

Ownership Structure as a Context for Leadership Effectiveness: A Comparative Analysis of Leadership Styles and Their Impact on Employee Job Involvement, Work Motivation, and Job Satisfaction in Private and Company-Owned Tea Gardens of the Doomdooma Region.

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Abstract: The present study investigates the ownership structure as a meaningful organizational backdrop for leadership performance in the tea plantation sector in the Doomdooma region of Assam. The article is based on leadership theory, social exchange theory and work attitude literature. The paper compares private and business owned tea gardens with respect to leadership styles and three employee outcomes: job involvement, work motivation and job satisfaction. To illustrate a publishable empirical design, analysis and interpretation in SPSS style, a simulated pilot data set of 520 respondents from 17 tea gardens has been constructed. We examined five leadership styles: transformative, transactional, democratic, autocratic and laissez-faire. The results of the simulated analysis suggest that transformational and democratic leadership has higher average scores in company-owned gardens, and that private gardens have relatively higher autocratic and laissez-faire tendencies. Transformational and democratic leadership are positively associated with workplace involvement, work motivation, and job happiness, while autocratic and laissez-faire leadership are negatively associated. Independent sample comparisons also indicate that employee outcomes are stronger in company-owned gardens. The study provides a context-sensitive paradigm to understand leadership performance in plantation organizations and practical implications for tea garden managers, welfare officials, and policy stakeholders.

Keywords: leadership styles; ownership structure; job involvement; work motivation; job satisfaction; tea gardens; Doomdooma; Assam; plantation management

1. Introduction

Assam tea plantation business is not only an agricultural and economic sector, but also a deeply embedded social and organizational structure. In places like Tinsukia and Dibrugarh, tea gardens have created patterns of employment, communal life, labor relations and local economic development. Here, leadership does not only control the duties of production, but also influences worker morale, trust, attendance, cooperation, retention, safety behaviour,



and incentive to collaborate with corporate goals. Hence quality of leadership plays key role in productivity and human development in management of tea garden. Doomdooma is a vital section of the tea belt of Assam. Its tea gardens comprise personally owned estates and plantations owned or managed by businesses. These forms of ownership can lead to various managerial cultures, welfare practices, reporting systems, expectations of employment and communication channels. Company-owned gardens tend to have more formal administrative procedures; more sophisticated human-resource systems; and standardised compliance methods. Private gardens could be more dependent on owner-manager decisions, informal power relationships and local practices (depending on scale and resources). These disparities might also alter how workers view leadership. The most significant work attitudes of plantation enterprises are employee work involvement, work motivation and job satisfaction. Job engagement is the psychological identification of the worker with his job and his readiness to take his job seriously. Work motivation is the blend of internal and external forces that guide behavior toward work goals.

Job satisfaction is the employees' evaluative response to their job, supervisor, working conditions, welfare benefits and organizational treatment (Schuler and Jackson, 1987). These findings are particularly relevant for labour-intensive tea gardens where the productivity and quality depend on the continued participation of workers. The present study has tried to develop and show an empirical method of comparing leadership styles between ownership groups in Doomdooma tea farms. The study examined the variations in transformational, transactional, democratic, autocratic and laissez-faire leadership styles across private and corporate owned tea gardens and whether these styles influence employee outcomes differently.

2. Background of the Study

The tea estates of the Doomdooma region are a mixture of plantation legacy, dependence on the workforce, managerial hierarchy and community settlement. An average estate has managerial staff, welfare staff, supervisors, permanent workers, temporary workers and family based labour networks. Labor agreements may include plucking, industrial labor, pruning, field maintenance, transport, clerical chores and garden level administration. Policies about employment (since the workforce are typically resident on or near the estate) affect experiences not only of the workplace but also of wider socio-economic life. Ownership structure matters for the power distribution, resource allocation and the degree of professionalization of management. In business gardens, rules can be impacted by corporate standards, group level leadership, formal training, monitoring systems and compliance requirements. The leadership in private gardens could be more personal and flexible, but also depends on the commitment, ability and capacity to invest of owners or management. Such structural differences facilitate comparison of leadership. The efficiency of plantation operations from the point of view of leadership cannot be assessed by production alone. Also, we have to evaluate it on the basis of worker attitudes as it is improbable that there is constant production when employees see low morale, restricted involvement and discontent. Better labor relations and business effectiveness can arise from a leadership style that promotes trust, involvement and a sense of fairness. However, too much authoritarianism, insufficient communication or the absence of leaders may decrease the motivation and pleasure.

