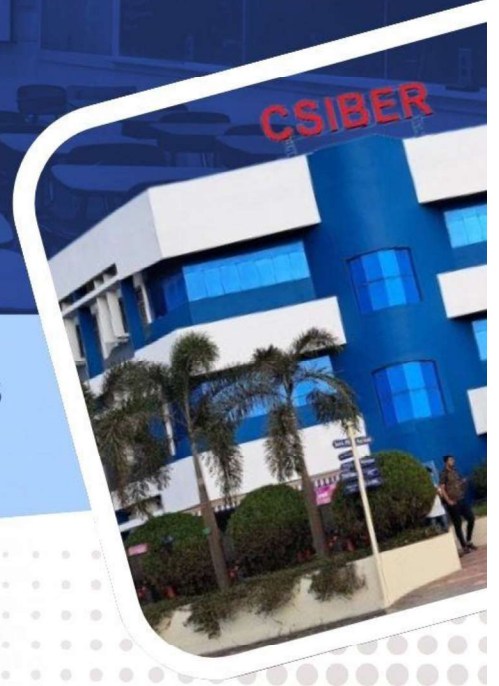


# SOUTH ASIAN JOURNAL OF MANAGEMENT RESEARCH (SAJMR)

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# South Asian Journal of Management Research (SAJMR)

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# A Literature Review on “Impact of Working Conditions on Work Life Balance of Bus Drivers in Kolhapur Division of MSRTC

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## Abstract

The researcher has carried out of literature review on Impact of Working Condition on Work Life Balance of Bus Drivers in Kolhapur Division of MSRTC. In the context of work-life balance and related policies, the literature highlights its effect on a variety of quality of life variables, such as job satisfaction, work stress, career growth, turnover, absenteeism, acceptance, and competitive environment. Through an observation and meticulous reading of previously published research, the author of this research article have made an effort to present a summary of the many facets of the concept known as "working condition and work life balance. Work-life balance is crucial for bus drivers as it directly impacts their overall well-being and job satisfaction. The nature of their profession involves long hours, irregular schedules, and considerable time away from family and personal activities. Achieving a balance between work responsibilities and personal life helps mitigate stress and burnout, contributing to better mental health. This research builds its theoretical foundation by looking at a lot of different studies and books and research articles. Recognizing the importance of understanding how working conditions impact the work-life balance of these drivers, the study explored the relationships between working conditions, work-life balance, job satisfaction, and organizational commitment. To paint a comprehensive picture, the researcher included a detailed socio-demographic profile of bus drivers in the Kolhapur Division, adding context to the study. Using a Descriptive Design, the research focused on the period from 2019-20 to 2022-23, narrowing down the geographical scope to the Kolhapur Division of MSRTC.

**Keywords:** Work Life Balance, Working Condition, Job Satisfaction, Turnover

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## Introduction

The State Road Transport Corporation (MSRTC), a complex network serving both urban and rural areas, fundamentally depends on the dedication and adaptability of its bus drivers. Amid congested streets and unpredictable traffic, these drivers navigate not only physical routes but also the delicate balance between their professional responsibilities and personal lives. As the transportation sector undergoes transformative shifts alongside societal changes, it becomes increasingly important to explore the intricate experiences of bus drivers. The challenges and opportunities brought by the 21<sup>st</sup> century call for a reassessment of the aspects that impacts the lives of these drivers, who are playing crucial role for the MSRTC's operations.

Kohun (1992) defines the working environment as the entirety of forces, actions, and other influential factors that interact with an employee's activities and performance. Brenner (2004) emphasized that the design of the work environment plays a crucial role in knowledge sharing within organizations, helping employees benefit from collective knowledge and improving overall effectiveness. The working environment has a profound effect on employee performance. Here researcher has assumed working conditions as an element of working environment. A positive or negative work environment can profoundly effects productivity, job satisfaction, and overall employee well-being. In recent years the challenge of maintaining a balance between work life and personal life has grown significantly. Employees face greater workloads, increasing time pressure, and growing obstacles in satisfying both job and personal demands. Many research studies have been conducted on the work-life balance of corporate employees in India. But rarely has been any research conducted in the transport sector and particularly on the drivers of public transport. Needless to say, the work life of the employees-both the drivers and conductors or the travel ticket issuer, of the transport sector is taxing and stressful. This research study is an attempt to break the tradition of research studies on the corporate sector and to extend the benefits of research to the public sector .The globalization of economies has made the world shrink. The researcher conducted an in-depth review of numerous research articles, PhD dissertations, journals, and reference books to explore how working conditions influence the work-life balance of bus drivers in Kolhapur's MSRTC division.

