



## Quality of Work Life of Corporate employees at TSRTC, Bus Bhavan Hyderabad Telangana.

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### Abstract

The economic growth of a developing country like India depends on the development of adequate speedy, efficient, and economic transport. In any country passenger transport play important role to develop economic growth such as railways, airway, roadways, water transportation. The bus transportation has become the primary mode of transport in urban area. In 1950, the Government of India has nationalized the passenger transport through the enactment of Road Transport Act, 1950 and the Act empowered the state Government to establish run and control the state road transport. The present research work is on Quality of Work life Telangana State Road Transport Corporation Hyderabad Division, in understanding the job problem of TSRTC Bus Bhavan employees, because a satisfied commuter is the biggest asset of any service industry. The present study focuses on the increasing the level of satisfaction of employees. Keywords: Human resource management, Work life balance, Management

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**Introduction:** TSRTC is a State-owned corporation that runs transport services within the Indian state of Telangana. It was formed in 2014 by splitting the APSRTC. It serves about 89.4 lakh passengers every day, having three zones and services operating through 95 depots. TSRTC has three zones, Hyderabad, Greater Hyderabad, and Karimnagar. It has 13 regions, 95 depots and 357 bus stations. TSRTC buses undertake operations on 3,687 routes, having an approximate fleet of 10,460 under its wing. In 1932, Nizam state rail & road transport department, a wing of Nizam state railway in the erstwhile Hyderabad state was started with 27 buses and 166 employees. As department of Hyderabad state Government was established on 01-11-1951 and as A.P.S.R.T.C on 11-01-1958. Consequent upon bifurcation of Andhra Pradesh state into Telangana, the Govt. of Telangana has subsequently established Telangana State Road Transport Corporation. TSRTC is a public transport system of Telangana state. It is the only and primary

public road transport system which is governed by the govt. of Telangana which was established on 27-04-2016. TSRTC is committed to provide consistently high quality of services and to continuously, improve the services through a process of teamwork for the utmost satisfaction of the passengers and to attain a position of per-eminence in the Bus Transport sector. Corporate Philosophy of TSRTC is to provide safe, clean, comfortable, punctual, and courteous commuter service at an economic fare. To provide employee satisfaction in financial and humanistic terms. To strive towards financial self-reliance regarding performance and growth. To attain a position of reputation and respect in the society. Objectives of the TSRTC is to offer safe, clean, comfortable, Punctual, and courteous commuting services at lowest possible fare. It also offers supports in terms of employee satisfaction by financial and other support. TSRTC strive towards constant performance and growth to attain reputation & respect in the society. As per the need and demand of passengers, the TSRTC is introduced and launched latest types of coaches. Vennela Ac Sleeper, Garuda Plus, Garuda A.C Coach (Inter-City), Indra, Meghdoot A.C, Super Luxury Coach (Inter-City), Mini Super Luxury Coach for Tirumalaghat road, Saphthagiri Express for Tirumalaghat road, Deluxe Coach (Inter-City), Express Coach (Inter-City), Pallevelugu Rural Bus, Metro Deluxe Coaches and Metro-Express.

**Literature review:** QWL is described as the favorable working environment that supports and promotes satisfaction by providing employees with rewards, job security, career growth opportunities, etc. Hackman (1980) identified that the work environment that can fulfill employees' personal needs is considered to provide a positive interaction effect, which will lead to an excellent QWL. Cunningham and Eberle (1990) emphasized that the personal needs are satisfied when rewards from the organization, such as compensation, promotion, recognition, and development meet their expectations. The elements that are relevant to an individual's quality of work life include the task, the physical work environment, social environment within the organization, administrative system and relationship between life on and off the job. Chan and Einstein (1990) explained QWL reflects as a concern for people's experience at work, their relationship with other people, their work setting and their effectiveness on the job. European Foundation for the Improvement of Living Conditions 2002 described that the QWL is a multi-dimensional construct, made up of several interrelated factors that need careful consideration to conceptualize and measure. It is associated with job satisfaction, job involvement, motivation, productivity, health, safety, job security, competence development and balance between work and non-work life. Quality of work life is a process by which an organization responds to employee needs for developing mechanisms to allow them to share fully in making the decisions that design their lives at work. Saraji and Dargahi (2006) study explained QWL as a comprehensive, department wide program designated to improve employee satisfaction, strengthening workplace learning and helping employees had better manage, change, and transition by conducting descriptive and analytical study. QWL programs will benefit both faculty and management, by mutually solving work-related problems, building cooperation, improving work environments, restructuring tasks carefully and fairly managing human resource outcomes and payoffs according to the study of Che Rose et al. (2006 A).Hosseini and Jorjatki (2010) concluded that the career satisfaction, career achievement and career balance

are not only the significant variables to achieve good quality of work life but quality of work life (QWL) or the quality of work system as one of the most interesting methods creating motivation and is a major way to have job enrichment.

**Objectives of Research:**

1. To analyse Quality of Work life provided for employees at TSRTC, Bus Bhavan, Hyderabad Telangana.
2. To determine the impact of employee satisfaction due to Quality of Work life.
3. To explore new ways and findings for improving the Quality of Work life for the employees.

**Scope of the research:**

- Effectiveness of Quality of Work life can lead to a better workplace at TSRTC, Bus Bhavan, Hyderabad Telangana.
- Effectiveness of Quality of Work life leads to Employee Satisfaction.
- By knowing the effectiveness of the Quality of Work life, employee satisfaction can be attained through which organization can perform better.

**Motivation of Research:**

1. The effectiveness of the Quality of Work life of employees can be known at TSRTC, Bus Bhavan.
2. Satisfaction level of the employees can be known.
3. Quality of Work life of the employees can be improved through the known facts, leading to better workplace.

**Research GAP:**

- From extensive review of the literature, it was found that research on Quality of Work life was not done among the employees of TSRTC Bus Bhavan at Hyderabad Telangana Region. Hence the need was felt for undertaking this study.
- And the target population of this study is 457 Corporate Middle Level Management employees from different departments of TSRTC, Bus Bhavan, Hyderabad Telangana Region, where selected Top-level management is 127 out of 150 and selected Middle level management is 325 out of 350.

**Methodology:** This is based on primary data and secondary data.

- Primary data were collected through a structured questionnaire which will be administered personally to the employees of TSRTC Bus Bhavan.
- Secondary data were collected from the internet, books, journals, and articles.

### Data collection:

- The method for Survey is Convenience Sampling method.
- And the target population of this study is 200 Corporate Middle Level Management employees from different departments of TSRTC, Bus Bhavan, Hyderabad Telangana Region.

**Hypotheses:** A research hypothesis is a specific, clear, and testable proposition or predictive statement about the possible outcome of a scientific research study based on a particular property of a population, such as presumed differences between groups on a particular variable or relationships between variables. Specifying the research hypotheses is one of the most important steps in planning a scientific quantitative research study.

**Null Hypothesis:** There is no significant relationship between Quality of Work life and its determinant's which are Job Satisfaction, Workplace Stress, Work Life Balance, Work Environment, Financial Remuneration and Profitability.

