

Internship Training

at

Eye Q Vision Pvt. Ltd.

Employee Readiness towards acceptance of Eye Quick ticketing system for raising grievances to HR department at Eye Q

by

Muskan Setiya

PG/19/048

Under the guidance of

Dr Preetha G.S

PGDM (Hospital & Health Management)

2019-21



International Institute of Health Management Research
New Delhi

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**International Institute of Health Management Research
New Delhi**

The certificate is awarded to

Muskan Setiya

in recognition of having successfully completed his/her
Internship in the department of

Human Resources

and has successfully completed his/her Project on

**Employee Readiness towards acceptance of Eye Quick for raising Grievances to
HR department at Eye Q**

Date: 08- Jun-2021

Organization: Eye Q Vision Pvt. Ltd.

He/She comes across as a committed, sincere & diligent person who has a strong drive
& zeal for learning.

We wish him/her all the best for future endeavors.

Training & Development



Vice President – Human Resources



TO WHOMSOEVER IT MAY CONCERN

This is to certify that Muskan Setiya student of PGDM (Hospital & Health Management) from International Institute of Health Management Research, New Delhi has undergone internship training at Eye Q Vision Pvt. Ltd. from 08. March.2021 to 08. June. 2021.

The Candidate has successfully carried out the study designated to him during internship training and his/her approach to the study has been sincere, scientific, and analytical.

The Internship is in fulfilment of the course requirements.

I wish him all success in all his/her future endeavours.

Ms. Divya Aggarwal
Associate Dean, Academic and Student Affairs
IIHMR, New Delhi

Dr Preetha G.S
Mentor
IIHMR, New Delhi

Certificate of Approval

The following dissertation titled **Employee Readiness towards acceptance of Eye Quick ticketing system for raising grievances to HR department at Eye Q at Eye Q Vision Pvt. Ltd.** is hereby approved as a certified study in management carried out and presented in a manner satisfactorily to warrant its acceptance as a prerequisite for the award of **PGDM (Hospital & Health Management)** for which it has been submitted. It is understood that by this approval the undersigned do not necessarily endorse or approve any statement made, opinion expressed or conclusion drawn therein but approve the dissertation only for the purpose it is submitted.

Dissertation Examination Committee for evaluation of dissertation.

Name

Signature

Certificate from Dissertation Advisory Committee

This is to certify that **Miss Muskan Setiya**, a graduate student of the **PGDM (Hospital & Health Management)** has worked under our guidance and supervision. She is submitting this dissertation titled **Employee Readiness towards acceptance of Eye Quick ticketing system for raising grievances to HR department at Eye Q at Eye Q Vision Pvt. Ltd.** in partial fulfilment of the requirements for the award of the **PGDM (Hospital & Health Management)**.

This dissertation has the requisite standard and to the best of our knowledge no part of it has been reproduced from any other dissertation, monograph, report or book.



Dr Preetha G.S
Professor and Dean(Research)
IIHMR, Delhi

Mr. Sumit Bhasin
Vice President Human Resources
Eye Q Vision Pvt. Ltd.

**INTERNATIONAL INSTITUTE OF HEALTH MANAGEMENT
RESEARCH,
NEW DELHI**

CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled **Employee Readiness towards acceptance of Eye Quick ticketing system for raising grievances to HR department at Eye Q** and submitted by **Miss Muskan Setiya** Enrollment No **PG/19/048** under the supervision of **Dr Preetha G.S.** for award of PGDM (Hospital & Health Management) of the Institute carried out during the period from **08 March 2021** to **08 June 2021** embodies my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other Institute or other similar institution of higher learning.

Signature

Muskan Setiya



FEEDBACK FORM

Name of the Student: MUSKAN SETIYA

Dissertation Organisation: EYE Q VISION PVT. LTD.

Area of Dissertation: HUMAN RESOURCES

Attendance: REGULAR

Objectives achieved: Dissertation entitled “Employee readiness towards acceptance of Eye Quick for Grievance handling.


Deliverables: Talent Acquisition, Employee Engagement, Grievance Handling and Resolution.

Strengths: Sincere, Professional, Quick Learner

Suggestions for Improvement: Build familiarity towards HR fundamentals.

Suggestions for Institute (course curriculum, industry interaction, placement, alumni): NA

Signature of the Officer-in-Charge/ Organisation Mentor (Dissertation)



Date: 02-July-2021

Place: Gurugram

Acknowledgment

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Also, I would like to thank external faculty and the other faculty who provided me the valuable points to add up in the dissertation topic during presentation. I am extremely thankful to my friends and batch mates who has been a source of encouragement during my difficult times. Without their support this would have been just satisfactory. They bring out best in me.

Lastly, I am very grateful to my parents they are always supportive and cooperative throughout my journey and had faith that I can do it. Their endless support has always lifted me up through hard times and always been an inspiration to me.

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INTERNSHIP AT EYE Q

EyeQ was founded by Dr Ajay Sharma and Mr. Rajat Goel with a thought to serve the society. First EyeQ hospital was established on 14th January 2007 in Rewari. EyeQ provides both qualitative and affordable healthcare all across India.

VISION, MISSION AND VALUES

Vision

To be India's foremost chain of eye Hospital in terms of both Quality of eye care and the Number of patients handled.

Mission

To make every patient an Ambassador for Eye-Q through a combination of :-

- Highest level of quality and technology in eye care.
- Exceptional personal care.
- Complete integrity to the patient and his/her needs

Values

- Be honest and open in my communication and do what I say I will do.
- I accept our individual & team responsibility and meet my commitments each & every time.
- Our clinical & non -clinical team is supportive of each other's efforts and care for each other.
- Give care, compassion & respect to patients and colleagues as I expect for myself.
- Will make conscious effort to contribute in creating a social impact.
- Will embrace and drive positive change.
- I will feel Proud of Eye Q.