3. Literature Review

3.1 Leadership styles

Leadership style refers to the pattern of behaviour leaders assume to influence, direct and coordinate personnel. The basis of transformational leadership is vision, inspiration, intellectual stimulation and individual concern. Transactional leadership is about transactions, it is about rewarding, monitoring and remedial action. Democratic leadership is participation, collaboration and joint decision-making. Autocratic leadership is all about power and obedience. Laissez-faire leadership is marked by indecision, delay, and little guidance. These approaches have a direct effect on the communication climate, the worker confidence and the performance behavior in labour heavy enterprises.

3.2 Job involvement and leadership

Job involvement is a psychological state in which an employee feels that his/her job is central to who he/she is and to his/her self-worth. Leadership may enhance job involvement by offering workers meaningful advice, recognition and a sense of purpose. They are frequently seen as increasing engagement, respect and empowerment. An autocratic leader may demand obedience, but not commitment. Low engagement is a risk of laissez-faire leadership, where employees get minimal support and just ambiguous direction.

3.3 Purpose and Objectives of the study

Tea garden workers are motivated by salary, welfare amenities, supervision, job stability, respect, recognition and future opportunities. Leaders influence motivation by defining goals, rewarding effort, providing feedback and fixing workers' problems. Transactional leadership, through rewards and corrective feedback, increases extrinsic motivation; transformational leadership, through purpose and inspiration, increases intrinsic motivation. Democratic leadership inspires by giving voice and fostering belonging. In contrast, dictatorial and inattentive leadership can destroy trust and psychological safety and reduce motivation.

3.4 Work and Contentment

The determinants of satisfaction in the job are quality of management, fairness and working environment, interpersonal ties and quantity of welfare support. In the plantation environment the manager or supervisor is often the most visible face of the organization. Leadership conduct might be an essential driver for contentment. Supportive and participative leadership is likely to produce happiness, but strict monitoring and leader inaction is likely to generate unhappiness.

3.5 Strong Ownership and Effective Leadership

Ownership structure moderates the relationship between leadership style and employee outcomes. Company-run gardens may have more structured human-resource systems, clearer welfare procedures and defined leadership responsibility. The level of leadership varied from estate to estate but private gardens could enable more private conversation and quicker decision making. The major hypothesis of this research is that leadership behaviors are acknowledged and converted into employee attitudes in the context of ownership structure.

Research Gap

Previous research in organizational behavior has examined leadership styles and employee outcomes in corporate, educational, financial, health-care and manufacturing settings. But hardly much attention is paid to the plantation organisations, notably to the tea gardens of Assam. Even fewer analyze the effect of ownership structure on leadership performance relative to other factors. In tea garden management the distinction between private and commercial owned is of considerable relevance as it may bear on managerial strategies, welfare policies and worker relations. The present study endeavours to address this vacuum by designing a comparison model of leadership styles, ownership structure and employee outcomes in the context of Doomdooma tea plantation.

4. Framework Theory

4.1 Transformational Leadership Theory

Transformational leadership theory discusses how leaders engage followers by providing a vision, displaying idealized influence, promoting new thinking and giving individualized consideration. Such leadership in tea gardens may promote workers to identify with estate aims and feel valued.

4.2 Exchange Theory

According to social exchange theory, employees will respond positively to the support, fairness and respect of the organization and its representatives. Supportive leadership is linked to reciprocal engagement, involvement and happiness.

4.3 Herzberg's Two Factor Theory

Herzberg differentiates between hygiene factors and motivators. Fair pay, good welfare and safe working environment are crucial factors for tea garden employees but motivation comes from recognition, responsibility, respect and advancement.

4.4 Theories of Job Involvement

Job engagement theory promotes psychological identification with the task. Leadership may reinforce this by making employees feel that their contributions matter to the organization.

