

ADMINISTRATIVE EFFICIENCY OF EMPLOYEES OF INDIAN POST OFFICES: A CASE STUDY ON NORTH-WESTERN INDIA

Rohit Kanda^{*} & G. S. Bhalla[†]

Abstract

This paper helps to revisit the administrative efficiency related perspectives of India Post. It relooks the administrative efficiency aspects of the organisation from related perspectives. This paper looks to appraise the administrative efficiency of India Post in gone 10 years, w.r.t regional, national and international competitors, for its different product lines. Administrative Efficiency will be measured from the Primary Data Perspective. The objective along with pursuance of other objectives, taken along 3 independent stages: I. Initial Feild Screening, I. Pilot Survey, III. Main Survey.

Keywords: *Administrative Efficiency, Employees, Indian Post Offices, North-Western India.*

I. Introduction

Mobilisation of finances is a first-rate subject at lots of budding international locations. Financials, an increasing number being stated as a powerful device for discount. Simplest rural human beings have office schemes supplied via the authorities of India appealing, because of threat free choice with assure in their fundamental amount. Populace consistent with bank has reduced to 13,466. IP is closer to imparting clean economic services to humans in the course of the country particularly inside the faraway regions

^{*}Guru Nanak Dev University Amritsar (Correspondence Author) E-mail: rajputlakshya@gmail.com

[†]Guru Nanak Dev University Amritsar E-mail: rajputlakshya@gmail.com

via its big community. Traditional Postal services receive opposition from ultra current courier provider vendors, and need to live up to date and competitive with its all time dependable and within the pocket offerings.

2. Literature Review

Very lesser research had been carried out. Discussing to begin with, research had been hung on perspectives:

Subrahmanian (2010) highlights in his paper the significance of education of personnel in DOP. Education is inevitable as it develops abilities and statistics of personnel. It prepares them for going through new demanding situations and opportunities in their manner. The focal point is on schooling is to improve fine motion, non-stop development.

Kanthi & Kumar (2013) recognition at the vital function of PO financial savings Banks. Traders are pretty happy with the resource of postal financial saving.

Sharma (2020), as a related topic, has appeared upon needs and use of era for data via mountain ladies in a related area. Same is an associated and applicable look at, whilst looking for implementation in the supplied merchandise.

Patel & Bhatt (2020), again as a related area has looked upon behavioral aim to use statistics generation. The measurement may be very beneficial in assessing administrative efficiency in IT era.

Rashmi, Arunakumari & Suraj (2020) have further appeared on a relevant element, i.e., impact of worker compensation rules. The thing is well sorted in another part of studies, the secondary analysis. For this reason the examiner is nicely beneficial as a founding point of research.

Singh & Sharma (2020), as an associated sector, have looked upon company governance and disclosure practices within the electricity area. The examiner can be utilised for some elements of this studies.

Devi (2020) has seemed on an associated aspect of management ordinary among managers at a public entity. Equal gives an approximation of assessment amongst a nation and an union entity.

3. Methodology

Following propositions were proposed to be tested, given relevant literature:

- H1a:** Flexibility leads to Overall (Barber, Dunham & Formisano, 1992)
- H1b:** Flexibility leads to Post (Barber, Dunham & Formisano, 1992)
- H1c:** Flexibility leads to BS (Barber, Dunham & Formisano, 1992)
- H1d:** Flexibility leads to Insurance (Barber, Dunham & Formisano, 1992)
- H1e:** Flexibility leads to Other (Barber, Dunham & Formisano, 1992)
- H2a:** HR Attribution leads to Overall (Nishii, Lepak & Schneider, 2008)
- H2b:** HR Attribution leads to Post (Nishii, Lepak & Schneider, 2008)
- H2c:** HR Attribution leads to BS (Nishii, Lepak & Schneider, 2008)
- H2d:** HR Attribution leads to Insurance (Nishii, Lepak & Schneider, 2008)
- H2e:** HR Attribution leads to Other (Nishii, Lepak & Schneider, 2008)
- H3:** Flexibility and HR Attribution covariate with each other (Weisbuch & Mackie, 2009)

