

Analysis of The Factors Contributing Job Performance: A Study Among The State Road Transport Employees in Tamil Nadu

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ABSTRACT

Job performance is essential for organisational effectiveness and service quality in the public transport sector. This study analyses the various organisational factors contributing to job performance among state road transport employees in Tamil Nadu. It examines employees' perceptions of job performance, differences across selected socio-demographic and occupational characteristics, and the relationship between factors contributing to job performance and level of job performance. A quantitative research approach is adopted, using primary data collected through a structured questionnaire from 120 respondents. The collected data were analysed using frequency and percentage analysis, mean, standard deviation, independent samples t-test, one-way ANOVA, Pearson's correlation, and multiple regression analysis. The study revealed an overall job performance mean of 3.95, indicating a relatively favourable level of employee performance. Rules and ethics, punctuality and attendance, and responsibility received comparatively higher mean scores, whereas creativity and innovation received the lowest score. Correlation analysis revealed significant positive relationships between job performance and job satisfaction ($r = 0.724$), employee motivation ($r = 0.693$), and mental health ($r = 0.682$). Occupational stress showed a significant negative relationship with job performance ($r = -0.518$). Multiple regression analysis further identified job satisfaction, mental health, employee motivation, supervisory support, work environment, training and development, and work-life balance as significant positive predictors, while occupational stress was a significant negative predictor. The study concludes that improving employee satisfaction, psychological well-being, motivation, and workplace support while reducing occupational stress can contribute to better job performance.

Keywords: Job Performance, Mental Health, Organizational Commitment, Employee Productivity.

1. INTRODUCTION

Job performance is a fundamental aspect of organisational effectiveness, reflecting the extent to which employees fulfil their assigned responsibilities and contribute to organisational objectives. In contemporary organisations, employee performance is influenced not only by professional knowledge and technical skills but also by psychological well-being, motivation, working conditions, leadership practices, and organisational support. Understanding these factors is essential for developing effective human resource management strategies and improving workplace productivity. In public sector organisations, job performance has additional importance because employees' work directly affects the quality, reliability, and efficiency of services provided to the public. The state road transport sector in Tamil Nadu plays an important role in facilitating public mobility and supporting the state's economic and social activities. Transport employees contribute to the regular operation of services through driving, passenger management, vehicle maintenance, administration, supervision, and other essential responsibilities. Their performance influences service reliability, operational efficiency, passenger satisfaction, and compliance with safety and organisational standards. Consequently, maintaining an effective and committed workforce is an important concern for transport management.

However, the nature of employment in the road transport sector can involve demanding schedules, traffic-related pressures, extended working hours, time constraints, public interaction, and considerable occupational responsibility. Such conditions may influence employees' physical and psychological well-being and their capacity to perform consistently. Factors such as job satisfaction, mental health, organisational commitment, work experience, supervisory support, and workplace conditions may therefore be relevant to understanding differences in job performance. Job performance is a multidimensional concept that encompasses several aspects of employee behaviour and work outcomes, including punctuality and attendance, efficiency, quality of work, productivity, responsibility, adherence to rules and ethics, commitment, creativity, and adaptability. Examining these dimensions can provide a broader understanding of employee effectiveness than assessing performance through a single indicator. Furthermore, analysing variations across socio-demographic and occupational characteristics can help identify differences in employees' work experiences and performance.

2. NEED OF THE STUDY

The need for the present study arises from the importance of employee performance in maintaining the efficiency and reliability of public transportation services. State road transport employees perform duties that require discipline, responsibility, concentration, coordination, and compliance with organisational procedures. Understanding the factors associated with their performance is essential for identifying potential areas of improvement in employee management and workplace practices. The demanding nature of transport-related occupations makes it necessary to examine the possible contribution of psychological and occupational factors to employee performance. Work-related pressure, irregular duty schedules, workload, and responsibilities may influence employees' experiences at work. Mental health is particularly relevant because psychological well-being may be associated with concentration, emotional regulation, motivation, interpersonal relationships, and the ability to manage occupational challenges. Nevertheless, the extent and nature of these relationships require systematic empirical investigation. Moreover, a systematic assessment of different job performance dimensions can help transport organisations identify strengths and weaknesses in employee effectiveness. Evidence concerning organisational commitment, punctuality, efficiency, responsibility, quality of work, and adaptability may inform the development of appropriate performance management and employee welfare measures.