LEADERSHIP TEAM



EyeQ HR- Vision and Philosophy

- EyeQ India aims to be an employee centric organization.
- Employees seek opportunities with the help of their leaders to build their careers.
- We thrive on Transparency and Communication by following an Open Door Policy across the organization.

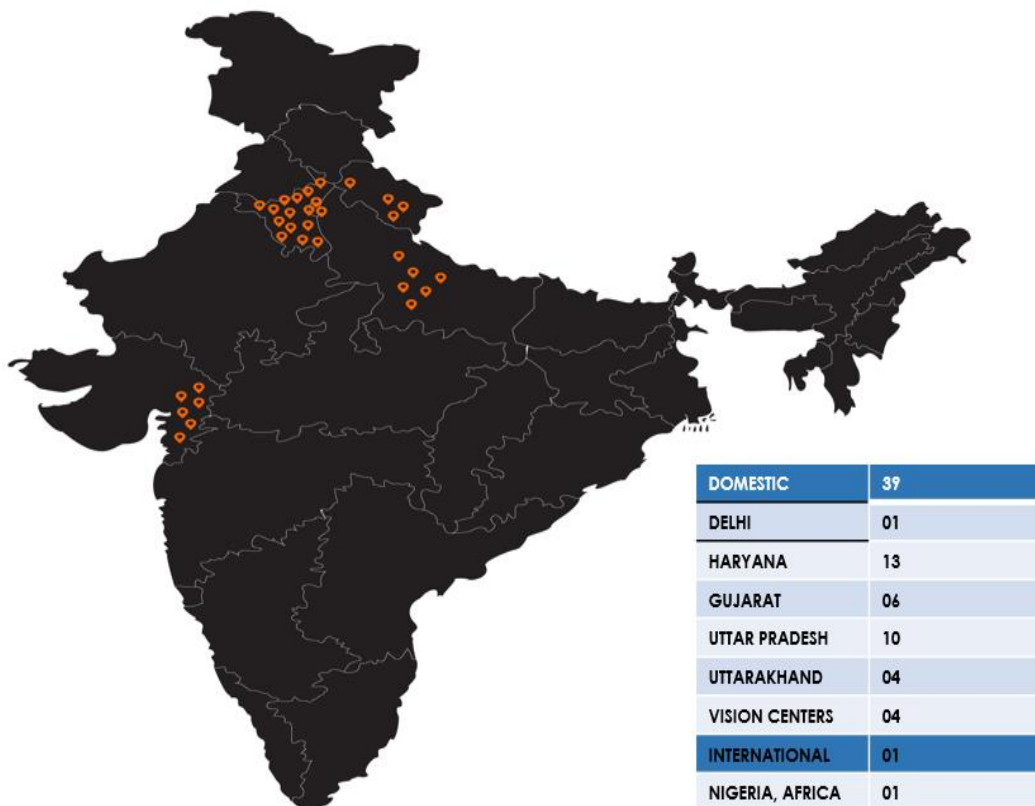
Eye Q HR Vision and Philosophy seeks to:

- Attract the Right talent at the Right time resulting in the Right Fit.
- Build Learning & Development as an integral part of the Eye Q culture.
- Ensure a warm welcome for candidates and patients.
- Encourage two-way communication between employees and the management
- Measure performance against goals and provide regular feedback.
- Build a safe and healthy work place.

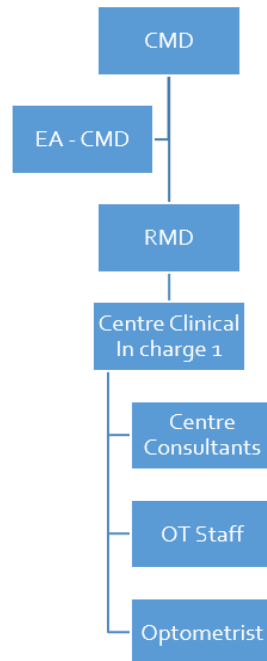
Services Offered to our Patients:

- Comprehensive Eye Care
- Cataract Services
- Refractive Services
- Retina Services
- Glaucoma Services
- Pediatric Services
- Visual Aid Services
- Oculoplasty Services
- Mediclaim Cashless Services
- Optical Services

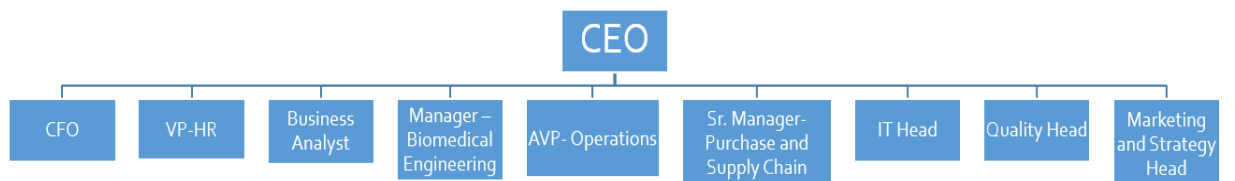
Centers Across the country and worldwide:



