CHAPTER IV
REVIEW OF LITERATURE

4.1 Introduction

This chapter provides an exhaustive review of literature related to media professionals, Quality of Work Life (QWL), Leadership Styles (LS) and Organisational Commitment (OC) of employees. Definitions, observations and concepts provided by various researchers have also been included. Reviewing past literature in a study gives a lead from where the research work has to take off. Bridging the gaps between the past studies, the research can be taken forward in that area of study lending some value addition to the field. Besides the studies, this chapter also includes the definitions coined by various researchers related to the parameters Quality of Work Life, Leadership Styles and Organisational Commitment and research reports concerning media professionals.

4.2 Studies Related to the Media

With the convergence of different mediums in modern times, there is an additionally work load for journalists. There is a new trend of using social media and posting breaking news on multi-media platforms compulsorily for journalists in most Indian print media organisations. Perception of journalists in India has been studied, but in context of technologies being used by them. Mishra (2014), for instance, explored the perception of journalists in India about convergence of newer technologies with existing newsroom methodology. Print media industry was studied by this researcher for evaluating journalists’ perceptions. The study mentions that price of newspaper in India is about a tenth of price of one in United States or United Kingdom. The research explored views of Indian journalist in context of thriving print media industry in India and how internet penetration or newer technologies affect them. A semi-structured, open-ended questionnaire was use for interviews for 20 journalists. The study concluded that Indian journalists were not positive about multi-platform delivery of news by single reporter and this may hamper the quality of journalism according to the respondents.

Among the top 100 paid dailies across the globe, 19 are from India according to World Press Trends, 2008 (Kohli-Khandekar, 2010). Newspapers in India reach to about 38 percent of
the population according to statistics by Indian Readership Survey (IRS) and Hansa Research. Since an English daily from India-The Times of India figures in the top 10 paid circulated dailies of the world, it creates a significant amount of interest about media professionals responsible for bringing news to the readers’ every single day.

Chaturvedi (2009) elucidates that perhaps nothing is more important to media employees, and thus to their employer, than the employees’ ability to create, react constructively, or see the meaning of their work.

(Stovall, 2005) opines that all news organisations expect all employees to bring about accuracy in their work, and this is a chief and overriding goal. All tasks of journalists—whether they are reporting, writing, editing, or designing—should be oriented to this goal.

Several arduous tasks are expected to be completed by its reporters in a newspaper or magazine like reporting, writing with precision, doing some critical thinking, meeting deadlines and time commitments, the list gets longer and shorter depending on the medium of language and on the position of media professionals.

Stovall (2005) further points out that the news business is a collaborative one and that news is not produced by an individual’s effort. Together the reporters, sub-editors, editors, photographers, graphic designers and several others come together to produce a day’s news. The media managers, editors or team leaders thus can play a crucial role in motivating employees and exert influence on the team as well.

Researchers have defined the state of a satisfied media professional. A happy journalist, or the one contemplating leaving that profession, is often interested in a new challenge (Weaver & Wilhoit, 1996). Due to the rapid, cynical nature of production, the media workplace often presents unusual, demanding, and sometimes seemingly chaotic circumstances for managing.

Newspaper copy editors report a high level of emotional exhaustion and depersonalization than reporters (Cook, Banks & Turner, 1993). Nearly two fifths of editors also say they have a job-related health problem (Giles, 1983). Whatever the medium, however, employees particularly those in creative jobs are required to perform a varying array of tasks.

Hence editors and those heading teams at various levels in media organisations, if they are to be effective motivators, must become familiar with groups and how they influence the organisation’s morale, well being and development.
Powers & Lacy (1992) outlined a model to illustrate how a) factors within journalists (that is, individual variables), b) leadership characteristics c) organisational settings and d) market factors affect a local television newsroom. All four factors affect the perception of goal accomplishment or effectiveness, which in turn, affects job satisfaction. Powers and Lacy found that employees are more satisfied with democratic oriented leadership than with leadership that is autocratic in nature. The duo observed that this did not imply that news directors could not make decisions rather decisions should also include participation by the journalists.

Johnstone (1976) found that newspaper companies become too large, face to face communication diminishes. Fowler & Shipman (1982) commented that newspaper managers evaluated employees on a regular basis and interpersonal communication was the preferred and most commonly used means of communication.

During the study of a major newspaper’s organisational structure a reporter once commented- “Reporters are an irrational bunch. And the ego is high. You need to head you’re doing well.” Argyris (1974).

4.2.1 International Reports Related to Media

Hanitzsch & Mellado (2011) conducted a study that has explored journalists’ perceptitional structure from a wide-ranging list of sources of influence that assesses the relative importance of these influences. The survey involved around 1700 journalists from 17 countries all over the globe (Hanitzsch et al. 2010).

The findings show that the journalists’ perceptions did not match with the commonly theorized patterns of influences. There were six distinct domains of influence identified by the researcher:

- Political Influences- These were found to comprise sources that originate from the political context, including government officials, politicians and censorship, and also those who represent the interests of the business world in the arena of economical policy making.
- Economic Influences- These have direct consequences for the news organisations where the journalists work and include profit expectations of media companies, advertising considerations, the needs of advertisers, as well as market and audience research.
- Organisational Influences- Refers to editorial decision making and management routines and therefore encompass sources of influence that emanate from multiple levels: from within the newsroom (supervisors and higher editors) and from within the media organisation (management and ownership).

- Procedural Influences- Represent the various operational constraints faced by journalists in their everyday work, most notably those related to limited resources in terms of time and space as well as to established standards and routines of news work.

- Reference Groups- These constitute a separate dimension that includes remarkably diverse sources of influence, spanning across the domains of the professional (colleagues in other media, competing news organisations, and audiences) and the private (friends, acquaintances, and family).

(Plasser, 2005) highlights data from a recent survey of American journalists (Pew Research Centre 2004) which focuses on growing uneasiness of journalists regarding their professional roles and quality standards. Some of the highlights of this survey were:

- Roughly half the journalists at the national media outlets (51 percent) believe that journalism is going in the wrong direction.

- Sixty six percent of journalists believe that the increased bottom-line pressure is seriously hurting the quality of news coverage. Ten years ago only 41 percent had this opinion.

- As the biggest problem facing journalism presently, 41 percent cited problems with the quality of coverage like reporting accurately, not relevant/out of touch, sensationalism, lack of depth/context, missing balance in reporting.

- An increasing percentage, 30 percent journalists in 2004 from 25 percent in 1999, mentioned business and financial factors, like cutbacks and downsizing of staff, bottom-line emphasis and pressures by corporate owners as well as commercial advertisers, as responsible for journalistic failures.

- Credibility problems of the press have been mentioned by 28 percent journalists who were interviewed in this survey.

