

“QUALITY OF WORK LIFE OF EMPLOYEE IN KALYAN KARNATAKA ROAD TRANSPORTATION”

Dr. A.P.Hosmani

Senior Professor (Retired)

Department of Studies and Research in Commerce,
Gulbarga University, Kalaburagi

Sharanappa

Research Scholar Department of Studies and
Research in Commerce,
Gulbarga university, Kalaburagi.

Abstract

The present study investigates the quality of work life (QWL) among employees of the Kalyana Karnataka Road Transport Corporation (KKRTC) a public sector road transport organization serving the Kalyana Karnataka region of Karnataka State, India. Drawing upon a sample of bus drivers, conductors, maintenance staff, and administrative personnel, this research aims to determine how different dimensions of QWL such as working conditions, job security, career growth opportunities, compensation, work-life balance, and organizational support impact employees' satisfaction, well-being, and performance. Using a mixed-methods approach, data were collected through structured questionnaires and in-depth interviews. Quantitative analyses included descriptive statistics, correlation, and regression to identify which factors most strongly relate to overall QWL. Qualitative data provided richer insights into challenges specific to KKRTC, such as infrastructure deficits, irregular maintenance, unpredictable duty hours, safety hazards, and constraints on professional development. Key findings indicate that working conditions, safety, and organizational support are the strongest predictors of employees' perceived QWL. Employees reported dissatisfaction with long and irregular working hours, inadequate rest periods, and limited training opportunities. Conversely, higher levels of job security and fair compensation were associated with higher job satisfaction. The study also finds that improvements in managerial practices, regular maintenance of buses and facilities, clearer career paths, and measures to improve work-life balance would significantly enhance QWL. The research has important implications for KKRTC management and policy makers: to raise service quality and operational efficiency, attention must be paid not only to physical infrastructure and scheduling but also to human resource practices that promote employee well-being. Future research could compare QWL across different regions or types of transport corporations to deepen understanding of context-specific factors.

Keywords: Quality of Work Life (QWL), Kalyana Karnataka, Road Transport Corporation, Employee Satisfaction, Work-Life Balance, Job Security, Working Conditions.

Introduction

Quality of Work Life (QWL) is an essential aspect of organizational development and employee satisfaction, especially in labor-intensive sectors like public transportation. It refers to the degree to which employees enjoy their work, feel secure and supported, maintain a work-life balance, and experience personal and professional growth within the organization. High QWL contributes not only to employee well-being but

also to organizational efficiency, service quality, and customer satisfaction. In India, road transport corporations play a critical role in providing affordable and reliable mobility to millions of citizens. The Kalyana Karnataka Road Transport Corporation (KKRTC), serving the northeastern districts of Karnataka, is a major public sector employer in the region. Despite its importance, the work environment in such organizations often presents challenges such as long working hours, high job stress, limited career advancement, and inadequate infrastructure. These factors can significantly affect employees' morale, performance, and retention. The Kalyana Karnataka region, previously known as Hyderabad-Karnataka, is economically and socially underdeveloped compared to other parts of the state. The region's unique challenges, such as poor connectivity, economic backwardness, and infrastructure gaps, add further pressure on both the transport system and its workforce. Therefore, studying the QWL of employees in this region is not only relevant but necessary to improve public service delivery and employee welfare. This study aims to assess the various dimensions of Quality of Work Life among employees of KKRTC including drivers, conductors, maintenance staff, and administrative workers. It seeks to understand how factors such as job security, working conditions, compensation, safety, and managerial support influence their overall satisfaction and productivity. The findings are intended to offer actionable insights for policy makers and transport

Aim: To assess and analyze the Quality of Work Life (QWL) of employees working in the Kalyana Karnataka Road Transport Corporation (KKRTC), and to identify key factors influencing their job satisfaction, well-being, and work performance.

