

EMPLOYEE MOTIVATION AND ORGANIZATIONAL COMMITMENT OF WORKERS IN PUBLIC AND PRIVATE LIMITED TEA GARDEN OF ASSAM: A COMPARATIVE STUDY.

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Abstract

Motivation positively affects work performance because if employees are not motivated to work, they will not exhibit positive work behavior. Organizational commitment serves as an example of the relationship between a worker and the company. Organizational commitment is attained when both the business and the person are concerned in maintaining their working relationship. In this research a comparative study was conducted on employee motivation and organizational commitment of public and private limited tea garden workers of Assam, India. Two different questionnaires were administered for data collection. (1) Questionnaire on organizational commitment developed by Hyde and Roy (2006). (2) Questionnaire on employee motivation developed by Srivastava (1988). For this study, a total of 238 workers were chosen as respondents. Out of 238 respondents 100 respondents were chosen from public limited and 138 respondents were chosen from private limited tea garden of Assam. Out of 100 public tea garden workers, 46 were male and 54 were female. Similarly, 76 of the 138 employees at private tea gardens were women compared to 62 men. The method of random sampling was used to collect the information. The respondents' age ranged from 22 to 52 years. The main objective of this study is to find out the significant difference between public and private Ltd. tea garden workers. SPSS (Statistical Package for Social Sciences) were employed for data analysis. Data were analyzed based on descriptive statistics including 't' test to see the significant differences between two public and private Ltd. tea garden workers, and Inferential statistics –ANOVA to see the significant differences between four groups of employees (Public male & female and Private male and female). In terms of employee motivation and organizational commitment, the 't' results demonstrate that there is a considerable difference between public and private, public male and female, and private male and female tea garden workers. ANOVA result shows the significant difference among the four groups.

Keywords: Employee motivation, Organizational commitment, Tea garden workers, Public and private limited tea garden, Comparative Study.

Introduction:

Each organization uses resources such as people, machines, materials, and money to carry out its tasks. The only resource that is alive and generating resources is human; all other resources are nonliving. Manpower makes use of other resources and produces. Other resources are useless and unable to produce anything if labor is not accessible. Out of all the production elements, labor has the highest priority, is the most important factor, and is crucial for both productivity and quality. If other nonliving aspects aren't taken into consideration, it could lead to a slight decline in profitability. But it can be dangerous to ignore human resources. Enhancing the working environment and fostering staff integration both contribute to increasing employee productivity. The human resources in an organization have are extremely important. Without human resources, an organization wouldn't function, and without them, nothing would be done (Alkalha et al., 2012). Effective motivation at the various organizational levels is crucial for fostering employee happiness and dedication (Tella et al., 2007). Mohsen et al. (2004) remarked staff commitment and motivation are essential for a company to succeed. Organizations consider highly engaged employees to be a valuable asset since they are driven to succeed (Denton, 1987). According to Denton (1987), maintaining employee excitement, dedication, and job engagement is always advantageous to a company since highly motivated employees are more productive.

Organizational Commitment:

Commitment is seen as an important factor that determines the success of the organization. The importance given to commitment stems from the fact that it aids organizations to retain more staff and thereby increase in achievement, productivity, and effectiveness. Recently, substantial attention has been directed toward organizational commitment as the attitudinal part of the relationship. The reason behind using organizational commitment is that commitment is presumed to be a relatively stable employee attitude that may disclose reliable linkages between attitudes and behavior (Angle and Perry, 1981). Therefore, no organization can perform at high levels unless each employee is committed to the organization's objectives and performs as an effective team member (Shahid and Azhar, 2013).

Chughtai and Zafar (2006) claimed that developing and encouraging organizational commitment among the academic staff is important as employees that are committed would remain attached to their organization, perform better, and engage in organizational citizenship behavior. Several factors make up organizational commitment such as the belief and acceptance of the goals, values and objectives of the organization, the employee's wish to endeavor for the organization, and a strong desire to remain within it. As such, it can be concluded that one of the most important concepts determining teachers' interest towards the academic institution is the level of organizational commitment. This study aims to investigate the relationship between organizational commitment of faculty members and subsequent organizational effectiveness at Zarqa University.

The rest of this paper is organized as follows, a review of the literature is provided regarding the two variables organizational commitment and organizational effectiveness,

followed by the research methodology, data analysis and results, and ending with the discussion of the results and the conclusion obtained from these results.