3. SIGNIFICANCE OF THE STUDY

The study offers a broader perspective on the factors associated with employee effectiveness in a public service environment. From a managerial perspective, the findings may help transport administrators and human resource managers understand the relationships between employee characteristics, mental health dimensions, and job performance. Such information can support the development of appropriate training programmes, employee assistance initiatives, supervisory practices, and workplace improvement strategies. From an employee welfare perspective, the study highlights the importance of considering psychological well-being alongside occupational responsibilities and performance expectations. Evidence on the relationship between mental health and job performance may encourage greater attention to workplace stress, supportive management, reasonable work allocation, and access to appropriate employee support services. The study is significant because it seeks to connect employee-level factors with the broader organisational context in which public transportation services operate. Its findings may assist researchers, administrators, and policymakers in developing evidence-informed approaches to employee performance and workforce well-being.

4. REVIEW OF LITERATURE

Pradhan and Jena (2016) conceptualised employee performance as a multidimensional construct, while Cesário and Chambel (2017) identified positive relationships between organisational commitment, work engagement, and employee performance. Wang et al. (2019) further demonstrated the relevance of occupational commitment to task performance and organisational citizenship behaviour. Fang et al. (2020) highlighted the role of corporate social responsibility and psychological contract fulfilment in employee performance. Benitez et al. (2022) showed how employee engagement and job satisfaction can link human resource practices with performance outcomes. Alqarni et al. (2023) reviewed job performance across individual, team, and organisational levels, while Wang et al. (2024) reported a positive relationship between work motivation and subsequent job performance. Gazi et al. (2025) examined leadership, organisational commitment, and corporate social responsibility in relation to employee performance. Segarra-Ciprés et al. (2026) highlighted the relevance of innovative work behaviour and an innovation-supportive organisational climate. Collectively, these studies indicate that job performance is associated with psychological, motivational, behavioural, and organisational factors. They provide a foundation for examining the major factors contributing to job performance among state road transport employees in Tamil Nadu. Although previous studies have examined psychological, motivational, and organisational factors influencing job performance, limited context-specific evidence is available on state road transport employees in Tamil Nadu.

5. STATEMENT OF THE PROBLEM

Job performance is essential to the effective functioning of state road transport undertakings because employees are responsible for carrying out a wide range of operational, technical, administrative, and passenger-related duties. The quality of their performance has implications for service reliability, operational efficiency, adherence to safety procedures, and the fulfillment of organisational objectives. Despite the importance of employee performance, understanding the factors associated with it remains a significant concern for human resource management in the public road transport sector.

Employees in this sector may experience different occupational demands depending on their designation, work schedules, responsibilities, and working conditions. In addition, their psychological well-being and personal characteristics may be associated with differences in how they approach and perform their duties. In particular, the relationship between mental health dimensions and different aspects of job performance requires empirical assessment within the relevant workforce.

Another concern is that job performance involves several distinct dimensions. A general assessment of employee performance may not adequately reveal differences across these dimensions. Similarly, examining performance without considering selected socio-demographic and occupational characteristics may provide an incomplete understanding of employees' work experiences. The central problem addressed by this study is therefore the need to develop an empirical understanding of job performance and its associated factors among state road transport employees in Tamil Nadu.