Facts related to media are highlighted in a report that came up for discussion at the Tripartite Meeting in 2004. The report was titled ‘The future of work and quality in the information society: the media, culture, graphical sector’ (International Labour Organisation report [ILO] Geneva, 2004). Commenting on the impact of information and communication
technologies (ICT’s) on quality of work life in journalism field, this particular report states that ‘contractual arrangements in this sector (media) have been affected by growing use of ICT’s, among other factors. There has been a strong shift away from regular towards more informal forms of employment in the performing arts in general.’ Under sub-title ‘journalism’ in the same report, it is mentioned that governments have a key role to promote press freedom, protect individual privacy, and control the publication of certain content in the media. ‘However, governments sometimes also curtail such freedoms, not always for reasons of national security. They have a responsibility to protect people’s lives and maintain law and order; this should mean that journalists and media enterprises are protected against violence and allowed to perform their work without undue restriction, while the media industries have to act responsibly and within acceptable standards.’

The American Journalist Survey (2002), conducted by researchers at Indiana University revealed crucial facts about the journalists (media persons). The research was about ‘How journalists see themselves and their jobs’. It was found that 33 percent employees were very satisfied with their job while 51 percent were fairly satisfied. When it comes to the ‘perception of values held by owners of the news organisation they work for’. 73 percent respondents said that producing high quality journalist was very important. 32 percent employees responded that maintaining high morale of employees was very important (Stovall, 2005).

4.3 Studies Related to Quality of Work Life

Researchers opine that Quality of Work Life are favourable set of conditions for work-place that support and promote employees contentment and provides them opportunities of growth and balance. The ultimate purpose of introducing Quality of Work Life programmes is to improve work conditions and organisational effectiveness. It has been found by researchers, with studies in cross-section of disciplines that Quality of Work Life results in low turnover and improved satisfaction.

4.3.1 Definition and Concept

Mills (1978) was arguably among the first to have introduced this term- Quality of Work Life and insisted that it be introduced in vocabulary of unions and management. Some researchers argue the Louis Davis was the one to introduce this term, even as the term Quality of Work Life figured in American journals in 1970’s.
Even as there is no fixed definition of this term, Quality of Work Life revolves around the satisfaction and contentment of the employees to bring about effective performance. The significance of this parameter was realized in 1960’s, when several American researchers began working on it, however it was in 1990’s that there was a prompt interest shown in organisations all over the globe in enhancing overall performance by keeping employees happy. Hence Quality of Work Life got an impetus in organisations when certain automobile sector companies acknowledged its relevance, both United Auto Workers and General introduced work reforms (May et al., 1999). A host of psychologists also worked in this area in 1950’s and 1960’s all over the world, relating productivity with happiness of employees.

Although there is considerable difference of opinion over the origin of the concept of Quality of Work Life and coining of this term itself, yet the term’s origin is traced back to an International Labour Relations Conference in 1972 at New York (Hian & Einstein, 1990).

One of the definitions of Quality of Work Life was given by Robbins (1989) was that it is a process introduced by organisations to ensure that employees get a fair share of participation in decisions that directly concern them and they are involved in the mechanism. Quality of Work Life comprises favorable conditions at workplace so that employees are promoted and feel satisfied. This includes providing job security, rewards and chance to grow. The key objective of Quality of Work Life is to improve work conditions primarily from the employee’s perspective. This also includes more organisational effectiveness from employer’s end. The purpose of ensuring Quality of Work Life in organisations is for improved job satisfaction for employees. This aspect is often believed to ensure loyalty towards organisation too, facilitate talent and eventually increasing the overall performance of the company.

Nadler & Lawler (1983) gave another definition of Quality of Work Life stating that it is a way of thinking and ideating about people, work and organisation. It was deduced that Quality of Work Life is not just about people working better but how their work can give satisfaction and contentment to people working in that organisation as well.

Carlson (1981) cited that Quality of Work Life was an ongoing process as well as a goal in context of any organisation. When it is viewed as a goal, the organisations aim towards better work environment, with more involvement and satisfaction. Since Quality of Work Life is an ongoing process too, it requires active involvement of people in that organisation on day to day basis.
Glasier (1976) opined that Quality of Work Life was not just about good working conditions and adequate compensation. It was further extended to include climate of the organisation and its structure that encourages, facilities and suggests ways to improve the existing methods adopted in the organisation.

4.3.2 Review of Quality of Work Life Studies

Greenhaus et al. (2003) evaluated the relation between quality of life among professionals employed in public accounting and work-family balance. The researchers evaluated three components of work-family balance including time balance, which implies giving equal time to family and work, involvement balance which is equal involvement in work and family and satisfaction balance which includes satisfaction with work and family. It was observed that those professionals who spent more time in work and family roles both and those who spent more time on family than work experienced higher quality of life in comparison to those who spent more time on work than family.

Requena (2003) conducted an empirical analysis of the relation between social capital and satisfaction as well as quality of work life in workplace in Spain. Social capital was believed to be a set of cooperative relationships between social actors that facilitate collective action. The five dimensions considered under this were trust, social relations, commitment, communication and influence. The analysis was carried out using causal model to find influence on satisfaction and quality of work life. The results of this study indicated that models applied in organisations were significant. Researcher suggested that higher levels of social capital meant higher level of quality of work life and satisfaction among employees. Social capital was a far better predictor of quality of work life and job satisfaction than other characteristics in the organisation.

Teo & Waters (2002) studied the occupational stress-strain relationship for a sample of 109 white-collar employees in Singapore. The respondents in this survey participated in this survey which evaluated their eight human resource practices- including job training, communication, job redesign, promotional opportunities, employee involvement, family-friendly policies, pay systems and individual focussed stress interventions (SMI’s), role overload and responsibility as two major stressors, vocational and interpersonal types of strain and organisational commitment. There was a negative relationship observed between human resource practices and interpersonal strain. This study showed that human resource practices did not reduce sources of stress at workplace. In particular, family-friendly
practices, job training and SMI’s reduce interpersonal strain. When vocational strain was examined it was negatively associated with SMI’s and job training. Additionally, organisational commitment acted as a mediator between human resource practice and vocational strain. The research concluded that human resource practice would be effective as a part of symptom directed approach to stress intervention.

A host of studies have been done on impact of cellular manufacturing on the attitude, job satisfaction and quality of work life of employees working in that organisation. There is scope of finding which socio technical job characteristic has impact on success of cellular manufacturing implementation. Olorunniwo & Udo (2002) observed that the socio-technical systems (STS) principles to find three main categories of variables that most likely influence cellular manufacturing which include top management role, job design for operators and cross training. The researchers used three exploratory regression models to identify subsets of variables that have maximum impact on cellular manufacturing success. Results show that cellular manufacturing was more successful if the top management of that organisation initiates the cellular manufacturing project and if employees are cross trained to run different machines and read blue prints.

Hughes (2001) pointed out that involving the employees in the functioning and decision-making process was among the most prevent and useful concept to ensure a good quality of work life. Companies treat it more like an investment for their company to ensure happiness of their employees. In 1991, Barney gave a resource-based theory and propounded that human resource activities can turn out to be of great advantage for competitive betterment and financial performance (Wright et al., 2001).

Johnson et al., (1999) opined that organisations with high quality of work life can enjoy exceptional growth, which is measured by five-year asset growth and sales growth, and profitability which is measured by five-year return on assets and return on equity data.