Literature Review

Organizational Commitment

Organizations depend to a large extent on the human resources it possesses. Human resources are considered as the main element that makes an organization tick, without them nothing in the organization would get done (Alkalha et al., 2012). Attracting and retaining the best is the goal of every organization, but this is easier said than done. One of the major problems organizations face is the loss of their human resources. When employees leave the organization, it doesn't only mean a reduction in the number of employees, but also the loss of knowledge and experiences they have accumulated over the years (Shannak et al., 2010; 2012a, 2012b; Kanaan et al., 2013; Obeidat et al., 2014; Masa'deh et al., 2013a, 2013b, 2015a; Masa'deh et al., 2015b; Obeidat et al., 2017). Furthermore, the loss of human resources may not only be physical, it may also mean that the employee is present physically, but is absent-minded most of the time thinking of their own problems. This may also cause a problem for organizations as employees are not giving their all to their work and the organization. Therefore, organizational commitment is regarded as a crucial and desirable element in employees' behavior, but one that is seen as elusive in workplaces and organizations (Aladwan et al., 2013). As a result, a large amount of research has been devoted to understanding the nature, antecedents, and consequences of organizational commitment (Chughtai and Zafar, 2006).

The importance given to organizational commitment may be attributed to the fact that organizational commitment leads to several favorable outcomes for both individuals and organizations (Chiu and Ng, 2015). Organizational commitment has also gained interest as it is seen as the core component for cooperation and consensus in a functionally cohesive organization. It is suggested that employees are more empowered to serve the common goal in strong, cohesive organizations, while the attractiveness of values brings the members of the organization closer together. As such, it can be concluded that having loyal employees is very important for organizations since there is evidence that loyal employees add to the value of an organization, which help in attracting and retaining the very best individuals (Al-Qarioti and Enezi, 2004). This importance has been recognized since the 1960s by several workplace scholars. Since then, organizational commitment has become one of the most frequently studied organizational construct. As a consequence of this long history, many conceptualizations emerged for organizational commitment (Kell and Motouidlo, 2013).

Commitment can be defined as the attachment, identification, or loyalty to the entity of commitment (Singh and Gupta, 2015). According to Meyer and Herscovitch (2001), commitment is an obliging force that directs behavior. It is anything more than a motive to engage in a particular course of action, or a positive attitude toward the entity that encourages the person to act in a way that benefits that entity.

Commitment is seen as an important factor that determines the success of the organization. The importance given to commitment stems from the fact that it aids organizations to retain more staff and thereby increase in achievement, productivity, and effectiveness. Recently, substantial attention has been directed toward organizational commitment as the attitudinal part of the relationship. The reason behind using organizational commitment is that commitment is presumed to be a relatively stable employee attitude that may disclose reliable linkages between attitudes and behavior (Angle and Perry, 1981). Therefore, no organization can perform at high levels unless each employee is committed to the organization's objectives and performs as an effective team member (Shahid and Azhar, 2013).

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Commitment can be defined as the attachment, identification, or loyalty. It is thought that commitment plays a crucial role in organizational progress. One tool manager can use to assess how closely staff members identify with company objectives and feel a connection to their place of employment is corporate commitment (Zayas-Ortiz et al., 2015). Because it enables businesses to retain more workers, which boosts success, productivity, and effectiveness, commitment is prized so highly. One of the major problems that firms face is the loss of human capital. A number of studies (Obeidat et al., 2017; Kanaan et al., 2013; Shannak et al., 2010; 2012 ; 2014; Masa'deh et al., 2013, 2015) have found that when employees leave a company, it doesn't merely signify a decline in the loss of human resources can also be mental or emotional; it could also indicate that an employee is there physically but frequently absentminded or distracted with personal matters. Employees who don't give their all to their jobs and the company can also cause problems for organizations. As a result, organizational commitment is seen to be an important and desirable component in workers conduct, but one that is difficult to achieve in offices and companies (Aladwan et al., 2013). As a result, numerous studies have been conducted to better realize the character, causes, and impacts of organizational commitment (Chughtai and Zafar, 2006). Given that it has a lot of favorable effects on both people and companies, organizational commitment is significant (Chiu and Ng, 2015). Because it is believed to be a necessary component for agreement and cooperation in a functionally cohesive organization, interest in organizational commitment has also grown. Interest in organizational commitment has increased as well because it is thought to be the essential element for consensus and collaboration in a functionally coherent organization. It is hypothesized that in strong, cohesive organizations, employees are more empowered to serve the common objective, and that the allure of the organization's principles draws its members closer together. The definition of commitment is the identification with or loyalty to the object of the commitment (Singh and Gupta, 2015).