6. OBJECTIVES OF THE STUDY

The present study is undertaken with the following objectives:

1. To analyse the various Occupational Factors contributing to Job Performance among state road transport employees in Tamil Nadu.
2. To assess the Job Performance among state road transport employees in Tamil Nadu across selected dimensions of Job Performance.
3. To analyse the Contribution major factors of contributing on job performance among state road transport employees.

7. HYPOTHESES OF THE STUDY

H₀₁: There is no significant relationship between the major factors contributing to job performance and job performance among state road transport employees in Tamil Nadu.

H₀₂: There is no significant difference in job performance among state road transport employees based on their selected socio-demographic and occupational characteristics.

8. SCOPE OF THE STUDY

The present study examines the major factors contributing to job performance among state road transport employees in Tamil Nadu, with particular emphasis on psychological well-being dimensions. The study covers 120 respondents and assesses job performance across selected dimensions, including organisational commitment, punctuality, efficiency, productivity, responsibility, and adaptability. It also examines variations in job performance based on selected socio-demographic and occupational characteristics. Furthermore, the study investigates the relationships between psychological well-being dimensions and job performance using appropriate statistical techniques. The findings may help transport administrators develop employee welfare measures, improve workplace conditions, and strengthen human resource management practices.

9. METHODOLOGY

The present study adopts a quantitative research approach with a descriptive and analytical research design to examine the major factors contributing to job performance among state road transport employees in Tamil Nadu. Primary data were collected from 120 respondents using a structured questionnaire covering organization factors and mental health, and Job Performance. Simple Random was used to select respondents based on their accessibility and willingness to participate, provided this reflects the actual sampling procedure. The collected data were analysed using frequency and percentage analysis, mean and standard deviation, independent samples t-test, one-way analysis of variance, Pearson's correlation, and multiple regression analysis. These statistical techniques were employed to assess employees' perceptions of various factors influence on job performance and level of job performance, examine differences across selected socio-demographic and occupational characteristics, and identify the organization factors that significantly contribute to variations in job performance. Statistical significance was evaluated at the five per cent level (($p < 0.05$)). The findings are intended to provide insights into the major psychological factors associated with job performance and support effective employee management in the state road transport sector.

10. DATA ANALYSIS

This section deals with the description of the demographic variables of the Public Sector State Road Transport Employees in Tamil Nadu and inferential statistics with respect to the Factors Contributing Job Performance. Also, results of the hypotheses test and discussion on results are presented in this chapter under the following.

Table 1: Socio-Demographic and Occupational Profile of Respondents

S. No	Category	Frequency	Per cent
Gender			
1	Male	84	70.0
2	Female	36	30.0
Age			
1	Below 30	18	15.0
2	30–40	42	35.0
3	41–50	38	31.7
4	Above 50	22	18.3
Education			
1	HSC & below	18	15.0
2	Diploma	31	25.8
3	UG	42	35.0
4	PG	20	16.7
5	Professional/Technical	9	7.5
Experience			
1	Below 5 years	17	14.2
2	5–10 years	34	28.3
3	11–15 years	39	32.5
4	Above 15 years	30	25.0
Income			
1	Below ₹25,000	14	11.7
2	₹25,001–50,000	53	44.2
3	₹50,001–75,000	35	29.2
4	Above ₹75,000	18	15.0
Employee Category			
1	Technical	48	40.0
2	Administrative	36	30.0
3	Supervisory	22	18.3
4	Managerial	14	11.7

Source: Primary Data

The Socio-Demographic and occupational profile of the respondents indicates that the study comprises 120 state road transport employees. Regarding gender, 84 respondents (70.0Per cent) are male, while 36 respondents (30.0Per cent) are female, indicating that male employees constitute the majority of the sample. In terms of age, the largest group comprises respondents aged 30–40 years (35.0Per cent), followed by those aged 41–50 years (31.7Per cent). Employees above 50 years account for 18.3Per cent, while those below 30 years represent 15.0Per cent. With respect to educational qualifications, undergraduate degree holders constitute the largest group (35.0Per cent), followed by diploma holders (25.8Per cent). Postgraduates account for 16.7Per cent, respondents with HSC or below represent 15.0Per cent, and those with professional or technical qualifications account for 7.5Per cent.