Tuuli & Karisalmi (1999) evaluated six dimensions of quality of working life to determine the relationship of burnout and the quality of working life. Maslach Burout Inventory (MBI) was used to measure emotional exhaustion of employees and eventually measuring burnout. The researchers included demographic variables in the analysis. The outcome of the study showed that influence of psychological job demands on burnout. The influence of five indexes including- job control, conflicts, work of superior, organisation of work and monotonous job, on burnout were different for different businesses. Yet variable had impact
on burnout in both retail trade and in metal industry, which were the two businesses studied by these researchers. Age was a major factor in relation to burnout. The findings established that prediction concerning burnout. Burnout was positively connected and related to amount of different conflicts in work place, job demands and monotony on job. Some factors like organisational functioning, open communication, work of superior and job control were negatively correlated to burnout. It was found that all correlations between burnout and dimensions of quality of working life were found significant.

Realizing its importance, socially relevant Quality of Work Life programmes have been designed by organisations for its employees. Organisations have been increasingly helping employees to maintain a balance in their jobs and personal lives in the past few years (Shellenbarger & Berg, 1998). By doing so they have realized that they can increase their overall productivity of the organisation and retain employees are sincere and prized.

Companies even offer employees provisions like on-site day care centres, consultancy service, flexible work schedules (Levering & Moskowitz, 1998).

A positive connection and relation has been found between quality of work life, customer service quality and satisfaction, productivity of organisation, growth and management practice (Burke, 1995).

Burke et al. (1995) studied that there are organisations, which have shown higher productivity and increased profitability, even greater employee satisfaction, have done so by introducing quality of work life programmes for employees. These successful organisations have self-managing work teams, better environment and commitment of employees.

Terra (1995) established that employee participation by implementing self-regulating terms has a positive and good effect on workers’ motivation as well as on their health.

Graham et al. (1994) suggested that when supervisors adorn the role of a coach, then employee performance as well as involvement will increase. The researchers laid emphasis that there should be focus on empowered work groups and a movement away from hierarchical and rigid system of management. Good coach, who are supervisors, can properly communicate feedback and objectives of the organisation and eventually assist in high performance and cordial relationship with the employees.
Badawy (1994) studied the job involvement of information systems professionals to find its influence on quality of work life. Results showed that the level of job involvement serves as a complex moderator in pattern of relationships of work experiences. It was observed that high levels of job involvement can sometimes enhance quality of work life. It can, however, also have opposite effect in other individuals who are not as involved with their job.

Guzzo & Noonan (1994) observed that human resource practices in the organisation influence employee commitment since they were prime communication from employer to employee. The manner in which employees interpret and understood employer’s human resource practices affects the psychological relation with the employer and eventually their commitment to the organisation and employer.

Fritz (1996) pointed out that obstacles in the path of organisational excellence must be identified by the employers and removed if these firms want to high quality service and products to its clients. The research found that barriers in organisation like ineffective performance, reward or non-existent accountability are likely to hinder performance.

Drago (2000) elaborates that employers are the biggest beneficiaries of employee involvement efforts. This is because these programs require voluntary contributions of employee knowledge, which in turn increases quality of work life.

Grothe (1991) conducted a nationwide survey on Quality of Work Life of nearly 4000 employees in an American based computer manufacturing corporation. Those employees who will be in their 30’s to late 50’s in the year 2000 were targeted and they reported lower Quality of Work Life than older age group professionals. This result was for 31 Quality of Work Life factors. The pattern of results remained after the effects of employee tenure, hierarchical level and salary range were kept aside. Results of this study suggest that organisations need to devise new work-system to meet the needs of this key prime age group. And the efforts to do so should move beyond experimental stage and become a part of the total organisational strategy. He also suggested that new educational training opportunities could be provided for this age group in cognitive self-management skills and human resource strategic decision makers regarding characteristics of generations and new work designs that are responsive to their values and expectations.

Haines (1991) utilized a thoroughly researched deterministic model from attitude literature to empirically examine how attitudes that decision makers hold towards work arrangements are
related to their behaviour, intended behaviour and personal preference. Attitude formation and decision making for both organisation and employees related Quality of Work Life was taken into consideration. The result of this study indicated that decision makers in the public sector considered that organisational issues were more important than employee related issues when it comes to selection of alternative work arrangements. The intention of managers to implement work arrangements in future can be predicted by their current attitude towards the work arrangements.

Employees in current scenario are having a tough time to juggle their work life and family responsibilities. A lot of them are single parents or else both parents are working. Hence, the companies have begun to institute work and family programmes as a part of enhancing employee’s ability to cope up with work and family problems (Morrison, 1990).

Sashkin & Williams (1990) conducted a study that strengthened the idea of climate in organisation affecting the performance. The researchers evaluated aspects of climate such as trust, truthfulness, integrity and justice. They found that all these aspects were related to organisational functioning. They examined various organisations and deducted that companies which have lack of trust and justice faced loses in areas of employee sickness and accident compensation. These researchers concluded that organisational justice and fairness was related to financial performance as well. They suggested that by addressing issues of fairness, organisations could save millions of dollars each year by decreasing cost of employee illness and accidents.

When an organisation encounters crises like closing down of unit or stiff competition, it results in a major change in workplace practices. These help to prevent or eliminate competing coalitions like unions and hence generates improved work environment (Katz & McKersie, 1989).

Wyatt (1988) suggested the usage of Quality of Work Life in different countries. He opined that Quality of Work Life was a way of humanizing and democratizing it and it was chiefly being understood in Western Industrial world including Europe, USA, Canada, Japan and Australia. According to him, Quality of Work Life is an overall sense of well-being for both employers and employee. It refers to a working experience which enhances physical and spiritual aspects of employees. And these life-enhancing factors are both for employee and organisation. Multi-National Companies consider Quality of Work Life as per needs of local people and work situation.
Barnes (1987) concluded that typical Quality of Work Life philosophy revolves around creating trust, growth equity and excellence in organisational setting and improving Quality of Work life is now considered as a learning process. It extracts information from environment and puts it to work to enhance experience of employees.

Quality of Work Life comprises opportunities for active involvement in the group arrangements or issues concerning collective benefit of all employees as well as employers. It also requires commitment towards the organisation and an environment where commitment among employees can flourish (Walton, 1985).

Singer (1985) deduced that the organisational climate the relates to employees’ self-esteem, personal power, self-actualization, relatedness to others and utilizing one’s creative talents and sense of achievement are in fact the expectations of employees. Those young professionals who have just entered the field expect to make some innovative and rewarding contribution to their own organisational experience. The researchers suggested that organisations must clear promotional path that is suited for creative abilities of employees and which contribute to professional career development.

Emery (1984) studied the conflicts of Quality of Work Life project and strongly emphasized on decentralized and democratically structured workplaces.

Jackson (1983) investigated that if the employees are involved in the decision making process of the company, it is likely to reduce other problems like role ambiguity and conflict. The findings also revealed that better human resource practices can be utilized in decreasing levels of occupational stress by enhancing the work environment and diminishing the factors that cause stress.

A host of studies related to Quality of Work Life are based on assumption that the satisfaction of an individual or the dissatisfaction level defines the Quality of Life of his/her work. But employees being contended or satisfied may just be one of the many factors that affect the total Quality of Work Life (White, 1981). The effort is to give more and systematic opportunities to the employees in the organisation to contribute more effectively to their work.

