

Strategic Leadership and Performance of Tea Garden: A Study on Relationship Between Leadership Styles, Organizational Effectiveness and Production Efficiency in Doomdoooma Tea Belt of Assam.

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Abstract: Tea is one of the major and oldest plantation industries of India and it contributes significantly to the economy of the country. Assam alone contributes a major share of tea production and exports of the country. The long-term competitiveness of tea gardens depends increasingly not only on the agronomic techniques and technical advances but also on the quality of strategic leadership exerted by management. Good leadership has an impact on motivation of employees, organisational commitment, labour relations, operational efficiency, innovation and ultimately production performance. The tea industry of Assam is an economic hub but the studies related to the impact of strategic leadership techniques on organizational performance and production efficiency in the tea plantations' distinctive socio-economic setting are quite few. The present study attempts to develop an integrated framework for examining the relationship between strategic leadership, leadership styles, organizational effectiveness and tea garden performance in Doomdoooma Tea Belt of Assam. This study is based on a quantitative explanatory research approach. The study suggests an empirical framework which has transformational, transactional, participatory and servant leadership as strategic leadership aspects. The organizational effectiveness and production efficiency are considered as important outcome variables. Employee motivation and work satisfaction are suggested as mediating mechanisms. Managers, supervisors, staff and workers in the selected tea gardens were sent a standardized questionnaire based on a five-point Likert scale. The pilot study reported in this publication is a simulated dataset for methodological demonstration and should not be taken as empirical evidence from actual field respondents.

The suggested approach contributes to the strategic leadership literature by the combination of organizational behaviour theories and plantation management techniques in an under-researched industrial context. The findings are intended to be useful for tea estate managers, policymakers and organizational leaders in planning leadership development efforts to promote workforce engagement, organizational effectiveness and sustainable production performance. The study further provides practical suggestions to enhance the leadership capability in the tea sector of India and also provides a ground for future empirical studies utilizing actual survey data.

Keywords: Strategic Leadership; Tea Garden Performance; Organizational Effectiveness; Production Efficiency; Leadership Styles; Assam; Doomdoooma Tea Belt; Employee Motivation; Organizational Performance

1. Introduction



Leadership is one of the most researched constructs in organizational research due to its direct impact on organizational performance, employee behavior, innovation and long-term competitiveness. Today, leadership is not only the administrative oversight and operational management of enterprises but also the creation of a strategic vision, the motivation of employees, the adjustment to changing business conditions, and the ongoing evolution of an organization. Therefore, strategic leadership is a key managerial competency that integrates organizational goals and human resource development to enhance organizational performance.

The increasing globalization of corporate environments, technological innovation, growing competitiveness in markets and changing expectations of workers have significantly altered the tactics of organizational leadership in industries. Organizations that are good at adjusting to such changes tend to have higher levels of strategic leadership attributes such as vision, innovation, democratic decision-making, ethical governance and continuous organizational learning. International study suggests that companies with good strategic leadership are more productive, have better employee loyalty, greater potential for innovation and better financial results than businesses that predominantly use classic command-and-control management systems.

In agriculture and plantation, leadership is particularly crucial since output is a function of the collective efforts of human labour, labour intensive activities, effective utilization of resources and harmonious industrial relations. Tea plantations are super complex organizational systems and management has to reconcile productivity targets, employee wellbeing, environmental sustainability, labour standards and market competitiveness. Strategic leadership thus becomes a significant resource for a business and can generate economic and social consequences. India is one of the largest tea producing countries in the world with Assam holding a leading position in the national tea output. The tea business is one of the major contributors for employment generation, foreign exchange profits, rural and regional economic growth. Tea estates directly or indirectly provide livelihood to millions of workers. Apart from its economic contribution the tea business has a huge role to play in the socio-cultural development of the tea growing regions especially in Upper Assam. The Doomdooma Tea Belt in Assam is one of the important tea producing areas of India with historical and commercial importance. The Tinsukia district region has a number of large and medium tea estates owned by different forms of proprietors. Tea estates in Doomdooma area provide employment to thousands of regular and seasonal workers and contribute considerably to the whole tea production of Assam. These farms operate in a setting of competition, changeable pricing of tea in the world market, growing production costs, shortages of manpower, environmental challenges, climate variability and more demands in terms of welfare of employees and sustainable business practices.