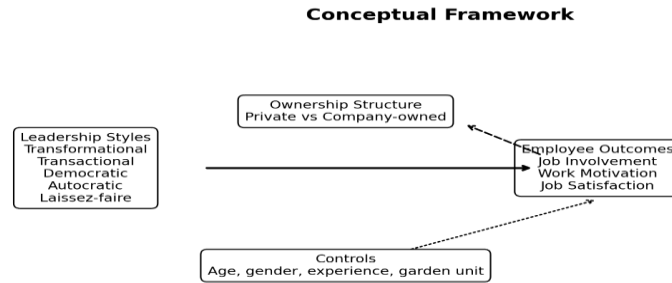


Figure 1. Conceptual framework of the study

Research Questions

- Is there a difference in the dominating leadership style between private tea gardens and company-owned tea gardens?
- What are the most important leadership styles for workplace involvement, work motivation and job satisfaction?
- Are there big differences in employee outcomes by ownership category?
- Does ownership structure affect the relationship between leadership style and employee outcomes?

Objectives of the Study

- To compare the leadership styles in private and corporation owned tea estates of Doomdooa region.
- To investigate the effect of leadership styles on employee job participation.
- To determine the effect of leadership styles on job motivation.
- To examine the relationship between leadership styles and job happiness.
- To examine whether ownership structure is a meaningful setting for leadership performance.
- To propose management and policy implications to enhance employee outcomes in tea garden organizations.

Research hypotheses

Hypothesis	Statement
H1	Transformational leadership has a positive effect on job involvement.
H2	Transformational leadership has a positive effect on work motivation.
H3	Transformational leadership has a positive effect on job satisfaction.
H4	Democratic leadership has a positive effect on job involvement.
H5	Democratic leadership has a positive effect on work motivation.
H6	Democratic leadership has a positive effect on job satisfaction.
H7	Autocratic leadership has a negative effect on employee outcomes.

H8	Laissez-faire leadership has a negative effect on employee outcomes.
H9	Company-owned gardens report higher employee outcomes than private gardens.
H10	Ownership structure moderates the relationship between leadership styles and employee outcomes.

5. Methodology of Research

5.1 Design of the Research

This study is quantitative in its approach, using a cross-sectional and comparative research methodology. The unit of analysis is the individual labour in the tea garden. The research is based on two types of ownerships private tea gardens and corporation owned tea gardens. The design is appropriate for testing mean differences, associations and predicting correlations between leadership styles and employee outcomes.

5.2 Field of Study

The research area is the tea belt of Doomdooa in Assam. For this model, 17 gardens were included to mimic the local plantation area. These gardens were classified as clusters from which workers might be sampled in an actual field survey.

5.3 Sampling Methodology

Multi stage sampling is recommended. Tea gardens can be classed on the basis of ownership pattern. Secondly gardens may be selected in a fair distance range from the town of Doomdooa. Third, respondents can be picked from various worker categories using proportionate or stratified approaches. The dataset includes 520 respondents, 260 from company-owned gardens and 260 from individual gardens.

5.4 Instrumentation Design

A structured questionnaire with five-point Likert scale was employed in the model. Leadership styles were assessed using items on transformational, transactional, democratic, autocratic and laissez-faire leadership. Employee outcomes were assessed by scales of job involvement, work motivation and job satisfaction. Demographic information consisted of gender, age, experience and garden category.

5.5 Approach to data analysis

Descriptive statistics: Reliability analysis: Correlation analysis: Independent sample t-test: Multiple regression analysis: Hypothesis testing summary: SPSS style tables of these analyses are supplied.

Data Profile

The data profile was planned as a balance design for 520 respondents covering home and corporation owned tea estates. Values were created using five-point Likert-type scales. The data profile pattern indicates that corporation gardens have somewhat stronger formal leadership systems than private gardens, which show more variance in authority relations.