With the motto 'PravashanchyaSevesathi', MSRTC working and serving the peoples of maharashtra for last 7 decades 'Wherever Road, There is S .T', is the principle of Maharashtra State Road Transport Corporation. That is why MSRTC, simply said by people as ST has become primarylifeline of Maharashtra State. MSRTC plays

crucial role in transport of Maharashtra State as common people believe that travelling by bus of MSRTC is good one. From the start, MSRTC had its own fame, but now the company is having trouble and losing money. MSRTC has a lot of problems that have nothing to do with private transportation.

#### **Statement of the Problem:**

In the bustling Kolhapur Division of MSRTC, bus drivers play a important role in ensuring seamless transportation for countless passengers. This research delves into how such challenges influence the well-being of bus drivers, revealing that their struggles extend far beyond the act of driving, deeply impacting their daily lives. Understanding these complexities is crucial for identifying effective strategies to improve their work-life balance.

The study explores the intricate relationship between working conditions and the pursuit of a balanced personal and professional life. By uncovering these connections, it aims to highlight key issues and propose actionable solutions to enhance policies, practices, and support systems for bus drivers.

In this context, the research titled “Impact of Working Conditions on Work-Life Balance of Bus Drivers in Kolhapur Division of MSRTC” seeks to address pertinent questions about the multifaceted relationship between working conditions and work-life balance. The study seeks to highlight these challenges and contribute to meaningful improvements.

#### **Objectives of the Paper**

To review the literature on working conditions and work-life balance in the research area.

To study the working conditions and Work-Life Balance under a different context.

#### **Research Design:**

The study employs a Descriptive Research Design to assess the impact of working conditions on the work-life balance of bus drivers in the Kolhapur Division of the Maharashtra State Road Transport Corporation (MSRTC). This approach is particularly suitable as it enables the researcher to systematically describe and analyze the existing conditions and relationships within this specific group.

#### **Sources and Type of Data:**

To study impact of Working Conditions on Work-Life Balance of Bus Drivers in Kolhapur Division of MSRTC, the researcher had considered both primary and secondary sources of data collection in this study.

#### **Primary Data:**

Primary data, collected directly by the researcher from firsthand sources, Forms the vital basis of this study. Methods like surveys and interviews were utilized, with the researcher employing a structured questionnaire to gather reliable and valid insights. This approach was selected for its effectiveness in analyzing the impact of Working Conditions on the Work-Life Balance of bus drivers in the Kolhapur Division of MSRTC.

#### **Secondary data:**

Secondary data refers to information that has been collected by someone other than the researcher for purposes other than the current study. It consists of existing data available from various sources.

In this study, secondary data was gathered through an extensive and systematic review of empirical and theoretical literature, including:

- Management and Quality Journals
- Government Agency Reports
- Newspaper Articles and Media Reports
- Company Reports, Google Scholar
- Shodhganga

To ensure the questionnaire was well-structured, easy to understand, and free from bias, the researcher engaged in detailed discussions with the research guide multiple times. These discussions were instrumental in refining the study's design, ensuring clarity, and enhancing its overall reliability and validity.

#### **Sampling and Sample Design:**

The researcher has adopted the Proportionate Stratified Random Sampling technique to ensure a representative and comprehensive selection of participants for this study, focusing on the Kolhapur Division of the Maharashtra State Road Transport Corporation (MSRTC).

