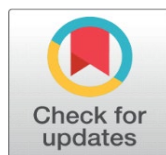
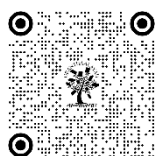


A STUDY ON IMPACT OF EMPLOYEE WELFARE MEASURES INFLUENCING JOB SATISFACTION IN KSRTC IN BANGALORE

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DOI

[10.29121/shodhkosh.v5.i5.2024.3653](https://doi.org/10.29121/shodhkosh.v5.i5.2024.3653)

Funding: This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

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ABSTRACT

Employee welfare is in the interest of employee welfare, the employer and the society as a whole for the employee's, welfare measures enable the employee's and his family to lead good life welfare facilities like housing medical and children's education, recreation etc. help to improve the family life to employee's. Job satisfaction is a critical factor that influences the productivity and retention of employee's in any organization. In the case of employee's intensive sectors such as transportation, providing adequate welfare measures such as health, medical, and housing facilities becomes imperative to ensure workforce wellbeing. The Karnataka State Road Transport Corporation (KSRTC) has introduced various schemes to improve the living standards of its workers, but their impact on job satisfaction remains under explored. This research aims to a study on impact of employee welfare measures influencing job satisfaction in KSRTC in Bangalore. Descriptive research methodology was used in the present study. There were 623 employees have been surveyed in the KSRTC divisions across Bangalore on random basis. Structured survey questionnaire was used to collect the data. Regression analysis was used as statistical tool for the analysis purpose. It is found that, the unique contribution for the infrastructural welfare such as Counselling Centre, followed by Medical facility/Medical check up/Equipment, Seating facility, shelters, lunch room, First aid Boxes, Indoor and outdoor sports recreation facility, Preventive Medicine & Healthy life Style Clinic and Sufficient number of latrines and urinals, Rest Rooms, in predicting employees job satisfaction in KSRTC. The unique contribution for the general welfare such as Educational Assistance, followed by Free Family Bus Pass Card, Medical facilities for dependents/reimbursement, Traffic revenue incentive scheme, Transportation facilities, Housing facilities and Employee family welfare scheme, and Accident-free Drivers -Award schemes, in predicting employees job satisfaction in KSRTC.

Keywords: Employee Welfare, Job Satisfaction, Infrastructural Welfare, General Welfare, KSRTC.

1. INTRODUCTION

Welfare includes anything that is done for the comfort and improvement of employee's and it is provided over and above the wages (Asiya Chaudhay 2011). The welfare measures need not be in monetary terms only but in any kind/form. Employee welfare includes monitoring of working conditions, creation of industrial harmony through infrastructure for health, industrial relations and insurance against disease, accident and unemployment for the workers and their families (Dharam Paul, 2011). Employee's welfare entails all those activities of employer, which are directed towards providing the employee's with certain facilities and services in addition to wages and salaries. Employee welfare measures play a pivotal role in shaping the overall well-being and job satisfaction of employees within an organization (Jayanthi. K, 2012).

KARNATAKA STATE ROAD TRANSPORT CORPORATION

(KSRTC) Karnataka State Road Transport Corporation (KSRTC) is a Government public transport bus operator in Karnataka, established in 1-1-1961. Karnataka State Road Transport Corporation (KSRTC) has been working towards carving a niche in the public transport system with a vision to be the best transport service provider in the World, which is safe, reliable, courteous, economic and environment friendly to commuters (Rathod P.P. 2019). Karnataka State Road Transportation is an important player in providing passenger road transport to every corner of the country. They have been expanding their service to new areas as well as augmenting their services along their existing routes. They also provide transportation to certain segments of the travelling public for free or at a reduced rate (Mahesha V. and Manjunatha H R. 2022). Karnataka is considered to be one of the leading states in India effectively delivering services to the public including in delivering the road transport services. To increase operational efficiency, to provide quality transport service to the traveling public and to have an effective supervision on the operations of the Corporation, the Government of Karnataka ordered for bifurcation of KSRTC into 4 separate Corporation's vide its order Noted 127 TRA96 dated 22-02-1997. Thus, KSRTC was a monolithic State Road Transport Undertaking till 1996-97. Thereafter, during the year 1997-98, the State Government divided KSRTC and carved out two new Corporations, viz., the Bangalore Metropolitan Transport Corporation (BMTCL) with its corporate office at Bangalore and the North West Karnataka Road Transport Corporation, with its corporate office at Hubli (Hiremath V.S, Mangoli R.N. 2021). The Bangalore Metropolitan Transport Corporation which came into being on 15-08-1997 caters exclusively to the city of Bangalore. And the North West Karnataka Road Transport Corporation which came into being with effect from 01-11-1997 caters to the north western districts of Karnataka. NWKRTC became financially independent w.e.f. 01-04-1998 under RTC Act 1982. One more new Corporation called the North East Karnataka Road Transport Corporation was also established with effect from 15-08-2000 with its headquarters at Gulbarga to cater to the North eastern districts of Karnataka, which became financially independent w.e.f. 01-10-2000.