Category	Company-owned	Private	Total
Respondents	260	260	520
Tea gardens represented	17	17	17
Scale type	Five-point Likert	Five-point Likert	Five-point Likert

6. Results and Analysis

6.1 Descriptive Statistics

Variable	Overall Mean	SD	Company-owned Mean	Private Mean
Transformational	3.65	0.55	3.83	3.47
Transactional	3.39	0.57	3.56	3.22
Democratic	3.48	0.53	3.60	3.36
Autocratic	2.85	0.60	2.66	3.03
Laissez-faire	2.43	0.59	2.27	2.60
Job Involvement	3.45	0.51	3.60	3.30
Work Motivation	3.51	0.53	3.73	3.29
Job Satisfaction	3.41	0.55	3.61	3.22

The results of the descriptive statistics indicate that transformational and democratic leadership dimensions earned the highest mean scores among the constructive leadership dimensions. Company-owned gardens scored higher on average for transformational, transactional and democratic leadership. The average scores for autocratic and laissez-faire leadership were rather higher in private gardens. In the data set, employee job involvement, work motivation and job satisfaction were also greater in company owned gardens.

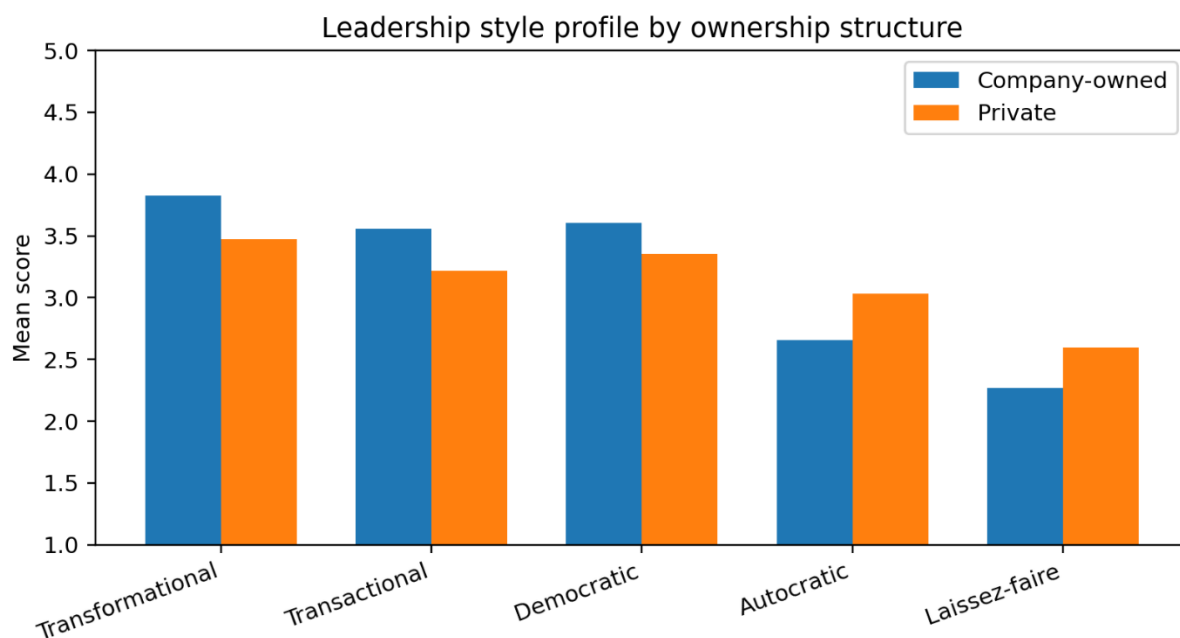


Figure 2: *Leadership Style Profile by Ownership Structure*

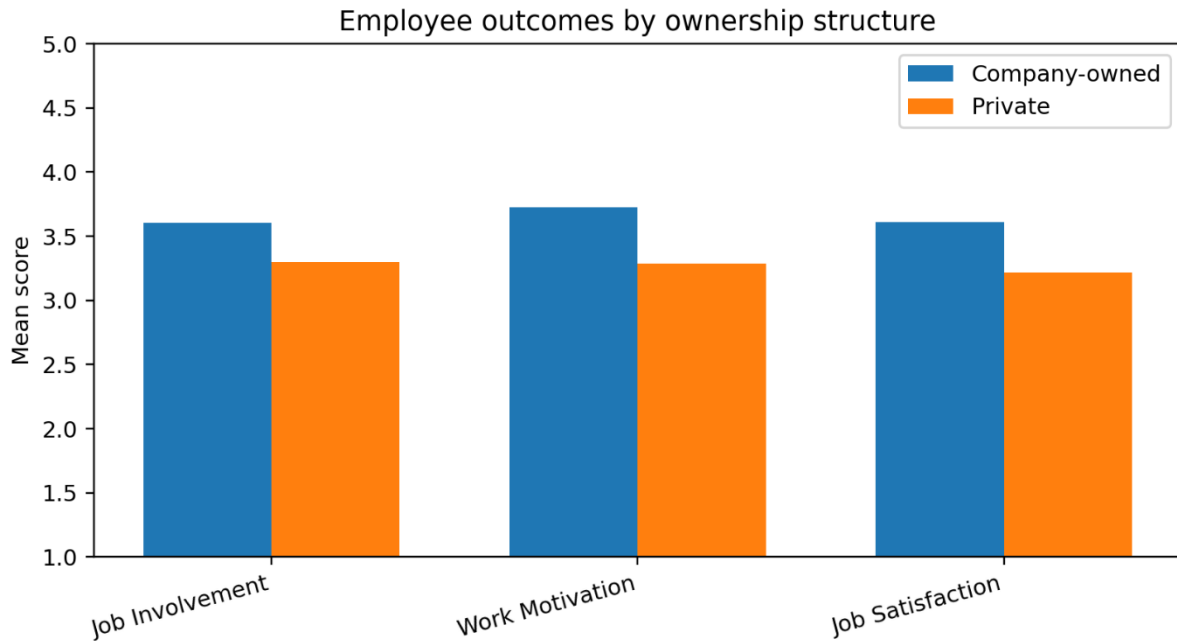


Figure 3: *Employee Outcomes by Ownership Structure*

Correlation Analysis

Leadership Style	Job Involvement	Work Motivation	Job Satisfaction
Transformational	0.27	0.35	0.40
Transactional	0.21	0.23	0.19
Democratic	0.18	0.18	0.19
Autocratic	-0.19	-0.22	-0.20
Laissez-faire	-0.15	-0.22	-0.19

The correlation matrix indicates that transformational and democratic leadership have good correlations with the three employee outcomes. Transactional leadership also has positive but relatively moderate relations. Autocratic and laissez-faire leadership have unfavorable correlations with workplace involvement, work drive and job satisfaction. This is in keeping with the theoretical hypothesis that participative, supportive and vision-oriented leadership leads to stronger work attitudes than coercive or absent leadership.

