejected</td>
</tr>
<tr>
<td><strong>Ho6</strong>: There is no significant difference in the Organisational commitment among Media professionals based on Language of Media in which they are employed.</td>
<td>Accepted</td>
</tr>
<tr>
<td><strong>Ho7</strong>: There is no significant relationship between Quality of Work life and Organisational Commitment among media professionals of North India.</td>
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<tr>
<td><strong>Ho8</strong>: There is no significant relationship between Leadership Styles and Organisational Commitment among media professionals of North India.</td>
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<tr>
<td><strong>Ho9</strong>: There is no significant relationship between Quality of Work Life and Leadership Styles on Organisational Commitment among media professionals of North India.</td>
<td>Rejected</td>
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<tr>
<td><strong>Ho10</strong>: There is no significant difference in perception of Quality of Work Life, Leadership Styles and Organisational Commitment of Subordinates and Supervisors for media professionals in North India.</td>
<td>Rejected</td>
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### 7.4 Summarizing Cause and Effect Relationship of Dependent and Independent Variables

<table>
<thead>
<tr>
<th>Independent Variable</th>
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<th>Correlation Significant/Non-Significant</th>
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<tr>
<td>Quality of Work Life</td>
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<tr>
<td>Quality of Work Life</td>
<td>Normative Organisational Commitment</td>
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<td>Quality of Work Life</td>
<td>Continuous Organisational Commitment</td>
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<tr>
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<td><strong>Overall Organisational Commitment</strong></td>
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