David (1981) established that those who design work systems have a large influence on quality of working life of employees in operating and managing systems. There is a lot of research work available regarding impact of changes to work but this work was based on
changes particularly for remedial reasons and in those organisations where existing arrangements have been found to lead to problems such as low productivity and turnover. The research considered those aspects in work systems that are specifically related to motivation of employees. He stressed on integrating the needs of every employee into the initial design of work place.

**Mali (1981)** elucidated that on finding out motivation of people from various other studies conducted by researchers, it was found that Quality of Work Life was a primary factor in industrial and organisational psychology. Hence, improved of Quality of Work Life has become a sought after motto of employers and employees today.

**Wall & Clegg (1981)** observed that while focusing on work-design, that there were significant improvements in job satisfaction and emotional strain when jobs were redesigned in a way that employees get more autonomy. It is believed that satisfaction is just one aspect of Quality of Work Life (**White, 1981**).

**Sinha & Sayeed (1980)**, whose inventory on Quality of Work Life, has been used in this study concluded that in Indian work set up Quality of Work Life has already been initiated by many organisations but a major headway was yet to be made. While the initial approach towards Quality of Work Life was largely sociological, it is lately observed that there has been a gradual switch over to psychological aspect of Quality of Work Life.

**Cherns (1978)** Quality of Work Life is the area focusing on humanizing the work place, work place democracy, work restructuring or job design.

**Suttle (1977)** defined Quality of Work Life as the degree to which members of the organisation are able to satisfy crucial personal needs through their experiences. Hence, Quality of Work Life of an individual is primarily his affective reaction to his objective and experienced characteristics of work organisation.

Most of the research related to Quality of Work Life is based on assumptions that the satisfaction or dissatisfaction experiences define quality of work life for individuals. It is found that job characteristic lead to satisfaction or dissatisfaction and the association between working conditions is moderated by an individual abilities, values and expectation (**Seashore, 1975**).

### 4.3.3 Quality of Work Life with Respect to the Emotional Experiences of Employees
A host of researchers have worked on emotional experiences of employees and quality of work life. Certain models found by researchers indicate that positive and negative life events operate differently in determining a person’s psychological well-being.

Different observations have been made by researchers like negative events correlate more strongly with ill-being and positive events tend to relate more strongly with well-being dimension. **Headey & Wearing (1992)** established that there is no relationship between positive events and ill being or between negative events and well-being when considered simultaneously. The inferences from the study were important because they were deduced after eight year longitudinal study examining static and dynamic relationship between these variables.

The idea of balancing between positive and negative emotional responses is also reflected in occupational research where measures of anxiety or job satisfaction are often used to assess occupational stress (Newton, 1989). Positive affect is a pleasurable emotional state characterized by terms such as enthusiasm, energy, mental alertness and determination. Negative affect refers to subjective experiences of distress and includes emotional states such as anger, anxiety, fear, guilt and nervousness (Watson, 1988). Using these measures like stress, unpleasant emotional state, is connected with absence of more pleasurable emotional experiences. An individual’s emotional experience can be explained by two independent dimensions of positive and negative affect (Diener & Emmons, 1985). Emotional responses are just one aspect of a person’s overall quality of work life. Other factors to be taken into consideration are cognitive and somatic health dimensions.

**Headey et al. (1984)** made a distinction between ill-being, later termed psychological distress and well-being. Study on determinants of Quality of Work Life led to development of empirical methods and models that relate social factors, personality, major life events, coping responses and domain satisfaction to one another and to well-being as well as ill-being index (Diener, 1984).

**Bradburn (1969)** suggested that people evaluate their level of happiness by weighing good and bad experiences to form an overall impression.

**4.3.4 Involvement of Employees in Decision Making and its Influence on their Quality of Work Life**
Jurkiewicz & Massey (1997) found high similarity between supervisory and non-supervisory municipal personnel on what they wanted from their jobs. This included their chance to use special abilities, learn new things, opportunities for advancement, chance to make contribution to important decision, challenge and a variety of work assignments. Non-supervisory employees were much more dissatisfied than supervisory personnel in terms of what they got in return of their jobs.

Certain researchers opine that success has a prerequisite, which is good Quality of Work Life. Certain researchers have defined Quality of Work Life as having a good supervision, good work conditions, pay, benefits and an interesting, challenging and rewarding job.

Managers who are proactive and human resource departments find ways to empower employees by getting them involved in decision-making process (Werther, 1996). The satisfaction among employees can be accomplished through different ways. Studies reveal that if employees are satisfied at workplace, they will be motivated enough and will be more productive and have positive self-esteem and improved morale.

Burke et al. (1996) conducted a study for private and public sector employees and found that employees at higher levels are more satisfied with their jobs than those at lower levels in hierarchy of the organisation. The difference in job satisfaction was high for broad assignments, challenge and interacting with senior people and opportunities for advancement.

A sample of government employees was studied by the US Merit System Protection Board (1994), where it was found that non-supervisors were less satisfied with jobs than supervisors. Within the group of non-supervisors, employees in lower grade levels were less satisfied with their jobs, pay, use of skills and meaningfulness of their work than employees with higher pay scales.

Fritz (1996) opined that organisations must maintain and promote a strong employee focus and high levels of job satisfaction to have effective results. Barriers to employee and customer satisfaction must be removed and properly identified. The researcher found that a good chance to improve quality climate was in utilizing human resources. Improving quality of work life for employees was a prime concern to achieve objectives of the organisation to consistently provide growth of employees. This included focus on employee’s health and well-being, work policies, performance appraisal, reward and recognition system and providing opportunities for interesting work.
Research conducted by Hart et al. (1993) for 330 police officers using occupational hassle and uplifts scale. It was done to demonstrate that positive and negative work experiences are independent and both must be judged to describe a police officer’s quality of work life. The study revealed that a police officer’s negative work experiences tended to correlate more strongly with ill-being indices and positive work experiences correlate more with well-being indices.

4.3.5 Initiatives by Organisations for Ensuring Better Quality of Work Life

Many organisations also offer non-traditional work arrangements such as telecommuting, flextime and job sharing to help workers cope with their personal and family related responsibilities (Kleinman, 2000). A host of organisations even understand that if the employees are satisfied, it amounts to success.

Certain employees offer on-site day care at no cost to its employees or at moderate or low fees. This step has proved to be a boon for employees and has aided in reducing absenteeism. Hewitt Associated, a consultancy firm, conducted a survey which found that 85 percent of employers extended some or the other way of child care benefits to their employees and 13 percent offered sick or emergency child care programs, while 10 percent provided child care centers for ease of its employees (Sherman, 1998).

Certain organisations introduced a concept of inter-generational centre which was a day care for children and elderly dependents of employees (Laabs, 1993).

The US federal government has suggested that organisations must reduce cost for child care, care for mildly ill children, parenting support groups and provide a system of beeper alert in which employees can be apprised in case of some family emergency (Solomon, 1992).

An interesting feature adopted by several organisations is a time-off programme in which parents are permitted to take time off for accompanying their children to the first day of school or to attend parents-teachers meetings (Santora, 1992).

