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WORK-LIFE BALANCE AMONG TELANGANA STATE ROAD TRANSPORT CORPORATION EMPLOYEES IN SANGAREDDY: AN EMPIRICAL STUDY

Veerender Madasu[1] and Dr.K. Prabhu Sahai[2]
[1] Assistant. Professor, Department of Commerce, Tara Government College (Autonomous), Sangareddy, Telangana
[2] Associate Professor, Department of Commerce, Government Degree College, Falaknuma, Hyderabad, Telangana
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ABSTRACT
Work-life balance (WLB) is particularly consequential in public road transport because employees must coordinate demanding operational responsibilities with family, social and personal needs. This study examines WLB among Telangana State Road Transport Corporation (TGSRTC) employees in Sangareddy using primary survey evidence from the study. The study is based on 202 reported respondents, a structured questionnaire and a descriptive cross-sectional survey design. The questionnaire covered work-to-life interference, life-to-work interference, occupational stress, organizational support, workplace culture, leave-related demands and WLB-management practices.

The descriptive evidence indicates an uneven pattern of WLB. Although 51.3% of respondents reported never feeling too tired after work to undertake desired personal activities, 42.3% reported that work often or very often took time they would prefer to spend with family or friends. Further, 50.2% reported at least occasional disapproval from superiors or peers when personal matters intruded at work, while 56.1% reported that personal demands affected work at least occasionally. Organizational support was also perceived as limited: 29.1% agreed or strongly agreed that the organization supported them in managing work-family commitments, whereas 50.0% disagreed or strongly disagreed. In addition, 44.3% disagreed or strongly disagreed that WLB was valued as part of organizational culture. A further 54.8% reported that they had considered leaving their present profession for another occupation within the previous six months.

The findings suggest that WLB in the study setting is multidimensional, involving time interference, family and personal demands, recovery, supervisory response and organizational support. Accordingly, the study recommends greater attention to predictable rostering, protected rest, transparent leave administration, supervisor support, communication, recognition and occupational well-being.

Keywords: work-life balance; work-family conflict; TGSRTC; road transport employees; occupational stress; organizational support; employee well-being; turnover intention; Sangareddy.

1. Introduction

Work-life balance refers to the extent to which individuals are able to manage employment and personal-life demands without persistent conflict between the two domains. Contemporary work-life-balance perspectives treat the concept as multidimensional, encompassing work-family conflict, boundaries, resources, flexibility, recovery and organizational practices. For public road transport employees, these issues are especially relevant because work is time-bound, public-facing and safety-sensitive.

RTC employees work under long hours, irregular shifts, high-pressure schedules, traffic uncertainty and continuous passenger interaction. Such conditions can generate time-based and strain-based interference between work and family or personal roles. The study examines fatigue, family interference, workplace reactions to personal demands, communication, organizational support and strategies for managing WLB.

1.1 Telangana State Road Transport Corporation

The history of the Telangana State Road Transport Corporation (TGSRTC) dates back to June 1932, when road transport services were introduced under the Nizam State Rail & Road Transport Department (NSR-RTD) with a fleet of 27 buses and 166 employees. Subsequently, the Andhra Pradesh State Road Transport Corporation (APSRTC) was established on 11 January 1958 under the Road Transport Corporations Act, 1950. Following the formation of Telangana State on 2 June 2014, a separate Telangana State Road Transport Corporation (TSRTC) began functioning independently from 3 June 2015. The Government of Telangana formally established the corporation in 2016. In May 2024, its name was changed from TSRTC

to Telangana State Road Transport Corporation (TGSRTC). The institutional setting is the Telangana State Road Transport Corporation (TGSRTC). As of August 2024, the corporation reported 98 depots, 364 bus stations, 10,174 buses, 37,009 employees, 2,889 routes and 61.19 lakh passengers transported per day. These indicators provide context for the scale and operational complexity within which employee scheduling, recovery time and workforce support are managed (Telangana State Road Transport Corporation, 2024).

1.2 Research Problem

The research problem concerns the interaction between the operational requirements of public road transport and employees' ability to maintain adequate time, energy and availability for family and personal life. Irregular schedules, route uncertainty, passenger-facing responsibilities, duty extensions and limited recovery opportunities may contribute to work-to-life interference. Conversely, family and personal demands may affect employees' work roles. The study therefore examines the reported pattern of work-life interference, occupational strain and organizational support among TGSRTC employees in Sangareddy.

1.3 Significance of the Study

The study is significant because it provides a localized empirical perspective on WLB in a safety-sensitive public transport environment. It also contributes to the discussion of working-time arrangements, supervisory support, leave administration, recovery and organizational culture in an occupational setting that differs from conventional office-based employment. From a managerial perspective, the findings provide descriptive evidence that can assist in identifying areas for further investigation and organizational intervention.