2. EMPLOYEE WELFARE MEASURES

The significance of employee welfare measures is particularly noteworthy in the context of public sector enterprises like the Karnataka State Road Transport Corporation (KSRTC), which not only serve as a critical component of public infrastructure but also represent an essential employer in Karnataka. KSRTC, as one of the leading state-owned road transport corporations in India, is entrusted with the responsibility of providing efficient and reliable transportation services to the citizens of Karnataka. This inherently requires a dedicated and motivated workforce. Employee welfare measures are instrumental in fostering a conducive work environment, promoting job satisfaction, and enhancing overall employee morale. The location of Bangalore, being one of the operational districts for KSRTC, serves as a miniature of the broader sector dynamics. Consequently, conducting a study that focuses on employee attitudes towards welfare measures and their impact on performance in this specific context holds substantial merit. Such research can provide valuable insights for KSRTC, Bangalore, and similar organizations, guiding them in their pursuit of enhancing employee well-being and, in turn, organizational productivity.

3. EMPLOYEE'S JOB SATISFACTION

The concept of employee satisfaction has been a focus for research and practice for the last two decades in particular and considered to be a critical issue for organizational performance (Kumbakonam 2011). A number of scholars and management "Pundits" have stressed the importance of employee satisfaction and its influences on organizational performance as much as customer satisfaction (Ramneet Kaur 2012). The concept of employee satisfaction is a multi-dimensional and interdisciplinary term that has attracted the attention of researchers and practitioners from different disciplines such as psychology, human resource management, organizational behavior, TQM, and so forth. There are a large number of studies that analyze the term from many different perspectives and its relationship with various organizational variables (Rama Satyanarayana.M 2012). However, there is no universal definition of employee satisfaction that exposes all these dimensions at the same time. Most of the definitions emphasize the importance of employee's job-related perceptions that link the expectations of employee's and what they receive in return (Sunder. K 2009). Some researchers focus on the overall job satisfaction or even life satisfaction of employee's, whereas others underline a variety of satisfaction facets such as satisfaction with pay, promotion, supervisor, and co-workers (Venugopal, Bhaskar, 2011). Experts describe job satisfaction as a pleasurable or positive emotional state resulting from

the appraisal of one's job and job experiences. According to this, employee satisfaction is a "function of the perceived relationship between what one wants from one's job and what one perceives it as attained" (Vijaya Banu.C, 2011). The relationship between "appropriate" HRM practices and positive employee attitudes, including employee satisfaction, loyalty, and productivity, has been widely analyzed. It is also suggested that treating employee's as a valuable asset improves their commitment and loyalty, which leads to higher performance (productivity) and quality (Navaneetha Krishnan1, P. A. 2015). Job satisfaction is the pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. The employees who enjoy their work and perform it well will have a sense of fulfilment, in other words, job satisfaction. It is the degree to which a work provides enjoyment, accomplishment, and gratification for the employee (R.Mayakkannan. 2018). In today's business world, job satisfaction is a key determinant in the achievement of organizational goals. As a result, organizations look for different ways of motivating their employee's in order for them to give their best to the organization. Job satisfaction is a focal point in any establishment (Manasa Vadnala, 2. B. 2017). Salary, social status, advancement, ability utilization, administrative-employee relationship, creativity, and security are the main factors that determine job satisfaction amongst small-scale industry employee's (Sabarirajan, D. K. 2015). Impact of pay and promotion on job satisfaction in the small-scale industries in India found that pay has a significant influence on job satisfaction, but promotion has less influence and is partially significant to job satisfaction (Santhanakrishnan, D. R. 2015).

