

## Research Article

# Investigating and Validating the Factors Influencing Employees' Perception Towards Safety and Welfare Measures in Transport Corporation Limited

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**Abstract:** Any organization anticipates employee well-being initiatives and safety measures. Health advocates and government welfare programs also symbolize the inherent aspects of human existence, particularly in the context of employees. This encompasses the preferred approach to ensuring an individual's overall survival, encompassing their emotional, physical, ethical, and cognitive well-being. The study reveals a strong positive relationship between job satisfaction and employees' positive attitudes at TNSTC. Employees who benefit from better welfare schemes report higher job satisfaction. However, permanent job opportunities and promotion opportunities do not significantly impact job satisfaction. A positive attitude significantly increases productivity, indicating increased job satisfaction. Positive managerial strategies do not significantly impact job satisfaction, but a positive attitude is paradoxically associated with lower job satisfaction. The study suggests that employees maintain a positive outlook despite poor working conditions, welfare, or managerial strategies, suggesting that a positive attitude is crucial for job satisfaction.

**Keywords:** Safety, Security, Welfare Measures, Exploratory Factor Analysis, Confirmatory Factor Analysis.

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## INTRODUCTION

Job satisfaction refers to an employee's positive attitude towards their job role, influenced by factors such as aptitude, motivation, and working conditions. It is a predictor of employee behaviour and can be influenced by the work environment. In India, the inland transportation system, including roadways, railways, waterways, and airways, is crucial for economic and social life. Road transport accounts for over 95% of domestic passenger and freight movement, serving diverse mobility needs. Effective transportation planning helps assess needs and forecast traffic volumes, which is essential for designing infrastructure and evaluating its economic feasibility. This ensures the system can support current and future demands. Job satisfaction refers to the degree to which an employee feels positively about his or her present job role. It reflects the alignment between the employee's aptitude and the nature of the work. When an individual is employed in a job for which they lack aptitude, the work may hold little attraction, limiting their creativity, contribution, or motivation. Scholars have defined job satisfaction as an employee's overall attitude toward their job. The study of job satisfaction dates back to the early development of industrial psychology and has long been recognized as a predictor of employee behavior at work. Satisfied employees tend to evaluate their jobs more favorably, drawing from both observed job characteristics and their emotional experiences in the workplace. Working conditions also play an important role in job satisfaction. Congenial work environments—adequate lighting, proper temperature, access to amenities such as canteens and restrooms, and protection against hazards—enhance the attractiveness of work.

A safe and supportive atmosphere fosters not only satisfaction but also productivity and well-being. Transportation in India. India's inland transportation system consists of roadways, railways, waterways, and airways. Among these, roadways hold

a dominant position, accounting for more than 95% of domestic passenger and freight movement. Road transport is fundamental to economic and social life due to its flexibility, accessibility, and ability to serve diverse mobility needs. The demand for transportation arises from the interaction of various social and economic activities distributed across space. People travel for a wide range of purposes, from meeting essential needs such as food and shelter to engaging in recreational mobility. Effective transportation planning provides a framework for assessing these needs and forecasting traffic volumes. Such forecasting is critical for the design of transportation infrastructure and for evaluating its economic feasibility, ensuring that the system can adequately support both current and future demands.

## NEED FOR THE STUDY

The low labor efficiency is one of the main drivers behind the investigation. There are numerous industries in India where workers are forced to work in appalling conditions. A worker cannot commit to work and deliver the desired outcome without a pleasant work environment in terms of amenities and psychological atmosphere. In addition to decreasing labor productivity, unfavorable working conditions can lead to boredom, stress, and poor health. As a result, the management must act in the best interests of the employees by improving working conditions and providing necessary amenities. The services and amenities that fall under labor welfare may include things like transportation, sanitary housing, rest homes, recreational centers, and subsidized canteens. Welfare amenities above these prerequisites must be provided; in addition, management may be responsible for providing these facilities. Thus, this study's goal is to ascertain the present working circumstances and labor welfare offerings of the Tamil Nadu State Transport Corporation with respect to the workers' socio-democratic characteristics.

