

CHAPTER NUMBER FOUR

DATA ANALYSIS & INTERPRETATIONS

TOPIC NUMBER	PARTICULARS	PAGE NUMBER
4.I.0	INTRODUCTION	200
PART-I CUSTOMERS' STUDY		
4:I.1	Profile of Selected Respondents	200
4:I.2	Selected Customers Responses with regard to Awareness and Usage of the Selected Postal Services	204
4: I.3	Expectations And Experiences of the Selected Customers on the Selected Criteria/Factors	205
4: I.4	Selected Customers' Frequency of Visit to the Post office and their Views with regard to Registration of Complaint with Post office	212
4:I.5	Selected Customers' Frequency of Visit to the Post office and their Recommendation to Others to Continue to Use the Postal Services	213
4:I.6	Selected Customers' Frequency of Visit to the Post office and their Rating of Investment Services rendered By APAs	214
4:I.7	Selected Customers' Frequency of Visit to the Post Office and their Preference for Availing Financial services from APAs	215
4:I.8	Selected Customers' Frequency of Visit to the Post Office and their Opinion on the Statement that "India Post Is Adopting Changes As Per Customer Expectations"	217
4:I.9	Selected Customers' Frequency of Visit to the Post Office and Their Opinion on the Statement that "India Post Is Adopting Changing Scenario"	218
4:I.10	Selected Customers' responses on overall Experience with regards to Selected Criteria	219
4:I.11	Selected Customers' Overall Experience with regard to Selected Criteria on Selected Postal Services	220
4:I.12	Selected Customers' responses on their overall Expectation Vs. Experience with Regards to Selected Criteria	222
4:I.13	Responses on Selected Customers' Frequency of Visit to the Post Office and their overall Experience with regard to selected criteria with Post Office	223

PART-II- AUTHORISED POSTAL AGENTS (APAS) RESEARCH STUDY

4: II: 0	Introduction	225
4:II. 1	Profile of Selected Respondents[Authorized Postal Agents(APAs)]	225
4:II.2	APAs' Frequency of Visit to the Post Office in One Month	229
4:II.3	Type of Agency and Frequency of Visit of APAs to Post Office in One Month	229
4:II.4	APAs Type of Agency and Length of Working Experience As APA	230
4:II.5	Selected APAs' Length of Working Experience as APA and Frequency of Visit to Post Office by APA in One Month	232
4:II.6	Expectations And Experiences of the Selected APAs on the Selected Criteria	233
4:II.7	Selected APAs Frequency of Visit and Opinion on India Post Is Adopting Changing Scenario	242
4:II.8	Selected APAs Frequency of Visit to the Post Office and Opinion on India Post Adopts Changes as Per Customer Expectations	243
4:II.9	Type of Agency Hold By APAs and their Opinion on India Post Adopts Changes as per Customer Expectations	244
4:II.10	Type of Agency Hold by APAs and their Opinion on India Post Adopts Changing Scenario	245
4:II.11	Selected APAs Overall Satisfaction/ Dissatisfaction (Experience) with regard to Selected Criteria	245
4:II.12	Responses with Regard To Types Of Agency Hold By APAs and their Overall Experience with Postal Services with Regard to Selected Criteria	246
4:II.13	Responses with Regards to Frequency of Visit by APAs In One Month and their Overall Experience with Postal Services with regard to Selected Criteria	248
4:II.14	Responses with regard to Length of Holding Agency by APAs and their Overall Experience with Postal Services with regards to Selected Criteria	251
4:II.15	Responses with regard to Length of Holding Agency by APAs and their Opinion for major changes for Better Customer Satisfaction through Selected Criteria	254
4:II.16	Responses with Regard to Type of Holding Agency by APAs and their Opinion for major changes for Better Customer Satisfaction through Selected Criteria	256
4:II.17	Responses with regard to Frequency of Visit to the Post Office in One Month by APAs and their opinion for major changes for Better Customer Satisfaction through Selected Criteria	258

CHAPTER NUMBER FOUR

DATA ANALYSIS AND INTERPRETATION

4: I.0.: INTRODUCTION:

The researcher after the collection of primary data has attempted to analyze, interpret, and report its results using SPSS 15.0 for window. The entire data analysis and interpretation is divided into two parts. The First Part-I has dealt with Customers' Research Study, and the Second Part-II has dealt with Authorised Postal Agents (APAs) Research study for which separately primary data were collected by the researcher using two distinctive separate structured Questionnaire and thereafter, collected primary data have been separately tabulated, analyzed and interpreted and results for both the studies separately have been presented in tabular and graphical form as follows. In this chapter, abbreviations used are defined as, APAs=Authorized Postal Agents IM = Important; UI = Unimportant; AG = Agree, DA = Disagree; SD = Standard Deviations; MI = Most important; SWA = Some What Important; LI = Least Important; SA = Strongly Agree; SDA = Strongly Disagree ST = Satisfied; DS = Dissatisfied; HS = Highly Satisfied, SWS = Some What Satisfied, HDS = Highly Dissatisfied respectively.

<p>PART –I CUSTOMERS' RESEARCH STUDY</p>
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4: I.1: PROFILE OF SELECTED CUSTOMERS:

The researcher has provided profile of those customers who can be referred as respondents in this chapter those customers' who had visited and also availed various postal services. An attempt was made to study their demographic profile considering selected variables viz., Age, Educational Qualifications, Marital Status, and Monthly Income. The researcher had carried out primary data collection from various localities of the City of Vadodara of Gujarat State.

Table Number: 4: I: 01
Profile of Selected Customers Availing/Using Selected Postal Services

Sr. No.	Selected Demographic Variables of Selected Customers	Number and Percentages of Selected Customers
01	Gender	Males
		756 (63.0)
02	Age Groups (In Years)	Females
		444 (37.0)
		Below 25
		258 (21.5)
		25 to 45 years
03	Educational Qualifications	605 (50.40)
		46 to 60 years
		311 (25.90)
		Above 60 years
		26 (2.2)
04	Occupation	Less than Graduate
		277 (23.1)
		Graduate
		439 (36.6)
05	Annual Family Income (In Rupees)	Post-Graduate
		285 (23.8)
		Professional Qualification/Diploma
		199 (16.6)
		Student
		93 (7.8)
		House wife
06	Number of Earning Members in a Family	115 (9.6)
		Businessman/women
		199 (16.6)
		Self employed
		95 (7.9)
		Service
07	Number of Dependents	585(48.8)
		Professional
		113 (9.4)
		Up to Rs. 100000
		78 (6.5)
08	Marital Status	Rs. 300000 to 600000
		577 (48.1)
		Rs. 600000 to1000000
		366 (30.5)
		More than 1000000
09	Number of Dependents	179 (14.9)
		Single
		306 (25.5)
		Two
10	Number of Dependents	655 (54.6)
		Three
		163 (13.6)
		More than Three
		76 (6.3)
11	Number of Dependents	Up to 3
		467 (38.9)
		4 to5
		488 (40.70)
		6to7
12	Number of Dependents	227(18.9)
		More than 7
		18 (1.5)
13	Marital Status	Unmarried
		349 (29.1)
14	Marital Status	Married
		851(70.9)

AGE:

- The data analysis of age groups of customers revealed that 21.5 percent of them were found belonging to the age group below 25years whereas 50.40 percent found belonging to the age group of 25 to 45 years, and 25.90 percent of customers of them were aged to between 46 to 60 years, and 2.2 percent customers were in the age group of above 60 years respectively.

GENDER:

- ✚ The data analysis of Gender of customers revealed that 63 percent were male and 37 percent were females respectively. It meant that maximum number of customers' as a visitor in the post offices were males which indicates an opportunity for the post office administration for attracting females as their visitor by formulating befitting service strategies.

MARITAL STATUS:

Overall, 70.9 percent customers were found as married and 29.1 percent of respondents found as unmarried.

OCCUPATION:

- ✚ The data analysis of occupational status of the selected customers revealed that very few of them were found belonging to the occupation category of in the categories of Housewives, Student and others (17.4 percent). Apart from that low number of customers were found as self-employed (7.9 percent) and 'professional (9.4 percent) whereas maximum customers were found belonging to the category of 'Businessman/Woman' and 'Service group' respectively.
- ✚ The overall data analysis revealed that the maximum number of customers were found as belonging to occupation category of "Service", and thereafter "Businessman/Women" followed by "Self-employed", "Professional" and "Student" categories respectively.

