

Beyond the Steering Wheel: Occupational Stress, Organizational Well-Being and Workforce Resilience Among Employees of the Telangana State Road Transport Corporation

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Abstract: Stress at work has become an important organizational and public health problem, and can affect employee health, organizational performance and service quality in public transportation. The current study provides a detailed conceptual discussion on occupational stress of employees in Telangana State Road Transport Corporation (TGSRTC) amidst growing complexities of operations, technologization and changing demands of the work environment. The main aim of the study is to synthesize the current theories and research in the field of occupational stress to form a grounded understanding of the factors that might cause occupational stress in the public transport system, its outcomes, as well as its management. The study follows a conceptual research and exploratory research design, utilizing a comprehensive review of previous research on occupational psychology, organizational behavior, human resource management, occupational health and transportation research. The paper builds a conceptual framework that integrates the perspectives of the Job Demands–Resources Model, Job Demand–Control–Support Model, Effort–Reward Imbalance Theory, Transactional Model of Stress and Coping, and Person–Environment Fit Theory to create a comprehensive framework for understanding the relationship between workplace stressors, organizational resources, occupational stress, employee well-being, job satisfaction, organizational commitment, and work performance. The literature synthesis has revealed that four factors – excessive workload, irregular work hours, role ambiguity, role conflict, lack of organizational support, passenger-related issues, and poor work–life balance – represent the main antecedents of the occupational stress in public transport organizations. The study also recommends pragmatic organizational and policy suggestions for building workforce resilience, supporting employee health and wellbeing and improving organizational sustainability. The study does not include any empirical testing; rather it provides a conceptual framework for the integration of the scattered bits and pieces of knowledge in the occupational stress literature within the context of TGSRTC. The uniqueness of the paper is that it provides a theory-based synthesis specific to the state which advances the conceptual understanding, outlining critical areas of research gaps, and, of course, providing a solid foundation for future empirical studies and policy development in the public transportation sector.

Keywords: Occupational Stress, Telangana State Road Transport Corporation (TGSRTC), Employee Well-being, Public Transport Workers, Organizational Resilience are the Keywords.

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I. INTRODUCTION

Occupational stress is a vital psychosocial risk, especially in professions that require high responsibility, contact with the public and the environment. Such challenges are represented in the transportation industry, where workers deal with traffic conditions, unpredictable passenger behavior, as well as pressures from within the company. With the growth of public transport to meet the urbanization targets, employee well-being is now a strategic consideration. According to the International Labour

Organization (2024), "high demands and low control at work and low organizational support are a significant source of occupational stress, which negatively impacts employee health and organizational effectiveness through low productivity, absenteeism, burnout and low job satisfaction. The International Labour Organization (2024) reports that "high demands coupled with low control at work and low organizational support constitute a major source of occupational stress" which, adds Rajan et al. (2024), "negatively affects employee health and organizational

effectiveness through low productivity, absenteeism, burnout, and low job satisfaction.

The public transport workers are confronted with specific risks like the rotation of shifts, environmental risks and constant responsibilities on safety issues. The "high demands, low control and low support" characteristics are still dominant in countries (International Labour Organization, 2024) with bus drivers. The Telangana State Road Transport Corporation (TGSRTC) in India is a crucial player in the transportation sector, but faces growing challenges such as financial challenges, technological modernization, and changing passenger expectations.

II. RESEARCH METHODOLOGY

The study uses a literature review, conceptual, exploratory and integrative approach to investigate the issues of occupational stress in Telangana State Road Transport Corporation (TGSRTC).

Design & Philosophy: The research is grounded in interpretive and constructivist traditions, and brings together a range of theories, documents and research discourse to create a coherent framework. It goes beyond statistical generalization and offers conceptual explanations of the complex interactions between the demands of the workplace and the organizational environment.

➤ *Transportation:*

The review is limited to Public Transportation, (TGSRTC). Sources are peer-reviewed journals, scholarly books, conference proceedings, government reports (ILO, WHO, Ministry of Road Transport and Highways), and official publications by TGSRTC.

The Search & Selection Strategy: The literature was retrieved from databases like Scopus, Web of Science and Google Scholar by searching for the following keywords: occupational stress, public transport, TGSRTC. Seminal and theoretical works, with a high quality and good peer review, were given priority.