## STATEMENT OF THE PROBLEM

The importance of human resources management in transportation sector projects has increased recently due to significant improvements in both the quantity and quality of services, as well as a rise in employee numbers. These developments require addressing several issues, including hiring the right personnel, providing proper training, and fostering rapport among employees regardless of their authority level. Human resource management, which is fundamentally a shared approach between management and labor, primarily focuses on staff development to boost performance. Therefore, the management and skills of human resources directly influence a company's productivity in the transportation sector. An organization that values human resource management will likely experience higher employee commitment to the company's mission, which in turn will enhance labor productivity. Consequently, investigating and validating the factors that influence Employees' Perception towards Safety and Welfare measures in Transport Corporation Limited has been selected for this research.

## THEORETICAL BACKGROUND OF THE STUDY

The study by D. Paul Dhinakaran and M. Rajarajan (2023) investigates the labour welfare measures implemented by the Tamil Nadu State Transport Corporation (TNSTC) and evaluates employee satisfaction with these initiatives. Focusing on the Kanchipuram district, the research evaluates both statutory and non-statutory welfare provisions, including health insurance, accident coverage, unemployment support, and various workplace amenities. The study aims to understand employees' perceptions of these welfare programs and identify areas for improvement to enhance overall satisfaction and productivity.

Fathima and Meharunisha's (2024) studies, and compare findings across different State Transport Corporations for best practices and benchmark welfare standards. The research focuses on employee perceptions of welfare measures in TNSTC/Public Transport, specifically housing, lending, and restrooms. It found a link between these measures and job satisfaction and productivity. Recommendations include corrective actions and improving weak areas like recreation or health. Comparing findings across different State Transport Corporations could provide insights into best practices and benchmark welfare standards. Neethu, Kiran, Rohan, Sulekha, Joseph and Prem (2024) employee welfare is crucial for employee productivity and retention. The Karnataka State Road Transport Corporation (KSRTC) in Bangalore has introduced various schemes to improve living standards for its employees. However, the impact of these measures on job satisfaction remains underexplored. A study involving 623 employees found that infrastructural welfare, such as counselling centres, medical facilities, and restrooms, significantly influenced job satisfaction. General welfare measures like educational assistance, free family bus passes, medical facilities, traffic revenue incentive schemes, transportation facilities, housing facilities, employee family welfare schemes, and accident-free drivers awards also contributed to job satisfaction.

### H1) The welfare scheme has a significant influence on TNSTC employees' job satisfaction

Satyanarayana and Reddy (2012) An attempt was made to study "Labour Welfare Measures in Cement Industries in India" with a specific focus on employee satisfaction regarding welfare measures at KCP Limited (Cement Division). For this purpose, the researcher adopted the convenience random sampling method. Out of a total of 925 employees, a sample of 90 employees was selected, representing almost all departments. A structured questionnaire was administered to gather employee opinions on various welfare measures. The findings of the study indicate that a majority of the employees are

satisfied with the welfare measures provided by the organization, reflecting positively on the company's commitment to employee well-being.

Paul Dhinakaran and Rajarajan (2012) found that most respondents are satisfied with the welfare facilities provided by the Tamil Nadu State Transport Corporation (TNSTC), especially the canteen services. However, a few expressed dissatisfactions regarding room and recreation facilities, basic amenities, medical and financial benefits, and the overall work environment. To keep employees satisfied, TNSTC should maintain its current standards and address the concerns to create a more supportive work atmosphere. Ganesan, Veerakumar, Vembu, Durgamani, and Renuka (2019). The study reveals that the expectations of drivers and conductors working in the Tamil Nadu State Transport Corporation (TNSTC) regarding key employment attributes such as salary, promotion opportunities, and fringe benefits are major diver of job satisfaction

## **H2) Permanent job opportunities have a significant influence on TNSTC employees' job satisfaction**

## **H3) Promotion opportunities have a significant influence on TNSTC employees' job satisfaction**

### **Job satisfaction and its determinants**

Ganesan, Veerakumar, Vembu, Durgamani, and Renuka. (2019) Job satisfaction is a critical factor for employees across both the formal and informal sectors. Regardless of whether the job is small or large, permanent or temporary, risky or non-risky, job satisfaction plays a key role in influencing employee performance. It represents a mental state that motivates individuals to excel in their work. Job satisfaction arises from a combination of psychological, physiological, and environmental factors, and a satisfied employee is often a contented and productive individual. Labour turnover is closely linked to job satisfaction, as even highly paid employees may leave their jobs if they are not satisfied. In the context of Tamil Nadu's rapidly growing road transportation sector, job stress has become a major concern, particularly due to the increasing number of vehicles and traffic congestion. Drivers and conductors employed by the Tamil Nadu State Transport Corporation (TNSTC) experience elevated levels of job stress, which, if not addressed, can lead to mental strain, reduced productivity, and, in severe cases, traffic accidents.