2. Review of Literature

The literature is organized around work-family conflict, boundary management, demands and resources, and Indian and transport-sector evidence. This structure provides the conceptual basis for interpreting the study findings.

2.1 Work-Family Conflict and Role Strain

Greenhaus and Beutell (1985) distinguished time-based, strain-based and behavior-based forms of work-family conflict. This framework is relevant to transport employees because fixed duty periods and shift schedules can create time pressure, while fatigue and operational stress can carry strain between work and family domains.

Allen et al. (2000) reviewed consequences associated with work-to-family conflict and identified work-related, non-work-related and stress-related consequences. This supports examining family-time interference, fatigue, workplace relations and retention-related indicators together.

2.2 Work-Family Border and Work-Life Balance Perspectives

Clark (2000) emphasized the management of boundaries between work and family domains. For transport employees, boundaries may be relatively rigid during duty periods while the effects of irregular timing and fatigue may continue outside work. Voydanoff (2005) conceptualized work-family balance in terms of the fit between demands and resources, reinforcing the need to consider both demands and available support.

2.3 Job Demands–Resources Perspective

Bakker and Demerouti (2007) distinguish job demands from job resources that assist employees in achieving work goals and managing strain. In the present setting, shift work, workload, passenger interaction, route delays and time pressure represent potential demands, while supervisor support, recognition, communication and recovery opportunities represent potential resources. The framework therefore provides a useful lens for interpreting why different dimensions of WLB may show different response patterns.

2.4 Indian and Sector-Related Evidence

Indian WLB research has associated work-life balance with working-time arrangements, organizational support, job satisfaction, stress and family responsibilities (Doble & Supriya, 2010; Holly & Mohnen, 2012; Jang, 2008; Nayeem & Tripathy, 2012; Rajadhyaksha, 2012). George et al. (2018) provide directly relevant transport-sector evidence from 103 Karnataka State Road Transport Corporation workers in Anekal and reported low WLB among a subset of respondents, with shift work, workload, night duties and social/family considerations identified as relevant factors.

2.5 Research Gap

The review indicates three principal gaps. First, empirical evidence specifically concerning TGSRTC employees in Sangareddy is limited. Second, public road transport combines shift work, route schedules, passenger interaction and recovery constraints in ways that warrant occupationally specific investigation. Third, there is a need to examine not only employee perceptions of WLB but also the organizational

conditions surrounding scheduling, communication, recognition, supervisory response and support. The study addresses these gaps through descriptive evidence from the Sangareddy setting.

3. Objectives of the Study

To identify the major work-related and personal-life factors associated with work-life balance among TGSRTC employees in Sangareddy.

To examine employees' perceptions of work-to-life and life-to-work interference, fatigue and recovery.

To examine employees' perceptions of organizational support, WLB culture, supervisory recognition and communication related to WLB.

To examine leave-related demands and career-change consideration as indicators relevant to employee well-being and retention.

4. Research Methodology

4.1 Research Design and Sampling

The study adopts a descriptive, cross-sectional empirical survey design. A total of 202 RTC employees in the Sangareddy context constituted the analytical sample, and simple random sampling was identified as the sampling approach. Primary data were collected through a structured questionnaire. Secondary material was drawn from books, journal articles and relevant organizational sources.

4.2 Questionnaire and Measurement

The questionnaire contains profile items covering gender, age, dependents, marital status, qualification, designation, income, leave reasons, service tenure, career-change consideration and non-employment activities. Substantive items address work-life experiences, work-related stress and organizational practices relevant to WLB. The main attitudinal items use five response categories ranging from Never to Very Often or from Strongly Disagree to Strongly Agree.

4.3 Statistical Tool

The analysis uses frequency distributions, percentages, tables and diagrams. Because respondent-level observations are not available in the analytical file, the study is restricted to descriptive results and comparative interpretation. No ANOVA, t-test, correlation, regression, Cronbach's alpha, factor analysis or structural equation model is reported. This preserves the evidentiary level of the available data and avoids introducing statistics that cannot be independently reproduced.

The analytical sample is standardized at n=202 throughout the manuscript. Reported percentages are retained to one decimal place as the available study values; minor discrepancies that may arise from

rounding are not treated as additional statistical evidence. No respondent counts are inferred from the rounded percentages.

5. Results, Analysis and Interpretation

5.1 Respondent Profile

Table 1 presents selected demographic and employment characteristics for the analytical sample (n=202).