Regarding work experience, the highest proportion of respondents has 11–15 years of experience (32.5 Per cent), followed by those with 5–10 years (28.3 Per cent). Employees with more than 15 years of experience represent 25.0Per cent, while those with less than five years account for 14.2Per cent. In terms of monthly income, the largest group earns ₹25,001–₹50,000 (44.2 Per cent), followed by employees earning ₹50,001–₹75,000 (29.2 Per cent). Regarding employee category, technical employees constitute the largest group (40.0 Per cent), followed by administrative employees (30.0 Per cent), supervisory employees (18.3 Per cent), and managerial employees (11.7 Per cent). Overall, the respondent profile represents employees from different age groups, educational backgrounds, experience levels, income categories, and occupational positions, providing a basis for examining factors associated with job performance.

Table 2 : Reliability Analysis of Study Variables

S. No	Variables	No. of Items	Cronbach's Alpha
1	Mental Health	8	0.891
2	Job Satisfaction	6	0.874
3	Work Environment	5	0.861
4	Employee Motivation	5	0.883
5	Occupational Stress	7	0.902
6	Supervisory Support	5	0.879
7	Training and Development	5	0.867
8	Work–Life Balance	5	0.855
9	Job Performance	27	0.921
	Overall Scale	73	0.934

Source: Primary Data

The Table-2 presents the internal consistency of the study variables using Cronbach's alpha coefficients. Mental health, comprising eight items, records an alpha value of 0.891, while job satisfaction records 0.874 across six items. Work environment has a reliability coefficient of 0.861, employee motivation records 0.883, and occupational stress records 0.902. Supervisory support and training and development have alpha values of 0.879 and 0.867, respectively, while work–life balance records 0.855. Job performance, measured through 27 items, records an alpha value of 0.921. The overall scale, comprising 73 items, has a Cronbach's alpha value of 0.934. All reported coefficients exceed the commonly used threshold of 0.70, indicating satisfactory to excellent internal consistency. The overall coefficient of 0.934 further suggests that the questionnaire items demonstrate a high degree of consistency.

Table 3: Descriptive Analysis of Various Occupational Factors Contributing to Job Performance

S. No	Factors	Mean	SD	Rank
1	Job Satisfaction	3.92	0.68	1
2	Supervisory Support	3.89	0.70	2
3	Mental Health	3.86	0.71	3
4	Employee Motivation	3.81	0.72	4
5	Work Environment	3.78	0.74	5
6	Training and Development	3.69	0.77	6
7	Work–Life Balance	3.58	0.82	7
8	Occupational Stress	3.21	0.86	8

Source: Primary Data

The Table-3 presents the mean scores, standard deviations, and ranks of the eight factors considered to contribute to job performance among state road transport employees in Tamil Nadu. Job satisfaction ranks first, with a mean score of 3.92 and a standard deviation of 0.68, indicating that it is the highest-rated factor among those examined. Supervisory support ranks second, with a mean of 3.89 and a standard deviation of 0.70, followed by mental health, which records a mean of 3.86 and a standard deviation of 0.71. Employee motivation ranks fourth with a mean of 3.81, while work environment ranks fifth with a mean of 3.78. Training and development records a mean of 3.69 and ranks sixth, followed by work–life balance with a mean of 3.58. Occupational stress ranks eighth, with the lowest mean score of 3.21 and the highest standard deviation of 0.86. The findings suggest that job satisfaction, supervisory support, and mental health are the most highly rated factors in the study. The comparatively lower score for work–life balance indicates an area that may warrant managerial attention, while occupational stress should also be considered because of its potential adverse relationship with job performance.

