

CHAPTER V

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

The study aims to provide a comprehensive view of the Work-life balance and how it affects the Work Satisfaction and Work Performance of Women Commercial Drivers in the Coimbatore District, outlines the research objectives and questions and emphasizes the significance of studying work satisfaction, work-life balance, and performance among women commercial drivers. By structuring the study in a logical sequence and engaging with existing literature, the chapter lays the groundwork for the subsequent chapters to delve deeper into the complexities of achieving work-life balance and its implications for work satisfaction and performance in the transportation sector.

The following are the objectives of the study.

- 1) To study the motivational factors of women commercial drivers for selecting driving as a profession.
- 2) To assess the Work-Life Balance, Work Satisfaction and Work Performance of women commercial drivers in the Road transport sector.
- 3) To analyze the effect of Work-life balance on Work Satisfaction and Work Performance of women commercial drivers.
- 4) To evaluate the effect of Work Satisfaction on Work Performance of women commercial drivers in the Road transport sector
- 5) To analyze the moderating effect of Customer support and Family Support on WLB, Work Satisfaction and Work Performance of women commercial drivers in the Road transport sector.
- 6) To examine the specific challenges encountered by women commercial drivers in the Road transport sector.

Based on analysis of the data the following findings are revealed through the study and summarized herewith.

➤ **Demographic Characteristics of Women Commercial Drivers**

- *Age Distribution* - The age distribution of women commercial drivers indicates a diverse age range within the workforce. The majority of drivers are above 30 years old, constituting 41.3 percent of the sample. This is followed by those in the 26-30 age group, who make up 32.9 percent, and the 21-25 age group, which accounts for

- 25.8 percent. This distribution suggests a significant presence of mature drivers, potentially reflecting the stability and experience required in this profession.
- *Educational Background* - Education levels among the respondents reveal that a significant portion of women commercial drivers have a school-level education, representing 57.7 percent of the sample. Additionally, 27.2 percent hold undergraduate degrees, while 15 percent have post-graduation and diploma qualifications. This educational distribution highlights a workforce with a varied educational background, which may influence their professional skills and opportunities.
 - *Marital Status* - Marital status data shows that a majority of the drivers are married, making up 65.7 percent of the respondents. The remaining categories include 15.5 percent unmarried, 12.2 percent divorced, and 6.6 percent widows. The high percentage of married drivers could imply a need for stable employment to support family responsibilities.
 - *Type of Driving Vehicle* – Most of the drivers operate three-wheelers (auto), making up 80.3 percent of the sample. Additionally, 15.5 percent operate three- and four-wheelers, and 4.2 percent operate four-wheelers exclusively. The predominance of three-wheeler operators suggests a niche market or preference for this type of vehicle among women drivers.
 - *Monthly Income* - The monthly income data shows that the majority of drivers earn between ₹ 20001-25000, representing 37.6 percent of the respondents. This is followed by those earning ₹ 25001-30000 (34.7%), and ₹ 15000-20000 (27.7%). This income distribution provides insight into the economic status and earning potential within this profession.
 - *Experience Levels* - Experience levels among the drivers indicate that most have more than 10 years of experience, constituting 41.3 percent of the sample. This is followed by those with 6-10 years of experience (31.5%), and 1-5 years of experience (27.7%). The significant proportion of highly experienced drivers underscores the longevity and stability in this profession.

This detailed picture of the demographic and work-related characteristics of women commercial drivers, based on 213 respondents, highlights important trends and insights into their professional landscape. The data reflects a workforce with a wide age range, varied educational backgrounds, significant marital commitments, predominant

self-employment, a focus on three-wheeler operations, and substantial experience levels. These findings comprehensively understand the factors influencing women commercial drivers and their professional environment.

➤ **Motivational Factors of Women Commercial Drivers for Selecting Driving as a Profession**

Key Motivational Factors

- *Better income:* The most significant motivational factor for women choosing this profession is "better income," with a highest Garrett mean score of 76.5. This highlights the primary role of financial incentives in their decision to become commercial drivers.
- *Passion and interest:* Ranked second with a mean score of 56.2, "passion and interest" play a crucial role. This indicates that a significant number of women are driven by a genuine interest in driving and a passion for the profession.
- *Challenging work:* The third most important factor is "challenging work," with a score of 54.4. Many women are motivated by the challenges that come with the job, finding it stimulating and engaging.
- *Inspired by other drivers:* With a score of 52.4, the influence of other drivers stands out as a substantial motivator. This suggests that seeing others succeed in this field encourages women to pursue driving as a profession.
- *Time convenience:* Ranked fifth with a mean score of 49.3, "time convenience" is also an important consideration. The flexibility in working hours that this profession offers is appealing to many women, allowing them to balance work with other responsibilities.