When it comes to inspiring and keeping employees, managers' jobs and those of the company's human resources department have become more complicated in the twenty-first century (Idris,

2014). Managers now have greater challenges in retaining talent and creating an environment where such employees can contribute as long-term assets to the company because of the globalization of the workforce brought about by developments in computer technology and telecommunication (Singh & Gupta, 2015).

Organizational commitment is viewed as a serious issue because it is directly related to employee performance (Jaramillo et al. 2005; Meyer et al. 1993; Siders et al.2001; Meyer et al. 2002; Meyer et al.1989). Organizational commitment serves as an example of the relationship between a worker and the company. Organizational commitment is attained when both the business and the person are concerned in maintaining their working relationship (Tharikh et al. 2016). In order to maximize employees' performance, organizational commitment is crucial since employees' demands and ambitions must align with those of the organization (Devece et al.2016). It is a "mental condition that affects the employee's decision over whether to keep his membership in the organization" (Dominic & Salim, 2018).

Therefore, numerous studies have shown that organizational commitment influences employee productivity and efficiency, which in turn affects the effectiveness of the organization. This study also reveal that workers with higher organizational obligation are more helpful and creative than those with lower levels (Nadler et al. 1980; Mirvis and Lawler III 1984; Martel and Dupuis 2006). Employees who are more dedicated to the company will put more effort into doing their duties well.

Employee Motivation:

The main thing is that propels someone to take action is motivation. Motivation positively affects work performance because if employees are not motivated to work, they will not exhibit positive work behavior. It increases an individual skill and motivates to work as a multiplier effect. Motivation is a crucial element since it encourages people to give their all and helps the company reach its objectives. Motivation was defined as "a set of energetic forces that are created both within, as well as beyond, an individual's existence, to launch work-related behavior and to govern its form, direction, intensity, and duration" in Ferris, Hochwarter, and Wright's article from 2019. Employee motivation, in the opinion of Mulyani, Sari, and Sari (2019), is the driving force behind workers' completion of several actions, which in turn leads to the attainment of definite goals. Moreover, motivation has an impact on how actions related to the workplace are aroused, directed, and maintained; in one's movement, it is a stimulating desire and willingness to work. The psychological process that animates and sustains human action regarding work, a task, or a project can also be thought of as employee motivation (Hitka, Rozsa, Potkany, & Lizbetionova, 2019). According to Sabbagha, Ledimo, and Martins (2018), employee motivation is the term used to describe the effort made by staff members to forward organizational objectives; more specifically, it refers to the work they are willing to make if their needs are also met. Employees of a company put forth an effort, dedication, and creativity in their work (Joseph, 2015). According to Zameer (2014), work design and rewards are two kinds of approaches that can be used to motivate employees. Job design comprises establishing activities that are

exciting and difficult for the workers while also being effective and efficient in boosting work achievement. According to Uzonna (2013), psychological and external benefits, such as a sense of success that makes an individual think good, are the sources of intrinsic drive. Extrinsic motivation is the outcome of outside or material rewards that individuals might bestow, such as monetary compensation, bonuses, and awards. To increase productivity and maintain their competitiveness, businesses must inspire and maintain employee motivation. People who are given tasks occasionally feel inspired and work diligently in accordance (Ludivine, 2002). Motivated workers can positively influence an organization's bottom line and transform the workplace from a "pick up a paycheck" location to a place where employees look forward to interacting (Nandanwar , Surnis, Nandanwar 2010). Mansoor (2008) believes that creating an environment in which workers are driven to work hard is essential to motivation. Therefore, businesses should inspire their staff to improve competitive advantages and accomplish the vision and objective of the company (Philip, Yu-Fang, Liang-Chih, 2007).

An organization can benefit from having motivated workers because their success closely correlates with the success of the company. Intangible, hard to quantify, and hard to control, motivation is nevertheless relatively simple to aid when done properly. It all comes down to focus, fervor, and persistence. In a tea garden, motivation is a powerful tool that can enhance employee productivity. In this context of motivation, it is possible to say that practice and a person's level of motivation both negatively affect a person's ability to perform skilled jobs. The effectiveness of the workforce will advance the tea sector, increasing the dedication to the garden and job satisfaction over time.

Objectives:

This study aims to compare between two variables of public and private limited tea garden workers in Assam. The research specifically intends to accomplish the following goals:

1. To find out the significant differences between public and private limited tea garden workers on the variables of employee motivation and organizational commitment in Assam.
2. To find out the significant differences between public and private male and female tea garden workers on the variables of employee motivation and organizational commitment in Assam.
3. To find out the significant differences among four groups of public and private limited male and female workers of tea garden on the variables of employee motivation and organizational commitment in Assam.

