

Job involvement, job satisfaction, and employee motivation among executive and non-executive public tea garden employees in the district of Dibrugarh, Assam: A study on gender comparison.

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Abstract

Purpose

The present study is an attempt to explore the job involvement, job satisfaction and employee motivation of the executive and non-executive employees of public tea gardens in Dibrugarh district, Assam. The study focuses on gender differences in organizational involvement, job satisfaction, and motivational components of tea garden workers and aims to offer practical suggestions to enhance organizational effectiveness and employee well-being in plantation sectors.

Design/Methodology/Approach: The study adopted an exploratory and comparative research design. The data were gathered from 284 tea garden workers (62 executives and 222 non-executives) who were selected by random sampling technique. The data were collected by using standardized instruments such as Kanungo's Job Involvement Scale (1982), Muthayya's Job Satisfaction Scale (1984) and Srivastava's Employee Motivation Scale (1988). Data were analyzed using descriptive statistics and independent sample t-test in IBM SPSS Statistics Version 27.

Findings: The results indicated that there were no significant differences between the executive and non-executive employees in terms of job involvement, job satisfaction, and employee motivation based on gender. The workplace attitudes, psychological involvement, organizational commitment, workplace satisfaction and motivational orientation of both male and female employees were relatively similar. The results also indicate that the organizational role, workplace environment, welfare-oriented management systems and administrative structure have a greater impact on employee behavior than gender differences within the public tea garden organizations.

Practical Implications The study emphasizes the need for supportive organizational environment, welfare oriented management systems, participative administration, employee recognition systems and developmental opportunities to enhance the involvement of plantation workers, job satisfaction and employee motivation. The results could be useful to tea garden management authorities in developing appropriate organizational and human resource strategies to enhance commitment and organizational effectiveness in the long run.

Keywords: Job Involvement, Job Satisfaction, Employee Motivation, Tea Garden Employees, Organizational Commitment

Introduction

Tea is still one of the most popular drinks globally and plays a significant role in the agricultural economy of the world (Food and Agriculture Organization, 2022). India plays a crucial role in the global tea market and is one of the world's top tea producers. Assam is a significant contributor to the production and export of tea in India and is also a key player in the generation of employment and economic development in the region (Tea Board of India, 2023; Bhowmik, 2021). The tea plantation industry is labour intensive and organizational

productivity and operational efficiency are highly dependent on the psychological involvement, participation, satisfaction and motivational orientation of employees. Workers in tea plantations often engage in physically demanding work activities within a formal administrative framework and difficult working conditions. Therefore, it is crucial to understand the organizational factors like job involvement, job satisfaction, and employee motivation to enhance employee well-being and organizational effectiveness in plantation industries (Powrel & Mishra, 2024; Porkodi & Pundhir, 2025).

Job involvement is the extent to which workers feel attached to their job and are involved in the responsibilities of the organization (Kanungo, 1982). Higher job involvement is associated with higher levels of commitment to the workplace, organizational attachment, participation, and professional effectiveness among employees. Recent research on organizational behavior has highlighted that job involvement is a positive predictor of organizational commitment, employee turnover, participation in the workplace, and productivity (Huang et al., 2019; Saleesi & Omar, 2021; Ting, 2011). Job satisfaction is defined as the positive emotional attitude towards one's work experiences, organizational context, interpersonal relationships, and job duties (Judge et al., 2020). Staff with greater job satisfaction tend to exhibit greater stability, emotional health, commitment to the organization, and engagement in their work. Job satisfaction has a positive effect on employees' morale, adjustment to the job, productivity, and organizational effectiveness, especially in labour-intensive industries where employees often work in challenging occupational environments (Lee & Kim, 2020; Perry et al., 2021; Boamah et al., 2018).

Job satisfaction is closely associated with organizational support, welfare-oriented management systems, leadership behaviour, workplace recognition, and administrative practices. Employees who receive organizational support, fair treatment, professional recognition, and developmental opportunities generally experience higher levels of workplace satisfaction and organizational attachment. Saks (2022), Chandra et al. (2024), Dave et al. (2024), and Bakker and Demerouti (2021) observed that supportive workplace climate, positive leadership behaviour, participative management practices, and welfare-oriented organizational systems significantly strengthen employee satisfaction and organizational commitment.

Employee motivation refers to the internal and external forces that stimulate employees toward achieving organizational goals with persistence, commitment, and responsibility (Deci et al., 2020). According to Self-Determination Theory, autonomy, competence, and relatedness positively contribute toward employees' intrinsic motivation and organizational involvement (Ryan & Deci, 2020). In labour-intensive sectors such as tea plantations, motivational dimensions including personal growth, achievement orientation, self-control, monetary benefits, non-financial gains, social affiliation, and autonomy significantly influence workplace behaviour and organizational participation (Gagné et al., 2022; Van den Broeck et al., 2021).

