



Examining Employees' Perception In The Postal Department: A Comprehensive Review

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ABSTRACT

The postal department of India fosters national integration and socio-economic development by acting as a cornerstone of communication, connectivity and commerce. With the changing business scenario, practices of business organization have changed dramatically which ultimately redefines the role of employees. This review study examines employees' perceptions within the postal department, aiming to understand the various factors that influence their perception. Through a comprehensive analysis of existing literature, including empirical studies and theoretical frameworks, the research highlights key determinants such as job satisfaction, workplace culture, reward system, management citizenship, communication, and opportunities for growth. By synthesizing these findings, the study underscores the importance of addressing these factors to enhance employee satisfaction, foster a positive work environment, and ultimately improve organizational performance within the postal sector. This abstract provides valuable insights for postal department managers and policymakers seeking to optimize employee perceptions and improve overall effectiveness in the workplace.

Introduction

The postal department of India fosters national integration and socio-economic development by acting as a cornerstone of communication, connectivity and commerce. The digitalization has changed the

traditional functioning of the post department. Due to globalization and liberalization and technology, the workplace policies and administrative governing of postal departments or public departments have changed. With the changing business scenario, practices of business organization have changed

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dramatically which ultimately redefines the role of employees. In this forced environmental changes, what an employee perceives constitutes an important aspect of their working. Therefore, it becomes imperative to understand the employees' perception within the department of posts to ensure continued relevance in serving the nation. The role of employees is pivotal in facilitating financial transactions across rural and urban landscapes. The intricate dynamics has reshaped the attitude and beliefs of employees towards administrative working. As per Ristino & Michalak (2018), it is fundamental for any organization to understand employee perception for their performance enhancement and effective functioning. It becomes more imperative in public sector organizations where citizens' satisfaction is directly impacted by service quality offered by public sector units. Furthermore, employees' perception serves as a barometer for evaluating an organization's adaptability and acceptance for changes. (Weber & Weber, 2001). Against this backdrop, this research endeavors to explore the multifaceted dimensions of employees' perceptions within the Indian Postal Department, considering factors such as job satisfaction, perception towards administrative efficiency, organizational culture, leadership effectiveness, and technological integration.

Research Objective and Methodology

The present study reviews and synthesizes empirical studies assessing various aspects of employees' perceptions within the postal department considering the methodologies employed, trends, gaps, themes, implications of perception on performance and job satisfaction.

The present study adopted observational analysis in which various categories and opportunities are identified from published literature of different journals. Through content analysis techniques, literature was synthesized by accessing academic sites like research gate, google scholar, PubMed, SSRN and ScienceDirect. The studies relating with job satisfaction, management citizenship & continuous improvement, job performance, employee engagement, sustainable

employability, employee motivation, value perception and other aspects were analyzed to understand multifaceted perception of postal employees.

Review of Literature

1. **Bingham (1997)** assessed supervisor and employee evaluations related to their experience with mediation of equal employment opportunity complaints. The study adopted social account and justice theory to analyze that satisfaction of participants with mediation as outcome, was a function of controlled mediation process and opportunity to present ideas, fairness and respectful treatment by the mediator. Further the study elaborated that the speed of mediation, dispute resolve, relative outcome a significant and positive perception for long -term effect satisfaction.
2. **Kick et al., (2006)** explored worker perceptions towards management citizenship and assessed its impact over worker commitment. In the qualitative data collection process, it was presented that workers perceived performance management practices unjustified and were not in connection with societal and perceived organizational goals. The regression analysis demonstrated that management practices occurred as a result of organizational commitment, workers' perceptions vary as per race, gender and workplace. The study drew general and global implications for management citizenship strategies.
3. **Njuguna (2011)** determined the perception of employees towards implementing changes in management practices followed within the organization. The descriptive study design presented that a change team, need recognition, good communication, committed planning, training & development, custom norms, organizational structure, formal control environment affected successful implementation of change management. Changes in organization can be better managed by use of technology, managing resistance to change, good management style, resources mobilization and adoption of government regulations. The study concluded that an employee's resistance to