Hypothesis of the study:

Hypothesis-1:

(H₀): There is no significant difference between public and private limited tea garden workers on the variables of employee motivation and organizational commitment in Assam.

(H₁): There is a significant difference between public and private limited tea garden workers on the variables of employee motivation and organizational commitment in Assam.

Hypothesis-2:



(H₀): There is no significant difference between public male and female tea garden workers on the variables of employee motivation and organizational commitment in Assam.

(H₁): There is a significant difference between public male and female tea garden workers on the variables of employee motivation and organizational commitment in Assam.

Hypothesis-3:

(H₀): There is no significant difference between private male and female tea garden workers on the variables of employee motivation and organizational commitment in Assam.

(H₁): There is a significant difference between private male and female tea garden workers on the variables of employee motivation and organizational commitment in Assam.

Hypothesis-4:

(H₀): There is no significant difference among the four groups of public and private limited male and female workers of tea gardens on the variables of employee motivation and organizational commitment in Assam.

(H₁): There is a significant difference among the four groups of public and private limited male and female workers of tea gardens on the variables of employee motivation and organizational commitment in Assam.

Methods of Study:

This research aims to compare public and private limited tea garden workers in Assam on employee motivation and organizational commitment. The research is primarily descriptive and analytical. Primary. Primary data were collected from four gardens (two from public limited and two from private limited gardens) of two districts. The two districts are Sibsagar and Charaideo in Assam which is selected purposively due to the following reasons. There are only seven districts where public limited tea gardens (under Assam Tea Corporation) are found. There are a total of fifteen public limited tea gardens in these seven districts. There is a public limited tea garden in each district of Sibsagar and Charaideo. Tea is the largest agro-based industry in these two districts. These two districts are the main tea-producing districts of Assam where 85 numbers of registered tea gardens are found. It also occupies a large area in the districts.

For this study, a total number of 238 workers were chosen as respondents. Out of 238 respondents, 100 respondents were chosen from the public limited and 138 respondents were chosen from the private limited tea garden of Assam. Out of 100 public tea garden workers, 46 were male and 54 were female. Similarly, 76 of the 138 employees at private tea gardens were women compared to 62 men. The method of random sampling was used to gather the information. The respondents' age ranged from 22 to 52 years.

Tools used for data collection:

Two questionnaires were administered for data collection. (1) Questionnaire on organizational commitment developed by Hyde and Roy (2006). (2) Questionnaire on employee motivation developed by A.K. Srivastava (1988). There are 30 items on the OC

questionnaire. Each response was given a score on a Likert scale of 1 to 5, with 5 representing the strongest agreement and 1 the strongest disagreement. The scale reliability for organizational commitment was 0.66. The scale consisted of eight dimensions namely- Work Environment, Affection towards the organization, Contentment, Goal Fulfillment, Positive thinking, Career Goal, Empathy, and Empowerment.

The Employee Motivation questionnaire consists of 70 items relating to needs being manifested in work. Each item in the scale was measured by a 4-point Likert scale in which 4 is for 'Always' and 1 is for 'Never.' The split-half reliability coefficient ranged between .72 and .81. The questionnaire comprises of seven predominant Employee Motivation dimensions. These are- Need for personal growth, Need for achievement, Need for self-control, Need for monetary gains, Need for non-financial gains. Need for social affiliation and Need for autonomy and self-actualization.

Data Analysis:

Data were analyzed by using SPSS, which comprises of Descriptive and Inferential Statistics. Descriptive statistics include 't'-test and inferential statistics includes 'ANOVA'. To see the significant difference between public and private limited tea garden workers concerning their employee motivation and organizational commitment 't' test was employed. Table-1 depicts the significance of mean values between public and private limited tea garden workers on the seven variables of employee motivation.

Table-1 shows the significance of mean values between public and private limited tea garden workers on all the fifteen variables of employee motivation and organizational commitment.