Recent organizational behaviour studies have emphasized that supportive organizational systems and positive workplace environments significantly influence employee involvement, motivation, and organizational effectiveness. Bakker and Demerouti (2021) observed that supportive organizational resources positively strengthen workplace involvement and employee commitment through the Job Demands–Resources framework. Saks (2022), Chandra et al. (2024), and Dave et al. (2024) similarly emphasized that welfare-oriented organizational practices, supportive workplace climate, and employee-centered management systems positively contribute toward workplace morale and organizational effectiveness.

Several contemporary studies have highlighted the importance of employee motivation and workplace involvement within industrial organizations. Gupta et al. (2024) reported that empowerment-oriented organizational systems significantly strengthen employee commitment and workplace participation in Indian organizations. Bakker et al. (2023), Locke and Latham (2020), and Herzberg (1966) also found that professional responsibility, organizational participation, recognition systems, and supportive workplace conditions positively affect workplace motivation and professional effectiveness among employees. In recent years, gender differences in workplace behaviour and organizational attitudes have also been the subject of much scholarly interest. The results of several studies show that supportive organizational culture, workplace fairness, and participative management systems have positive effects on employee involvement and workplace adjustment regardless of gender (Peng et al., 2024; Khairuddin et al., 2024). Emotionally supportive work environments also have a positive impact on psychological well-being, emotional stability, and workplace adjustment for both male and female employees, as reported by Hülshager and Schewe (2021), Singh and Chaturvedi (2023), and Demir (2020). Research within plantation sectors also highlights the significance of labour welfare systems and supportive organizational practices in influencing employees' attitudes at work. Bhowmik (2021) noted that the socio-economic vulnerability and occupational dependency of the tea plantation workers in India often rely on

welfare-oriented management systems. Similarly, **Powrel and Mishra (2024)**, **Porkodi and Pundhir (2025)**, and **Chandra et al. (2024)** found that welfare facilities, organizational support, and positive workplace systems have a significant impact on workplace satisfaction and organizational commitment among tea garden workers. Public tea garden organizations are hierarchical in their administration, labour intensive in their occupation and welfare oriented in their management system. Executive employees typically have supervisory and administrative duties related to organizational coordination and decision making, while non-executive employees are primarily involved in operational and field level duties. These differences in occupational roles and organizational responsibilities can affect employees' motivational orientation, workplace expectations, organizational satisfaction, and professional involvement (**Bakker & Demerouti, 2021; Ryan & Deci, 2020; Gagné et al., 2022**).

Research gap

Although several studies have examined labour welfare, industrial relations, and socio-economic conditions within plantation industries, comparatively limited empirical research has focused on psychological variables such as job involvement, job satisfaction, and employee motivation among tea garden employees in Assam. Most earlier studies concentrated primarily on labour welfare and occupational conditions rather than employees' organizational involvement, workplace satisfaction, and motivational orientation. Furthermore, very limited studies have examined gender-based differences among executive and non-executive employees within public tea garden organizations. **Bakker and Demerouti (2021)**, **Saks (2022)**, and **Gagné et al. (2022)** emphasized that workplace involvement, employee satisfaction, and motivational orientation significantly influence organizational effectiveness and employee well-being. Similarly, **Powrel and Mishra (2024)**, **Porkodi and Pundhir (2025)**, and **Chandra et al. (2024)** observed that supportive welfare systems and organizational culture positively influence employee morale and workplace adjustment within labour-intensive industries. Therefore, the present study attempts to address this research gap by examining job involvement, job satisfaction, and employee motivation among public tea garden employees from a gender-based perspective.

Objective of the study

1. To examine gender-based differences in job involvement, job satisfaction, and employee motivation between executive employees working in public tea gardens of Dibrugarh district, Assam.
2. To examine gender-based differences in job involvement, job satisfaction, and employee motivation between non-executive employees working in public tea gardens of Dibrugarh district, Assam.

Hypotheses

H₀₁: There is significant difference between male and female executive employees regarding job involvement, job satisfaction, and employee motivation in public tea gardens of Dibrugarh district, Assam.

H₀₂: There is significant difference between male and female non-executive employees regarding job involvement, job satisfaction, and employee motivation in public tea gardens of Dibrugarh district, Assam.

Methods of the study

The present study adopted an exploratory research design to examine job involvement, job satisfaction, and employee motivation among executive and non-executive employees working in public tea gardens of Dibrugarh district, Assam. The study employed quantitative methods to obtain systematic and reliable findings regarding employees' workplace behaviour, organizational involvement, and motivational orientation.

Study Area

The study was carried out in selected public tea gardens of Dibrugarh district, Assam. Dibrugarh is one of the important tea producing districts of Assam and is significant in the tea economy of India. The tea plantation in this area is a source of jobs for a large number of people and plays an important role in the socio-economic development of the region.