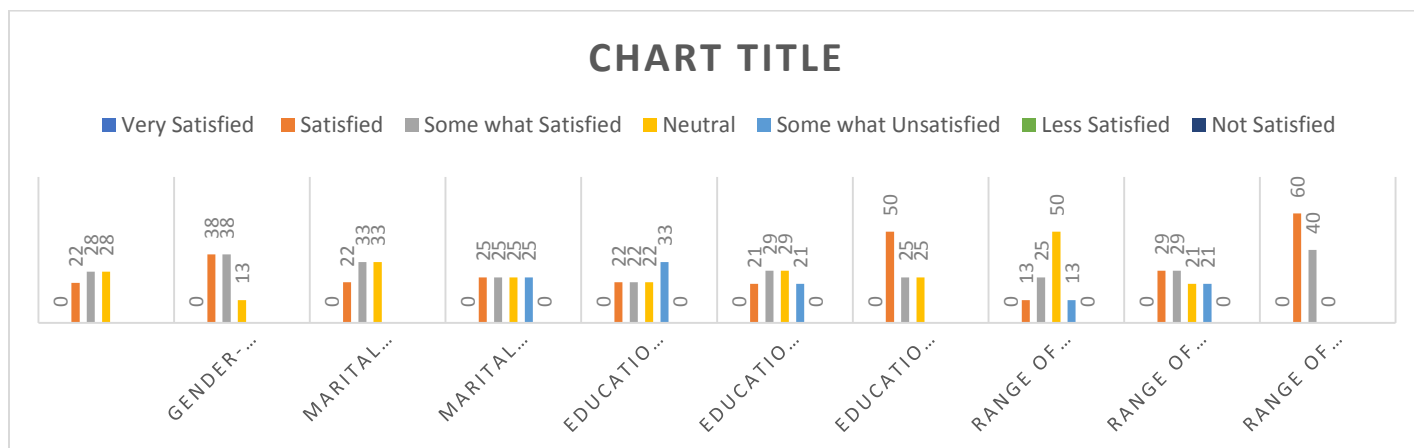
- **Hypothesis** is that there is a significant relationship between Quality of Work life and **Job Satisfaction**.
- **Hypothesis** is there is significant relationship between Quality of Work life and **Workplace Stress**.
- **Hypothesis** is that there is significant relationship between Quality of Work life and **Work life Balance**.
- **Hypothesis** is that there is significant relationship between Quality of Work life and **Work Environment**.
- **Hypothesis:** There is significant relationship between Quality of Work life and **Financial Reimbursement**.

### Quality of work Life:

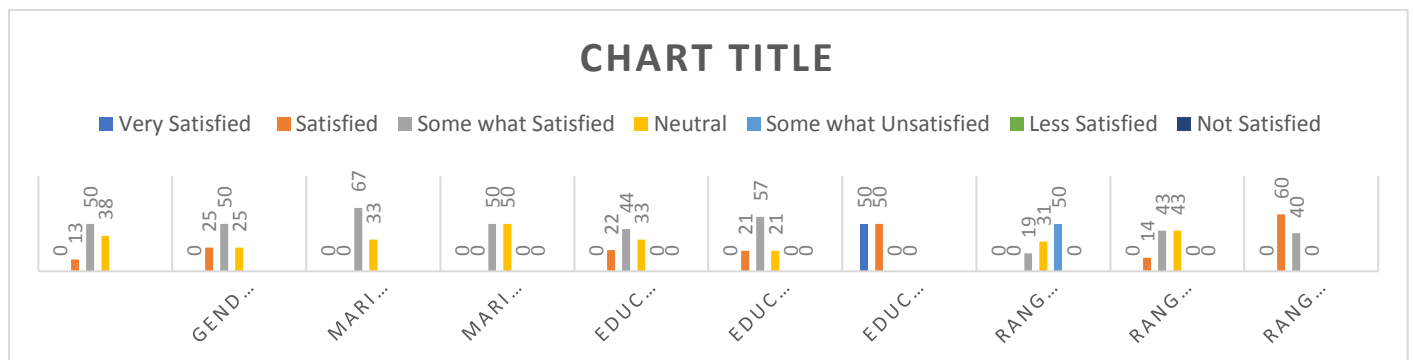
Quality of work life plays a vital role. Quality of work life (QWL) refers to the favorableness or unavoidsableness of a job environment for the people working in an organization. Dissatisfaction with working life affects the workers some time or another, regardless of position or status. The frustration, boredom, and anger common to employees can be costly to both individuals and organizations. Profitability of a company is linked to satisfaction of its work force. Employee satisfaction and quality of work life directly affect company's ability to serve its customers. Efforts towards QWL measurement help in efficient and effective allocation of resources to enhance productivity and stability of the workforce. A good work life balance is also what motivates an employee the most to perform well at his or job and spend quality time with the family.

**Quality of work-life** or **QWL** can be defined as the total quality of an employee's work-life at an organization. Not only QWL is tied to happier employees but also better business results. When the quality of work-life is stable, productivity is bound to increase. So does the level of employee retention. All in all, it seeks to benefit employees, their families, and the organization as well. Here are some factors which contribute to improving the quality of work in a holistic manner: **Major Determinants of Quality of Work Life:** 1) Job Satisfaction. 2) Workplace Stress. 3) Work Life balance. 4) Work Environment. 5) Financial Reimbursement

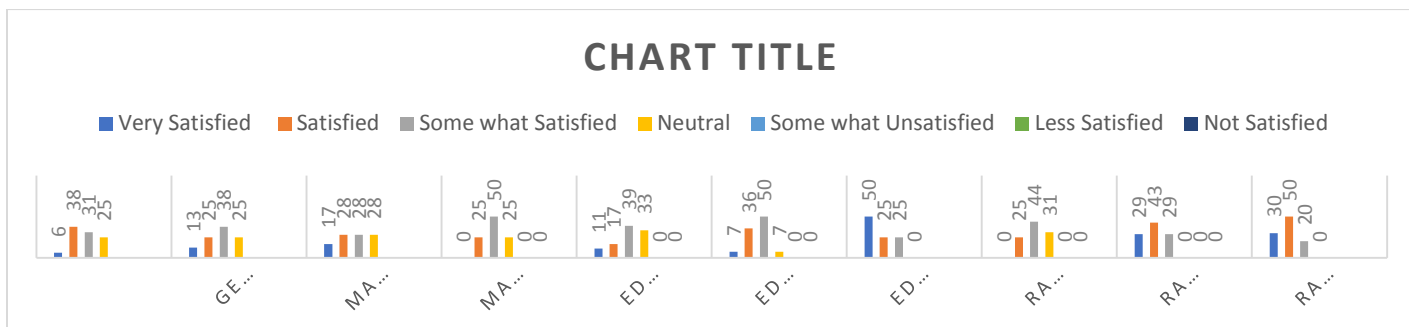
1. **Job Satisfaction** as a determinant factor of Quality of Work life affecting Employee Satisfaction
2. **Job Security** playing as a determinant factor Quality of Work life affecting Employee Satisfaction



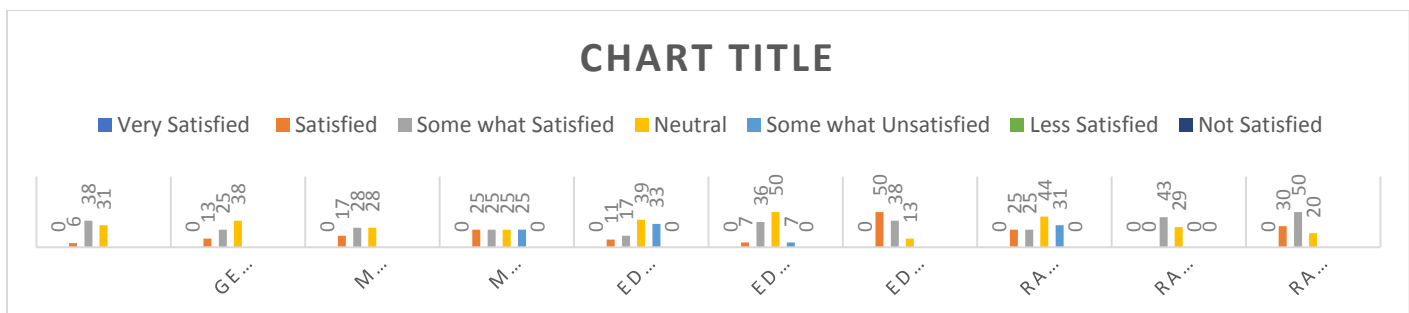
ii). My job lets me use my **skills** effectively during my work.