Analysis & Theoretical Integration: Literature was classified in a thematic synthesis to investigate literature in terms of stressors, employee well being, and organizational outcomes. It incorporates the major theories in the field of stress, such as (Job Demands–Resources Model, Demand–Control–Support Model, Effort–Reward Imbalance Theory, Transactional Model of Stress and Coping, Person–Environment Fit Theory) to explain stress in the transport industry comprehensively.

Framework Development & Quality Assurance: The research produces an integrated conceptual framework to support future empirical research and organizational intervention. The standards of rigor are upheld by cross-referencing and emphasis placed on evidence-based scholarly work.

Limitations & Contribution: This study is non-empirical and results of analysis are based on synthesis, thus, the results need to be validated in the future.

The study, however, is very useful because it connects the dots, highlights key research gaps, and provides a "map" for TGSRTC policy development and organizational change based on the available evidence.

➤ *Theoretical Foundations*

In this study, five complementary frameworks were integrated to analyse occupational stress in the Telangana State Road Transport Corporation (TGSRTC) where the operational pressures, irregular schedule and safety demands create a high stress surrounding.

- **Job Demands–Resources (JD–R) Model** (Bakker & Demerouti, 2007): Classifies demands (e.g. long shifts, traffic) and resources (e.g. support, autonomy). Chronic stress is when demands are ongoing and resources are not, resulting in a sense of burnout and lower organizational commitment.
- **Job Demand–Control–Support (JD–CS) Model** (Karasek, 1979; Karasek & Theorell, 1990): Suggests that stress is greatest when demands are high, decision making is low, and social support is low. This will also emphasize the importance of greater engagement and support from supervisors at TGSRTC.
- **Effort–Reward Imbalance (ERI) Theory** (Siegrist, 1996): An imbalance between the effort required and the rewards received, with a sense of unfairness. This is crucial to comprehend the employee's perception of organizational justice.
- **The Transactional Model of Stress and Coping** (Lazarus & Folkman, 1984): Stresses are seen as a dynamic transaction between employee's cognitive appraisal of a threat in the workplace and their own perceived coping abilities. Resilience and training identified as significant contributors to stress management by TGSRTC employees.
- **Stress Theory – Person–Environment (P–E) Fit** (French, Rogers, & Cobb, 1974): Suggests that stress occurs when mismatch between employee's competencies or values and work environment requirement. It is important that there is alignment between these factors to improve performance and job satisfaction.
- **Integration:** These models all agree that occupational stress is a mediator between work conditions and organizational outcomes. This study combines the elements of the aforementioned theories, giving a strong foundation for the identification of the relationship between organizational support, fairness, personal coping mechanism and employee well-being as well as service excellence in TGSRTC.

➤ *Contextual Underpinnings*

Since 2014, Telangana State Road Transport Corporation (TGSRTC) has been a vital part of the state's public infrastructure, offering crucial road transport services. But times are becoming increasingly turbulent in its

operational environment as traditional cities get urbanized, increasingly technologically modernized and financially constrained. While they have significantly altered the work requirements of a range of employees, including drivers and conductors, maintenance and administrative workers, they have also created new challenges for these employees.

- **Multidimensional Stressors:** Transport workers work in dynamic and uncontrollable environments as opposed to an office environment. They are exposed to special physical and psychosocial stressors, such as traffic congestion, irregular work hours, public contact, and the heightened accountability to passengers for safety.
- **New stressors:** Recent changes in ticketing to digital, employee health compliance and operational changes have created new stressors including role ambiguity and the increased need for rapid upskilling. Not all of these changes can be effectively managed by the employees if they are not adequately trained, thus increasing employee anxiety and frustration.

This research seeks to generate evidence-based recommendations to improve service delivery, organization resilience and employee welfare through an analysis of how workplace environment, institutional support and employee outcome interact.

➤ *Conceptual Constructs*

The phenomenon of occupational stress in public transportation companies is multidimensional and complex, and thus cannot be comprehensively understood by a single discipline. It is a result of the interaction among organizational structures, job requirements, psychosocial environment, perceptions of the employees, institutional practices and external environmental factors. Therefore, the current study defines occupational stress as a systemic organizational problem which affects not only the psychological experiences of the individual but also the overall wellbeing of the organization, the resilience of the workforce, the quality of the services and the sustainability of the institution. It draws on current research in occupational psychology, organisational behaviour, human resource management, public administration and transportation management to explain the key concepts that collectively provide the foundation for the proposed framework.