Sundar (2009) studied "Job Satisfaction of Drivers and Conductors in the Tamil Nadu State Transport Corporation – A Research Study," focusing on those employed in the Villupuram Region of Tamil Nadu, India. The study revealed both positive aspects and areas of concern. While a high level of satisfaction was observed in key determinants such as job commitment and job security, certain other factors related to job satisfaction received overwhelmingly negative responses, indicating critical areas that require immediate attention and improvement.

## **H4) Safety measures have a significant influence on TNSTC employees' job satisfaction**

Muruu, Regina. (2016) Employee satisfaction in the public sector is significantly influenced by safety and health programs as well as workers' compensation initiatives. The study recommends that PSC management implement workers' compensation programs to enhance employee satisfaction. This research offers valuable insights for stakeholders in both the public and private sectors, emphasizing the importance of welfare programs in promoting employee well-being and satisfaction. Nanda and Panda (2021), the welfare programs described in your query align with practices observed in Indian industries, particularly in the steel sector. Although there is no specific 2021 publication by Nanda and Panda detailing these programs, their 2013 study on the Rourkela Steel Plant highlights similar welfare initiatives. These include provisions such as insurance policies, medical allowances, death relief funds, housing and transit facilities, recreational groups, excursions, and stringent safety procedures, all aimed at enhancing employee well-being and productivity. These welfare measures are consistent with statutory provisions mandated by Indian labor laws, which require employers to ensure the health, safety, and welfare of their employees. Key statutory welfare provisions include health and medical facilities, canteens, creches for children, restrooms and sanitation facilities, and regulations on working hours and leave policies. Gajapathy et al. (2024) clearly articulate that employee welfare measures—when implemented effectively—promote holistic employee well-being, job satisfaction, and long-term loyalty, thereby fueling organizational sustainability and success. This is well-supported by other sectoral findings and theoretical frameworks like organizational support, work-life balance policies, and mental well-being initiatives. Mayakkannan (2018) The study highlights key areas impacting employee satisfaction, including performance appraisal, workers' participation in management, grievance handling mechanisms, management's attitude towards employees and unions, welfare measures, and motivational factors. In the area of recruitment and selection, it is recommended that more attention be given to objective assessments of employee skills. The evaluation process should be free from bias and discrimination, ensuring a fair selection procedure. Although most respondents expressed satisfaction with the adequacy and impartiality of training and development programmes, there remains room for further enhancement. Improving the effectiveness of training methods can significantly contribute to increasing employee productivity. It is also suggested that employees be actively involved in decision-making processes, with officials adopting a non-biased approach that aligns employee interests with organizational goals.

## **H5) TNSTC employees' job satisfaction significantly contributes to employees' productivity**

## **H6) TNSTC employees' positive attitude towards their job significantly contributes to employees' productivity**

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Karthiga and Swaminathan (2016) conclude that effective employee job satisfaction significantly contributes to increased productivity and plays a vital role in overcoming operational losses. Furthermore, it fosters a stronger mutual relationship between employees and management, promoting a collaborative and harmonious work environment. Enhanced job satisfaction not only supports sustainable organizational growth but also leads to improved service delivery to the public. A clear understanding of employees' perspectives on HRM (Human Resource Management) practices can enable the organization to develop more informed policies and programs, aimed at continuous improvement and overall organizational efficiency.

Sivasankari (2020) conducted an employee satisfaction analysis by evaluating various factors, with morality being a critical element that influences overall job satisfaction and workplace efficiency. Morality impacts different aspects of work life, including behavior, commitment, and productivity. In the context of the Transport Corporation, a service-oriented organization with shift-based employees, understanding the link between morality and job satisfaction is essential. The current study aims to examine the moral attitudes and job satisfaction levels of employees working in the Tamil Nadu State Transport Corporation (TNSTC). A sample of 50 employees from Ambasamudram Taluk was chosen for this study. Data were collected using a structured questionnaire and analysed using appropriate statistical tools, including percentage analysis, mean score analysis, and chi-square tests. The findings offer insights into how morality influences job satisfaction among transport employees and provide guidance for managerial strategies aimed at improving workforce morale and service quality.

