



IMPACT OF QUALITY OF WORK LIFE ON WORK LIFE BALANCE OF BUS CONDUCTORS OF MSRTC: A CASE STUDY

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ABSTRACT

Bus conductors of MSRTC are serving to society 365 X 24. Moreover they can be considered as a face of MSRTC as they are having direct contact with passengers. They are generating revenue for MSRTC. Through observation it is clear that the quality of work life of bus conductors is poor. This study focuses on various aspects of quality of work life and its impact on work life balance. Out of 273 bus conductors of Kolhapur depot 162 are randomly selected as sample. Further this sample size stratified as 144 male conductors and 17 female conductors. For this study totally 3 populations are considered viz., bus conductors, their family members and administrative staff of depot. Quality of work life is analysed through structured questionnaire for bus conductors and administrative staff while work life balance is analysed through the same technique for bus conductors and their family members. It is clarified from this study that the maintenance and cleanliness of buses and rest rooms should be proper. Most of bus conductors are unable to give time for their family, friends, relatives and society.

KEY WORDS: Bus Conductors, MSRTC, Quality work life, Work life balance, Work life conflicts

JEL Classification: H830

INTRODUCTION

Quality work life aims at changing the entire organizational climate by humanizing work, individualizing organization and changing the structural and managerial system. It takes into consideration the socio- psychological needs of the employees. It seeks to create such a culture of work commitment in the organization which will ensure higher productivity and greater job satisfaction for the employees.

Quality of working life refers to the favorableness or unfavorableness of job environment of an organization for its employees. It is generic term which covers a person's feeling about every dimension of his work like economic incentives, rewards, job security, working conditions,

organizational and interpersonal relationship etc. The term Quality of work life has different meaning of different people.

Quality work life is prescriptive concept, it attempts to design work environments so as to maximize concern for human welfare. It is goal, as well as process. The goal is the creation of more involving, satisfying and effective job and work environment for people at all levels of the organization. As a process, Quality of work life involves efforts to realize this goal through active participation.

According to LlyodSuttle, "Quality of work life is the degree to which members of work organization are able to satisfy important personal needs through their



experiences in the organization. "It focuses the problems of creating a human working environment where employees work cooperatively and achieve results collectively. Quality of work life refers to level of satisfaction, motivation, involvement and commitment, individual experience with respect to their lives at work.

Major issues in quality of work life are fair and adequate compensation, job security, alternative work schedule, occupational stress, social integration, health and safety, career opportunities. Thus, we can say Quality of Work life is the degree of excellence brought about work and working conditions which contribute to the overall satisfaction and performance.

Work life balance does not mean an equal balance in personal and professional life. It means the capacity to schedule the hours of professional and personal life so as to lead healthy and peaceful life. It is not a new concept. It emphasizes the values, attitudes and beliefs of employees regarding their age to work in organizing and balancing their work and personal life. Work life balance is daily effort to make time for family, friends, community, participation, spirituality, personal growth, self-career and other personal activities in addition to the demand of workplace.

Work life balance is proper prioritizing between 'Work' (Career and ambitions) and on the other hand 'Life' (Pleasure, Leisure, family and spiritual development). It is important consequences for employees attitudes towards organizations as well as for lives of employees. A balance between work and life is supposed to exist when there is proper functioning at work and at home also. As it is clear that the Quality of work life deals with favorable or unfavorable working condition related with pay, career growth, occupational stress, alternative work schedule, health and safety. These all are having influence an ability to achieve balance in professional and personal life.

Work life imbalance comes from the economical, social, demographical transformation of our society as well as from change in management structure, systems and philosophy.

The pressure of market globalization, the feminization of the workforce and impact of emerging technologies have meant that in order to keep up many employees must work around the clock and from anywhere. People who work irregular hours or work an excessive amount of overtime also, spend less time with their children and spouses and once at home they spend part of their time doing household chores to the detriment of family interaction.

At the grass root level, employees experience frustration because of low level wages, poor working conditions, less opportunities for career growth the stress level get increases and it affects on balance of work life.

