

An Empirical Study on the Quality of Work-Life Balance and Job Satisfaction of Employees in North Eastern Karnataka Road Transport Corporation with Reference to Kalaburagi Division

***Dr.A.P.Hosamani**

*Professor of Commerce, Department of Studies & Research in Commerce and Management,
Gulbarga University, Kalaburagi, India.

****Mr.Nithyanand.B.Patil**

**Research Scholar, Department of Studies & Research in Management, Gulbarga University,
Kalaburagi, India.

ABSTRACT

Bus drivers and conductors of NEKRTC are helping society 24 X 7. Moreover, they can be measured as profits for NEKRTC. In the study, it is understandable that the quality of the work-life of bus drivers and conductors is poor. This study focuses on different aspects of the quality of work-life and its force on work-life balance. Quality of work life is analyzed through planned questionnaires for bus drivers and conductors. It is clarified from this study that the salary and work shift rotation of bus drivers and conductors should be enhanced well. Most bus drivers and conductors cannot give time to their family, friends, relatives, and society.

The present paper focused on work-life balance and job satisfaction of employees working with NEKRTC. The paper was mainly based on facilities like' work-shift, salary, and others. This study may help the organization frame the policies to satisfy the employees according to the changing environment.

KEYWORDS: Bus Drivers and Conductors, NEKRTC, Quality work-life, Work-life balance, Satisfaction.

1.1: INTRODUCTION

Quality work-life aims at varying the entire organizational environment by humanizing work, individualizing organization, and shifting the structural and managerial method. It takes into concern the socio-psychological desires of human resources. It seeks to make such a tradition of work commitment in the organization, guaranteeing higher output and greater job satisfaction for the employees. Quality of working life refers to the favorableness or unfavorableness of the job environment of an organization for its employees. It is a common term which covers a person's feeling about every element of their work like economic incentive, rewards, job safety, working circumstances, organizational and interpersonal rapport, etc. The term Quality of work-life has different meanings for different people. Quality work life is a narrow concept; it attempts to propose work environments to take advantage of concern for human benefit. It is ambition, as well as progression. The goal is to make more relaxing, fulfilling, and valuable jobs and works environments for people at every level of the organization. As a practice, Quality of work-life involves efforts to understand this goal during active contribution.

1.2: Work-life balance meaning and definition

- a) **Work:** Work is the physical and mental effort put in by the human being to complete a job or to create something. It signifies an activity which we do regularly and every time, which outcome in an earning, which is generally in monetary terms. This monetary earning may be supplemented or complemented by non-monetary benefits also.
- b) **Life:** Life refers to the state of existence, characterized by various drives and desires – the desire to grow, achieve, and acquire. These drives and desires cause stress in life and have an impact on the work a person undertakes.

“Work-life balance” is an almost vague and complex phenomenon, and therefore there is no universally accepted definition of the term. Greenhaus, H.J., Collins, M.K. & Shaw, D.J (2003) define work-family balance as the “extent to which an individual is equally engaged in and equally satisfied with his or her work role and family role.” (p 510). This indicates that positive work-life balance is said to exist when there is satisfaction at work, and the employee can function productively because there are minimal conflicts in the roles the individual plays.

c) Job Satisfaction

The relationship of job satisfaction with work-life quality is another aspect of working life often investigated by researchers. Job satisfaction is one of the central variables in work and is seen as an important indicator of working life quality. (Cohen et al. (2007); Aryee et al. (1999)). This study utilized an instrument developed by Aryee et al. (1999), which contained items to determine the extent to which the employee is satisfied or is enthusiastic about his job. This part of feeling enthusiastic or having a sense of enjoyment in one's work is reflective of Herzberg's Hygiene factors in his theory of motivation. (Herzberg et al. (1967); Herzberg (1968)).

1.3: Objectives of the Study

- a) To study the level of job satisfaction of Employees in the NEKRTC Kalaburagi Division.
- b) To study the quality of work-life balance of Employees in the NEKRTC Kalaburagi Division.

1.4: Sources of Information

The collection of the data is of primary importance in the research process. Data that is collected for research help in a proper analysis which is helpful to conduct research effectively. The data requires for the present study has been collected from primary and secondary sources.

Primary Data: Primary data are those data which are collected by the researcher itself, but the process is more complex because the researcher collects the data in questionnaire format and with his observation in the field with the pretested questionnaire, the primary data required for the present study has been collected and analyzed with suitable statistical techniques.

Secondary Data: Secondary data are those data which are collected from past data of the organization and articles, newspaper, books, etc this data can be collected with less cost and Journal, Financial statements from the company, related online information and other relevant books

1.5: Area of the Study and sample size

The present research is conducted in Kalaburagi city, and the study includes 50 as sample size, and the sample respondents will be the employees of the NEKRTC Kalaburagi division.

1.6: Limitation of the Study

The present study has some limitations, as outlined below:

- a) The study was confined only to the Kalaburagi division of Karnataka State, and data may not hold good for any other area or location.
- b) The available resources limited the study, and the results may not apply to other service sectors or industries.
- c) The answers given by the respondents may be subjective, and hence it may cause the result otherwise

1.7: Scope of the Study

Only the drivers and conductors of NEKRTC have been studied for this research paper. The nature of the job is widely differing from other employees of NEKRTC, like technical staff, administrative staff, and others.