For different companies, gain or results could mean different things for instance it could be achieved by performance sharing, productivity incentive or profit-sharing in private sector. These programs involve employees in common effort to improve performance and these programs are based on the concept that resulting incremental economic gains are shared among employees and the company. Principles of gain for organisations could be different
but they are primarily based on same principles. The company must be in a position to measure its output and when employees reduce labour costs by increasing productivity, they must ideally have share in savings (Kevin, 1991).

Another aspect that is closely related to Quality of Work Life of employees is the flexibility of time. Using this concept of flextime, employers can ensure that at a given time enough number of people must be available at worksite when needed (Buckley et al., 1988). This is particularly true for present study in context of media professionals and media organisations, where work shift and long work hours create an odd atmosphere for those dealing with news and the processing. Flextime allows employees the option of choosing their own work hours with some exceptions. It allows an employee to work for same number of hours and with this employees are allowed to strike a balance between family life and career. So by helping their employees balance work and family duties, companies can enhance their overall productivity and retain valued employees.

4.4 Studies Related to Leadership Styles

Evaluating leadership of male and female managers, Wolfram & Gratton (2014) established that female managers need masculinity so that their leadership can display positive effects on perceived workgroup performance. This study mentioned that there is evidence of female leaders displaying more transformational leadership than men. The sample in this study comprised 67 managers and 473 members of their workgroup from 19 organisations. These comprised seven banks and insurance companies, five technology and engineering firms and seven other organisations. Standard scales by other researchers were used to assess leadership of managers and result indicated charisma or inspiration of female leaders must be supplemented by confidence, pragmatism, communication skills and nurturance for positive effect on the workforce. Chang & Lee (2007) evaluated relationships among leadership, organisational culture, operation of learning organisation and employee’s job satisfaction. A quantitative research design was used for this study. 1000 employees were asked to fill questionnaires from one thousand top companies of Taiwan for this study and response was 13 percent. Statistical methods were used to evaluate data like Scheffe Test, Cluster Analysis and t-test. Results showed positive correlation between leadership and organisational culture. Leadership was positively correlated to operation of learning and employee’s job satisfaction. Organisational culture was also related to operation of learning. Researchers suggested that business firms in
Taiwan should make efforts to gain some knowledge about leadership, management and techniques.

Howell & Shamir (2005) analysed follower’s role in charismatic leadership process. The researchers proposed that on basis of self-concepts, followers may have two types of relationship with their leaders and these are personalized and socialized. Personalized charismatic leadership was based on follower’s personal identification with the leader. Socialized charismatic leadership was based on follower’s social identification. Based on these two types of relationships, some propositions were evaluated including how followers affect stages of charismatic relationship process. Researchers suggested that senior managers should monitor the types of leader-follower relationship that develop in their units and prevent formation of personalized relationships.

Scandura & Williams (2004) opined that leaders may need to serve as mentors to activate transformational leadership and promote positive work attitude and career expectations of followers. Whitener (2001) explored the relation among human resource practices, trust in the management and organisational commitment.

One of the most widely accepted statement on leadership is that it is the ability of the person to inspire people to work towards a common goal or target. In reality the concepts and theories related to leadership will have no meaning if these cannot be applied in actual situations and practically brought to implementation in real life circumstances (Armandi, Oppedisano, & Sherman, 2003).

Certain researchers are of the opinion that change is being witnessed at all levels in businesses. The leaders who head these ventures and businesses encounter the challenge of facing the change. Innovation and creativity are two factors that constantly posing a challenge to leaders in various organisations and businesses (Keene, 2000).

Mohan & Mohan (1999) measured the relationship of need fulfillment with leadership styles in both private and public enterprises. This study was based on Hersey and Blanchard model. The study identified the difference between respondents in respect of need fulfillment that is lower and higher order needs, leadership styles and leadership effectiveness.

It was in 1800s that the term leadership was first introduced. As Bass (1990) states this reference of leadership was in context of political control and dominance of British Parliament in first half of 19th century.
Mathieu & Zajac (1990) conducted a meta-analysis of antecedent correlated and consequences of organisational commitment and the study reported correlation between commitment, leader initiating structure and consideration. Several studies asserted leader behaviour with one of the several forms of Leader Behaviour Description Questionnaire. The result of this meta-analysis showed medium positive correlated for each of the behaviour.

Researchers agree that characteristics of the organisation, in particular leadership and age of the organisation are among the strongest predictors of commitment of employees and satisfaction is best predicted by role ambiguity and skill variety (Glisson & Durick, 1988).

Bruning & Snyder (1983) evaluated relation between leader communication and organisational commitment. There was a large positive correlation found between the two. These researchers reported that a leader who will provide accurate and timely communication to subordinates enhance the work environment and it also increases employee’s commitment to the organisation.

Morris & Sherman (1981) studied the relationship of leadership styles among other variables as correlated of organisational commitment. The result explains that leadership behaviour may constitute a crucial and under researched component in commitment process. High consideration behaviour mix on the part of leaders tended to be associated with high levels of commitment among subordinates.

Several researchers have attempted to study the correlation of leadership and commitment of employees. The relation between participatory leadership and organisational commitment were studied by Rhodes & Steers (1981) as well as Jermier & Berks (1979). These two studies found a positive relationship between organisational commitment and participatory leadership. Jermier & Berks (1979) also found that participatory leadership was most effective as influencing communication levels of police officers working in unpredictable environments.

4.3.1 Studies Related to Leadership Styles in the Indian Context

Mishra & Tripathi (2002) found out relationship between leadership style, job satisfaction and organisational effectiveness in both public and private organisations. The researchers took a sample of 100 using the General Information Questionnaire, Leadership Style Questionnaire, Job satisfaction Questionnaire and Organisational Effectiveness. Regression analysis was applied in this study and it was found that demographic variables and leadership
style predicted organisational effectiveness and job satisfaction differently in both public an
private organisations.

Hussain (2002) evaluated leadership styles in small scale industries and if these leadership
styles vary with demographic variables like age, education, experience and family
background. 98 owner-managers were asked to fill a questionnaire which had 21 situations
evaluating their decision making in each situation. Research indicated that the most popular
style of leadership was autocrat. There was a positive relationship found between age,
education and leadership style of owner-manager. A negative correlation was found between
experience of owner-manager and leadership style adopted by them. The researcher
suggested governments must organize industrial seminars, clubs and conferences to make
them aware of latest developments in the field of leadership styles.

Tambe & Krishnan (2000) conducted a study that consolidated notions of transformational
leadership. 115 officials of a manufacturing unit filled up the questionnaire and results
indicated that transformational leadership was positively related to perceived effectiveness of
the boss, extra effort from subordinate and satisfaction felt by subordinates. It was negatively
correlated to subordinates intention to quit. Transformational leadership was positively
related to rational decision making. Rational decision making style was significantly related
to perceived effectiveness of leader.

Nandhi (1999) conducted a study which compared male and female officials in the banking
sector in India to find relation of their leadership behaviour and levels of its effectiveness.
Fielder’s least preferred co-worker questionnaire was used and a data of 111 males and 116
women was collected. 378 male subordinates and 198 female subordinates were also asked to
fill questionnaire in 49 branches of two large public sector banks in Delhi and Haryana. The
study concluded that there was no major significant difference between perception of male
and female respondents. Researchers deducted that if proper training and opportunities are
given to women officers, they are equally competent to acquire skills of managing through
experience.