Name of the variables	Public limited tea garden workers N=100		Private limited tea garden workers N=138		't' value	Level of significance
	Mean	SD	Mean	SD		
Need for personal growth	31.48	1.70	29.61	2.42	7.01***	S
Need for Achievement	34.10	8.80	31.54	4.28	2.69**	S
Need for self control	26.84	1.76	27.01	2.31	0.66	NS
Need for monetary gains	21.01	2.20	24.40	5.37	6.68***	S
Need for non-financial gains	33.78	2.20	34.76	2.94	2.97***	S
Need for social affiliation	27.72	1.91	30.33	1.96	10.30***	S
Need for autonomy and self actualization	31.60	2.13	32.45	1.47	3.44***	S
Work environment	43.34	2.08	43.38	1.55	.179	NS
Affection towards organization	34.95	2.43	37.64	1.44	9.92***	S
Contentment	15.29	.90	15.00	.86	2.49*	S
Goal fulfillment	8.33	.51	8.10	.30	3.98***	S

Positive thinking	4.00	.01	4.12	.32	4.24***	S
Career Goal	3.36	1.00	3.61	.79	2.058*	S
Empathy	4.12	.33	4.58	.49	8.62***	S
Empowerment	4.94	.24	4.88	.32	1.54	NS

*P<.05, **P<.01, ***P<.001 S-Significance, NS- Not Significance

Table-1 shows that out of 15 variables on employee motivation, and organizational commitment the 't' values were found to be significant for 8 variables (need for personal growth, need for achievement, Need for monetary gains, Need for non-financial gains, need for social affiliation, and need for autonomy and self actualization, Affection towards organization, contentment, goal fulfilment, position thinking, career goal and empathy) between the two groups i.e. public and private limited tea garden workers of Assam .

From the mean score, it has been observed that in relation to need for personal growth, public limited (Mean=31.48) tea garden workers are highly motivated towards personal growth by improving of self by taking more responsibilities and of competence, and by learning new things in contrast to private limited (Mean=29.61) tea garden workers. In relation to need for achievement variable the mean value (Mean=34.10) shows that public limited tea garden workers are very much motivated in contrast to private workers. The mean score of need for monetary gains shows that private workers need more monetary gains (Mean=24.40) than public limited tea garden workers (Mean=21.01). The mean score of non financial gains shows that private limited tea garden workers are more motivated towards non-financial gains in contrast to public limited workers. The mean score of need for social affiliation shows that the private limited (30.33) tea garden workers need more social affiliation in terms of participation, co-operation in group activities in contrast to public limited (27.72) tea garden workers. Private limited tea garden workers (Mean=32.45) need more autonomy and self actualization regarding self appraisal or to recognize one's weak, strong points, independence and privacy in contrast to public workers (Mean=31.60).

The mean score of the affection towards organization shows that private limited tea garden (Mean=37.64) workers have more affection towards organization than public limited tea garden workers (34.95). In fact the condition of public limited tea gardens is very pathetic. Tea garden authority gives nothing to the workers except daily wages. The workers of these tea gardens are also deprived of their entitled ration. The mean score of the contentment variable shows that public limited tea garden workers (Mean=150.29) are happier or satisfied than private limited tea garden workers (Mean=15.00). In relation to goal fulfillment variable the mean score (Mean=8.33) shows that public limited tea garden workers are more goal oriented than private limited workers (Mean=8.10). In relation to positive thinking variable the mean score shows that private limited tea garden workers (Mean=4.12) have more positive attitude in contrast to private limited tea garden workers. The analysis in relation to career goal also shows significant difference between the two groups. The mean score (Mean=3.61) depicts that private limited tea garden workers are more career goal oriented in contrast to public limited tea garden workers. Based on the table-1 it may be said that hypothesis in terms of employee motivation

and organizational commitment is partially accepted.

Table-2 shows the significance of mean values between public male and public female tea garden workers on all the fifteen variables of employee motivation and organizational commitment.

Name of the variables	Public male tea garden workers N=46		Public female tea garden workers N=54		't' value	Level of significance
	Mean	SD	Mean	SD		
Need for personal growth	31.04	1.81	31.85	1.51	2.40*	S
Need for Achievement	32.70	1.74	35.30	1.78	1.60**	S
Need for self control	27.24	1.99	26.50	1.48	2.08	NS
Need for monetary gains	20.76	1.74	21.22	2.52	1.08	NS
Need for non-financial gains	33.93	2.33	33.62	2.10	.682	NS
Need for social affiliation	26.96	1.48	28.37	2.01	4.04***	S
Need for autonomy and self actualization	31.98	2.75	31.27	1.34	1.58	NS
Work environment	42.57	1.81	44.00	2.07	3.69***	S
Affection towards organization	34.67	2.19	35.18	2.61	1.07	NS
Contentment	15.60	.88	15.01	.84	3.42***	S
Goal fulfillment	8.09	.28	8.54	.57	5.08	NS
Positive thinking	3.15	1.45	2.94	1.70	1.29**	S
Career Goal	4.09	.28	2.74	.97	9.67**	S
Empathy	4.21	.42	4.04	.19	2.70**	S
Empowerment	4.87	.34	5.00	.00	2.60	NS