1.8: METHODOLOGY

This study is based on both primary and secondary data. For collecting primary data, an interview schedule technique will be adopted. As it is a pilot study, the sample size of the respondents has been fixed as 50, and they have been identified randomly by using simple random sampling techniques. Appropriate scaling technique has been adopted where ever the necessity arises.

1.9: Statistical Tools

The study had adopted statistical tools like average, percentage, and correlation tests for hypothesis testing.

1.10: Analysis and Facts of the Study:

The analysis of the facts includes information regarding the respondent's opinion. This information was collected through well-designed Questioners by which a field survey was conducted by using a random sampling method, and the respondents were NEKRTC employees working in Kalburagi city. The major problems/issues were discussed in the present study.

Table1: Qualification Classification**N=50**

Qualification	Number of Respondents	Respondents in Percentage
10 th Standard	37	74
PUC	8	16
Graduation	2	4
Diploma/Other	3	6
Total	50	100

Source: Field Survey

The above result shows that 74 percent of the respondents were 10th standard; 16 percent did PUC; 04 percent of respondents were Graduation, and the remaining 06 percent of respondents were Diploma holders. The majority of the respondents were SSLC/10th holders, whereas minorities of the respondents were UG/Bachelor's Degree.

Table2: Income (per month) wise Classification**N=50**

Income (per month)	Number of Respondents	Respondents in Percentage
Upto-10000/-	04	08
10001-20000	27	54
20001-30000	11	22
Above 31000	08	16
Total	50	100

Source: Field Survey

The above result shows that of the 08percent of respondents were income up to 10000/-; 54 percent of respondents were income Rs.10001-Rs.20000; 22 percent of respondents were income Rs.20001-Rs.30000, and the remaining 16 percent of respondents were income above Rs.31000/-

Table 3: Experience wise Classification**N=50**

Experience of Respondent in (Years)	Number of Respondents	Respondents in Percentage
Below-10	11	22
11-20	23	46
21-30	11	22
Above-31	05	10
Total	50	100

Source: Field Survey

The above result shows that 22 percent of the respondents were below ten years of experience; 46 percent of the respondents experienced 11-20 years; 22 percent of the respondents were the experience of 21-30 years, and the remaining 10 percent of the respondents were above 31years experience.

Table 4: Salary and Other Allowance Classification**N=50**

Salary and Other Allowance	Number of Respondents	Respondents in Percentage
Highly Satisfied	00	00
Satisfied	08	16
Neutral	22	44
Highly dissatisfied	11	22
Dissatisfied	09	18
Total	50	100

Source: Field Survey

The above result shows that 16 percent of the respondents were satisfied; 44 percent of the respondents were neutral; 22 percent of the respondents were highly dissatisfied. And the remaining 18 percent of the respondents were dissatisfied.

Table 5: Medical Checkup Classification**N=50**

Medical Checkup	Number of Respondents	Respondents in Percentage
Highly Satisfied	06	12
Satisfied	29	58
Neutral	12	24
Highly dissatisfied	03	06
Dissatisfied		
Total	50	100

Source: Field Survey

The above result shows that 12 percent of the respondents were highly satisfied; 58 percent of the respondents were satisfied; 24 percent of the respondents were neutral. And the remaining 06 percent of the respondents were highly dissatisfied.

1.11: Hypothesis testing**Hypothesis:**

H₀ There is no significant relationship between age and work shift and rotation

H₁ There is no relationship between the nature of the job and work-life balance.

Table 6: Age-wise Classification**N=50**

Age	Number of Respondents	Respondents in Percentage
Below-30	9	18
31-40	21	42
41-50	12	24
Above-51	8	16
Total	50	100

Source: Field Survey

Out of the total of 50 respondents of NEKRTC employees. The above result shows that 09 respondents (18 %) are between the age group of below 30 years; 21 respondents (42%) are

between 31-40 years. Twelve respondents (24%) are between the age group 41-50 years. 08 (16%) respondents are between the age group between above 51 years.

It is inferred and concluded from the above that most 21(42%) are at the age group between 31-40 years. It is also known that the above 51 years age groups were 08(18%).

Table 7: Work shift and Rotation wise Classification

N=50

Work shift and Rotation	Number of Respondents	Respondents in Percentage
Highly Satisfied	04	08
Satisfied	21	42
Neutral	12	24
Highly dissatisfied	05	10
Dissatisfied	08	16
Total	50	100

Source: Field Survey

The above result shows that 08 percent of the respondents were highly satisfied; 42 percent of the respondents were satisfied; 24 percent of the respondents were neutral; 10 percent of the respondents were highly dissatisfied. And the remaining 16 percent of the respondents were dissatisfied.