EDUCATIONAL QUALIFICATIONS:

- ✚ Data analysis of Educational Qualifications revealed mix results as sizable numbers of customers were found as under Graduates (23.1 percent) and remaining were 'Graduates'(36.6 percent); 'Post Graduation'(23.8 percent) and 'Professionals/Diploma'(16.6) in case of educational qualifications.
- ✚ The overall data analysis had revealed that the minimum number of customers were found as professionally qualified followed with Post-Graduation as their educational qualification (40 percent).
- ✚ It means that the customers of the post offices were found as less qualified, and they might lack through understanding about schemes and services offered by post offices, processes, rules and regulations to be followed while dealing with the post offices. They might not have required information and exposure and so they will expect more help from the service providers to carry out transaction at the post offices. Therefore, Post office administration shall be required to be vigilant enough in providing services to them. And, the service provider needs to critically evaluate Customers/Visitors expectations from the post offices and assistance that they expect from the staff of the post offices. This would help post office to carry out service enrichment in accordance with the expectations of the customers and/or visitors.

ANNUAL FAMILY INCOME:

- ✚ In comparing, annual family income of selected customers, it was found that 6.5 percent of them were having annual family income up to Rs 1 lakh, followed by 48.1 percent were having annual family income between Rs.3 lakh to 6 lakh followed by 30.5 percent were having annual income between Rs.6 lakh to Rs.10 lakh, and 14.9 percent had annual family income of more than Rs.10 lakh per annum.
- ✚ Since it is revealed that majority of the respondents found falling within the range of an annual family income between Rs.3 lakh to 10 lakh, it would be an easy task for India Post to cater the needs of two different major income groups as there would not be much diverse needs of similar income groups and maintaining relationship with similar income groups would not require different efforts. However, since majority of the respondent belongs to the middle income bracket, it requires extra sensitive effort while imposing cost for rendering services to the customers.

NUMBER OF DEPENDENT FAMILY MEMBERS:

- ✚ Majority of customers (79.6 percent) City were found as having 03 to 05 dependent family members, 18.9 percent were having 06 to 07 dependent members and 1.5 percent of them were taking care of more than 07 dependent family members respectively.
- ✚ It implies that maximum number of selected customers were found as aware of benefit of having less number of dependent family members which can not only enhance their spending power, but it could also enhance their choice of product and services respectively.

NUMBER OF EARNING MEMBERS:

- ✚ Majority of selected customers (54.6 percent) were found as having 2 earning members in the family, followed by 25.5 percent were having single earning member in the family, 13.6 percent were having more than 3 earning members, and 6.3 percent were having more than 3 earning members in the family.
- ✚ It meant that maximum number of customers were found as aware of benefit of having more number of earning family members which not only enhance their spending power as the customer, but it could also positively influence his or her overall standard of living.

4: I.2: SELECTED CUSTOMERS' AWARENESS AND USAGE OF SELECTED POSTAL SERVICES:

The researcher had attempted to measure selected customers 'Awareness' and 'Usage' of selected postal services. An attempt was also made to interpret collected responses with the help of Usage/Awareness Ratio as follows.

Table Number: 4: I: 02
Selected Customers' Awareness and Usage of the Selected Postal Services

Sr. No.	Selected Postal Services	Number and Percentage of the customers		Ratio (Usage/Awareness)
		Awareness for Selected Postal Services	Actual Usage of Postal Selected Services	
1	Sale of Stamps/Covers	1200 (100.0)	1096 (91.30)	0.91
2	Collection of Parcels	1046 (87.20)	436 (36.30)	0.42
3	Money Order	1167 (97.30)	699 (58.30)	0.60
4	Speed Post	1140 (95.0)	696 (58.0)	0.61
5	Electricity Bills Payments	1123 (93.60)	760 (63.30)	0.68
6	Telephone Bills payments	1182 (98.50)	852 (71.00)	0.72
7	Letter Postage/Mail Services	1166 (97.20)	938(78.20)	0.80
8	Registered Post Service	1121 (93.40)	764 (63.70)	0.68
9	Post Office Savings Bank Deposit Accounts	961 (80.10)	398 (33.20)	0.41
10	Post Office Recurring Deposit Account	1078 (89.80)	557 (46.40)	0.52
11	Post Office Time Deposit Account	930 (77.50)	406 (33.80)	0.44
12	Post Office Monthly Income Schemes	1131(94.30)	605 (50.40)	0.53
13	Post Office National Savings Certificates	1123 (93.60)	607 (50.60)	0.54
14	Post Office Kisan Vikas Patra	1095 (91.30)	495 (41.30)	0.45
15	Post Office Public Provident Fund	928 (77.30)	205 (17.10)	0.22
16	Postal Life Insurance(PLI)	618 (51.50)	183 (15.30)	0.30