Less Influential Factors

- *No formal education required:* With a score of 45.2, the fact that no formal education is required is a notable factor but not as influential as the top motivators. It indicates that the accessibility of the profession is a consideration for some women.
- *Could not find work anywhere else:* Scoring 41.8, this factor reflects a pragmatic choice for some women who may have faced difficulties finding employment in other fields.

- *Easy to enter into this profession:* Similarly, with a score of 41.7, the ease of entering the profession is a factor, though not a primary motivator.

Least Motivating Factors

- *Stressless work:* Although "stressless work" has a score of 46.6, making it less influential than the top factors, it still holds some significance for those seeking a less stressful occupation.
- *Family profession:* The least significant motivator is the "family profession," with a score of 30.5. This indicates that continuing a family tradition is not a major factor for most women in this sample.

In summary, the findings reveal that better financial incomes, personal passion, and the challenge of work are the primary motivational factors for women choosing to become commercial drivers. Influences from other drivers and the convenience of flexible working hours also play significant roles. Factors like the accessibility of the profession due to minimal educational requirements and the ease of entry are less influential, while the tradition of a family profession is the least motivating. These insights provide a comprehensive understanding of the key drivers behind women's choice to enter and thrive in the field of commercial driving.

➤ Assessment of the Work-life balance, Work Satisfaction and Work Performance of Women Commercial Drivers

- *Work-life balance*

The overall findings from the assessments of work-life balance, work satisfaction, and work performance among women commercial drivers reveal several critical insights. The mean score for Work Interference with Personal Life (WIPL) is 3.7, indicating that many respondents feel their work significantly interferes with their personal lives. This is supported by 56 respondents who highly agreed and 74 who agreed with this statement, highlighting a substantial conflict between work responsibilities and personal life. Similarly, Personal Life Interference with Work (PLIW) mean score is slightly higher at 3.8, suggesting that personal life demands often interfere with work duties. This is evident as 69 respondents highly agreed and 88 agreed that their personal life factors impede their professional responsibilities. In contrast, the mean score for Work and Personal Life Enhancement (WPLE) is lower at 3.4, indicating that work and personal life are not perceived as mutually enhancing by many respondents. While 47 respondents highly

agreed and 70 agreed that their work and personal life positively influence each other, a significant number of respondents were neutral, disagreed, or highly disagreed. This suggests a need for better integration and balance between work and personal life.

- *Work Satisfaction*

In terms of work satisfaction, respondents generally feel fairly compensated for their work and receive recognition from their social circles. However, there is notable dissatisfaction with earnings and occasional work-related stress. Most respondents report positive interactions with coworkers and a strong sense of motivation in their profession, contributing to high levels of engagement and fulfillment. Nonetheless, challenges such as high workload, long hours, and difficulty balancing work with personal responsibilities emerge as significant concerns impacting overall satisfaction. Despite these challenges, the overall sentiment leans towards moderate to high satisfaction with work environments characterized by mutual respect and recognition, albeit with room for improvement in managing workload and earning potential.

- *Work Performance*

The self-performance assessment reveals a mixed perception among respondents. In terms of communication and interpersonal skills, work ethic and efficiency, and professional development and learning, the majority rate themselves as above average to excellent, indicating a strong self-perceived competence in these areas. Adaptability and decision-making skills also receive positive ratings, with a significant proportion considering themselves adaptable and capable decision-makers.

➤ **Effect of Work-life balance on Work Satisfaction and Work Performance of Women Commercial Drivers**

Effect of WLB on WS

- The correlation analysis reveals several key relationships between work-life balance dimensions and work satisfaction among women commercial drivers. Specifically, improvements in work/personal life enhancement are positively correlated with both work ethic and efficiency $r = 0.895$, $p < 0.01$ and work interference with personal life $r = 0.963$, $p < 0.01$, and with work satisfaction $r = 0.673$, $p < 0.01$. This indicates that a better balance between work and personal life is associated with increased work satisfaction.