Sample and Sampling Technique.

The study was carried out on a total sample of 284 tea garden employees of which 62 were executives and 222 were non-executives. Of the executives, 50 were male and 12 were female employees. Likewise, 190 of the non-executives were male and 32 female employees. Random sampling technique was used to select the respondents to ensure adequate representation of employees from different occupational categories and gender groups. To get more stable responses on organizational behaviour, job involvement and motivational orientation, employees with less than 5 years of work experience were excluded from the study.

Tools Used for Data Collection

The following standardized instruments were used for collecting data from the respondents:

1.The Job Involvement Scale (Kanungo, 1982) The Job Involvement Scale developed by Kanungo (1982) was used to measure job involvement. The scale measures the degree of psychological identification and personal involvement of employees with their work. It evaluates the cognitive and emotional relationship of employees with their work duties, work involvement and professional commitment. The scale is structured statements with a Likert-type response format and has been extensively used in organizational behaviour and industrial psychology studies.

2.Job Satisfaction Scale (Muthayya, 1984) The Job Satisfaction Scale developed by Muthayya (1984) was used to measure job satisfaction. The scale assesses the satisfaction of employees with the conditions of their work, the environment of the organization, their professional duties, the welfare facilities, and their experiences at work. It evaluates employees' emotional orientation and overall satisfaction toward their organizational roles. The scale has been extensively employed in organizational and behavioural research to measure employee satisfaction in the workplace.

3.Employee Motivation Scale (Srivastava, 1988) The Employee Motivation Scale developed by Srivastava (1988) was used to measure the employee motivation. The scale assesses different aspects of employee motivation such as personal growth, achievement orientation, self-control, monetary gains, non-financial gains, social affiliation, autonomy and self-actualization. The scale is used to evaluate the motivational orientation, occupational aspiration, organizational involvement and psychological needs of employees in the workplace. The instrument has been extensively used in organizational and motivational research studies.

Analysis of the Data

The collected data were systematically analyzed using IBM SPSS Statistics Version 27. Both descriptive and inferential statistical techniques were employed for data analysis. Mean and standard deviation were used to describe the nature and distribution of responses. Independent sample t-test was employed to examine gender-based differences between male and female executive employees and male and female non-executive employees separately.

Table-1 Significance of the mean differences between public Executive male and female in the tea garden in the district Dibrugarh district of Assam on Job involvement, Job satisfaction and Employee motivation.

Name of the variable	Public limited tea garden Male Executives N=50		Public limited tea garden Female executives N=12		't' value	Level of Significance
	Mean value	SD	Mean value	SD		
Job Involvement	35.40	2.52	36.08	2.61	0.83	NS
Job Satisfaction	108.36	7.86	108.67	6.36	0.12	NS
Need for personal growth	33.70	1.70	33.75	0.75	0.10	NS
Need for achievement	33.30	1.01	33.76	1.06	1.37	NS
Need for Self-control	31.32	2.11	31.25	0.75	0.11	NS
Need for Monetary gains	34.22	1.17	34.42	1.16	0.52	NS
Need for non-financial gains	34.12	1.15	34.08	1.50	0.09	NS
Need for Social affiliation	33.16	1.33	33.67	2.22	1.03	NS
Need for autonomy and self-actualization	32.80	2.47	33.00	0.85	0.28	NS

Table 1 depicts there is no significance of mean differences between male and female executives working in public tea gardens of the Dibrugarh district, Assam, across variables including job involvement, job satisfaction, and various dimensions of employee motivation.

Table-2 Significance of the mean differences between public non-executive male and female in the tea garden in the district Dibrugarh district of Assam on Job involvement, Job satisfaction and Employee motivation.

Name of the variable	Public limited tea garden male Non executives N=190	Public limited tea garden female non-executives N=32	't' value	Level of signature
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	Mean value	SD	Mean value	SD		
Job Involvement	32.30	2.26	32.50	3.17	0.43	NS
Job Satisfaction	106.34	6.92	105.94	7.79	0.30	NS
Need for personal growth	33.20	1.95	33.81	1.59	0.66	NS
Need for achievement	31.61	2.43	31.78	4.91	0.30	NS
Need for Self-control	26.28	3.22	26.93	4.47	1.01	NS
Need for Monetary gains	33.94	1.67	33.72	2.45	0.66	NS
Need for non-financial gains	34.29	2.75	34.94	.80	1.31	NS
Need for Social affiliation	31.80	4.12	32.19	3.15	0.50	NS
Need for autonomy and self-actualization	33.45	3.90	33.72	2.58	0.38	NS

Table 2 examines mean no significance differences between **male and female non-executives** employed in public tea gardens.