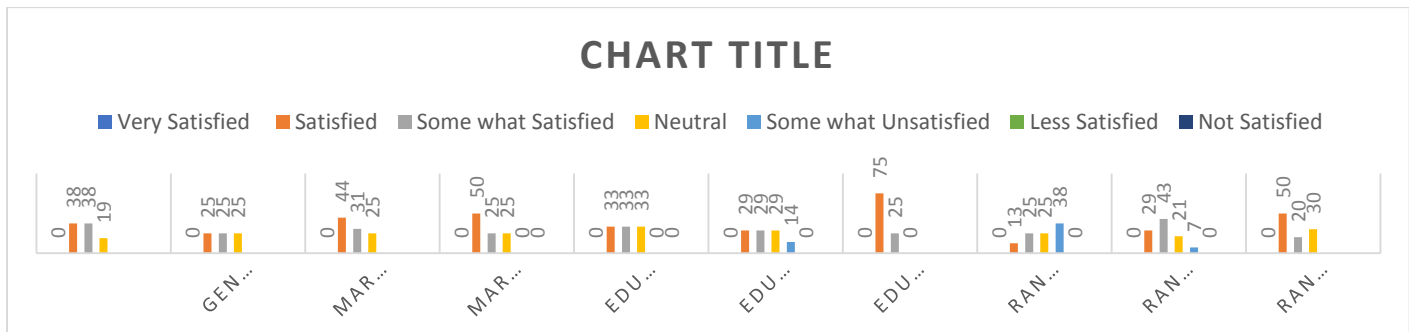
iii) **Performance Pressure** as a determinant factor of Quality of Work life affecting Employee Satisfaction



iv) **Tight Targets** as a determinant factor of Quality of Work life affecting Employee Satisfaction

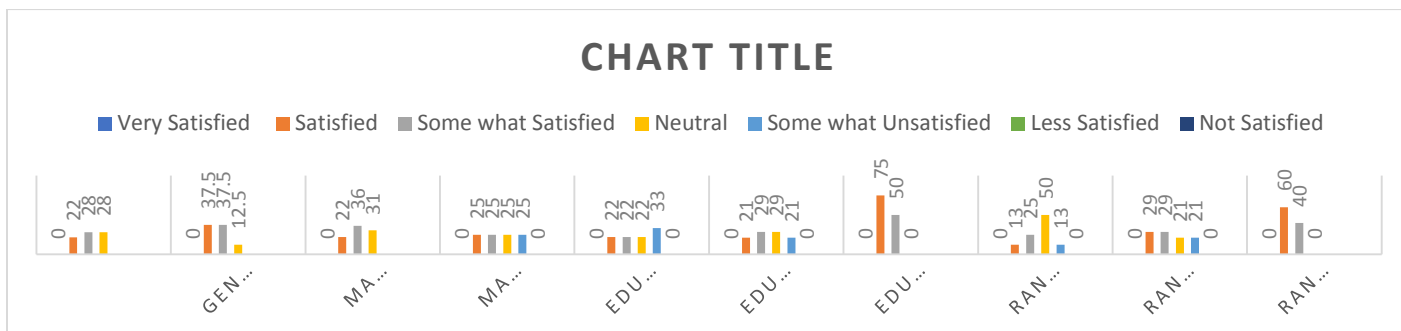


v) **Promotions** as a determinant factor of Quality of Work life affecting Employee Satisfaction

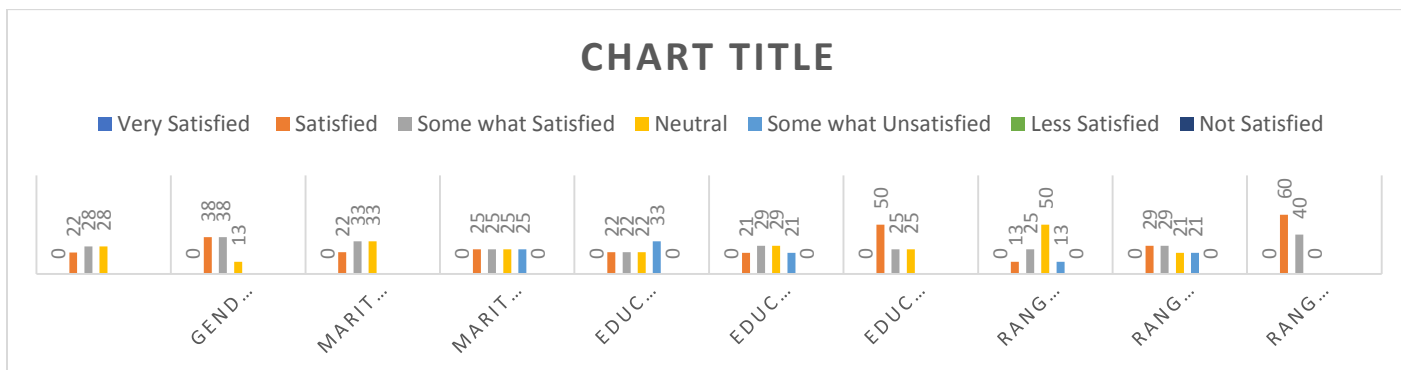


2. **Workplace Stress** as a determinant factor of Quality of Work life affecting Employee Satisfaction

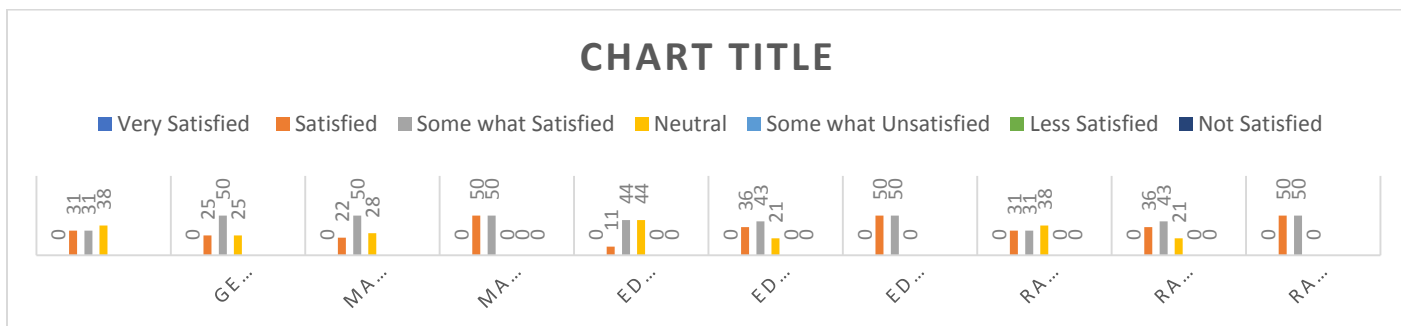
i). **Health issues causing work stress** as a determinant factor of Quality of Work life affecting Employee Satisfaction