- Additionally, work ethic and efficiency show a strong positive correlation with work interference with personal life $r = 0.882$, $p < 0.01$ and work satisfaction $r = 0.645$, $p < 0.01$. Hence, work interference with personal life is positively correlated with work satisfaction $r = 0.732$, $p < 0.01$, implying that while work interference may create challenges, it is also associated with higher levels of satisfaction in this context.

In summary, the results demonstrate a statistically significant positive correlation between work-life balance and work satisfaction. This suggests that initiatives aimed at improving work-life balance could potentially lead to higher levels of work satisfaction among women commercial drivers.

Effect of WLB and WP

The correlation analysis between work-life balance dimensions and work performance indicates that there are significant and positive relationships among these variables. The key results can be summarized as follows:

- Work Interference with Personal Life is strongly positively correlated with Work Ethic and Efficiency $r = 0.882$, suggesting that employees experiencing more work interference with their personal life tend to exhibit higher work ethic and efficiency.
- Work Interference with Personal Life also has a robust positive correlation with Work and Personal Life Enhancement $r = 0.963$, indicating that as work interference increases, work/personal life balance also increases.
- Work Ethic and Efficiency is positively correlated with Work and Personal Life Enhancement $r = 0.895$, showing that higher work ethic and efficiency are associated with better work and personal life enhancement.
- All three dimensions of work-life balance (Work Interference with Personal Life, Work Ethic and Efficiency, and Work and Personal Life Enhancement) show strong positive correlations with Work Performance $r = 0.882$, $r = 1.000$, $r = 0.895$, respectively). This implies that improvements in these aspects of work-life balance are linked to higher work performance.

Overall, these findings highlight the critical role of work-life balance in enhancing work performance. Addressing and improving work-life balance dimensions can lead to increased work performance.

➤ **Work-Life Balance, Work Satisfaction and Work Performance across Age, Education, Marital status, Income, and Experience Variables**

- The study employed a multivariate analysis of variance (MANOVA) to assess the effects of demographic factors age, education, marital status, income, and experience on work-life balance (WLB), work satisfaction (WS), and work performance. The analysis confirmed that the data met the assumptions of multivariate normality and homogeneity of variance-covariance matrices, with Mahalanobis distances, Box's M test, and Levene's test all indicating satisfactory conditions. No multicollinearity was detected, and descriptive statistics revealed minor variations in WLB, WS, and performance across demographic groups.
- MANOVA results indicated significant effects of education, marital status and experience on all three dependent variables, with p-values less than 0.05, while age and income show significant impacts. The analysis also revealed that WLB had a more substantial relative impact than WS and performance, with R-squared values explaining 26.4 percent of the variance in WLB, 22.1 percent in WS, and 18.6 percent in performance.
- Post hoc Tukey HSD tests further demonstrated significant differences between WLB and WS, as well as between performance and the other variables, though performance was not significantly different from WS. These findings underscore the importance of demographic factors in influencing work-related outcomes and highlight the need for targeted strategies to improve work satisfaction and performance among women commercial drivers.

➤ **Effects of Work-life balance and Work satisfaction on Work performance**

- The linear regression analysis investigated the influence of work satisfaction (WS) and work-life balance (WLB) on work performance (WP). The results demonstrate a statistically significant and positive relationship between these predictors and the outcome variable.
- Model fit measures indicate a moderate positive correlation between the predictors (WS and WLB) and the outcome variable (WP), with an R-value of 0.421. The R² value of 0.905 implies that approximately 9.05% of the variance in work performance can be explained by the predictors. The adjusted R² value of 0.826 accounts for the number of

predictors in the model, providing a more accurate estimate of the explained variance. The F value of 11.5, with a p-value < 0.001 , indicates that the overall model is statistically significant, suggesting that the predictors significantly explain the variance in work performance.

- The ANOVA test results show that both WS and WLB significantly contribute to explaining the variance in work performance. The sum of squares for WS is 6.91, with an F-statistic of 16.19 and a p-value < 0.001 , indicating a significant contribution. Similarly, the sum of squares for WLB is 2.36, with an F-statistic of 6.28 and a p-value of 0.013, also indicating a significant contribution. The residual sum of squares is 99.05, representing the variance not explained by the model.
- The model coefficients provide further insights into the relationship between the predictors and the outcome variable. The intercept of 2.328 indicates the expected value of work performance when both predictors are zero. The estimate for WS is 0.230, with a standard error of 0.0576 and a t-value of 4.02. The p-value < 0.001 indicates that this coefficient is statistically significant. The standardized estimate of 0.252 suggests that for each one-unit increase in work satisfaction, work performance increases by 0.252 standard deviations, holding other factors constant. Similarly, the estimate for WLB is 0.183, with a standard error of 0.0729 and a t-value of 2.51. The p-value of 0.013 indicates that this coefficient is statistically significant. The standardized estimate of 0.157 suggests that for each one-unit increase in work-life balance, work performance increases by 0.157 standard deviations, holding other factors constant.