Bus conductors of Maharashtra State Road Transportation Corporation (MSRTC) are serving for society day-night. They are having poor Quality of work life. Moreover they are having fluctuated working schedule. They have responsibility of safety traveling of passengers. Because of their work schedule, it would be difficult to spend time with their family, relatives and friends. It would be a challenging task for them to balance their work life and family life. If the employees are having satisfaction from their work, it becomes quite easy to achieve Work life balance.

It is observed by researcher, the Quality of work life of bus conductors is poor in case of compensation, career growth, health and safety at work place which are the most important parameters of job satisfaction. Obviously these factors are affecting on their family life also. If compensation is good then there is no need to do overtime. They are spending that time for overtime which they have to give their personal life. Due to bad conditions of buses they have to face stress at workplace. Moreover, unhygienic conditions of workplace and buses they cause health problems especially for elder and women bus conductors who are pregnant. Such and so many factors from Quality of work life are affecting on personal life of bus conductors.

Thus, The topic is selected for research is 'Impact of Quality of Work Life on Work Life Balance of Bus conductors of MSRTC: A Case Study.'

LITERATURE REVIEW

There is a lot of literature available on quality of work life and work life balance separately. Various industries have been studied for these two aspects of Human Resource Management. Now a days, these two terms become most important from the point of view of policy makers to retain employees.

Though there is a lot of research that has been done for Quality of work life and Work life balance of various sectors and industries, very little study is focused on Quality of work life of employees of State Transport Corporation. Few researcher articles are there, but they are only studying the work life balance of Bus Conductors of MSRTC.

A list of factors responsible for MSRTC's declining operational performance, identified by Ravichandran and Surya Prasad (2007) in their study, one major factor has been quoted as the non-participative employees and their

indifferent and detached view of operating and financial health of GSRTS as a major concern. Such non-participation and indifferent and detached view basically signal of job involvement level among employees of GSRTC. And level of job involvement is basically outcome of job satisfaction by various aspects of their work, that is, quality of work life.

Usha Devi N (2012), her study is related with Quality of work life and work efficiency of women clerks. In one of her findings she has noted that with low work life balance, low health and well being have low work efficiency. This indicates that Quality of work life balance plays an important role in efficient work by employer.

Hovolovic S.J.(1981), in his article author states that people think approximately 40,000 thoughts per day and are responsible for choosing their thoughts. If organization prepares its employees psychologically and technically in assessing their priorities and planning their activities, it helps them to discover new levels of creativity, fulfillment and happiness. Author also said that implementation of family-friendly programs like flexi time, job sharing, telecommuting, personal leaves and child care facilities etc can have a positive and significant impact on the Quality of Work life of the employees, but many employers are reluctant to implement family-friendly programs.

Heque Z. (1991) Author has pointed out that a balance between work life is maintained when there is no conflict between work and family demands. Though this seems to be an idealistic situation, what the corporate need to remember is that the conflicts should not reach an unacceptable level where it would tend to affect the efficiency of the employee. The employee of today puts their commitment to organizations they work for only if management recognizes the importance of their personal and family life.

K. BalaBhargavi (2015), In this study author concluded that there is job dissatisfaction among women bus conductors of APSRTC because of over work load, occupational stress and dual role, lack of leave facilities, low salary, shift hours and health hazards. From this conclusion it is clear that their quality of work life has an impact on their family life also. As bus conductors are not satisfied with their shift hours, it can definitely affect family life.

Kadam B.S. (2012), stated that 57 percent of women bus conductors accept that they are able to balance personal and work life. To achieve work life balance is important for women bus conductors. In his article he has considered 140 women bus conductors from 700 total women bus conductors of MSRTC.

PratimaSandhya (2014), in her study stated that in IT industry it is quite difficult to balance work and life. In IT industry attrition rate is higher because of stressful nature of job, frequent health problems etc. The importance of work life balance is dual in nature, it provides motivation, job satisfaction, productivity etc. to an employee and controlled attrition and improved retention rate reduces absenteeism, high performance and efficiency, high commitment to organization. So that work life balance is a vital issue in IT Industry.

Sarah Wally and AlwineMohen (2012) having result as high working hours and overtime do not lead to lower satisfaction. Rather more working hours and overtime have positive effects on life and job satisfaction, but the desire to reduce working hours has a negative impact on job and life satisfaction. Working conditions have additional impacts on satisfaction. The interplay of working hours and work-life balance remains important for companies and their human resource policies. In this study they have connected working hours and satisfaction with desirable work life balance, which are basic parameters of quality of work life. This balance is specific to each person and relates to satisfaction with a job and all other parts in life, especially family life and free life. Furthermore, flexible working hours arrangements decrease satisfaction, compared with fixed working hours, which is a remarkable consideration.