➤ *Organizational Well-being*

Organizational well-being is everyone's health and functioning expressed as the physical, psychological, social and work health of individuals within an organization. It's not about personal wellness; it's about organizational climate, employee engagement, leadership support, workplace relationships, employee trust in the organization, and the organization's ability to foster healthy working environments.

TGSRTC's understanding of organizational well-being is based on the assumption that it is a strategic organizational capacity that facilitates employees' continued performance, service excellence and institutional resilience.

➤ *Workforce Resilience*

Workforce resilience is the ability of workers and organizations to predict, endure, adapt and thrive when facing occupational challenges, operational disruption and workplace adversity. Transportation organizations' resilience includes the ability to adapt psychologically, regulate emotions, learn, collaborate as a team, be flexible and adaptable as an organization, and continue to improve. Workforce resilience is about helping workers to continue to be effective in their jobs, even in challenging operating environments, and about a key protective factor against chronic occupational stress.

➤ *Job Demands*

The physical, psychological, emotional, organizational and environmental demands of doing the job. The demands are too much work, too many hours, shift work, congestion, dealing with passengers, security concerns, paperwork, and time pressure. Certain job demands are found to be good in moderation and can be helpful in terms of performance and professional development, but when job demands are excessive and sustained for a period of time, it can cause occupational stress and burnout.

➤ *Organizational Resources*

Organizational resources include institutional arrangements, work support systems, managerial practices and work environment conditions that help workers to do their job well while maintaining good psychological health. They encompass supportive leadership, sufficient staffing, staff welfare program, counselling services, career development, technological support, organizational justice, recognition schemes, and effective communication. Organizations resources minimize work stress and prop up the resilience of employees.

➤ *Work-Life Integration*

The study takes a more holistic perspective of work-life integration than that of work and personal life as separate spheres. Work-life integration acknowledges the interdependency of work and life. Irregular duty schedules, working long hours and being constantly unsteady at work often impact family relations, social involvement, personal recovery, and life satisfaction for those working in public transport. Balanced integration of professional and personal responsibilities is needed for sustainable organizational practices.

➤ *Psychosocial Work Environment*

Social and psychological conditions at work include perceptions of interpersonal relationships, organisational culture, leadership actions, communication, fairness, participation in decision making, role clarity and support at work. A positive psychosocial work climate will make people more motivated, more trusting of each other, more willing to cooperate, and more psychologically safe, while a negative psychosocial work climate will be a major factor in occupational stress, emotional exhaustion, and loss of organizational commitment.

➤ Employee Well-being

Employee well-being is defined as an overall measure that includes physical health, psychological well-being, emotional health, social functioning and job satisfaction.

Employee well-being is not a lack of disease, but a state of positive psychological functioning, positive work experiences, healthy relationships and ability to realize professional and personal fulfilment. Employee health is a goal and a measure of institutional effectiveness.

➤ Organizational Commitment

Organizational Commitment is a psychological sense of belonging, identification, and loyalty of employees to the organization. It can be seen as a willingness of employees to contribute to organisational aims, remain a member of the organisation for the long term, and demonstrate behaviours that enable the organisation to be successful. These are all factors that can impact organizational commitment through stress, organizational support, leadership, and workplace well-being.

➤ Service Quality

In the public transport system, service quality is not only about the efficiency of the services themselves, but also about safety, punctuality, reliability, responsiveness, professionalism, customer orientation and passenger satisfaction. Staff members with reduced stress at work and increased organizational support have the best chance of providing safe and reliable, customer-centred transportation services. Thus, service quality is an important organizational outcome that is affected by workforce well-being.

➤ Organizational Sustainability

Sustainability of an organization means the ability of TGSRTC to continue to be an effective, financially sustainable, stable staff, responsible towards society, and effective public service organization in the long-term. Sustainable organizations take the wellbeing of their employees as a strategic resource of the organization and embed occupational health, HR development, technological innovation and organisational resilience in the long-term strategy of the organization. The study therefore suggests,

that the occupational stress management is not just an employee welfare action; it is an integral part of the sustainable organizational governance.

