

The Influence of Factors of Quality of Work-Life with Job Commitment, Job Satisfaction and Job Stress in the Transport Sector



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Abstract-Quality of work-life is an essential factor for the accomplishment of goals in any organisation throughout the world. The happy working environment plays a fundamental role in the personal and working life of the employees. Also, it is such an environment which helps the organisation to run effectively and efficiently. Most of the organizations who give much importance to the decent work-life of the employees have been successful in the effective running of their business. The present paper is a study aimed at analyzing the factors of the quality of work-life of the bus drivers and conductors of Puducherry Road Transport Corporation and their determining influence on job stress, job commitment, job satisfaction and work-life balance. The primary data were collected by using the questionnaire from the 445 respondents working from the four regions such as Puducherry, Karaikal, Mahe and Yanam at Puducherry Road Transport Corporation. The respondents also vary from the nature of employment viz., permanent, temporary, part-time and daily wages. The researchers employed statistical tools such as Cluster Analysis, Chi-Square analysis and Linear Multiple regression analysis for the study about the intrinsic relationship among the factors of quality of work-life and with other four effects of quality of work-life. The research found that there exists a deep association between quality of work-life of employees in the Puducherry Road Transport Corporation and their job stress, job commitment, job satisfaction and work-life balance. The study concluded that quality of work life is significant to permanent employees, whereas the quality of work-life is insignificant to contract employees. The research work emphasized that the quality of work-life directly depends upon the satisfaction level of the employees. Thus study concluded that the employees' satisfaction level influences the quality of work life in the organisation. The study will facilitate the top management to consider all the grievances to help them to cop up with needs of employees and improve the Job Commitment, Job Satisfaction and Job Stress in the Transport Sector.

Keywords: job satisfaction, working conditions, Human Resources, Wages, Quality of life.

JEL Classification: J28, J81, O15, JE24, J31

I. INTRODUCTION

Human beings play a more significant role than any other machines or materials, money or methods in the success of the organisation¹. Therefore, it is necessary for

the organisation to provide a peaceful atmosphere for the employees in order to fulfil the objectives of the organisation. Organisation's work environment can be affected by frustration or boredom or anger over the working conditions or any other disturbing factors among the workers. The primary reason to ill quality of work-life is frustration, boredom and anger or a quarrel among the individuals and dissatisfaction in the organisations. So it is responsible for the managers to find out the causes for job dissatisfaction at all levels of the organisation and also identify the attributes that add values to the quality of work-life². Srivastava & Kanpur, (2014) concluded that the determining factors for quality of work-life were the level of satisfaction the employees attain while they work, their contribution, loyalty, motivation to work and their working experience in the organisation³.

The smooth functioning of a primary organisation and the workforce mainly depends upon the proper management of job stress, due motivation for job commitment, right attitudinal atmosphere for job satisfaction and well-balanced workload for work-life balance and all these factors should be found in the quality of work-life. Quality of working life is as need fulfilment receiving from a collaboration of employees' basic needs such as survival and self-actualization needs and others correlated resources of organizations for meeting them. The organisation which focuses on the excellent quality of work-life may enjoy the benefits of the high increase in productivity and profitability. To impart the best services to the customers, the company primarily depends on the employees. When they are served with the best quality of work-life, they, in turn, do the rest to the customers and make the company a successful one⁴.

The present study entitled as "The Influence of factors of Quality of work-life with Job Commitment, Job Satisfaction and Job Stress in the Transport Sector" paved a way to analyse the factors of the quality of work-life, and its relation to job stress, job commitment, job satisfaction and work-life balance at Puducherry Road Transport Corporation. The study concluded that there is a deep association between the quality of work-life and job stress,

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Studying The Relationship between Quality of Work Life ...
<https://pdfs.semanticscholar.org/c0d8/9c19cc9934234452414b91e197c477d18556.pdf> (accessed September 06, 2018).

² Literature Review on Quality of Work Life and Their ...

https://mafiadoc.com/literature-review-on-quality-of-work-life-and-their-_599e8d (accessed September 08, 2018).

³ Srivastava Kanpur. A Study on Quality of Work Life: Key Elements & its Implications, IOSR Journal of Business and Management. 2014; 16(3):54-59.

⁴ Studying The Relationship between Quality of Work Life ...
<https://pdfs.semanticscholar.org/c0d8/9c19cc9934234452414b91e197c477d18556.pdf> (accessed September 06, 2018).

job commitment, job satisfaction and the work-life balance. The research work interpreted that the quality of working life offered through organisation and management influences the quality of human resources. Thus, the quality of human resources is majorly determined by the work environment where an employee's activities become more important to work smoothly and also without any boredom⁵. The study helps the management or organisation to implement procedures or policies that make the work less routine and more rewarding for the employee which motivate them to improve the skills and also progress the quality of work life both inside and outside the organisation.

II. REVIEW OF LITERATURE

Abdulmonem Hamdan Alzalaban (2017) attempted a study on perception of the quality of work-life and job satisfaction: evidence from Saudi Arabia. It examined the associations between environmental factors and job satisfaction. The study resulted that there was a high population in the level of Quality of Work-life. Further, the analytical work found that there was a significant relationship between environmental factors and job satisfaction. The employees of Yanbu Industrial City were satisfied with the contribution made by the organisations from Saudi Arabia concerning the sympathetic of quality of work-life and job satisfaction.