*P<.05, **P<.01, ***P<.001 S-Significance, NS- Not Significance

Table -2 depicts that out of 15 variables of employee motivation, and organizational commitment the 't' values were found to be significant for 8 variables (need for personal growth, need for achievement, need for social affiliation, work environment, contentment, positive thinking, career goal and empathy) between the two groups i.e. public male and public female tea garden workers in Assam .

From the mean score it has been observed that in relation to need for personal growth variable, public female (Mean=31.85) tea garden workers are highly motivated towards personal growth by improving of self by taking more responsibilities and of competence, and by learning new things in contrast to public male (Mean=31.04) tea garden workers. In relation to need for achievement variable the mean value shows that public female tea garden workers (Mean=35.30) are very much motivated towards high production, goal achievement, doing challenges and new works, taking appropriate risks to increase performance than public male

tea garden workers(32.70). There is a significant difference between public male and public female tea garden workers regarding the need for self control variable of employee motivation. The mean score of need for self control shows that public female (Mean=28.37) tea garden workers need more social affiliation in terms of participation, co-operation in group activities in contrast to public male (Mean=26.96) tea garden workers.

The table shows that there is a significant difference between public male and public female tea garden workers in relation to work environment dimension of organizational commitment. From the mean score it has been observed that in relation to work environment variable public female tea garden workers (Mean=44.00) are more committed than public male tea garden workers (Mean=42.57). The table shows that there is a significant difference between public male and public female tea garden workers in relation to contentment dimension of organizational commitment. The mean score of the contentment variable shows that male tea garden workers (Mean=15.60) are happier or satisfied than female tea garden workers (Mean=15.01). Male workers believe strongly that organization policies play an important role in increasing commitment level of the employees. Male workers not only show high levels of productivity, but also ensure their subordinates and team members too demonstrate the same. In relation to positive thinking variable the mean score shows that public male tea garden workers (Mean=3.15) have more positive attitude in contrast to public female tea garden workers (Mean=2.94). The table shows that there is a significant difference between male and female tea garden workers in relation to career goal dimension of organizational commitment. The mean score of the career goal variable shows that public male tea garden workers (Mean=4.09) are working in this organization by their own choice not by fate than public female tea garden workers (Mean=2.74). They have not any other choice to select another option due to their ignorance. The table shows that there is a significant difference between public male and public female tea garden workers in relation to empathy dimension of organizational commitment. The mean score of the empathy variable shows that public female tea garden workers (Mean=5.00) shows more empathy than public male tea garden workers (Mean=4.87). Public female like to get more rights than public male. They want to make proper and meaningful use of their specific abilities and skills. They like the opportunity of independent thinking in relation to work and the right to decide the work process itself. Public female workers are not in an opinion to change their present organization if they are offered better working conditions and safety in some other organizations. They also believe that their commitment tends to increase if good quality of work life prevails in the organization. Public male workers believe that their commitment tend to increase if their peers have positive mental health. Based on the table-2 it may be said that hypothesis in terms of employee motivation and organizational commitment is partially accepted

Table No. 3 -presents the significance of mean values between private male and private female tea garden workers on all the fifteen variables on employee motivation and organizational commitment.

Name of the variables	Private male tea garden workers N=62		Private female tea garden workers N=76		't' value	Level of significance
	Mean	SD	Mean	SD		
Need for personal growth	30.03	3.19	29.26	1.46	1.75	NS
Need for Achievement	29.68	1.26	34.68	3.14	17.79***	S
Need for self control	25.85	2.30	27.96	1.84	5.85***	S
Need for monetary gains	25.38	6.32	23.59	4.32	1.90	NS
Need for non-financial gains	32.58	2.87	36.54	1.43	9.92***	S
Need for social affiliation	29.18	2.12	31.28	1.16	6.98***	S
Need for autonomy and self actualization	31.50	.50	33.22	1.54	9.19***	S
Work environment	43.23	1.29	43.51	1.74	1.11	NS
Affection towards organization	38.05	1.19	37.32	1.54	3.14**	S
Contentment	14.95	1.27	15.04	.20	.54	NS
Goal fulfillment	8.23	.43	8.00	.01	4.22***	S
Positive thinking	4.00	.00	4.21	.41	4.47***	S
Career Goal	4.00	.00	3.29	.96	6.43***	S
Empathy	4.50	.50	4.64	.48	1.71	NS
Empowerment	5.00	.00	4.79	.41	4.47***	S

Table-3 shows that out of 15 variables of employee motivation, and organizational commitment the 't' values were found to be significant for 10 variables (need for achievement, need for self control, need for non-financial gains, need for social affiliation, Need for autonomy self actualization, affection towards organization, goal fulfillment, positive thinking, career goal and empowerment) between the two groups i.e. private male and private female tea garden workers in Assam .