➤ Human-Centred Public Transportation

The overall concept that has been developed from this study is a human-centred public transportation, which highlights that sustainable transport systems are not only technologically modernized and engineered or improved, but they are also dependent on the mental state, resilience, motivation and professional competence of employees. Human-centred transportation understands that employees are critical resources for the organization, and their health directly impacts organizational reputation, public trust and institutional sustainability and passenger safety.

➤ Integrated Conceptual Perspective

The above conceptual frameworks form a cohesive theoretical framework for occupational stress in TGSRTC. The study suggests that organizational stress is created by the combination of organizational demands, psychosocial work conditions and the organizational resources, and that organizational well-being and institutional workforce resilience are complementary processes that increase employees' adaptive capacity and the effectiveness of the organization. It provides a systems approach to understanding occupational stress, which takes a broader view, beyond individual employee health, to include issues of organizational sustainability, public service quality and human-centred governance. This integrated view offers a solid basis for the further development of theory, empirical testing, and policy in the field of occupational health and public transport.

➤ Conceptual Framework

This research defines occupational stress as a multi-dimensional phenomenon that develops from the relationship between demands of the job, resources provided by the organization and the characteristics of the person. The framework combines the JD-R Model, the JDCS Model, ERI Theory, Transactional Model, and P-E Fit Theory, and it has the following core constructs as depicted in Figure 1.

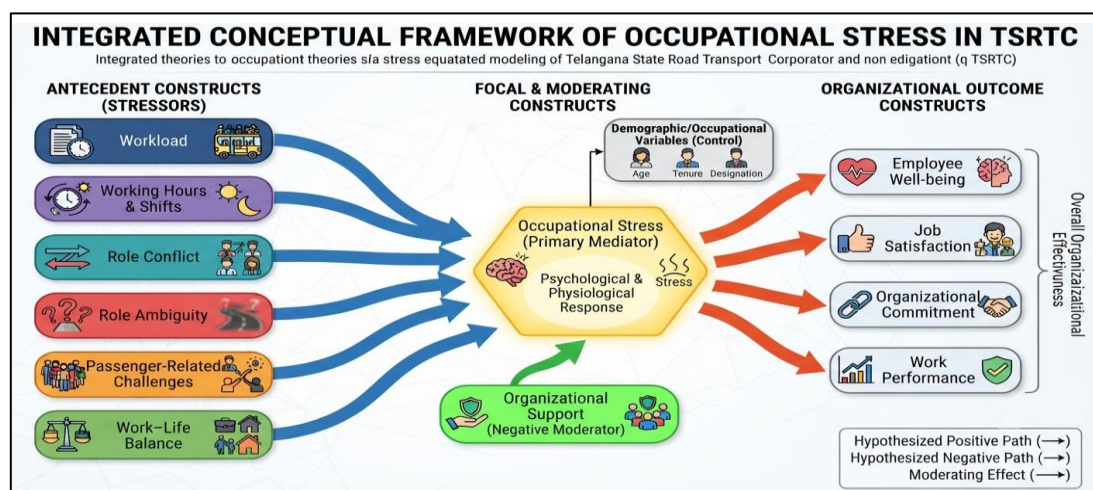


Fig 1 Integrated Conceptual Framework of Occupational Stress in TSRTC

➤ *Antecedents (Stressors):*

- Workload: Quantitative and qualitative demands such as time pressures, staff shortage etc.
- Working Hours & Shifts: Irregular duty patterns, night shifts and limited recovery periods.
- Role Stress: Strain between role expectations and a person's ability to meet them.
- Passenger-Related Challenges: Emotional work related to controlling passenger behaviour, safety and grievances.
- Work–Life Balance: Conflict between the demands of work and the demands of family.

➤ *Mediating & Moderating Constructs:*

- Occupational Stress (Focal Construct): The psychological and physiological reaction of a exceedance of demands for coping capacity and acts as main mediator between stressors and outcomes.
- Organizational Support: A key resource, which reduces the stress and increases the resilience (such as leadership, training, welfare, etc.).
- Demographic/Occupational Variables: Control variables (age, tenure, designation etc.) that explain individual differences in stress experience.