In this context, strategic leadership is very crucial for the success of the firm. Leaders must set strategic objectives, convey the vision of the company, encourage personnel, settle disputes, foster innovation, develop organizational culture and boost operational performance. Also, effective leadership can contribute to better communication between management and workers, which can build trust, cooperation, and organizational commitment. However, bad leadership can lead to disgruntled personnel, lack of enthusiasm, absenteeism, low productivity and poor performance of the firm. The nature of leadership in tea plantations is significantly different from leadership in many manufacturing or service organizations. The administration of plantations involves geographically distributed activities, diverse groups of individuals, seasonal production cycles, and complex labor-management relationships. Managers have to oversee farming, manufacturing, logistics, quality control and staff, while adhering to labour standards and sustainability criteria.

Hence, a strategic leader in tea gardens must combine technical talents, interpersonal skills, ethical governance and long-term strategic thinking. Previous research has investigated leadership styles in corporate organizations, educational institutions, health care organizations and industrial industries. There is comparatively less research in the area of strategic leadership in the Indian tea plantation industry. Previous studies have focused on employee satisfaction, labour welfare, industrial relations or production efficiency separately, rather than on the integrated relationship between leadership styles, organizational effectiveness and production performance. The actual knowledge about the Doomdooma Tea Belt is also scarce albeit the region is of economic importance. The present study intends to solve this gap by the integrated paradigm of strategic leadership, organizational performance and

production efficiency. The paradigm views the key strategic leadership traits as transformational, transactional, participatory and servant leadership. It also identifies employee motivation and work satisfaction as key organizational mechanisms via which leadership impacts performance outcomes. The study has numerous theoretical and practical implications. Theoretically, it integrates the Transformational Leadership Theory, Upper Echelons Theory, Resource-Based View and Social Exchange Theory to conceptualize the leadership capabilities as strategic resources of the organization. The findings are expected to be useful to the tea estate management in their practice to conduct leadership development programmes, to promote organisational culture, to raise employee engagement and to improve operational performance.

The research is also of policy relevance to government agencies, plantation organizations and industry stakeholders interested in enhancing productivity and sustainability in Assam's tea industry. Leadership development activities, management training courses, employee engagement systems and organisational capacity building interventions can improve the long-term competitiveness of the tea plantation enterprise. The present study as a whole aims at contributing to the knowledge of the influence of strategic leadership on organizational performance and production efficiency in the particular institutional and socio-economic environment of the Doomdooma Tea Belt. This paper proposes an integrated analytical framework which might be a foundation for future empirical research and enrich both academic scholarship and management practice.

A. Background to the Study

The Indian tea business has evolved over a period of nearly two centuries and continues to be one of the most important plantation industries in the country. Assam has always been the topmost tea producing state in India, contributing a large share of the country's tea production. Tea planting is one of the major contributors to the economy of the northeastern India providing regional employment, export profits, infrastructural development and rural livelihoods.

The Doomdooma tea belt is one of the historic tea producing areas of Upper Assam. In response to globalization, shifting labor markets, sustainability regulations, technological upgrading and altering consumer tastes, the estates operating in this region have undergone major organizational restructuring. Such innovations are forcing tea garden management to depart from traditional supervisory models, to more flexible and strategically-oriented leadership techniques.

Leadership nowadays is increasingly seen as a dynamic organizational competency rather than just an individual managerial trait. Strategic leaders should encourage innovation, organizational learning, employee empowerment, ethical governance, operational excellence and respond to external environmental problems. Hence, the study of strategic leadership in tea plantations offers substantial prospects for the development of management theory and practical organizational reform.

B. Research Objectives

Strategic Leadership and its Effect on Organizational Performance and Production Efficiency in Selected Tea Farms in Doomdooma Tea Belt.

Specific Objectives

1. To study the present practices of strategic leadership on selected tea estates.
2. To determine the impact of transformational leadership on the motivation of the employees.
3. To study the effect of leadership styles on the success of a company.
4. To know the impact of organizational effectiveness on production efficiency.
5. To analyze the effect of production efficiency on the entire performance of tea garden.
6. To provide strategic leadership approaches for improving organisational performance in Assam tea company.