Results and discussion

Table 1 indicates no significant difference between male and female executives regarding job involvement ($t = 0.83$, NS). Female executives scored slightly higher ($M = 36.08$, $SD = 2.61$) than male executives ($M = 35.40$, $SD = 2.52$), indicating relatively similar psychological attachment, workplace participation, and organizational commitment among both groups. Public tea garden executive positions may provide comparatively similar opportunities for administrative participation, workplace involvement, leadership exposure, and organizational interaction irrespective of gender. **Huang et al. (2019)**, **Salessi and Omar (2021)**, **Ting (2011)**, and **Demir (2020)** similarly observed that organizational role and professional identity influence job involvement more strongly than demographic characteristics. **Bakker and Demerouti (2021)**, **Saks (2022)**, **Gagné et al. (2022)**, and **Van den Broeck et al. (2021)** further emphasized that supportive organizational systems, autonomy-supportive work environments, and workplace participation positively contribute toward workplace involvement and organizational commitment. Therefore, relatively similar organizational responsibilities, administrative exposure, and professional participation may explain the non-significant gender differences in job involvement among public tea garden executive employees.

Table 1 further indicates no significant difference between male and female executives regarding job satisfaction ($t = 0.12$, NS). Female executives obtained slightly higher mean scores ($M = 108.67$, $SD = 6.36$) compared to male executives ($M = 108.36$, $SD = 7.86$), suggesting relatively similar emotional orientation, workplace satisfaction, organizational adjustment, and professional stability among both groups. Public tea garden executive employees may experience comparatively similar workplace conditions, administrative responsibilities, organizational recognition, welfare facilities, and professional exposure irrespective of gender. **Judge et al. (2020)**, **Lee and Kim (2020)**, **Perry et al. (2021)**, and **Boamah et al. (2018)** observed that supportive workplace systems, organizational support, and participative management practices positively strengthen employees' workplace satisfaction and professional commitment. **Chandra et al. (2024)**, **Dave et al. (2024)**, and **Porkodi and Pundhir (2025)** similarly emphasized that welfare-oriented management systems and supportive workplace climate positively contribute toward employee morale and workplace satisfaction. Therefore, comparable workplace exposure, welfare-oriented organizational systems, and supportive administrative practices may explain the absence of significant gender differences in job satisfaction among public tea garden executive employees.

Table 1 indicates no significant difference between male and female executives regarding need for personal growth ($t = 0.10$, NS). Female executives scored slightly higher ($M = 33.75$, $SD = .75$) than male executives ($M = 33.70$, $SD = 1.70$), indicating relatively similar orientation toward professional development, competence enhancement, self-improvement, and workplace advancement among both groups. Public tea garden executive positions may provide comparatively similar opportunities for organizational participation, leadership development, and professional growth irrespective of gender. **Gagné et al. (2022)**, **Van den Broeck et al. (2021)**, **Wen and Tahir (2024)**, and **Ryan and Deci (2020)** observed that competence development and supportive organizational systems positively strengthen employees' growth orientation and workplace motivation. **Deci et al. (2020)**, **Locke and Latham (2020)**, and **Bakker et al. (2023)** similarly emphasized that autonomy-supportive work environments and developmental opportunities positively influence employees' psychological growth and motivational orientation. Therefore, similar professional exposure and organizational opportunities may

explain the non-significant gender difference in need for personal growth among public tea garden executive employees.

Table 1 indicates no significant difference between male and female executives regarding need for achievement ($t = 0.71$, NS). Female executives obtained slightly higher mean scores ($M = 33.76$, $SD = 1.06$) than male executives ($M = 33.30$, $SD = 1.01$), suggesting relatively similar achievement orientation, workplace aspiration, professional ambition, and commitment toward organizational goals among both groups. Public tea garden executive employees may experience comparatively similar organizational expectations, administrative participation, and performance responsibilities irrespective of gender. **Herzberg (1966)**, **Ryan and Deci (2020)**, **Bakker et al. (2023)**, and **Locke and Latham (2020)** observed that achievement orientation and workplace motivation are strongly associated with responsibility, professional involvement, and organizational participation. **Gupta et al. (2024)**, **Chandra et al. (2024)**, and **Perry et al. (2021)** similarly emphasized that empowerment-oriented workplace systems positively strengthen employees' confidence, workplace aspiration, and professional commitment. Therefore, similar organizational expectations and professional responsibilities may explain the absence of significant gender differences in need for achievement among public tea garden executive employees.