4. LITERATURE REVIEW

The terms "employee's welfare" and "worker's welfare" are used interchangeably to denote various services provided by the employers to the employee's in addition to wages. In simple words, it means "the efforts to make life worth living for workmen." It includes various services, facilities and amenities provided to employees for their betterment (Koustelios, A. 1991). These facilities may be provided voluntarily by progressive entrepreneurs, or statutory provisions may compel them to provide these amenities; or these may be undertaken by the government or trade unions, if they have the required funds (Lu, H., While, A.E., & Barriball, K.L. 2007). Welfare is a broad concept referring to a state of living of an individual or a group, in a desirable relationship with the total be environment, ecological, economic, and social welfare includes both the social and economic contents (Monga, A., Verma, N., & Monga, O. P. 2015). Employee's welfare is an important dimension of industrial relations which includes overall welfare facilities designed to take care of wellbeing of employee's and in order to increase their standard of living (Parthi, K., & Gupta, R. 2016). It means the adoption of measures to promote the physical, social, psychological and general wellbeing of the working people. Welfare includes anything that is done for the comfort and improvement of employee's and is provided over and above the wages (Reddy, S.J., Reddy, 2016). Welfare helps in keeping the morale and motivation of the employee's high so as to retain the employee's for longer duration. The welfare measures need not be in monetary terms only but in any kind/forms. Employee welfare includes monitoring of working conditions, creation of industrial harmony through infrastructure for health, industrial relations and insurance against disease, accident and unemployment for the workers and their families (Robertson, B. W., & Kee, K. F. 2017). Employee's welfare entails all those activities of employer which are directed towards providing the employee's with certain facilities and services in addition to wages or salaries. The objectives of employee welfare are to improve the life of the working class, to bring about holistic development of the worker's personality and so on (Saner, T., & Eyupoglu, S. Z. 2015). The productivity of the workers has increased with the provision of welfare facilities. Further, employees have formed positive attitudes. However, the provision of social security and welfare measures has not helped in the reduction of absenteeism. (Srivastava, S. (2013) found that that proper labor measures motivated employee motivation, which resulted in work productivity. (Tharikh, S. M., Ying, 2016) examines the significance and objectives of Employee's Welfare. Keeping this view, the reaches felt that it is necessary to study the impact of employee's welfare on Salem Steel plant. This helps to promote industrial relations and to reduce the level of absenteeism (Bojadjev, M., Petkovska, 2015). Job satisfaction is a multidimensional concept affected by both intrinsic and extrinsic factors. The literature highlights that in employee's-intensive industries, welfare measures such as health insurance, medical assistance, and housing are crucial contributors to job satisfaction (Raziq, A., & Maulabakhsh, R. 2015). Studies by Herzberg (1959) and Maslow (1943) have emphasized the importance of physiological and safety needs, which directly correlate to the welfare facilities provided by employers. In transportation sectors, particularly public-sector organizations like KSRTC, the welfare of employee's not only influences job satisfaction but also affects organizational efficiency and employee retention. Research has shown that access to adequate health services and secure housing reduces absenteeism, improves mental well-being, and enhances overall job satisfaction (Salunke, G. 2015). Employee welfare is in the interest of employee, employer and the society as a whole.

It enables workers to perform their work in healthy and favourable environment. Hence, it improves efficiency of workers and keeps them content, thereby contributing to high employee morale (Jain, R., & Kaur, S. 2014). It also develops a sense of responsibility and dignity amongst the workers and thus makes them good citizens of the nation. Apart from the wages and salary, anything done by the organization to improve the living standard of employee's and keep them contented comes under the realm of employee welfare (Pitaloka, E., & Sofia, I. P. 2014). All those services, benefits and facilities offered to employees by the employer to make his life worth living, are included in employee welfare. *Intra-mural Facilities*: The facilities provided inside the factory are known as intra-mural facilities. These facilities include activities relating to minimization of industrial fatigue, provision of safety measures like fencing and covering of machines, good layout of the plant and machinery, sufficient lighting conditions, provision of first aid appliances etc (Bakotic, D., & Babic, T. 2013). Provisions of such facilities are also obligatory in all industrial establishments all over the world. *Extra-mural Facilities*: Facilities offered to the workers outside the factory are known as extra-mural facilities. They include better housing accommodations, indoor and outdoor recreation sports, educational facilities etc (Ajala, E. M. 2012). The provision of these facilities is voluntary. Earlier, due attention was not given to the provision of extra-mural facilities to the workers but now it is realized that these facilities are very important for the general welfare and upliftment of the workers (Ayamolowo, S. J., Irinoye, O., & Oladoyin, M. A. 2013). *Statutory Facilities*: Under this category, welfare facilities are provided according to the employee's legislations passed by the Government. The nature and coverage of these facilities vary from country to country. Again these facilities may be either intra-mural facilities or extra-mural facilities (Singh, J. K., & Dr. Jain, M. 2013). These facilities must be provided by all the employers and cannot be ignored. Any contravention of the statutory provisions shall render the employer punishable under the Act concerned. The National Commission of Employee's has divided all the statutory measures under two distinct heads: Facilities which have to be provided irrespective of the size of the establishment e.g., drinking water (Agbozo, G. K., Owusu, I. S., 2017). *Mutual Facilities*: These facilities are usually outside the scope of the statutory facilities. These activities are voluntarily undertaken by the workers themselves for their own interest. As such the employer has no say in it. *Voluntary*: The facilities which are voluntarily provided by the employers come under this category. Hence these are not statutory. No doubt, the activities under this category ultimately lead to increase in the efficiency of workers (Bojadjev, M., Petkovska, M. S., 2015). Statutory welfare facilities are mandatory; company should compulsorily provides these facilities for the welfare of the workers. According to factories act 1948, in every manufacturing unit company should provide statutory welfare facilities (Raziq, A., & Maulabakhsh, R. 2015). Even while making any changes in welfare measures they have to involve workers or worker representative. They are as follows. Adequate & suitable for washing shall be provided & maintained for the use of workers. They are cleanly maintained and properly placed. Separate washing facility is made for male and female employee's. In every factory effective arrangement shall be provided & maintain at suitable points conveniently situated (Salunke, G. 2015). For all worker employed there should be sufficient supply of pure drinking water, and it should have marked as drinking water in local language or any language where majority of employee's can understand (Jain, R., & Kaur, S. 2014). The state government may in respect of any factory or class or description of factories, make rule requiring the provision there in of suitable place for keeping clothing not warm during working hours & for drying of wet cloths, these place free from theft and sufficient place is there for every employee to keep their cloths (Bakotic, D., & Babic, T. 2013). In every suitable arrangement for sitting shall be provided & maintained for all workers obliged to work in standing position. In order that they may take advantage of any opportunity for rest which may occur in course of their work and those arrangements made by the factory should be comfortable to employee's (Ayamolowo, S. J., Irinoye, O., & Oladoyin, M. A. 2013).