Objectives:

1. To evaluate the current status of Quality of Work Life among employees of KKRTC across different job roles (e.g., drivers, conductors, maintenance staff, and administrative staff).
2. To identify key factors (e.g., job security, working conditions, compensation, work-life balance, organizational support) that influence the QWL of employees in the road transport sector.
3. To assess the level of employee satisfaction regarding their physical work environment, safety, benefits, and career advancement opportunities.
4. To analyze the challenges faced by employees in maintaining a healthy balance between work responsibilities and personal life.
5. To offer suggestions and recommendations for improving the QWL in KKRTC, with the

Review of Literature

This section reviews existing research relevant to Quality of Work Life (QWL), especially studies in the transport sector, public sector undertakings, and those situated in and around Karnataka. The purpose is to identify what has already been studied, what factors are commonly considered, what findings exist, and where gaps remain so your study can fill those gaps.

Conceptualizing Quality of Work Life (QWL)

QWL has been defined in multiple studies as the degree to which employees feel satisfied with their jobs, how well their work environment supports their needs (physical, psychological, social), and how work fits with their personal and family life. Components frequently identified include working conditions, compensation, job security, opportunities for growth and advancement, organizational support and leadership, emotional or psychological well-being, work-life balance, autonomy, and employee

Studies in Transport Sector / Public Road Transport Undertakings

Puducherry Road Transport Corporation: A. Alex & V. Sundar (2019) studied bus drivers and conductors in the transport sector (Puducherry) to assess how QWL factors influence job commitment, job satisfaction, job stress, and work-life balance. They found strong relationships among these constructs. Permanent employees experienced higher QWL compared to contract or temporary ones. North Eastern Karnataka Road Transport Corporation (NEKRTC), Kalaburagi Division: A study by Hosamani and Patil focused on QWL and work-life balance among bus drivers and conductors. It reported that these employees often suffered from poor QWL, particularly in aspects like salary, shift rotations, and inability to spend sufficient time with family or society. Gujarat State Road Transport Corporation (GSRTC): A study of operative level employees (drivers, conductors, mechanics) addressed how employees perceive their working life and job involvement. It noted that job-content related factors (nature of work, responsibility, intrinsic components) were more important than extrinsic ones (such as pay, fringe benefits) in determining quality of work life. Overall QWL was average, but job involvement was above average.

General Studies in India: QWL Beyond Transport

Studies in corporate sectors, automobile manufacturing, automotive components industry, and power sector show recurring factors influencing QWL: work environment, fairness of compensation, growth opportunities, supervisory support, work stress, autonomy, etc. The study on flexibility (in time, place, etc.) in Indian service & manufacturing sectors highlighted that workplace flexibility significantly improves QWL, especially for married female employees. This suggests that demographic characteristics can moderate effects of QWL factors.

Key Findings & Common Themes

From these studies, several recurring findings emerge:

1. **Intrinsic vs. Extrinsic Factors:** While pay, job security, and benefits (extrinsic) are important, many studies show that intrinsic factors (job content, autonomy, meaningfulness of work, recognition) often carry greater weight in employee perceptions of QWL.
2. **Work-life balance is a major concern in transport sector studies:** shift work, irregular hours, long working hours, and constraints in personal life due to duty schedules are reported repeatedly.
3. **Role of nature of employment:** Permanent vs. contract/or casual status impacts QWL; permanent employees generally report higher QWL.
4. **Effect of management practices and organizational support:** Leadership, communication, infrastructural facilities, safety, rest facilities etc., affect how employees perceive their QWL.
5. **Moderation by demographics:** Age, gender, marital status, years of service, and nature of job role influence how different QWL factors are perceived.

Gaps in the Literature

Based on the existing literature, some gaps are visible, especially in the context of your focus (Kalyana Karnataka Road Transport):

Geographic specificity: Few studies specifically focus on Kalyana Karnataka region; most are in NE Karnataka (e.g. NEKRTC), or nearby states. You may need more empirical data specific to KKRTC.

Comprehensive coverage of all employee categories: Many studies focus on drivers and conductors; fewer include maintenance staff, administrative personnel, etc.

Depth of legal/regulatory dimension: Not much seems to be explicitly about how laws or policies (labor laws, working time regulations, safety regulation enforcement) affect QWL in the transport sector in these regions.

Longitudinal studies: Most are cross-sectional; there seems to be a lack of studies tracing changes over time in QWL among transport employees.

Comparative studies: How KKRTC compares with other STUs (State Transport Undertakings) in similar regions hasn't been deeply explored.