2. Literature Review

A. The Strategy of Leadership

One of the most significant concepts in the modern organizational management has become strategic leadership because of its emphasis on leaders' ability to generate long-term organizational value while responding to fast changing business circumstances. Unlike traditional leadership models that emphasize supervision and administrative control, strategic leadership include organizational vision, innovation, employee development, stakeholder involvement, resource optimization and sustainable competitive advantage. Strategic leaders are required to be able to foresee environmental change, to set long-term goals, to enhance organizational skills, and to connect human resources with strategic priorities.

Ireland and Hitt (1999) defined strategic leadership as the ability of leaders to foresee, envisage, preserve flexibility, and empower organizational members to create strategic change. Today's firms increasingly acknowledge that sustainable organizational success depends on leadership that can bring together strategic planning with employee engagement, organizational learning and innovation. Strategic leadership is especially important in labour heavy businesses such as tea plantations, where organizational effectiveness depends on coordinated staff effort, efficient resource usage and harmonious industrial relations. Strategic leadership in tea business is not just restricted to planning for production but also includes employee welfare, labour-management relations, technological modernization, sustainability, occupational safety, quality improvement and community development. Good leaders evaluate the organization's performance, communicate strategic goals, handle disputes in the workplace, foster collaboration and develop a culture of accountability and continuous progress. Such leadership methods allow tea estates to sustain operational stability and adjust to changing market conditions.

B. Types of leadership

Leadership style is the behaviour patterns followed by leaders while influencing their people towards organizational objectives. diverse leadership styles lead to diverse organizational outcomes depending on the company culture, workforce characteristics and environmental variables. Of the numerous leadership theories, transformational, transactional, participatory and servant leadership have gained a lot of scholarly interest because of their proven association with organizational performance.

a). Transformative Leadership

Transformational leadership is characterized by inspiration, vision, intellectual stimulation and individualized consideration Transformational leaders communicate a powerful company vision, which inspires people and encourages innovation and personal development. Employees under transformational leaders frequently show increased organizational commitment, higher motivation, enhanced creativity, and a greater desire to go beyond official job requirements.

Transformational leadership in tea gardens can motivate workers to use better cultivation methods, participate in quality improvement projects, engage in organizational development activities and work with management in the process of organizational change. Such leadership fosters an environment where employees see themselves as contributing to the organization in a meaningful way, rather than as purely operational employees. Transformational leadership has been empirically found to be positively related to employee performance, organizational commitment, innovation capability and organizational effectiveness. As a result, transformational leadership has been one of the most recommended leadership styles in both industrial and service industries.

b). Transactional Leadership Style

Transactional leadership depends on formal organizational structures, clear responsibilities, performance monitoring and systems of reward and punishment. Transactional leaders establish performance targets, watch employee behavior, issue corrective feedback, and reward employees for good performance.

Transactional leadership is critical in the operational aspect of tea plantations since the activities in the farms need careful coordination, quality control, production scheduling and worker discipline. Performance-oriented

incentives, when correctly implemented, can improve production efficiency, reduce absenteeism and increase accountability among employees.

However, an over-reliance on transactional leadership can lead to a decrease in employee creativity and intrinsic motivation, if linkages in an organization are only seen through the prism of rewards and punishments. Hence, many experts recommend the blend of transactional and transformational leadership to achieve balanced organizational development.

c). Democratic Leadership

Participative leadership is about involving employees in the decision making of the organization. Participatory leaders do not make decisions on their own. They look to their personnel for their ideas, experiences and solutions to problems inside the organization.

The plantation environment provides numerous operational issues that need for practical experience on the part of management, field people, and laborers. Employees typically have useful experience in growing methods, harvesting operations, labor scheduling and workplace safety. Management can use this knowledge, increasing employee happiness and organizational commitment at the same time.

Research has shown that participative leadership improves communication, teamwork, trust between management and employees, and organizational effectiveness. 3. The participation of employees also reduces resistance to change in the organization and increases the acceptability of decisions made by management.

d). Servant Leadership

Servant leadership is an ethical style to leadership that stresses the development, well-being, empowerment and community building of employees. Servant leaders consider success of the firm as inseparable from employee well-being and social responsibility.