(Singh, J. K., & Dr. Jain, M. 2013). There shall in every factory First Aid Box should provide & maintained, so as to be readily accessible during all working hours, first aid Boxes or Cupboards are well equipped with prescribed contents. Each first aid box shall keep in the in-charge of a separate responsible person he/she should well educated trained to use first aid box. Constitution in the running of the canteen which is not be taking into account in fixing the cost of foodstuff & which shall be borne by the employee. The constitution of managing committee for the canteen & representations of the workers in the management of canteen (Agbozo, G. K., Owusu, I. S., 2017). Quality of food should be standard and standard should follow in respect of infrastructure. In every depot or administrative offices where in workers are ordinarily employed adequate & suitable arrangements are made for the shelters, lunch room, with provision for pure drinking water, where worker can eat their meals brought by them (Madumati, M. and Desai, R.G. 2003). They should have maintained clean & cool condition with proper ventilation & light facility. In every depot or administrative offices sufficient number of latrines and urinals accommodation of prescribed types shall be provided

conveniently situated and accessible all times while they are at the factory (Opatha, H. H. D. N. P. 2009). They shall be maintained clean & sanitary condition. Proper water facility should be there. Voluntary welfare facilities mean where in company has come voluntary to establish welfare measures for the wellbeing of the workers these facilities are not compulsory like statutory welfare facilities (Parvin, M. M. and Kabir, M. M. 2011). Company had taken certain step to raise the living standard of the worker by introducing certain facilities, so that employee's feel happy & satisfied with their job. Housing facility means company will construct houses for residential purpose. These quarters will be provided to officers and workers at concession rate with all other facilities like, water ventilation and light facility. They should be at good condition. Education facility means providing free education to children of workers so that they can get education free cost in campus only. Otherwise company makes arrangement for transportation i.e. school going children from colony to schools (Puja, J. and Sanjeev, M. 2014). Company can provide scholarship facility for rank holders every year. And education in these schools should of standard quality as other schools. The staff also well-educated according to law and well disciplined. Medical facility means providing free medical facility to worker and dependents. And free medical aid is provided at campus only (Prabakar, S. (2013).

And protection of employee from any deceases. The in-charge person should well education and experienced, and any major deceases. Even these facilities also not compulsory, these facilities are not major one but little things make difference. Company provided certain facilities other than statutory and voluntary facilities. Company had taken initiative to provide these facilities (Punekar, S. D., Deodhar, S. B. 2004).

Company can establish at factory premises the employee co-operative credit bank to employee's. So that they can get long facility at concession rate. And formalities get sanctioned loan will less compare to nationalized bank. Milk dairy is established to provide good quality of milk at concession rate to employee, guest house and for canteen (Salaria, P. and Salaria, S. 2013). They can get milk all the time that is 12 months with good quality at minimum rate. Company can provide recreation facility to refresh the minds of employee by means providing television, playground, sports and other entertainment programmers (Tiwari, U. 2014).

5. RESEARCH PROBLEM

The measures of employee's welfare may be regarded as wise investment because these would bring a profitable return in the form of greater efficiency. The employer gets the physical and mental work from the employee's and they must pay an equal return to the employee. These returns also include welfare measures.