This paper helps to revisit the administrative efficiency related perspectives of India Post. The paper present the administrative efficiency aspects of the organisation from related perspectives. This paper looks to appraise the administrative efficiency of India Post in gone 10 years, w.r.t regional, national and international competitors, for its different product lines. Administrative Efficiency will be measured from Primary Data Perspective (From the Perception of Staff of India Post). The objective along with pursuance of other objectives, taken along 3 independent stages:

I. Initial Field Screening

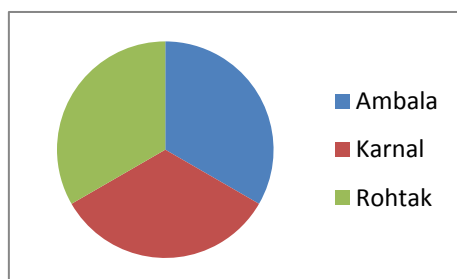
As a part of Initial Field Screening, permission request to Conduct Survey in Post Offices and Other Offices has been submitted to CPMGs of Punjab, Haryana, Himachal Pradesh and Delhi Postal Circles at the HQ Chandigarh, Ambala, Shimla, New Delhi respectively. Consent was secured officially from Haryana and Himachal Pradesh Circle. Punjab circle officials have provided oral / informal consent and cooperation in the regard.

II. Pilot Survey

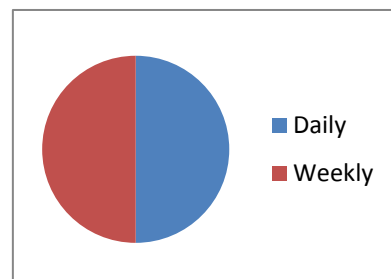
A pilot study was conducted to establish content validity of the questionnaire. Pilot survey was conducted using the predesigned questionnaire for the purpose in SSPO, Divisional HQ, & HOs, after securing permission. Following were the pre-quoted guidelines for the process:

It was designated in Punjab (Amritsar, Ludhiana, Chandigarh, Hoshiarpur), Haryana (Ambala, Karnal, Rohtak, Gurgaon), Himachal Pradesh (Shimla, Mandi, Hamirpur, Una), and Delhi (New Delhi, Delhi, New Delhi South West). Circulated online, but collected only from employees as a stakeholder category.