- change can be overcome by counseling and decision making.
4. **Mittal and Ratan (2013)** conducted a study to identify the level of job satisfaction among employees working in post offices with regard to HRM practices in three cities of Chandigarh, Panchkula and Mohali. 60 employees of postal rank were drawn conveniently to represent the population. The factors were ordered in satisfaction level as Role and recognition, growth, motivational and reward factor. It was suggested that minimum qualification should be raised at entry level. However, performance evaluation methods, promotion process, recruitment policy and reward system need to be improved for the sustainable growth of post offices.
 5. **Karimi (2013)** examined the impact of communication on motivation of employees working in Kenya postal corporation. The stratified sampling method was adopted to collect the response of 95 postal employees and it was examined that communication acted as a motivating effect on postal employees which further lead satisfaction. Study also highlighted that 34 percent of employees were not satisfied from the channels of communication which negatively affect their working towards targets. The study suggested use of feedback and proper communication channels for a better motivational environment.
 6. **Thulasipriya (2014)** identified the investment pattern of government employees using primary data collection methods collected using questionnaires. The results of the chi-square test showed that employees of the postal department made maximum investment in saving avenues. Employees of the education department and banking sector reflected significant association for Post Office Saving Schemes. Also, investors who made investment in postal savings, didn't seem to invest in mutual funds, bonds, shares and other investment avenues. The study concluded that risk free return with reasonable returns was the reason not preferring the capital market.
 7. **Vennam, U. & Prasad, R. (2014)** studied the gap between expectations and perceptions of postal assistants regarding quality of training and discovered the factor structure of the training quality to augment skills in four revenue districts of Andhra Pradesh state. The researcher uses SERVQUAL technique to analyze the quality of five dimensions i.e., Job – related knowledge of postal assistant, marketing skills, customer handling skills, job ownership skills and innovative skills. It was analyzed through ANOVA that training parameters need to be focused and trainers should be careful with the items relating to customer handling skills. The regression analysis presented a strong relationship between happiness level and dimensions of service quality.
 8. **Mugwe (2014)** analyzed the perception of employees towards training and motivation and the effect of value perception, training and staff motivation on performance was investigated with 100 sample employees belonging to four different departments. The descriptive analysis of data presented that independent variables are closely associated with dependent variables and training majorly influenced the achievement of targets. It was also revealed in the study that HRM policies, remuneration levels of staff and strategic levels of HRM positively influence performance targets. The perception of employees towards human resource practices significantly affects their target attainment. The study concluded that training and motivation directly influence the performance target attainment.
 9. **Gupta and Adhikari (2015)** identified the relationship between organizational role stress (ORS) variables and consequences of stress. This study has been carried out in West Bengal by collecting responses of 614 postal employees. The physiological, psychological and behavioral consequences were linked with ORS to understand their correlation. In analysis of interdependence of stress consequences with role variables, it was observed that postal employees were gaining moderate to high levels of role stress. Such role stressors were consequently affecting them on a physiological and behavioral basis. The authors suggested the postal organization tackle such issues for effective working.
 10. **Ramaswamy and Kothari (2016)** studied the level of satisfaction and perception of employees towards