**H7) Managerial strategies positively influence the TNSTC employees' job satisfaction**

**H8) TNSTC employees' positive attitude towards their job significantly contributes to employees' job satisfaction.**

### **OBJECTIVES OF THE STUDY**

- To study the various factors in employee job satisfaction.
- To investigate the contributing elements of employee welfare and job satisfaction measures.
- To validate the effect of factors affecting job satisfaction and welfare measures.

## **RESEARCH METHODOLOGY**

### **Research Design and Methodology**

A research design functions as the overarching framework that guides the methods and procedures used to collect and analyze data. According to standard research practices, three primary types of research models are generally employed: exploratory, descriptive (informative), and causal. In this study, an exploratory and descriptive research design was adopted to acquire and assess data regarding job satisfaction and welfare facilities among employees of the Tamil Nadu State Transport Corporation (TNSTC). The study area is under the jurisdiction of the Thanjavur District Transport Corporation, which is divided into six operational regions: Kumbakonam, Trichy, Karur, Pudukottai, Karaikudi, and Nagapattinam. Each region is managed by a General Manager and supported by officers in various departments such as Commercial, Technical, Operations, Accounts, and Audit. For this research, the sample was specifically taken from five depots within the Kumbakonam region, including the Kumbakonam, Thanjavur, Tiruvarur, Mayiladuthurai, and Nagapattinam units. The Chidambaram branch, although operationally part of the division, was excluded because it is in a different revenue district (Cuddalore), to ensure demographic consistency.

The research sample consisted of 252 valid respondents. A total of 280 questionnaires were distributed among depot staff from the Kumbakonam and Tiruvarur units. Of the 265 questionnaires returned, 13 were discarded due to incomplete responses. The selection of participants was conducted using simple random sampling, with due consideration given to demographic diversity, including age, job role, and years of experience. This approach was used to ensure that the sample would adequately represent the broader population, aligning with the principles of representative sampling as noted by Lohr (2009). The data collection tool was a structured questionnaire, distributed in person to each respondent. Clear instructions were provided to assist them in completing the forms, and the completed questionnaires were collected afterward. The data collection process was carried out at various times during the day—before, during, and after work hours—to avoid interfering with daily duties and to allow sufficient time for thoughtful responses. Collecting data during work hours posed challenges, which were mitigated through repeated visits at different times, including mornings, afternoons, and evenings. Within TNSTC Kumbakonam Division I, there are a total of 21 depots organized into five key operational units. To ensure balanced representation, one Mofussil route (long-distance) and one Town route (short-distance) were selected from each unit. The sampling frame was created from the list of routes operated by the Corporation, allowing for proportional representation across route types and operational categories. Statistical methodology, specifically Measured Structural Equation Modeling (SEM), refers to the use of SEM techniques where latent constructs (unobserved variables, such as motivation and satisfaction) are represented and measured by observed indicators (such as survey items or test scores). It involves two main components: the Measurement Model, which confirms that observed variables reliably and validly measure the latent constructs using Confirmatory Factor Analysis (CFA) to test relationships between indicators and constructs, assessing reliability (e.g., Cronbach's alpha, composite reliability) and validity (convergent, discriminant),

along with model fit indices (CFI, TLI, RMSEA, SRMR,  $\chi^2/df$ ); and the Structural Model, which specifies and tests hypothesized causal relationships among latent constructs, examining direct, indirect, mediating, or moderating effects. Path coefficients indicate the strength and significance of these relationships, with model fit reassessed. The steps in measured SEM include: Specification, where latent variables are defined, linked to measured indicators, and hypothesized relationships among constructs; Measurement Model Assessment (CFA), testing how well measured variables represent constructs and assessing reliability, validity, and model fit; and Structural Model Testing, evaluating hypothesized paths, interpreting path coefficients, and confirming overall model fit.