Table 4: Descriptive Analysis of Job Performance Dimensions

S. No	Job Performance Dimensions	Mean	SD	Rank
1	Rules and Ethics	4.12	0.57	1
2	Punctuality and Attendance	4.11	0.59	2
3	Responsibility	4.08	0.61	3
4	Organizational Commitment	4.02	0.63	4

5	Quality and Productivity	4.01	0.64	5
6	Efficiency	3.96	0.67	6
7	Flexibility	3.76	0.74	7
8	Cleanliness	3.84	0.72	8
9	Creativity and Innovation	3.62	0.81	9
	Overall Job Performance	3.95	0.58	

Source: Primary Data

The Table-4 presents the mean scores and standard deviations of the nine dimensions of job performance, together with overall job performance. Rules and ethics ranks first, with a mean score of 4.12 and a standard deviation of 0.57, indicating the highest rating among the dimensions examined. Punctuality and attendance ranks second, with a mean of 4.11, followed by responsibility with a mean of 4.08. Organizational commitment records a mean of 4.02, while quality and productivity records 4.01. Efficiency has a mean score of 3.96, followed by cleanliness at 3.84 and flexibility at 3.76. Creativity and innovation ranks last, with a mean of 3.62 and a standard deviation of 0.81, indicating the lowest-rated dimension and the greatest variability among employees' responses. The overall job performance mean is 3.95, with a standard deviation of 0.58. These results indicate that the respondents reported relatively strong performance in rules and ethics, punctuality, and responsibility. However, creativity and innovation and flexibility received comparatively lower ratings, suggesting that opportunities for employee participation, problem-solving, skill development, and adaptation to workplace changes may help strengthen these dimensions of performance.

Table 5: Differences in Job Performance Based on Socio-Demographic and Occupational Characteristics

S. No	Variable	Test	P Value
1	Gender	T=2.338	0.021*
2	Age	F=4.527	0.005**
3	Education	F=3.684	0.008**
4	Experience	F=5.216	0.002**
5	Income	F=3.947	0.010**
6	Employee Category	F=2.874	0.039*

Source: Primary Data * - Significant different at 0.05 level ** - Significant different at 0.01 level

The Table-5 examines whether job performance differs according to selected socio-demographic and occupational characteristics of the respondents. Gender shows a statistically significant difference in job performance, with a t-value of 2.338 and a p-value of 0.021. Age also shows a significant difference, with an F-value of 4.527 and a p-value of 0.005. Educational qualification records an F-value of 3.684 and a p-value of 0.008, indicating statistically significant variation in job performance across educational groups. Work experience is reported to have an F-value of 5.216 and a p-value of 0.002, while monthly income records an F-value of 3.947 and a p-value of 0.010. Employee category also shows a statistically significant difference, with an F-value of 2.874 and a p-value of 0.039. Since all reported p-values are below the 0.05 significance level, the results suggest that job performance varies significantly according to each of the six characteristics examined. These findings indicate that individual background and occupational circumstances may be associated with differences in employee performance.

Table 6: Correlation between Various Occupational Factors and Job Performance

S. No	Factors	Correlation (r)	p-value	Relationship
1	Mental Health	0.682	<0.001	Positive
2	Job Satisfaction	0.724	<0.001	Positive
3	Work Environment	0.641	<0.001	Positive
4	Employee Motivation	0.693	<0.001	Positive
5	Occupational Stress	-0.518	<0.001	Negative
6	Supervisory Support	0.657	<0.001	Positive
7	Training and Development	0.586	<0.001	Positive
8	Work-Life Balance	0.612	<0.001	Positive

Source: Primary Data

The Table-6 examines the relationship between eight selected factors and job performance among state road transport employees. Mental health exhibits a positive correlation with job performance ($r=0.682$, $p<0.001$), indicating that better mental health is associated with higher job performance. Job satisfaction records the strongest positive correlation ($r=0.724$, $p<0.001$), suggesting that employees reporting greater job satisfaction also tend to report better performance. Employee motivation has a positive correlation of 0.693, followed by supervisory support at 0.657, work environment at 0.641, work-life balance at 0.612, and training and development at 0.586; all these relationships are statistically significant at the 0.001 level. In contrast, occupational stress shows a negative correlation with job performance ($r=-0.518$, $p<0.001$), indicating that higher stress is associated with lower performance. The results identify job satisfaction, employee motivation, and mental health as particularly strong correlates of job performance.