Characteristic	Distribution (n=202)	Interpretation
Gender	Male 88.5%; Female 11.5%	The sample is predominantly male, consistent with the operational profile reported in the source.
Age	18–30: 57.7%; 31–40: 27.4%; 41–51: 14.9%	The reported sample is concentrated in younger and early/mid-career age groups.
Dependents	3 dependents: 47.0%; 4: 30.8%; 2: 18.2%	A substantial proportion reports multiple dependents, indicating relevant family-care responsibilities.
Marital status	Married 57.5%; Single 42.5%	Family and household coordination is relevant for a modest majority.
Qualification	Intermediate 56.5%; 10th 22.0%; Degree 20.5%	The reported educational profile is concentrated below postgraduate level.
Designation	Conductor 60.1%; Controller 22.7%; Driver 10.1%; Other 7.1%	Front-line and public-facing roles dominate the reported sample.
Monthly income	Below ₹50,000: 96.5%; ₹50,000–	Reported income is highly concentrated

	₹75,000: 3.0%; ₹75,000–₹1,00,000: 0.5%	in the lowest stated bracket.

Interpretation: The respondent profile is concentrated in front-line roles, younger age groups and relatively lower income categories, while a substantial proportion reports family dependent. These characteristics provide context for interpreting WLB pressures, but the descriptive profile does not establish statistical differences between demographic groups.

5.2 Leave Drivers and Career-Change Consideration

Indicator	Reported result (n=202)	Interpretation
Partner/spouse illness as leave reason	44.7%	Family responsibilities are a prominent reported attendance-related demand.
Work stress/exhaustion as leave reason	23.9%	Occupational strain is an important reported contributor to leave.
Child/dependent illness as leave reason	18.3%	Dependent-care responsibilities affect work attendance for a reported share of employees.
Considered leaving profession	54.8% within previous six months	This is a retention-related signal, but it does not establish that WLB caused the consideration.

Interpretation: Leave-related responses indicate that both family responsibilities and work-related strain are relevant to employees' work experiences. The 54.8% figure should be treated as a reported career-change consideration rather than as evidence of actual turnover or as a causal consequence of WLB.

5.3 Work-to-Life Interference

Indicator	Reported result (n=202)	Interpretation
Too tired after work for personal activities	51.3% never; 32.0% seldom; 16.7% sometimes-to-very-often	Most respondents report limited occurrence of this form of fatigue, although a minority experiences it more regularly.
Work takes time from personal interests	29.9% never; 70.1% report some degree of impact	Work-related time encroachment on personal interests is reported by a majority.
Family/friends dislike work preoccupation at home	41.5% sometimes; 22.1% often; 4.1% very often	A substantial minority reports recurring family/social dissatisfaction related to work preoccupation.
Work takes time from family/friends	32.1% often; 10.2% very often	42.3% report regular interference with family/social time.
Job interferes with home responsibilities	31.1% often/very often; 22.4% sometimes	A sizeable minority reports direct work-home interference.
Job prevents desired family time	45.4% sometimes/often/very often	Family-time interference is substantial but not universal.

Interpretation: The work-to-life results show that WLB is multidimensional. While 51.3% report never experiencing post-work tiredness that prevents desired personal activities, 42.3% report that work often or very often takes time from family or friends. Thus,

limited fatigue does not necessarily imply absence of time-based work-family interference.

5.4 Life-to-Work Interference and Workplace Stress

Indicator	Reported result (n=202)	Interpretation
Home responsibilities cause fatigue at work	51.0% sometimes/often/very often	Home demands affect work energy for about half of the reported sample.
Personal demands take away from work	56.1% sometimes/often/very often	Personal demands have at least occasional work interference for a majority.
Superiors/peers dislike personal preoccupation at work	50.2% sometimes/often/very often	Half the reported sample experiences some degree of workplace disapproval around personal demands.
Personal life takes up desired work time	44.4% sometimes/often/very often	Nearly half report some degree of personal-to-work time interference.
Home life interferes with work responsibilities	48.9% sometimes/often/very often	Almost half report some degree of interference with work responsibilities.
Insufficient rest/preparation	31.6% agree/strongly agree	Nearly one-third perceive inadequate recovery or preparation time.
Salary adequate	50.0% disagree/strongly	Perceptions of compensation indicate an

	disagree; 21.9% agree/strongly agree	additional organizational concern.

Interpretation: Life-to-work interference is also evident. More than half report that personal demands affect work at least occasionally, and almost half report some degree of interference with work responsibilities. The reported disapproval from superiors or peers suggests that employees' personal demands may intersect with workplace expectations. Compensation concerns should be considered alongside, rather than substituted for, scheduling, recovery and organizational-support issues.