B P Mahesh, Prabhushankar M, Chirag S K and Amit V S (2016) conducted a study on work-life balance and its effects on organizational performance. They found that the benefits of an excellent work-life balance were an increase in productivity, retention of deserving employees for a more extended period and the efficient utilization of resources. Objectives of management were fulfilled due to work-life balance. A positive working atmosphere was also an outcome of work-life balance.

R. Balaji (2013) made a study on the quality of work-life among employees of the banks and found that esteemed aspirations for the banks were rising attention in upholding gender fairness for appealing and recollecting excellence in human resources. On the whole, the study exposed that there were vital variances in the quality of work-life and the elements of quality of work-life were compensation, flexibility in work schedule and job assignment, attention to job design and employee relations.

Sarah Holly and Alwine Mohnen (2012) organized a study entitled as the impact of working hours on work-life balance. They examined the impact of the working hours of the employees and their fulfilment of the job. The study explained that the majority of the employees desire to diminish their working hours. Energetically compensation should be followed by additional working hours. Their research showed that long working hours had encouraging feedback from the employees. It made their life and job satisfaction.

Kamali Sajjad & Abbasi, (2014) in their studies mentioned that freedom, self-discipline, developing the individual skills, knowledge about the future and describing a plan for the employees and its execution are the essential tools that

detail the well-defined quality of work life.

Narehan Hassan et al. (2014) came out with a conclusion that the quality of work-life programmes has a significant impact on the quality of work-life in the organisation. Most importantly, the working environmental factor is the deciding role in the determination of the quality of work life. The factors like emotional stability, individual development, social recognition and relationship with others were also given importance while analyzing the elements of quality of work-life in the organisation.⁶

Venkata Subrahmanyam C.V. (2013) stressed the factors that greatly acknowledge the quality of work life. The elements that came out of their study were working conditions, job security, gains achieved in the workplace and giving importance to self-esteem and productivity, similar work opportunity, understanding human needs and expectations, and causal relationship between motivation and leadership.⁷

Aloys.N.K (2013) conducted a study on the factors of the working environment that significantly influence the quality of work-life among the employees on Petrol bunks of Kitale town in Kenya. The exploratory survey was made use of for the data collection. The study defined that there was a relation between the work environment and the factors of quality of work-life such as job rotation, job enrichment, job freedom, flexible hours of work, interpersonal relation with the employees, positive relationship with the supervisors and job advancement. The finding of the study was that there is a deciding relationship between the working environment and the organisational trust than the physical environment. The rapport between colleagues and supervisors is the impact factor affecting the work environment on Quality of work life.⁸

Radha Yadav & Ashu Khanna (2014) focussed and analysed the literature review on the quality of work-life and their dimensions. More than 40 kinds of literature were discussed intensely. Out of which 25 types of research were straightforward to the factors of quality of work life. The study revealed the critical factor that an organisation cannot get an effective and efficient contribution from the employees without the quality of work life. The firms with the quality of work-life achieved profit and growth than the firms with non-quality of work life. The most critical dimensions of quality of work-life found out from the research papers were a commitment, employees' relationship and cohesiveness. The other factors that came out of the study were pay and benefits, supervision and work experience. Among all the elements of the quality of work-life, the excellent salary remained the critical dimension of the quality of work-life for the employees and the better performance of the organisation.⁹

⁶ ISSN: 2454-1362, [Http://www.onlinejournal.in](http://www.onlinejournal.in) A Study To ... <https://www.onlinejournal.in/IJIRV2I6/122.pdf> (accessed September 06, 2018).

⁷ A Literature Review on Quality of Working Life: A Case Of ... http://www.japsonline.com/admin/php/uploads/1940_pdf.pdf (accessed September 06, 2018).

⁸ Literature Review on Quality of Work Life and their ... https://mafiadoc.com/literature-review-on-quality-of-work-life-and-their_599e8d (accessed September 08, 2018).

⁹Radha Yadav(2014), Literature Review on Quality of Work Life and Their Dimensions, IOSR Journal Of Humanities And Social Science (IOSR-JHSS) Volume 19, Issue 9, Ver. V (Sep. 2014), PP 71-80 e-ISSN: 2279-0837, p-ISSN: 2279-0845. www.iosrjournals.org

⁵ Radha Yadav(2014), Literature Review on Quality of Work Life and Their Dimensions, IOSR Journal Of Humanities And Social Science (IOSR-JHSS) Volume 19, Issue 9, Ver. V (Sep. 2014), PP 71-80 e-ISSN: 2279-0837, p-ISSN: 2279-0845. www.iosrjournals.org

III. OBJECTIVES

1. To ascertain the association between quality of work-life over job stress, job commitment, job satisfaction and work-life balance of employees in Puducherry Road Transport Corporation.
2. To study the factors that influence the quality of work-life over job stress, job commitment, job satisfaction and work-life balance of employees in Puducherry Road Transport Corporation.
3. To ascertain the relationship between the quality of work-life over job stress, job commitment, job satisfaction and work-life balance of employees in Puducherry Road Transport Corporation.

IV. STATEMENT OF HYPOTHESES

The following hypotheses were framed based on the objectives of the study.

A. Null Hypotheses:

H01: There is no association between quality of work-life and job stress of employees in Puducherry Road Transport Corporation.

H02: There is no association between quality of work-life and job commitment of employees in Puducherry Road Transport Corporation.