The existing work covers employee's welfare procedures, followed at various industries and how it affects productivity with literature review. Employee attitudes toward initiatives to promote employee wellbeing and their performance impact. However, the present research makes an effort to encompass all staff groups. This study lies focusses on the lack of specific research on employee attitudes towards welfare measures and their influence on job satisfaction within the unique context of KSRTC in Bangalore. Addressing this gap will contribute valuable insights for both academic understanding and potential improvements in employee welfare practices within the organization.

6. NEED FOR THE STUDY

Employee's face a lot of problems due to poor working conditions, pressure, and work culture of the organization, which will affect job satisfaction. Therefore, the organization should focus on the job satisfaction of the employee's which is possible only when efficiency and effectiveness of organization concerning working conditions and employee's welfare schemes are improved. One of the most important reasons for the study is low efficiency of employee's. In India can be found in the miserable conditions under which workers are compelled to work in factories are many. Without providing congenial work environment in terms of physical amenities and psychological climate, a worker cannot commit himself to work and produce the expected result. A bad working condition not only affects the employee's productivity but also causes frustration, ill health and work monotony. Therefore, the management on its own interest of the welfare of the worker has to take measure to provide required amenities and improve working conditions. The facilities under employee's welfare may include such services and amenities as subsidized canteens, rest houses, recreation facilities, housing sanitary, medical facility and transport etc. The responsibility of providing welfare facilities over and above these requirements, the management can also provide welfare facilities over and above these requirements. Therefore, this study is conducted to a study on impact of employee welfare measures influencing job satisfaction in KSRTC in Karnataka.

7. SCOPE OF THE STUDY

This study is restricted to the KSRTC Bangalore district. The topic covered under this is to *study on impact of employee welfare measures influencing job satisfaction in KSRTC in Bangalore. The study focuses on infrastructure related welfare measures and general employee's welfare measures practiced in KSRTC.*

8. RESEARCH OBJECTIVES

1. To explore the employee's welfare measures commonly practiced across the industries through the literature review- a holistic approach.
2. To evaluate the influence of infrastructural welfare measures on job satisfaction of employee's in KSRTC divisions across Bangalore.
3. To study the impact of general welfare measures on job satisfaction of employee's in KSRTC divisions across Bangalore.

9. HYPOTHESIS

H01: There is no significant influence of infrastructural welfare measures on job satisfaction of employee's in KSRTC divisions across Bangalore.

H1: There is a significant influence of infrastructural welfare measures on job satisfaction of employee's in KSRTC divisions across Bangalore.

H02: There is no impact of general welfare measures on job satisfaction of employee's in KSRTC divisions across Bangalore.

H2: There is an impact of general welfare measures on job satisfaction of employee's in KSRTC divisions across Bangalore.

10. RESEARCH METHODOLOGY

A descriptive research design is utilized in the research. The respondents who participated in the study are the employees of KSRTC Depots in Bangalore district. The sample size consisted of 624 employees'. The analysis is carried out by IBM SPSS software. A regression equation tool was applied for the analysis to find the relationship between the variables selected. A personal interview was carried out by the researcher, and based on the information collected from the respondents, a structured questionnaire was prepared and distributed to collect the data. The internal consistency of the questionnaire is $\alpha = .91$. It is observed that the Cronbach's alpha ranges from $.9 > \alpha \geq .8$, therefore the internal consistency is good. The purposeful sampling method is utilized to collect the samples. Primary aim of this descriptive research is to provide a comprehensive description of impact of employee's' welfare measures on their job satisfaction within the context of KSRTC. This research design enables direct engagement with the staff at KSRTC's Bangalore Depot.

i) PRIMARY DATA

The primary data are those which are collected afresh and for the first time and those happen to be original in character. The major tool has used for collecting data in this study is structured questionnaire and interview schedule. The schedule has been constructed with reference to different aspects influencing the welfare facilities in the KSRTC.

ii) SECONDARY DATA

The following are the sources from which the secondary data was collected, such as information that has been gathered from selected peer-reviewed articles from bibliographic databases (Emerald, Sage journals online, Science Direct, Scopus, Taylor & Francis online, Web of Science, and Wiley (online library). Peer-reviewed journals were considered based on their knowledge validity and their highest impact on the research field. Online E-Sources, Published annual reports, journals, theses, magazines, research articles, newspapers, etc.

11. SAMPLING UNIT

The study focuses on a sample of approximately 624 employee's drawn from various sections of KSRTC, including the Statistical section, administrative section, traffic section, law section, account section, employee's section, civil section, and security section depots etc. In addition to the primary data collected through interview schedule the researcher has discussion with technical staff, clerical staff, supervisor etc. This helped the researcher to collected more valuable information.