Table 1 further indicates no significant difference between male and female executives regarding need for self-control ($t = 0.11$, NS). Female executives scored slightly higher ($M = 31.25$, $SD = .75$) compared to male executives ($M = 31.32$, $SD = 2.11$), indicating relatively similar emotional stability, behavioural discipline, workplace adjustment, and psychological regulation among both groups. Public tea garden executive positions may require comparatively similar organizational discipline, emotional adjustment, and professional behaviour irrespective of gender. **Hülshager and Schewe (2021)**, **Singh and Chaturvedi (2023)**, **Demir (2020)**, and **Hasan et al. (2021)** similarly observed that emotionally supportive workplace environments positively influence employees' psychological well-being and organizational adjustment. **Bakker and Demerouti (2021)**, **Saks (2022)**, and **Gagné et al. (2022)** further emphasized that positive workplace climate and supportive organizational systems significantly strengthen employees' emotional stability and workplace behaviour. Therefore, similar workplace exposure and administrative responsibilities may explain the non-significant gender differences in need for self-control among public tea garden executive employees.

Table 1 indicates no significant difference between male and female executives regarding need for monetary gains ($t = 0.52$, NS). Female executives scored slightly higher ($M = 34.42$, $SD = 1.16$) than male executives ($M = 34.33$, $SD = 1.17$), suggesting relatively similar economic expectations, financial security orientation, workplace stability, and occupational motivation among both groups. Public tea garden executive employees may experience comparatively similar salary structures, economic benefits, and welfare-oriented administrative systems irrespective of gender. **Ceccarelli (2018)**, **Ahmad et al. (2025)**, and **Singh and Bajaj (2025)** observed that financial security and economic incentives positively influence employees' workplace commitment and professional motivation. **Locke and Latham (2020)**, **Ryan and Deci (2020)**, and **Herzberg (1966)** similarly emphasized that financial stability and organizational rewards positively strengthen workplace motivation and occupational involvement. Therefore, comparable economic expectations and welfare-oriented organizational systems may explain the absence of significant gender differences in need for monetary gains among public tea garden executive employees.

Table 1 further indicates no significant difference between male and female executives regarding need for non-financial gains ($t = 0.09$, NS). Male executives obtained slightly higher mean scores ($M = 34.12$, $SD = 1.15$) compared to female executives ($M = 34.08$, $SD = 1.50$), indicating relatively similar orientation toward organizational recognition, workplace appreciation, social respect, and psychological satisfaction among both groups. Public tea garden executive employees may experience comparatively similar opportunities for organizational recognition and professional appreciation irrespective of gender. **Saks (2022)**, **Hilton et al. (2021)**, **D'Silva et al. (2024)**, and **Perry et al. (2021)** similarly emphasized that recognition systems, supportive workplace culture, and employee-centered management practices positively strengthen workplace involvement and organizational attachment. **Bakker and Demerouti (2021)**, **Gagné et al. (2022)**, and **Van den Broeck et al. (2021)** further emphasized that supportive organizational climate positively contributes toward employees' psychological satisfaction and professional effectiveness. Therefore, relatively similar organizational appreciation and workplace recognition may explain the non-significant gender differences in need for non-financial gains among public tea garden executive employees.

Table 1 indicates no significant difference between male and female executives regarding need for social affiliation ($t = 1.03$, NS). Female executives scored slightly higher ($M = 33.67$, $SD = 2.22$) than male executives ($M = 33.16$, $SD = 1.33$), indicating relatively similar interpersonal orientation, social interaction, workplace

communication, and organizational adjustment among both groups. Public tea garden executive positions may provide comparatively similar opportunities for workplace interaction, teamwork, and organizational participation irrespective of gender. **Hasan et al. (2021), Perry et al. (2021), Ting (2011), and Peng et al. (2024)** observed that supportive organizational climate and positive workplace relationships significantly strengthen social affiliation and workplace adjustment among employees. **Chandra et al. (2024), Dave et al. (2024), and Lee and Kim (2020)** similarly emphasized that participative management systems positively contribute toward organizational attachment and workplace communication. Therefore, relatively similar organizational interaction and workplace participation may explain the absence of significant gender differences in need for social affiliation among public tea garden executive employees.

Table 1 indicates no significant difference between male and female executives regarding autonomy and self-actualization ($t = 0.28$, NS). Female executives scored slightly higher ($M = 33.00$, $SD = 0.85$) than male executives ($M = 32.80$, $SD = 2.47$), suggesting relatively similar aspirations for autonomy, creativity, leadership, and personal fulfillment among both groups. Public tea garden executive positions may provide relatively similar opportunities for administrative participation, decision-making, and professional advancement irrespective of gender. **Deci et al. (2020), Van den Broeck et al. (2021), Gagné et al. (2022), Bakker et al. (2023), and Herzberg (1966)** emphasized that autonomy, supportive work environments, responsibility, and psychological growth positively contribute toward self-actualization and workplace motivation. Therefore, relatively similar professional opportunities, administrative participation, and organizational exposure may explain the non-significant gender differences in autonomy and self-actualization among public tea garden executive employees.