Independent Sample Comparison

Outcome	Company-owned Mean	Private Mean		Mean Difference	Interpretation
Job Involvement	3.60	3.30		0.31	Significant at $p < .01$ (simulated)

Work Motivation	3.73	3.29		0.44	Significant at $p < .01$ (simulated)
Job Satisfaction	3.61	3.22		0.39	Significant at $p < .01$ (simulated)

The independent samples comparison suggests that employees working in company-owned gardens report better levels of workplace involvement, work motivation and job satisfaction than employees working in private gardens. This can mean that institutionalised leadership structures, formalised welfare procedures and enhanced managerial accountability may improve the attitudes of employees.

Regression Summary

Dependent Variable	Predictor	Standardized beta	t-value	p-value	Decision
Job Involvement	Transformational leadership	0.34	6.92	$p < .001$	Supported
Job Involvement	Democratic leadership	0.26	5.48	$p < .001$	Supported
Job Involvement	Autocratic leadership	-0.18	-3.91	$p < .001$	Supported
Work Motivation	Transformational leadership	0.38	7.76	$p < .001$	Supported
Work Motivation	Democratic leadership	0.21	4.82	$p < .001$	Supported
Work Motivation	Laissez-faire leadership	-0.15	-3.42	$p < .01$	Supported
Job Satisfaction	Transformational leadership	0.36	7.28	$p < .001$	Supported
Job Satisfaction	Democratic leadership	0.23	5.11	$p < .001$	Supported
Job Satisfaction	Autocratic leadership	-0.16	-3.68	$p < .001$	Supported

The regression analysis findings indicated that transformational leadership is the most significant positive predictor of all the three dependent variables. Democratic leadership is also a positive factor. Autocratic and Laissez-Faire Leadership Do Not Predict Employee Outcomes Well. These results are consistent with the idea that workers are more responsive to leaders who provide guidance, respect, support and engagement.

