

# M.R.K. INDUSTRIES

Ref.:

Date:

M.R.K. Industries,  
B-398 (b), 7<sup>th</sup> Cross, 1<sup>st</sup> Stage,  
Peenya Industrial Estate,  
Bangalore-560 058

Date: 16/04/2018

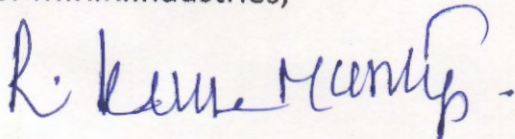
## To Whom so ever it may Concern

This is to certify that Ms.Shreya R ( bearing USN number 1AZ16MBA62), MBA student of Acharya Institute of Technology, Bangalore has completed her "PROJECT WORK" during the period of 15th January 2018 to 24<sup>TH</sup> March 2018.

The Management of MRK Industries takes this opportunity to register the appreciation for the enthusiasm and punctuality showed by Ms.Shreya.R and wishes her all the best for her future endeavours.

Thanking you,

For M.R.K. Industries,



(R.Krishnamurthy)





# ACHARYA INSTITUTE OF TECHNOLOGY

(Affiliated to Visvesvaraya Technological University, Belagavi, Approved by AICTE, New Delhi and Accredited by NBA and NAAC)

Date: 16/05/2018

## CERTIFICATE

This is to certify that **Ms. Shreya R** bearing USN **1AZ16MBA62** is a bonafide student of Master of Business Administration course of the Institute 2016-18 batch, affiliated to Visvesvaraya Technological University, Belgaum. Project report on **"A Study on Quality of Work Life" at MRK Industries Bangalore** is prepared by her under the guidance of **Prof. Bhagyashree G Kasturi**, in partial fulfillment of the requirements for the award of the degree of Master of Business Administration, Visvesvaraya Technological University, Belgaum, Karnataka.

Signature of Internal Guide

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Head of the Department  
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Signature of Principal  
PRINCIPAL

ACHARYA INSTITUTE OF TECHNOLOGY  
Soldevanahalli Bangalore-560 107

# ACHARYA



## DECLARATION

I, **Ms. Shreya R** hereby declare that the Project report entitled "**A STUDY ON QUALITY OF WORK LIFE AT MRK INDUSTRIES**" is prepared by me under the guidance(Internal) of **Mrs. Bhagyashree G Kasturi**, Assistant Professor, Dept. of M.B.A, Acharya Institute of Technology, Bangalore and guidance (External) by **Mr. R Krishna Murthy**, Managing Partner, Bengaluru.

I declare that this Project report is towards the partial fulfilment of the university regulations for the award of degree of Master of Business Administration by Visvesvaraya Technological University, Belagavi.

I further declare that this project report is based on the original study undertaken by me and has not been submitted to any other University/Institution for the award of any degree/diploma.

**Date:** 28 May 2018

**Place:** Bengaluru

**Ms. Shreya R**

**USN:1AZ16MBA62**

Shreya R

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I wish to express my deep sense of gratitude to Prof Dr **Nijaguna G**, HOD, Department of MBA Acharya Institute of Technology for his immense help in completion of the project.

I acknowledge the keen interest shown in my project and constant encouragement given by my internal guide **Mrs. Bhagyashree G Kasturi** Assistant Professor, Department of Management Studies and Research, Acharya Institute of Technology, Bengaluru and external guide **Mr R Krishna Murthy** – Managing Partner, Bengaluru.

Finally, I express my sincere thanks to all the staff of MBA department, AIT for their valuable suggestions in fine tuning the report.

**Ms. Shreya R**

**USN:1AZ16MBA62**

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## **Executive summary:**

MRK Industries is an automotive manufacturing and servicing organization. The primary products for business are Alternate Current and Direct Current motors while auxiliary business is servicing and repairs for small, medium and large-scale industries. MRK Industries is a private limited company established by Mr Krishna Murthy in 1994. The company received authorisation for servicing of motors from Kirloskar Electric Company. It is planning on export projects for Alternate Current and Direct Current motors

Quality of life leads to well-being, holistic growth of employees in organization. High Quality of work life ensures effective production and performance by employees. Parameters in work life are stress, job satisfaction, future career prospects, flexible working hours, motivation and well-being, working conditions, job security

The Quality of work life at MRK Industries is good and employees are satisfied with their current job positions, health and medical facilities, training and development programmes in the organization.

However, it was found that the employees might perform better when work place stress levels are reduced. They also work efficiently when they are rewarded with incentives, promotions for their performance. The management needs to involve employees in the decision making as it helps create a sense of belongingness, encourages participation while reducing employee dissatisfaction. Employees are the organizations assets and resources and when they are satisfied it leads to growth and development of the business.

The internship project provided a learning platform and an opportunity to acquire information and experience from trained professionals.

## **Key words:**

QWL - Quality of Work Life

HR- Human Resource

## **1.1 Introduction**

Internship is a period of supervised training where students can gain experience and training. There are numerous benefits from internship programs. Some of the advantages are:

- Gaining knowledge about industry
- Guidance from company experts
- Networking
- Exposure to real world problems
- Cultivates adaptability
- Smooth transitioning into work environment.

Internship provides a practical learning platform for students. Internship can be paid or unpaid in nature. Students can learn about the company and the industry first hand through internship training program.

Internship helps students in networking with the professional experts and receive training under their guidance. Internship provides exposure to students about real life scenarios and prepares them before stepping into the work environment.

Students learn about the organization culture and cultivates adaptability to cope with the challenges of the professional life.

My internship training was done for a period of ten weeks at MRK Industries: A partnership firm by Mr Krishna Murthy.

## **1.2 Industry profile**

In India, the auto industry contributes for 7.1% of Gross Domestic Product and 22% to manufacturing GDP and it is one of the largest in the world. Electric motors are integral part of Electric equipment industry in India.

Agriculture and Industrial sectors consume more than 75% of the motor industry in India as it is primarily used for irrigation. The Government of India has launched various initiatives to increase and maintain the automotive trend.

These motors have high market value as they are vastly used in multiple manufacture industries like cement, steel, paper, sugar manufacturing along with irrigation and traction applications. India is one of the major players in auto motor industry.



The Narendra Modi Government launched Make in India campaign to be self-sufficient while reducing import to increase the country's economy. This initiative provides opportunity for millions of jobs while developing overall status of nation and standard of living.

### **1.3 Company profile**

MRK Industries started in the year 1994. MRK Industries is a partnership firm started by Sri R Krishnamurthy, Smt Rajeshwari Krishnamurthy and Smt Mangala Gowramma. Mr. R Krishnamurthy is the managing partner of MRK industries.

Mr Krishna Murthy is a mechanical engineer who worked at Kirloskar electric company for 15 years before becoming an entrepreneur and starting MRK Industries. R Krishnamurthy is a mechanical engineer from Vishweshwariah Technological University and worked at New Government Electrical Factory (NGEF) for 3 years before setting up MRK industries. Mr Krishna Murthy being an engineer has vast knowledge and experience in motor manufacturing and servicing. Mr Krishna Murthy is also a social worker and is an executive member of Peenya Industries Association and Karnataka Small Scale Industrial Association.

MRK Industries manufactures Direct Current motors to Kirloskar Electric Company. The company received authorisation for servicing of motors from Kirloskar Electric Company. It also involves in servicing of Alternate Current and Direct Current motors for Kirloskar Electric Company throughout India. It also provides servicing and repair of industrial motors to the neighbourhood small scale manufacturing industries.

MRK Industries undertakes projects of rewinding of Alternate Current and Direct Current motors. DC motors are widely used in automotive and industrial applications.

MRK industries initially started with an investment of 5,00,000 INR and currently has a turnover of 25,00,000 INR per annum. Initially it started with assembly of small motor machinery parts. The office is located on a  $\frac{3}{4}$  acre of land in the Peenya Industrial layout, Bengaluru. MRK Industries is widely recognised for manufacture and service provider of DC motors and has received numerous accolades, awards for their works.

MRK industries is planning on export projects for Alternate Current and Direct Current motors. There is a huge demand for these motors in cement, steel, paper, sugar manufacturing along with irrigation and traction applications. The existing MRK unit is financed by Karnataka bank with future prospects of unit expansion.

This unit is issued authorization for servicing Alternate Current and Direct Current motors from 1 HP to 1500 HP and manufacturing range is 1 HP to 75 HP. The current turnover of the company is 2 crores INR with profits of 45 lakh INR per annum. MRK Industries manufactures various kinds of Alternate Current and Direct Current motors.

MRK Industries though is involved in manufacture of AC and DC motors it also takes up repair and servicing of motors from the neighbourhood small scale industries.

**1.3( i) Employment information**

<b>Employment</b>
Skilled employees – 80
Unskilled employees – 40
Supervisors – 8
Managers – 2

**1.1 Table showing employment information of MRK Industries**

**1.3( ii) Machines for unit expansion**

<b>Machine required for unit expansion</b>
Land 2 Acres- 80,000 sq. feet
Building – 3,00,000 sq. feet

**1.2 Table showing machines for unit expansion**

### **1.3.1 Promoters:**

The primary promoters of the company are its partners Sri R Krishnamurthy, Smt Rajeshwari Krishnamurthy and Smt Mangala Gowramma. Mr. R Krishnamurthy is the managing partner of MRK industries.

### **1.3.2 Vision:**

To reach the highest standard in production and servicing of motors.

### **1.3.3 Mission:**

To provide high standard service, rewinding and repair solutions of Alternate Current and Direct Current motors to local industries- MICRO, small, medium and large-scale industries.

### **1.3.4 Quality policy:**

‘We, at M.R.K. Industries, Bangalore are committed, to supply the quality Electrical Motors and its services by practicing.

1. Enhancing Customer Satisfaction
2. Leadership
3. Involving all concerned people of the organization
4. Continual Improvement of Quality Management System
5. Mutually beneficial supplier relationships



### 1.3.5 Products Profile:

#### 1.3.5(i) AC Motor products

<b>AC Motor Products</b>
AC Motor
Commutator Machine
Transformer Bobbin
Commutator
Commutator Segment
Electric Motors
Field Coil
Gear Parts
Motor Stampings
Stators
Laminated Yoke
<b>AC Motor additional parts</b>
Terminal Box
Drive Shaft
Stator Winding
Rotor Winding
Cooling fan

**1.3 Table showing AC Motor products and its components**

### 1.3.5(ii) DC Motor products

<b>DC Motor Products</b>
DC Motors
Brush Cover
Rotor Assembly
Motor Brush Assembly
Motor Front Cover
Motor Pulley
Motor Bearing
Motor Brush Holder
<b>DC Motor additional parts</b>
Rotor Coil
Motor Shaft
Magnetic Motor Stator
Electric Motor Brush

### 1.4 Table showing DC Motor products and its components

### 1.3.6 Services Profile:

Generator Repairing Service
AC Motors Repairing Service
DC Motors Repairing Service
Generator Rewinding Service

### 1.5 Table showing services profile

### 1.3.7 Areas of operation

- MRK Industries started in 1994 with 25,000 sq. feet land. The building is of 12,000 sq. feet operating in Peenya Industrial Estate 1<sup>st</sup> stage, Bengaluru.
- The company manufactures and services Alternate Current and Direct Current Motors to small, medium and large-scale industries throughout the country.
- The company also has export projects lined up in the future.
- The total worth of machinery is 62 lakh rupees with working capital margin of rupees 20 lakh.
- The total cost of the project including working capital margin is 2.2 crore rupees.

#### 1.3.7(i) Details of existing unit

<b>Details of existing unit</b>
Land – 25,000 sq. feet
Building- 12,000 sq. feet
Material handling- 3,000 sq. feet
Lathe – 3 units
Drilling machinery – 2 units
Coil winding machinery- 3 units
Bench grinder – 2 units
Hydraulic press – 2 units
Milling machine – 1 unit
Testing equipment
Fixed crane – 1 unit
Tools and accessories

**Table 1.6 shows the information about the MRK Industries unit**



### 1.3.7(ii) Information about existing machinery

Existing machinery
Lathe – 4 units
Drilling machine – 2 units
Hydraulic press – 2 units
Balancing machine – 2 units
Oven – 2 units
Testing equipment
Band saw – 1 unit
Milling Machinery – 1 unit
Rolling mill- 1 unit
Coil winding machinery – 3 units
Electrical furnace – 1 unit

**Table 1.7 shows the information of the existing machinery in MRK Industries**

### 1.3.8 Infrastructure Facilities:

- MRK Industries is facilitated by an advance infrastructure for undertaking various business activities.
- The infrastructure facilities of latest technologies enable to meet the demands of the customer effectively and efficiently.
- The advanced equipment provides best quality products and services.