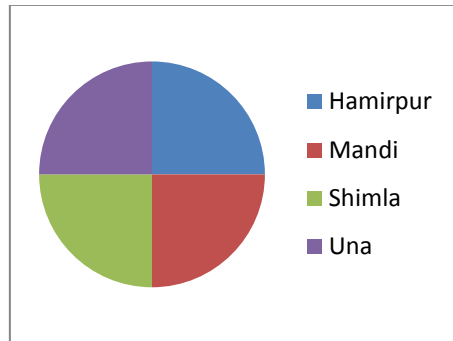
Haryana - 12 Responses



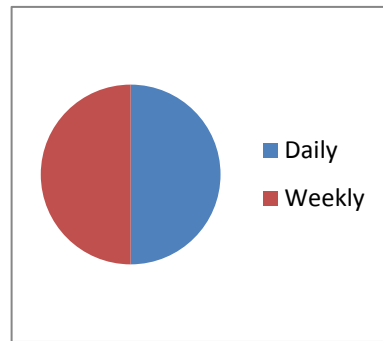
Frequency of usage



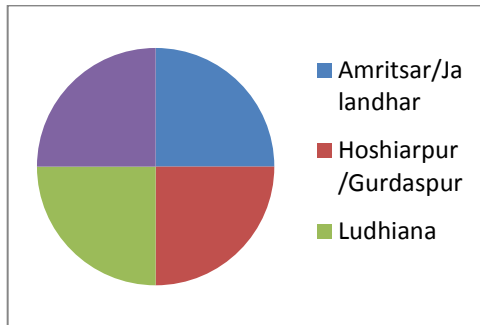
Himachal Pradesh - 16 Responses



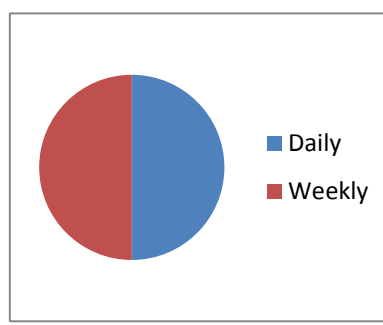
Frequency of usage



Punjab - 16 Responses



Frequency of usage



III. Main Survey

1) Workforce: The count is available. Generally, they are 2-100 on a single station. Again referring to the front end employees, the number of relevant employees reduces down to 2-10 on a station. A minimum available count of 4 was taken.

From each station, there was proposed 12 Customers (Direct Approach – 8, Through Agent – 4), 3 Agents, 4 Employees, and Post Master, as the respondents for the planned survey.

Questionnaire Proposed: Questions were mostly having closed ended questions. Language of interaction for above questionnaires was English.

4. Results and Analysis

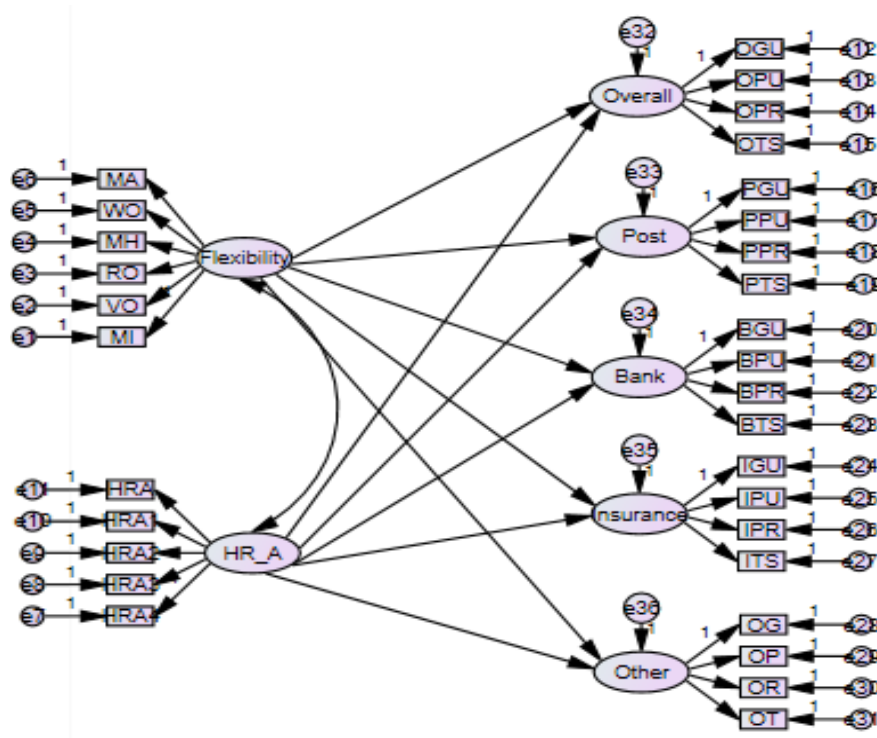
Cronbach Alpha is more than 0.9, that validates the reliability of statements. All the cases are valid and taken. It is calculated only for independent items.

Table 1: Reliability information

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
1.000	1.000	11

The model below interprets the key relationships among the assessed constructs and variables. It gives interpretation and analysis among Overall, Postal, Banking, Insurance and Other satisfaction, and Flexibility and HR Attribution. The relationship interpreted by the structural equation modelling using AMOS 20 version is as follows:

Figure 1: Model results



AVE value for Flexibility and HRA is near 0.5, that makes it an acceptable solution. Hence, the construct validity of the variable is significant.