Table 7: Model Summary of Factors Contributing to Job Performance

R	R ²	Adjusted R ²	Std. Error of Estimate	F-value	p-value
0.821	0.674	0.650	0.343	37.421	0.000**

Source: Primary Data

The regression model summary indicates a multiple correlation coefficient of 0.821, demonstrating a strong association between the combined set of eight explanatory factors and job performance. The coefficient of determination is 0.674, indicating that the model accounts for 67.4Per cent of the observed variation in job performance among the respondents. The adjusted R² value of 0.650 indicates that the model explains 65.0Per cent of the variation after adjustment for the number of explanatory variables included. The standard error of the estimate is 0.343, while the reported F-value is 37.421, with <0.001 . The statistically significant F-test indicates that the regression model, considered as a whole, provides a significant explanation of job performance. The remaining 32.6Per cent of the variation is not explained by the model and may be associated with other factors or random variation.

Table 8: Regression Analysis of Factors Contributing to Different Dimensions of Job Performance

S. No	Job Performance Dimension	R	R ²	Adj. R ²	F	p-value
1	Organizational Commitment	0.784	0.615	0.587	22.18	0.000**
2	Punctuality & Attendance	0.731	0.534	0.500	15.91	0.000**
3	Efficiency	0.769	0.591	0.562	20.03	0.000**
4	Quality & Productivity	0.793	0.629	0.602	23.54	0.000**
5	Responsibility	0.756	0.572	0.541	18.56	0.000**
6	Cleanliness	0.674	0.454	0.415	11.52	0.000**
7	Rules & Ethics	0.748	0.560	0.528	17.67	0.000**
8	Creativity & Innovation	0.681	0.464	0.425	12.04	0.000**
9	Flexibility	0.715	0.511	0.476	14.50	0.000**

Source: Primary Data

The table-8 presents the results of regression analyses examining the contribution of the selected factors to nine dimensions of job performance. Organizational commitment records an R value of 0.784 and an R² value of 0.615, indicating that the model explains 61.5Per cent of the variation in this dimension. Punctuality and attendance records an R² of 0.534, while efficiency records 0.591. Quality and productivity demonstrates the highest explanatory power among the nine dimensions, with an R² of 0.629, followed by responsibility at 0.572 and rules and ethics at 0.560. Cleanliness records an R² of 0.454, creativity and innovation records 0.464, and flexibility records 0.511. All nine models are statistically significant, with reported F-values ranging from 11.52 to 23.54 and p-values below 0.001. These findings suggest that the selected factors collectively provide significant explanatory power across all dimensions of job performance. The comparatively high R² for quality and productivity indicates that the explanatory variables account for a substantial proportion of variation in this dimension.

Table 9: Regression Coefficients of Various Occupational Factors Contributing to Job Performance

S. No	Factors	B	Std. Error	Beta	t-value	p-value
1	Mental Health → Job Performance	0.214	0.071	0.238	3.014	0.003**

2	Job Satisfaction → Job Performance	0.267	0.074	0.291	3.608	0.000**
3	Work Environment → Job Performance	0.126	0.063	0.161	2.000	0.048*
4	Employee Motivation → Job Performance	0.185	0.068	0.213	2.721	0.008**
5	Occupational Stress → Job Performance	-0.151	0.056	-0.192	-2.696	0.008**
6	Supervisory Support → Job Performance	0.157	0.069	0.184	2.275	0.025*
7	Training & Development → Job Performance	0.093	0.045	0.126	2.067	0.041*
8	Work-Life Balance → Job Performance	0.118	0.055	0.148	2.145	0.034*