### 1.3.9 Competitors information:

- There are various Alternate Current and Direct Current Motor manufacturing companies that provide motors at competitive prices.
- However, the companies that pose a competition to MRK products are Siemens, Crompton Greaves, Brushless DC Motors.

### 1.3.10 SWOT Analysis

SWOT Analysis contain the Strengths, Weakness, Opportunity and Threats of MRK Industries.

#### 1.3.10(i) SWOT Analysis of MRK Industries

<p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>• Experienced personnel in the organisation</li> <li>• Technical management expertise</li> <li>• Service provider to small scale industries</li> <li>• Efficient in repairs and rewinding of DC and AC motors</li> </ul>	<p><b>Weakness:</b></p> <ul style="list-style-type: none"> <li>• To reduce the repair and servicing time duration of machinery</li> <li>• Labour costs of skilled employees</li> </ul>
<p><b>Opportunities:</b></p> <ul style="list-style-type: none"> <li>• Export projects in the pipeline</li> <li>• Expansion, development of existing unit</li> </ul>	<p><b>Threats:</b></p> <ul style="list-style-type: none"> <li>• Government tax laws</li> <li>• Competitors technology</li> </ul>

**Table 1.8 showing SWOT Analysis of MRK Industries**

#### **Strengths:**

- MRK Industries has experienced personnel in technical and management departments who coordinate and work together to meet the organisation needs and demands.
- MRK Industries provides service for DC motors small scale industries to meet the arising needs.
- MRK Industries are efficient in repairs and rewinding of DC and AC motors

#### **Weakness:**

- MRK Industries is attempting practices of effective recruitment and hiring to reduce the labour costs of skilled employees.

- MRK Industries is developing effective ways to reduce the time taken to repair and service motors.

### **Opportunities:**

- MRK Industries has numerous exports projects in the pipeline to be undertaken in the next 3 years.
- MRK Industries is also focusing on expansion of the existing land from 25,000 sq. feet to 80,000 sq. feet.
- MRK Industries is also investing in the expansion of the building from 12,000 sq. feet to 3,00,000 sq. feet.
- With the unit expansion, there is also a need for recruitment and selection of eligible candidates providing employment opportunities.

### **Threats:**

- Threats being external to the organization are uncontrollable in nature- Increase in Government tax rates pose a threat to the organisation.
- The competitors' technological advancement and progress is a threat to the organization.

### **1.3.11 Future prospects and growth**

- MRK Industries has numerous exports projects in the pipeline to be undertaken in the next 3 years.
- MRK Industries is also focusing on expansion of the existing land from 25,000 sq. feet to 80,000 sq. feet.
- MRK Industries is also investing in the expansion of the building from 12,000 sq. feet to 3,00,000 sq. feet.
- With the unit expansion, there is also a need for recruitment and selection of eligible candidates providing employment opportunities.

### **1.3.12 Financial statement:**

- Financial statement consists of profit/loss statements, balance statement of accounting year.
- Accounting year usually begins from 1<sup>st</sup> April to 31<sup>st</sup> March of the consecutive year.
- MRK Industries is a private limited company and financial statements are not disclosed to the public.



## 2.1 Theoretical background

Quality of work life focusses on the holistic well-being of an employee. Employees are the resources of an organization and they should not just be considered for their contribution to work.

The overall health and well-being of the employees is essential because it can be associated with productivity and performance. A good work life balance has to be maintained which motivates the employees while protecting the economic interests of the organisation.

The ways to achieve Quality of work life differs with each organisation however, some of the important aspects are:


- **Job Security** – The organisation has to provide job security and assurance to the employees so they can perform to the best of their abilities without constantly worrying about their position in the organisation.
- **Work timings**- The flexible work hours provides opportunity to schedule and maintain a balance between professional and personal life.
- **Communication**- Good communication channels must be established in the organisation.
- **Rewards and recognition**- When employees are recognised and rewarded for their performance it encourages them to perform better.
- **Employee participation**- When employees participate in discussions, strategies and feedback it contributes to quality of work life.
- **Job enrichment**- Employees must be given challenging work to reduce monotony and provide learning platforms.
- **Career growth**- Career growth and development of the employees must be considered by the employers.

Quality of Work Life focuses on employees' overall well-being. Fredrick Winslow Taylor is considered the father of Scientific Management and focused on improving the employees' productivity. F W Taylor framed the principles of scientific management. In the Scientific Management principles importance is given to employees' supervision, management principles and hierarchy. Various researchers have conducted studies over the years to improve job satisfaction hoping to achieve high production rates.

## Aspects of High Quality of Work Life

- **Employee participation:** Organization involves employees in the decision-making process.
- **Trust:** Employers assign jobs which provide employees freedom in performing their duties.
- **Reinforcement:** Providing fair reward systems based on employee performance.
- **Responsiveness:** Creating pleasant work environment

### 2.1.1 Factors contributing to Quality of Work Life

Stress	 <b>Quality of Work Life</b>
Satisfaction in job	
Career prospects	
Working hours	
Motivation	
Well-being	
Security in job	
Fair system and appraisal	
Role clarity	

#### 2.1 Table containing contributing factors of QWL

QWL contributes to organizations economic health. The Work-Related Quality of Work Life scale measures six core factors contributing to the Quality of Work Life. However, there are numerous factors contributing to QWL. Some of the identified factors are:

- Stress
- Job satisfaction
- Future Career prospects

- Working hours
- Motivation
- Well being
- Job security
- Communication systems
- Fair system of appraisal
- Role clarity
- Home Work interface
- Pay and compensation

**Stress:** Occupational stress is a primary factor that contributes to QWL. Lesser the stress at the work place higher will be the QWL.

**Job Satisfaction:** Satisfaction includes employee content towards the nature of work, flexibility of work life, career advancement, compensation and working conditions.

**Motivation and well-being:** Employees general well-being is also a factor to Quality of Work Life. Motivation can be intrinsic or extrinsic in nature. Intrinsic motivation is the individual's desire to perform task in a certain way because it fulfils the individual's desire. In Intrinsic motivation, the stimulus is internal to the individual. Extrinsic motivation is external and the stimulus is from the outside environment. In Extrinsic motivation, there are rewards and appreciation from the external sources. Money, bonus, awards, benefit packages are different forms of extrinsic motivation.

**Job security:** High levels of security in job indicates high Quality of work life. When the employees are not worried or anxious about their positions in the organization they perform better.

**Working hours:** Flexible working hours and favourable working conditions help the employees perform better. It also results in high employee morale and coordination between employees and employers. Providing convenient work hours encourage employees to develop self-discipline and control

### **Results of High Quality of Work life**

- High morale

- High productivity
- Increased employee involvement
- Smooth Industrial Relations
- High employee satisfaction
- Decreases employee turn over
- Lessens absenteeism
- Increases quality of life of employees
- Efficiency and effectiveness of the employees in the organization

## 2.2 Literature review

- **Avjeet Kaur**, 2016. Quality of Work Life includes balance between professional and personal life and effective utilizations of human resources. Various factors contribute to employees QWL. Study shows that QWL has to be achieved through balancing employees professional and personal lives.
- **Shyam Singh**, 2013. In this study problem solving and partnership between employee and employers are done to observe the quality of work patterns. There are various methods adopted by management to increase employees QWL levels. Flexible work hours, involvement in management decisions, security in job, development in career, stable pay contribute to high QWL.
- **T S Nanjundeswaraswamy, DR Swamy**, 2013. The study shows that for retaining workers high QWL is essential. For encouraging employees to continue in organization quality of work life is essential. Study was done to know perception of employees about their QWL in organization.
- **S Padma Priya**, 2012. In the thesis employees experience towards stress, co-worker relationships, work life balance, work load, work pressure are explored. By improving supervision, training, rewarding, providing challenging jobs employees perform better in the organization. This also improves industrial relations along with QWL.
- **Mohi Adden and Hussein Harrim**, 2011. The importance of QWL is studied in both employee and organization capacities. Quality of work life plays an important role in employees lives. Factors like physical wellness, mental health, emotional stability, socialness contributes to overall QWL of organization employees.

- **P Argentero, M Miglioretti, C Angilletta, 2007.** The study shows that to increase QWL employee satisfaction, employee wellness plays a significant role. Life of Italian health workers is researched in this study. Relationships in the organization, growth contribute to high QWL. The respondents' satisfaction towards their jobs were obtained through interviews. The study was done on health service workers from Italy.
- **Shane P Desselle, 2005.** The study uses cross sectional descriptive design. Here work characteristics, attitudes, personal characteristics of respondents are studied. Efforts to increase QWL was undertaken as it benefits both employees and organization in long run. Study also considered factors like individual employee differences while researching.
- **Razali M Zin, 2004.** An empirical research done on Engineers in Malaysia to identify the relation between and organizational commitment. QWL of engineers was studied. Test had seven factors for the analysis. Some of the factors are work environment, supervision, growth, development.
- **Linda Johnsrud, 2002.** The reasons for decline in quality of work life, reasons for it and measures to overcome are found in this research paper. Quality of life of faculties and administrators are studied. Increasing quality of work life helps employees perform better at their jobs and preserving employees
- **B Davis and Thorburn, 1999.** The strategies to reduce stress are analysed which leads to better quality of work life. Stress levels reduces employees QWL. By adopting structured management programmes performance and response of nurses in St. John's hospital was enhanced. Professional support network was also set up improve QWL of nurses' life.
- **Donald J, 1999.** The journal article states that the co-workers, their behaviours contribute to quality of work. Team work, decision making and assigned work load leads to the quality of daily work. OR nurses play a crucial role at hospitals. Many factors like decision making, multi-tasking, locus of control is influenced by QWL. By increasing QWL the employees' efficiency at the work place increases.
- **Tanmay Dutta, 1999.** This paper covers three aspects of QWL which are human values approach, subjective observation and ways to improve QWL. QWL is studied by an HR perspective in this study. QWL plays a vital role in the as employees spend considerable time in the organization.



- **Patrick McHugh**, 1999- The survey was conducted on pharmacists to study the quality of their work life. Job satisfaction, attitude, career satisfaction, commitment to the organization is studied. Pharmacists attitudes regarding quality of work life is studied. The pharmacists' response was obtained through written survey.
- **Stephen Havlovic**,1991. Test hypotheses on absenteeism, grievances are studied in industrial relations determine the human resource outcome. Factors that influence QWL was taken up in his study. Pre and Post QWL measures were taken to study impact of QWL on human resources.
- **Kaisa Kauppinen, Elina Mannila and Irja Kandolin**, 1989. For the study segregation was done by sex to observe the effects of Quality of Work Life. Effect of segregation is studied to determine QWL of men and women in the organization. Previous researches showed work of women was more monotonous, restrictive, less autonomous than that of men.
- **James W, T Mitchell, W. Fields**, 1987. Study shows impact of organization's QWL efforts on perceptions of union. The study was done to study potential result in management and union issues.
- **J.T, Seyfarth & Bost**, 1986. The relationship between teacher turnover and various work life categories is undertaken. By providing job security, safe work environment, fair compensation, growth and utilisation of human capacities QWL can be increased. The results showed that employees were loyal to the organization when organization cared for the employees.
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### **3.1 Statement of the problem:**

To study the degree of Quality of Work Life at MRK Industries

### **3.2 Need for the study:**

- QWL affects the employees' productivity.
- Productivity, stability and work life balance is determined by QWL

### **3.3 Objectives:**

- To find the various factors of QWL in the organisation.
- To find the difference between QWL and motivation
- To find the evaluation and association between long working hours and stress.

### **3.4 Scope:**

The study aims to analyse the Human Resource problems associated with Quality of Work Life.

The study is expected to provide insight into problems associated with Quality of Work Life and job satisfaction.

### **3.5 Research Methodology:**

- Research design: Descriptive research
- Sample method: Simple Random Sampling
- Sample unit: 120
- Sample size: 100 Employees of MRK Industries
- Statistical test applied: Karl Pearson correlation has been applied for the analysis

#### **3.5( i) Data collection Method:**

Primary data: Structured Employee Questionnaire (open and close ended questions)

Secondary data: MRK Industries profile, books, journals, articles and websites.

### **3.6 Hypothesis:**

**Ho:** There is no relation between Quality of Work Life and Stress

**Ha:** There is relation between Quality of Work Life and Stress

### **3.7 Limitations:**

- The data obtained may not be 100% accurate due to human errors.
- Employees might not give honest responses due to various reasons.
- Gravitating towards selecting a neutral response is also observed.
- The respondents might not have expressed negative feelings leading to data error.