12. SAMPLING METHOD

In this study, a simple random sampling method has been employed to select participants for data collection. This method ensures that each employee within the specified sections at KSRTC, such as the Statistical, administrative, traffic, law, account, employee's, civil, and security sections, technical staff, clerical staff, supervisor etc. has an equal chance of being included in the study. To conduct the data collection, questionnaires were distributed randomly among the selected employee's. This approach enhances the representativeness of the sample, minimizes bias, and allows for the generalization of findings to the broader employee population at KSRTC Bangalore divisions. Additionally, it ensures that the collected data accurately reflects the diverse.

13. DATA ANALYSIS

Table 1: Influence of Infrastructural welfare measures on Employees Job Satisfaction in KSRTC

Model Summary							
Mod el			Adjusted R Square				
	R	R Square		Std. Error of the Estimate			
1	.798 ^a	.637	.629	.62417			
ANOVA ^b							
Model		Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	417.199	14	29.8	76.49	.000 ^a	
	Residual	237.261	609	.39			
	Total	654.46	623				
Coefficients ^a							
			Unstandardized Coefficients		Standardized Coefficients		
Model			B	Std. Error	Beta	t	Sig.
1	(Constant)		-.204	.157		-1.301	.194
	Lighting and ventilation facilities		.047	.033	.053	1.41	.159
	Drinking water facility		.051	.03	.056	1.688	.092
	Counselling Centre		-.152	.033	-.15	-4.542	.000
	Medical facility/Medical cheek up/Equipment		.114	.037	.125	3.092	.002
	Seating facility, shelters, lunch room		-.113	.044	-.136	-2.535	.012
	First aid Boxes		.547	.039	.44	14.004	.000
	De-addiction Centre		-.057	.041	-.059	-1.376	.169
	Work environment		-.063	.052	-.071	-1.226	.221
	Banking facilities to employees		.052	.039	.052	1.342	.18
	Indoor and outdoor sports recreation facility		.103	.052	.115	1.986	.048
	Canteen facilities with good quality of food		.055	.058	.055	.948	.343
	Preventive Medicine & Healthy life Style Clinic		.591	.058	.643	1.207	.000
	Sufficient number of latrines and urinals, Rest Rooms		-.099	.044	-.108	-2.247	.025
	Accommodation in prescribed form		-.029	.02	-.043	-1.42	.156
a. Dependent Variable: Employee's job satisfaction in KSRTC							

a. Dependent Variable: Employee's job satisfaction in KSRTC

A multiple regression analysis was used to investigate the effect of 14 variables of Infrastructural welfare measures on employee's job satisfaction in KSRTC. From the above table it is understood that, that Infrastructural welfare measures ($R=.798^a$ indicating high degree of correlation among the variables, $t = -1.301$, $p < .000^a$) has a significant effect on employee's job satisfaction in KSRTC. Hence, it can be concluded that if the average level of Infrastructural welfare measures were high, the average level of employee's job satisfaction in KSRTC would also be high. The analysis also reveals that Infrastructural welfare measures were able to explain the total variation in employee's job satisfaction in KSRTC by the regression model about R^2 63.7% being high indicating model fits the data well. Thus answering the alternative hypothesis, H1: There is a significant influence of infrastructural welfare measures on job satisfaction of

employee's in KSRTC divisions across Bangalore, *posited for this research is accepted*. The coefficient table shows the contribution of each Infrastructural welfare measures to the employee's job satisfaction. From the above table the beta values demonstrate the unique contribution for the variables such as Counselling Centre ($\beta = -.152$, $p < .000$), followed by Medical facility/Medical check up/Equipment ($\beta = .114$, $p < .002$), Seating facility, shelters, lunch room ($\beta = -.113$, $p < .012$), First aid Boxes. ($\beta = .547$, $p < .000$), Indoor and outdoor sports recreation facility ($\beta = .103$, $p < .048$), Preventive Medicine & Healthy life Style Clinic. ($\beta = .591$, $p < .000$) and Sufficient number of latrines and urinals, Rest Rooms. ($\beta = .099$, $p < .025$), in predicting employees job satisfaction in KSRTC.