From Table-3 it can be seen that in relation to need for achievement variable the mean value shows that private female tea garden workers (Mean=34.68) are very much motivated towards high production, goal achievement, doing challenges and new works, taking appropriate risks to increase performance than private male tea garden workers(Mean=29.68). There is a significant difference between private male and private female tea garden workers regarding the need for self control variable of employee motivation. The mean score of need for self control shows that private female (Mean=27.96) tea garden workers need more social affiliation in terms of participation, co-operation in group activities in contrast to private male (Mean=25.85) tea garden workers. The mean score of the need for non financial gains variable

shows that private female tea garden (Mean=36.54) workers need more status recognition, appreciation, prospects in contrast to private male tea garden workers (Mean=32.58). There is a significant difference between private limited male and private limited female tea garden workers regarding the need for social affiliation variable of employee motivation. The mean score of need for social affiliation shows that the private limited female (Mean=31.28) tea garden workers need more social affiliation in terms of participation, co-operation in group activities in contrast to private (Mean=29.18) male tea garden workers. The mean score of need for self actualization shows that the private female (Mean=33.22) tea garden workers need more self actualization in contrast to private (Mean=31.50) male tea garden workers.

The table shows that there is a significant difference between public limited female and private male tea garden workers in relation to affection towards organization dimension of organizational commitment. The mean score of the affection towards organization shows that private male tea garden (Mean=38.05) workers have more affection towards organization than private female tea garden workers (Mean=37.32). Private male tea garden workers are always ready to take initiative for any new assignments. They are more committed due to their perception of their emotional attachment towards their organization. There is a significant difference between private male and private female tea garden workers in relation to goal fulfillment dimension of organizational commitment. The mean score of the goal fulfillment shows that private male tea garden (Mean=8.23) workers fulfill their goals more through this organization than private female tea garden workers (Mean=8.00). In relation to positive thinking variable the mean score shows that private female tea garden workers (Mean=4.21) have more positive attitude in contrast to private male tea garden workers (Mean=4.00). The table shows that there is a significant difference between private male and private female tea garden workers in relation to career goal dimension of organizational commitment. The mean score of the career goal variable shows that private male tea garden workers (Mean=4.00) are working in this organization by their own choice not by fate than private female tea garden workers (Mean=3.29). The table shows that there is a significant difference between private male and private female tea garden workers in relation to empowerment dimension of organizational commitment. The mean score of the empowerment variable shows high empower for private male tea garden workers (Mean=5.00) in contrast to private female tea garden workers (Mean=4.79). Private male tea garden workers strongly agree that the relationship is developed through the employee's involvement in decision making. Based on the table-3 it may be said that hypothesis in terms of employee motivation and organizational commitment is partially accepted

Table No-4 Showing the Summary of ANOVA for 15 variables (Seven variables of Employee Motivation and Eight variables of Organizational Commitment) among four groups of tea garden workers.

Name of the variables	Source of Variation	Sum of Squares (SS)	Df	Mean Square (MS)	F	Level of Significance
Need for personal growth	Between Groups	346.06	3	115.35	28.57***	S
	Within Groups	944.81	234	4.04		
	Total	1290.87	237			
Need for Achievement	Between Groups	566.36	3	188.78	4.43**	S
	Within Groups	9984.08	234	42.67		
	Total	10550.44	237			
Need for self control	Between Groups	188.43		62.81	17.32***	S
	Within Groups	848.75		3.63		
	Total	1037.18				
Need for monetary gains	Between Groups	680.34		226.78	12.02***	S
	Within Groups	4413.51		18.86		
	Total	5093.85				
Need for non-financial gains	Between Groups	489.11		163.04	30.80***	S
	Within Groups	1238.64		5.29		
	Total	1727.75				
Need for social affiliation	Between Groups	535.52		178.51	55.75***	S
	Within Groups	749.31		3.20		
	Total	1284.82				
Need for autonomy and self actualization	Between Groups	349.38		116.46	62.71***	S
	Within Groups	434.58		1.86		
	Total	783.97				
Work environment	Between Groups	126.98		42.33	15.72***	S
	Within Groups	630.22		2.69		
	Total	757.20				
Affection towards organization	Between Groups	717.49		239.16	98.19***	S
	Within Groups	569.97		2.44		
	Total	1287.46				
Contentment	Between Groups	16.74		5.58	7.65***	S
	Within Groups	170.73		.730		
	Total	187.47				
Goal fulfillment	Between Groups	6.64		2.216	14.78***	S
	Within Groups	35.07		.150		