Skinner N and Chapman J (2013), discussed that, flexible working practices, reduced working hours, access to suitable childcare and appropriate leave are generally associated with positive work life outcomes.

Ranjan R and T. Prasad (2013) stated that, Railway drivers struggle to fulfill work and family responsibilities. This article deals with the quality of work life of Indian Railway Drivers and the factors that lead to an imbalance, causing a high probability of accidents.

Cheung Francis Yue- Lok and Tang Catherine So- Kum (2009) proposed in their study Quality of work life is a mediator between emotional labour and work family interference, particularly work- to- family interference. They firstly found out that quality of work life correlated negatively with the surface acting but positively correlated with deep acting and expressions of natural felt emotions at work. Their analysis indicates that Quality of work life had particularly mediated the relationship between surface acting and work- family interference.

From above literature, it can be said the parameters of Quality of work life have some impact on Work life balance of employees and in recent years it

becomes important to improve the Quality of work life and maintain Work life balance of employees in all sectors.

STATEMENT OF PROBLEM

This study is mainly focus on Quality of work life of bus conductors of MSRTC. The hygiene at workplace is considerably poor in MSRTC. It affect on health of bus conductors. Bus conductors are unskilled workers of MSRTC and because of this reason they are having lower position in hierarchy. They are serving for 365 X 24 for society and generating revenue, so it is most necessary to understand their quality of work life and its impact on work life balance. When employees are serving 24 X 7, it becomes most necessary for management to think about their work life balance and to adopt measures to maintain work life balance of employees for better performance. Therefore, this study is regarding the aspects of Quality of work life and its impact on Work life balance.

OBJECTIVES

- 1) To analyze quality of work life and work life balance among bus conductors of sample area.
- 2) To study impact of Quality of work life on work life balance of bus conductors.

HYPOTHESIS

- 1) Healthy working conditions and hygiene at work place has positive impact on Work Life Balance.

RESEARCH METHODOLOGY

This study is analytical as well as descriptive because research problem is focused on issues related with quality of work life and how does it affect on work life balance. For this study, bus conductors of Kolhapur depot of MSRTC is considered. Both male and female bus conductors are under study.

Primary data is collected through three different structured questionnaires for bus conductors, their family members and administrative staff of Kolhapur depot of MSRTC.

There are 273 bus conductors working at Kolhapur depot. Among these 244 are male while 29 are female. Sample size of bus conductors calculated by,

$$n = \frac{N}{(1 + N \times e^2)}$$

Here, n= sample size

N= population size

e= significant level i.e. error= 5%

Therefore, sample size of bus conductors is 162, from this 145 are male conductors while 17 are female. The same sample size is considered of their family members.

Table No. 1: Sampling for Administrative staff

Designation	No. Administrative Staff	Sample size
Depot Manager	01	01
ATS	01	01
TIs	02	02
ATIs	03	03
TCs	49	44
Clerical Staff	27	25
Total	83	69

Source: Establishment Dept. Kolhapur Division, MSRTC.

For administrative staff, Depot Manager, Assistant Traffic Secretary (ATS), Traffic Inspectors (TI), Assistant Traffic Inspectors(ATI), Traffic Controllers(TC) and Clerical staff is considered. The sample design for administrative staff is as shown in Table No. 1.

Obtained data is analysed by descriptive statistics by using SPSS. Hypothesis is tested by using Factor analysis.

Secondary data is collected from literature from various journals, books, internet and establishment department of Kolhapur Division, MSRTC.

DATA ANALYSIS AND INTERPRETATION

Obtained primary data analysis is divided into three aspects namely, analysis of quality work life, analysis of work life balance and hypothesis testing.