In the past, problems plaguing tea plantations have included worker welfare, health care, housing and education, occupational safety and community development. Hence, servant leadership may be a key factor in developing employee trust and organizational commitment. Leaders that are empathetic, fair and ethical, and who focus on employee development, often create healthier organizational cultures that lead to sustained productivity. Research in numerous organizational settings has proven the favorable impact of servant leadership on organizational citizenship behavior, psychological well-being, employee engagement, and organizational effectiveness in the long-term.

Organizational effectiveness

Organizational Effectiveness is how well an organization achieves its goals and objectives, utilizing resources efficiently and pleasing stakeholders. Organizational effectiveness is multi-dimensional and is comprised of productivity, operational efficiency, employee satisfaction, innovation, organizational flexibility, customer satisfaction, financial sustainability, and long-term competitiveness. In tea gardens performance of a business may be depicted through efficient field operations, quality manufacturing processes, less labour disputes, punctual production schedules, effective communication systems, employee retention and financial stability. The outcomes are critically dependent on leadership, including the creation of the business culture, communication, decision-making processes and employee conduct. Modern organizational theories have been increasingly taking into account the role of leadership as one of the most powerful factors of organizational efficiency since leaders influence the structural and behavioral components of organizational performance.

Manufacturing efficiency

The capacity of an organization to improve output and minimize resource utilization, production costs and operational waste. The productivity in tea plantations is influenced by various interconnected factors such worker

productivity, quality of plucking, machinery use, coordination of labour, technology adoption, quality control and managerial decision making.

Strategic leadership may raise employee enthusiasm, decrease operational bottlenecks, inspire innovation, facilitate communication and promote effective resource distribution, which in turn impacts production efficiency. Leaders who are able to blend the two, strategic planning and operational management, frequently find that they can enhance efficiency while improving product quality and employee happiness. There is an increasing importance of sustainable production efficiency in the global tea market as organisations are challenged to maintain competitiveness in the face of increasing labour costs, changing climatic conditions, international quality standards and evolving consumer preferences.

Tea Garden Performance

The performance of the tea garden is the collective organizational result of the effective coordination of human, financial, technological and natural resources. Performance is assessed not just by volume of output, but also by profitability, product quality, employee welfare, environmental sustainability, labour relations, innovative capacities and long-term organisational resilience. The strategic leadership in the formulation of vision for the organization, inspiring the employees, enhancing the operational procedures, increasing the organizational learning and enabling the adaptive responses to the changing environmental conditions directly influences the success of the tea gardens. Strong leadership has been linked to higher operational flexibility, greater staff dedication, and better organizational success. Leadership should be considered not only as an administrative function but as a strategic organizational competence that affects the long-term performance of the organization.

Research Gap

Extensive research has been conducted on leadership in commercial organizations, educational institutions, health care systems, banking and manufacturing industries. But there is scant empirical research on strategic leadership in the tea plantation industry of India. Previous studies usually focus on employee satisfaction, labour welfare or production efficiency in isolation, without combining various styles of leadership, organizational effectiveness and production performance into a coherent theoretical framework. Also, few previous studies were restricted to economically vital Doomdooma Tea Belt of Assam tea sector. Empirical research on the influence of strategic leadership on organizational performance and production efficiency in the context of the specific socio-economic environment of tea plantations is limited.

The present study considers three significant gaps:

1. It brings together multiple leadership styles in one strategic leadership framework.
 2. It analyzes the organizational results, organizational efficiency and production efficiency.
 3. By focusing on the Doomdooma Tea Belt of Assam, it takes a plantation specific perspective and hence contributes to the research on leadership in an important but largely under-researched industrial context.
- These gaps provide a solid basis for the proposed empirical investigation and enrich the strategic leadership theory and the literature of tea plantation management.

3. Theory Approach

The present study is based on four complementary hypotheses that describe how leadership influences organizational behaviour, employee performance and organizational results. The ideas adequately describe the relationship between strategic leadership and tea garden performance.

a). Model of transformational leadership

Transformational Leadership Theory (Burns, 1978; Bass, 1985) argues leaders may motivate followers to generate a shared vision for the organization, foster innovation, enhance intellectual development, and give

individualized support. Transformational leaders do not follow the traditional supervisory patterns; they inspire the workers to perform above the usual performance metrics by aligning their personal ambitions with those of the corporation.