### **3.8 Chapter Scheme:**

The study has been organized into five chapters. The chapters one to five consists of introduction, review of literature, research methodology, presentation and analysis and summary, conclusion and recommendation. The contents of each of the chapter are briefly mentioned here:

#### **Chapter I: Introduction**

Chapter one contains the introduction of the study. It includes Background of the study, Background of the Industry, and Background of the Company: Promoters, Vision and Mission, Competitors information, SWOT analysis, Future Growth and Organization of the study.

#### **Chapter II: Review of Literature**

Chapter two includes conceptual framework and review of the literature. The conceptual consideration and review of related literature conducted provides a framework which helps to accomplish the study. It avoids needless duplication of research effort.

#### **Chapter III: Research Design**

Chapter three describes Statement of the Problem, Objectives of the Study, Importance of the Study, Limitation of the study, Hypothesis, Research Methodology the various research methods i.e. research design, population and sample, nature and sources of data, data collection procedure, data analysis tools and techniques. Descriptive as well as analytical research methodology is being used to carry out this study.

#### **Chapter IV: Data Presentation and analysis**

Chapter four consists of presentation and analysis of data. It presents and analyses the information by using various statistical tools in specific form to meet the stated objective of the study. All collected relevant data are analysed and interpreted.

#### **Chapter V: Summary, Conclusion and Recommendation**

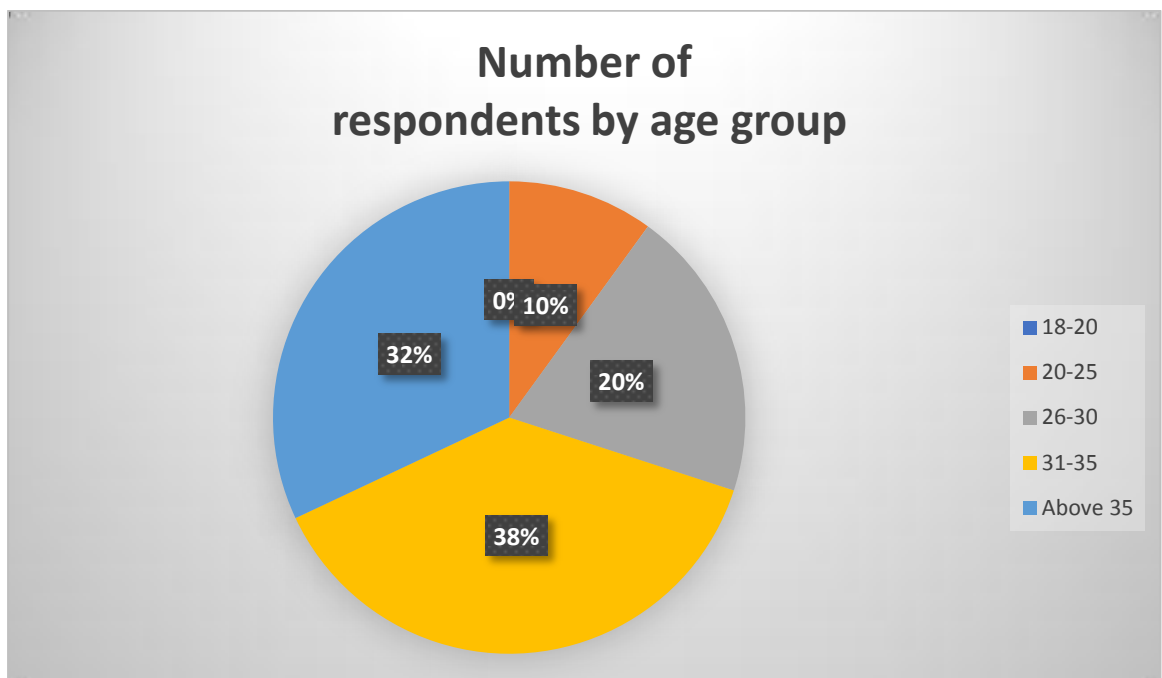
Chapter five consists of summary of the study, conclusion and recommendation and on the basis of the study which is based on the result through data analysis. It provides important recommendation to the concerned organization for better improvement.

#### 4.1.1 Data analysis and interpretation

**Table 4.1 Respondents' Age group**

Age group	Respondents	%
1. 18-20	0	0
2. 20-25	10	10
3. 26-30	20	20
4. 31-35	38	38
5. Above 35	32	32
Total	100	100

**Graph 4.1 shows number of respondents by age group**



#### **Analysis and Interpretation:**

The table 4.1 indicates that between the age of 20 and 25 there are 10%, 26-30 there are 20%, 31-35 there are 38% and respondents above the age 35 are 32%.

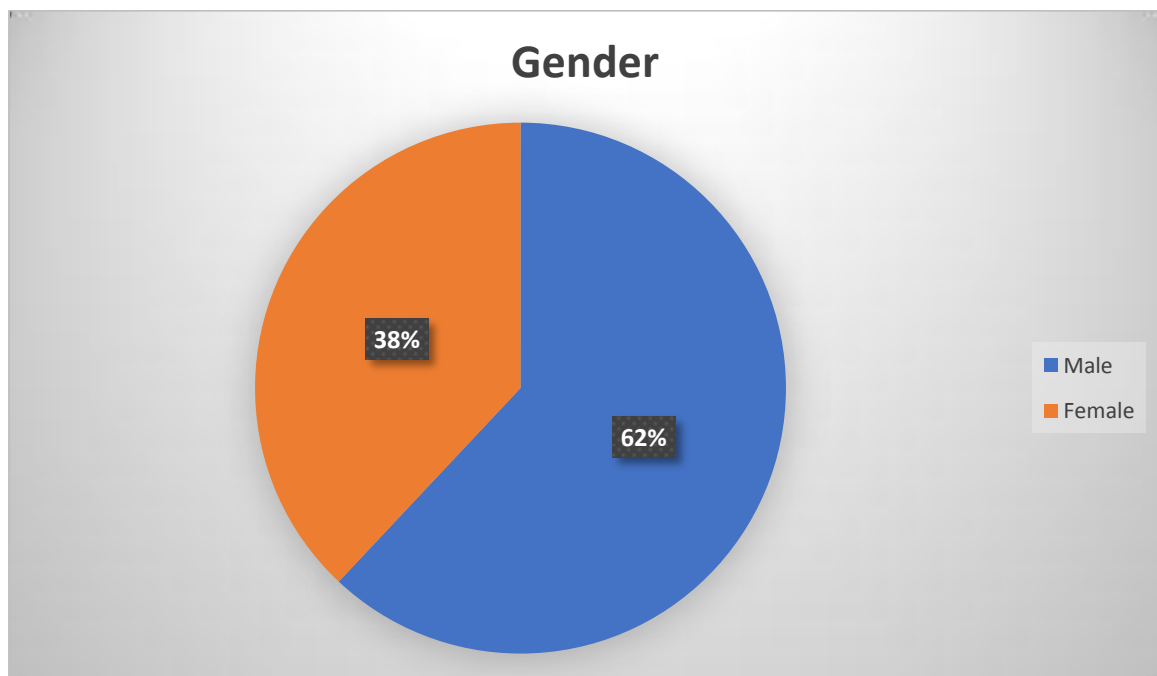
Majority of the respondents lie in the 31-35 or above 35 years of age category, the next highest is the 26-30 years group and 20-25 years has the least number of respondents indicating very low young adults in the company.



#### 4.2 Respondents by Gender

Gender	Respondents	%
1 Male	62	62
2 Female	38	38
Total	100	100

Graph 4.2 shows the distribution of Respondents by Gender



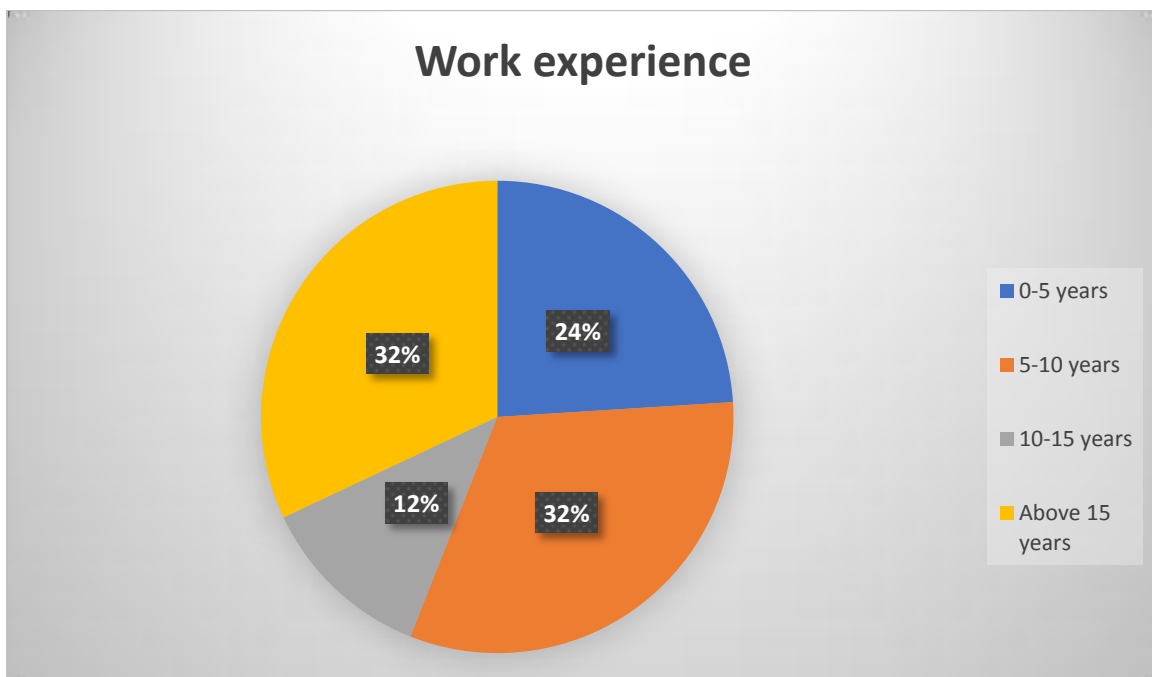
#### Analysis and Interpretation:

The table shows employees 62% male employees and 38% female employees. Majority of employees are male and indicates male dominated work environment.

### 4.3 Respondents based on Work experience

Work experience	Respondents	%
1 Up to 5 years	24	24
2 5-10 years	32	32
3 10-15 years	12	12
4 Above 15 years	32	32
Total	100	100

Graph 4.3 showing employees based on Work experience



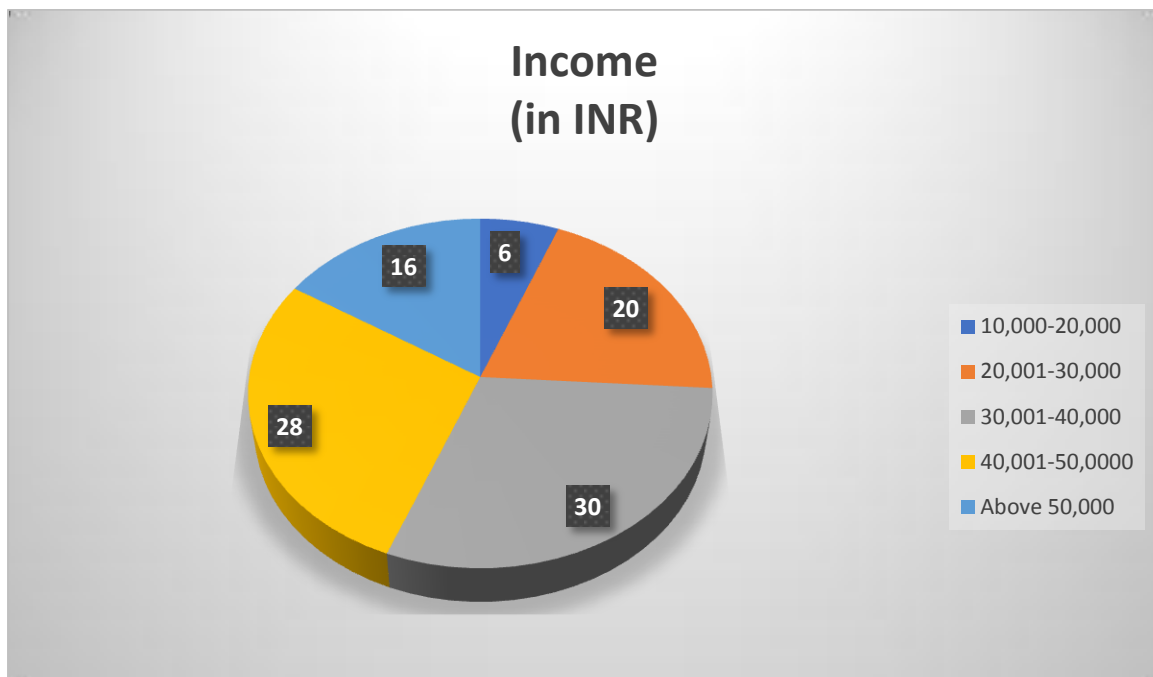
#### Analysis and Interpretation:

Table 4.3 shows that both in the 5-10 years and above 15 years category there are 32% respondents. And there are 24% respondents with experience up to 5 years in the company and 12% of employees in the company have 10 to 15 years' experience. Majority of the employees that is 76% have more than 5 years of experience in the company and they provide on the job training to newly recruited employees or trainees.