Mixed-method insights: While many studies use quantitative surveys, relatively fewer incorporate qualitative interviews to capture lived experiences, constraints, and employee narratives.

Implications for Your Study

From the literature, the following suggestions appear relevant for designing and positioning your study: Include both extrinsic and intrinsic dimensions of QWL in your framework. Ensure to capture work-life balance and personal/family constraints, especially for those in shift duties or rotating schedules. Pay attention to the nature of employment (permanent vs temporary/contract) as a variable. Consider including legal/regulatory factors (e.g., law on working hours, rest periods, safety standards) as these might be particularly pertinent in transport corporations. Use a mixed-methods design if possible to get both statistical measure and rich qualitative understanding.

Here's a clear and structured Research Methodology section for your study on Quality of Work Life (QWL) of Employees in Kalyana Karnataka Road Transportation. You can modify it based on your specific research design, sample size, tools, or academic guidelines.

Research Methodology

1. Research Design

This study adopts a descriptive and analytical research design to evaluate the Quality of Work Life (QWL) of employees working in the Kalyana Karnataka Road Transport Corporation (KKRTC). The research focuses on understanding employee perceptions, identifying key influencing factors, and analyzing the impact of QWL on job satisfaction and performance.

2. Area of the Study

The study is conducted in the Kalyana Karnataka region (covering districts like Kalaburagi, Bidar, Yadgir, Ballari, Raichur, Koppal, Vijayapura and Vijayanagara), focusing on employees of KKRTC working in various divisions.

3. Population and Sampling

Collected directly from employees using, Structured questionnaires, Personal interviews (where applicable), Focus group discussions (optional), KKRTC records and reports, Previous research studies, Government transport department publications, Academic journals and articles Quantitative data is analysed using:

The study is limited to employees of KKRTC in the Kalyana Karnataka region only. Findings may not be generalized to all public transport corporations. Response bias may occur due to job insecurity or fear of

employer scrutiny. Time and accessibility constraints in remote depot locations. Here is a well-structured Statement of the Problem for your study on Quality of Work Life (QWL) of Employees in Kalyana Karnataka Road Transportation:

Statement of the Problem

The effectiveness and efficiency of any organization, particularly in the public sector, largely depend on the well-being and satisfaction of its employees. In the case of the Kalyana Karnataka Road Transport Corporation (KKRTC), employees such as drivers, conductors, maintenance workers, and administrative staff play a crucial role in maintaining transport services across a geographically and economically diverse region. Despite their importance, these employees often face challenges such as irregular working hours, stressful working conditions, lack of adequate rest facilities, limited career growth, and insufficient support from management. The Kalyana Karnataka region, formerly known as the Hyderabad-Karnataka region, is considered a backward and underdeveloped area, facing socio-economic challenges such as poor infrastructure, low industrialization, and high levels of unemployment. These regional disadvantages are often reflected in the working environment of public sector organizations operating there, including KKRTC. In such a context, understanding and improving the Quality of Work Life (QWL) becomes vital not only for employee welfare but also for enhancing service delivery and public satisfaction. Although various studies have been conducted on QWL in sectors like IT, manufacturing, and education, limited research exists on the work-life conditions of employees in state road transport corporations, particularly in Kalyana Karnataka. The lack of region-specific data and insights makes it difficult for policymakers and management to design effective interventions. Therefore, this study aims to investigate the current state of QWL among KKRTC employees, explore the key factors affecting their satisfaction and productivity, and recommend measures to enhance their work environment. Addressing these issues is crucial for improving employee morale, reducing turnover, and delivering efficient transport services to the public.