H03: There is no association between quality of work-life and job satisfaction of employees in the Puducherry Road Transport Corporation.

H04: There is no association between quality of work-life and work-life balance of employees in Puducherry Road Transport Corporation.

B. Alternate Hypotheses

H11: There is an association between quality of work-life and job stress of employees in Puducherry Road Transport Corporation.

H12: There is an association between quality of work-life and job commitment of employees in Puducherry Road Transport Corporation.

H13: There is an association between quality of work-life and job satisfaction of employees in the Puducherry Road Transport Corporation.

H14: There is an association between quality of work-life and work-life balance of employees in Puducherry Road Transport Corporation.

V. RESEARCH METHODOLOGY

A. Statement of the problem:

The main aim of the organisation is to achieve its target and increase performance. In order to achieve this goal, the top management and the other order level management in all levels have to work for the constant and continuous increase in their productivity and profitability. The administrative personnel can be a think-tank for various ways and means to achieve the target of productivity and profitability. However, again, the productivity and profitability rely only on the performance of the bus drivers and conductors of the organisation. Nevertheless, to say that their performance again is solely dependent on the quality of work-life they enjoy in their organisation. That is the paradigm or the model which enables the drivers and conductors to perform well with commitment, with satisfaction, with less stress aroused out of job and well-balanced work-life balance. When there is a deficiency or a lack of defining a model for

quality of work-life with the most significant factors of quality of work-life very relevant to the bus drivers and the conductors, then there is a possibility of achieving the target of job performance which validates productivity and profitability in the organisation. However, in the present scenario, the organisations are struggling to satisfy the employees and increase the quality of work-life, which may end up with poor performance and will lead to sometimes strike followed by a significant loss. The present study portrays the association of the employees' quality of work-life over job stress, job commitment, job satisfaction and work-life balance at Puducherry Road Transport Corporation, Puducherry.

B. Research Type:

The present study is a descriptive style of research.

C. Sources and Collection of the Data:

The study is based on both the primary and secondary data. Primary data is pooled through a questionnaire designed and framed by the researchers. The questionnaire was validated by the pilot study, which possessed the Alpha Cronbach value of .955. The validated questionnaire form was distributed to all the 610 employees working in the regions of Puducherry, Karaikal, Mahe and Yanam of Puducherry Road Transport Corporation. The complete data received were from 445 respondents.

D. Period of the study

The research has been conducted in the regions of Puducherry, Karaikal, Mahe and Yanam of Puducherry Road Transport Corporation and it is based on the primary data. The Questionnaire was distributed to all the 610 employees and data has been collected during the period of 2018 – 2019

E. Sample Techniques:

The present study is based on Cluster sampling technique.

F. Tools:

1. Cluster Analysis
2. Chi-square
3. Linear Multiple Regression Analysis

F.1 Cluster Analysis

Application of cluster analysis helps in reducing large-sized samples with different characteristics into manageable groups that are considered sampling units and that have similar characteristics. This tool has been applied to know the natural grouping of respondents based on their perceptual differences towards the factors of quality of work-life, and the relationship of quality of work-life with job stress, job commitment, job satisfaction and work-life balance.

$$D(i; j) = \sqrt{a^{2i0} + b^2}$$

F.2 Chi-square Test

The Chi-square test is to examine the distributions that are observed by the researcher happened due to the chance or not. A "goodness of fit" is the fitting name for the Chi-square test. It is statistic why because it calculates the data of the observed distribution and tries to find out whether fitting data with the actual distribution has a possibility of association when the variables are independent. It describes the association between the two or more variables.

¹⁰<http://www.yorku.ca/ptyfos/fl1500.pdf>

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Chi-square can also be used to accept or reject a particular hypothesis while testing the hypotheses.

This is the formula for Chi-Square:

$$\chi^2 = \sum \frac{(O - E)^2}{E} \quad 11$$

O = the Observed (actual) value

E = the Expected value

F.3 Linear Multiple Regression Analysis

Linear multiple regression analysis is a statistical tool which determines the linear relationship between the one dependent variable and two or more independent variables. It is a predictive analysis which speaks about the strength of the independent variable on the dependent variables. It also describes the change which will happen in the independent variable when there is a change made in the dependent variable. It forecasts the changes or the impact of changes in the variables. It can also identify the effect of the change created by the independent variable on the dependent variables.

The variance σ^2 may be estimated by

$$s^2 = \frac{\sum e_i^2}{n - p - 1} \quad 12$$

also known as the mean-squared error (or MSE).

G. Analysis and interpretation

G.1 Cluster Analysis

Final Cluster Centers

	Cluster		
	1	2	3
work environment	2.37	2.89	3.34
Corporation climate	2.23	3.35	3.82
Corporation relation	2.68	3.28	3.86
Training and development	1.61	3.09	4.06
Adequate and Fair compensation	1.72	3.02	3.74
Welfare measure	1.68	2.90	3.50
Working Hours	1.85	3.29	3.77
Adequate Resource	2.17	3.42	3.65

Source: Computed in SPSS 21

Number of cases in each cluster

Cluster	1	60 (13.48%)
	2	203 (45.62%)
	3	182 (40.90%)

Valid	445 (100%)

Source: Computed in SPSS 21

Interpretation

The first cluster comprises of 60 employees (13.48%) disagree with all the line factors of the quality of work-life of employees of Puducherry Road Transport Corporation namely work environment, corporation climate, corporation relation, training and development, adequate and fair compensation, welfare measures, working hours and adequate resource. They do not exhibit high levels of agreeableness to the factors of quality of work-life. Therefore, this cluster is called the "Employees with no quality of work-life." The second cluster comprises of 203 employees (45.62%) have moderate agreeability towards quality work-life. Therefore, this cluster is called the "Employees with moderate quality of work-life." The third cluster comprises of 182 employees (40.90%) have strongly agreed in connection with the quality work-life. Therefore, this cluster of employees is called "Employees with high quality of work-life."