## ANALYSIS AND INTERPRETATIONS

Table 1 presents the demographic and professional characteristics of the 252 respondents. The data is organized across several parameters, highlighting both the frequency and percentage distribution. With regard to age, the largest proportion of respondents (33.7%) falls within the 31–40 years range, followed closely by those aged 41–50 years (30.2%). Respondents below 30 years and those above 50 years constitute 17.9% and 18.3% of the sample, respectively. In terms of marital status, the distribution is almost evenly split, with 49.2% of the respondents being single and 50.8% married. Looking at educational qualifications, the highest share (35.3%) of respondents possess a Diploma or ITI qualification, followed by those with an undergraduate degree (31%). School-level education accounts for 17.5% of the sample, while 16.3% have a postgraduate qualification.

The data on type of employment reveals that a majority (53.2%) of respondents are engaged in contract work, whereas 25.4% are in regular employment and 21.4% are daily wage workers. Regarding annual income, most respondents fall within the ₹200,000–₹350,000 bracket (33.3%), followed by those earning ₹350,000–₹500,000 (31%). Respondents earning below ₹200,000 represent 18.7%, while 17.1% earn above ₹500,000. In terms of work experience, the largest group comprises individuals with 5–10 years of experience (38.1%), followed by those with 2–5 years (28.2%). Respondents with less than 2 years of experience account for 16.3%, while those with more than 10 years constitute 17.5%. Finally, in relation to working hours per day, the majority of respondents (39.3%) reported working 10 hours daily. A considerable proportion (33.7%) work for 9 hours per day, while smaller shares reported working 8 hours (12.3%) or more than 10 hours (14.7%).

**Table 1 : PERCENTAGE ANALYSIS**

Particulars	No. of respondents	Total Percentage
Age		
Below 30 Years	45	17.9
31-40 Years	85	33.7
41-50 Years	76	30.2
Above 50 Years	46	18.3
Total	252	100%
Marital status		
Single	124	49.2
Married	128	50.8
Total	252	100%
Educational Qualification		
School level	44	17.5
Diploma or ITI	89	35.3
UG	78	31
PG	41	16.3
Total	252	100%
Type of Employment		
Regular	64	25.4
Contract	134	53.2
Daily Wage	54	21.4
Total	252	100%
Annual Income		
Below 200000	47	18.7
200000-350000	84	33.3
350000-500000	78	31
Below 500000	43	17.1
Total	252	100%
Years of work experience		
Less Than 2 Years	41	16.3
2-5 Years	71	28.2
5-10 Years	96	38.1
Above 10 Years	44	17.5
Total	252	100%

Source : primary data

**Table 2:**

Factors	$\bar{X}$	S.D.	CR	AVE	MS V	1	2	3	4	5	6	7
safety	3.86 8	1.86 6	0.92 2	0.66 7	0.00 4	0.81 7						
welfare	3.76 3	1.13 6	0.91 8	0.65 2	0.39 9	0.05 7	0.80 7					
satisfaction	3.74 3	1.10 8	0.87 4	0.63 5	0.28 3	0.04 9	0.39 5	0.79 7				
productivity	3.66 5	1.25 2	0.81 0	0.51 8	0.39 9	0.06 5	0.63 2	0.53 2	0.72 0			
Permeant job	3.51 2	0.91 8	0.87 4	0.63 5	0.27 3	0.04 9	0.38 5	0.75 7	.613	.71 5		
Positive attitude	4.01	0.87 4	0.81 0	0.51 8	0.39 9	0.06 5	0.63 2	0.53 2	.512	.61 3	.75 1	
Promotion	3.89	0.91 0	0.91 8	0.65 2	0.39 9	0.05 7	0.80 7	0.63 2	0.53 2	.51 2	.61 3	.71 2

Note: (1) CON - Construction Orientation; (2) COM - Communication of Safety; (3) AMO - Amount of Security Measures; (4) SEC –Safety Education.

The measurement model demonstrated satisfactory reliability and validity. Composite reliability (CR) values ranged from 0.810 to 0.922, exceeding the recommended threshold of 0.70. Average variance extracted (AVE) values were between 0.518 and 0.667, surpassing the 0.50 benchmark, thus establishing convergent validity. Discriminant validity was confirmed, as each construct's square root of AVE was greater than its inter-construct correlations, and the maximum shared variance (MSV) was lower than the corresponding AVE values. Overall, the measurement model shows strong reliability and construct validity.