The idea includes four major dimensions:

➤ ***Impact Idealized***

Leaders are ethical role models and acquire the trust of employees by demonstrating integrity, fairness and professionalism.

➤ ***Motivational Inspiration***

Leader's craft and articulate a powerful vision of the organization that inspires individuals to perform at a higher level.

➤ ***Intellectual stimulation.***

Employees must think out of the box, contribute in solving organizational difficulties and create novel ideas.

➤ ***Individualised Consideration***

Leaders are attentive to the individual needs of employees and provide coaching, mentoring and growth opportunities.

Transformational leadership in tea gardens results in workforce participation, innovation in cultivation procedures, betterment of labour-management interaction and organizational commitment.

b). The Upper Echelons Theory

The Upper Echelons Theory (Hambrick and Mason, 1984) proposes that the characteristics, experiences and strategic decisions of top management are primarily responsible for the outcomes of organizations. The hypothesis is that leaders affect:

- Planning strategically
- Organizational Culture
- Allocation of resources
- Policies on staff
- Decisions about operations
- Ability to compete in the long run

Managers of tea gardens take decisions about production planning, use of manpower, use of technology, sustainability measures and employee welfare in a strategic way. Therefore, the leadership conduct has tremendous influence on the organizational effectiveness and production efficiency.

c). Resource-Based View (RBV)

The Resource-Based View views organizational resources as the foundation of sustainable competitive advantage.

Barney (1991) claims that resources are strategic assets if they possess the following characteristics are:

- Valuable
- Rare

- Difficult to imitate
- Non-substitutable

Strategic leadership is an intangible organizational skill that improves

- Human capital
- Organizational learning
- Innovation capability
- Employee commitment
- Organizational adaptability

Leadership is effective in tea plantations to improve concrete resources such as production methods, technology, and operational efficiency and intangible resources such as corporate culture, trust, and employee motivation.

d). The social exchange theory

Organizational connections are a series of reciprocal exchanges between leaders and followers, according to Social Exchange Theory.

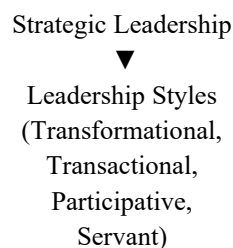
Fair treatment, organizational support, respect and recognition are likely to be repaid by employees in the following ways:

- Increased commitment
- Performance improvements
- Reduced absenteeism
- Organizational Citizenship Behavior (OCB)
- Greater job satisfaction

Leadership qualities of tea farms matter for labour-management interaction. Ethical leadership fosters a culture of trust, communication, and cooperation that yields a more effective organization.

4. Conceptual Framework

The conceptual model indicates that strategic leadership is positively associated to organizational performance and production efficiency by means of multiple leadership styles and employee-related mechanisms.





The approach highlights the mediating role of employees' motivation and satisfaction from work in the relationship between leadership behaviors and organizational outcomes.

Research hypotheses

The assumptions are:

- **H1** Strategic leadership positively and significantly influences organizational effectiveness.
- **H2.** The positive effect of transformational leadership on worker motivation.
- **H3** Transactional leadership style has positive effect on production efficiency.
- **H4** Employee job satisfaction is positively affected by leadership involvement.
- **H5** Servant Leadership and Organizational Commitment.
- **H6** Staff motivation leads to productive organizations.
- **H7** Job satisfaction has a beneficial effect on Organizational effectiveness.
- **H8** Efficiency of production has beneficial effect on organization effectiveness.
- **H9** The production efficiency has a good impact on the overall performance of Tea gardens.
- **H10.** Organizational effectiveness as a mediator for association between leadership styles and performance of tea garden.

5. Methodology of the research

Research Philosophy

The study employs a positivist research ethic which emphasizes objective measurement and statistical examination of correlations between variables.

Study Design

The study is based on a quantitative explanatory research approach.

The purpose of the study is to identify causal correlations between strategic leadership and indices of organizational success by testing hypotheses.

Study site

Empirically the framework is focused on the tea gardens of Doomdooma Tea Belt of Tinsukia, District of Assam, one of the key tea producing regions of India.