The regression analysis indicates that both work satisfaction and work-life balance significantly influence work performance.

➤ **Influence of Work Satisfaction on Work Performance Among Women Commercial Drivers**

- The analysis of regression weights reveals a significant positive relationship between Work Satisfaction (WS) and Work Performance (WP). Specifically, the coefficient of 1.078 indicates that for every unit increase in Work Satisfaction, Work Performance increases by 1.078 units. This relationship is statistically significant, supported by a critical ratio of 3.810 and a p-value less than 0.01. Additionally, the indicators for Work Satisfaction show robust and significant loadings, demonstrating that these indicators effectively measure Work Satisfaction.

- Similarly, the indicators for Work Performance also display strong positive relationships with the WP construct, affirming their reliability in capturing Work Performance. Overall, these findings validate the constructs of Work Satisfaction and Work Performance, emphasizing that increased Work Satisfaction leads to enhanced Work Performance, and the measures for both constructs are statistically robust and effective.
- **Effect of Customer Support and Family Support on Work-Life Balance, Work Satisfaction and Work Performance of Women Commercial Drivers**
- The findings of the study underscore the critical importance of work-life balance (WLB) and customer support (CS) in enhancing work performance (WP) and work satisfaction (WS) among women commercial drivers. Improved WLB significantly boosts both WP and WS, indicating that balancing work and personal life is essential for achieving better job outcomes. Customer support also plays a crucial role, in positively influencing WP and WS, suggesting that supportive customer interactions contribute to work satisfaction and performance. These findings align with existing research emphasizing the positive impacts of work-life balance and external support on work satisfaction and performance (Kossek & Ozeki, 1998; Cropanzano & Mitchell, 2005).
 - Conversely, the role of family support (FS) presents a more complex picture. While family support theoretically should enhance job outcomes, in this study, it shows a less impact on both WP and WS, although not always significantly. This suggests that family support might come with additional expectations or stressors that could negatively affect work satisfaction. Specifically, the negative effects of family support can be attributed to factors such as emotional isolation, limited practical assistance, lack of encouragement, and inadequate financial support.
 - Overall, the study confirms the significant roles of work-life balance and customer support in improving work performance and satisfaction among women commercial drivers, while highlighting the nuanced and potentially less impacts of family support. These findings suggest that interventions to improve work-life balance and enhance customer support could be effective strategies for improving job outcomes for this population. Further research is needed to explore the complexities of family support and develop strategies to increase the positive impacts.

➤ **Challenges Encountered by Women Commercial Drivers in the Road Transport Sector**

1. **Workplace-Related Challenges:** This factor explains the highest variance, 22.24 percent, and includes significant challenges such as undervaluation of working competency, no separate stand for women, lack of emotional and financial support, Lack of coordination and understanding among the drivers, gender discrimination, and excessive working hours. These workplace-related issues are critical, as they significantly impact the drivers' professional environment and work satisfaction.

2. **Family-Related Challenges:** Accounting for 12.725 percent of the variance, this factor includes challenges like Inadequate financial support, limited household assistance and lack of encouragement. These issues underscore the impact of family dynamics and interpersonal relationships on the drivers' well-being and professional life.

3. **Work Nature-Related Challenges:** This factor explains 7.063 percent of the variance and includes difficulties in driving during heavy traffic, nighttime, and the rainy season. These physical challenges highlight the demanding nature of their work and the need for better support and resources to handle these conditions.

4. **Personal Challenges:** Explaining 6.007 percent of the variance, this factor encompasses physical and mental stress, lack of childcare support, difficulties during menstruation, and concerns about safety and security. These personal health and security issues are crucial, affecting the drivers' overall well-being and work performance.

5. **Customer-Related Challenges:** This factor accounts for 5.616 percent of the variance and includes issues such as bargaining, Lack of respect and courtesy, low customer loyalty, lack of appreciation, language problems, and harassment and abuse. These challenges reflect the difficulties in customer interactions and the need for better communication and support mechanisms.