Table 2: Construct validity

			Estimate	Squared	AVE
Overall	<---	Flexibility	0.677	0.4583 29	0.4583 29
Post	<---	Flexibility	0.677	0.4583 29	
Bank	<---	Flexibility	0.677	0.4583 29	
Insurance	<---	Flexibility	0.677	0.4583 29	
Other	<---	Flexibility	0.677	0.4583 29	
Overall	<---	HR_A	0.701	0.4914 01	0.4914 01
Post	<---	HR_A	0.701	0.4914 01	
Bank	<---	HR_A	0.701	0.4914 01	
Insurance	<---	HR_A	0.701	0.4914 01	
Other	<---	HR_A	0.701	0.4914 01	

All the five indicators opposite flexibility, namely, Overall, Post, Bank, Insurance, Other, have waning estimate of .681. It means 68.1 per cent of movement in these indicators because of flexibility. All these five indicators opposite of HR_A, have regression estimate of .708. It means 70.8 per cent of movement in these indicators because of HR Attribution. The construct to item regression weights are depicted as above.

Table 3: Regression mass

			Estimate	S.E.	C.R.	P	Label
Overall	<---	Flexibility	.681	.178	3.815	***	
Post	<---	Flexibility	.681	.178	3.815	***	
Bank	<---	Flexibility	.681	.178	3.815	***	
Insurance	<---	Flexibility	.681	.178	3.815	***	
Other	<---	Flexibility	.681	.178	3.815	***	
Overall	<---	HR_A	.708	.155	4.572	***	
Post	<---	HR_A	.708	.155	4.572	***	
Bank	<---	HR_A	.708	.155	4.572	***	
Insurance	<---	HR_A	.708	.155	4.572	***	
Other	<---	HR_A	.708	.155	4.572	***	
MI	<---	Flexibility	1.000				
VO	<---	Flexibility	1.309	.106	12.300	***	
RO	<---	Flexibility	-.112	.058	-1.920	.055	
MH	<---	Flexibility	-1.260	.109	-11.549	***	
WO	<---	Flexibility	.151	.059	2.571	.010	
MA	<---	Flexibility	1.309	.106	12.300	***	
HRA4	<---	HR_A	1.000				
HRA3	<---	HR_A	-.200	.058	-3.461	***	
HRA2	<---	HR_A	-1.272	.030	-41.803	***	
HRA1	<---	HR_A	.130	.057	2.278	.023	
HRA	<---	HR_A	1.000	.000	471365.683	***	
Perception on all above services for Good understanding	<---	Overall	1.000				
Perception on all above services for Product utility	<---	Overall	.098	.043	2.290	.022	
Perception on all above services for Price reasonability	<---	Overall	-.673	.042	-16.058	***	
Perception on all above services for Timely service	<---	Overall	-.064	.043	-1.488	.137	
Perception about Postal Services for	<---	Post	1.000				

111 Administrative Efficiency of Employees..... Rohit Kanda & G. S. Bhalla

			Estimate	S.E.	C.R.	P	Label
Good understanding							
Perception about Postal Services for Product utility	<---	Post	.098	.043	2.290	.022	
Perception about Postal Services for Price reasonability	<---	Post	-.673	.042	-16.058	***	
Perception about Postal Services for Timely service	<---	Post	-.064	.043	-1.488	.137	
Perception about Banking and Financial Products and Services for Good understanding							
Perception about Banking and Financial Products and Services for Product utility	<---	Bank	.098	.043	2.290	.022	
Perception about Banking and Financial Products and Services for Price reasonability	<---	Bank	-.673	.042	-16.058	***	
Perception about Banking and Financial Products and Services for Timely service	<---	Bank	-.064	.043	-1.488	.137	
Perception about Insurance Products and Services for Good understanding							
Perception about Insurance Products and Services for Product utility	<---	Insurance	.098	.043	2.290	.022	
Perception about Insurance Products and Services for Price reasonability	<---	Insurance	-.673	.042	-16.058	***	
Perception about Insurance Products and Services for Timely service	<---	Insurance	-.064	.043	-1.488	.137	
Perception about Other Products and Services for Good understanding							
Perception about Other Products and Services for Product utility	<---	Other	.098	.043	2.290	.022	

			Estimate	S.E.	C.R.	P	Label
utility							
Perception about Other Products and Services for Price reasonability	<---	Other	-.673	.042	-16.058	***	
Perception about Other Products and Services for Timely service	<---	Other	-.064	.043	-1.488	.137	

The Flexibility to HR Attribution has a covariance coefficient of .623, mean covariate effect each other by 62.3%.