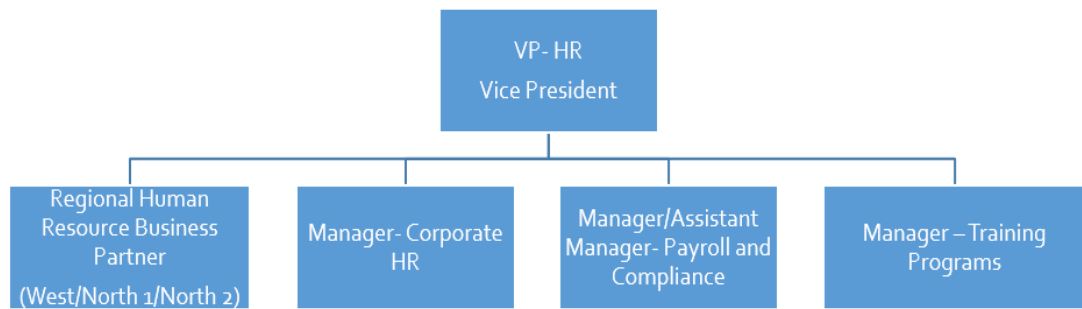
Clinical Organizational Structure



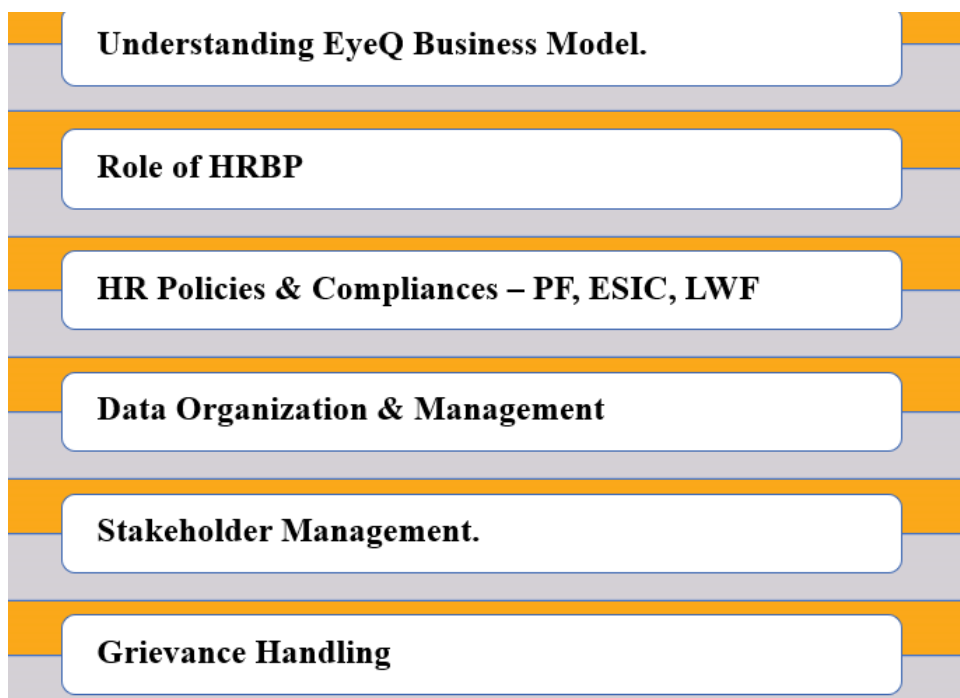
Non- Clinical Organizational Structure



Human Resources Organization Structure



LEARNINGS AT EYEQ



ROLES AND RESPONSIBILITIES



Employee Readiness Towards Acceptance of Eye Quick Ticketing System for Raising Grievances to HR Department at EyeQ

CHAPTER -1

INTRODUCTION

Grievance is any kind of dissatisfaction or discontent of employee with job or its nature. Grievances arise when organization fails to satisfy employee needs and employee perceive things to be unfair or inequitable. Grievances are not only related to employment issues in an organization but also related to interpersonal relationships, code of conduct, organization's atmosphere. Hence, there must be a proper grievance redressal system in place to handle employee grievances. Grievances not handled properly lead to employee dissatisfaction, high attrition, and absenteeism. Different Organizations use different grievance handling mechanisms such as open door policy, Opinion surveys and exit interviews.

1.1 Features of a good grievance redressal system:

- Timely action must be taken on grievance.
- All the grievance must be acknowledged.
- Problem Identification
- Collecting the facts
- Analyzing the cause
- Taking decision based on facts.
- Implementation of a decision

Different organizations are coming up with different software and tools and implementing latest technologies in the system. One such system is ticketing system which is being implemented in most of the organizations. Ticketing system is being used by many FMCG industries to handle customer queries and complaints. This system is being implemented within the organizations for effective inter department communication. Ticketing systems can be used in Human Resources department so that employees can raise their grievances through raising tickets.

1.2 Process Flow of Ticketing System:

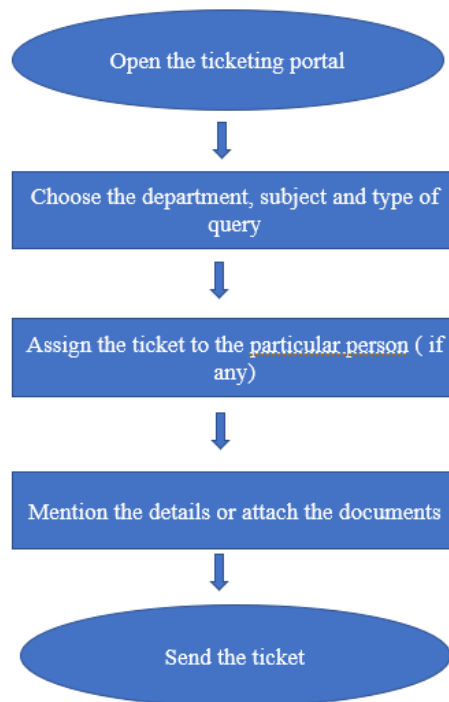


Figure 1.1: Process flow for ticketing system

Source: Primary data

Employee readiness is defined as the extent to which an employee is willing to accept the change or participate in a training. There are different factors that influence employee readiness towards organizational change such as employee's practical intelligence, trust in the top management, quality of communication, participation in decision making. Also, emotional attachment, feeling of pride, wages and job involvement are positively correlated to readiness for organizational change.