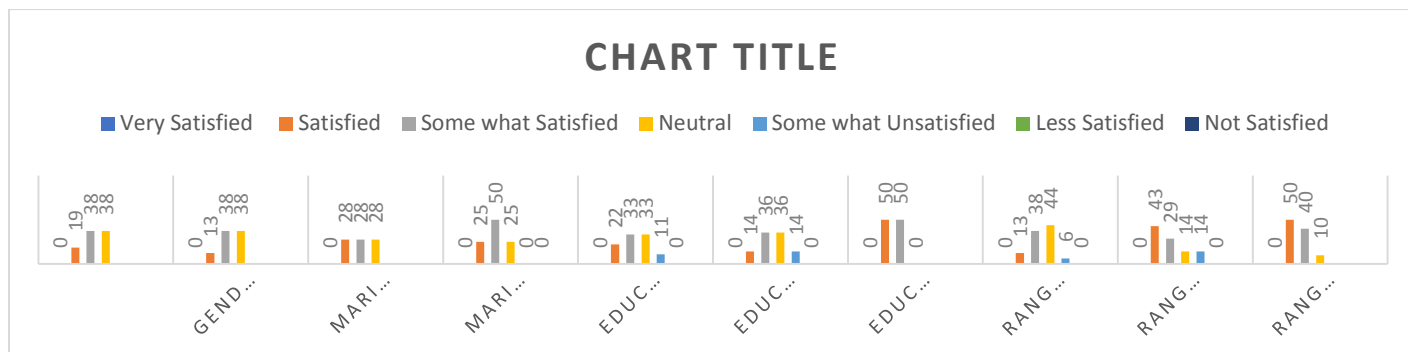
ii). **Workload** as a determinant factor of Quality of Work life affecting Employee Satisfaction



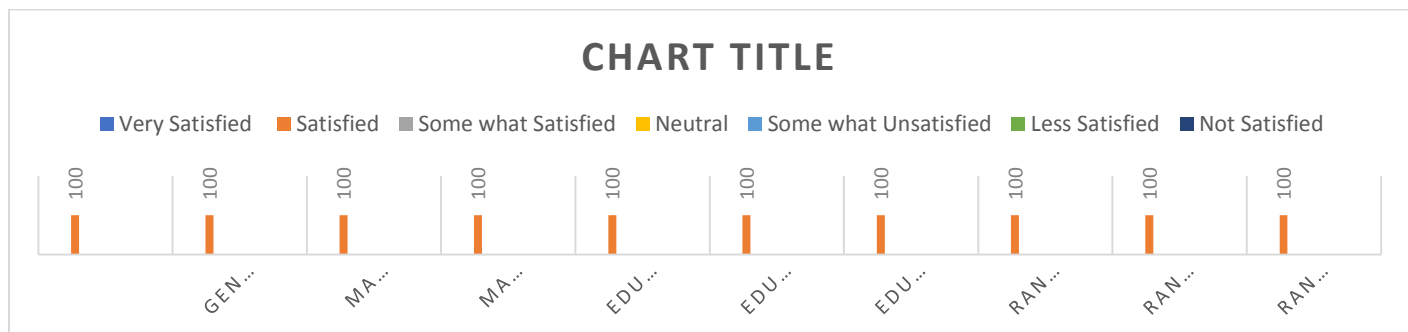
iii). **Long Working Hours** as a determinant factor Quality of Work life affecting Employee Satisfaction



iv). **Repetitive Work** creating Boredom acting as a determinant factor of Quality of Work life affecting Employee Satisfaction

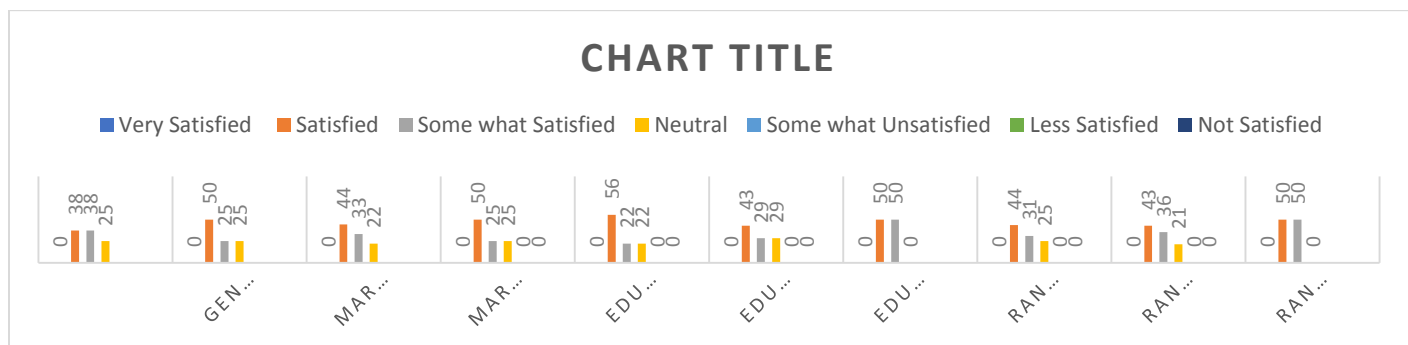


v). **Workplace Harassments** acting as a determinant factor of Quality of Work life affecting Employee Satisfaction



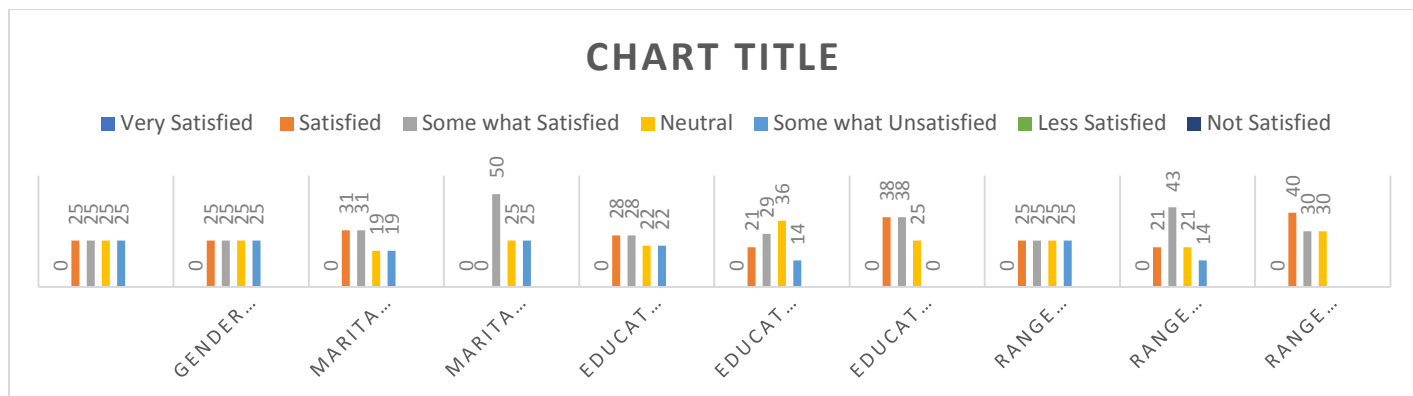
3. **Work Life Balance** as a determinant factor of Quality of Work life affecting Employee Satisfaction

i). Do you keep thinking and worrying about your job even at home -- acting as a determinant factor of Quality of Work life affecting Employee Satisfaction?