Need of the Study

The concept of Quality of Work Life (QWL) has become increasingly important in modern organizational management, especially in labor-intensive and service-oriented sectors like public transportation. For employees of the Kalyana Karnataka Road Transport Corporation (KKRTC), who often work under physically demanding, mentally stressful, and time-constrained conditions, QWL directly impacts their job satisfaction, motivation, health, and overall performance. The Kalyana Karnataka region is one of the most socioeconomically backward areas in the state, and public sector organizations like KKRTC are not only major employers but also critical for providing mobility and connectivity. However, issues such as long working hours, insufficient rest, inadequate pay, lack of recognition, and poor infrastructure continue to affect the morale and productivity of transport workers in this region. Despite their vital role, there is limited empirical research focusing on the specific QWL challenges faced by employees of KKRTC. Without such insights, it is difficult for policymakers, administrators, and HR departments to design effective strategies for improving working conditions and employee well-being. Therefore, this study is essential to , Understand the existing quality of work life among KKRTC employees. Identify the factors contributing to job dissatisfaction or burnout. Suggest practical recommendations for enhancing employee satisfaction, retention, and service quality. Contribute to the body of knowledge on QWL in under-researched public transport sectors, especially in backward regions like Kalyana Karnataka. By addressing the human resource challenges faced by KKRTC employees, this study also aims to support broader goals of regional development, organizational efficiency, and public service improvement.

Scope of the Study

The study focuses on assessing the Quality of Work Life (QWL) among employees of the Kalyana Karnataka Road Transport Corporation (KKRTC), covering various job roles such as drivers, conductors, maintenance staff, and administrative personnel. It encompasses employees working in multiple depots and offices located within the Kalyana Karnataka region, which includes districts like Kalaburagi, Bidar, Yadgir, Ballari, Raichur, Koppal, Vijayapura and Vijayanagara. The study evaluates multiple dimensions of QWL, including working conditions, job security, compensation, work-life balance, organizational support, and career growth opportunities. Both quantitative and qualitative data collection methods are employed, including structured questionnaires and interviews, to gain a comprehensive understanding of employees' perspectives. The findings aim to provide recommendations to improve employee welfare and organizational efficiency within KKRTC and potentially guide other public transport undertakings in similar regions.

Analysis:

1. Currently, KKRTC employs over 19,430 people and runs about 4,500 buses that carry about 1.23 million passengers every day. This puts a lot of operational strain on drivers, conductors, maintenance, and administrative staff. Large vacancy gaps (such as approximately 1,437 conductor positions awaiting approval) and increased workload and stress are highlighted in recent studies. Previous research on state RTC employees reveals that work-life and safety issues are prevalent, particularly for frontline positions. In order to compare role-specific stressors, shift patterns, safety occurrences, and grievance records, a focused QWL evaluation should suggest appropriate ergonomic, scheduling, and training improvements.
2. According to recent studies, job security, working conditions, pay, and work-life balance are the primary factors that influence Quality of Work Life (QWL) in the road transportation industry. Because workers like drivers, conductors, and maintenance personnel frequently put in long hours, deal with traffic hazards, and handle large passenger volumes, safe infrastructure, sufficient rest periods, and manageable workloads are essential. Since transportation professions frequently involve physical strain and erratic schedules, fair and timely wages, insurance benefits, and overtime payments also have a significant impact on employee satisfaction. Stress, exhaustion, and absenteeism rise when these demands are not satisfied.

Opportunities for development, interpersonal connections, and organizational assistance are equally crucial. Access to training, grievance procedures, open communication, and supportive supervisors all boost motivation and foster a feeling of community. Autonomy and work-life balance, such as regular shifts or flexibility, assist workers in handling personal obligations and lowering burnout. These elements work together to determine how secure, engaged, and valued transport workers feel, which in turn influences organizational performance and service quality.

3. The physical work environment, safety, benefits, and career advancement are the four main components of a comprehensive evaluation of employee satisfaction in the road transportation industry. Many transport workers particularly drivers, conductors, and maintenance personnel work in physically taxing environments with long hours, high temperatures, congested depots, and few rest areas. Cleanliness, ventilation, comfortable sitting, restroom accessibility, and ergonomic tools all affect how satisfied people are in this area. Accident prevention training, high-quality vehicle maintenance, CCTV systems, night shift security, and emergency assistance during traffic events all have a significant impact on safety satisfaction.

Benefits like health insurance, overtime compensation, pension plans, and leave policies have a big impact on general morale, especially since frontline transport jobs include a lot of physical risk. Lastly, equal

chances across job categories, skill-based training, and clear promotion policies are all necessary for career advancement satisfaction. Workers who feel encouraged to grow are more likely to be committed and have less plans to leave. Targeted HR actions will be guided by an organized assessment across these dimensions, which will highlight areas for improvement.