	Total	41.72				
Positive thinking	Between Groups	3.05		1.02	20.06***	S
	Within Groups	11.87		.051		
	Total	14.92				
Career Goal	Between Groups	38.02		12.67	19.58***	S
	Within Groups	151.47		.65		
	Total	189.49				
Empathy	Between Groups	13.97		4.66	25.66***	S
	Within Groups	42.47		.18		
	Total	56.44				
Empowerment	Between Groups	2.12		.706	9.25***	S
	Within Groups	17.85		.076		
	Total	19.97				

*P<.05, **P<.01, ***P<.001 S-Significance, NS- Not Significance

The third objective is to find out the significant differences among four groups of workers (i.e. Public male and female, Private male and female) in relation to employee motivation variables and organizational commitment variables in Assam. To see the significant differences among four groups ANOVA was done. It was found that there are significant differences on all the variables of employee motivation.

Hence, we accept the alternate hypothesis (H1) and reject the null hypothesis (H0). This means that there is significant difference among the four groups of public and private limited male and female workers of tea garden in relation to the variables of employee motivation and organizational commitment in Assam.

From Table-4 ANOVA result it is observed that there are significant differences among the means of the four groups in relation to all the fifteen variables. The public limited male and female workers are not highly motivated and committed towards their job. In fact the condition of public limited tea garden is very pathetic. These authorities giving nothing to the workers except daily wages. The workers of these tea gardens are also deprived of their entitled ration. Retirement allowance has not been paid to the workers for many years for which they are still struggling. Therefore, workers are more interested in working elsewhere than in tea plantations. Even several public limited tea gardens do not have housing facilities for the workers. Regarding the educated female workers they are not satisfied with the promotion process in the public limited tea garden. In fact the promotion system in the tea garden is not at all satisfactory for women. There are very few women in the management and decision-making processes within the tea industry. In relation to private limited male and female tea garden workers they are offered the fringe benefits. The permanent workers have the housing facilities in the garden. Based on the table-4 it may be said that alternative hypothesis in terms of employee motivation and organizational commitment is accepted

Implication of the study

The management of the tea garden would benefit from the information in identifying factors that affect commitment to the organization, employee motivation, and job satisfaction. It is crucial that management be aware of and comprehends these factors since job happiness is generally seen as a key factor in work dedication and performance. The management would benefit from this by improving job satisfaction, employee motivation, and ultimately work commitment. Therefore, in order to ensure excellent staff performance, tea garden management should take these aspects into account. A motivated employee is upbeat, concentrated, and takes pride in their work. They are efficient, self-starters, and driven to succeed for both themselves and the company. Thus, in the tea industry, commitment and motivation are both significant challenges.

Conclusion:

The main objective of this study is to find out the differences in EM and OC between public and private limited tea garden workers in Assam. The t test result shows that private limited tea garden workers have high motivation and organizational commitment compared to public limited tea garden workers. From the study it is seen that the public limited tea garden workers do not get any fringe benefits such as ration, firewood, medical reimbursement, EPF etc. The wage rate that is paid to the workers is very low compared to their hard work. The result also shows high motivation and commitment in relation to male tea garden workers compared to female workers. The result of ANOVA depicts that a significant difference exists between the four groups. Workplace motivation is vital in every situation involving a company, thus many motivational tactics are employed to raise staff productivity and improve results. Work motivation, performance, and job satisfaction are all positively impacted by organizational commitment (Mathieu & Zajac, 1990). Relationships inside the organization are regulated and strengthened through organizational commitment. Through intermediary links between management levels and employees, it simultaneously creates more supports for employees' work processes. As a result, it encourages productivity and motivation at work. Therefore, in order to be able to establish a work environment that would encourage motivation, organizational commitment is essential (Pool and Pool, 2007). As the sample size is not too large, further study on more sample may give some insight.

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