Table 8: Correlations of Age wise Classification with Work shift and Rotation wise Classification cross-tabulation

Age-wise Classification with Work shift and Rotation wise Classification cross-tabulation	Age-wise Classification	Work shift and Rotation wise Classification
Pearson Correlation	1	.919**
Sig. (2-tailed)		.000
Sum of Squares and Cross-products	45.780	53.040
Covariance	.934	1.082
N	50	50
Pearson Correlation	.919**	1
Sig. (2-tailed)	.000	
Sum of Squares and Cross-products	53.040	72.720
Covariance	1.082	1.484
N	50	50
**. Correlation is significant at the 0.01 level (2-tailed).		

Correlation is significant at the 0.01 level (2-tailed). Hence there is no significant relationship between age and work shift and rotation. Therefore the null hypothesis is accepted.

Hypothesis 02:

Ho: There is no significant relationship between Natures of Job wise Classification with Work-Life Balance

H₁: There is a significant relationship between Natures of Job wise Classification with Work-Life Balance

Table 9: Nature of Job wise Classification

N=50

Nature of Job	Number of Respondents	Respondents in Percentage
Drivers	34	68
Conductors	16	32
Total	50	100

Source: Field Survey

The above result shows that 68 percent of the respondents were drivers; 32 percent were conductors.

Table 10: Work-Life Balance Classification**N=50**

Work-Life Balance	Number of Respondents	Respondents in Percentage
Highly Satisfied	05	10
Satisfied	13	26
Neutral	14	28
Highly dissatisfied	08	16
Dissatisfied	10	20
Total	50	100

Source: Field Survey

The above result shows that 10 percent of the respondents were highly satisfied; 26 percent of the respondents were satisfied; 28 percent of the respondents were neutral; 16 percent of the respondents were highly dissatisfied. And the remaining 20 percent of the respondents were dissatisfied.

Table 11 Correlations Nature of Job wise Classification with Work-Life Balance Classification

Nature of Job wise Classification with Work-Life Balance Classification	Nature of Job wise Classification	Work-Life Balance Classification
Pearson Correlation	1	.824**
Sig. (2-tailed)		.000
Sum of Squares and Cross-products	10.880	24.400
Covariance	.222	.498
N	50	50
Pearson Correlation	.824**	1
Sig. (2-tailed)	.000	
Sum of Squares and Cross-products	24.400	80.500
Covariance	.498	1.643
N	50	50
**, Correlation is significant at the 0.01 level (2-tailed).		

Correlation is significant at the 0.01 level (2-tailed). Hence there is no relationship between the nature of the job and work-life balance. Therefore the null hypothesis is rejected, and the alternative hypothesis is accepted.

1.12: Results of Hypothesis

SI No	Hypothesis	Accepted/ Rejected
01	H₀ : There is no significant relationship between age and work shift and rotation	<i>Accepted</i>
	H₁ : There is no relationship between the nature of the job and work-life balance.	<i>Rejected</i>
02	H₀ : There is no significant relationship between Natures of Job wise Classification with Work-Life Balance	<i>Rejected</i>
	H₁ : There is a significant relationship between Natures of Job wise Classification with Work-Life Balance	<i>Accepted</i>

Major Findings of the Study

1 The majority of the respondents were SSLC as their education qualification.

(Table.No.1)

2 The maximum number of respondents had an income of 10,001 to 20,000. (Table.No.2)

3 Out of the total respondents had a minimum number of respondents had less experience

(Table.No.3)

4 Respondents having Salary and other allowances of their opinion, 44 percent of the respondents were neutral. (Table.No.4)

5 Majority of the 58 percent of employees are satisfied with health Medical Checkup facilities provided by NEKRTC. (Table.No.5)

6 Maximum age group of respondents 42percent between the age group 31-40 years. (Table.No.6)

7 Work shift and rotation of job respondents were 42 percent. (Table.No.7)

8 The majority of respondents were 68 percent are drivers. (Table.No.8)

9 Quality of work-life balance opined 28 percent of the respondents were neutral. (Table.No.9)

CONCLUSION

The study is based on the Quality of Work-Life Balance and Job Satisfaction of the NEKRTC employees. The problems suffered the bus drivers and conductors are attributed to the nature of work they are exposed to, and it is associated with the outcome from their occupation. What is required is a comprehensive personnel policy, with programs for proper recruitment and training, enforcement of discipline, improved working conditions like work shift and rotation, improved promotion avenues introduction of well-conceived productivity linked schemes for motivation, it leads job satisfaction, work commitment, job enrichment, and performance. It is the management's role to supply initiative, both initiative towards creating better conditions and the initiative needed to apply technical skills to the attainment of higher efficiency and productivity.

REFERENCES

- 1 R. Janakiraman Ph.D., Research Scholar, Department of Commerce, Annamalai University, Annamalai Nagar 608 002, Tamilnadu
- 2 Dr. M. Saravanan Assistant Professor, Department of Commerce, Annamalai University, Annamalai Nagar 608 002, Tamilnadu
- 3 Ms. Gandhali Vijay Kharge Assistant Professor, MBA Unit, Department of Commerce & Management, Shivaji University, Kolhapur, Maharashtra, India.
- 4 Dr. S. A. Bojagar Vice Principal, The New College, Kolhapur, Maharashtra, India