Source: Primary Data

Table-9 examines the regression coefficient the individual contribution of each explanatory Various Occupational Factors to job performance while controlling for the other factors included in the model. Job satisfaction emerges as the strongest positive predictor, with a standardized beta coefficient of 0.291 ($t=3.608$, $p<0.001$). Mental health also has a significant positive effect, with a beta coefficient of 0.238 ($t=3.014$, $p=0.003$). Employee motivation contributes positively to job performance ($\beta=0.213$, $t=2.721$, $p=0.008$), followed by supervisory support ($\beta=0.184$, $t=2.275$, $p=0.025$). Work environment also demonstrates a positive and statistically significant relationship ($\beta=0.161$, $t=2.000$, $p=0.048$). Training and development ($\beta=0.126$, $t=2.067$, $p=0.041$) and work-life balance ($\beta=0.148$, $t=2.145$, $p=0.034$) are also positive and significant predictors. Conversely, occupational stress has a significant negative coefficient ($\beta=-0.192$, $t=-2.696$, $p=0.008$), indicating that greater occupational stress is associated with lower job performance when the other factors are held constant. Since all eight predictors have reported p-values below 0.05, each makes a statistically significant contribution within the specified model. These findings highlight the importance of improving job satisfaction, supporting employee mental health, strengthening motivation and supervisory practices, and managing occupational stress to promote better job performance.

Suggestions of the Study

Based on the findings of the study, the following suggestions are offered to improve job performance among state road transport employees in Tamil Nadu.

- **Enhance Job Satisfaction and Employee Motivation:** Transport authorities should provide better welfare facilities, fair promotion opportunities, appropriate incentives, and recognition for good performance to improve job satisfaction, employee motivation, and organisational commitment.
- **Promote Mental Health and Reduce Occupational Stress:** Counselling services, stress-management programmes, and psychological support should be provided. Management should address excessive workloads, shift-related difficulties, and workplace pressures to improve employees' mental well-being and job performance.
- **Improve Supervisory Support and Work Environment:** Supervisors should maintain effective communication, provide constructive feedback, and treat employees fairly. Safe working conditions, adequate facilities, reasonable duty schedules, and appropriate rest periods should also be ensured.
- **Strengthen Training and Encourage Innovation:** Regular training programmes should improve employees' technical knowledge, safety awareness, communication, and problem-solving skills. Employees should be encouraged to share innovative ideas and participate in decision-making to improve creativity, flexibility, and operational efficiency.
- **Adopt an Integrated Performance Management Approach:** Transport authorities should periodically assess employee performance based on punctuality, responsibility, productivity, service quality, and ethical conduct. Integrating employee welfare, training, motivation, and stress management into human resource policies can contribute to improved employee performance and public transport service quality.

CONCLUSION

The present study analysed the major factors contributing to job performance among state road transport employees in Tamil Nadu, based on data collected from 120 respondents. The findings revealed a relatively favourable level of job performance, with an overall mean score of 3.95. Rules and ethics, punctuality and attendance, and responsibility were the better-rated dimensions, whereas creativity and innovation received the lowest mean score. Correlation analysis indicated that job satisfaction, employee motivation, and mental health had strong positive relationships with job performance, while occupational stress had a significant negative relationship. Multiple regression analysis further identified job satisfaction as the strongest positive predictor, followed by mental health and employee motivation. Occupational stress negatively contributed to job performance. The study highlights the importance of employee welfare, supportive supervision, effective training, work-life balance, and stress management. State road transport authorities should therefore give equal importance to employee development, supportive supervision, occupational stress management, and a conducive work environment. Such measures may contribute to improved employee performance, service reliability, operational efficiency, and passenger satisfaction.

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