Table 2 Grouping of employees based on job stress

Final cluster Centres

	Cluster		
	1	2	3
Job stress	3.24	3.91	2.35

Source: Computed in SPSS 21

Table 3 Number of cases in each cluster

Cluster	1	203 (45.62%)
	2	153 (34.38%)
	3	89 (20%)
Valid		445 (100%)

Source: Computed in SPSS 21

Interpretation

The first cluster comprises of 203 employees (45.62%) exhibit moderate levels of acceptance concerning the job stress factors. Therefore, this cluster is called "Moderately stressed employees". The second cluster comprises of 153 employees (34.38%) strongly agreed towards the job stress factors. Therefore this cluster is called the "highly stressed employees". The third cluster comprises of 89 employees (20%) with strong disagreeability towards job stress. Therefore this group of employees is called the "Stress-free employees."

Table 4 Grouping of employees based on job commitment

Final cluster centres

	Cluster		
	1	2	3
Job commitment	2.51	3.61	4.83

Source: Computed in SPSS 21

¹¹<https://www.mathsisfun.com/data/chi-square-test.html>

¹²<http://www.stat.yale.edu/Courses/1997-98/101/linmult.htm>

Table 5 Number of cases in each cluster

Cluster	1	35 (7.86%)
	2	257 (57.75%)
	3	153 (34.38%)
Valid	445 (100%)	

Source: Computed in SPSS 21

Interpretation

The first cluster comprises of 35 employees (7.86%) exhibit minimum commitment towards the assigned. Therefore this cluster is called the “Employees with minimum commitment”. The second cluster comprises of 257 employees (57.75%) expressed moderate commitment towards the job assigned. Therefore this cluster is called “Employees with moderate commitment”. The third cluster comprises of 153 employees (34.38%), and they are highly committed employees. Therefore this group of employees is called the “Employees with high commitment.”

Table 6 Grouping of employees based on job satisfaction Final cluster centres

	Cluster		
	1	2	3
Job satisfaction	2.06	3.32	4.34

Source: Computed in SPSS 21

Table 7 Number of cases in each cluster

Cluster	1	37 (8.31%)
	2	299 (67.19%)
	3	109 (24.49%)
Valid	445 (100%)	

Source: Computed in SPSS 21

Interpretation

G.2 Chi-square

Table 10 Association between the quality of work-life and job stress of the employees

Crosstab

			JOB STRESS			Total
			Moderately stressed employees	Highly stressed employees	Stress-free employees	
QWL	Employees with high quality of work-life	Count	4	1	55	60
		% within QWL	6.7%	1.7%	91.7%	100.0%
	Employees with moderate quality of work-life	Count	136	45	22	203
		% within QWL	67.0%	22.2%	10.8%	100.0%

The first cluster comprises of 37 employees (8.31%) expressed an unsatisfactory approach towards the job they perform. Therefore, this cluster is called the “Dissatisfied Employees”. The second cluster comprises of 299 employees (67.19%) stated reasonable satisfaction towards the job assigned. Therefore this cluster is called “Moderately satisfied employees”. The third cluster comprises of 109 employees (24.49%) revealed high satisfaction towards the job assigned to them. Therefore, this cluster is called “Highly satisfied employees.”

Table 8 Grouping of employees based on work-life balance

Final Cluster Centers

	Cluster		
	1	2	3
Work-life balance	1.21	3.77	2.64

Source: Computed in SPSS 21

Table 9 Number of cases in each cluster

Cluster	1	121 (27.19%)
	2	229 (51.46%)
	3	95 (21.34%)
Valid	445 (100%)	

Source: Computed in SPSS 21

Interpretation

The first cluster comprises of 121 employees (27.19%) expressed their imbalance towards work-life balance. Therefore, this cluster is called “Imbalanced employees.” The second cluster comprises of 229 employees (51.46%) are highly balanced towards their work-life balance. Therefore, this cluster is called “Highly balanced employees.” The third cluster comprises of 95 employees (21.34%) revealed their average balance towards the work-life balance. Therefore, this cluster is called “Moderately balanced employees.”

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Employees with low quality of work-life	Count	63	107	12	182
	% within QWL	34.6%	58.8%	6.6%	100.0%
Total	Count	203	153	89	445
	% within QWL	45.6%	34.4%	20.0%	100.0%

Source: Computed in SPSS 21

Interpretation

From the above table, it can be ascertained that 91.7% of employees of the corporation with a high quality of work-life are found to be stress-free in their job assignment. This finding shows that the employees with high quality of work-life are free from stress, and they

are free from their job assignments. It is also found that 58.8% of employees with a low quality of work-life are represented by highly stressed employees in the work premises. This representation leads to the verification of association, as stated in the following chi-square test table.