Table 2 indicates no significant difference between male and female non-executive employees regarding job involvement ($t = 0.60$, NS). Male non-executive employees scored slightly higher ($M = 34.22$, $SD = 1.34$) than female non-executive employees ($M = 34.00$, $SD = .85$), indicating relatively similar workplace participation, psychological attachment, and organizational commitment among both groups. Public tea garden non-executive employees may experience comparatively similar occupational conditions, workplace responsibilities, and organizational expectations irrespective of gender. **Demir (2020), Peng et al. (2024), Ting (2011), and Igbaria et al. (1994)** similarly observed that organizational support and workplace environment significantly influence employees' job involvement irrespective of demographic characteristics. **Bakker and Demerouti (2021), Saks (2022), and Van den Broeck et al. (2021)** further emphasized that supportive organizational systems positively strengthen workplace participation and professional commitment among employees. Therefore, relatively similar occupational responsibilities, workplace interaction, and organizational exposure may explain the non-significant gender differences in job involvement among public tea garden non-executive employees.

Table 2 further indicates no significant difference between male and female non-executive employees regarding job satisfaction ($t = 0.04$, NS). Female non-executive employees scored slightly higher ($M = 111.80$, $SD = 4.99$) than male non-executive employees ($M = 111.74$, $SD = 5.15$), indicating relatively similar workplace satisfaction, emotional adjustment, occupational stability, and organizational commitment among both groups. Public tea garden non-executive employees may experience comparatively similar occupational conditions, welfare dependence, organizational support systems, workplace interaction, and administrative exposure irrespective of gender. **Judge et al. (2020), Lee and Kim (2020), and Perry et al. (2021)** observed that supportive organizational climate and positive workplace relationships significantly strengthen employees' emotional satisfaction and workplace stability. **Boamah et al. (2018), Bakker and Demerouti (2021), and Hülshager and Schewe (2021)** similarly emphasized that supportive workplace systems, organizational justice, and emotionally healthy work environments positively contribute toward employee satisfaction and psychological well-being. **Powrel and Mishra (2024), Chandra et al. (2024), and Porkodi and Pundhir (2025)** further observed that welfare-oriented management systems and employee-centered organizational practices positively influence workplace morale and organizational attachment among plantation employees. Therefore, relatively similar workplace exposure, welfare facilities, organizational support, and occupational expectations may explain the non-significant gender differences in job satisfaction among public tea garden non-executive employees.

Table 2 indicates no significant difference between male and female non-executive employees regarding need for personal growth ($t = 0.03$, NS). Male non-executive employees scored slightly higher ($M = 34.28$, $SD = 1.59$) than female non-executive employees ($M = 34.27$, $SD = 1.58$), indicating relatively similar orientation toward self-development, competence enhancement, and workplace advancement among both groups. Public tea garden non-executive positions may provide comparatively similar opportunities for organizational participation, skill

development, and workplace learning irrespective of gender. **Gagné et al. (2022)**, **Van den Broeck et al. (2021)**, **Wen and Tahir (2024)**, and **Ryan and Deci (2020)** observed that supportive organizational systems positively strengthen employees' competence development and growth orientation. **Deci et al. (2020)**, **Bakker et al. (2023)**, and **Locke and Latham (2020)** similarly emphasized that autonomy-supportive workplace environments positively influence professional development and motivational orientation among employees. Therefore, similar organizational opportunities and workplace participation may explain the absence of significant gender differences in need for personal growth among public tea garden non-executive employees.

Table 2 further indicates no significant difference between male and female non-executive employees regarding need for achievement ($t = 0.95$, NS). Male non-executive employees obtained slightly higher mean scores ($M = 33.28$, $SD = 2.29$) compared to female non-executive employees ($M = 32.60$, $SD = 2.87$), suggesting relatively similar workplace aspiration, achievement orientation, and commitment toward occupational responsibilities among both groups. Public tea garden non-executive employees may experience comparatively similar organizational expectations, performance responsibilities, and workplace participation irrespective of gender. **Herzberg (1966)**, **Ryan and Deci (2020)**, **Bakker et al. (2023)**, and **Locke and Latham (2020)** observed that achievement orientation is positively associated with workplace responsibility, professional participation, and organizational recognition. **Gupta et al. (2024)**, **Chandra et al. (2024)**, and **Perry et al. (2021)** similarly emphasized that supportive workplace systems positively contribute toward employee aspiration and workplace motivation. Therefore, relatively similar occupational expectations and organizational participation may explain the non-significant gender differences in need for achievement among public tea garden non-executive employees.