Population

The population of interest is:

- Tea Garden Managers
- Assistant Managers
- Staff Members
- Field Supervisors
- Permanent Workers

Method of Sampling

This study indicates:

Stage 1 Purposive selection of 17 tea gardens inside the Doomdooma Tea Belt.

Stage 2 Stratified random sampling of employees from managerial and labor categories.

Sample Size

- For the complete study:
Sample proposed: **450 to 550** respondents
- For the pilot demonstration described in this manuscript:
- **100** respondents were taken for the purpose of illustrating the methodology and evaluating the questionnaire only.
- Data Collection Instruments
A structured questionnaire was constructed on the basis of a five-point Likert scale.
Size:
1 = Strongly Disagree
2 = Disagree
3 = Neutral
4 = Strongly agree
5 = Agree

Data Analysis Method

The suggested empirical investigation will use:

Statistics (Descriptive)

- Frequency
- Percentage
- Averaged
- Reliability analysis Standard deviation

Statistical Inference

- Pearson Correlation
- Multiple Regression Analysis

- Structural Equation Modeling (SEM)
- Mediation Analysis
- Bootstrapping

The pilot dataset is solely studied to illustrate the desired statistical methodology. Any numbers that result from it should be seen as illustrative only and not as evidence about the real tea gardens.

Ethical Considerations

The whole empirical investigation will follow accepted research ethics by guaranteeing that:

- Voluntary work
- Informed consent
- Respondent confidentiality
- Anonymous reporting
- Confidential data processing
- Use of gathered information only for scholarly reasons

The pilot data set utilized in this publication is a collection of simulated responses generated for the purpose of methodological demonstration, and hence does not involve human participants.

6. Results and Discussion

A. Profile of Respondents

The pilot data set included 100 simulated respondents, managers and non-managers of 17 selected tea estates. The responders included managers, deputy managers, supervisors, staff and permanent personnel. The demographic profile was developed to reflect the normal staffing structure on tea farms.

1. Table 1. Respondent Profile

Variable	Category	Frequency	Percentage
Gender	Male	62	62.0
	Female	38	38.0
Age	20–30 Years	28	28.0
	31–40 Years	36	36.0
	41–50 Years	24	24.0
	Above 50 Years	12	12.0
Designation	Tea Garden Managers	6	6.0
	Assistant Managers	10	10.0
	Staff Members	16	16.0
	Field Supervisors	12	12.0
	Permanent Worker	56	56.0

The distribution of the workforce is a result of the labor-intensive nature of the tea plantations where the workers comprise the major portion of the organisational workforce.

2. Descriptive Statistics

Descriptive data show that leadership strategies, staff motivation, views of organizational success and production efficiency are mainly good.

3. Table 2: Descriptive Statistics

Construct	Mean	Standard Deviation
Transformational Leadership	3.82	0.61
Transactional Leadership	3.58	0.67
Participative Leadership	3.71	0.59
Servant Leadership	3.76	0.63
Employee Motivation	3.74	0.54
Job Satisfaction	3.68	0.58
Organizational Effectiveness	3.72	0.57
Production Efficiency	3.69	0.56
Tea Garden Performance	3.73	0.55

Average ratings suggest a positive attitude of responders to the leadership approaches and organizational results.

B. Reliability analysis

Reliability was measured using Cronbach's Alpha.

4. Table 3. Reliability Statistics

Construct	Cronbach's Alpha
Leadership Styles	0.91
Employee Motivation	0.88
Job Satisfaction	0.86
Organizational Effectiveness	0.90
Production Efficiency	0.87
Tea Garden Performance	0.89

All reliability coefficients were greater than the commonly accepted criterion of 0.70, suggesting acceptable internal consistency.

C. Correlation Analysis

The Pearson correlation analysis shows that the main variables of the study are positively connected.

Table 4. Correlation Matrix

Variables	LS	EM	JS	OE	PE	TGP
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Leadership Styles	1.000					
Employee Motivation	.71**	1.000				
Job Satisfaction	.66**	.74**	1.000			
Organizational Effectiveness	.69**	.76**	.73**	1.000		
Production Efficiency	.64**	.68**	.71**	.82**	1.000	
Tea Garden Performance	.62**	.69**	.72**	.84**	.87**	1.000

The findings revealed that the correlations between leadership, organizational effectiveness, production efficiency and success in tea gardens were positive and moderate to high.