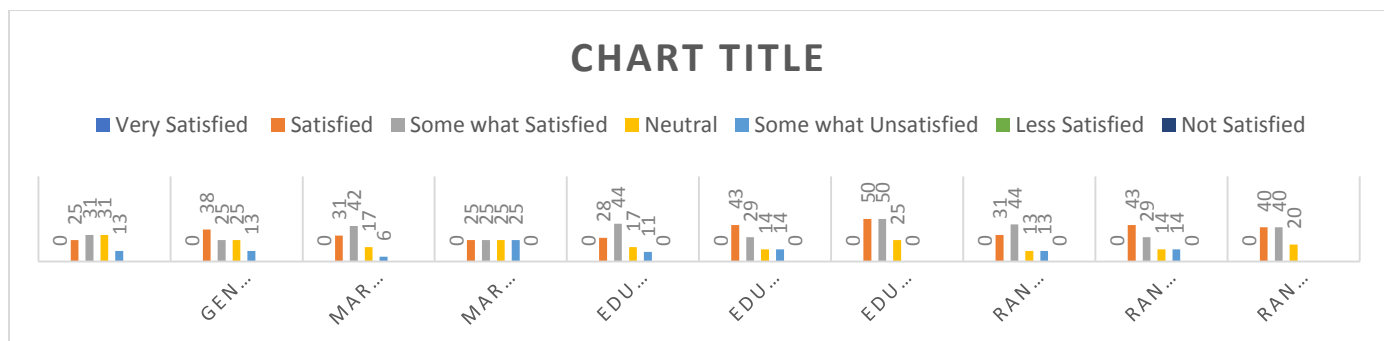


ii). Is it hard to take time-off during work to take care of personal or family matters?

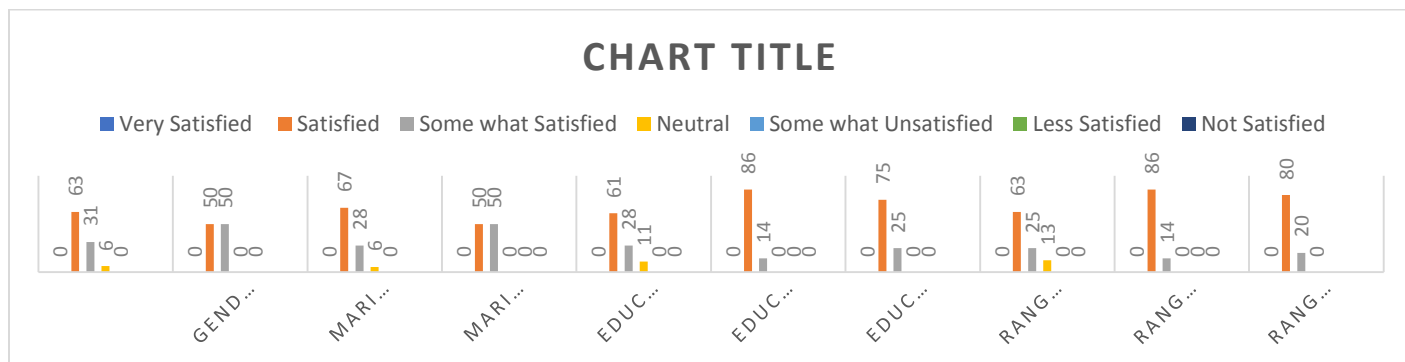




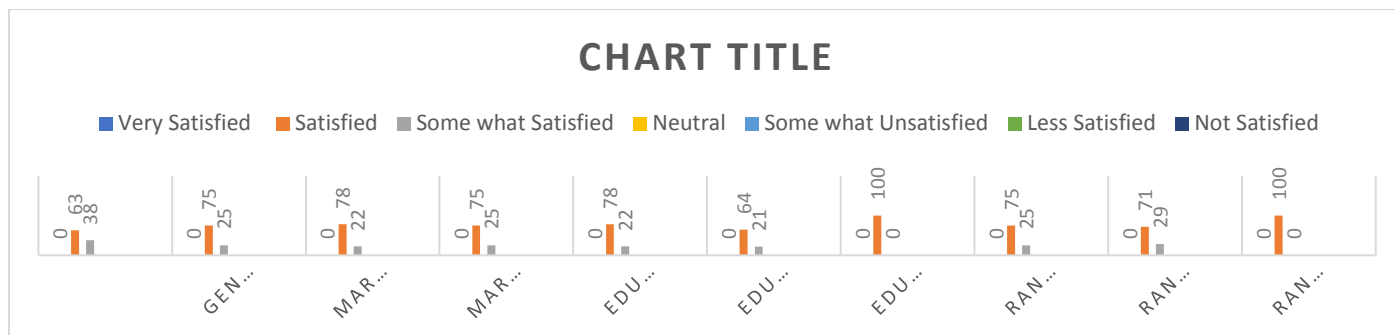
iii). I am **unable to attend personal work** due to demands of my job even on week offs and holidays



iv) I am **not able to spend quality time with my family** due to overtime of work

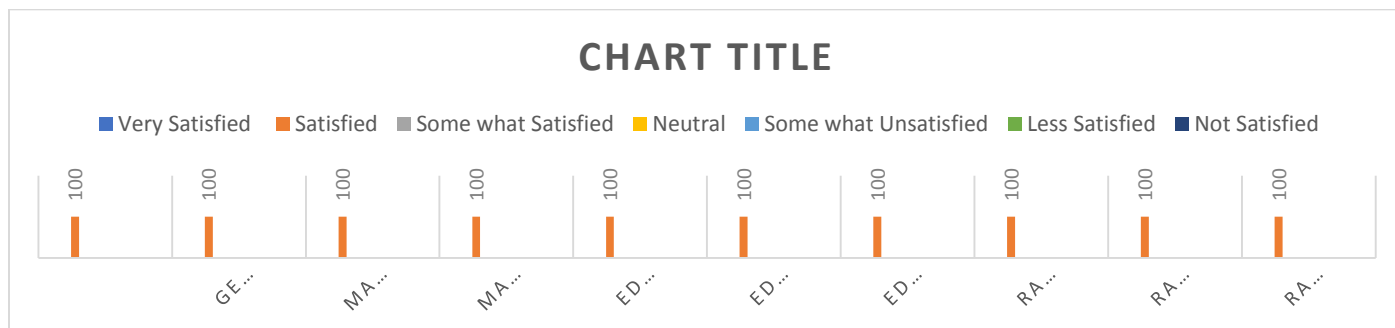


v). **Grievance Handling** as a determinant factor of Quality of Work life affecting Employee Satisfaction