Nayak (1999) found out relationship between leadership style and job satisfaction among
supervisors. Data was gathered from 80 respondents who were technicians and senior
operators who belonged to three departments of Rourkela Steel Plant. Results of this study
revealed that job satisfaction was higher under relationship oriented supervisors than task
oriented supervisors. Employees were satisfied in highly favourable situations and least
satisfied in highly favourable situations. The research concluded that organisation’s objectives, culture and values decide the type of leadership behaviour that its supervisors learn and practice.

4.5 Studies Related to Organisational Commitment

Jaramillo et al. (2005) studied the commitment of sales and non-sales employees and opined that the relationship of organisational commitment and job performance was positive for sales employees. There was a strong correlation between organisational commitment and job performance for collectivist compared to individualistic cultures.

More research on commitment was done by Tellefsen & Thomas (2005) explored the role of individual in an organisation and identified six qualifications to each type of commitment. They explored potential for business service customers to form separate bonds of commitment with service firm and representative.

Another study by Riketta & Dick (2005) suggested that the workgroup and organisation as a whole are common foci of employee attachment, including identification and commitment. They empirically investigated impact of attachment to work attitude and behavior. They concluded that work group attachment is stronger than organisational commitment.

Dawley et al. (2005) studied that multi-dimensional nature of organisational commitment using Meyer & Allen (1997) scale. Data was gathered from 616 respondents in 36 states and effect of organisational commitment was measured on various roles of board members. The results show that normative, affective and continuous commitments are all based on low alternatives. These components of commitment had positive effect on the role of board members.

Kim et al. (2005) conducted a study to evaluate employee service orientation and employee’s job satisfaction, organisational commitment and the intention of employees to leave. Results of this study indicated that customer focus of employee was negatively associated with job satisfaction and positively related to organisational commitment. Job satisfaction was also found positively associated with organisational commitment and negatively related to employee’s intention of leaving the organisation.

Impact of organisational commitment on certain parameters was studied by Vandenberghe et al. (2004) and it was found that it has indirect effect on turnover through an intent to quit, it was
partially connected to supervisor’s functioning and nature of work group too. The researchers found that organisational commitment had a direct impact on job performance through commitment to supervisor.

Kondratuk et al. (2004) evaluated the relationship between career mobility history and recent internal and external job change on organisational commitment using Meyer & Allen (1991) scale. The number of external job moves in a career of employee or the career mobility history was negatively related to normative commitment but not to affective and continuous commitment. It was found that affective and continuous commitment was lower for external movers compared to non-movers prior to a move.

Chen & Francesco (2003) studied the relationship between three components of organisational commitment and performance and the results depicted that affective commitment was positively related to in-role performance. However, continuous commitment was not associated with in-role performance.

More researchers across the globe tested the Meyer & Allen (1991) scale for Organisational Commitment. Stinglhamber et al. (2002) tested the generalization of the three –component model of commitment suggesting five points. These are measures of affective, normative and continuous commitment to the organisation, occupation, supervisor, work group and customers that were considered. Factor analysis was conducted and the parameters were tested and it was found that there was strong support for three component model within and across foci. It was shown that high sacrifice and low alternatives were obvious sub components under continuous organisational commitment. Secondly, when the commitment of employees was because of other factors and not for the organisation as such, it caused variance in intent to quit beyond organisational commitment. Another interesting finding in this study was that affective organisational commitment, which is a sense to remain in the organisation because the employee wants to, along with high sacrifice were both single significant predictors of turnover.

Meyer et al. (2002) did meta-analyses to assess the relation between affective, normative and continuous commitment to the organisation and also the relation between all three dimensions of commitment as identified by Meyer and Allen (1991).
A study conducted by Wright & Bonett (2002) on 3,630 employees revealed that there exists a strong non-linear moderating effect on commitment-performance correlation. These correlations tend to decrease exponentially with increasing tenure.

Meyer & Herscovitch (2001) concluded that employees tend to have multiple work-related commitments. They deduced that commitment was multi-dimensional. There is differing opinion on what exactly is measurement of commitment and its functional definition. Scholars feel that there must be some basic definition of commitment irrespective of which context it is used in.

A study was conducted by Finegan (2000) on the influence of personal and organisational values on three forms of commitment- affective, normative and continuous. It was found that affective commitment was high when employee’s personal goals and the goals of organisational are congruent. This, however, was not the case for normative commitment.

Mueller & Lawler (1999) laid down three conditions that would eventually result in commitment of an employee. These conditions are a unit’s distance from an employee, secondly whether proximate units produce positive emotions and thirdly whether this positive emotion is perceived to be caused by that unit.

One viewpoint related to organisational commitment was given by Morgan & Hunt (1994) that if an employee is committed to a sub group, he maybe be committed to the organisation generally. This refers to existence of nested identities within an organisation and nested levels of commitment.

In organisations all over the world, the aspect of commitment has drawn much attention (Tracy, 1993). For instance, Becker (1992) suggested that there are different foci of commitment and individuals could feel commitment to management, organisation, his supervisor or the work group.

**4.5.1 Impact of Human Resource Practices on Organisational Commitment**

A sample of highly skilled professionals was considered by Pare & Tremblay (2004) for their research. They investigated the role of high involvement human resource practices, organisational commitment and turnover intentions. One of the findings in this study was that organisational commitment along with behavior are negatively associated with turnover.
intentions. Another finding among IT professionals was that extensive investment in competence development was positively and strongly associated with development of perception of continuous commitment. Yet another result was that procedural justice mediated the influence of human resource practices on organisational commitment behavior and turnover intentions.

A study conducted by Gould-Williams (2003) revealed that the association between procedural justice and organisational commitment was conditioned by perception of a trust. This study showed that procedural fairness may play a crucial role in shaping affective commitment of employees, which implies they remain in the organisation because they want to. The condition for this commitment is that employees perceive their organisation to be supportive or committed to them.

The relationship between preferences and perception of employees about an ongoing ownership place and affective organisational commitment was studied by Kuvaas (2003). Perceived fairness of employee ownership plan and preference for ownership were crucial predictors of affective commitment of employees. Effect of ownership on organisational commitment depends on how employees perceive formal ownership plans.

Fair procedures enhance the feeling of being treated as a full member of the organisation, which ensures stronger bond of the employee with the organisation. Kerman & Hanges (2002) have found positive correlation between procedural justice and affective commitment.

Tellefsen (2002) tested the commitment of employees in business to business relationships from the purchasing manager’s perspective. Results indicated that purchasing managers are more influenced by personal needs rather than organisational need. Purchasing manager, suggested the research has stronger bond with suppliers who can satisfy both organisational needs and manager’s personal needs.