5.5 Organizational Support and WLB Culture

Indicator	Agree/Strongly agree (n=202)	Disagree/Strongly disagree (n=202)	Neutral/Other (n=202)	Interpretation
Organization supports work-family commitments	29.1%	50.0%	20.9%	Perceived organizational support is limited.
Organization values WLB as a culture	31.7%	44.3%	24.0%	WLB is not consistently perceived as an embedded cultural value.
Superiors recognize WLB-supporting efforts	35.2%	37.7%	27.1%	Recognition is perceived as inconsistent.
Communication policies avoid gossip	24.4%	48.3%	27.3%	Communication-policy implementation is perceived

				as a weak area.
WLB support programmes offered in work hours	31.1%	46.4%	22.5%	Programme availability or timing is not consistently perceived as adequate.

Interpretation: The organizational-support responses consistently point to limited perceived support. Only 29.1% agree or strongly agree that the organization supports work-family commitments, and 44.3% disagree or strongly disagree that WLB is valued as a culture. These are descriptive perceptions and should not be interpreted as evidence that all units or supervisors operate in the same manner.

6. Objective–Tool–Finding Compatibility

The following matrix aligns the four study objectives with the descriptive evidence available from the survey. Because respondent-level observations are unavailable for independent re-analysis, the analytical tools are limited to frequency/percentage analysis and comparative descriptive interpretation.

Objective	**Tool / analytical approach**	**Evidence / variables**	**Key finding (n=202)**	**Status**
O1. Identify major work-related and personal-life factors associated with WLB.	Frequency and percentage analysis	Work-to-life interference, life-to-work interference, fatigue, family-time loss, leave reasons	42.3% report regular family/social time interference; 56.1% report personal demands affecting work; family and work demands also appear	Addressed descriptively; association is not statistically tested.

			in leave responses.	
O2. Examine perceptions of work-to-life and life-to-work interference, fatigue and recovery.	Descriptive analysis of five-category response distributions	Fatigue, family time, home/work interference, rest and preparation	51.3% never report post-work tiredness affecting personal activities; 31.6% agree/strongly agree that rest/preparation is insufficient.	Addressed descriptively.
O3. Examine perceptions of organizational support, WLB culture, supervisory recognition and communication.	Percentage analysis of agreement distributions	Organizational support, WLB culture, recognition, communication and programmes	29.1% perceive organizational support; 31.7% perceive WLB as cultural value; 35.2% perceive supervisor recognition; 24.4% agree communication policies avoid gossip.	Addressed descriptively.
O4. Examine leave-related demands and career-	Frequency/percentage analysis and integrated descriptive interpretation	Leave reasons and career-change	44.7% report partner/spouse illness as a leave reason;	Addressed descriptively; causality is not

change consideration as retention-related indicators.		consideration	23.9% report stress/exhaustion; 54.8% report considering leaving the profession.	established.

Matrix interpretation: The objectives, methodology and results use the same descriptive analytical level. The study establishes reported frequencies and patterns, but it does not claim statistical significance, causal relationships or predictive effects.

7. Discussion

The findings indicate that WLB experiences in the Sangareddy sample are not uniform across dimensions. The relatively high proportion reporting no post-work tiredness affecting personal activities contrasts with the substantial proportion reporting regular loss of family or social time. This distinction is consistent with the literature's treatment of time-based and strain-based work-family conflict (Greenhaus & Beutell, 1985).

The life-to-work results indicate bidirectional interaction between work and personal-life demands. Personal demands affect work for 56.1% at least occasionally, while 48.9% report some degree of interference with work responsibilities. These findings are compatible with work-family boundary perspectives (Clark, 2000) and with the idea that demands and resources jointly shape work-family fit (Voydanoff, 2005).

The organizational-support results are also notable. Only 29.1% perceive support for managing work-family commitments, and 31.7% perceive WLB as an organizational cultural value. From a Job Demands–Resources perspective, perceived support, recognition, communication and recovery opportunities can be considered organizational resources, whereas irregular schedules, workload and time pressure can operate as demands (Bakker & Demerouti, 2007). Finally, 54.8% reported considering leaving their profession within the previous six months. This should be interpreted as a reported retention-related indicator, not as actual turnover and not as evidence

that WLB caused the consideration. A respondent-level study would be required to test relationships among WLB, job satisfaction and turnover intention.