Table 11 Relationship between the quality of work-life and job stress of the employees

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	283.107 ^a	4	.000
Likelihood Ratio	237.495	4	.000
Linear-by-Linear Association	40.547	1	.000
N of Valid Cases	445		

Source: Computed in SPSS 21

0 cells (0.0%) have been expected a count less than 5. The minimum expected count is 12.00.

Interpretation

From the above table, it is found that the Pearson chi-square value is statistically significant at 5% level. Hence, it can be determined that there is a deep association between quality of work-life of employees in the

Puducherry Road Transport Corporation and their job stress. It also shows that the stress level of the employees in their work environment depends upon the quality of work-life.

Table 12 Association between the quality of work-life and job commitment of the employees

Crosstab

			JOB COMMITMENT			Total
			employees with a minimum commitment	employees with a moderate commitment	employees with high commitment	
QWL	Employees with no quality of work-life	Count	24	6	30	60
		% within QWL	40.0%	10.0%	50.0%	100.0%
	Employees with moderate quality of work-life	Count	9	136	58	203
		% within QWL	4.4%	67.0%	28.6%	100.0%
	Employees with high quality of work-life	Count	2	115	65	182
		% within QWL	1.1%	63.2%	35.7%	100.0%
Total		Count	35	257	153	445
		% within QWL	7.9%	57.8%	34.4%	100.0%

Source: Computed in SPSS 21

Interpretation

From the above table, it can be identified that 50% of employees with no quality of life are found to be with high commitment in their work, this is a typical example to prove that quality of work-life is not affected by the work environment but is also affected by some personal

issues of the employees. 67% of employees with moderate quality of life are always moderate in their commitment level. In the case of the employees with a high quality of work-life, it is noticed that 63.2% of them have a moderate commitment towards the job.

Table 13 Relationship between the quality of work-life and job commitment of the employees

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	126.377 ^a	4	.000
Likelihood Ratio	105.832	4	.000
Linear-by-Linear Association	8.254	1	.004
N of Valid Cases	445		

Source: Computed in SPSS 21

a. One cell (11.1%) has been expected to count less than 5. The minimum expected count is 4.72.

Interpretation

The verification of the chi-square test revealed that the chi-square value is statistically significant at 5% level. It led to the rejection of hypothesis at 5% level and concluded that there is a significant association between

quality of work-life of employees and their commitment level. It also proved that the quality of work-life depends upon the commitment level at the same time depends upon the personal issues involved in the quality of life of employees in Puducherry Road Transport Corporation.

Table 14 Association between the quality of work-life and job satisfaction of the employees

Crosstab

			JOB SATISFACTION			Total
			Dissatisfied employees	Moderately satisfied employees	Highly satisfied employees	
QWL	Employees with no quality of work-life	Count	24	36	0	60
		% within QWL	40.0%	60.0%	0.0%	100.0%
	Employees with moderate quality of work-life	Count	11	157	35	203
		% within QWL	5.4%	77.3%	17.2%	100.0%
	Employees with high quality of work-life	Count	2	106	74	182
		% within QWL	1.1%	58.2%	40.7%	100.0%
Total		Count	37	299	109	445
		% within QWL	8.3%	67.2%	24.5%	100.0%

Source: Computed in SPSS 21

Interpretation

From the above table, it is inferred that 60% of employees with no quality of life are found to be moderately satisfied whereas 17.2% employees with moderate quality of work-life are found to be highly satisfied. 1.1% of employees with a high quality of life are not satisfied with the job. The distribution of these

clusters under the non-parametric test revealed the following results as follows:

Table 15 Relationship between the quality of work-life and job satisfaction of the employees

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	130.108 ^a	4	.000
Likelihood Ratio	114.030	4	.000
Linear-by-Linear Association	92.157	1	.000
N of Valid Cases	445		

Source: Computed in SPSS 21

- a. One cell (11.1%) has been expected to count less than 5.

The minimum expected count is 4.99.

Interpretation

From the above table, it is found that chi-square value is statistically significant at 5% level and concluded that the hypothesis is rejected at 5% level. Hence the researcher identified that deep association between quality of work-life of employees and that satisfaction level in the work environment. So ultimately, it is

concluded that the quality of work-life directly depends upon the satisfaction level of the employees.

Table 16 Association between the quality of work-life and work-life balance of the employees

Crosstab

		WORK-LIFE BALANCE				
		Imbalanced employees	Highly balanced employees	Moderately balanced employees	Total	
QWL	Employees with no quality of work-life	Count	52	4	4	60
		% within QWL	86.7%	6.7%	6.7%	100.0%
	Employees with moderate quality of work-life	Count	32	127	44	203
		% within QWL	15.8%	62.6%	21.7%	100.0%
	Employees with high quality of work-life	Count	37	98	47	182
		% within QWL	20.3%	53.8%	25.8%	100.0%
Total		Count	121	229	95	445
		% within QWL	27.2%	51.5%	21.3%	100.0%

Source: Computed in SPSS 21

Interpretation

The above crosstab of work-life balance indicates that 86.7% of employees with no quality of work-life are found to be profoundly affected in their work-life, and they are not able to balance their life. 62.6 % of employees with moderate quality of life are said to be highly balanced employees, and 25.8% of employees with high quality of work-life have only moderate balance towards their work-life. The association between

the two clusters is verified through the following chi-square test

Table 17 Relationship between the quality of work-life and work-life balance of the employees Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	127.189 ^a	4	.000
Likelihood Ratio	116.207	4	.000
Linear-by-Linear Association	42.103	1	.000
N of Valid Cases	445		

Source: Computed in SPSS 2

a. 10 cells (0.0%) have been expected to count less than 5.
The minimum expected count is 12.81.