➤ *Organizational Outcomes:*

- Employee Well-being: Physical and psychological wellness.
- Job Satisfaction: Positive feeling about job experience.
- Organizational Commitment: Loyalty and intention to stay in TGSRTC.
- Work Performance: Efficiency, Safety and Service Quality.

Occupational stress is hypothesized to be positively affected by workplace stressors and negatively moderated by organizational support. Additionally, high levels of occupational stress have a negative impact on well-being, job satisfaction, commitment and performance. To test this model using multivariate analysis, including Structural Equation Modelling (SEM), the dynamics of occupational stress in TGSRTC can be analyzed in a comprehensive and systematic manner.

➤ *Hypotheses Development*

This study is based on the JD–R and JD-CS models, and suggests that the experience of occupational stress within the TGSRTC is the primary mediator between the workplace and organizational outcomes. Empirical testing of the following hypotheses is proposed using Structural Equation Modelling (SEM):

➤ *Direct Relationships: Antecedents to Stress*

Workload, irregular working hours/shifts, role conflict, role ambiguity, passenger-related challenges and poor work–life balance all have a strong positive impact on occupational stress.

Organizational support (leadership, welfare, resources, etc.) has a strong negative effect on occupational stress.

• *Direct Relationships: Stress to Outcomes*

The following are the negative impacts of occupational stress on:

- ✓ Employee well-being.
- ✓ Job satisfaction.
- ✓ Organizational commitment.
- ✓ Work performance (safety & efficiency).

The concept of mediation and moderation roles. The role of mediation and moderation.

Workload affects employee well-being via occupational stress.

Occupational stress mediates the relationship between work–life balance and job satisfaction.

Organizational support lessens the positive relationship between workplace stressors and occupational stress.

➤ *Integrated Structural Relationships*

The impact of workplace stressors on employee well-being, job satisfaction, organization commitment and work performance is significant and indirect, and results via occupational stress.

The proposed model shows that the following exogenous variables (IV) affect the central endogenous variable (DV) of Occupational Stress: workload, schedules, role dynamic, and passenger interaction, and work-life balance. Organizational support is modeled as an antecedent and a moderator. This framework is a very strict one that will help to assess the effect of psychological strain on the TGSRTC's effectiveness in the institutions.

Students will review and critically analyze evidence-based literature.

- Thematic Cluster: Occupational stress of public transport employees.

Occupational stress of public transport workers has been the subject of continuous research in academia due to the physical, psychological, organizational and environmental factors involved in the job. The work environments for bus drivers, conductors, depot managers, maintenance personnel and administrative workers are complex and demanding, involving extended hours of work, irregular schedules, traffic congestion, passenger interaction, safety issues, noise exposure, environmental pollution and constant working vigilance. These are just some of the occupational factors that render public transportation one of the most stressful businesses in the world. The first in-depth review by Kompier (1995) brings together empirical evidence from a number of countries and found that bus drivers generally suffer from high levels of occupational stress as a result of high job demands, lack of job control,

lack of recovery periods, and lack of organisational support. The review also highlighted that, employee stress can be significantly reduced with the improvement of scheduling, ergonomics, managerial support and work organisation and organizational performance can be significantly improved as well. A recent review by Tse et al. (2006) synthesised over half a century of research on bus driver wellbeing and showed a high level of consistency across geographical regions. Because of long hours of demanding work environments, the authors reported that cardiovascular disorders and musculoskeletal problems as well as fatigue and emotional exhaustion, absenteeism, and burnout are disproportionately seen in professional drivers. Importantly, the review identified that occupational stress impacts passengers' safety, passenger reliability and service quality as well as the health of the individual.

These conclusions are further supported by more recent evidence. According to Akinlotan et al. (2024), five factors were found to have a significant impact on mental health of bus drivers: adverse working conditions, occupational stress, complex driving environments, driver–passenger conflicts, and unhealthy coping behaviours. The review highlighted that stress at work is a multi-dimensional issue and called for multi-level interventions (organisational, psychological, and policy level) instead of coping strategies at the individual level. The study findings in India also illustrate the rising occupational stress among public transport workers.

In a study conducted by Rajan et al. (2024) on role stress among the drivers of Karnataka State Road Transport Corporation (KSRTC), the authors found that the majority of the respondents had moderate to severe occupational stress and that the level of stress was significantly related to their demographic factors, lifestyle factors and physiological factors. The authors suggested that a comprehensive health promotion programmes, periodic medical examinations, counselling services and organizational stress management initiatives should be recommended for transport employees.