1.3 PROBLEM STATEMENT:

E-Mails were a source of communication for raising grievances to the Regional Human Resource Business Partner. Each HRBP had a personal E-Mail ID for communicating with the employees. Due to high attrition in the HR Department at EyeQ, grievances of the employees were not being acknowledged as the ID credentials get deleted within two days after the last working date. There was a need to implement the system where the grievances were raised to a particular department rather than to an individual person.

1.4 SPECIFIC OBJECTIVES

- To Assess Employee Acceptance towards Eye Quick for raising grievances.
- To Assess which mode of communication is preferred by employees.
- To assess the employee expectation towards the Turn Around Time for handling grievances.
- To Assess Employee Satisfaction towards Eye Quick, already implemented in IT Department.

1.5 STUDY ASSUMPTIONS:

- Information provided by the respondents was unbiased.
- The sample population was a representative of the whole population.

CHAPTER-2

LITERATURE REVIEW

- **Kirubasankar N. et al (2020):**

The results revealed that although employees of Suspension manufacturing and distribution company were satisfied with the Grievance handling procedure but there was a need to improve the method of communication as grievances of employees were not reaching the top management.

- **Dissanayake et al (2019):**

The results reveal that there must be a proper grievance handling system for employees of apparel industry to maintain industrial relations. The organization should pay special attention to address the grievances in timely manner.

- **Eromafuru Edward Godbles et al (2020):**

Results of the study reveal that grievance handling mechanism has a significance impact on employees' performance in banking sectors therefore there must be a proper grievance handling mechanism that revolved around justice, must abridge the length of time for grievance resolution.

- **Sharma DD et al (2018):**

Results of this study reveal that in a cooperative bank 77% of the employees want their grievances to be handled timely and 69% of the employees believe that decision regarding the grievance must be properly communicated to the employee.

- **Gomathi S et al (2014):**

Results of the study reveal different factors that cause grievances which are wage and bonus, health and safety regulation, policy or procedure, contract, different regulations within the company. The study concludes that employees of the company are fully satisfied as they are better able to communicate their problems to management and these problems are being solved on time. Hence, the employees are more satisfied.

Study of Literature reveals that effective grievance handling has a positive correlation with employee satisfaction. Employees want a system where they can clearly communicate their grievances to management and their grievances to be handled in a timely manner.

- **Soumyaja1 et al (2011):**

Findings of this study reveals that there are different factors that affect employee readiness. This includes both the contextual factors such as trust in top management, history of change and, also the process factors such as participation in decision making and quality of communication.

- **Naimatullah Shah (2011):**

Findings of this study reveals that employee readiness can be encouraged through organizational justice. The study concluded that demographic variables such as gender and age do not have significant relationship with employee readiness.

- **Naimatullah Shah et al (2010):**

Findings of this study reveals that Interpersonal relations among employees have significant positive relation with Employee readiness and also, the findings reveal that younger employees have more readiness towards change.

2.1 Gap Analysis:

Through literature review the need for effective grievance handling system was analysed but the studies for Grievance Handling were conducted in sectors such as Banking, Manufacturing and Education. There was very less focus on Grievance handling mechanisms and employee satisfaction in healthcare industry. Healthcare and service sector industry more focused on Grievance handling mechanisms for patients, students, and customers. Also, literature shows that though ticketing systems are implemented in service sector industries, but they are focused on handling customer queries.

2.2 SCOPE OF THE STUDY:

The study will bridge a gap between literature as it focuses on introducing new ways for grievance handling of healthcare employees. Use of ticketing system for handling Employee queries can help other organizations to frame an effective grievance handling mechanism.

CHAPTER-3

METHODOLOGY

Research Methodology: Cross- Sectional Descriptive Study

Source of Data: Primary and Secondary Data

Study Duration: 1 May 2021- 31 May 2021

Population Size: 480 Employees

Sample Size: 214 Employees (Calculated from Calculator.net)

Sampling Method: Simple Random Sampling was done. Employee master was taken as the source to find out the active number of employees. Odd serial numbers were selected and first 214 employees were taken as a sample.

Data Collection: Google forms were sent for data collection to the employees.

A questionnaire of 20 questions out of which 12 questions were based on Likert's scale for assessing employee acceptance was prepared for collecting the data from the employees.

Responses in Likert's scale were rated with a score of 1,2,3,4 and 5 respectively.

Response	Score
Strongly Disagree	1
Disagree	2
Neutral	3
Agree	4
Strongly Agree	5

Table 3.1: Scores of Likert's scale

Source: Primary

A score of more than 60% was considered as score of acceptance towards Eye Quick.

Data Analysis Procedure:

Data was collected using questionnaire and then was represented in the form of pie charts as well as analyzed through excel.

Inclusion Criteria:

All the full-time active employees with Date of Joining before 15th May 2021.

Exclusion Criteria:

Employees not having access to Eye Quick were not included in the study.

Management Trainees, Housekeeping staff was excluded because of not having access to Eye Quick.