8. Managerial and Organizational Implications

Priority area	**Evidence from study (n=202)**	**Suggested action**	**Expected operational relevance**
Roster and shift management	42.3% report regular family/social time interference	Publish rosters predictably; use transparent rotation; protect recovery windows where operationally feasible.	Improved predictability and recovery.
Leave and relief administration	44.7% partner/spouse illness; 23.9% stress/exhaustion; 50.2% workplace disapproval	Clarify emergency-leave procedures and relief arrangements.	Reduced conflict between personal emergencies and duty requirements.
Occupational health and recovery	16.7% sometimes-to-very-often post-work fatigue; 31.6% perceive insufficient rest/preparation	Review rest facilities, fatigue-management practices and access to appropriate well-being support.	Earlier identification of fatigue and strain.
Supervisor support and culture	29.1% perceive organizational WLB support; 35.2% perceive supervisor recognition	Strengthen supervisor communication, supportive practices and recognition of WLB-	Greater consistency in perceived organizational support.

		supportive behaviour.	
Communication and participation	24.4% agree communication policies avoid gossip	Use regular depot-level communication, clear schedule communication and feedback channels.	Reduced uncertainty and communication gaps.
Family-oriented support	Family illness and dependent-care reasons are prominent	Explore feasible family-support and urgent-leave arrangements within operational requirements.	Better coordination of family and work demands.
Retention and career development	54.8% considered leaving the profession	Examine career development, training, recognition and retention-related concerns through a follow-up study.	Better understanding of retention-related factors.

These are evidence-linked managerial implications rather than tested intervention effects. Their effectiveness should be evaluated through future implementation and respondent-level measurement.

9. Limitations

The study is geographically confined to the Sangareddy context and should not automatically be generalized to all TGSRTC employees.

The evidence is based on self-reported survey responses and may therefore be subject to response or recall bias.

The available analytical file provides percentage distributions rather than respondent-level observations; independent inferential testing is therefore not possible from the available data.

The analytical sample is standardized at n=202 throughout the manuscript. Percentages are reported to one decimal place and are interpreted as rounded study values.

The study does not establish causal relationships between WLB and turnover intention, job satisfaction, productivity or safety outcomes.

10. Conclusion and Future Research

The findings indicate that WLB among the 202 surveyed TGSRTC employees in Sangareddy varies across dimensions. While 51.3% report never experiencing post-work tiredness that prevents desired personal activities, 42.3% report regular interference with family or social time. This distinction is consistent with Greenhaus and Beutell's (1985) distinction between time-based and strain-based work-family conflict and with Clark's (2000) view that work and family boundaries shape employees' experiences across domains. Personal demands also affect work for 56.1% at least occasionally, indicating that work and personal-life demands interact in both directions.

Organizational support is another important dimension of the reported experience. Only 29.1% perceive support for managing work-family commitments, while 44.3% disagree or strongly disagree that WLB is valued as an organizational culture. This pattern is compatible with the Job Demands–Resources perspective, under which organizational support and recognition can function as resources alongside the demands created by workload, schedules and time pressure (Bakker & Demerouti, 2007). It is also broadly consistent with earlier Indian research linking WLB with organizational resources and working conditions (Doble & Supriya, 2010; Jang, 2008; Rajadhyaksha, 2012). The reported 54.8% career-change consideration further indicates the importance of examining retention-related issues, although the available evidence does not establish a causal relationship with WLB.

The findings also correspond with transport-sector evidence reported by George et al. (2018), where shift work, workload, night duties and social or family considerations were identified as relevant to WLB among KSRTC workers. Accordingly, the findings support organizational attention to predictable rosters, protected recovery time, transparent leave administration, supportive supervision, communication and employee well-being. These implications should be regarded as evidence-informed recommendations rather than tested intervention effects.

Future research should use the original respondent-level dataset to validate the questionnaire, assess reliability and construct structure, create composite WLB dimensions, examine demographic differences,

and test relationships among work-family conflict, organizational support, job satisfaction and turnover intention. Comparative studies across TGSRTC depots and longitudinal evaluation of interventions would further strengthen generalizability and explanatory power.

11. Contribution of the Study

The study contributes localized empirical evidence on work-life balance among TGSRTC employees in Sangareddy, an occupational setting characterized by shift schedules, public-facing duties, route uncertainty and recovery demands. Its first contribution is contextual: it documents how work-to-life and life-to-work interference coexist within the same employee population. Its second contribution is organizational: it brings together employee perceptions of organizational support, WLB culture, supervisory recognition, communication and leave-related demands rather than treating WLB solely as an individual time-management issue. Its third contribution is sectoral: the findings extend transport-sector discussion by providing evidence from Telangana alongside earlier evidence from Karnataka (George et al., 2018). Finally, the study provides an evidence-linked basis for examining predictable rostering, recovery, leave administration and supportive supervision in future respondent-level and comparative research.

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