The study considers the 12 depots within the Kolhapur Division as distinct strata, each with unique operational contexts and varying numbers of bus drivers. This stratification accounts for the diversity across depots in terms of working conditions, demographics, and other relevant factors. By proportionally allocating the sample size

based on the number of bus drivers in each depot, the researcher ensures that every depot is adequately represented in the sample.

**Sample Unit:**

For this research the researcher had considered bus drivers of Kolhapur Division MSRTC.

**Sample Size Calculation:**

This study follows the method defined by C. R. Kothari for determining sample size finite population.

$$n = \frac{z^2 \cdot N \cdot \sigma_p^2}{(N - 1) e^2 + z^2 \sigma_p^2}$$

(Source: C. R. Kothari, *Research Methodology (Methods & Technique)*, New Age Publication, Second Edition, PP: 175-177)

Were,

N = Size of Population = 1510

n = Size of Sample

e = Acceptable Error/ Margin of Error = 5%

$\sigma_p$  = Standard Deviation of Population = 50%

z = Standard Variate at a Given Confidence Level = 1.96 at 95% Confidence Level

$$n = \frac{(1.96)^2 (1510) (0.5)^2}{(1510-1) (0.05)^2 + (1.96)^2 (0.5)^2}$$

$$n = 306.40$$

$$\mathbf{n \cong 306}$$

After applying above formula, the required sample found to be 306 units. Researcher has collected data from 324 respondents. Table No. 3.3 shows the sample size distribution across the all 12 depots of Kolhapur Division of MSRTC.

**Sample Population:**

The sample universe of this study is all the bus drivers of Kolhapur Division of MSRTC. Table 3.2 illustrates the study population. It shows the total number of bus drivers across the all 12 depots of Kolhapur Division of MSRTC.

**Table No. 01 Study Population of bus drivers in 12 depots of Kolhapur division**

1	Ajara	06	02	26	06	56	12	88	20
2	Chandgad	10	03	46	10	43	10	99	23
3	Gadhinglaj	67	14	30	06	55	11	152	31
4	Gargoti	59	12	33	07	57	12	149	31
5	Gaganbawada	20	05	08	03	08	03	36	11
6	Ichalkaranji	96	21	31	06	31	07	158	34
7	Kagal	86	18	26	06	61	13	173	37
8	Kolhapur CBS	51	10	60	12	74	15	185	37
9	Kurundwad	18	04	09	03	60	11	87	18
10	Malkapur	27	06	24	05	27	06	78	17
11	Radhanagari	67	15	21	06	50	10	138	31
12	Sambhaji Nagar	102	21	31	06	34	07	167	34
	<b>Total</b>	<b>609</b>	<b>131</b>	<b>345</b>	<b>76</b>	<b>556</b>	<b>117</b>	<b>1510</b>	<b>324</b>

Source- Primary Data.

**A Review of Studies on Work Life Balance:**

Focusing on work-life balance, the researcher explored how employees in various sectors manage the delicate balance between professional duties and personal life. This involved reviewing studies and theories addressing the challenges and enablers of achieving a harmonious balance between work and personal commitments across different industries.

**Tone Innstrand, S., et al. (2008)** conducted a longitudinal study that examined the relationship between work-family interaction (WFI) and burnout, highlighting the reciprocal influences and the direction of these effects. The study sampled 2,235 respondents from eight occupational groups, including lawyers, bus drivers, IT workers, doctors, teachers, ministers, advertisers, and nurses. The results showed a significant positive impact of WFI conflicts on burnout over time, confirming a two-way relationship between work-family conflict and burnout.

**Dhar, R.L. (2009)** explored the stressful working conditions of professional bus drivers, focusing on how external factors disrupt their schedules, home life, and social activities. The qualitative study, conducted with 15 bus drivers from four Pune Municipal Corporation bus depots, used in-depth interviews and naturalistic observations. It aimed to identify the factors contributing to an imbalance in drivers' work-life quality, which increases the risk of road accidents. The study highlighted the challenges drivers face and recommended initiatives to improve their quality of life, such as promoting social interactions, humor, and balance through work-life improvement programs. It concluded that professional commitment could help mitigate the negative impacts on both the drivers' quality of life and their service performance.