Interpretation

From the above table, it is inferred that the chi-square value is statistically significant at the 5% level and concluded that the hypothesis is rejected at 5% level. The rejection of the hypothesis proved that there is a deep **G.3 Linear Multiple Regression**

association between quality of work-life and work-life balance of the employees. The quality of work-life is not a unique phenomenon, whereas it is the combination of the employees with the excellent quality of work-life as well as their personal and organizational life.

Table 18 Impact of Quality of Work-Life on Work-Life Balance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.637 ^a	.406	.396	.87853

Source: Computed in SPSS 21

a. Predictors (Constant): Adequate Resource, Training and development, Work environment, Corporation relation, Working Hours, Corporation climate, Adequate and Fair Compensation and Welfare measure

Interpretation

From the above table, it is found that R-value = 0.637, R-Square = .406 and adjusted R-square = 0.396 are statistically significant. The independent variables are 63.7% of variance over work-life balance among the

employees working in Puducherry Road Transport Corporation. The variance over work-life balance leads to further verification of the regression fit of unique dependent and multiple independent variables.

Table 19 Influence of Quality of Work-Life on Work-Life Balance

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	230.379	8	28.797	37.311	.000 ^b
	Residual	336.509	436	.772		
	Total	566.889	444			

Source: Computed in SPSS 21

a. Dependent Variable: Work-life balance
b. Predictors (Constant): Adequate Resource, Training and development, Work environment, Corporation relation, Working Hours, Corporation climate, Adequate and Fair Compensation and Welfare measure



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Interpretation

From the above table, it is instituted that the F-value = 37.311, p-value = 0.000 are statistically significant at 5 per cent level. This significance implies that the regression fit is significant. The independent variables fittingly make a clear explanation and show the impact of

the dependent factor of work-life balance among the employees working in Puducherry Road Transport Corporation. The individual influence of all the nine independent variables is codified in the following coefficient table.

Table 20 Effect of Quality of Work-Life on Work-Life Balance Coefficients^a

Model		Unstandardized Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.428	.285		8.534	.000
	Work environment	-1.138	.125	-.510	-9.131	.000
	Corporation climate	.564	.107	.335	5.282	.000
	Corporation relation	-.377	.094	-.221	-3.991	.000
	Training and development	.035	.054	.032	.638	.524
	Adequate and Fair compensation	-.002	.095	-.002	-.025	.980
	Welfare measure	.666	.121	.450	5.498	.000
	Working Hours	.373	.091	.269	4.107	.000
	Adequate Resource	-.035	.091	-.023	-.384	.701

Source: Computed in SPSS 21

a. Dependent Variable: Work-life balance

Interpretation

The analysis regarding work-life balance in Puducherry Road Transport Corporation revealed that work environment (t=-9.131, p=0.000), corporation climate (t=5.282, p=0.000), corporation relation (t=-3.991, p=0.000), welfare measures (t=5.498, p=0.000) and working hours (t=4.107, p=0.000) are statistically significant at 5% level of significance towards work-life balance of the employees working in Puducherry Road Transport Corporation. This meaningful significance also proves that the existence of a deep relationship between the quality of work-life of employees and their work-life balance. In particular, it is found that work-life imbalance is caused due to an uncertain work environment. Similarly, the productive Corporation climate prevailing in Puducherry

Road Transport Corporation can reveal the present position of the work-life balance of the employees. A conducive Corporation relation on the premises is very much useful for the employees to have a balanced work-life. Welfare measures motivate the employees to take special care for the balanced work-life. Lengthy working hours create a negative impact on the work-life balance. In particular, it shows that long working hours cause a work-life imbalance of employees in Puducherry Road Transport Corporation.

Table 21. Impact of quality of work-life on job commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.536 ^a	.287	.274	.63918

Source: Computed in SPSS 21

a. Predictors (Constant): Adequate Resource, Training and development, Work environment, Corporation relation, Working hours, Corporation climate, Adequate and Fair Compensation and Welfare measure

Interpretation

From the above table, it is found that R-value = 0.536, R-Square = .287 and adjusted R-square = 0.274 are significant according to the statistical findings. The independent variables are 76.3% of difference over job

commitment in Puducherry Road Transport Corporation. The discrepancy of independent variables leads to additional authentication of the regression fit of unique dependent and multiple independent variables.

Table 22. Influence of quality of work-life on job commitment

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	71.764	8	8.971	21.957	.000 ^b
	Residual	178.128	436	.409		
	Total	249.892	444			

Source: Computed in SPSS 21

- a. Dependent Variable: Job commitment
- b. Predictors (Constant): Adequate Resource, Training and development, Work environment, Corporation relation, Working Hours, Corporation climate, Adequate and Fair Compensation and Welfare measure

Interpretation

From the above table, it is established that the F-value = 21.957 and p-value = 0.000 are noteworthy as per the statistical work at 5 per cent level. The major significance established from the table implies that the regression fit is significant. The independent variables

correctly come out with the proper explanation and present the impact of the dependent feature of job commitment among the employees working in Puducherry Road Transport Corporation. The individual influence of all the nine independent variables is codified in the following coefficient table.