A research on organisational commitment of employees was conducted in Turkey by Wasti (2002). Commitment in this context was considered to have two components- affective and normative. A model of antecedents and consequences was tested. Affective commitment was hypothesized to develop from positive work experiences and to predict desirable outcomes. Continuous commitment was meant to be culture-bound. The researcher proposed that in a collectivist culture like Turkey, normative nature of employment relationship would generate loyalty to organisation. Perceived cost of violating these expectations would be reflected in
increased continuous commitment. It was expected that informal recruitment and endorsement of generalized norms for loyalty would lead to high levels of continuous commitment. The result highlighted the importance of normative concerns in deciphering and understanding employee attachment in collectivist contexts.

Lau & Chong (2002) deduced in their study that highly committed managers are likely to strive for organisational goals and interests. However, lowly commitment managers are likely to strive for personal goals and interests.

Beck & Wilson (2001) explained that for affective and continuous commitment it has been hypothesized that experience is essential. Usually experience is gained after entry into an organisation. Hence understanding how these types of commitment develop and highlighting factors that cause change in commitment will fill the gap in empirical work and consolidate commitment theory; it will also help managers to optimize the commitment of their employees. He research suggested that certain forms of work commitment develop prior to actual experience of commitment.

Wong et al. (2001) opined that in those countries that have high cultural background and where loyalty in organisations is values, they will benefit in long run if they cultivate employees’ commitment. Data was collected from People’s Republic of China and Hong Kong was studied to closely monitor organisational commitment and how it affects other factors like turnover. Results of this study showed that Chinese employees had a strong effect on job satisfaction and turnover intention than employees in western countries.

Quirin et al. (2001) investigated relation between organisational commitment of employees and individual’s perception or equity. A sample of 105 employees from 15 organisations was taken to find perception about pay and workload. The study showed that individual’s perception of pay and workload played a significant role in organisational commitment. Perception of equity by employees also has a direct effect on performance but this effect is mediated by organisational commitment.

Rogg et al. (2001) deduced that not only is leadership connected with employee commitment but is also linked to organisational performance and customer satisfaction.

Researchers like McElroy et al. (2001) in past have suggested that human resource management practices have a positive influence on influence of continuous commitment.
This positive link between human resource practices and affective commitment has got support from researchers.

**Meyer & Herscovitch (2001)** suggested that employees who develop strong affective commitment become lesser sensitive to signals that distinguish their behavior.

While studying correlations and relationships between various dimensions, **Hackett et al. (2001)** investigated the causal relationship between organisational commitment, occupational commitment, job involvement, work involvement and intentions to withdraw from the organisation. These researchers conducted exploratory research through factor analyses and results suggested that work involvement affected both organisational commitment and occupational commitment indirectly through its effect on job involvement. Job involvement also affects the intention of employee to leave the organisation indirectly through its effect on organisational commitment.

Fairness with which the employees are treated in the organisation also has a crucial impact on their commitment level, suggest researchers. **Rhoades et al. (2001)** for instance found the link between procedural justice and affective commitment which was mediated by perceived organisational support.

Work on human resource practices, organisational commitment and the trust of employees in management was conducted by **Whitener (2001)** who did analyses from a sample of 1689 employees from 180 credit unions. The study indicated that trust in management partially connects the relationship between perceived organisational support and commitment. Cross level analyses using hierarchical linear modeling indicate that human resource practices followed by an organisation has an impact on the relationship between perceived organisational support and commitment or the trust in management by the employees.

Citing economic turbulence as a reason affecting commitment of employees, **Capelli (2000)** suggested that at the end of 1990’s there was a shift in indirect form of commitment. Factors like downsizing and relocation of corporate affected employment and internal promotion prospects. This may cause firms to construct a new contract with employees not associated with long term commitment but offering employees the means to develop their own skills. These skills may enhance their professional and occupational careers and the psychological contract maybe seen a new deal for employees.
Alevsson (2000) suggested in a study of IT professionals that professional identity of these employees can affect their bonding with the organisation, which may be weaker since it commitment is not less essential for one’s self identity.

Organisational commitment can also be mediated through a strong sense of commitment other groups of which that employee maybe a member.

Meyer & Smith (2000) found that there is no significant relation between human resource practices and continuous commitment. Employees who are more empowered in their job might not only view the organisation as supportive leading to stronger affective commitment but these employees also believe that to lose benefits that they get from so much empowerment will be very costly, hence leading to greater continuous commitment.

Pousette & Jacobsson (1999) found that positive and negative feedback was related role ambiguity of the employee. Positive feedback was found to reduce role ambiguity and negative feedback contributed to increase of role ambiguity. Role ambiguity in turn was strongly connected with job satisfaction and organisational commitment. However, there was no direct relationship between feedback factors and job satisfaction or organisational commitment.

Empirical studies on turnover in the organisations show that there is a predominant role of organisational commitment in the turnover process, especially among highly skilled professionals (Igbaria & Guimaraes, 1999). In many such studies related to turnover intentions among professionals, affective commitment, the first out of three-component model is considered.

Human resource practices in a company play an indirect role in organisational effectiveness, which includes enhancing organisational commitment (Meyer & Smith, 2000).

In a study of organisational justice it was revealed that when an organisation treats its employees well, it is likely to reciprocate by adopting behaviors beneficial to the organisation (Organ, 1998).

Benkhoff (1997) conducted a research to find link between human resource management characteristics and their relation with employee satisfaction, intention of employees to stay in the organisation and organisational performance. It was found that commitment of employees
was the most important variable that connected work satisfaction and intention to stay for employees. It made a significant contribution to branch performance of bank.

Organisational commitment has been associated with employee identifying with the goals and values of the organisation. A close connect with the present study on influence of leadership styles and Quality of Work Life on organisational commitment among media professionals, the relation of leadership with commitment of employees has been studied in other industries by researchers. Leadership is an important aspect of management in organisations. Legge (1995) for instance stated that almost all research conducted by various scholars has used the attitudinal concept and it suggests that commitment employees believe strongly in goals and values of the organisation. They show a willingness to exert considerable effort on behalf of organisation and have a strong desire to maintain association with their organisation.

One of the popular methods of examining the concept of organisational commitment is by measuring feeling and attitude of the employees working in the organisation. Rousseau (1995) stated in the psychological contract theory that employees who perceive their relation with employer as instrumental and crucial are more likely to restrict their professional obligations to those activities for which they are paid.

Researchers like Morrison (1994) have validated how strong affective commitment motivates individual to interpret their work role better and they adopt extra roles.

Employees also value long term relations with their group members (Tyler & Lind, 1992).

Certain researchers have shown that individual differences are qualifications of commitment, showing that factors such as age and tenure are positively correlated with commitment (Mathieu & Zajac, 1990).

Tziner & Lathan (1989) conducted a field experiment and showed that increased work satisfaction and organisational commitment were found when a goal setting and feedback programme was introduced. However, it was not possible to draw conclusion that feedback is the only factor which gives this conclusion. Outcomes depend on work context even as there is evidence of feedback affecting commitment.

Glisson & Durick (1988) found that leadership and organisation’s age are strongest predictors of commitment and satisfaction among employees.
It was observed that when fair procedures and systems are used, it enhances employee commitment. In this case fairness suggests that employees are respected members of the organisation (Lind & Tyler, 1988).