**Cunha, L., et al. (2014)** observed that bus driving, traditionally a male-dominated profession, was seeing an increase in female participation, creating questions related with its impact on organisation. The study, which included 20 female and 158 male bus drivers, used both qualitative and quantitative methods. It identified significant challenges within the profession, particularly around working hours and managing peripheral tasks, which affected work-life balance. Men and women reported these difficulties differently, underscoring the impact on their careers and health.

**Dhas, B., & Karthikeyan, P. (2015)** examined the work-life balance perspectives of male workers in a predominantly male occupation. The findings revealed that work-life imbalance was the primary source of dissatisfaction for the participants, and there was a clear connection between work-life balance challenges and withdrawal behaviors like absenteeism and turnover. This study highlighted the profound impact of work-life balance issues on the job satisfaction and behavior of male workers in such male-dominated roles.

**Kalva S. (2016)**, in his research titled *A Study on Work-Life Balance Among APSRTC Personnel in Guntur District, Andhra Pradesh*, focused on the importance of human resources and the HR policies and procedures in APSRTC. He also examined the perspectives of drivers and conductors regarding work-life balance at various APSRTC depots. The survey findings underscored the necessity of maintaining a balance between personal and professional life for overall success in all areas, including the workplace. The study revealed that a large portion of the public lack's knowledge about work-life balance regulations and related issues.

**Saminathan R. (2017)**, in his study titled *A Study on Work-Life Balance of Teachers in Self-Financing Colleges of Education in Thanjavur District*, investigated the working conditions of professors at B.Ed. colleges. He explored factors affecting teachers' work-life balance and the difficulties they faced in sustaining it. The research was descriptive in nature, relying on primary data collected from chosen college teachers in Tamil Nadu's Thanjavur district, with a sample size of 420 teachers out of 840. The findings indicated that teachers struggle to maintain work-life balance and often neglect their health. The study recommended that colleges promote health awareness and encourage regular exercise to help teachers manage their work-life balance more effectively.

#### **Review of Studies on Work Life Balance:**

The literature review presents diverse studies exploring the relationship between the work environment and employee performance, satisfaction, and turnover intentions. Each study gives beneficial inputs into how different aspects of the work environment impact employees across various sectors and geographic regions.

A study conducted by **M. Imran Malik (2011)** in Pakistan explored the relationship between the work environment and employee performance. The research aimed to test a model based on five dimensions of the work environment and their influence on employee performance, using data from 115 employees of Pakistan Telecommunication Company Limited (PTCL). The results showed that most employees were male and worked at the supervisory level. It concluded that improving working conditions could enhance employee performance, leading to organizational success through better employee retention and increased efforts from those retained.

**Jain, R., & Kaur, S. (2014)** explored how the work environment affects social relationships within the workplace, particularly focusing on interactions among colleagues, supervisors, and the organization itself. The findings suggest that factors such as workload, stress, overtime, fatigue, and boredom contribute to job dissatisfaction, while positive elements like good working conditions, recreational facilities, and health and safety measures enhance job satisfaction. The study stresses the importance of effective HR management and the creation of a supportive work environment to improve both job satisfaction and organizational performance.

**Raziq, A., & Maulabakhsh, R. (2015)** examined the impact of the work environment on employee job satisfaction using a quantitative approach. The results revealed a positive relationship between the work environment and job satisfaction. The study concluded that businesses must recognize the importance of a conducive work environment in maximizing employee job satisfaction. Therefore, it is crucial for organizations to encourage employees to work towards achieving their goals and objectives.

**Lannoo, S., & Verhofstadt, E. (2016)** examined factors influencing turnover intentions among bus drivers in Belgium. The study explored both objective and subjective job characteristics, as well as individual factors, to understand the likelihood of drivers considering leaving their company or profession. The findings revealed several factors influencing turnover intentions. Women were more likely than men to consider quitting their company, though there was no significant gender difference regarding quitting the profession. These findings provide insights for improving job satisfaction and retention in the sector.