REGRESSION EQUATION:

Employee job satisfaction in KSRTC = $\alpha + \beta_1(Cou) + \beta_2(Med) + \beta_3(Sea) + \beta_4(Fir) + \beta_5(Ind) + \beta_6(Pre) + \beta_7(Suff) + \mu$

Table 2: Influence of General welfare measures on Employees Job Satisfaction in KSRTC

Model Summary						
Model	R	R Square	Adjusted R Square		Std. Error of the Estimate	
1	.604 ^a	.665	.649		.99485	
ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	423.758	14	22.483	73.716	.000 ^a
	Residual	248.321	608	.490		
	Total	651.077	623			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.081	.249		4.342	.000
	Educational Assistance	.345	.134	.305	2.572	.010
	Insurance scheme	.070	.089	.066	.786	.432
	Festival Allowances	-.094	.070	-.072	-1.341	.181
	leave Encashment	-.052	.080	-.051	-.648	.517
	Free Family Bus Pass Card	.431	.078	.425	5.498	.000
	House Rent Allowance	.050	.062	.039	.805	.421
	Medical facilities for dependents/reimbursement	-.201	.078	-.187	-2.575	.010
	Traffic revenue incentive scheme	.323	.105	.304	3.090	.002
	Transportation facilities	.198	.062	.177	3.215	.001
	Housing facilities	-.237	.095	-.221	-2.507	.012
	Employee family welfare scheme	.198	.088	.186	2.255	.025
	Employee's children's education	-.153	.098	-.154	-1.558	.120
	Accident-free Drivers -Award schemes	-.188	.072	-.194	-2.604	.009
	Voluntary retirement scheme	-.053	.042	-.066	-1.285	.199
a. Dependent Variable: Employee's Job Satisfaction in KSRTC						

a. Dependent Variable: Employee's Job Satisfaction in KSRTC

A multiple regression analysis was used to investigate the effect of 14 variables of Infrastructural welfare measures on employee's job satisfaction in KSRTC. From the above table it is understood that, that Infrastructural welfare measures ($R = .604^a$ indicating high degree of correlation among the variables, $t = 4.342$, $p < .000$) has a significant effect on employee's job satisfaction in KSRTC. Hence, it can be concluded that if the average level of Infrastructural welfare measures were high, the average level of employee's job satisfaction in KSRTC would also be high. The analysis also reveals that Infrastructural welfare measures were able to explain the total variation in employee's job satisfaction in KSRTC by the regression model about R^2 66.5% being moderate indicating model fits the data well. Thus answering the alternative hypothesis, H2: There is an impact of general welfare measures on job satisfaction of employee's in KSRTC divisions across Bangalore, *posited for this research is accepted*. The coefficient table shows the contribution of each Infrastructural welfare measures to the employee's job satisfaction. From the above table the beta values demonstrate the unique contribution for the variables such as Educational Assistance. ($\beta = .345$, $p < .010$), followed by Free Family Bus Pass Card ($\beta = .431$, $p < .000$), Medical facilities for dependents/reimbursement. ($\beta = -.201$, $p < .010$), Traffic revenue incentive

scheme. ($\beta=.323, p<.002$), Transportation facilities. ($\beta=.198, p<.001$), Housing facilities ($\beta=-.237, p<.012$) and Employee family welfare scheme. ($\beta=.198, p<.025$), and Accident-free Drivers -Award schemes ($\beta=-.188, p<.009$), in predicting employees job satisfaction in KSRTC.

REGRESSION EQUATION:

Employee job satisfaction in KSRTC = $\alpha + \beta_1(\text{Edu}) + \beta_2(\text{Fre}) + \beta_3(\text{Med}) + \beta_4(\text{Tra}) + \beta_5(\text{Tran}) + \beta_6(\text{Hou}) + \beta_7(\text{Emp}) + \beta_8(\text{Acc}) + \mu$

14. RESEARCH FINDINGS

The unique contribution for the infrastructural welfare such as Counselling Centre, followed by Medical facility/Medical check up/Equipment, Seating facility, shelters, lunch room, First aid Boxes, Indoor and outdoor sports recreation facility, Preventive Medicine & Healthy life Style Clinic and Sufficient number of latrines and urinals, Rest Rooms, in predicting employees job satisfaction in KSRTC.

The unique contribution for the general welfare such as Educational Assistance, followed by Free Family Bus Pass Card, Medical facilities for dependents/reimbursement, Traffic revenue incentive scheme, Transportation facilities, Housing facilities and Employee family welfare scheme, and Accident-free Drivers -Award schemes, in predicting employees job satisfaction in KSRTC.

15. LIMITATIONS

1. Some of the respondents may not produce their own reflection while response to the questionnaire.
2. Few of the respondents hesitated to give opinion about their management
3. Some of the respondents discussed among themselves before answering.
4. Many of the respondents hesitated to give correct information.
5. The research process was time consuming and little expensive as well.
6. The sources of data collection were limited.
7. It was difficult to complete a study of this nature and to study all the aspect of Problem with in short period.
8. The time factor is one of the constraints.
9. The study is pertaining to KSRTC only especially Divisions of Bangalore District.
10. The study focus only on KSRTC's employee's welfare measures on their job satisfaction.