The findings of this study are supported by longitudinal data from China. Huang et al. (2022) showed that job burnout of bus drivers develops in different patterns, rather than being stable over time. Individual differences in workload, organizational environment, and psychosocial support strongly affected the development of burnout, and this indicated that the occurrence of occupational stress is dynamic, and continuous monitoring of the organizations is needed, not just one-off interventions. The studies on psychosocial working conditions have consistently revealed that occupational stress has negative impacts on the working population's well-being and on working operations' safety. Higher job strains were significantly linked to decline in operational performance, unsafe driving behaviours and psychological distress amongst professional drivers, according to Useche et al. (2018).

According to their research, this suggests that employee health and public safety are linked within the public transportation system. Busdrivers also are described

as a high-risk group by the International Labour Organization (ILO) publications, where workers face frequent exposure to the three factors of high job demands, lack of decision-making autonomy and lack of organizational support. This combination significantly heightens the risk of occupational stress, absence at work, burnout and reduced productivity of the organisation and, therefore, the need for organisational interventions to address the issues of work design, supervisory support, work scheduling and employee welfare.

III. CRITICAL ANALYSIS

After reviewing the empirical literature, in a critical way, there are some recurring patterns. Second, stress and strain among employees in public transport systems is a universal experience, manifesting in both developed and developing countries, suggesting some underlying psychosocial mechanisms that cross geographical and institutional boundaries. Second, most empirical studies focus on a similar set of stressors on the job, such as excessive workload, long work hours, role stress, traffic pressures, lack of organizational support, problems with passengers, and poor work–life balance. Third, while many studies have found positive relationships between occupational stress and negative employee outcomes, including burnout, absenteeism, decreased job satisfaction, and poor job performance, few studies have explored these relationships in the context of comprehensive structural models that involve mediating and moderating processes. Additionally, most of the research has focused on bus drivers, with little attention paid to conductors, depot managers, supervisors, maintenance staff, and administrative staff. The majority of studies also use cross-sectional designs, restricting causal inferences and knowledge of occupational stress trajectory over time. Although the public transport sector plays a very important role in India and has a diverse employee base, there is limited evidence available about the sector, specifically from the Telangana State Road Transport Corporation (TGSRTC). Hence, it is important to have integrated empirical study which will examine the organizational stressors, occupational stress, employee well being, job satisfaction, organizational commitment and work performance using strong theoretical framework and advanced analytical tools like Structural Equation Modelling (SEM). These gaps constitute the main inspiration for present study.

➤ *Using Pragmatic Strategies for Intervention*

A multi-stakeholder and holistic approach is needed to appropriately address the occupational stress of the TGSRTC. The following strategies offer a pathway for making theoretical understandings into sustainable organizational practices:

- **Policy & Governance:** Develop a formal Occupational Stress Management Policy to embed the well-being agenda into the strategic HR agenda. Promote multi-stakeholder governance arrangements (including management, unions, health practitioners and academics)

to hold everyone accountable and involve people in joint action.

- **Organizational Support & Leadership:** Develop and deliver training for transformational leadership to supervisors to support creating psychologically safe environments. Build trust by opening communication channels, engaging in participative decision making, and having transparent grievance redressal.
- **Workforce Planning & Optimization:** Use AI-powered scheduling to optimize staffing, reduce overtime and understaffing, and promote rest breaks.

Work-life balance is important to reduce chronic fatigue, by providing flexible rosters and family friendly programs.

- **Health & Wellness Infrastructure:** Create Wellness Centres in depots for confidential counselling and crisis management. Institute regular health screening (mental health, fatigue, cardiovascular) to enable early detection and prevention.
- **Technological Integration:** Use applications like a fatigue monitoring wearable and AI stress dashboards. These technologies help management detect early trends of risk and provide effective and timely data-based interventions.

➤ *Training, Capacity Building & Recognition*

- **In-depth Resilience Training:** Provide ongoing professional development opportunities that address emotional intelligence, conflict resolution, mindfulness, and adaptive coping skills.
- **Fair Recognition Systems:** Create a clear and defined reward and recognition system that goes beyond operational achievements (such as on time delivery and fuel economy), to recognise safe driving, outstanding customer service and team spirit. This helps to strengthen organizational justice.