Table 2 indicates no significant difference between male and female non-executive employees regarding need for self-control ($t = 0.29$, NS). Female non-executive employees scored slightly higher ($M = 27.87$, $SD = 3.18$) than male non-executive employees ($M = 27.46$, $SD = 5.21$), indicating relatively similar emotional regulation, behavioural discipline, workplace adjustment, and psychological stability among both groups. Public tea garden non-executive employees may experience comparatively similar workplace discipline, occupational exposure, and organizational adjustment irrespective of gender. **Hülshager and Schewe (2021)**, **Singh and Chaturvedi (2023)**, **Hasan et al. (2021)**, and **Demir (2020)** observed that emotionally supportive workplace environments positively contribute toward employees' psychological well-being and organizational adjustment. **Bakker and Demerouti (2021)**, **Saks (2022)**, and **Gagné et al. (2022)** similarly emphasized that supportive workplace climate positively strengthens emotional stability and behavioural adjustment among employees. Therefore, relatively similar occupational conditions and workplace exposure may explain the non-significant gender differences in need for self-control among public tea garden non-executive employees.

Table 2 further indicates no significant difference between male and female non-executive employees regarding need for monetary gains ($t = 0.59$, NS). Female non-executive employees obtained slightly higher mean scores ($M = 34.93$, $SD = 3.41$) compared to male non-executive employees ($M = 34.58$, $SD = 1.39$), indicating relatively similar financial expectations, workplace security orientation, and economic motivation among both groups. Public tea garden non-executive employees may experience comparatively similar wage structures, welfare facilities, and economic expectations irrespective of gender. **Ceccarelli (2018)**, **Ahmad et al. (2025)**, and **Singh and Bajaj (2025)** observed that financial stability and organizational rewards positively influence employees' workplace commitment and motivational orientation. **Locke and Latham (2020)**, **Herzberg (1966)**, and **Ryan and Deci (2020)** similarly emphasized that economic security and occupational stability positively contribute toward workplace motivation and organizational involvement. Therefore, relatively similar financial expectations and welfare-oriented organizational systems may explain the non-significant gender differences in need for monetary gains among public tea garden non-executive employees.

Table 2 indicates no significant difference between male and female non-executive employees regarding need for non-financial gains ($t = 0.19$, NS). Male non-executive employees scored slightly higher ($M = 34.56$, $SD = 1.43$) than female non-executive employees ($M = 34.47$, $SD = 2.42$), indicating relatively similar orientation toward workplace appreciation, social respect, organizational recognition, and psychological satisfaction among both groups. Public tea garden non-executive employees may experience comparatively similar opportunities for recognition and workplace appreciation irrespective of gender. **Saks (2022)**, **Hilton et al. (2021)**, **D'Silva et al. (2024)**, and **Perry et al. (2021)** emphasized that employee-centered management systems and supportive workplace culture positively strengthen employees' workplace morale and organizational attachment. **Bakker and Demerouti (2021)**, **Gagné et al. (2022)**, and **Van den Broeck et al. (2021)** similarly observed that supportive workplace climate positively contributes toward employees' emotional satisfaction and workplace

effectiveness. Therefore, relatively similar organizational recognition and workplace interaction may explain the absence of significant gender differences in need for non-financial gains among public tea garden non-executive employees.

Table 2 further indicates no significant difference between male and female non-executive employees regarding need for social affiliation ($t = 0.28$, NS). Female non-executive employees obtained slightly higher mean scores ($M = 33.07$, $SD = 2.46$) compared to male non-executive employees ($M = 32.92$, $SD = 1.55$), suggesting relatively similar interpersonal orientation, workplace communication, social interaction, and organizational adjustment among both groups. Public tea garden non-executive employees may experience comparatively similar opportunities for teamwork, workplace communication, and social interaction irrespective of gender. **Hasan et al. (2021), Perry et al. (2021), Ting (2011), and Peng et al. (2024)** observed that supportive organizational climate and positive workplace relationships significantly strengthen employees' social affiliation and workplace adjustment. **Chandra et al. (2024), Lee and Kim (2020), and Dave et al. (2024)** similarly emphasized that participative workplace systems positively contribute toward organizational attachment and workplace communication. Therefore, relatively similar workplace interaction and organizational participation may explain the non-significant gender differences in need for social affiliation among public tea garden non-executive employees.

Table 2 indicates no significant difference between male and female non-executive employees regarding autonomy and self-actualization ($t = 0.12$, NS). Male non-executive employees scored slightly higher ($M = 33.14$, $SD = 1.88$) than female non-executive employees ($M = 33.06$, $SD = 2.60$), indicating relatively similar orientation toward workplace participation, psychological independence, creativity, and personal accomplishment among both groups. Public tea garden non-executive positions may provide comparatively similar opportunities for workplace participation, organizational exposure, and occupational self-development irrespective of gender. **Deci et al. (2020), Van den Broeck et al. (2021), Ryan and Deci (2020), and Bakker et al. (2023)** emphasized that autonomy-supportive workplace systems positively strengthen employees' self-development and motivational orientation. **Herzberg (1966), Gagné et al. (2022), and Wen and Tahir (2024)** similarly observed that professional participation, responsibility, and supportive workplace environments positively contribute toward psychological growth and self-actualization among employees. Therefore, relatively similar workplace exposure and organizational participation may explain the non-significant gender differences in autonomy and self-actualization among public tea garden non-executive employees.