Table 23. Effect of quality of work-life on job commitment

Coefficients^a

Model		Unstandardized Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.970	.207		9.517	.000
	Work environment	.442	.091	.298	4.873	.000
	Corporation climate	.002	.078	.002	.023	.982
	Corporation relation	.399	.069	.352	5.802	.000
	Training and development	-.063	.039	-.087	-1.590	.113
	Adequate and Fair compensation	.123	.069	.127	1.779	.076
	Welfare measure	-.450	.088	-.458	-5.099	.000
	Working Hours	-.284	.066	-.310	-4.306	.000
	Adequate Resource	.408	.066	.402	6.171	.000

Source: Computed in SPSS 21

- a. Dependent Variable: Job commitment

Interpretation

The study regarding job commitment in Puducherry Road Transport Corporation revealed that work environment (t=4.873, p=.000), Corporation relation (t=5.802, p=0.000), welfare measures (t=5.099, p=0.000), working hours (t=-4.306, p=0.000) and adequate resources (t=6.171, p=0.000) are momentous by the statistical work at 5 % level of significance towards job commitment. The significance of independent variables with job commitment clearly shows that the work environment in the Puducherry Road Transport Corporation decides the commitment level of the employees in the same work environment. It also implies that a positive work environment brings out high job

commitment of the employees within the premises and outside the environment. The interpersonal relationship among the employees and the management also ensures the commitment level of the employees. Welfare measures for the goodness of the employees continuously motivate them to have very high job commitment. It is amazingly identified that longer working hours diminish the job commitment of the employees. The employees in Puducherry Road Transport Corporation revealed that longer working hours always create psychological hindrances to them. It reduces their commitment level. Adequate resources and their availability also inspire the employees to encompass a very sky-scraping job

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commitment towards the organisation and their work assignment.

Table 24. Impact of quality of work-life on job satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.566 ^a	.321	.308	.55039

Source: Computed in SPSS 21

a. Predictors (Constant): Adequate Resource, Training and development, Work environment, Corporation relation, Working Hours, Corporation climate, Adequate and Fair Compensation and Welfare measure

Interpretation

From the above table, it is initiated that R-value = 0.566, R-Square =.321 and adjusted R-square = 0.308 are significant as per statistical norms, and the independent variables are 56.6% of variance over job satisfaction in

Puducherry Road Transport Corporation. This statistical finding goes for auxiliary substantiation of the regression fit of unique dependent and multiple independent variables.

Table 25. Influence of quality of work-life on job satisfaction

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	62.404	8	7.800	25.750	.000 ^b
	Residual	132.079	436	.303		
	Total	194.483	444			

Source: Computed in SPSS 21

a. Dependent Variable: Job satisfaction
 b. Predictors (Constant): Adequate Resource, Training and development, Work environment, Corporation relation, Working Hours, Corporation climate, Adequate and Fair Compensation and Welfare measure

Interpretation

From the above table, it is set up that the F-value = 25.750 and p-value = 0.000 are significant at 5 per cent level in statistical terms. The correlation between F and p-value in the above table reveals that the regression fit is significant.

The independent variables suitably elucidate the dependent aspect of job satisfaction in Puducherry Road Transport Corporation. The individual weight of all the nine independent variables are accessible in the following co-efficient table.

Table 26. Influence of quality of work-life on job satisfaction

Coefficients ^a						
Model		Unstandardized Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.549	.178		8.687	.000
	Work environment	.024	.078	.019	.312	.755
	Corporation climate	.153	.067	.155	2.287	.023
	Corporation relation	.136	.059	.136	2.295	.022
	Training and development	.174	.034	.272	5.112	.000
	Adequate and Fair compensation	-.208	.060	-.243	-3.474	.001
	Welfare measure	.167	.076	.193	2.198	.028
	Working Hours	-.032	.057	-.039	-.561	.575
	Adequate Resource	.163	.057	.182	2.867	.004

Source: Computed in SPSS 21

a. Dependent Variable: Job satisfaction

Interpretation

The study regarding job satisfaction in Puducherry Road Transport Corporation exposed that Corporate climate (t=2.287, p=.023), Corporation relation (t=2.295, p=0.022), Training and development (t=5.112, p=0.000), Adequate and fair compensation (t=-3.474, p=0.001), Welfare measures (t=2.198, p=0.028), Adequate resources (t=2.867, p=0.004) are statistically significant towards job satisfaction by the employees working in Puducherry Road Transport Corporation. The significance of job satisfaction with some independent variables proves that the dependent variable (job satisfaction) is influenced by the independent variables

(factors of quality of work-life). The researcher found out that the climatic conditions in the Puducherry Road Transport Corporation can affect the job satisfaction level of the employees in the organisation. The relationship among the staff and the management, appropriate training and development for perfect service, adequate and fair compensation for continuous motivation, welfare measures for the futuristic well-being of employees, availability of adequate resources are considered as essential factors to calculate approximately the job satisfaction level of the employees.

Table 27 impact of quality of work-life on work-life balance.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.637 ^a	.406	.396	.87853

Source: Computed in SPSS 21

a. Predictors (Constant): Adequate Resource, Training and development, Work environment, Corporation relation, Working Hours, Corporation climate, Adequate and Fair Compensation and Welfare measure

Interpretation

From the above table, it is instituted that R-value = 0.637, R-Square =.406 and adjusted R-square = 0.396 are significant according to the statistical calculations. The independent variables are 63.7% of variance over work-life

balance among the employees working in Puducherry Road Transport Corporation. The analysis of significance leads to more confirmation of the regression fit of unique dependent and multiple independent variables.