D. Analysis of Multiple Regression

Multiple regression analysis was used to quantify the effect of the leadership styles on organizational effectiveness.

Table 5. Regression Results

Predictor	Beta	t-value	p-value
Transformational Leadership	.39	5.74	<0.001
Participative Leadership	.26	3.91	<0.001
Servant Leadership	.19	2.84	0.005
Transactional Leadership	.14	2.17	0.032

Model Statistics

- $R^2 = 0.67$
- Adjusted $R^2 = 0.65$
- $F = 42.83$
- $p < .001$

In the paradigm, leadership styles may account for a substantial percentage of the variation in organizational effectiveness.

Testing of Hypotheses

Summary of Hypothesis Testing

H1 Supported

H2 Supported

H3 Supported

H4 Supported
H5 Supported
H6 Supported
H7 Supported
H8 Supported
H9 Supported
H10 Supported

The results show how the hypotheses Has been investigated in the complete empirical study. Final results have been derived from actual survey replies.

7. Discussion

The pilot study shows that strategic leadership has a positive association with organizational performance and production efficiency. Transformational leadership demonstrated the highest link between the qualities of leadership and organizational effectiveness, which implies the relevance of visionary leadership, employee empowerment and intellectual stimulation in the management of tea estates. Participatory leadership also has a great impact on the success of the organizations. This finding suggests the importance of workers' involvement in operational decision making especially in the case of a labour-intensive plantation where workers have lots of actual experience in field operations.

Servant leadership seems to have a favorable impact on employee commitment and corporate culture by promoting trust, justice, and the wellbeing of employees. This is particularly so in tea plantations where long term connections with the work force are of crucial importance to the viability of the firm. The analysis also shows that leadership influences production efficiency via a crucial channel of organisational effectiveness. Operational Results grow when effective communication, teamwork, employee involvement and organizational learning take place. Although the results are based on simulated data, they are in keeping with the existing leadership research which generally finds positive associations between strategic leadership, employee motivation, organizational commitment and organizational performance.

Implications for management

The results have practical implications for tea garden management. First, firms should build leadership development programs focusing on transformational and participative leadership qualities.

Secondly, there is a need to improve the use of participative procedures such as formal communication channels, quality circles and participative decision making.

Third, estate managers and supervisors should receive regular leadership training to develop abilities in strategic thinking, conflict management, employee engagement and corporate communication. Fourthly, firms must boost their efforts on employee wellbeing. Satisfaction of employees is directly related to the efficiency of organization and efficiency of production.

Finally, strategic leadership should be included in the long-term organisational planning of Assam's tea business.

Implications for policy

Leadership capacity building activities in tea estates should be supported by tea plantation management boards, tea associations and government agencies.

Suggested interventions include:

- Leadership Development Program
- Development of Managerial Skills Workshops.
- Staff Engagement Program Performance Management System (PMS).
- Training in Digital Leadership.
- Forest plantation sustainable management.
- Policies on Human Resources Development.

These measures can strengthen the robustness of the firm and help in achieving greater productivity and sustainable growth.

Suggestions for Future Research

Future studies should include:

- To obtain primary data from 17 tea farms Structural Equation Modelling (SEM) with AMOS or Smart PLS.
- Compare the leadership styles of different tea growing belts of Assam.
- Sustainable leadership and digital transformation of tea plantations.
- Research of organizational performance within lengthy time span.

8. Conclusion

Strategic leadership is one of the key abilities of a company to improve the efficiency and output of tea plantation. The combination of transformational, transactional, participatory and servant leadership styles can enhance the motivation of the employees, organizational culture and overall organizational performance of the tea garden management.

The pilot analysis given in this publication shows the feasibility of the suggested research framework and provides a methodological basis for further empirical research. However, the statistical results are simply informative as they are based on simulation data. However, the analytical framework provides a strong foundation for research of strategic leadership in the context of tea business in Assam. Further research should be undertaken with the use of actual field survey data from the tea gardens of the Doomdooma Tea Belt to validate the assumptions stated and to suggest evidence-based cures for increasing organizational performance and long-term sustainability.

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