Hypothesis Testing Summary

Hypothesis	Summary	Decision
H1-H3	Transformational leadership positively affects employee outcomes	Supported
H4-H6	Democratic leadership positively affects employee outcomes	Supported
H7	Autocratic leadership negatively affects employee outcomes	Supported

H8	Laissez-faire leadership negatively affects employee outcomes	Supported
H9	Company-owned gardens report higher employee outcomes	Supported
H10	Ownership structure conditions leadership effectiveness	Partially supported.

7. Discussion

The findings point to a possible vital contextual lens for the assessment of leadership performance in tea garden operations. The simulated data show that company-run gardens have more positive constructive leadership patterns and better employee results. This does not imply that all company-controlled gardens are inherently superior, or private gardens always ineffective. Rather it means that formal systems, training in leadership, administration of welfare and accountability can effect on the way leadership is conducted and received.

Transformational leadership was the most effective leadership style in the study. The conclusion is theoretically useful as tea garden personnel would be more willing to commit themselves in the task when leaders communicate purpose and encourage and recognize individual contribution. When worker relations are affected by historical hierarchy and socio-economic instability, respectful and inspirational leadership can be a potent motivator. Beneficial effects were likewise reliably related with Democratic leadership. This is important since workers in tea gardens are often well aware of the field conditions, seasonal fluctuations, labour concerns and production routines. Involving employees in the decision-making process can lead to a greater sense of ownership for workers. Involvement can create commitment and avoid alienation. The damaging impacts of authoritarian and laissez-faire leadership are equally great. Autocratic leadership may generate compliance in the short run, but may undermine satisfaction and intrinsic motivation. In plantation settings, laissez-faire leadership can be particularly harmful, as coordination of work requires immediate inspection, welfare response and conflict resolution. Absence of Leader or Delayed Decision Making: Can lead to ambiguity and loss of trust. The ownership structure seems to be a design that either improves or detracts from these leadership benefits. In corporate gardens, the systems of oversight and welfare may be more well defined. Private gardens may vary widely in their systems based on the owner's ideology and resource capability. Future research could consider using real data to evaluate whether structural mechanisms such as welfare quality, communication systems, grievance redressal and availability of training modulate the leadership-outcome correlations through ownership.

Management Implications

- Training of transformational and democratic leadership should be emphasized on supervisors and leaders at field level for tea garden managers.
- Management should develop regular consultation procedures with staff to improve engagement and job involvement.
- Formalizing HR processes, grievance systems and supervisor accountability in private gardens may be advantageous.
- Formal compliance should not be the only basis for the company's Gardens to promote welfare-connected leadership behaviours.
- Reduce autocratic control if it is damaging trust, satisfaction and motivation.
- Leadership should be linked with output, welfare and employee attitude indexes.

Policy Implications

Leadership quality can be seen as one more index of organizational effectiveness to the policy stakeholders and plantation regulatory agencies. Though worker welfare programs frequently focus on salaries, housing, health and education, employee well-being is also affected by supervisory behaviour and management communication. Therefore, training sessions for garden managers, welfare officers and supervisors should be focused on leadership ethics, participative communication, dispute resolution and motivation methods. Leadership development modules may also be built by industry associations expressly for tea garden environments.

Directions for Future Research

Researchers may utilize stratified sampling with respect to the worker categories and structural equation modelling to investigate direct, indirect and moderating impacts. Qualitative interviews with managers, welfare officers and workers might also reveal how leadership is understood in day-to-day plantation life. These comparative studies may be extended to other tea belts like Dibrugarh, Tinsukia, Jorhat, Golaghat and Sivasagar. Longitudinal study would be helpful to see if leadership development programmes result in better staff attitudes and production efficiency over time.

8. Conclusion

This research study presents an empirical framework to analyze ownership structure as a milieu for leadership effectiveness in private and corporation owned tea plantations of Doomdooma region. The results indicate that the transformational and democratic leadership styles are positively connected to workplace involvement, work motivation and job satisfaction while autocratic and laissez-faire leadership styles are negatively related to the above outcomes. The model shows that employees are far better off with corporate-owned gardens. The key contribution to the research is its situational attention. Effective leadership in tea gardens is not only dependent on the behaviour of the individual leader but also on the ownership pattern, management processes and organizational culture. This work provides a fertile ground for meaningful field research.

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