- their organization, job status and HR practices followed in post offices and analyzed the gap between the same. Multi-stage random sampling technique was used to collect responses from 205 Postal Assistant, Postman and Multitask. Results revealed that a significant relationship existed between the level of perception and satisfaction of employees working in the post office organization. It was suggested in the study that organizations should organize regular checkups and should offer an attractive system of rewards and recognition for the good relations among employees. The study concludes that employees expressed a good level of perception for their Job status, working environment, prevailing conditions and policies of compensation.
11. **Otieno (2016)** attempted to evaluate the factors affecting work satisfaction of postal employees. The study exhibited a relationship between psychological contract, work motivation, and employee welfare with employee satisfaction as a dependent variable. The study revealed a major influence of psychological contract followed by work motivation and employee welfare. It was suggested that employee involvement, commitment and professional contribution should be enhanced using human resource strategies.
 12. **Gomathi (2016)** analyzed the work value perception of women employees in the Indian postal department. For the purpose of this study, the researcher collected responses from 500 top, middle and lower-level women postal employees. The study revealed that employees with post-graduation, aged between 19 to 40, one child, income more than 3 lakhs, experience with 3 years or more, worked in top level and earned no promotion had higher levels of value perception. The lower level of value perception was revealed by respondents with under graduation, aged between 41 to 60 years, experience of 20 or more years, income of 50000 or more, working at top level management and had two promotions.
 13. **Flecker et al., (2016)** presented the perception of postal workers affected by liberalization and privatization of public services in Austria, Germany and Switzerland. The fairness of work was examined through three different angles i.e., labor perspective, subject perspective and restructuring. The study highlighted distribution issues of income, working hours, employment security, were addressed by contracts and changed forms of employment. The worse wages and conditions were perceived as degradation of occupation.
 14. **Anand et al., (2016)** studied the association between demographic factors and employee engagement in India Post and to identify factors influencing employee engagement. The analysis of chi-square test and regression shows that emotional energy, learning behavior, discretionary efforts, role clarity, growth and development has significant impact on employee engagement. Individual factors such as Discretionary efforts, role clarity, psychological feeling, emotional energy affect employee engagement positively. The study reported that significant relationships existed among employee engagement and career satisfaction and retention.
 15. **Akuto (2016)** studied the perceived effect of job evaluation on job satisfaction of postal employees. In this descriptive designed study, the researcher through equity and expectancy theory of motivation highlighted the importance of equal remuneration and fulfillment of expectations. The inferential analysis through regression found that deployment system, varied responsibilities, support for additional training and education resulted from job evaluation. The study highlighted that employees were not satisfied from job locations, increase in salary and vocational offers.
 16. **Watetu (2017)** studied the factors affecting employee performance using four variables which were job design, motivation, working conditions and management style. The analysis of statistical data indicated that the four variables had a positive relation with employee performance. Further study highlighted that employees wanted to get recognized by their superiors. Employees were not much encouraged for decision making and not motivated enough. The study suggested that management should involve the staff in the decision-making process.
 17. **Mokoena & Mbohwa (2017)** discussed the perceptions on continuous improvement in postal services. In this primary study, the researcher through techniques analyzed that