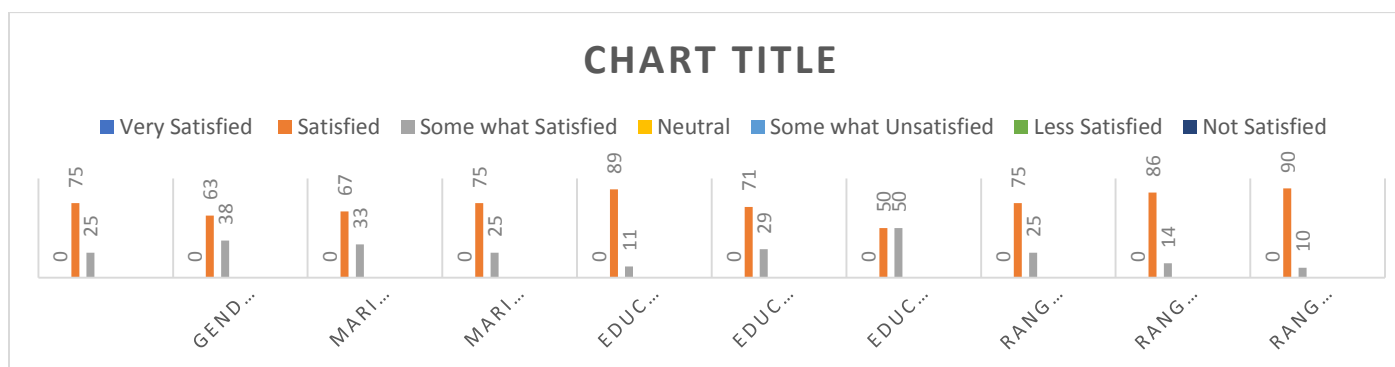


4. **Work environment** as a determinant factor of Quality of Work life affecting Employee Satisfaction

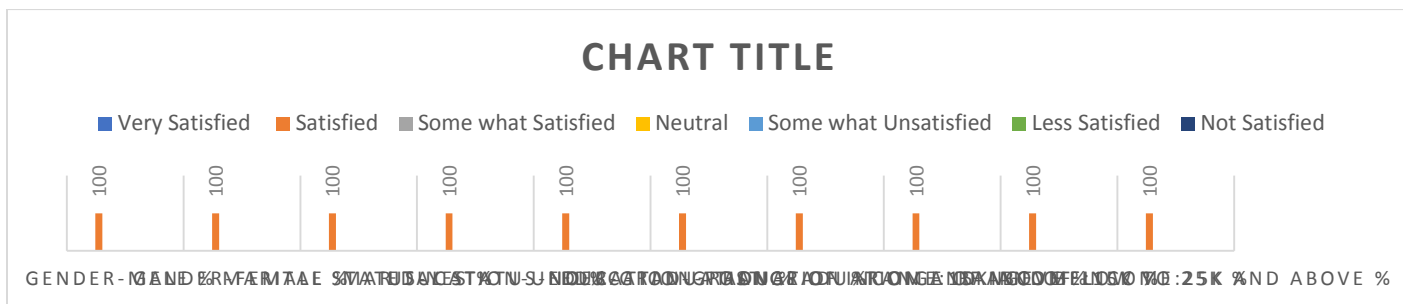
i&ii&iii). **Friendly environment & Comfortable and safe working environment & Non-Discrimination** provided at workplace as a determinant factor of Quality of Work life affecting Employee Satisfaction



iv). **Feedback and Suggestions** taken from the employees creating a positive work environment for learning and growing.

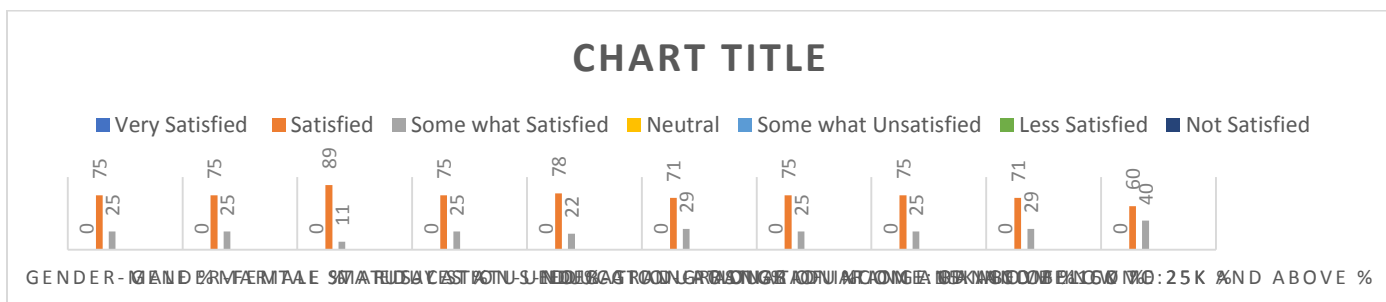


v). **Communication and information** flow between the departments at workplace is satisfactory.

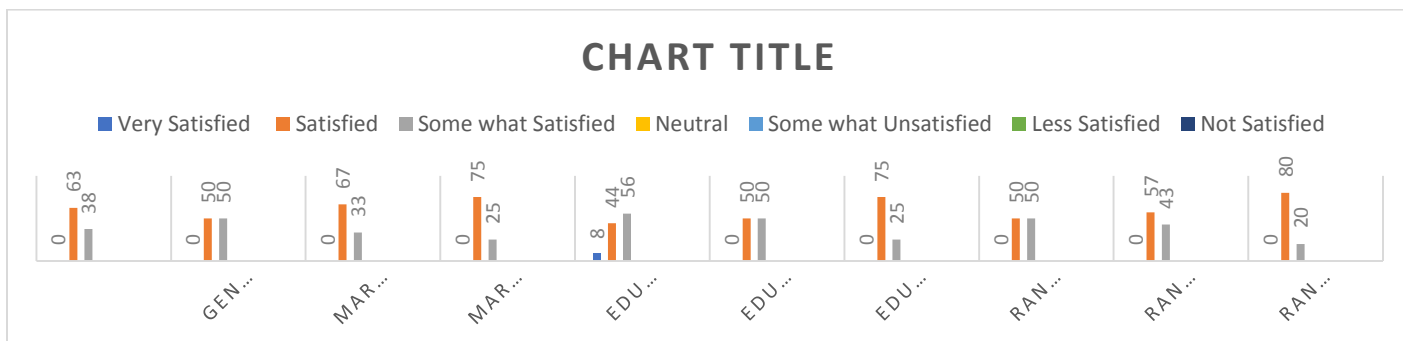


5. **Financial Reimbursement** as a determinant factor of Quality of Work life affecting Employee Satisfaction

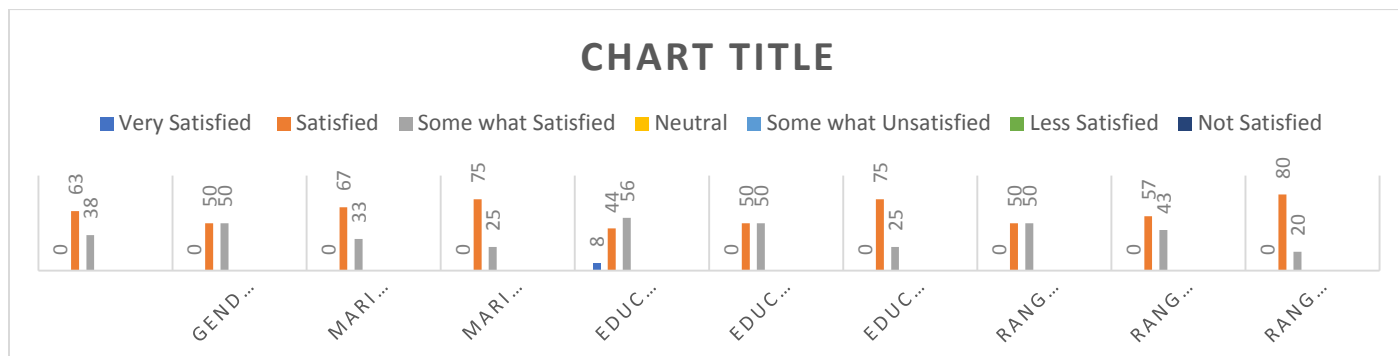
i). The **Wage policies** adopted by the organization are good.