#### 4.4 Respondents based on Income

Income group (in INR)	Respondents	%
1. 10,000- 20,000	6	6
2. 20,001- 30,000	20	20
3. 30,001- 40,000	30	30
4. 40,001- 50,000	28	28
5. Above 50,000	16	16
Total	100	100

Graph 4.4 shows income level



#### Analysis and Interpretation:

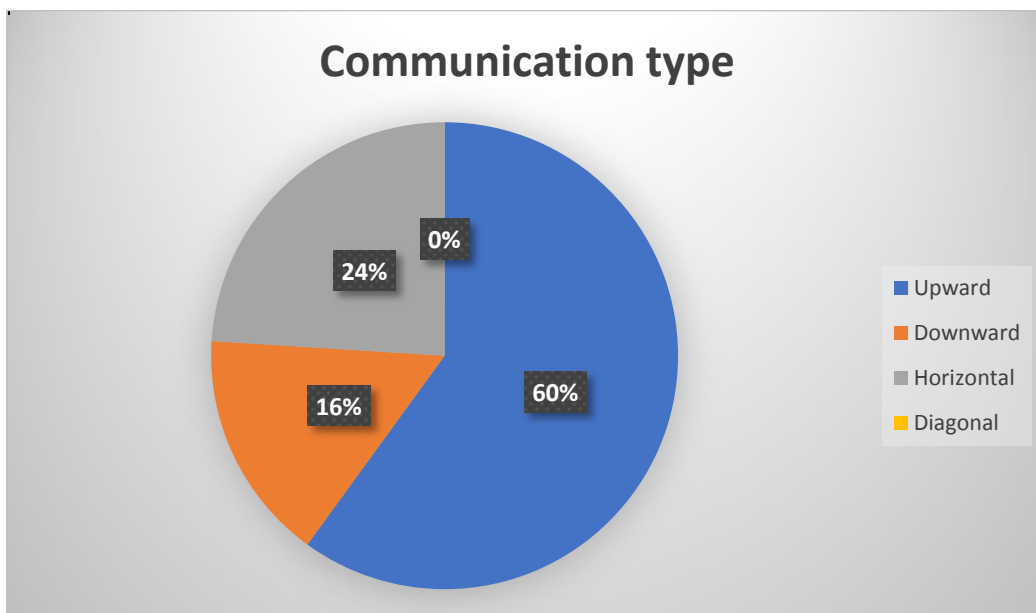
The table 4.4 shows that 30% of the employees receive 30,001-40,000 compensations, 28% receive 40,001-50,000, 20% receive 20,001-30,000, 16% earn more than 50,000 salaries while 6% receive 10,000-20,000.

Majority of employees receive above 20,000 remunerations in the organization based on their qualifications, experience and performance.

#### 4.5 Communication strategy in MRK Industries

Communication	Number of respondents	Percentage
1. Upward communication	60	60.0
2. Downward communication	16	16.0
3. Horizontal communication	24	24.0
4. Diagonal communication	0	0
Total	100	100

Graph 4.5 shows the Communication type in MRK Industries



#### Analysis and Interpretation:

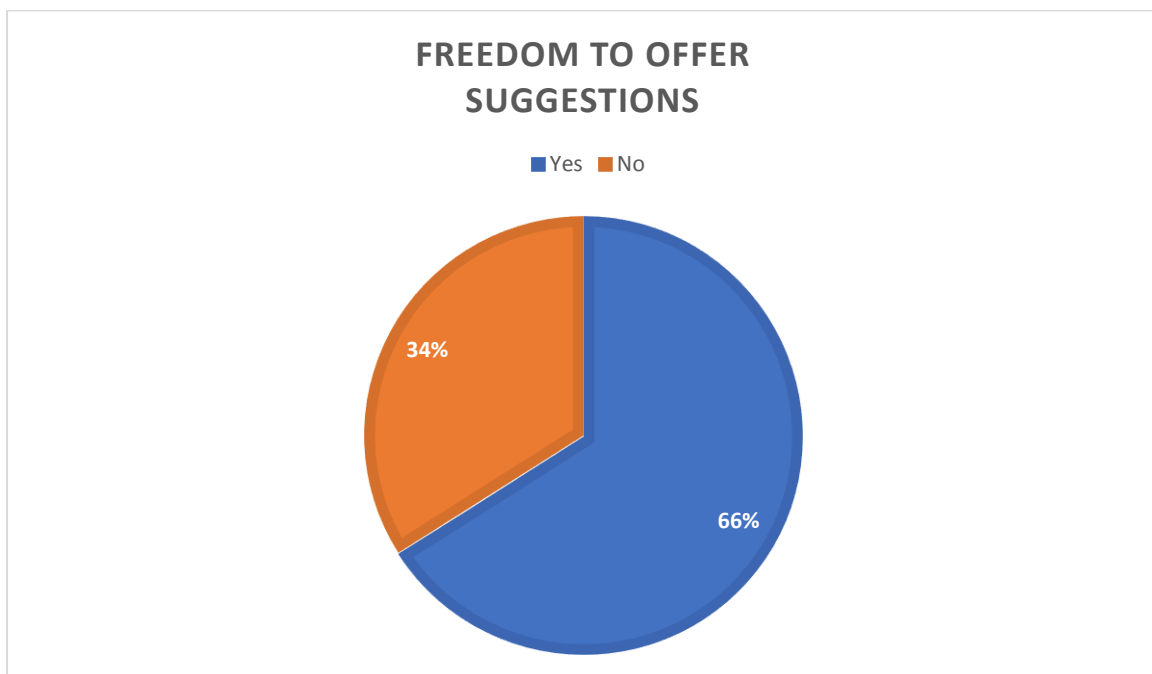
The table 4.5 shows that 60% of respondents practice upward communication in the organization while 24% practice communication between the same level of hierarchy and 16% practice downward communication.

The organization largely follows upward communication which is traditional and conventional. This method helps in obtaining feedback and leads to effective decision making.

#### 4.6 Freedom to offer suggestions at MRK Industries.

Freedom to offer suggestions	Respondents	%
1. Yes	66	66
2. No	34	34
Total	100	100

Graph4.6 shows freedom to offer suggestions



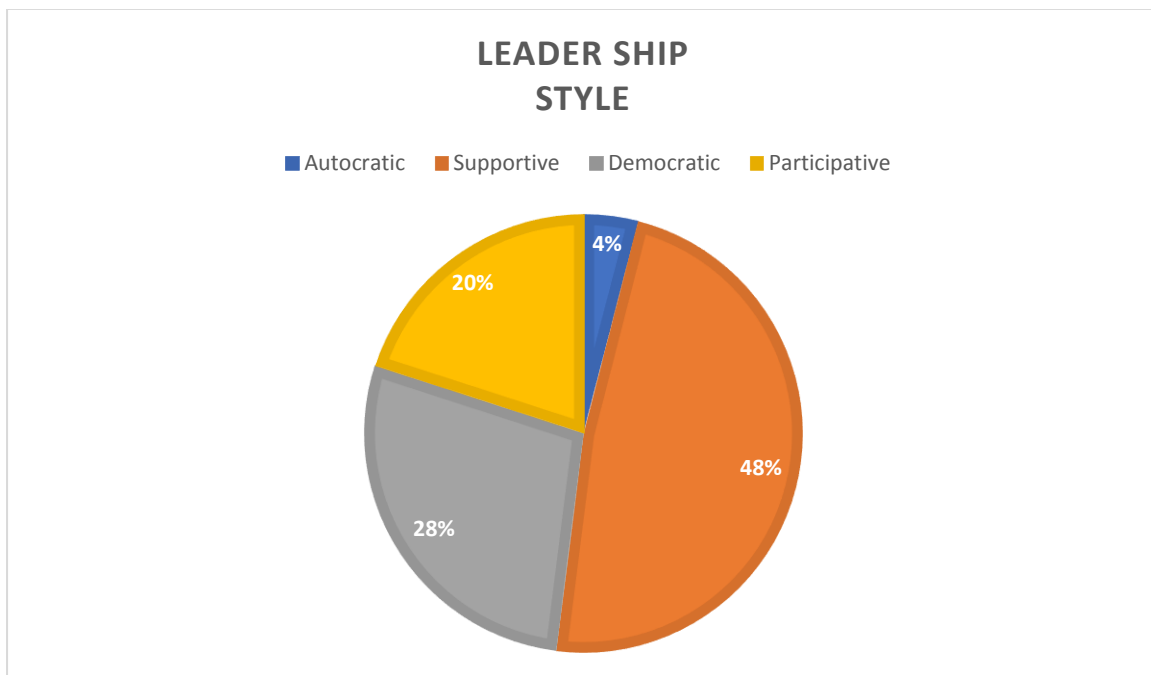
#### Analysis and Interpretation:

Table 4.6 shows that 66% respondents have freedom to offer suggestions while 34% employees feel they are not comfortable to offer suggestions in the work place. The management should encourage employees' freedom to offer suggestions.

#### 4.7 Leadership style practiced at MRK Industries

Leadership style	Respondents	%
1. Autocratic	4	4
2. Supportive	48	48
3. Democratic	28	28
4. Participative	20	20
Total	100	100

Graph 4.7 shows the leadership style practiced



#### Analysis and Interpretation:

Table 4.7 shows that 48% employees agree that supportive type of leadership style is practiced in MRK Industries. 28% employees said democratic leadership is observed where in employees are involved in making decisions of the organization. 20% employees agreed that participative leadership is practiced while 4% believed autocratic leadership was observed.



#### 4.8 Satisfaction with the current job at MRK Industries

Satisfaction with current job	Respondents	%
1. Very satisfied	24	24
2. Satisfied	62	62
3. Neither satisfied nor dissatisfied	12	12
4. Dissatisfied	2	2
5. Very dissatisfied	0	0
Total	100	100



**Graph 4.8 shows the current job satisfaction of the employees**

#### **Analysis and Interpretation:**

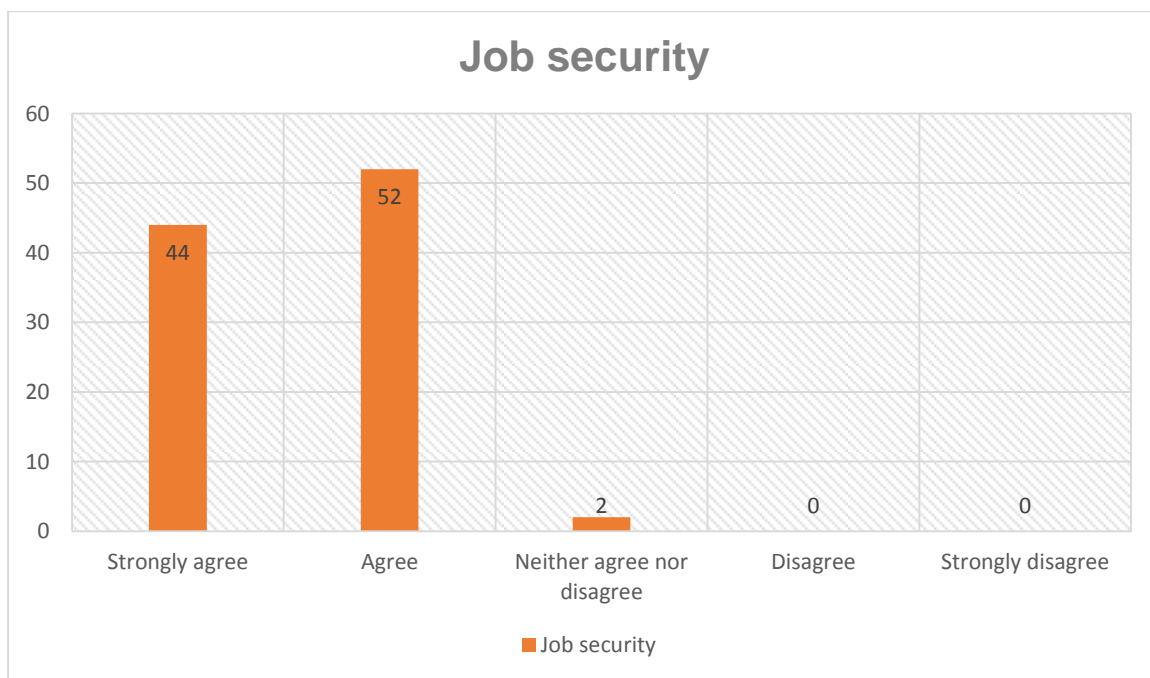
Table 4.8 shows 62% respondents currently satisfied with their jobs, 24% are highly satisfied while 12% are in a neutral state and cannot decide and 2% are not satisfied with their jobs.