The recommendations put forward can be seen as an investment in human capital of the TGSRTC and not just a cost. The Corporation's focus on workforce resilience and mental health will help to improve the reliability of operations, passenger safety, and public trust, leading to long-term sustainability and success in the rapidly changing transportation industry.

➤ *Research Gaps, Emerging Trends and Future Pathways*

This synthesis shows that the area of occupational stress is an established area of research, but existing literature lacks some aspects such as a focus on bus drivers rather than a wider organisational context (e.g maintenance, administrative and supervisory staff).

Moreover, there are some limitations in the current studies as they are based on the isolated theories and cross-sectional designs that lack the ability to consider the complex events and causalities within the public transportation system over time.

➤ *Identified Research Gaps*

- **Methodological Limitations:** Descriptive Cross Section data only allows for simple relationships to be modelled. There is a significant lack of studies using more sophisticated methods, such as Structural Equation Modelling (SEM), multilevel modelling and longitudinal analysis.
- **Theoretical Fragmentation:** Most studies are in a fragmented form, i.e. they do not bring together the various factors, including technological, behavioural, and institutional ones, in one, comprehensive framework.
- **Contextual Scarcity:** Empirical evidence focused specifically on the TGSRTC is limited, although it plays an important role in the Indian public infrastructure.
- **Emerging Trends & New Frontiers:** The contemporary transportation environment is undergoing a dramatic transformation that brings new strains of stress and possible opportunities:
- **Technostress:** The shift to AI-driven fleet management, GPS tracking, and digital ticketing systems brings both opportunities and challenges, such as the need for constant surveillance, unclear job responsibilities, and adapting to digital environments.
- **Extend Scope:** The impact of the pandemic, climate change and environmental sustainability needs to be added to research.

Psychological Resilience and emotional intelligence, workplace spirituality, and organizational justice are key buffers against stress, increasingly studied in the field.

➤ *Future Research Agenda*

Future research should take a more inter-disciplinary and technology-focussed approach to advance the field:

- **Advanced Methodologies:** Move from cross-sectional to longitudinal and mixed-method studies and predictive analytics. Health monitoring and real-time visualisation of health status via IoT could transform early intervention.
- **Interdisciplinary Integration:** The future models need to include other constructs such as transformational leadership, psychological capital, and digital competency in order to develop integrated explanatory frameworks.

Experimental and quasi-experimental studies are needed to assess the long-term impact of organizational interventions on employee health, service quality and institutional sustainability.

IV. DISCUSSION

This report highlights the areas that require further research in the future to enable the development of human-centred, resilient and technologically adaptive public transport organisations.

Constructs of the Proposed Conceptual Framework were measured using the following instruments:

The proposed conceptual framework assumes that the stressors in the workplace such as workload, irregular work schedule, role conflict, role ambiguity, challenge of passengers, organizational support, and work–life balance affect the occupational stress of TGSRTC personnel. Employee stress, on the other hand, impacts upon employee well-being, job satisfaction, organizational commitment, and work performance. Organizational support is also predicted to mediate the link between occupational stress and employee outcomes, which improves the ability of the workforce to bounce back and the effectiveness of the organization.

Future empirical research study should use a structured questionnaire in order to operationalise the latent constructs of the proposed conceptual framework. Multiple-item scales are used to measure all constructs, which have been adapted from existing literature and revised to operationalize in the context of the Telangana State Road Transport Corporation (TGSRTC). The responses are collected on a five-point Likert scale from Strongly Disagree to Strongly Agree. Utilization of validated multi-item scale increases the reliability, validity, and comparability of the results obtained and also allows for a powerful empirical analysis using the method of Structural Equation Modelling (SEM).

The constructs were operationally defined. Explain the operational definition of the constructs.

➤ *Workload*

(WL) How much work in terms of quantity and intensity employees perceive they are getting done in a given time. Overload, over schedule, overtime work, inadequacy of personnel and work pressure.

- *Working Hours and Shift Schedules*

(WH) Staff's sense of the sufficiency and regularity of work schedules and duty hours. Long shifts; working on night or rotating shifts; lack of rest between shifts; irregular shifts; shift work fatigue.