**CONFIRMATORY FACTOR ANALYSIS**  
**Confirmatory Factor Analysis (Initial Model)**

In the present study, to further confirm the factors obtained after Principal Component Analysis (PCA), confirmatory factor analysis was carried out using Amos 22 software. Confirmatory factor analysis is a distinct form of factor analysis, primarily used in social research (Kline, 2011). In the measurement model all the construct are treated as same and there is exogenous or endogenous variable. The present model yielded poor fit indices. Therefore, the model requires modification in order to get better fit. The results of present model are shown below. A few items have been removed from the updated model, which makes it difficult to get a proper fit. The model is modified in accordance with the Modification Indices' suggestions (MI). The modification indices suggested that a correlation of the error terms between item 1 and item 3, item 2 and item 4, item 7 and item 10, in individual consideration. All these observed variables are related to the same construct, individual consideration.

Therefore, allowing their error terms to be correlated seems to be statistically acceptable and conceptually meaningful. After modifying the initial model, the result provides a better level of acceptance in fit indices. ( $\chi^2/df = 1.766$ , GFI = 0.901, AGFI = 0.871, CFI = 0.962, TLI = 0.955, NFI = 0.916, IFI = 0.962, RMSEA = 0.055, RMR = 0.047 shown in Table 10). The model yields a satisfactory level of acceptance. The sample adequacy is checked using the KMO and Bartlett test of sphericity, which also measures the intercorrelation between the variables. KMO has a value that ranges from 0 to 1. Hair et al. (2006) state that a significant KMO value should exceed 0.50 and a significant Bartlett test of sphericity should be larger than 0.000. It is clear from the communalities that every one of the twenty variables has an extraction value greater than 7. Thus, in order to proceed with the factor analysis of the research, twenty variables are chosen. With these overall indicators, factor analysis is conducted with all 20 items. Communalities indicate how much one variable is accounted for by the collective underlying factors.

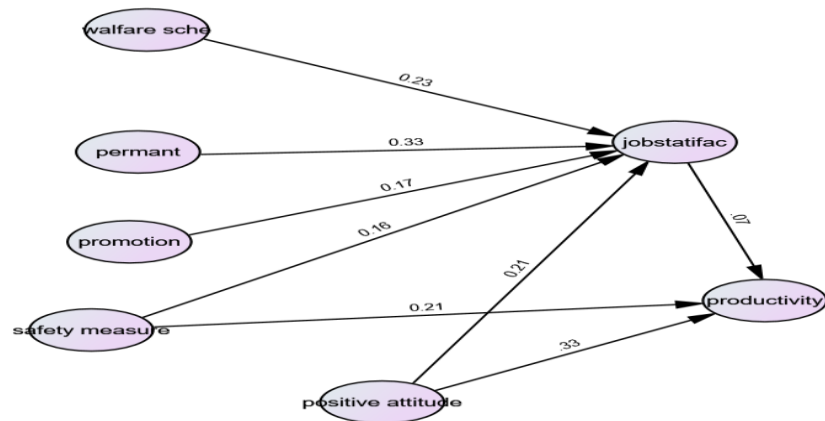
**Table 3 Rotated Component Matrix**

Particulars	Component						
	1	2	3	4	5	6	7
Our management provides sufficient safety equipment.	.924						
I understand how the safety regulations apply to me.	.858						
In my workplace, I do all of our tasks safely.	.845						
At work, I make sure I am aware of my obligations regarding safety.	.823						

I make sure that none of our safety equipment has any flaws.	.810						
At my place of employment, enough safety training is offered.	.806						
I am given clear instructions about my safety obligations at work.		.878					
Everyone at my employment has access to the tools and equipment they need to complete their task safely.		.798					
I understand how the safety guidelines apply to me.		.763					
I feel comfortable to raise safety issues where I work.		.742					
When employees disregard proper safety procedures, they are informed.			.854				
In our company, employees are frequently questioned about their safety concerns.			.830				
Workers are frequently questioned about the safety Procedures			.814				
Employees who behave safely are praised			.787				
The topic of safety is frequently discussed in my Workplace				.778			
When an issue or safety concern is mentioned, my organization responds immediately.				.749			
Decisions that influence workers' safety are made with their input.				.729			
When employees have suggestions for enhancing safety, my company pays close attention.				.675			
Management and employees collaborate to provide the safest circumstances possible.					.841		
I am aware of my obligations and rights regarding job					.834		
Employees who behave safely are praised					.787		
Employees want to work more						.651	
Employees want to work perfectly						.541	
I want to serve the corporation						.661	
I'm happy about my work							.712
I feel glad about my service							.657
My job provides a good opportunity							.641