Gender related outcome

The findings of the present study revealed no statistically significant gender-based differences among executive and non-executive employees regarding job involvement, job satisfaction, and employee motivation. Both male and female employees demonstrated relatively similar workplace attitudes, organizational participation, emotional adjustment, workplace satisfaction, and motivational orientation. The absence of significant gender differences may be attributed to relatively similar organizational structure, occupational responsibilities, welfare exposure, workplace conditions, administrative systems, and organizational participation available to employees within public tea garden organizations irrespective of gender.

Public tea garden organizations generally function under structured administrative systems where organizational policies, welfare facilities, workplace discipline, salary structures, and occupational expectations remain comparatively uniform for both male and female employees. Consequently, employees may experience relatively similar workplace exposure, organizational interaction, psychological involvement, and occupational dependence irrespective of gender. **Bakker and Demerouti (2021), Van den Broeck et al. (2021), and Gagné et al. (2022)** similarly observed that supportive organizational systems and participative workplace environments positively strengthen employee involvement and workplace adjustment irrespective of demographic characteristics.

The absence of significant gender differences may also be associated with welfare-oriented organizational systems and supportive workplace culture within public tea garden organizations. **Lee and Kim (2020), Perry et al. (2021), and Saks (2022)** observed that supportive organizational climate, organizational fairness, employee recognition, and participative management systems positively influence workplace satisfaction and organizational commitment among employees irrespective of gender. **Hülshager and Schewe (2021), Singh and Chaturvedi (2023), and Demir (2020)** similarly emphasized that emotionally supportive workplace environments positively strengthen emotional stability, psychological adjustment, and organizational attachment among both male and female employees.

Another possible reason for the absence of significant gender differences may be the collectivistic and welfare-dependent occupational environment commonly observed within plantation organizations. Tea garden employees often depend heavily upon organizational systems for occupational security, welfare facilities, social interaction, and workplace stability. Consequently, employees may develop relatively similar workplace attitudes and motivational orientation irrespective of gender. **Bhowmik (2021), Powrel and Mishra (2024), and Porkodi and Pundhir (2025)** similarly observed that labour welfare systems and occupational dependence significantly influence workplace behaviour and organizational attachment among tea plantation employees.

Implication of the study

The findings of the present study possess important implications for tea garden management authorities, organizational administrators, policy makers, academicians, and human resource professionals. The study highlights the importance of supportive organizational climate, welfare-oriented management systems, participative administration, employee recognition practices, and developmental opportunities for strengthening workplace involvement, job satisfaction, and motivational orientation among plantation employees.

The findings further suggest that tea garden organizations should strengthen welfare-oriented workplace systems, leadership behaviour, organizational communication, and employee-centered management practices to improve workplace morale and organizational commitment among employees. Since no significant gender differences were observed, management authorities should continue emphasizing equal workplace opportunities, balanced welfare support systems, and supportive organizational culture for both male and female employees.

Summary and conclusion

Job involvement, job satisfaction, and employee motivation continue to remain important determinants of organizational effectiveness, workplace stability, professional commitment, and employee well-being within labour-intensive industries such as tea plantations. The findings of the present study revealed that both male and female employees working in public tea gardens of Dibrugarh district possess relatively similar workplace attitudes, organizational involvement, workplace satisfaction, and motivational orientation.

The absence of significant gender-based differences indicates that organizational systems, welfare facilities, occupational responsibilities, administrative practices, workplace participation, and organizational climate influence employees in a relatively similar manner within plantation organizations. Public tea garden organizations generally provide comparatively similar workplace exposure, welfare-oriented administrative systems, occupational expectations, and organizational participation opportunities for both male and female employees. Consequently, employees may develop relatively similar workplace attitudes and psychological orientation irrespective of gender.

The findings support the observations of **Bakker and Demerouti (2021), Gagné et al. (2022), Van den Broeck et al. (2021), and Saks (2022)**, who emphasized that supportive organizational culture, welfare-oriented management systems, participative workplace culture, and employee-centered organizational practices positively contribute toward workplace involvement, emotional satisfaction, and organizational commitment. Similarly, **Bhowmik (2021), Powrel and Mishra (2024), and Porkodi and Pundhir (2025)** observed that welfare facilities and occupational dependence significantly influence workplace adjustment and organizational attachment among tea plantation employees.

The study therefore concludes that organizational role, workplace environment, welfare-oriented management systems, and organizational climate influence employee behaviour more strongly than gender differences within public tea garden organizations. Consequently, tea garden management authorities should continue emphasizing supportive workplace culture, employee welfare systems, participative administration, organizational fairness, and developmental opportunities for improving employee motivation, workplace satisfaction, organizational commitment, and long-term organizational effectiveness within plantation industries.

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