3.1 Ethical Considerations:

- Informed consent was taken from the employees. Participation in the study was voluntary. Only those who gave informed consent were able to give their responses.
- Approval was taken from the authorized signatory to use the name of the tool in the study.
- Personal data such as Name and Contact Number were not collected from any of the participants. Identity of the participants remained anonymous.

3.2 Reliability and Validity of Research Instruments:

To ensure reliability and validity of research instruments a pilot study was undertaken at corporate office, so as to allow possible changes to be corrected before the research.

CHAPTER-4

RESULT AND ANALYSIS

4.1 Questionnaire Analysis:

4.1.1 Response Rate:

Summary of the response rate of the respondents to which the questionnaires administered are below:

n = 180 Employees

Employees to whom questionnaire was sent	214 Employees
Employees who responded	202 Employees
Employees who did not give informed consent	22 Employees
Final Responses received	180 Employees

Table 4.1: Final responses received from employees.

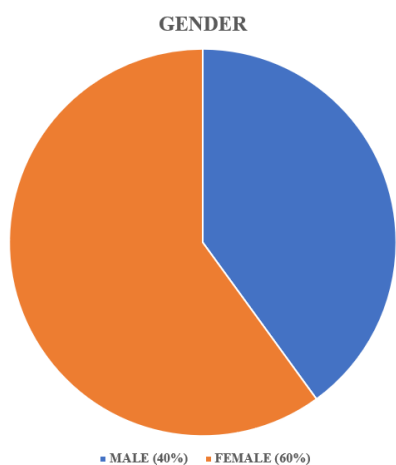
Source: Primary data

Employees who did not give informed consent were excluded as their responses were not received.

Response Rate: 84.11%

4.2 Demographic Data of the participants:

4.2.1 Gender Distribution of the Respondents:



Graph 4.1: Pie chart showing number of males and females in sample.

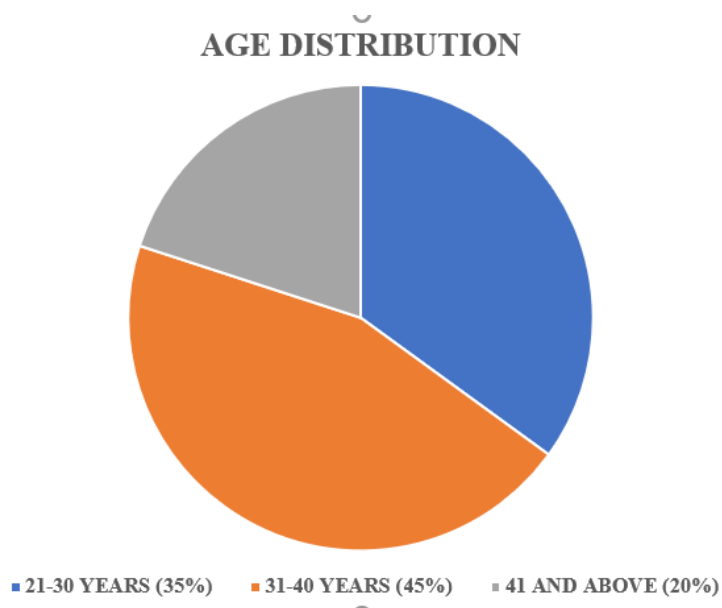
n=180

MALE	40%	72
FEMALE	60%	108

Table: 4.2: Number of males and females in sample.

Source: Primary data

4.2.2 Age Distribution of the Population:



Graph 4.2: Pie chart showing age distribution.

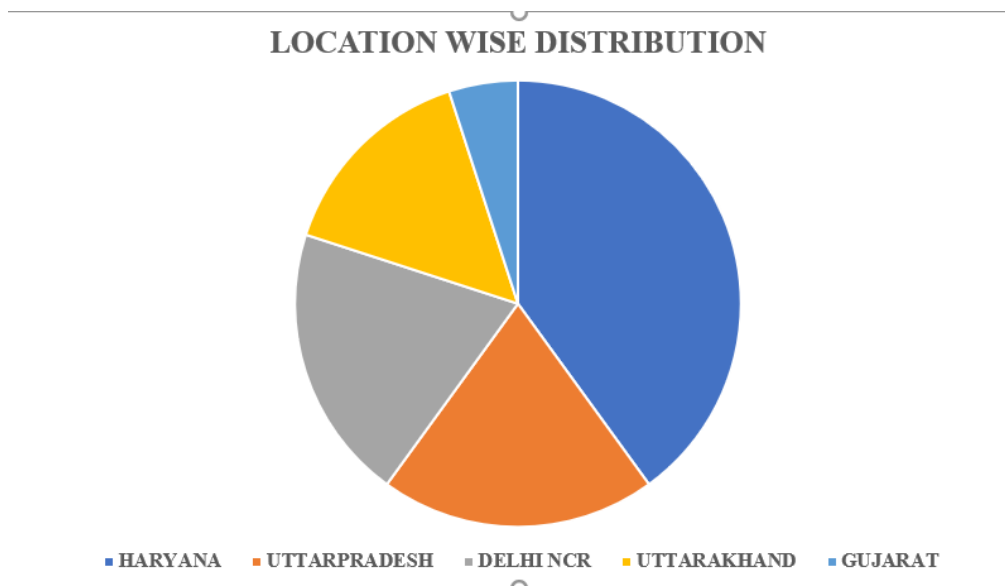
n=180

21-30 YEARS	35%	63
31-40 YEARS	45%	81
40 AND ABOVE	20%	36

Table 4.3: Age distribution of sample.

