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The commercially oriented business culture and malfunction of corporate governance are the main causes of NI tabloids phone hacking. NoW and The Sun focusing sensationalism had been controlled by Rupert Murdoch's closest editors, such as Rebekah Brooks and Andy Coulson, while beating the market competition.

On the other hand, the cozy relationship between NI and politicians or police had been behind the scandal. First, Rupert Murdoch and NI had established a win-win relationship with the government since Margaret Thatcher's administration. Rupert Murdoch or NI executives and political leaders had kept close relations in both public and private life. NI tabloids had pandered to political power, while the government had favoured NC / NI media with its policies. Second, NI and the Scotland Yard had maintained a close relationship for a long time. Amid NI executives and senior Scotland Yard officers had deepened various forms of joint activities including regular meetings, NI tabloids and some police officers had traded in confidential personal information by illegal payments. The above-mentioned strange relationship between NI and politicians or police had interfered with the investigation into phone hacking, overlooking NI's phone hacking cover-up.