Analysis of Quality Work Life:-

In day to day working life conductors faces so many issued related with cleanliness of buses, their maintenance, tool box availability, rest room related issues and so on. The factors related day to day working life of bus conductors are analysed in Table No. 2. There are contradictory opinions of bus conductors and administrative staff of depot regarding day to day working life of bus conductors. 66% bus conductors responded negatively, while 47% administrative staff responded positively which are maximum. 6% bus conductors and 2% administrative staff are unaware about factors related with day to day working condition, while 9% and 8% bus conductors and administrative staff respectively not responded for the same. In case of 'getting uniform from MSRTC' bus conductors and administrative staff get agreed

and responded positively. For 'well equipped tool box availability in buses' maximum samples not responded as there is maximum response is negative for 'availability of tool box in buses'. Maximum administrative staff said that uniforms are given in scheduled time but maximum bus conductors are having negative opinion about it. The same

thing is about 'insurance for accidents'. It means that there is lack of communication between administrative staff and bus conductors regarding these two factors. Administrative staff know about insurance for accidents but bus conductors may unaware about the same that is why they have responded negatively.

Table No. 2: Day to day Working Life

Variables	Yes		No		Don't Know		Not responded		Total	
	BC	AS	BC	AS	BC	AS	BC	AS	BC	AS
Regular cleaning of buses	24.69	73.68	62.96	19.74	12.35	2.63	0.00	0.00	100.00	100.00
Availability of tool box in buses	9.88	47.37	83.95	52.63	6.17	0.00	0.00	0.00	100.00	100.00
Well equipped tool box	3.70	22.37	3.70	6.58	6.79	18.42	85.80	52.63	100.00	100.00
Availability of First-aid box at rest room	3.70	31.58	93.83	32.89	2.47	35.53	0.00	0.00	100.00	100.00
Availability of First-aid box in buses	10.49	72.37	88.27	15.79	1.23	11.84	0.00	0.00	100.00	100.00
Regular checking of first aid box	3.70	26.32	90.12	19.74	6.17	39.47	0.00	14.47	100.00	100.00
Proper maintenance of first aid box	9.26	34.21	87.04	17.11	3.70	34.21	0.00	14.47	100.00	100.00
Getting uniforms from MSRTC	98.15	100.00	1.85	0.00	0.00	0.00	0.00	0.00	100.00	100.00
Getting uniform on scheduled time	14.20	60.53	84.57	21.05	1.23	18.42	0.00	0.00	100.00	100.00
Insurance for accidents	20.99	82.89	63.58	17.11	15.43	0.00	0.00	0.00	100.00	100.00

(In Table No. 2: BC: Bus Conductors, AS: Administrative Staff) (Source: Primary Data)

According to Table No. 3, up to 49% bus conductor 39% administrative staff having perception that quality of work life of bus conductors is average. 18% and 14% bus conductor responded as 'unsatisfactory' and 'poor' respectively about their quality of work life, which is

significantly less than maximum response for 'average'. There is quiet opposite condition for administrative staff. They have responded 17% for 'excellent quality of work life' and 36% for 'good quality of work life' which is significantly higher than maximum response to 'average quality of work life'.

Table No.3: Perception Regarding Quality of Work Life

Variables	Excellent		Good		Average		Unsatisfactory		Poor		Total	
	BC	AS	BC	AS	BC	AS	BC	AS	BC	AS	BC	AS
Compensation	5.56	9.21	10.49	36.84	69.75	51.32	14.20	2.63	0	0	100	100
Welfare Facilities	5.56	11.84	6.17	25.00	54.32	43.42	22.84	15.79	11.11	3.95	100	100
Leave Structure	4.94	11.84	15.43	48.68	53.70	36.84	20.37	2.63	5.56	0	100	100
Status of Job	10.49	17.11	35.80	42.11	43.83	39.47	8.64	1.32	1.23	0	100	100
Participation in Management	6.79	9.21	3.70	36.84	36.42	40.79	18.52	11.84	34.57	1.32	100	100
Career development	2.47	35.53	4.32	26.32	43.21	30.26	23.46	2.63	26.54	5.26	100	100
communication process	11.11	27.63	4.41	39.47	43.21	28.95	20.99	2.63	17.28	1.32	100	100

(In Table No. 3: BC: Bus Conductors, AS: Administrative Staff)(Source: Primary Data)

According to Table No. 4, bus conductors and administrative staff have given opinion that, there is no reward for the better work apart from salary. Maximum bus conductors are getting cooperation from superiors in problems at duty and in personal life also.