Source: Primary data

4.2.3 Distribution of Respondents Location wise:



Graph 4.3: State wise distribution of the sample

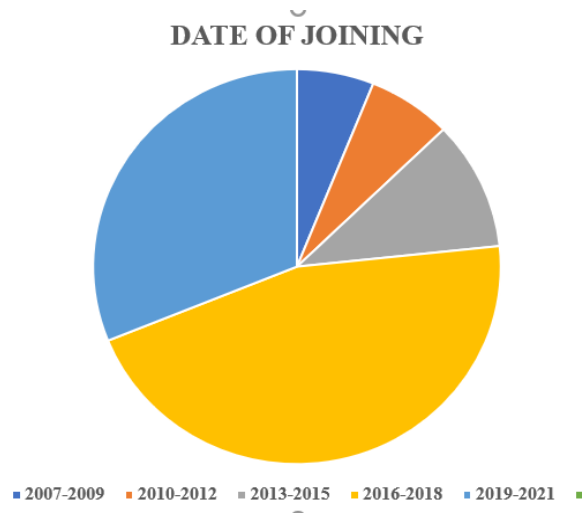
n=180

HARYANA	40.5%	73
UTTAR PRADESH	18.3%	33
DELHI NCR	19.4%	35
UTTARAKHAND	16.6%	30
GUJARAT	5%	9

Table 4.4: State wise distribution of the sample.

Source: Primary data

4.2.4 Distribution the basis of Date of Joining:



Graph 4.4: Distribution of sample based on date of joining.

n=180

2007-2009	6.11%	11
2010-2012	6.66%	12
2013-2015	10.50%	19
2016-2018	45.50%	82
2019-2021	31.10%	56

Table 4.5: Distribution of sample based on date of joining.

Source: Primary data

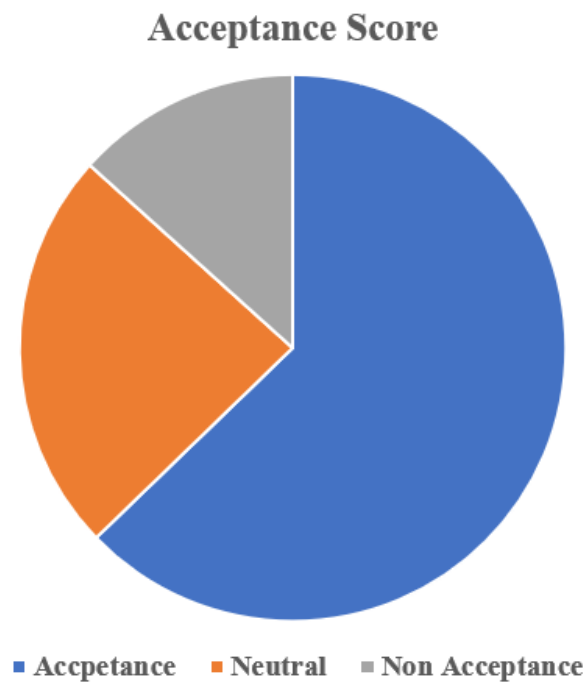
4.3 Data of Employee Readiness towards using Eye Quick:

Employee Readiness was assessed through 12 variables in the questionnaire which was based on Likert's scale.

A score of more than 60% was taken as the score of acceptance towards Eye Quick.

A score of 50% to 60% was considered as Neutral.

A score of less than 50% was considered as Non- Acceptance towards Eye Quick



Graph 4.5: Acceptance score of employees

n=180

Acceptance	113	63%
Neutral	43	24%
Non- Acceptance	24	13%

Table 4.6: Acceptance score of employees.

Source: Primary data

63% of the employee had acceptance towards Eye Quick.

4.4 Demographic Factors and its relation to Acceptance Score:

Out of 180 Employees, 113 employees had a score of more than 60% which was considered as score of Acceptance.

4.4.1 Acceptance based on Gender:

n=113

Gender	Total Count	Acceptance for Eye Quick	Percentage
Male	72	39	54.1%
Female	108	74	72.5%

Table: 4.7: Acceptance based on gender

Source: Primary data

Females = 72.5% had higher acceptance towards Eye Quick as compared to Males.

4.4.2 Acceptance based on Age:

n=113

Age	Total Count	Acceptance for Eye Quick	Percentage
21-30	63	43	68.2%
31-40	81	54	66.6%
40 Above	36	16	44.4%

Table: 4.8: Acceptance based on age.

Source: Primary data

Employees of age 21-30 had highest acceptance towards Eye Quick.

4.4.3 Acceptance based on Location:

n=113

Location	Total Count	Acceptance for Eye Quick	Percentage
Haryana	73	44	60.27%
Uttarakhand	30	18	60%
Delhi NCR	35	24	68.5%
Uttar Pradesh	33	19	57.5%
Gujarat	9	8	88.8%

Table 4.9: Acceptance based on location.

Source: Primary data

Employees of Gujarat had highest acceptance towards Eye Quick.