As seen in Table 8, the EFA carried out with all research variables produced three unique factors with an Eigen value greater than 1. The investigation of the differences between the data collected from the questionnaire has been done using a Maximum Likelihood with Varimax rotation. based on the factor analysis, 4 constructs namely CON - Construction Orientation, COM –Communication of Safety, AMO - Amount of Security Measures, and SEC – Safety Education, were explored.

### Measured Structural Equation Model



S. no	Endogenous variables < Exogenous variables	Estimate	S.E.	C.R.	P
H1	job satisfaction. < The welfare scheme	.234	.073	3.150	** *
H2	job satisfaction. < Permanent job opportunities	.315	.075	3.335	.306
H3	job satisfaction. < Promotion opportunities	0.176	.335	-.595	.452
H4	job satisfaction < Safety measures	.264	.087	3.228	.003
H5	Job satisfaction < employees' productivity	.256	.076	3.449	** *
H6	employees' productivity < employees' positive attitude	.224	.078	2.640	.006
H7	Employees' job satisfaction < Managerial strategies positively	-.119	.339	-.422	.673
H8	job satisfaction < TNSTC employees' positive attitude >	-.234	.090	-2.50	.009

**Table 4 Measured Structural Equation Model Result**

## RESULTS AND INTERPRETATION

H1 is accepted, suggesting that Employees who benefit from better welfare schemes tend to report higher job satisfaction. This relationship is statistically strong and unlikely due to chance H2 is rejected. It suggests that Permanent job

opportunities may increase job satisfaction, but their impact is not significant, as the estimate is positive but not significant. H3 is rejected, Although promotion opportunities show a slight positive coefficient, the effect is statistically insignificant. Thus, H3 is not supported — promotion opportunities are not a strong determinant of job satisfaction in this study. H4 is accepted. The study reveals a positive relationship between job satisfaction and safety measures, with a Critical Ratio of 3.228 and a coefficient of 0.264. This indicates that employees who perceive good safety measures at work are more satisfied with their jobs. H5 is accepted. The Critical Ratio (t) indicates a strong positive relationship between job satisfaction and employee productivity. A higher productivity leads to higher job satisfaction, confirming the relationship is not due to chance and is supported by the statistical analysis. H6 is accepted . A positive attitude significantly increases productivity, as indicated by a positive coefficient of 0.224. This relationship is statistically significant, with a p-value of 0.006, indicating that employees with a positive attitude are more productive. H7 is rejected. The study found that positive managerial strategies, such as positive ones, do not significantly impact employees' job satisfaction. However, the negative coefficient suggests a weak trend, suggesting that managerial strategies may not significantly influence job satisfaction. H8 is accepted . The study reveals that a positive attitude among TNSTC employees is linked to lower job satisfaction, possibly due to organizational or environmental constraints. The statistically significant relationship suggests that a more positive attitude is paradoxically associated with lower job satisfaction, suggesting that employees maintain a positive outlook despite poor working conditions, welfare, or managerial strategies.

**Table 4 Dependent Variable: perception about job safety**

Source	Sum of Squares	Df	Mean Square	F	Sig.
H9 Age	36.71	4	9.179	7.39	.000
H10 Experience	3.008	3	1.003	.875	.464
H8 Education	6.287	4	1.572	1.37	.261

Source: Primary Data

### Result of demographic variables

H9 is accepted and it suggest that different age group have different perception about job safety. H10 and H11 is rejected. these group have no statistically significant differences. The analysis reveals that Age has a statistically significant effect on the dependent variable ( $F = 7.39, p < .05$ ), indicating notable differences across age groups. Conversely, Experience ( $F = 0.875, p > .05$ ) and Education ( $F = 1.37, p > .05$ ) do not exhibit significant effects, showing no differences in outcomes based on these variables.