Table 4: Covariance

			Estimate	S.E.	C.R.	P	Label
Flexibility	<-->	HR_A	.623	.079	7.922	***	

GFI is .825, which is Good Fit as per Forza & Filippini (1998), Greenspoon & Saklofske (1998). AGFI follows the trend on value of 1.000. PGFI per se. CMIN value is < 5.0, which is acceptable fit, as per Awang (2012). RMR Value is .365, i.e. >.284 and <.749.

Table 5: Model fit results

Model	NPAR		CMIN	
Default model	73		-5338.381	
Model	RMR	GFI	AGFI	PGFI
Default model	.365	.825	1.000	359.071
Model	AIC	BCC	BIC	CAIC
Default model	-5192.381	-5162.239	-4956.120	-4883.120

HYPOTHESIS TESTING

H1a: Flexibility leads to Overall (Barber, Dunham & Formisano, 1992)

Accepted. Flexibility leads to Overall Satisfaction by 0.681

H1b: Flexibility leads to Post (Barber, Dunham & Formisano, 1992)

Accepted. Flexibility leads to Postal Satisfaction by 0.681

H1c: Flexibility leads to Bank (Barber, Dunham & Formisano, 1992)

Accepted. Flexibility leads to Banking Satisfaction by 0.681

H1d: Flexibility leads to Insurance (Barber, Dunham & Formisano, 1992)

Accepted. Flexibility leads to Insurance Satisfaction by 0.681

H1e: Flexibility leads to Other (Barber, Dunham & Formisano, 1992)

Accepted. Flexibility leads to Other Satisfaction by 0.681

H2a: HR Attribution leads to Overall (Nishii, Lepak & Schneider, 2008)

Accepted. HR Attribution leads to Overall Satisfaction by 0.708

H2b: HR Attribution leads to Post (Nishii, Lepak & Schneider, 2008)

Accepted. HR Attribution leads to Postal Satisfaction by 0.708

H2c: HR Attribution leads to Bank (Nishii, Lepak & Schneider, 2008)

Accepted. HR Attribution leads to Banking Satisfaction by 0.708

H2d: HR Attribution leads to Insurance (Nishii, Lepak & Schneider, 2008)

Accepted. HR Attribution leads to Insurance Satisfaction by 0.708

H2e: HR Attribution leads to Other (Nishii, Lepak & Schneider, 2008)

Accepted. HR Attribution leads to Other Satisfaction by 0.708

H3: Flexibility and HR Attribution covariate with each other (Weisbuch & Mackie, 2009)

Accepted. Flexibility and HR Attribution covariate with each other by 0.623

5. Conclusions

The paper present the administrative efficiency aspects of the organisation from related perspectives. This paper looks to appraise the administrative efficiency of India Post in gone 10 years, w.r.t regional, national and international competitors, for its different product lines. Administrative Efficiency was given as a Primary Data Perspective (From the Perception of Staff of India Post). The objective along with pursuance of other objectives, taken along few independent stages, namely, Initial Feild Screening, Pilot Survey, and Main Survey. Pilot survey was conducted