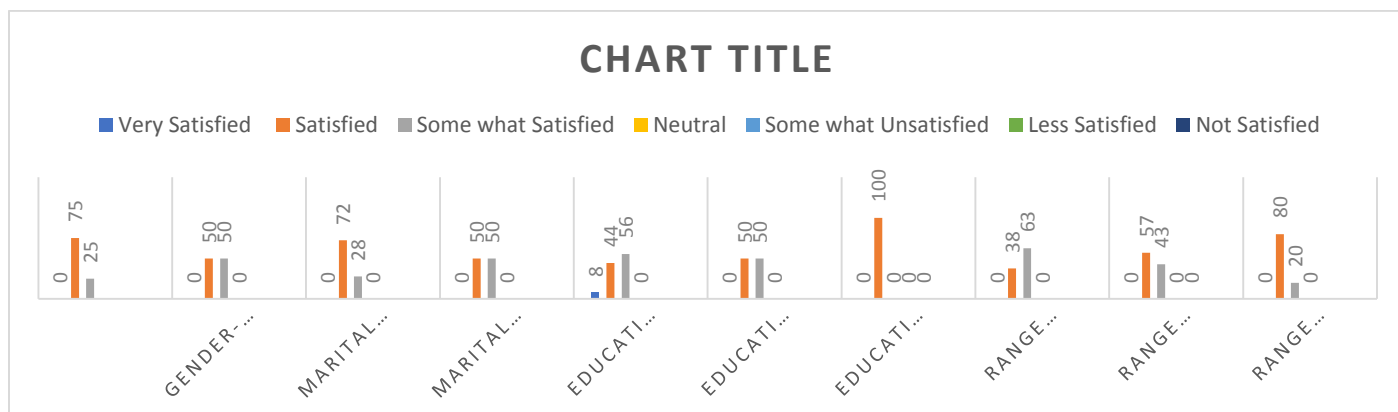
ii). **Adequate and Fair Pay** as a determinant factor of Quality of Work life affecting Employee Satisfaction



iii). **Fringe Benefits and Welfare facilities** as a determinant factor of Quality of Work life affecting Employee Satisfaction



iv&v). **Rewards and Recognitions** as a determinant factor of Quality of Work life affecting Employee Satisfaction



**Results & Discussions:** Perception of sample employees has been assessed on seven-point scale about QWL. Every variable is executed on each sample employee for their opinion on as far as their perceptual satisfaction is concerned.

- At TSRTC Bus Bhavan, Job Security among male employees who are satisfied is 13%, female employees who are satisfied is 25%, married employees who are satisfied is 17%, not married employees who are some-what satisfied is 100%, under-graduation employees is 33% as satisfied, graduation employees is 14% as satisfied, post-graduation employees is 75% as satisfied, employees whose salary ranges less than 15k is 19% as satisfied, employees whose salary ranges less than 15k - 25k is 36% as satisfied, employees whose salary ranges from more than 25k is 70% as satisfied.
- At TSRTC Bus Bhavan, Skills effectively used during the work among male employees who are satisfied is 13%, female employees who are satisfied is 25%, married employees is 67% as some-what satisfied, not married employees is 50% as some-what satisfied, under-graduation employees is 22% as satisfied, graduation employees is 21% as satisfied, post-graduation employees is 50% as very satisfied, employees whose salary ranges less than 15k is 19% as some-what satisfied, employees whose salary ranges less

than 15k - 25k is 14% as satisfied, employees whose salary ranges from more than 25k is 60% as satisfied.

- At TSRTC Bus Bhavan, Performance Pressure among male employees is 6% as very satisfied, female employees is 13% as very satisfied, married employees is 17% as very satisfied, not married employees is 25% as satisfied, under-graduation employees is 11% as very satisfied, graduation employees is 7% as very satisfied, post-graduation employees is 50% as very satisfied, employees whose salary ranges less than 15k is 25% as satisfied, employees whose salary ranges less than 15k - 25k is 29% as very satisfied. And employees whose salary ranges from more than 25k is 30% as very satisfied.
- At TSRTC Bus Bhavan, Pressure of tight targets at work among male employees is 6% as satisfied, female employees is 13% as satisfied, married employees is 17% as satisfied, not married employees is 25% as satisfied, under-graduation employees is 11% as satisfied, graduation employees is 7% as satisfied, post-graduation employees is 50% as satisfied, employees at work whose salary ranges less than 15k is 25% as satisfied, employees whose salary ranges less than 15k - 25k is 43% as some-what satisfied, employees whose salary ranges from more than 25k is 30% as satisfied.
- At TSRTC Bus Bhavan, Promotions at work among male employees is 38% as satisfied, female employees is 25% as satisfied, married employees is 44% as satisfied, not married employees is 50% as satisfied, under-graduation employees is 33% as satisfied, graduation employees is 29% as satisfied, post-graduation employees is 75% as satisfied, employees whose salary ranges less than 15k is 13% as satisfied, employees whose salary ranges less than 15k - 25k is 29% as satisfied, employees whose salary ranges from more than 25k is 50% as satisfied.
- At TSRTC Bus Bhavan, Work place stress causing health issues experienced among male employees is 22% as satisfied, female employees is 37% as satisfied, married employees is 22% as satisfied, not married employees is 25% as satisfied, under-graduation employees is 22% as satisfied, graduation employees is 21% as, post-graduation employees is 75% as satisfied, employees whose salary ranges less than 15k is 13% as satisfied, employees whose salary ranges less than 15k - 25k is 29% as satisfied, employees whose salary ranges from more than 25k is 60% as satisfied.
- At TSRTC Bus Bhavan, Work Load causing stress and health issues experienced among male employees is 22% as satisfied, female employees is 38% as satisfied, married employees is 22% as satisfied, not married employees is 25% as satisfied, under-graduation employees is 22% as satisfied, graduation employees is 21% as satisfied, post-graduation employees is 50% as satisfied, employees whose salary ranges less than 15k is 13% as satisfied, employees whose salary ranges less than 15k - 25k is 29% as satisfied, employees whose salary ranges from more than 25k is 60% as satisfied.
- At TSRTC Bus Bhavan, Long Working Hours Load causing stress and health issues experienced among male employees is 31% as satisfied, female employees is 25% as satisfied, married employees is 22% as satisfied, not married employees is 50% as satisfied, under-graduation employees is 11% as satisfied, graduation employees is 36%

as satisfied, post-graduation employees is 50% as satisfied, employees whose salary ranges less than 15k is 31% as satisfied, employees whose salary ranges less than 15k - 25k is 36% as satisfied, employees whose salary ranges from more than 25k is 50% as satisfied.