Through analysis of quality work life, it is seen that bus conductors have negative opinion about their quality of work life. Administrative staff is supporting to opinion of bus conductors up to some extent but no totally.

	Yes		To Some extent		No		Can't say		Total	
	BC	AS	BC	AS	BC	AS	BC	AS	BC	AS
Opinion about adequacy of salary as per cost of living	4.3	15.78	36.4	51.31	59.3	30.26	0.0	2.63	100.0	100.0
Reward for better work apart from salary	0.0	10.52	8.6	30.26	91.4	55.26	0.0	3.94	100.0	100.0
Getting cooperation from superiors in problems on duty	21.0	94.73	50.6	5.26	22.8	0.0	5.6	0.0	100.0	100.0
Getting cooperation from superiors in problems in personal problems	17.3	84.21	60.5	13.15	20.4	2.63	1.9	0.0	100.0	100.0

(In Table No. 4: BC: Bus Conductors, AS: Administrative Staff)(Source: Primary Data)

Analysis of Work Life Balance:-

To analyse work life balance of bus conductors, opinions are taken from bus conductors themselves and

their family members. These family members include spouse, mother/ father, brother/ sister, son/ daughter as a respondent.

	Yes	No	Can't Say	Total
Frequency	113	45	4	162
Percentage	69.75	27.78	2.47	100

(Source: Primary Data)

	Frequency		Cumulative frequency	Percentage		Cumulative percentage
	BC	FM	FM	BC	FM	FM
Yes	18	37	37	11.1	22.84	22.84
To some extent	97	71	108	59.9	43.83	66.67
No	47	25	133	29.0	15.43	82.1
Can't say	0	4	137	0.0	2.47	84.57
Not applicable	Nil	25	162	Nil	15.43	100
Total	162	162		100.0	100.00	

(In Table No. 6: BC: Bus Conductors, FM: Family Members)(Source: Primary Data)

From Table No. 5, up to 70% bus conductors are able to give time for their family, according to family

members of bus conductors. But according to Table No. 6, approximately 60% bus conductors said up to some extent the given time is sufficient for family. Maximum family members are also having the same opinion.

Table No. 7: Complaints from family members regarding duty hours				
Respondents	Yes	To some extent	No	Total
Bus Conductors	78	60	24	162
Family Members	107	10	45	162

(Source: Primary Data)

From Table No. 7, maximum family members as well as bus conductors are said that there are complaints from family members regarding duty hours. Therefore, this opinion is not supporting to the opinions in Table No. 5 and 6.

In Table No. 8 and 9, maximum number of bus conductors are having health problems and according to

them and their family these health problems are because of nature of duty. Of course it is possible as on duty they are not getting meal on time, quality of meal offered by MSRTC is also matters a lot. These health problems may be because of continuous travelling.

Table No. 8: Having health problems					
	Respondents	Yes	No	Can't say	Total
Frequency	Bus Conductors	103	47	12	162
	Family Members	106	52	4	162

(Source: Primary Data)

Table No. 9: Opinion regarding nature of duty causes health problems							
	Respondents	Yes	To some extent	No	Can't say	Not applicable	Total
Frequency	Bus Conductors	55	33	4	11	59	162
	Family Members	49	35	10	0	56	162

(Source: Primary Data)

In Table No. 10, according to family members bus conductors are not fulfilling the other responsibilities towards family which are apart from their salary. This

also does not support to opinion given by bus conductors as well as their family members that they are able to give sufficient time to their family.

Table No. 10: Apart from salary fulfillment of all other responsibilities towards family				
Respondents	Yes	To some extent	No	Total
Bus Conductors	26	91	45	162
Family Members	18	65	79	162

(Source: Primary Data)

Respondents	Yes	To some extent	No	Can't say	Total
Bus Conductors	98	46	10	8	162
Family Members	29	11	119	3	162

(Source: Primary Data)

In Table No. 11, bus conductors are able to set priority in their work and family. Their family members are having opposite opinion regarding same.

Table No. 12 shows the interaction of work sphere and family sphere on each other. It shows that there very less times these sphere interact on each other.

