

SPECIMEN FORMAT FOR THESES OF MONTH

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Branch/ Area:	:	Human Resource Management
Sub Subject Heading:	:	HRM
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Abstract within 300 words:

Work-life balance is essential for achieving work satisfaction and maintaining optimal work performance, particularly for women who manage both professional and personal responsibilities. A well-balanced life reduces stress, enhances productivity, and fosters a positive outlook towards work. Women in fields such as police, medicine, construction, IT, and even the driving sector, where their presence has significantly grown over the past decade, face unique challenges but continue to make strides in managing work-life balance. Family and customer support play a vital role in this journey. Family support provides emotional stability and helps women manage household responsibilities alongside their careers. On the other hand, customer support in professions like commercial driving fosters a positive work environment, encouraging women to stay motivated and excel in their roles. Together, these forms of support enable women to achieve better work satisfaction, sustain high work performance, and contribute meaningfully to their chosen field. The study aims to identify the motivational factors influencing women to choose commercial driving and examine the relationships between work-life balance, work satisfaction, and work performance while also investigating the role of customer and family support in shaping these relationships. Additionally, the study aims to analyze the unique challenges faced by women in this profession. Adopting a descriptive methodology, data were gathered from 213 self-employed women commercial drivers in Coimbatore district operating three- and four-wheelers through structured interviews and surveys. The study was conducted during 2022-2024. A mixed-method approach, supported by statistical tools such as Correlation, Multiple Regression Analysis, Path Analysis, Moderation Analysis using Smart PLS, Factor Analysis, and MANOVA, provided a comprehensive understanding of their experiences. The study's findings reveal that women are primarily motivated by better income opportunities, driving as passion, and work flexibility. A positive correlation was established between work-life balance, work satisfaction, and work performance. Women commercial drivers face significant challenges, viz., workplace issues, family and financial issues, work nature issues, personal stress, and customer nuisance. Conflicts with male colleagues further exacerbate their struggles, underscoring the need for better support and improved

working conditions. Family and customer support played a moderating role in the relationship between work-life balance, work satisfaction, and work performance. Aligned with Social Exchange Theory, supportive relationships reduce stress, foster motivation, and improve outcomes for women drivers. These insights underscore the importance of equitable compensation and robust support systems to enhance outcomes for women in this field, which promote inclusivity and sustainability within the transportation sector.

i) Major objectives :

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.

ii) Hypothesis:

Ha1: There is a positive relationship between Work-life balance and Work Satisfaction of Women Commercial Drivers in the Road Transport Sector. Correlation

Ha2: There is a positive relationship between Work-life balance and Work Performance among Women Commercial Drivers in the Road Transport Sector - Correlation

Ha3: There is a positive relationship between a linear combination of the Work Life Balance, work satisfaction and Work Performance – Multiple Regression

Ha4: Work Satisfaction positively influences the Work Performance of Women Commercial Drivers in the Road Transport Sector. – Path Analysis

H₀1: There is no significant difference exist in the work-life balance, Work Satisfaction and Work Performance among Age, Education, Marital status, Income, and experience variables. MANOVA

H₀2: Family support and Customer support will not strengthen the positive effect between work-life balance and Work Satisfaction – Moderation PLS SEM

H₀3: Family support and Customer support will not strengthen the positive effect between Work Satisfaction and Work Performance. - Moderation PLS SEM

iii) Methodology :

Research Design Summary

This study used a descriptive mixed-method approach to explore *Work-Life Balance (WLB)*, *Work Satisfaction (WS)*, and *Work Performance (WP)* among self-employed women commercial drivers in Coimbatore District. Both quantitative surveys and qualitative interviews were used to collect data.

Study Area

The research was conducted in Coimbatore, a growing industrial city in Tamil Nadu. Its unique socio-economic environment, where women are entering male-dominated fields like commercial driving, made it a fitting locale.

Sampling

Out of a total population of 213 self-employed women drivers (as per RTO records), a census sampling technique was adopted, meaning all were approached for data collection.

Data Collection Tools

- Primary data was collected using structured interview schedules and direct observation.
- Tools included:

- Hayman's WLB Scale (2005)
- Spector's Job Satisfaction Survey (JSS, 1994)
- Campbell's Job Performance Self-Assessment Scale (1990)

These validated tools helped assess the key constructs reliably.

Pilot Study

A pilot with 60 participants helped refine the questions. Minor changes were made for clarity and relevance before the main data collection began.

Data Collection Period

The study was conducted from September 2022 to March 2023, using both in-person and telephonic interviews, based on participants' convenience.

Reliability & Validity

- Cronbach's Alpha confirmed the reliability of most scales (WS = 0.781, WP = 0.710, Motivation = 0.802).
- WLB scored 0.686, which is acceptable in social sciences.
- Shapiro-Wilk test confirmed that data was normally distributed.

WLB Measurement

Based on Hayman (2005), WLB includes:

- Work interfering with personal life (WIPL)
- Personal life interfering with work (PLIW)
- Mutual enhancement (WPLE)

WS & WP Measurement

- Work Satisfaction was measured using Paul Spector's 36-item JSS scale.
- Work Performance was evaluated using constructs like communication, adaptability, work ethic, and continuous learning.

Ethical Considerations

Ethical clearance was obtained from the Human Ethical Committee (IHEC) and the RTO. Informed consent, privacy, and respondent comfort were fully ensured.

iv) Findings:

The study reveals that a significant number of women commercial drivers are above the age of 30 and are thriving in the profession. This challenges the notion that commercial driving is only suited for the young or less-educated, and highlights that even graduates and married women can pursue this career successfully. Their ability to balance both personal and professional responsibilities showcases the feasibility of the role for women across different life stages.

Importantly, the findings emphasize the positive impact of customer support on work satisfaction and performance. Women drivers who reported good interactions with customers were more satisfied and performed better. Flexible working hours also emerged as a key motivator, enabling women to manage both work and family needs effectively.

However, the study also identifies a gap in family support, which if strengthened, could further enhance women's motivation and professional growth. Overall, the results suggest that with the right support systems, commercial driving can be a viable and empowering career option for women, including those who may currently feel hesitant due to societal or personal concerns.

Examiners

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