- *Role Conflict (RC)*

How much incompatible expectations employees have from organization stakeholders. Inconsistent instructions, conflicting work requirements, competing tasks and conflicting priorities.

- *Role Ambiguity (RA)*

The degree of uncertainty that exists about one's job and organizational expectations. Lack of clarity in responsibilities, unclear expectations, unclear duties, lack of communication.

- *Passenger-Related Challenges*

(PC) Stress created by ongoing interaction with passengers in the task of service delivery. Complaints of passengers, overcrowding, fare dispute, aggressive behaviour, emotional labor.

- *Organizational Support*

(OS) The perception that the organization cares for the employee and values his/her contribution. Supervisory assistance; recognition; welfare facilities; counselling; communication; training opportunities.

- *Work–Life Balance*

(WLB) Note taking ability for employees to balance work responsibilities and personal/family life. Adequate family time; manageable work schedule; personal well-being; recovery time; work flexibility.

- *Occupational Stress*

(OST) The psychological and physiological stresses that arise when the demands of the work are greater than the resources the worker can draw on to meet the challenges. Fatigue, emotional exhaustion, anxiety, frustration, burn-out, symptoms of stress.

- *Employee Well-being*

The general state of physical, psychological and emotional well-being of employees due to work experiences. Good health, emotional stability, energy level, psychological well-being and quality of work life.

- *Job Satisfaction (JS)*

Adverse attitude towards one's job and work environment. Satisfaction with work; satisfaction with supervision; recognition; career prospects; work environment.

- *Organizational Commitment (OC)*

The psychological attachment and loyalty of the employees towards the organization. Organizational pride; willingness to persevere; emotional involvement; commitment to organizational goals.

- *Work Performance (WP)*

How well employees complete their work and organizational tasks. Productivity; Punctuality; Quality of service; Standards of safety; Efficiency; General performance of the job.

➤ *Measurement Model Evaluation*

The measurement model will be validated using Confirmatory Factor Analysis (CFA) before the test of structural relationships. The model will be evaluated as adequate with the following widely accepted goodness of fit indices: Chi square statistic (χ^2/df), Comparative Fit Index (CFI), Tucker–Lewis Index (TLI), Goodness of Fit Index (GFI), Root Mean Square Error of Approximation (RMSEA), and Standardized Root Mean Square Residual (SRMR). For both the model fit, satisfactory results will show that the observed indicators are suitable in representing their respective latent constructs and thus can be used as a basis for further analysis in the structural model.

This is a summary and final thoughts on the topic.

The problem of occupational stress is a serious issue for the public transportation system both as an organization and as a public health issue. The focus of this study is to synthesize an integrated perspective that integrates both JD–R Model and JDCS Model, ERI Theory, transactional Model and P–E Fit theory to understand the stressors that are affecting the employees of Telangana State Road Transport Corporation (TGSRTC) in the state of Telangana. This research establishes a comprehensive framework to grasp the multifaceted character of stress in public service by tracing the intricate linkage between work and organization.

➤ Key Insights:

Determinants: High workloads, irregular shifts, role ambiguity, passenger interaction and inadequate organizational support are the key factors that drive stress.

Organizational Impact: Poor physical and psychological health, poor service quality, poor safety, and poor productivity of institutions are consequences of unmanaged stress.

Protective Mechanisms: Effective leadership, organizational justice, and HR practices that focus on wellness are critical buffers that shift the focus from a reactive approach (welfare management) to a proactive approach (strategic asset).

➤ Contributions:

Theoretical & Methodological: The study puts in perspective the existing theories in the organization in the context of the Indian public transport system and offers a strong theoretical framework for a future empirical study by connecting them with the Structural Equation Modelling (SEM).

Managerial & Policy: The results provide a model for managers and policy makers to design work to be more effective, and to establish occupational health initiatives and to use digital tools to manage stress in real time.

The study suggests that long-term organizational success cannot be achieved without human capital – sustainability is an integral part of it. A resilient, psychologically healthy workforce is essential without physical infrastructure and technological modernization.

The TGSRTC can create a culture of operational excellence, passenger safety, and institutional resilience by prioritizing employee well-being in its strategy. This study is a first step in developing a sustainable and inclusive public transport system in which the most important asset is its people.

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