This may be due to differences between employees and employers.

#### 4.9 Job security provisions at MRK Industries.

Job security	Respondents	%
1. Strongly agree	44	44
2. Agree	52	52
3. Neither agree nor disagree	4	4
4. Disagree	0	0
5. Strongly disagree	0	0
Total	100	100

Graph 4.9 shows job security provisions



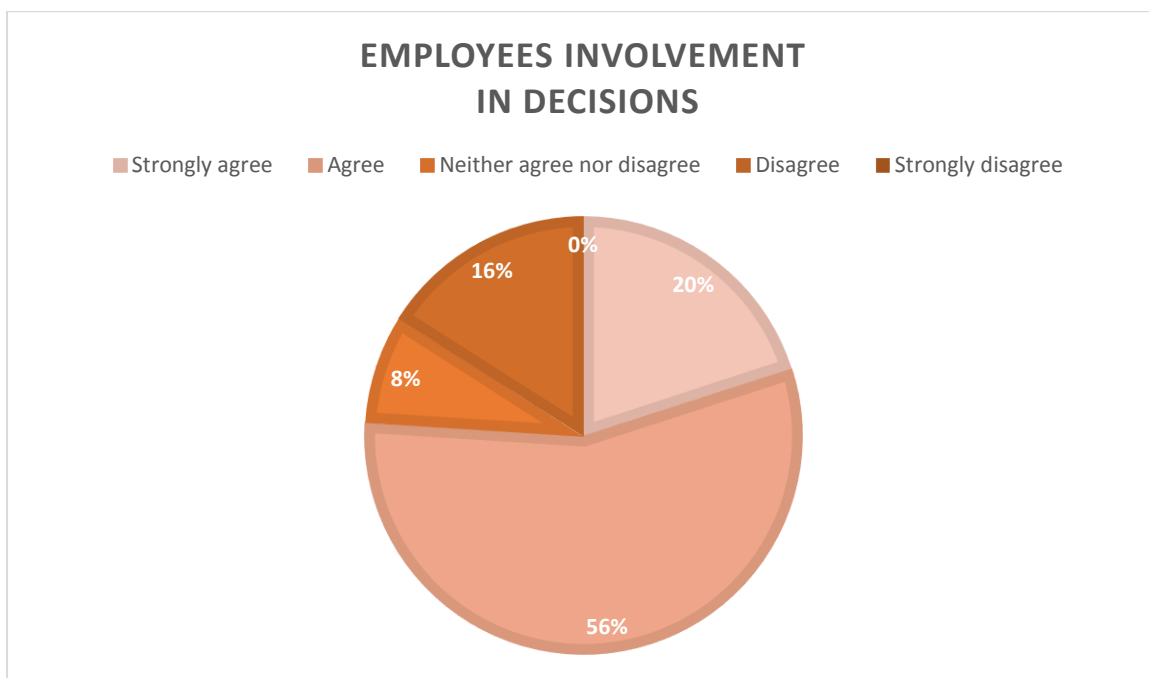
#### Analysis and Interpretation:

Table 4.9 shows that 52% of the employees show content with job security provided in the company and 44% strongly agree with the job security provisions while 4% are neutral towards this.

#### 4.10 Management involves employees in the decision-making process

Employee in DM process	Respondents	%
1. Strongly agree	20	20
2. Agree	56	56
3. Neither agree nor disagree	8	8
4. Disagree	16	16
5. Strongly disagree	0	0
Total	100	100

Graph 4.10 shows employees involvement in decisions



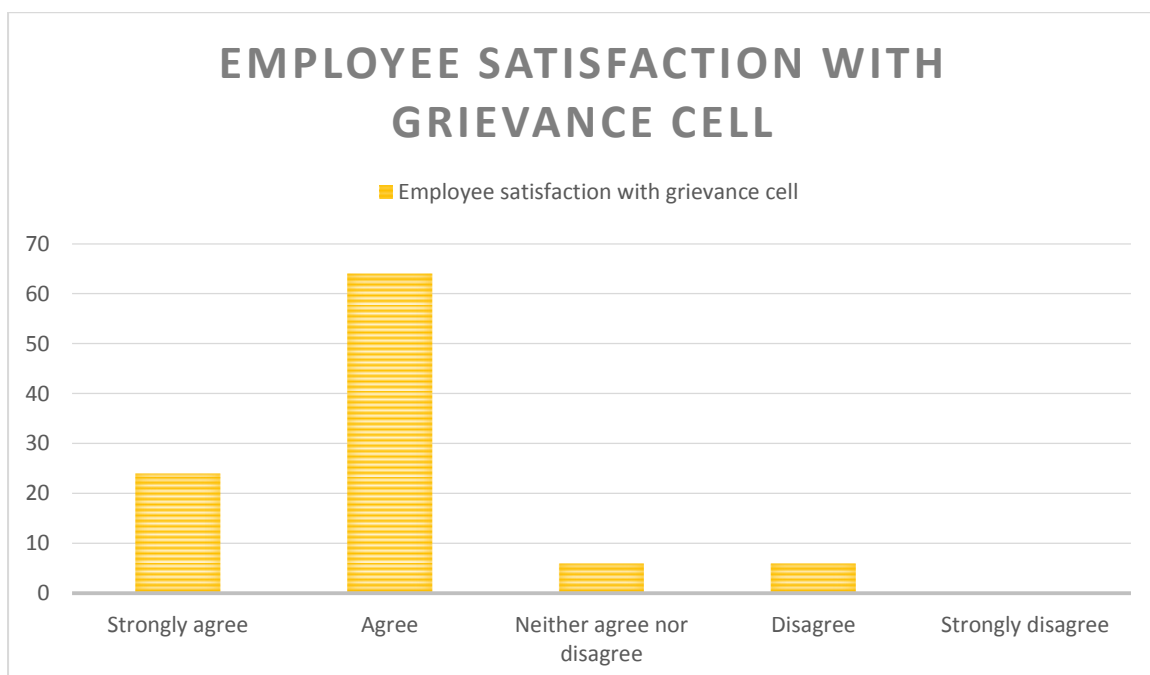
#### Analysis and Interpretation:

Table 4.10 shows 56% respondents agree that management involves employees in making decisions and 20% strongly agreed that there is high employee involvement in the organizations decisions while 16% said that they are not involved and 8% of the respondents were undecided.

#### 4.11 Employee satisfactions with grievance cell at MRK Industries

Employee satisfactions with grievance cell	Respondents	%
1. Strongly agree	24	24
2. Agree	64	64
3. Neither agree nor disagree	6	6
4. Disagree	6	6
5. Strongly disagree	0	0
Total	100	100

Graph 4.11( i) shows employee satisfaction with grievance cell



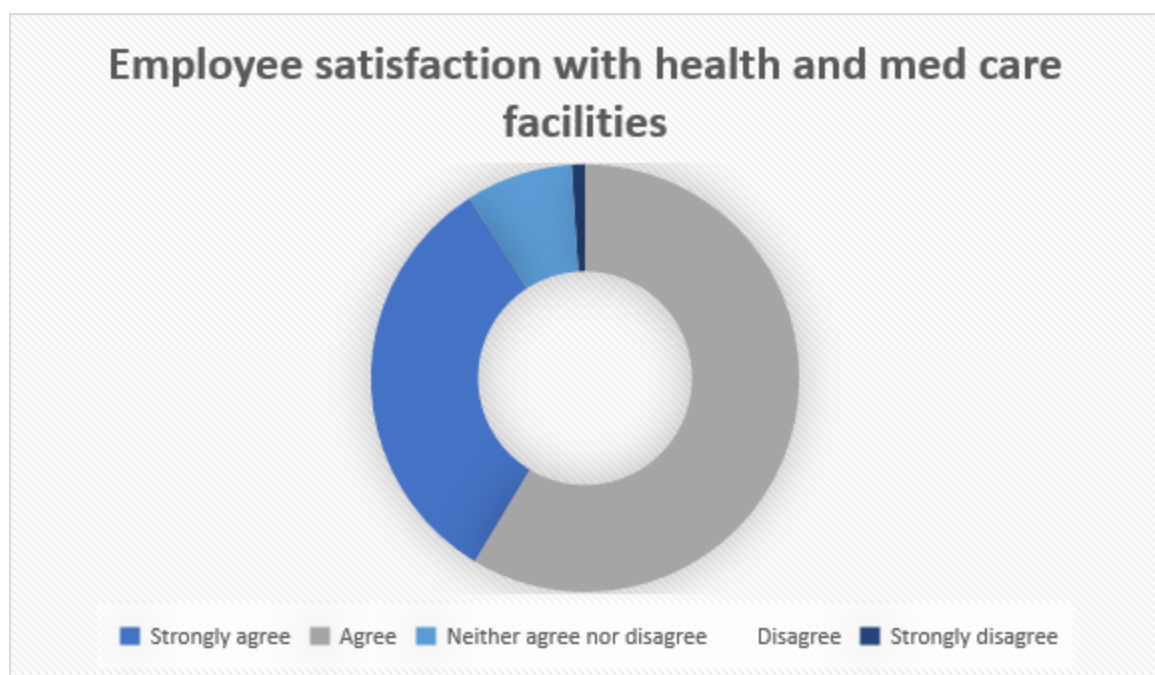
#### Analysis and Interpretation:

Table 4.11 shows 64% of employees satisfied with grievance cell of MRK Industries, 24% strongly agree with the grievance policies and processes undertaken while 6% of the employees are unsure about the organization's services.

#### 4.12 Employee satisfactions with health and medical care facilities at MRK Industries.

Employee satisfactions with health and medical care	Respondents	%
1. Strongly agree	32	32
2. Agree	58	58
3. Neither agree nor disagree	8	8
4. Disagree	0	0
5. Strongly disagree	2	2
Total	100	100

Graph 4.12 shows employee satisfaction with health and medical facilities



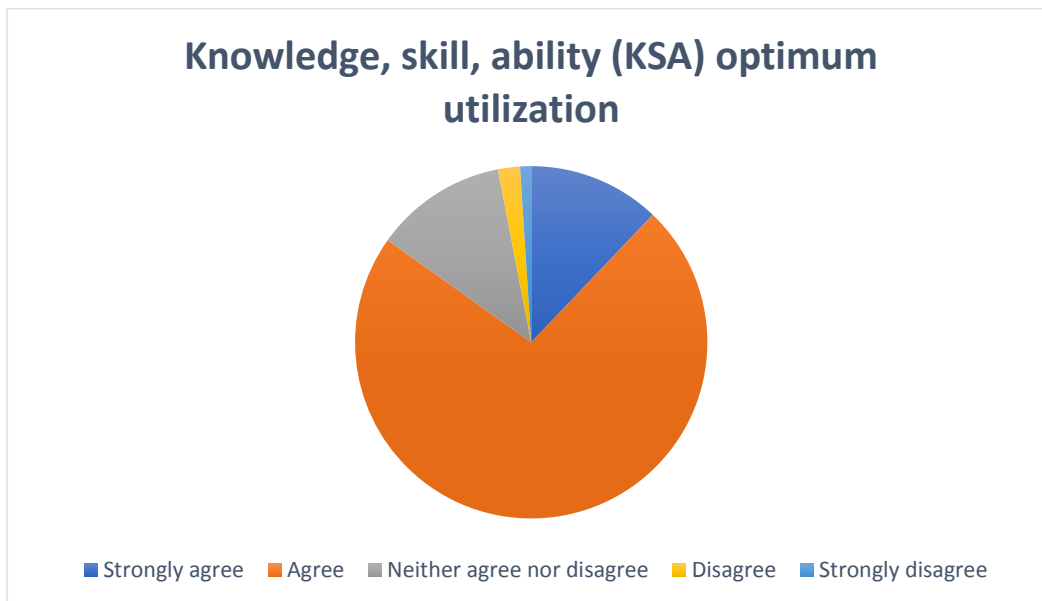
#### Analysis and Interpretation:

Table 4.12 shows 58% respondents satisfied with health and medical care facilities provided and 32% employees are highly satisfied with the current medical plan and medical reimbursement process of the organization. 8% of the employees neither agree nor disagree to the medical facilities provided while 2% feel that they would benefit from better health care facilities.