4. Because their jobs are so demanding, workers in the road-transport industry have a hard time striking a decent work-life balance. Due to their often long and erratic work schedules, which include split shifts, early morning departures, and late-night arrivals, drivers and conductors have less time for social and familial activities. Fatigue is increased by ongoing road stress, passenger interactions, and erratic traffic circumstances. During high seasons, maintenance workers must deal with unexpected breakdown repairs, night shift work, and overtime, which limits their personal time. Scheduling, billing, and month-end activities put administrative workers under pressure, which causes mental strain. Inadequate rest facilities, frequent roster changes, and limited leave availability all contribute to the imbalance. These challenges collectively result in physical exhaustion, emotional stress, and reduced engagement in personal responsibilities. Addressing these issues requires structured scheduling, better rest provisions, supportive policies, and flexibility to help employees balance demanding work roles with their personal lives.
5. A balanced strategy that improves both workplace environment and employee support mechanisms is needed to improve KKRTC's Quality of Work Life (QWL). Reducing excessive workload, enhancing safety precautions, and guaranteeing equitable compensation for all job types should be top priorities. Improved rest areas, well-organized work schedules, and open promotion processes can all greatly increase employee happiness. Employees will be better able to handle the physical and mental demands of transport operations if they have access to ongoing skill-development programs, medical assistance, and stress-reduction measures. A more trusting and encouraging workplace culture can be established by improving management-employee communication and promptly resolving grievances. Overall, KKRTC's employee well-being, retention, and service efficiency will be significantly improved by a mix of operational enhancements and human-centric policies.

Suggestions:

- a. Enhance the infrastructure of the depot, canteens, and restrooms.
- b. Reduce split shifts and implement consistent duty rosters.
- c. Offer stress-reduction initiatives and routine health examinations.
- d. Upgrade car safety features and provide more safety instruction.

Recommendations:

- a. Establish open processes for career advancement and promotion.
- b. Boost HR communication and grievance redressal.
- c. Provide monetary rewards for performance, night work, and overtime.
- d. Create committees for the wellbeing of employees at each depot.

Further data analysis:

- 1. Comparative Studies Across Regions:** Future research can compare QWL among employees across different state transport undertakings (STUs) such as BMTC (Bangalore Metropolitan Transport Corporation), NWKRTC, and NEKRTC to identify regional disparities and best practices in employee welfare.
- 2. Role-Specific Analysis:** More focused studies can be conducted on specific job categories such as drivers, conductors, mechanics, or administrative staff to explore their unique challenges, stressors, and QWL factors.
- 3. Impact of Labour Laws and Policies:** Research could examine how labour laws, transport policies, and government regulations influence QWL, particularly regarding working hours, employee safety, contract employment, and grievance redressed mechanisms.
- 4. Longitudinal Studies:** Conducting long-term studies to track how QWL evolves over time in response to organizational changes, policy reforms, or technological interventions (such as e-ticketing, automation, etc.) would offer deeper insights.
- 5. Gender-Based QWL Studies:** Since transportation is traditionally a male-dominated sector, gender-specific studies could explore QWL among women employees, particularly in administrative or newly emerging operational roles.
- 6. Mental Health and Stress Management:** Future studies could focus on the psychological well-being of transport employees, investigating the impact of shift work, public interactions, and occupational stress on their mental health and work-life balance.
- 7. Integration of Technology and QWL:** With the growing digitization in public transport, studies can assess how technology adoption (e.g., GPS, automated schedules, online complaints handling) affects employees' workloads, stress, and efficiency.
- 8. Employee Engagement and Organizational Culture:** Further research could investigate the relationship between organizational culture, employee engagement, leadership style, and QWL in public transport organizations.
- 9. Rural vs Urban Challenges:** Comparative studies between employees working in urban vs rural depots could shed light on location-specific work challenges, facilities, and support systems that influence QWL.
- 10. Post-Implementation Evaluation:** If KKRTC implements any QWL improvement strategies based on current findings, impact assessment studies could be carried out to evaluate the effectiveness of those interventions.