- total involvement, communication, commitment, change management and project arrow like initiatives have had significant impact on improvement in postal services. Further study elaborated that the use of appropriate technology aided tools, capacitation and empowerment could act as greater opportunity for recovering postal mails.
18. **Asienya (2017)** studied the relationship between perceived effectiveness and commitment among employees of the postal department. In this cross-sectional descriptive survey, the responses of 161 postal employees were analyzed in linear regression. Significant relationship was reported between performance appraisal and organizational commitment. The researcher suggested that organizations should focus on effective implementation of performance appraisal to improve organizational commitment.
 19. **Tiwari and Aggarwal (2018)** studied about the work efficiency of employees and the impact of postural discomfort on the work performance. In the study the 120 respondents were selected using random and purposive sampling technique in Lucknow city. The collected data was analyzed using descriptive statistics tools like correlation, frequency, percentage and standard deviation. To assess the impact of postal discomfort on the work performance of employees of India Post, two hypotheses were made. The study revealed that no employee made good score in work efficiency. The significant difference was found between the gender and Postural discomfort. It was assessed that postal discomfort affects the performance of the respondents and it varies according to age and gender.
 20. **Tarekegn (2018)** evaluated the determinants of work lives and non-work lives on engagement of employees. A sample size of 276 employees was taken to analyze their perception. The study reported that personal values and growth opportunities determine employee engagement positively and significantly. The individual t test presented positive but insignificant relation with reward & recognition, perceived organizational support, job characteristics and quality of leadership. Similarly, Participative decision-making, organizational justice, religiosity and social obligation has a negative and insignificant impact on employee engagement. Overall employee engagement was found at a moderate level.
 21. **Strenitzerova & Achimcky (2019)** analyzed the employee perspective on satisfaction and identified job attributes and socio-demographics features affecting employee satisfaction. The survey of 1775 questionnaires of employees revealed the prominence of employee satisfaction and loyalty as important concerns for sustainable human resource management. The study presented employer's lack of interest in employee's opinions and inappropriate financial rewards as dissatisfaction among postal employees. The analysis of regression and correlation found that age of employees, regional labor market, job position, and length of employment strongly influence the satisfaction and loyalty of postal employees.
 22. **Kanda & Bhalla (2021)** checked the administrative efficiency aspects of organization from related perspectives. The administrative efficiency of employees was checked in north-western India using primary study in ten years. For analyzing the results, the author proposed eight propositions for flexibility and HR attributions. For sampling purposes four districts from Punjab, Haryana, Himachal and Delhi were selected. The analysis was performed at three independent stages. The results revealed that post bank, insurance and other indicators had movement because of flexibility. The other five indicators represented movement due to HR attributions.
 23. **Neupane et al., (2022)** studied the indicators of sustainable employability changed over time among older Finnish postal service employees. The nine indicators using three major domains as health, employability and well-being were defined using Fleuren and colleagues' model. Study reported no significant change in eight indicators which were time & resources, work ability, recovery after work, motivation, job satisfaction, on the job training, perceived employability and relevance of work after follow-up of two years. Six indicators had a significant effect on age and employability

was sustained throughout. The study suggested age as an important determinant for sustainable employability.

24. **Bhuvaneshwari & Tamilarasi (2022)** attempted to study the adoption of technology by postal employees along with understanding the problems and satisfaction felt by them while adopting such technology. To analyze the impact of digitalisation on the postal sector, the responses of 260 postal employees were collected in Chengalpattu, Kanchipuram and Chennai districts. In this primary study the analysis of data has been done by performing regression analysis and SEM. It was analyzed that digitalisation has impacted the Postal employees as they find it difficult in adopting technology. Employees were found less satisfied due to lack of proper training, poor infrastructure and connectivity. It was recommended that

adequate devices should be used to render uninterrupted services.

Analysis and Interpretations

The study based on conceptual set up of multifaceted perception of employees analyzed the perceptual studies relating with job satisfaction, management citizenship & continuous improvement, job performance, employee engagement, sustainable employability, employee motivation, value perception and other aspects. Further, the study highlighted the factors which directly affect the perception of employees on job satisfaction, management citizenship & continuous improvement, job performance, employee engagement, sustainable employability, employee motivation, value perception and other aspects. The analysis of study is presented through below given figure:

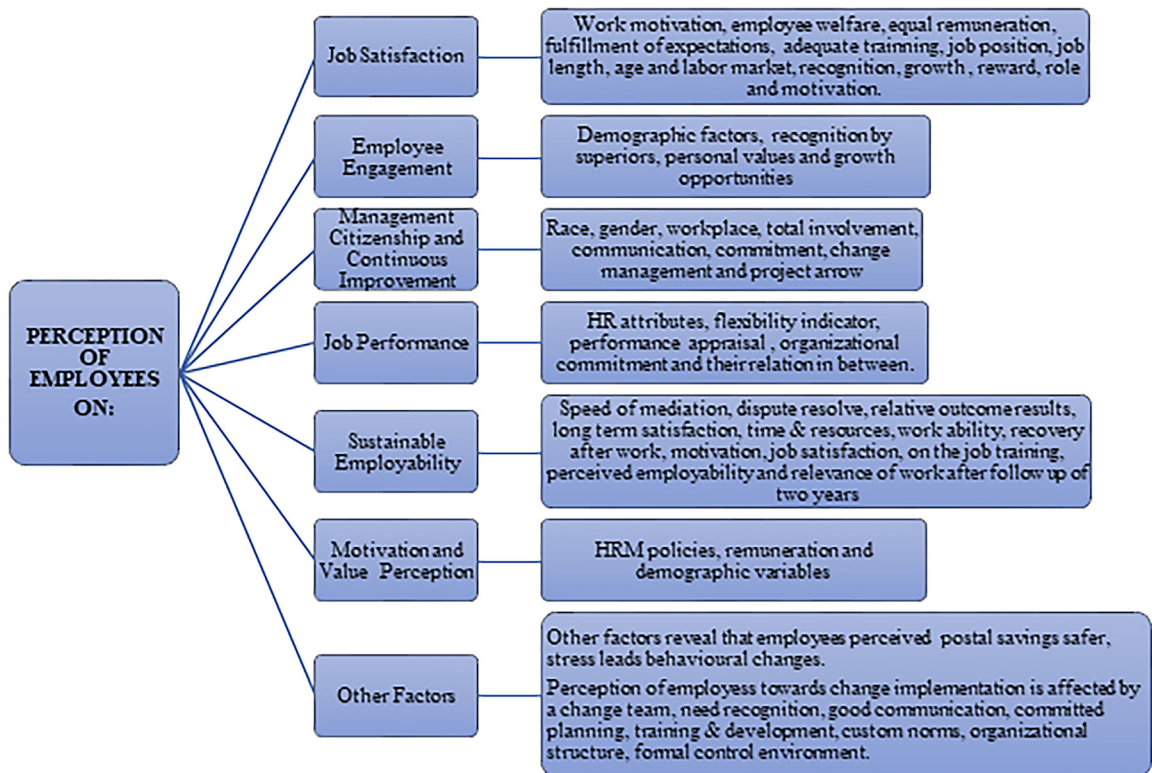


Fig. 1. Factors Affecting Employees' Perception Within Postal Department.

Findings of the Study

1. Employees of the post department perceived that their job satisfaction is subjected to welfare, remuneration, training and development policies of the organization.
2. Perception of employees towards their performance is directly affected by performance appraisal, organizational commitment and HR attributes.
3. Employees perceived sustainable employability through job satisfaction, motivation, dispute resolve and relevance of work.
4. HRM and remuneration policies decided the motivation level and value perception of postal employees.
5. Employees perceive themselves more engaged when they are recognized by their superiors and are provided with growth opportunities.
6. Adequate workplace, commitment, communication, total involvement and change management affects the perception of employees positively towards continuous improvement.
7. Other factors reveal that employees perceive postal savings safer and perception of employees towards change implementation is affected by need recognition, training & development, custom norms and formal control environment.

Limitations and Future Directions

1. The present study encompassed twenty-four existing studies; its scope was limited to published literature. Future studies could extend the scope by involving more studies to encompass entire spectrum of factors influencing employee perceptions.
2. The quality of included studies varies, potentially impact the reliability of findings. Future researches could incorporate more rigorous quality criteria therefore can enhance methodological rigor.
3. The findings of the study are collected from specific department of posts only, limiting their generalizability to other organizations. Future studies could consider cross sector comparative studies.

Conclusion

In conclusion, this review study sheds light on employees' perceptions within the postal department, highlighting factors that influence their perception towards job satisfaction, motivation, job performance, management citizenship, employee engagement and employability sustainability. By synthesizing findings from various sources, it becomes evident that factors such as workplace culture, recognition, total involvement, custom norms, communication, and opportunities for growth significantly impact employee perception. Based on the findings of the study, policymakers could consider implementing initiatives aimed at enhancing employee engagement and satisfaction within the Indian Postal Department. This could involve providing opportunities for professional development, promoting a culture of recognition and appreciation, and fostering transparent communication channels between management and employees. Understanding and addressing these factors can lead to a more positive work environment, increased employee satisfaction and ultimately improved organizational performance within the postal department.

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