4.4.4 Acceptance based on Number of Years worked in company:

n= 113

Date of Joining	Total Count	Acceptance for Eye Quick	Percentage
2007-2009	11	3	27.7%
2010-2012	12	7	58.3%
2013-2015	19	11	57.8%

2016-2018	82	49	59.7%
2019-2021	56	43	76.7%

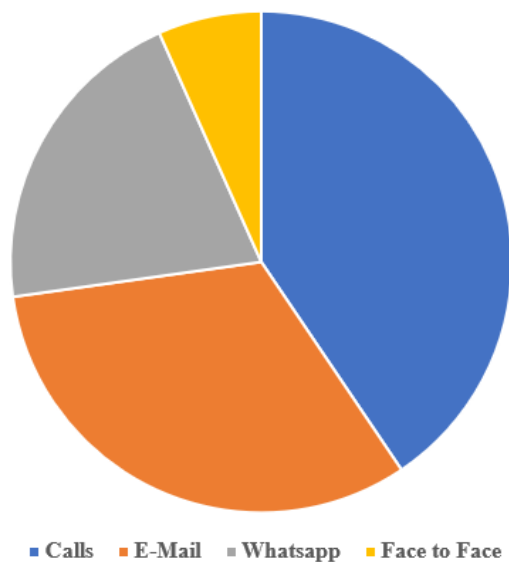
Table 4.10: Acceptance based on number of years worked in company.

Source: Primary data

Employees having date of joining between 2019-2021 had highest acceptance towards Eye Quick.

4.5 Data for Preferred mode of communication by Employees: (without Eye Quick):

Preferred mode of Communication



Graph 4.6: Preferred mode of communication if Eye Quick was not an option.

n= 180

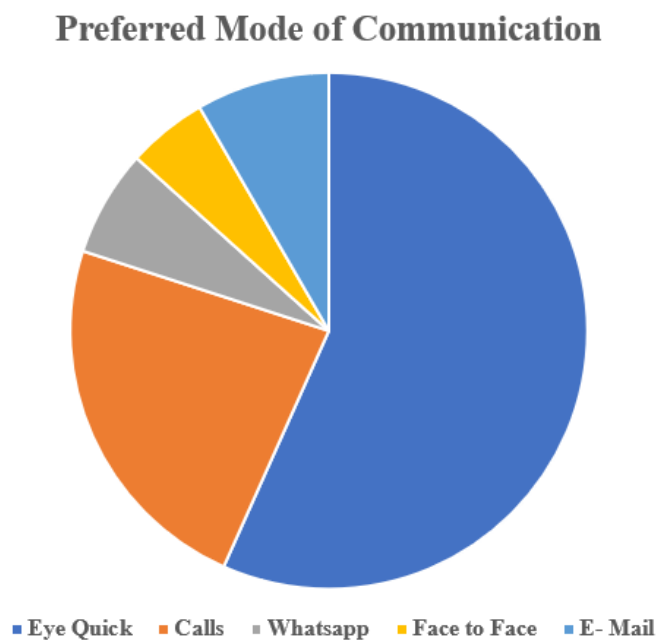
Calls	73	41%
E-Mail	58	32%
WhatsApp	37	21%
Face to Face	12	7%

Table 4.11: Preferred mode of communication if Eye Quick was not an option.

Source: Primary data

Most of the employees i.e., 41% preferred calling as the preferred mode of communication where Eye Quick was not a mode of communication

4.6 Data for Preferred mode of communication in presence of Eye Quick:



Graph 4.7: Preferred mode of communication is Eye Quick was an option.

n=180

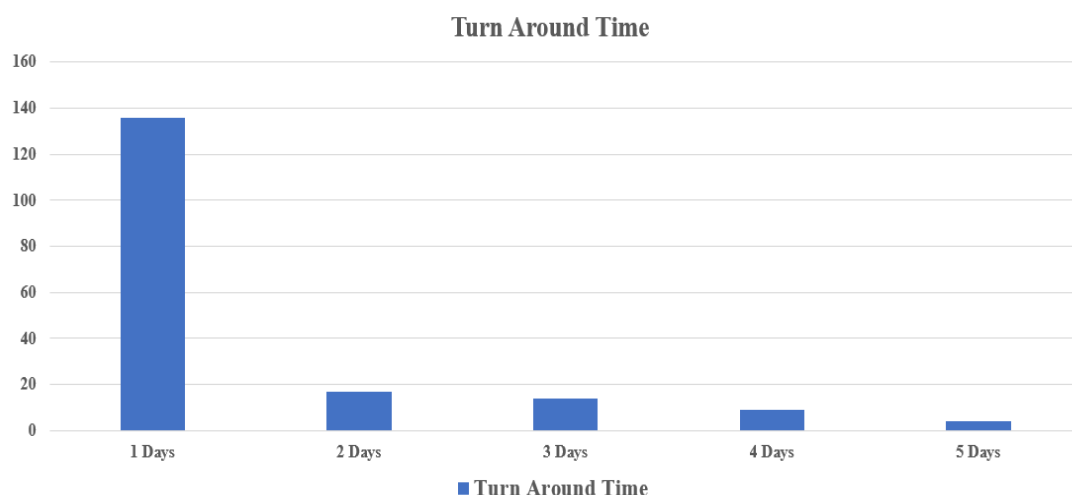
Eye Quick	102	57%
Calls	42	23%
WhatsApp	12	7%
Face to Face	9	5%
E- Mail	15	8%

4.12: Preferred mode of communication is Eye Quick was an option.

Source: Primary data

57% of the employee preferred Eye Quick as a mode of communication.

4.7 Data for Turn Around Time preferred by Employees:



Graph 4.8: Turn around time expected for Grievance redressal.

n=180

WITHIN 1 DAY	136	75%
WITHIN 2 DAYS	17	10%
WITHIN 3 DAYS	14	8%
WITHIN 4 DAYS	9	5%
WITHIN 5 DAYS	4	2%

Table 4.13: Turn around time expected for Grievance redressal.