	1-5 times in a month	6- 10 times in a month	11- 15 times in a month	more than 15 times in month	Total
frequency of events at family affecting on work	129	25	4	4	162
frequency of events at work affecting on family life	102	22	30	8	162

(Source: Primary Data)

Hypothesis Testing:

Ho: Healthy working conditions and hygiene at work place has positive impact on Work Life Balance.

H1: There is no significant impact of healthy working condition and hygiene at work place on work life balance.

As healthy working conditions and hygiene at work place contain so many variables, Factor analysis is used to test the hypothesis by using SPSS.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.460 ^a	.212	.181	.741

a. Predictors: (Constant), Meal facility on long route, Participation in Management & recognition by management, Bad effect of working environment on health & family life, Unable to give time for child care, Improvement in maintenance of buses & condition of rest room, Unable to get time for family, elder care, relatives, etc.

b. Dependent Variable: work life balance

(Source: Primary Data)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.877	6	3.813	6.943	.000 ^b
	Residual	85.123	155	.549		
	Total	108.000	161			

a. Dependent Variable: work life balance

b. Predictors: (Constant), Meal facility on long route, Participation in Management & recognition by management, Bad effect of working environment on health & family life, Unable to give time for child care, Improvement in maintenance of buses & condition of rest room, Unable to get time for family, elder care, relatives, etc.

(Source: Primary Data)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.556	.058		26.717	.000
	Given time for family, elder care, relatives, etc.	.090	.058	.110	1.538	.126
	Maintenance of buses & condition of rest room	.021	.058	.026	.365	.716
	Given time for child care	.041	.058	.050	.695	.488
	Bad effect of working environment on health & family life	.252	.058	.308	4.315	.000
	Participation in Management & recognition by management	.154	.058	.188	2.637	.009
	Meal facility on long route	.211	.058	.258	3.620	.000

a. Dependent Variable: Dependent Variable: work life balance
(Source: Primary Data)

As R² is 0.212 (According to Table No. 13), it means the 21.2% variability is accounted for dependent variable by all the dependent variables which are mentioned in Table No. 13.

In Table No. 14, value of F- statistic is significantly higher than p- value. So that the model which is developed is good fit to data. By referring Table No. 15, as B value of 'Bas effect of working environment on health and family

life is higher most, it having more impact on dependent variable that is work life balance. Afterwards it is followed by meal facility on long route, participation in management and recognition by management, unable to give time for family, elder care, relatives, etc., unable to give time for child care and then lastly it is affected by maintenance of buses and condition of rest room.

So that regression model can be developed as,

$$Y = 1.556 + 0.090X_1 + 0.021X_2 + 0.041X_3 + 0.252X_4 + 0.154X_5 + 0.211X_6$$

Where, Y = Work Life Balance

X₁ = Given time for family, elder care, relatives, etc.

X₂ = Maintenance of buses & condition of rest room

X₃ = Given time for child care

X₄ = Bad effect of working environment on health & family life

X₅ = Participation in Management & recognition by management

X₆ = Meal facility on long route

From the regression model, there is significant impact of healthy working condition and hygiene at work place on work life balance. Hence null hypothesis is accepted.

FINDINGS

As per this study the quality work life of bus conductors from sample area is quite unsatisfactory. The cleanliness of buses and rest room where they are spending lot of time of their working is the most important issue of their work life. Most of bus conductors are having health problems. Of course it is possible as on duty they are not getting meal on time, quality of meal offered by

MSRTC is also matters a lot. These health problems may be because of continuous travelling.

In case of work life balance, most of conductors are unable to spend time with family, friends, relatives and society. Family members of bus conductors are not satisfy with the working conditions of conductors.

SUGESSTIONS

1. Buses should be properly maintained and well equipped tool box should always be there in bus.
2. Health check- up can be arranged by management for regular health check up of bus conductors and that medical record also should



keep with management so that according that duties can be allotted.

3. Most of time for women bus conductors booking duty is allotted. In case of pregnancy it is good. But male bus conductors are having health problems because of age then those duties can be allotted to them also when such women bus conductor is not there.
4. Leave structure should be revised so that bus conductors can spend time with their family.
5. Rest rooms should be clean as on halt of long route conductors are taking rest there.

At the end, the conductors are working as a face of MSRTC and generating revenue for the corporation, so that management has to take care of their health and of course their work life balance. So that they can generate more revenue and work with loyalty.

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