**4.13 Organization utilizes employees’ knowledge, skill and abilities to the optimum level at MRK Industries.**

Organization utilizes employees K,S,A optimally	Respondents	%
1. Strongly agree	12	12
2. Agree	72	72
3. Neither agree nor disagree	12	12
4. Disagree	2	2
5. Strongly disagree	2	2
Total	100	100

**Graph 4.13 shows KSA optimum utilization**



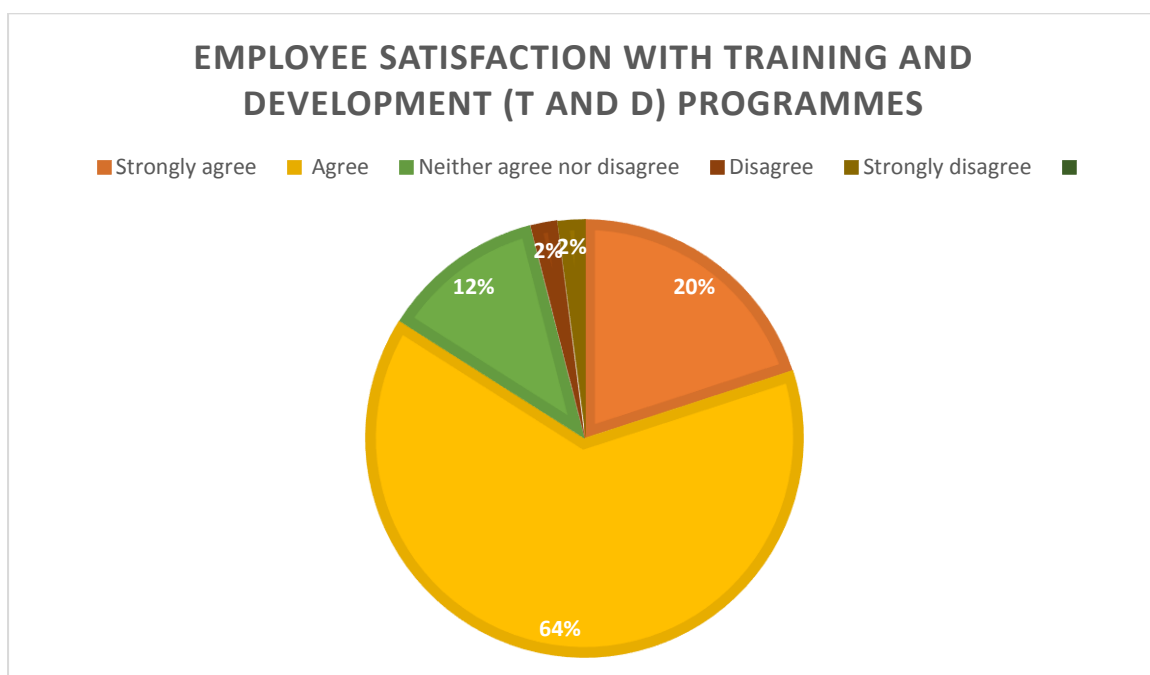
**Analysis and Interpretation:**

Table 4.13 shows 72% employees agree that organization utilizes employees’ knowledge, skill, abilities optimally. 12% strongly agreed to this and another 12% felt they were not sure about the organization using employee’s knowledge to the optimum levels and 2% felt they could not agree with the statement and the last 2% of the employees completely disagreed with the organization’s use of human resources.

**4.14 Employees are satisfied with training and development (T and D) programmes at MRK Industries**

Employees are satisfied with training and development	Respondents	%
1. Strongly agree	20	20
2. Agree	64	64
3. Neither agree nor disagree	12	12
4. Disagree	2	2
5. Strongly disagree	2	2
Total	100	100

**Graph 4.14 shows employee satisfaction with training and development (T and D) programmes**



**Analysis and Interpretation:**

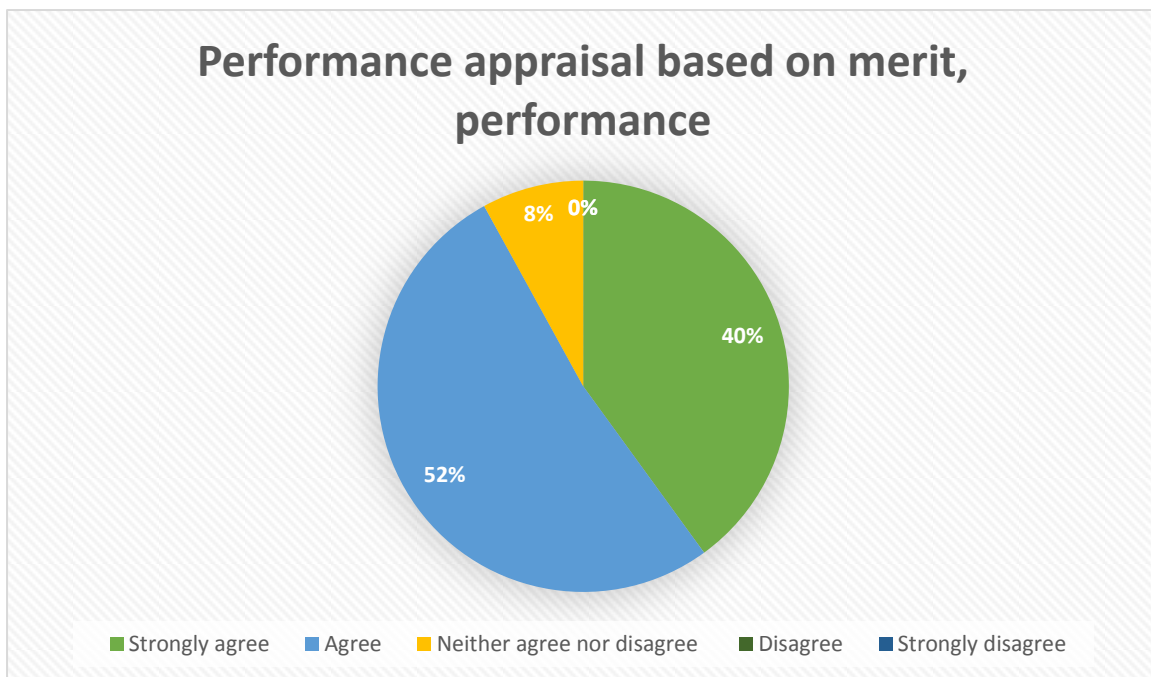
Table 4.14 interprets that a majority of 64% are satisfied with the training and development programs of the company. 20% strongly agreed and felt that the organization provides more than adequate training to the employees. 12% said that they are uncertain and are undecided about this while minority of 4% of the employees felt that the training was not effective.



**4.15 MRK Industries practices appraisal based on employees’ merit and performance.**

Appraisal based on employees’ merit and performance	Respondents	%
1. Strongly agree	60	60
2. Agree	32	32
3. Neither agree nor disagree	4	4
4. Disagree	4	4
5. Strongly disagree	0	0
Total	100	100

**Graph 4.15 shows merit and performance-based appraisal system**



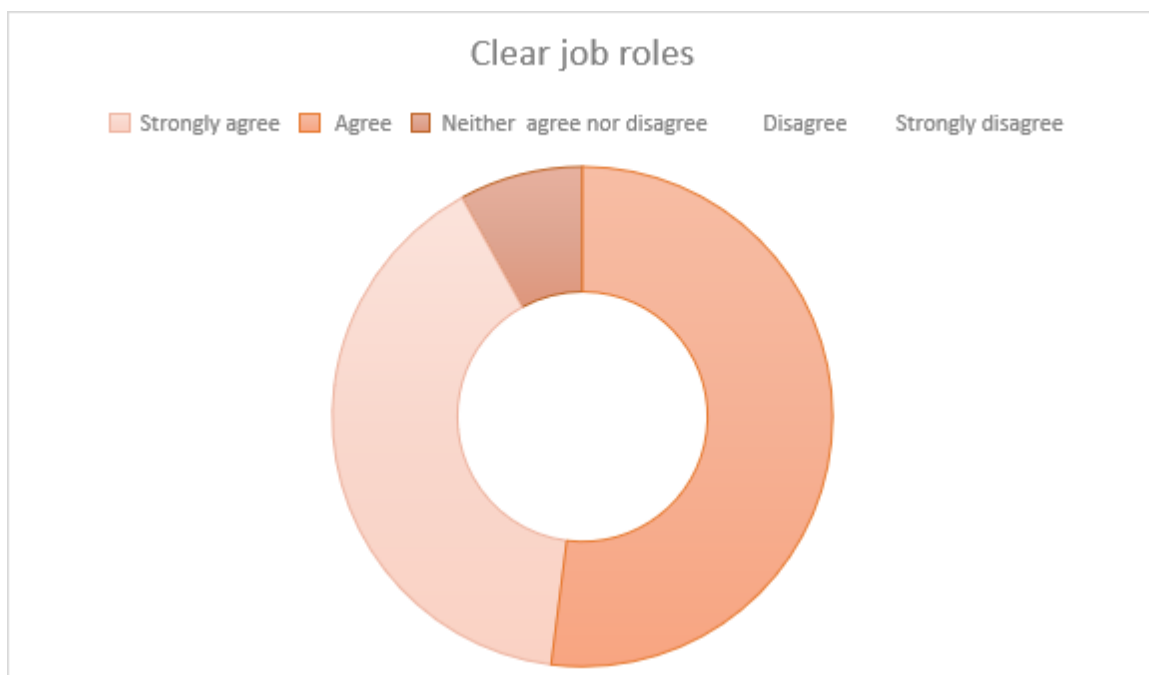
**Analysis and Interpretation:**

Table 4.15 shows 52% respondents agree to appraisal based on merit and performance in MRK Industries. 40% strongly agreed resulting in majority of the employees in agreement with the organization’s merit-based appraisal while 8% of the employees could not decide as they were uncertain with the appraisal process.

#### 4.16 Job roles at MRK Industries are clearly defined.

Clear job roles	Respondents	%
1. Strongly agree	40	40
2. Agree	52	52
3. Neither agree nor disagree	8	8
4. Disagree	0	0
5. Strongly disagree	0	0
Total	100	100

Graph 4.16 shows clearly defined job roles



#### Analysis and Interpretation:

Table 4.16 shows 52% of respondents agreed they having clear job roles at MRK Industries. 40% strongly agreed that they had clearly defined job roles in the organization while 8% were uncertain about their job roles in the company.

#### 4.17 Stress level involved in your work at MRK Industries

Stress level	Respondents	%
1. Very high	4	4
2. High	22	22
3. Moderate	34	34
4. Low	30	30
5. Very low	10	10
Total	100	100



**Graph 4.17 shows stress levels of the respondents**

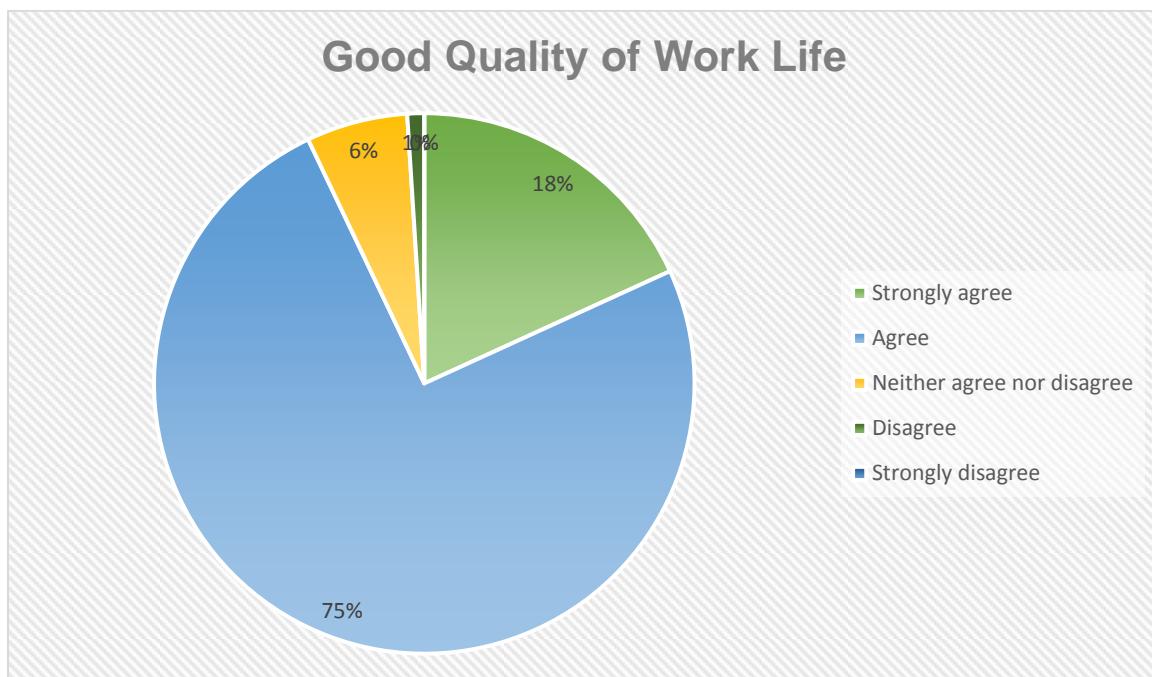
#### **Analysis and Interpretation:**

Table 4.17 shows that 34% of the employees have moderate stress in the work place, 30% said they had low stress levels, 10% felt they had very low, relaxed work environment however, 22% of the employees felt they had high level of stress while 4% expressed that they have very high stress levels at their work. Majority of the employees have moderate or low stress at their jobs however, measures must be taken to rescue stress as it hinders productivity