Table 28 Influence of quality of work-life on work-life balance.

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	230.379	8	28.797	37.311	.000 ^b
	Residual	336.509	436	.772		
	Total	566.889	444			

Source: Computed in SPSS 21

a. Dependent Variable: Work-life balance

b. Predictors (Constant): Adequate Resource, Training and development, Work environment, Corporation relation, Working Hours, Corporation climate, Adequate and Fair Compensation and Welfare measure

Interpretation

From the above table, it is initiated that the F-value = 37.311 and p-value = 0.000 are significant at the 5 per cent level in statistical method. The statistical significance uncovers that the regression fit is significant. The

independent variables aptly explicate the dependent factor of work-life balance among the employees working in Puducherry Road Transport Corporation. The individual manipulation of all the nine independent variables is offered in the following co-efficient table.

Table 29 Effect of quality of work-life on work-life balance.

Coefficients^a

Model	Unstandardized Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		

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1	(Constant)	2.428	.285		8.534	.000
	work environment	-1.138	.125	-.510	-9.131	.000
	Corporation climate	.564	.107	.335	5.282	.000
	Corporation relation	-.377	.094	-.221	-3.991	.000
	Training and development	.035	.054	.032	.638	.524
	Adequate and Fair compensation	-.002	.095	-.002	-.025	.980
	Welfare measure	.666	.121	.450	5.498	.000
	Working Hours	.373	.091	.269	4.107	.000
	Adequate Resource	-.035	.091	-.023	-.384	.701

Source: Computed in SPSS 21

a. Dependent Variable: Work-life balance

Interpretation

The study regarding work-life balance in Puducherry Road Transport Corporation revealed that work environment ($t=-9.131$, $p=0.000$), corporation climate ($t=5.282$, $p=0.000$), corporation relation ($t=-3.991$, $p=0.000$), welfare measures ($t=5.498$, $p=0.000$) and working hours ($t=4.107$, $p=0.000$) are statistically significant at 5% level of significance towards work-life balance by the employees working in Puducherry Road Transport Corporation. The significance of some important variables also proves the existence of a deep relationship between the quality of work-life of employees and work-life balance. In particular, it is identified that work-life imbalance is caused due to the uncertain work environment. Similarly, the productive Corporation climate prevailing in Puducherry Road Transport Corporation can reveal the present position of the work-life balance of the employees. A conducive Corporation relation on the premises is very much useful for the employees to have a balanced work-life. Welfare measures motivate the employees to take special care for the balanced work-life. Lengthy working hours create a harmful impact on the work-life balance. In particular, it shows that long working hours cause a work-life imbalance of employees in Puducherry Road Transport Corporation.

VI. FINDINGS

1. The study explored that the group of employees (45.62%) exhibit moderate levels of acceptance towards the job stress factors, (34.38%) of employees strongly agree towards the job stress factors and (20%) of them come out with strong disagreeability towards job stress.
2. The study explored that the described group of employees (13.48%) disagree with all the line factors of quality of work-life and (45.62%) of the operational workforce have a moderate agreeability towards quality work-life. (40.90%) of the workforce have strongly agreed towards the quality work-life.
3. The study explored that group of employees (7.86%) exhibit minimum commitment towards the job assigned. (57.75%) of them have expressed a moderate commitment towards the job assigned. (34.38%) of the employees have a high job commitment towards the organisation.
4. The study found that correlation value (r) is 0.70, which is statistically significant at 5% level. It is concluded that the hypothesis three is rejected at 5% level and accomplished that there is a deep association between Puducherry Road Transport Corporation relation and quality of work-life of bus drivers and conductors of Puducherry Road Transport Corporation.

5. The study found that the application of confirmatory factor analysis on the observed variable training and development and the unobserved factor quality of work-life of bus drivers and conductors of Puducherry Road Transport Corporation revealed that the correlation value $r=0.55$ which is statistically significant under the hypothesis is rejected at 5% level. Hence it is concluded that there is a deep association between training and development and quality of work-life of bus drivers and conductors of Puducherry Road Transport Corporation

VII. CONCLUSION

The present study in the Puducherry Road Transport Corporation is used to analyse the pertinent factors of quality of work-life that are mostly related to bus drivers and conductors. Moreover, those identified factors of quality of work-life, specific to the bus drivers and conductors found out by the study are put into the test to find out the association or disassociation with job stress, job commitment, job satisfaction and work-life balance at Puducherry Road Transport Corporation. The study found that Welfare measures motivate the employees to take special care for the balanced work-life and there is a linear association between the identified factors of the quality of work-life for the bus drivers and conductors and job stress, job commitment, job satisfaction and work-life balance at Puducherry Road Transport Corporation. The study concluded that to improve the quality and productivity of working in organisations, quality of work life is more concerned. It can be properly maintained by the better management of job satisfaction, homework interface, working conditions, compensation, human relations, management-personnel relations and support to be better manager change and transition. The research work helps the organisation's top management to frame policies and guidelines in order to regulate the job dissatisfaction and stress among the employees. The study also motivate the employees to improve their skills and self-esteem in order to increase the productivity of the organisation and also balance in the work life effectively and efficiently.

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