16. SUGGESTIONS

Unbiased policy framework work and adequate health and insurance programs must be implemented. A participatory management system enhances job satisfaction in KSRTC. Rewards and recognition systems should be implemented to increase the quality of work life of the employee's. KSRTC should not pressurize any of their employee's but instead motivate them. A suggestion cell must be implemented to provide an opportunity to speak. Well-organized infrastructure is to be available for the employees to deliver their best. The participatory management system should be strengthened. The small-scale industries. should encourage teachers to have time for social activities and to balance their professional and social lives in order to improve their performance. Registered professional bodies should be opened to protect the interests of the employees within the divisions. Social gatherings, especially professional gatherings, must be done where employee's feel the work environment like family. Every employee must be respected and encouraged for future growth. Implantation of quality circles, friendly supervision methods, a favourable corporate culture, prompt recognition of employees' efforts, adequate work load, and flexible rules and regulations will enhance the job satisfaction in KSRTC. More importance for the gender equity among the employee's must be given. The small-scale industries. are advised to implement growth in Job programs by taking the most care. KSRTC should provide an opportunity to acquire additional qualifications for their career growth. A stress-free work environment should be created among the employee's. Appropriate institutional policies should be created to enhance the job satisfaction of the employee's in KSRTC divisions. Appropriate remuneration policies should be implemented in the institution. The divisions should communicate their vision to the employee's to gain their confidence in achieving their goals. 360° performance appraisal and performance-based appraisal systems should be implemented in the organization to measure the outcome of the employee's efforts. The Corporation shall take endeavour to fulfil the expectations of its stake holders especially its

employee's in a friendly manner and to be graded as model employer. KSRTC should enhance medical facilities in rural and remote depots by partnering with local healthcare providers and setting up mobile health units. The organization should expand its housing facility coverage, especially in areas with large employee's concentrations, to ensure that more employees can benefit from these provisions. Establishing a regular feedback system to assess employee's satisfaction with welfare measures would help KSRTC make timely improvements and address emerging issues. KSRTC should conduct awareness programs to ensure that all employees are fully informed about the available health and housing facilities and how to access them.

17. DIRECTIONS FOR FUTURE RESEARCH

There is an opportunity to explore the factors other than employee's expected quality of work life and organizational commitment in creating quality of work life. Comparative analysis can be done between private passenger transportation services and KSRTC Karnataka. Multi-dimensional analyses can be done by making use of advanced statistical tools. A similar study can be conducted in other industries, such as the manufacturing industry and the services industry. There may be other pertinent variables related to quality of work life that influence job satisfaction that can be taken for the future study.

18. CONCLUSION

It has been widely accepted that employee satisfaction is an important concept for the success of the organization. Yet the research about employee satisfaction in KSRTC can be considered immature in comparison to the literature on employee's satisfaction. This study analyzed employee's welfare measures and job satisfaction of KSRTC divisions in Bangalore. Pertinent variables have been chosen for study. The writers of this study hypothesize that there is a positive relationship between employee's welfare measures and employee job satisfaction. The findings show that, the unique contribution for the infrastructural welfare such as Counselling Centre, followed by Medical facility/Medical check up/Equipment, Seating facility, shelters, lunch room, First aid Boxes, Indoor and outdoor sports recreation facility, Preventive Medicine & Healthy life Style Clinic and Sufficient number of latrines and urinals, Rest Rooms, in predicting employees job satisfaction in KSRTC. The unique contribution for the general welfare such as Educational Assistance, followed by Free Family Bus Pass Card, Medical facilities for dependents/reimbursement, Traffic revenue incentive scheme, Transportation facilities, Housing facilities and Employee family welfare scheme, and Accident-free Drivers - Award schemes, in predicting employees job satisfaction in KSRTC. Empirical survey-based studies are seldom independent of limitations. This study is no exception. First, the sample size of 624 posed estimating problems with regard to degrees of freedom in the operationalization of employee satisfaction. The importance of employee welfare measures in shaping employee attitudes and, consequently, their performance at KSRTC, Bangalore. It provides evidence that a holistic approach to employee well-being, including fair compensation, non-statutory benefits, and effective training programs, can lead to a more motivated and productive workforce. As such, it is recommended that KSRTC, Bangalore, continues to invest in and enhance its welfare initiatives to further improve employee attitudes and organizational performance. Addressing these issues can lead to improved job satisfaction, higher productivity, and a more committed workforce.

CONFLICT OF INTERESTS

None.

ACKNOWLEDGMENTS

None.

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