- At TSRTC Bus Bhavan, Repetitive Work creating Boredom among male employees is 19% is satisfied, female employees is 13% as satisfied, married employees is 28% is satisfied, not married employees is 25% as satisfied, under-graduation employees is 22% as satisfied, graduation employees is 14% as satisfied, post-graduation employees is 50% as satisfied, employees whose salary ranges less than 15k is 13% as satisfied, employees whose salary ranges less than 15k - 25k is 43% as satisfied, employees whose salary ranges from more than 25k is 50% as satisfied.
- At TSRTC Bus Bhavan, Workplace Harassments experienced among all the categories of employees is 100%.
- At TSRTC Bus Bhavan, worrying about job effecting Work Life Balance experienced among male employees is 38% as satisfied, female employees is 50% as satisfied, married employees is 44% as satisfied, not married employees is 50% as satisfied, under-graduation employees is 56% as satisfied, graduation employees is 43% as satisfied, post-graduation employees is 50% as satisfied, among employees whose salary ranges less than 15k is 44% as satisfied, employees whose salary ranges less than 15k - 25k is 43% as satisfied, employees whose salary ranges from more than 25k is 50% as satisfied.
- At TSRTC Bus Bhavan, Grievance Handling experienced among male employees is 63% as satisfied, female employees is 75% as satisfied, married employees is 78% as satisfied, not married employees is 75% as satisfied, under-graduation employees is 78% as satisfied, graduation employees is 64% as satisfied, post-graduation employees is 100% as satisfied, employees whose salary ranges less than 15k is 75% as satisfied, employees whose salary ranges less than 15k - 25k is 71% as satisfied, employees whose salary ranges from more than 25k is 100% as satisfied.
- At TSRTC Bus Bhavan, Friendly environment and Comfortable and safe working environment and Non-Discrimination experienced among all the categories of employees is 100%.
- At TSRTC Bus Bhavan, Feedback and Suggestions taken creating a positive work environment for learning and growing experienced among male employees is 75% as satisfied, female employees is 63% as satisfied, married employees is 67% as satisfied, not married employees is 75% as satisfied, under-graduation employees is 89% as satisfied, graduation employees is 71% as satisfied, post-graduation employees is 50% as satisfied, employees at work whose salary ranges less than 15k is 75% as satisfied, employees whose salary ranges less than 15k - 25k is 86% as satisfied, employees whose salary ranges from more than 25k is 90% as satisfied.
- At TSRTC Bus Bhavan, Communication and information flow between the departments at workplace experienced among all the categories of employees is 100%.

- At TSRTC Bus Bhavan, Wage policies adopted by the organization are considered to be good among male employees is 75% as satisfied, female employees is 75% as satisfied, married employees is 89% as satisfied, non-married employees is 75% as satisfied, under-graduation employees is 78% as satisfied, graduation employees is 71% as satisfied, post-graduation employees is 75% as satisfied, employees whose salary ranges less than 15k is 75% as satisfied, employees whose salary ranges less than 15k - 25k is 71% as satisfied, employees whose salary ranges from more than 25k is 60% as satisfied.
- At TSRTC Bus Bhavan, Adequate and Fair Pay considered among male employees is 63% as satisfied, female employees is 50% as satisfied, married employees is 67% as satisfied, not married employees is 75% as satisfied, under-graduation employees is 44% as satisfied, graduation employees is 50% as satisfied, post-graduation employees is 75% as satisfied, employees whose salary ranges less than 15k is 50% as satisfied, employees whose salary ranges less than 15k - 25k is 57% as satisfied, employees whose salary ranges from more than 25k is 80% as satisfied.
- At TSRTC Bus Bhavan, Fringe Benefits and Welfare facilities experienced among male employees is 63% as satisfied, female employees is 50% as satisfied, married employees is 67% as satisfied, not married employees is 75% as satisfied, under-graduation employees is 44% as satisfied, graduation employees is 50% as satisfied, post-graduation employees is 75% as satisfied, employees whose salary ranges less than 15k is 50% as satisfied, employees whose salary ranges less than 15k - 25k is 57% as satisfied, employees whose salary ranges from more than 25k is 80% as satisfied.
- At TSRTC Bus Bhavan, Rewards and Recognition experienced employees among male is 75% as satisfied, female employees is 50% as satisfied, married employees is 72% as satisfied, not married employees is 50% as satisfied, under-graduation employees is 44% as satisfied, graduation employees is 50% as satisfied, post-graduation employees is 100%, employees whose salary ranges less than 15k is 38% as satisfied, employees whose salary ranges less than 15k - 25k is 57% as satisfied, employees whose salary ranges from more than 25k is 80% as satisfied.

#### SUGGESTIONS:

- **Job Security** factor can be improvised by making more positions permanent based on the performance metrics and the experience being earned. And Vacancies need to fill based on the preference of **Skill sets** instead of just experience being gained.
- **Performance Pressure** can be reduced by increasing more learning and training processes which gradually improves the performances of the employees. And Organisation needs to give enough time and resources for completing work on time to reduce stress of **Tight Targets**.
- **Promotions** need to give based on not just experience but prioritising on performance. And Medical Counselling need to be provided to avoid **health issues** being caused because of **workplace stress** acting.

- **Workload** needs to reduce by providing equal distribution of work and also by giving multiple process training so that adequate human resources availability will be there at all the time avoiding workload. And **Long Working Hours** need to be controlled by proper timely planning and distribution of work among the employees.
- **Repetitive Work creating Boredom** acting can be reduced by training the employees in multiple skill sets. And Measures for **Work Life Balance** needs to take to not to disturb employee's personal life.
- **Feedback and Suggestions** needs to be taken more frequently for every 3 months from the employees creating a positive work environment for learning and growing. And The **Wage policies** need to update in accordance with both the employee's and organisation welfare.
- **Rewards and Recognition** need to be improved for motivating employees.

### CONCLUSION:

Job Security factor need to be improved as per the data been analysed. Grievance Handling procedures are being effectively handled by the organisation. As per the data, the organisation needs to more focus on utilizing the employee skillsets successfully. Friendly environment is being effectively provided at the workplace. Rewards and Recognition need to be improvised based on the data being analysed. Organisation is very precautious in providing comfortable and safe working environment for its employees. Performance Pressure factor also need to be much more effectively handled as its effecting QWL. Non-Discrimination at workplace has been very well followed. Tight Targets effecting creating stress on employees need to be avoided as per the percentages being analysed from the data above. Communication and information flow between the departments at workplace is satisfactory. Organisation needs to improve in the procedures followed for Promotions based on the data being analysed. Adequate and fair pay has been provided in accordance with the employee's experience and their skill sets on which they are been trained. Health issues being caused because of work stress acting on employee's percentage needs to be reduced. Fringe benefits and welfare facilities been provided to the employees in timely manner by the organisation is satisfactory. Workload must be reduced by providing and managing adequate resources. Wage policies adopted by the organization are good but need to be updated in timely manner. Based on the percentages obtained from data long working hours need to be controlled as it impacts QWL. The organisation offers a healthy environment avoiding any kind of workplace harassments. The organisation based on the data needs to reduce repetitive work creating boredom and increase multi skillset training for offering rotational work. Rewards and Recognition need to be improvised based on the data being analysed. As per the data the organisation needs to concentrate more on work life balance. Feedback and Suggestions taken from the employees creating a positive work environment for learning and growing needs to be concentrated more by the organisation as per the data been analysed.

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