Some researchers have argued that commitment to the organisation is symbolic of a more stable construct over job satisfaction (Mowday et al., 1982). These researchers opined that employees who are commitment to organisation are willing to contribute for well-being of the organisation. Those employees who are more committed to their organisation perceive their work roles more extensively.

Becker (1975) found that when the organisation invests in developing specific kind of skills for its employees, the chance of these employees finding a job elsewhere is reduced because that skill acquired by them is hard to export or be used elsewhere. Since the relation of Human Resource practices and continuous commitment (employees remain in organisation because they have to) is strong, hence development of this particular form of commitment maybe attached to lack of alternatives on job market.

Steers (1977) found that feedback was connected and related to commitment of scientists and engineers but not hospital employees. Researchers have also proved that commitment and employee attendance have a positive relationship (Steers, 1977).

Commitment of employees also has an inverse relationship with turnover intention (Porter et al., 1974).

In the case when employee stays up for work late and remains with the organisation, this may be attitudinal reason as Becker (1960) cited as ‘side bets’, which may be calculated as a loss if such behavior is not followed by employees like enhanced career, chances of promotion among others.

4.5.2 Studies Related to Organisational Commitment in the Indian Perspective

A study on effect of interaction between manager’s quest for innovation and budget emphasis on the organisational commitment of employees was conducted by Subramaniam & Mia (2003). Results from the study indicated that when low budget was adopted, it led to high organisational commitment particularly when managers’ quest for innovation was high. This was not true when managers’ quest for innovation was low.
Sinha et al. (2002) evaluated the relationship between organisational commitment, self efficacy and perceived psychological barriers to technological changes in the organisation. The researchers considered a sample of 167 male managers and found that organisational commitment was positively related to their age, length of service and self efficacy. Commitment to the organisation was negatively related to psychological barriers in context of technological change.

Khan & Mishra (2002) studied the correlation between need satisfaction of employees and their organisational commitment. They considered a sample of 150 rail engine drivers using Indian adaptation of Porter’s Need Satisfaction scale by Khan & Mishra (2001) and organisational commitment scale by Allen & Meyer (1993). The organisational commitment scale measured the affective, normative and continuous commitment while need satisfaction scale measured compensation, social/common, autonomy/egoism, esteem and self-accomplishment.

A study conducted by Lok & Crawford (1999) examined influence of organisational culture, subculture, and leadership style as well as job satisfaction on organisational commitment. He studied that the consideration variable of leadership style (which is a measure of how considerate and friendly the leader is) exerted a strong influence on commitment of employees in comparison to other variables.

Sharma & Chauhan (1991) studied the level of motivation and morale of public sector managers. They also found determinants thereof and used organisational commitment to measure motivation among employees. Employees who were highly motivated or those with high morale felt more commitment to their organisation than those are less motivated.

Verma (1986) explained the organisational commitment in the Indian perspective and found that the degree of managerial respect affected commitment among employees. Those employees who received more managerial respect showed more commitment and employees who received less managerial respect showed lesser organisational commitment. It was also found that officers had more organisational commitment than clerks. The interaction of variables- managerial respect and status was insignificant through they have affected organisational commitment.

4.5.3 Studies Related to Correlation of Leadership Styles and Organisational Commitment
In a study conducted by Scandura & Williams (2004) it was found that leaders need to serve as mentors to activate transformational leadership. They also need to promote positive work attitudes and career expectations of the employees.

In their review and meta-analysis of antecedent correlated and consequences of organisational commitment, Mathieu & Zajac (1990) reported a correlation between organisational commitment, initiating structure of the leader and leader’s consideration parameter. The result of this meta-analysis exhibited medium positive correlated for each behavior in the Leader Behaviour Description Questionnaire.

Characteristics of the organisation particularly leadership and the age of organisation are strongest predictors of commitment and satisfaction and these are best predicted by job task characteristics such as role ambiguity and skill variety (Glisson & Durick, 1988).

Bruning & Snyder (1983) examined the relation of leader’s communication and the organisational commitment of employees. A large positive correlation was found between the two. It was observed that a leader who provided more accurate and timely communication to his subordinates, it eventually enhances the work environment and hence it is likely to increase employee’s commitment to the organisation.

Morris & Sherman (1981) evaluated the relationship of leadership styles among other variables as correlates of organisational commitment. Results indicated that leadership behavior constituted an important component in the commitment process. High consideration behavior was found associated with high level of commitment among subordinates.

There has been a substantial interest among researchers about relationship of leadership and organisational commitment. Earlier studies which found positive relationship between organisational commitment and participatory leadership were conducted by Jermier & Berks (1979) as well as Rhodes & Steers (1981).

Jermier & Berks (1979) found that participatory leadership was most effective in exerting influence on communication levels of police officers who worked in unpredictable environment.

4.6 Gaps in the Existing Literature

Newspapers in the India have always adorned the role of crusaders, in pre-independent India and during the freedom movement. They were rarely distinguished as corporate or even as
industry. However, with the overhaul of media organisations and corporatization of print media industry in India in the last few decades, human resource management facets have begun surfacing.

There are unique and dissimilar problems embedded in the nature of various professions and media industry is no exception. Work culture and organisational issues for different industries could vary from geographical locations to the economic health of these sectors and industries. The nature of work in which employees are engaged in various industries needs to be considered while studying their concerns and work life. Typically, retention of good employees, better performance and productivity— all these continue to be the most important tasks of human resource managers in any organisation.

A structured research methodology needs to be adopted to study media industry keeping in view the high pressure and tight deadline schedule of the professionals, particularly for those engaged in the production of news on daily basis.

A key gap in the existing literature is the limited number of studies available on work life of media professionals in India. Parameters including Quality of Work Life, Leadership Styles and Organisational Commitment have not been examined before in the context of the Indian media industry. Not only does the Indian media remain silent on issues pertaining its own industry, works of most media researchers has been on other aspects of journalism and mass communication rather than on human resource management aspects in media organisations.

Most studies conducted in the past examine Quality of Work Life, Leadership Styles and Organisational Commitment for industries other than media. Existing literature available shows that very limited attention has been paid to work culture of the Indian media industry. Yet another gap in the existing studies is the absence of comparison of the language of media in which the media professionals are employed. Functioning of professionals and their Quality of Work Life, Leadership Styles and Organisational Commitment could vary for different language of media in they are employed, their positions in the hierarchy or different monthly income.

The correlation of Quality of Work Life, Leadership Styles and Organisational Commitment is also absent in the existing literature for most industries. The existing studies are limited to only a few demographic variables for studying parameters like Quality of Work Life, Leadership Styles and Organisational Commitment of employees.
Leadership in the Indian media industry is a significant area of study but is least research upon. The comparison of subordinate and supervisor relationship, which has been explored for certain other industries, is missing in the context of Indian media industry. The role of leaders (as editors and coordinators) in the Indian media has a special significance. This is because of the exceptional discretion with the editors to take a call on editorial matter being published. Particularly in a democratic set-up like India with a massive readership of newspapers, the role of editors as leaders implies direct influence on masses through content published.

Another gap in the existing literature is the absence of correlation between Organisational Commitment studies with Quality of Work Life of employees. Most of the studies correlate job satisfaction, employee’s performance or the intention to leave with Organisational Commitment.