6. **Co-workers Related Challenges:** Accounting for 5.326 percent of the variance, this factor includes ego clashes with male colleagues, threats, and lack of adjustment from male drivers. These issues highlight the interpersonal and societal challenges that women drivers face, affecting their workplace harmony and social support.

In summary, the factor analysis reveals a wide range of challenges faced by women commercial drivers, spanning workplace issues, family dynamics, personal health,

customer interactions, balancing responsibilities, and co-worker relationships. Each factor significantly contributes to the overall variance, indicating the need for comprehensive support strategies to address these multifaceted challenges and improve the well-being and work performance of women commercial drivers.

Scope for Future Research

- Future research should focus on conducting longitudinal studies to track the career progression and long-term satisfaction of women commercial drivers, offering insights into how their motivations and challenges evolve. Comparative studies between self-employed women and those employed by companies could reveal differences in job satisfaction, performance, and work-life balance. Expanding research to include diverse demographics will help identify unique factors influencing their experiences and highlight regional or cultural variations.
- Investigating the impact of technological advancements and evaluating specific interventions, such as flexible working hours and childcare support, will be crucial in understanding their effectiveness. Additionally, exploring the role of education and training programs in enhancing skills and work satisfaction can inform future initiatives. Finally, stress and anxiety are crucial factors to consider when examining the relationship between work-life balance (WLB) and job performance.
- Employees often experience stress and anxiety regarding their professional and personal development, particularly in Road Transport. These psychological factors can significantly impact the effectiveness of WLB on job performance. Therefore, it is essential to investigate the role of stress and anxiety as potential moderators in this association in future research. Understanding how stress and anxiety influence the WLB-work performance link could provide deeper insights and help to develop more effective strategies for enhancing employee well-being and productivity.

Suggestions and Recommendations

Based on the findings of the study related with work-life balance, work satisfaction and work performance of women commercial drivers the following are the suggestions given to the self-employed women commercial drivers and Policymakers.

To Women Commercial Drivers

- Enhancing self-confidence, boldness, and mental stability through self-defense training, such as karate or Silambam, can empower women drivers.

- Participating in stress management programs and assertiveness training can help build resilience and confidence.
- Regular workshops on situational awareness and conflict resolution can prepare women to handle challenging situations effectively.
- The study finds that women commercial drivers ably manage their work and life. So married women should feel encouraged to join this field without hesitation.

To Policymakers

- Initiatives such as emergency financial aid, scholarships for drivers' children, and support for managing household expenses can alleviate financial strain and promote a supportive environment.
- Policies to motivate women to enter the field include offering electric vehicles, concessional fuel cards, and organizing exclusive meetings through drivers' unions to address challenges.
- Toll-free helplines for women drivers can ensure immediate assistance in emergencies, encouraging more women to join the profession confidently.
- Governments can establish lounges equipped with restrooms and other facilities exclusively for women commercial drivers, enhancing their convenience and comfort.

To Commercial Drivers' Associations

- Establishing exclusive stands for women drivers can create safer and more supportive environments for them.
- Associations and co-workers can provide emergency financial support to women drivers during times of need, fostering a sense of community and security.
- Providing workshops for families to better understand the challenges faced by women commercial drivers can foster family support. Open communication and financial planning assistance, such as budgeting and savings strategies, are essential.

To Women in General

- The study reveals that most women commercial drivers are above 30 years old, indicating that middle-aged women are successfully pursuing careers in this field. More young and middle-aged women are encouraged to explore this profession.

- Commercial driving offers excellent self-employment opportunities for graduate women, breaking the stereotype that it is only for undereducated or uneducated women.
- The study highlights that a significant number of married women thrive in this field. This demonstrates that marriage should not deter women from considering commercial driving as a career.
- The study highlights that customer support significantly enhances the work satisfaction and performance of women commercial drivers. Women entering this field should feel reassured about customer interactions.
- Self-employed women in commercial driving enjoy flexible schedules, allowing them to increase their income by taking more rides.
- Flexible work hours make this profession an attractive option for women seeking better work-life balance.
- Commercial driving requires minimal educational qualifications, making it an accessible career choice for women with limited formal education.
- A key finding reveals limited family support for women commercial drivers. Families are encouraged to extend their understanding and support to empower women pursuing careers in commercial driving.