#### 4.18 Quality of Work Life is good at MRK Industries

Good Quality of Work Life	Respondents	%
1. Strongly agree	18	18
2. Agree	74	74
3. Neither agree nor disagree	6	6
4. Disagree	2	2
5. Strongly disagree	0	0
Total	100	100

Graph 4.18 shows respondents' good quality of work life



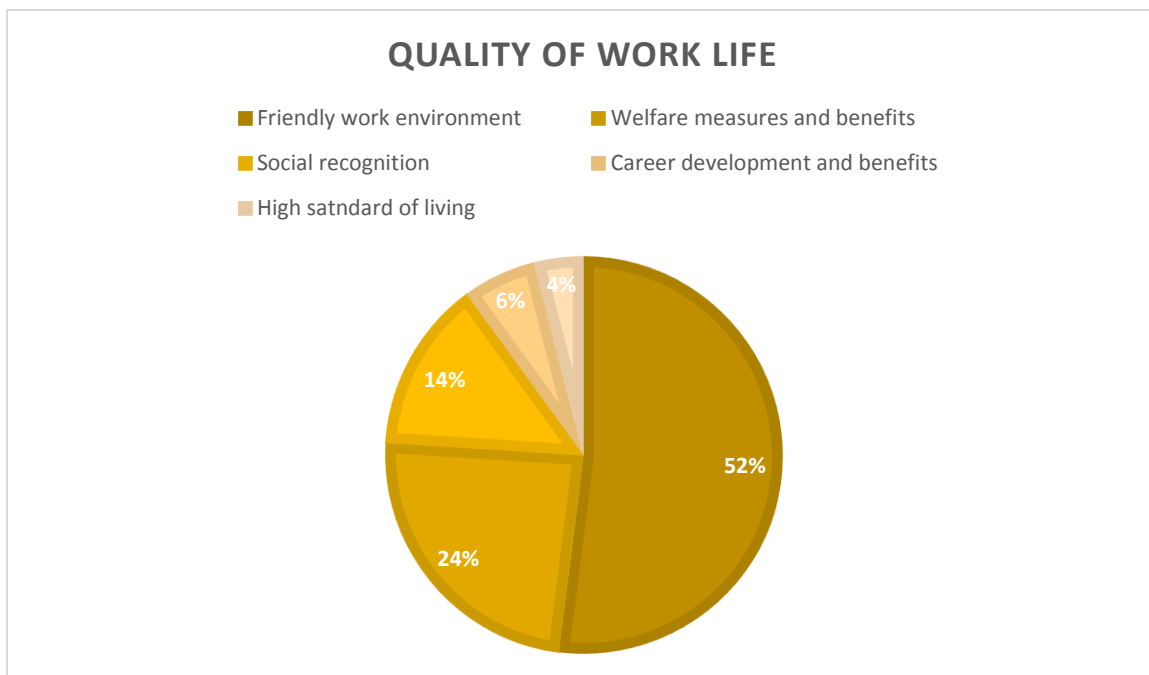
#### Analysis and Interpretation:

Table 4.18 shows 74% of employees have good quality of work life at MRK Industries. 18% strongly agreed with the quality of work life while 6% could neither agree nor disagree and 2% disagreed with work life quality.

#### 4.19 Quality of work life in your opinion

Quality of work life	Respondents	%
1. Friendly work environment	52	52
2. Welfare measures and benefits	24	24
3. Social recognition	14	14
4. Career development and opportunities	6	6
5. High standard of living	4	4
Total	100	100

**Graph 4.19 shows respondents opinion of quality of work life**



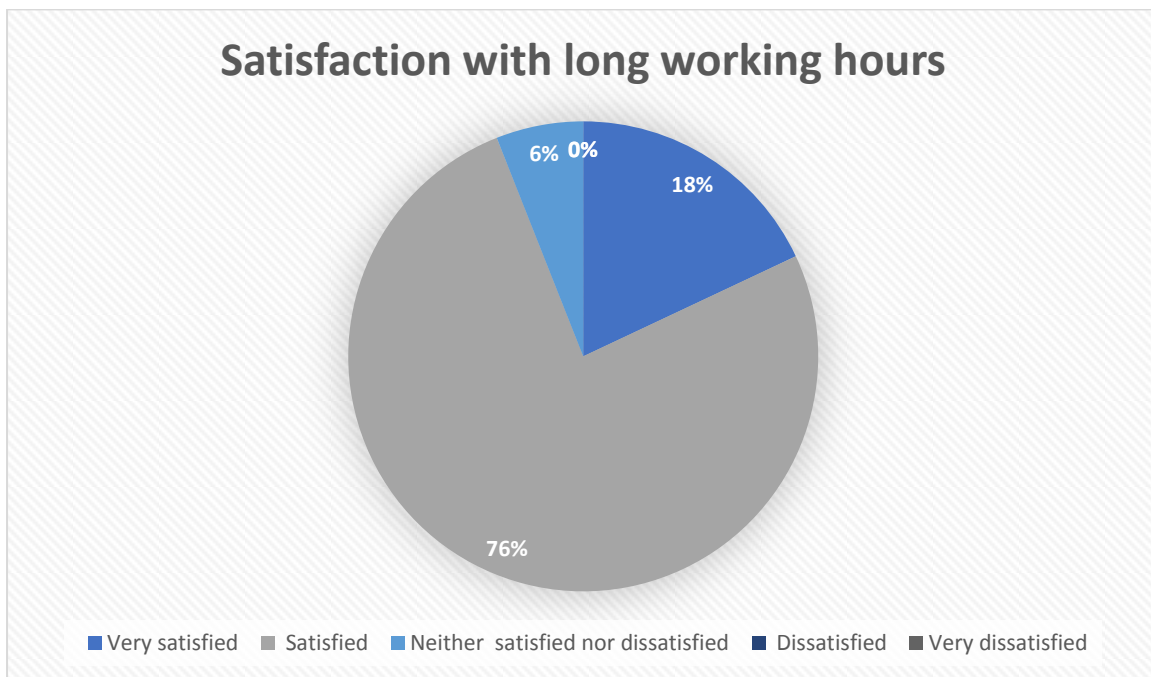
#### **Analysis and Interpretation:**

Table 4.19 shows that half the respondents that is 52% feel friendly work environment determines QWL. 24% respondents appreciated the welfare measures and benefits, 14% said social recognition determines QWL while 6% of employees said career development and future opportunities and 4% said that high standard of living determined high Quality of work life.

#### 4.20 Satisfaction with MRK Industries' long working hours

Satisfied with long working hours	Respondents	%
1. Very satisfied	18	18
2. Satisfied	76	76
3. Neither Satisfied nor dissatisfied	6	6
4. Dissatisfied	0	0
5. Very dissatisfied	0	0
Total	100	100

Graph 4.20 shows employee satisfaction with the long working hours



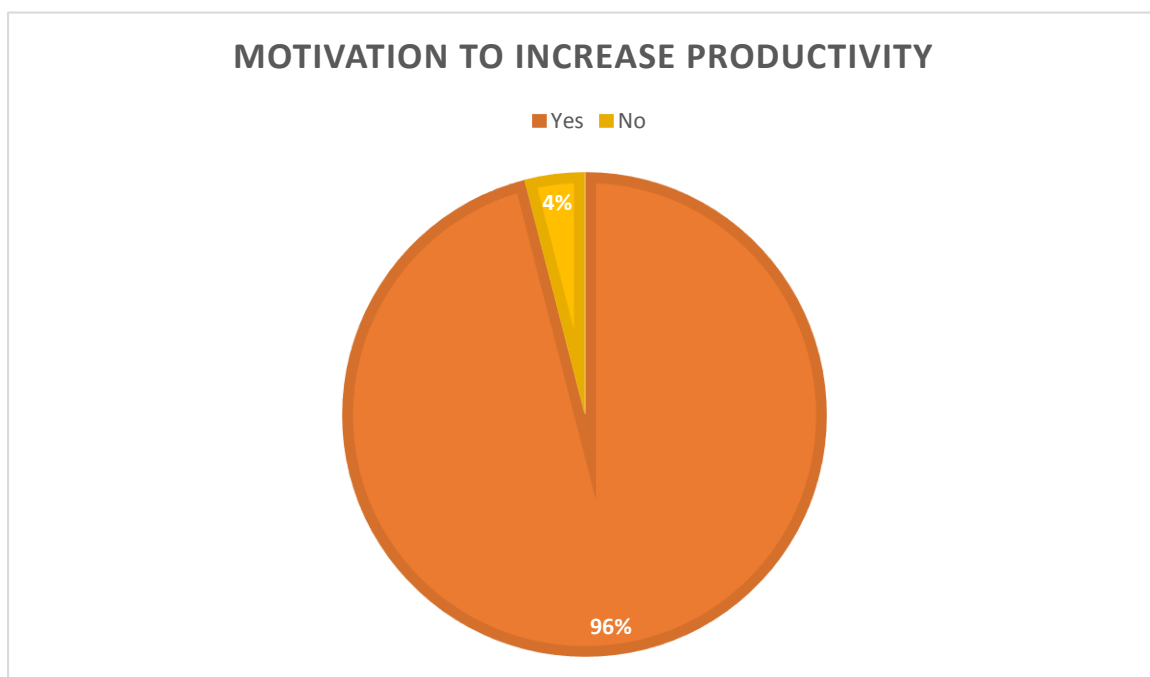
#### Analysis and Interpretation:

Table 4.20 shows 76% employees satisfied with working hours of MRK Industries. 18% of the employees said they are highly satisfied with the working hours while 6% expressed uncertainty and could not decide.