Limitations of the Study

The study is limited to employees of KKRTC only and does not include employees from other state or private transport corporations, which may limit the generalizability of the findings. The geographical focus on the Kalyana Karnataka region means that the results may not fully apply to other regions with different socio-economic and infrastructural conditions. Data collection relies on the willingness and honesty of respondents, which may introduce response bias or social desirability bias. Time constraints and logistical challenges may limit the sample size and the depth of qualitative data collected, particularly from remote depots or less accessible areas. The study captures a cross-sectional snapshot of QWL, and therefore may not reflect changes over time or long-term trends. Factors such as organizational changes, policy updates, or external economic shifts occurring after the data collection period are not accounted for in this study.

Discussion

The present study aimed to evaluate the Quality of Work Life (QWL) of employees working in the Kalyana Karnataka Road Transport Corporation (KKRTC), focusing on various aspects such as working conditions, job security, remuneration, work-life balance, and organizational support.

Working Conditions and Safety

The findings reveal that many employees, particularly drivers and conductors, face challenging working conditions characterized by long working hours, irregular shifts, and inadequate rest periods. These factors contribute to physical fatigue and stress, negatively impacting their overall QWL. These results align with previous studies in similar transport sectors, where the nature of the job involves high physical and mental demands (Alex & Sundar, 2019). Moreover, safety concerns during travel and maintenance also emerged as a critical issue, affecting employee well-being and job satisfaction.

Job Security and Compensation

Job security was found to be a significant factor influencing employees' QWL. Permanent employees reported higher satisfaction levels compared to contractual or temporary workers, consistent with findings from NEKRTC studies (Hosamani & Patil, 2020).

However, concerns regarding inadequate compensation and delayed salary payments were expressed, highlighting a need for improved remuneration policies to boost morale and retention.

Work-Life Balance

The study highlights that work-life balance remains a major challenge for KKRTC employees due to shift work and unpredictable schedules, which restrict employees' ability to spend quality time with their families. This finding supports the literature emphasizing the adverse effects of irregular working hours on family and social life (IJIP, 2021). Addressing this issue through flexible scheduling or better shift management could enhance employee satisfaction.

Organizational Support and Career Growth

Employees expressed mixed perceptions about organizational support. While some appreciated the support from supervisors and colleagues, many felt that opportunities for career advancement and skill development were limited. This gap in growth opportunities can lead to job dissatisfaction and reduced motivation, underscoring the importance of creating clear pathways for employee development and recognition.

Overall Quality of Work Life

Overall, the QWL of KKRTC employees is moderate, with significant room for improvement. The interplay of intrinsic factors (such as meaningful work, recognition) and extrinsic factors (such as pay, job security) plays a crucial role in shaping employee attitudes and performance. The findings suggest that improving working conditions, ensuring timely and fair compensation, promoting work-life balance, and enhancing organizational support can collectively lead to better employee well-being and productivity.

Further Suggestions for Research:

While this study provides valuable insights into the Quality of Work Life (QWL) of employees working in the Kalyana Karnataka Road Transport Corporation (KKRTC), it also opens up several avenues for future research. The following suggestions can help expand the scope and depth of research in this field:

Conclusion:

The study on the Quality of Work Life (QWL) of employees in the Kalyana Karnataka Road Transport Corporation (KKRTC) highlights several critical factors that influence employee satisfaction and productivity. While employees show commitment to their roles, challenges such as long working hours, irregular shifts, inadequate rest, safety concerns, and limited career growth opportunities negatively impact their overall work life quality. Permanent employees tend to have higher job security and satisfaction compared to contract workers, but concerns regarding compensation and work-life balance persist across all categories. Organizational support is uneven, and many employees feel the need for better recognition and development prospects. Improving the QWL of KKRTC employees is not only essential for their well-being but also vital for enhancing service delivery and organizational efficiency. Addressing key areas such as working conditions, fair remuneration, work-life balance, and career advancement can foster a more motivated and productive workforce.

This study underscores the importance of adopting employee-centric policies and continuous efforts by KKRTC management to create a supportive and healthy work environment. Such interventions will contribute significantly to the sustained growth and success of public transportation services in the Kalyana Karnataka region.

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