### Managerial recommendations

The results of this study show that the amount of security measures at Transport Corporation Limited is significantly positively impacted by safety education. This suggests that when organizations provide safety education to their employees, it leads to an increase in the implementation of security measures. This finding underscores the importance of ongoing safety training and education programs in promoting a safer work environment. On the other hand, the study did not find a significant impact of Communication of Safety and Construction Orientation on the Amount of Security Measures. This implies that merely communicating safety measures and having a construction-oriented approach may not directly contribute to an increase in security measures. It suggests that organizations need to focus more on safety education to enhance security practices rather than just communicating safety guidelines or having a construction-oriented approach.

## CONCLUSION

These findings emphasize the critical role of safety education in promoting workplace safety and security measures. Employers and organizations should invest in comprehensive safety training and education programs to ensure the well-being of their employees and the overall safety of the workplace. The research provides valuable insights into the quality of safety measures and the perception of employees in the Transport Corporation Limited. By analyzing the factors influencing safety and welfare measures, the study highlights areas where improvements can be made to enhance The welfare of the workforce and the organization's general security.

This study sheds light on the significance of safety education in influencing the implementation of security measures in the Transport Corporation Limited. These findings can guide organizations in their efforts to create safer work environments for their employees and ultimately improve their overall well-being.

## SUGGESTIONS

The researcher believes that there is a lack of employee awareness regarding safety. Actions might be performed to raise awareness and emphasize the importance of safety. Effective implementation of an annual incentive connected to productivity is necessary to further inspire personnel. All employees should receive free meals from the canteen, according to management. The defendants' belief that the machinery, tools, and equipment are poorly made and maintained is something that management must take into consideration. The acceptable portion contains the workers' responses to the close fulfillment of health initiatives. Based on the findings, it is evident that Safety Education plays a pivotal role in enhancing the implementation of security measures in a construction environment. This underscores the importance of investing in comprehensive safety training programs for construction workers and staff. On the other hand, the lack of a significant effect of Communication of Safety and Construction Orientation on the Amount of Security Measures implies the need to reconsider and possibly improve the way safety information is conveyed and integrated into construction practices. It is crucial to prioritize safety education to ensure a safer and more secure construction workplace. Numerous participants expressed satisfaction on the lights, drinking water, washing, latrine, and urinal facilities. It is necessary for the TNSTC to uphold the same standard among these facilities. The respondents expressed some level of satisfaction with their general work environment. Few respondents, though, expressed discontent. As a result, the business will need to make some bold decisions. Apprentice along with the suitable on the job training will improve the job performance of the employees. As per records, in TNSTC has less number accidents, employees perception of risk might be higher than really station situations

## MANAGERIAL RECOMMENDATIONS

The study reveals a strong positive relationship between job satisfaction, safety measures, and employee productivity at TNSTC. Employees who perceive good safety measures at work report higher job satisfaction. A positive attitude significantly increases productivity, indicating that employees with a positive attitude are more productive. However, a positive attitude among TNSTC employees is linked to lower job satisfaction, possibly due to organizational or environmental constraints. The study also shows that safety education significantly positively impacts the implementation of security measures at TNSTC. However, the study did not find a significant impact of Communication of Safety and Construction Orientation on the Amount of Security Measures. The research emphasizes the importance of safety education in promoting workplace safety and security measures. The findings can guide organizations in creating safer work environments for their employees and ultimately improve their overall well-being.

## LIMITATIONS OF THE STUDY

The present study's objective was to evaluate how employees felt about welfare and safety measures. It made a contribution to the literature on security and health-related initiatives. This training was agreed to be offered in a few transportation corporation units, specifically the Tanjavur and Kumbakonam units in the Kumbakonam Region. Of these, 252 samples were taken in Tanjavur. The analysis for this study was carried out using SPSS. The information gathered via the questionnaire. A few of the participants complied with the data collection process.

## CONCLUSION

Many of the survey participants express a sense of security when working at the Transport Corporation and believe that the welfare measures in place contribute to reducing the severity of accidents. The data from the responses indicates that there is a collection of opinions from the respondents in the relevant area regarding the effectiveness of health initiatives. This reveals that a majority of respondents are content with the existing health initiatives, though there is room for improvement to make them highly satisfactory. A few health measures, such as transportation accommodations, break chamber facilities, and the minimum space requirements, received lower satisfaction ratings. The management could consider focusing on these areas to enhance worker satisfaction with health-related aspects.

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