#### 4.21 Organization motivates to increase productivity

Motivation to increase productivity	Respondents	%
1 Yes	96	96
2 No	4	4
Total	100	100

Graph 4.21 shows organization's motivation to increase productivity



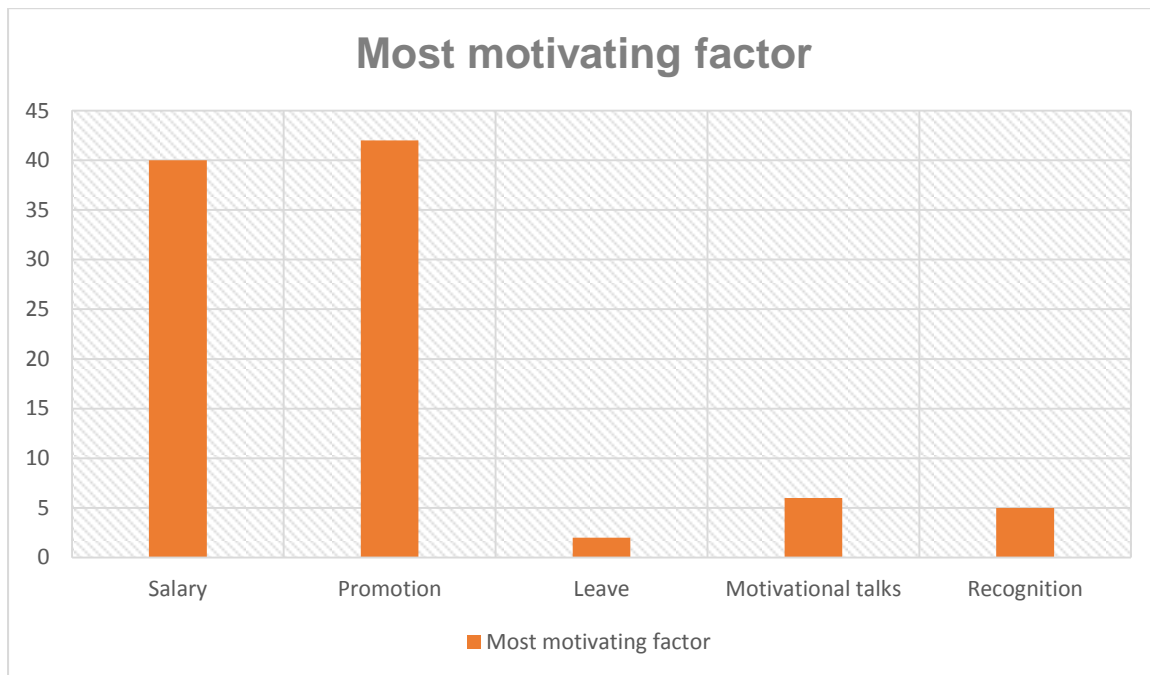
#### Analysis and Interpretation:

Table 4.21 shows that 96% of the employees have motivation to increase productivity while 4% expressed that they organization does not provide enough motivation to increase performance and production rates. The organization can provide the right type of motivation depending the employees' choice and accommodate accordingly

#### 4.22 Most motivating factors to the employees at MRK Industries

Motivating factors	Respondents	%
1. Salary	40	40
2. Promotion	42	42
3. Leave	2	2
4. Motivational talks	6	6
5. Recognition	10	10
Total	100	100

**Graph 4.22 Employees most motivating factor**



#### **Analysis and Interpretation:**

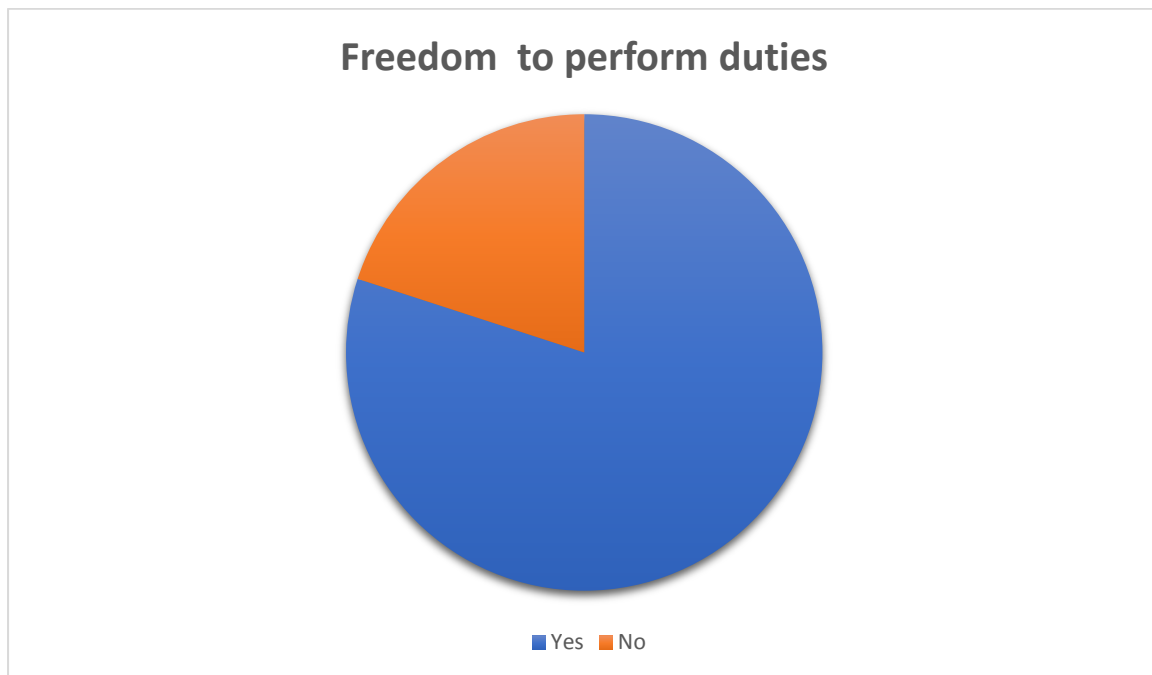
Table 4.22 shows that 42% employees find promotion to be the highest motivating factor in the company. 40% said salary and other monetary perks is the next motivating factor, 10% of the employees chose recognition while 6% chose motivational talks, speeches help them perform better and 2% chose leave and paid holidays motivated them.



#### 4.23 Freedom to perform duties at MRK Industries

Freedom to perform duties	Respondents	%
1 Yes	80	80
2 No	20	20
Total	100	100

Graph 4.23 shows employees freedom to perform duties



#### Analysis and Interpretation:

Table 4.23 shows that 80% of the respondents are free to perform their duties in the organization while 20% of the respondents did not have the freedom to carry on their duties at the work place. More freedom to the employees can be provided by providing choices and through training

### 4.1.2 Hypothesis:

**Ho:** There is no relation between Quality of Work Life and Stress

**Ha:** There is relation between Quality of Work Life and Stress

### Results obtained:

#### Correlations

		Stress level involved in your work at MRK Industries	Quality of Work Life (QWL) is good at MRK Industries
Stress level involved in your work at MRK Industries	Pearson-Correlation Sig. (2-tailed) N	1 50	-.117 .004 49
Quality of Work Life (QWL) is good at MRK Industries	Pearson-Correlation Sig. (2-tailed) N	-.117 .004 49	1 49

Table 4.1.2 shows hypothesis results obtained

#### Interpretation:

There is inverse and significant relation between quality of work life and stress with significant value 0.004 which is less than 0.05. Implicating that as stress level increases, the quality of work life decreases. Stress level should decrease to achieve quality in work life to all employees.

## 5.1 Findings:

- Nearly half respondents (38%) belong to age group of 31-35 years
- More than half of the respondents (60%) practiced upward communication type in the organization.
- More than half of respondents (66%) agreed they have freedom to offer suggestions in the organization.
- Nearly half respondents (48%) agreed that supportive leadership type is practiced.
- More than half of respondents (62%) are satisfied with their current job positions.
- Nearly half of respondents (52%) are satisfied with job security provisions.
- More than half of respondents (56%) participated in the decision-making process.
- More than half of respondents (64%) are satisfied with organization's grievance cell provided.
- More than half of respondents (72%) agreed their knowledge, skill and abilities are optimally utilized.
- More than half of respondents (74%) agreed that quality of work life is good.
- Vast majority (96%) agreed that the organization motivates the employees to increase productivity.

## **5.2 Conclusion:**

From the study, it is evident that Quality of Work Life of MRK Industries employees is good. However, small gaps in employee satisfaction towards the company was found.

MRK industries can provide salary hikes and promotion to motivate employees to increase efficiency and productivity. QWL can be improved by encouraging employees to participate in decision making, grievance cell provisions, optimum utilization of knowledge, skill and abilities of employees, effective training and development programmes, merit-based appraisal. is also determined by employee stress levels must be decreased as it contributes to Quality of Work Life. Employees must be given freedom to offer suggestions in the organization as it decreases communication barriers and helps understand the employees' perspective.

Employees' need friendly work environment, welfare measures and monetary benefits along with freedom to perform duties in the organization to increase the Quality of Work Life at MRK Industries. Employees are important customers in the organization and they must be satisfied for the survival and growth of the organization. Employees are valuable resources and should be provided with adequate benefits and facilities. The management and its employees are mutually dependent on one another and balanced contribution leads to an effectively working organization.

### **5.3 Suggestions:**

- Improvements in bonus, salary at operational level to employees.
- Communication barriers can be reduced by two-way communication systems and through appropriate guidance and instructions to the employees.
- Improvements in medical care, reimbursement facilities to employees can be undertaken.
- Increase in orientation and training provided to employees. Measures to reduce stress can be done by regular training and orientation.
- Increase in promotions, salary to the employees.
- Opportunities for higher education can be increased as it mutually benefits employee and organization.

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## **Annexure:**

### **Quality of Work Life.**

Here are few questions for a study carefully read them and respond accordingly. Put a tick mark in the box provided. The data will be kept confidential. Please respond honestly.

#### **1. Age**

20-25 26-30 31-35 Above 35

#### **2. Gender**

Male  Female

#### **3. Work experience**

0-5 years 5-10 years 10-15 years  Above 15 years

#### **4. Income level**

10,000-20,000  20,001-30,000  30,001-40,000  40,001-50,000  Above 50,000

#### **5. Communication strategy present in MRK Industries.**

Upward communication Downward communication Horizontal communication

Diagonal communication

#### **6. Freedom to offer suggestions and comments at MRK Industries**

Yes  No

#### **7. Leadership style practiced at MRK Industries.**

Autocratic  Supportive  Democratic  Participative



**8. Satisfaction with your current job at MRK Industries.**

Strongly agree    Agree    Neither agree nor disagree    Disagree    Strongly disagree

**Respond with a tick mark in the space provided.**

	<b>Strongly agree</b>	<b>Agree</b>	<b>Neither agree nor disagree</b>	<b>Disagree</b>	<b>Strongly disagree</b>
<b>9. Job security provisions</b>					
<b>10. Management involves employees in the decision-making process</b>					
<b>11. Employees satisfactions with grievance cell</b>					
<b>12. Employees satisfaction with health and medical care facilities.</b>					
<b>13. Organisation utilises employee's knowledge and skills to the optimum level.</b>					
<b>14. Employees are satisfied with the training and development programmes</b>					
<b>15. MRK Industries practices appraisal based on employees' merit and performance.</b>					
<b>16. Job roles at MRK Industries are clearly defined.</b>					

**17. Stress level involved in your work at MRK Industries**

Very high  High  Moderate  Low  Very low

**18. Quality of Work Life is good at MRK Industries.**

Strongly agree  Agree  Neither agree nor disagree  Disagree  Strongly disagree

**19. Quality of work life according to you**

Friendly work environment  Required welfare measures and benefits

Social recognition  Career development and opportunities  High standard of living

**20. Satisfaction with MRK Industries long working hours**

Highly Satisfied  Satisfied  Neither satisfied nor dissatisfied  Dissatisfied

Highly dissatisfied

**21. Organisation motivates to increase productivity**

Yes  No

**22. Most motivating factor at MRK Industries**

Salary  Promotion  Leave  Motivational talk  Recognition

**23. Freedom to perform duties at MRK Industries.**

Yes  No

**24. How are the career prospects in the organisation?**

\_\_\_\_\_

**25. Suggestions for the organisation to improve the quality of work life**

\_\_\_\_\_



**ACHARYA INSTITUTE OF TECHNOLOGY**  
**DEPARTMENT OF MBA**  
**INTERNSHIP WEEKLY**  
**REPORT(16MBAPR407)**

**Name of the Student:** Shreya R

**Internal Guide:** Mrs. Bhaghyashree G Kasthuri

**USN No:** 1AZ16MBA62

**Specialization:** Marketing & HR



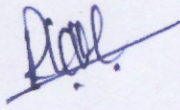


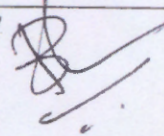
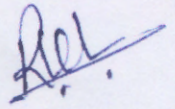
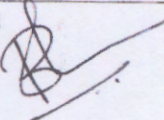
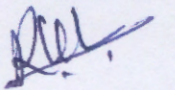
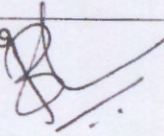
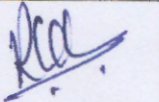
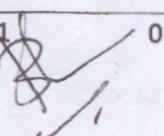
**Title of the Project:** Quality of Work Life

**Company Name:** MRK Industries

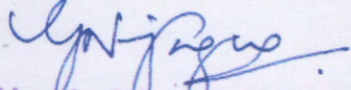
**Company Address:** B-398 (b), 7th cross, 1st stage  
Peenya Industrial Estate, Bangalore-560058

Week	Work undertaken	External Guide Signature	Internal Guide Signature
15-01-18 to 20-01-18	Introduction About MRK Industries and its Operation		1
22-01-18 to 27-01-18	Learning about different operations and products by MRK Industries		2
29-01-18 to 03-02-18	Orientation and gathering information about the growth of the company		3
05-02-18 to 10-02-18	Analysis of the position of the company		4



12-02-18 to 17-02-18	Research Problem Identification		5 
19-02-18 to 24-02-18	Population of the Research instrument for data collection		6 
26-02-18 to 03-03-18	Theoretical background of the study		7 
04-03-18 to 10-03-18	Data collection and Data analysis		8 
12-03-18 to 17-03-18	Interpretation of data gathered during the survey		9 
19-03-18 to 24-03-18	Final report preparation and submission		10 



HOD  
  
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