Theoretical Implications

People who experience poor work-life balance suffer from reduced productivity and low performance (Naithani, 2010). Conversely, those with a healthy work-life balance demonstrate improved work performance (Roberts, 2008; Ryan & Kossek, 2008). The findings support this, showing a significant direct effect of work-life balance on work performance, with a critical ratio (C.R.) of 5.625 and a p-value of 0.001 indicating a positive influence between work-life balance and work performance. Respondents in the study expressed a willingness to be flexible at work when needed but emphasized not sacrificing their personal lives for work. These results align with social exchange theory, suggesting that a balanced allocation of time between work and personal life enhances employee productivity (Brough et al., 2008; Roberts, 2008; Ryan & Kossek, 2008; Hofmann & Stokburger-Sauer, 2017). Supporting this, French et al. (2020) and Haar et al. (2014) found that a high work-life balance leads to higher work performance. Therefore,

women commercial drivers should cultivate a work-life balance supportive culture to improve work satisfaction and performance.

Additionally, the study confirmed the moderating impact of family support (FS) and customer support (CS) on the relationship between work satisfaction, work performance, and work-life balance. The interaction effects of FS and CS on work satisfaction and work performance are significantly positive. This indicates that both family support and customer support positively moderate the link between work-life balance and work satisfaction and performance. However, FS did not significantly moderate the relationship between work-life balance and work satisfaction. These findings offer strong support for drivers who are satisfied and believe they will receive the necessary support from customers to balance their work & life and work performance. This study contributes to the understanding of how FS and CS moderate the effects of work satisfaction and performance, emphasizing the importance of external support in enhancing outcomes.

Conclusion

The study aims to explore how work-life balance influences work satisfaction and work performance among women commercial drivers in the Coimbatore District. The study seeks to understand the challenges these drivers face in balancing work and family responsibilities, identify motivational factors for choosing commercial driving, and assess the impact of customer and family support on their work-life balance, satisfaction, and performance. By achieving these objectives, the research aims to contribute to the understanding of gender-specific issues in the transportation sector and provide insights to improve the well-being and effectiveness of women commercial drivers in the region. The study on motivational factors, work-life balance, work satisfaction, and work performance among women commercial drivers in the road transport sector offers valuable insights. It reveals that primary drivers for women entering this profession include better income opportunities, a genuine passion for driving, and the inherent challenge of the work itself. Motivation is further influenced by observing the successes of other drivers and the flexibility afforded by the work. While factors like minimal educational requirements and ease of entry play a role, they are secondary in comparison.

Comparing these results with earlier studies based on the SET, which asserts that individuals involve themselves in relationships by giving and receiving resources, this

study finds a close association with the theory. It is clearly shown by this study that there is a positive relationship between work satisfaction, work-life balance, and work performance of women commercial drivers, as this represents reciprocity and mutual benefit at work. The findings stress the efforts toward balancing work and life and achieving work satisfaction to enhance performance and satisfaction. More to the findings, both work satisfaction and work-life balance were highly significant measures that determine work performance with positive coefficients showing increased work satisfaction and work-life balance correlate to improved work performance. This model explains the variance in work performance to about 90.5%. These factors are crucial for better outcomes for women commercial drivers.

It underlines a moderate positive correlation of work-life balance with work satisfaction. The improvements of balancing professional responsibilities with personal life significantly enhance work satisfaction among women commercial drivers. Furthermore, the results of the study establish a positive and statistically significant relationship between work-life balance and work performance. It, therefore, underlines the pivotal role that balanced work dynamics play in driving the improvement in work performance within the sector. A good study also reports that the relationship between work satisfaction and performance is highly related so improvement in satisfaction leads to real performance gains. Lastly, on demographic factors, although marital status, experience, and education do not uniformly affect the relationship between work satisfaction and performance, certain subgroups differ dramatically from others. On the other hand, work satisfaction and performance significantly depend on age and income levels, and therefore adequate remuneration plays a fundamental role in creating positive effects among women in commercial driving careers. In a nutshell, the findings call for strategic programs aimed at increasing financial rewards, stimulating personal interest, and reducing job challenges to encourage women in commercial driving activities. Improving work-life balance, enhancing work satisfaction, and targeting income disparities are critical steps toward optimizing performance outcomes and building a supportive environment for women drivers. Policymakers and organizations can use these insights to build a more inclusive and productive road transport workforce.