**Omari, K., & Okasheh, H. (2017)** explored the impact of the work environment on job performance using an engineering company as a case study, with a sample of 85 employees. Data were analyzed using SPSS (Version 22), revealing those situational constraints such as noise, office furniture, ventilation, and lighting negatively affected job performance. The study recommended that employers improve the work environment to motivate employees, which in turn could enhance job performance and contribute to achieving organizational goals and improved employee satisfaction.

**Hussain, A. H. M. B., & Endut, N. (2018)** investigated the relationship between decent work conditions and work-life balance among small entrepreneurs. The researchers used proportionate stratified sampling and analyzed the data with Partial Least Squares (PLS)–Structural Equation Modeling. The findings indicated that social dialogue and the stability and security of the enterprise were crucial for ensuring work-life balance. The research mentioned that social dialogue influenced decent working hours and fair treatment in the workplace.

#### **Research Gap –**

While the existing literature offers beneficial inputs into various factors influencing work-life balance, organizational commitment, and job satisfaction, there remains a significant gap in studies that specifically address the impact of working conditions on the work-life balance of bus drivers, particularly in the setting of the Kolhapur Division of MSRTC. Although broader studies have checked similar themes in diverse occupations, the unique challenges and dynamics faced by bus drivers in this area have not been explored in-depth. Addressing this gap could provide tailored recommendations to improve the well-being and working conditions of bus drivers in Kolhapur Division.

#### **Scope for Future Research:**

The current study attempted to analyse the Impact of working conditions on the work-life balance of bus drivers in the Kolhapur division of MSRTC. During the study, aspects like Working conditions, work-life Balance, Job satisfaction, and organisational commitment were appropriately considered. As an area of study is quite broad, it provides significant scope for further research, which is listed below.

- In the coming years, researchers can look into how technology, like GPS systems, automated scheduling, and communication tools, affects bus drivers' working conditions and work-life balance. This means understanding how gadgets and systems help or make things harder for bus drivers. Study titled Impact of technology on work life balance and productivity of bus drivers.
- It is recommended that further study be conducted to check the effectiveness of strategies such as training programs, mental health support, or organisational restructuring and their impact on job satisfaction and organizational commitment, which can be potential areas to explore in the future.
- Further study is recommended to check the impact of psychological factors on bus drivers' work-life balance and job satisfaction. This can be done with qualitative research methodologies, such as in-depth interviews or focus group discussions, to capture bus drivers' subjective experiences and perceptions.
- It would be interesting to conduct comparative studies across multiple divisions of MSRTC or other states road transport corporations to determine regional variations and identify best practices that helps to improved work-life balance of bus drivers.

#### **Results and Conclusion**

The study has addressed that there is strong positive relationship between working conditions at workplace in MSRTC impacting work life balance of bus drivers. It is found that job satisfaction influences the performance of bus drivers. This empirical research has helped researcher to understand impact of working conditions on Work life Balance of bus drivers in Kolhapur division of MSRTC. The primary goal of the present study is to investigate and provide a conceptual framework recommendation for tying the working conditions and work life balance. A

rigorous assessment of the literature was conducted, and various aspects were found based on an analysis of its content. Achieving growth and profitability in the market requires a good working environment for both the organization and the employer as well as for the employees. The review of the literature that was available for the study on the "Impact of Working Conditions on Work Life Balance of Bus Drivers in Kolhapur Division of MSRTC" was presented in this research paper. To identify the main research gaps and the pertinent topics for the study, a thorough review of the literature has been conducted.

As working condition improves; the drivers work more efficiently. Along with, the organization is in need of effective work-life balance practices to improve bus drivers to achieve both their work related and their personal life balance. Thus, the organization can design kinds of practices to aid MSRTC bus drivers to have better work-life balance. Therefore, this study can help management of MSRTC to raise their revenue by raising working conditions of bus drivers and ultimately revenue of State Government of Maharashtra. Moreover, this study is helpful to academician, researchers, Government officers of various State Transport Corporations throughout India. The researcher has developed a model which has been appreciated by the organization and by the concerned officials.

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