using the predesigned questionnaire for the purpose in SSPO, Divisional HQ, & HOs, after securing permission. It was designated in Punjab (Amritsar, Ludhiana, Chandigarh, Hoshiarpur), Haryana (Ambala, Karnal, Rohtak, Gurgaon), Himachal Pradesh (Shimla, Mandi, Hamirpur, Una), and Delhi (New Delhi, Delhi, New Delhi South West). In Main Survey, from each station, there was proposed 12 Customers (Direct Approach – 8, Through Agent – 4), 3 Agents, 4 Employees, and Post Master, as the respondents for the planned survey. Cronbach Alpha is more than 0.9, that validates the reliability of statements. All the cases are valid and taken. For Regression Weights, All the five indicators opposite flexibility, namely, Overall, Post, Bank, Insurance, Other, have estimate of .681. It means 68.1 per cent of movement in these indicators because of flexibility. All these five indicators opposite of HR_A, have regression estimate of .708. It means 70.8 per cent of movement in these indicators because of HR Attribution. The construct to item regression weights are depicted as above. For Covariance, Flexibility to HR Attribution has a covariance coefficient of .623, mean each covariate each other by 62.3 per cent.

Insinuation for research, practice and/or society

The paper opens a new area for research practice. Gaps formed after the study will be well useful to explore the new area of research ahead. The paper will a substantial contribution to the practices of postal services. This research will help society by its recommendations to the India Post, which when used efficiently for better customer services will prove to be enhanced customer satisfaction and hence a better society. The study will be very useful for administrative authorities of India Post and competing courier organisations operating or planning to expand the business in the earmarked locations, to enhance the profits and growths of the business, using a better administration and administrative efficiency in the organisation.

Acknowledgement(s)

We are very thankful to CPMG Punjab, Haryana and Himachal Pradesh offices to grant us with permission to research in respective circles. We are also thankful to DAP offices at Kapurthala, Ambala and Sundernagar to provide us with necessary and adequate data for our related secondary data analysis. We also thankful to the UGC for funding support. We are thankful to the GNDU authorities for the resource support for research conduct.

References

1. Barber, A. E., Dunham, R. B. and Formisano, R. A. (1992), "The impact of flexible benefits on employee satisfaction: a field study", *Personnel Psychology*, Vol. 1992 March. Available at: <https://doi.org/10.1111/j.1744-6570.1992.tb00844.x>
2. Devi, R. (2020), "A study of transformational, transactional and laissez-faire leadership prevalent among managers at Himachal Pradesh Power Corporation Limited (HPPCL)", *Administrative Development: A Journal of HIPA*, Shimla, Vol. 7 No. 2, 335-362.
3. Nishii, L. H., Lepak, D. P. and Schneider, B. (2008), "Employee attributions of the "why" of hr practices: their effects on employee attitudes and behaviors, and customer satisfaction", *Personnel Psychology*, Vol. 2008 September. Available at: <https://doi.org/10.1111/j.1744-6570.2008.00121.x>
4. Patel, P. H. and Bhatt, J. (2020), "Employee's behavioral intention to use information technology (IT) in procurement in selected industrial units of Gujarat", *Administrative Development: A Journal of HIPA*, Shimla, Vol. 7 No. 2, 281-295.
5. Rashmi, B. H., Arunakumari, K. and Suraj, M. (2020), "A study on the impact of employee compensation policies in private sector", *Administrative Development: A Journal of HIPA*, Shimla, Vol. 7 No. 2, 297-312.
6. Sharma, M. (2020), "Information needs and use of digital technology for information by mountain women: a study of Kinnaur and Lahaul Spiti

districts of Himachal Pradesh", *Administrative Development: A Journal of HIPA, Shimla*, Vol. 7 No. 2, pp. 53-63.

7. Singh, L. V. and Sharma, N. (2020), "An empirical review of corporate governance and disclosure practices in selected companies within the energy sector listed in the NIFTY energy index", *Administrative Development: A Journal of HIPA, Shimla*, Vol. 7 No. 2, pp. 313-333.
8. Weisbuch, M. and Mackie, D. (2009), "False fame, perceptual clarity, or persuasion? Flexible fluency attribution in spokesperson familiarity effects", *Journal of Consumer Psychology*, Vol. 19 No. 1, pp. 62-72.