Source: Primary data

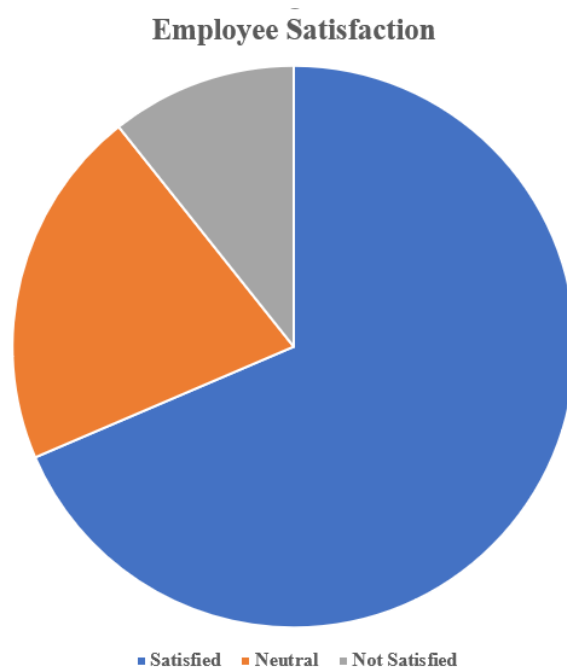
75% of the employees preferred their Grievances to be handled within one day.

4.8 Data for Assessment of Employee Satisfaction who have already used Eye Quick:

Out of 180 Employees there were 159 Employees who have already used Eye Quick for raising tickets to IT department.

Satisfaction score of these employees was taken into consideration.

The Question was based on Likert's scale hence, the score of more than 60% was considered as satisfied, 60 % was considered as Neutral and less than 60% was considered as Unsatisfied.



Graph 4.9: Employee satisfaction among employees who have already used Eye Quick.
n=159

Satisfied	109	69%
Neutral	33	21%
Not Satisfied	17	11%

Table 4.14: Employee satisfaction among employees who have already used Eye Quick.

Source: Primary data

Out of 159 employees 109 employees were satisfied of using Eye Quick.

CHAPTER-5

DISCUSSION & CONCLUSION

5.1 DISCUSSION:

Eye Quick was implemented in 2020 December in IT department and the study was conducted to assess Employee Acceptance towards Eye Quick for HR Department. Analysis of data reveals that there was 63% acceptance towards usage of Eye Quick in HR Department. 24% of the employees had neutral response towards usage of Eye Quick.

Females had more acceptance towards usage of Eye Quick at Eye Q; however this result is different from the study by Naimatullah Shah (2011) which states that Gender has no impact on employee readiness. This result is in accordance to the study of Ruth Alas (2012) which reveals that female have better knowledge about organizational changes which has a positive significance towards readiness to accept change.

Employees preferred calls more i.e., 41% if Eye Quick was not an option but if Eye Quick was introduced an option, then employees preferred using Eye Quick. Also, there was a huge decrease in preference of using WhatsApp, Calls and E-mails if Eye Quick was introduced. This result is in relevance to the study findings of Kirubasankar N. et al (2020) which revealed that employees need a better mode of communication for communicating their grievances so that their grievances can reach to top management also, only few employees preferred face to face as a mode of communication as HR department is a centralized department at Eye Q and only corporate office employees can interact face to face.

Most of the employees preferred their grievances to be resolved within one day and only 2% of the employees responded the grievances can be resolved within 5 days also. This is in accordance with the findings of Dissanayake et al (2019) that employees want their grievance to be resolved timely.

5.2 CONCLUSION:

The study concluded that Employees were ready to accept the implementation of Eye Quick at HR Department also. Employees who were in the organization from a long time had a resistance to change. The study reveals that Employees accept Eye Quick a better mode of communicating grievances as they want their grievances to be resolved timely and are satisfied with the use of Eye Quick.

CHAPTER-6

6.1 RECOMMENDATIONS

- There is a need to conduct trainings and knowledge sessions for Employees who have neutral attitude towards acceptance of Eye Quick.
- Employees must participate in decision making for implementation of Eye Quick as this can increase Employee satisfaction towards Eye Quick.
- A proper change management system must be in place for employees who are resistant to change.
- HR Department must be trained properly so that they can resolve employee grievances timely.

6.2 LIMITATIONS

- Sample Size could not be reached due to unavailability of Employees due to COVID-19.
- Non- Probability sampling was used due to lack of time.

CHAPTER -7

INSTRUMENTATION

QUESTIONNAIRE:

- 1) Which Medium are you currently using for raising grievances at HR Department?
- 2) What is the most effective way for you to raise queries to HR Department?
- 3) Do you want Eye Quick to be implemented in HR Department?
- 4) Do you understand how the implementation of Eye Quick will affect you?
- 5) Are you confident that you would receive the relevant training and support to enable the use of Eye Quick?
- 6) As an individual, how quickly do you adapt to change?
- 7) As an organization, how quickly do you think that your organization adapts to changes?
- 8) Have previous change initiatives achieved their objectives?
- 9) How do you feel about the culture within your organization relating to change?
- 10) What do you think will be critical to the success of implementation of Eye Quick?
- 11) How long have you worked at your department?
- 12) Which Department do you belong to?
- 13) Which Location do you belong to?
- 14) What is the expected time for you to get your queries resolved?
- 15) Within how much time your queries were being resolved earlier?
- 16) Age
- 17) What is your overall satisfaction with Eye Quick as of now?
- 18) Do you raise ticket for every query to the departments where Eye Quick is already implemented?
- 19) Do you recommend use of Eye Quick for Grievance Handling at HR Department?
- 20) Was Eye Quick already implemented when you joined the organization?

CHAPTER-8

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