- ✚ The data analysis reveals that selected customers' high awareness and usage with regards to selected Postal Services viz., Sale of Stamps/Covers (0.91), Telephone Bills payments (0.72), Letter Postage/Mail services (0.80), and Registered Post service (0.68) respectively. India post should aspire to maintain this Usage/Awareness ratio, since it evidences the fact that majority of the customers are found as aware about the postal services offered to them which are also appealing to them.
- ✚ It was also found that the selected customers were having high awareness followed by low rate of usage with regards to Collection of Parcels (0.42), Post Office Savings Bank Deposit Account (0.41), Post Office Time Deposit Account (0.44), Post Office Kisan Vikas Patra (0.45), and Post Office Public Provident Fund (0.22) respectively. Therefore, the post office administration should revise schemes, policies or operations with a target of converting high awareness in to high rate of usage in order to expand volume of India Post.
- ✚ It was found with regard to Postal Life Insurance (PLI) (0.30) that selected customers were having low awareness and low usage. India post should consider this result as an alarming signal. An attempt must be made to generate insight into the reasons for low awareness and low usage of the PLI service offered by the post offices. If require an appropriate reformative actions need to be taken to revive PLI service by taking promotional measures.

4: I.3: SELECTED CUSTOMERS' EXPECTATIONS AND EXPERIENCES OF THE SELECTED CUSTOMERS ON SELECTED CRITERIA:

**“Table Number 4: I: 3.1:
Selected Customers' Responses on Location of the Post Office**

Sr. No.	Selected Items	Expectation		Experience	
		UI	I	DS	S
1	Post Office/s are located at a convenient place from residence	414 (34.5)	786 (65.5)	385 (32.1)	815 (67.9)
2	Post Office/s are located at a convenient place from office	369 (30.80)	831 (69.3)	422 (35.2)	778 (64.8)
3	Post Office/s are located at a convenient place from place of work	421 (35.1)	779 (64.9)	525 (43.8)	675 (56.3)

- ✚ Overall, it was found that 65 to 69 percent of the selected customers expect that of the post offices be located at a convenient place from their residence or place of work.

- Overall 56 to 68 percent of customers were found as satisfied with regard to location of the post office. The selected customers had shown satisfaction with regard to location of the post office since India post has been able to meet expectation through existing Postal Network.

**Table Number 4: I: 3.2:
Selected Customers' Responses on Timing of the Post Offices**

Sr. No.	Selected Items	Expectation		Experience	
		UI	I	DS	S
1	The working hours of the Post office/s are convenient to me	291 (24.3)	909 (75.8)	464 (38.7)	736 (61.3)
2	The Post office/s start functioning as per the notified time	295 (24.6)	905 (75.4)	505 (42.1)	695 (57.9)
3	The timing of Recess of the Post office/s is convenient to me	443 (36.9)	757 (63.1)	600 (50.0)	600 (50.0)

- With regard to timing of the post office selected customers had shown high expectation (64 to 76 percent), which reveals that they expect that the working hours of the Post office/s should be convenient to them. The Post office/s should start functioning as per the notified time and the timing of Recess of the Post office/s should also be convenient to them.
- Overall selected customers were found as satisfied with regard to selected criteria viz., working hours (61.3 percent), and Post offices shall start functioning as per notified time (57.9 percent). However selected customers were found as less satisfied with regard to recess timing (50 percent).
- Since discretion with regard to deciding timing of recess is given to the immediate authority of the respective post offices, different recess timings are observed by different post offices which cause inconvenience to them. India Post therefore should come out with uniform policy with respect to working hours, starting time and recess time to be observed at each of the post offices so that convenience can be offered to the customers that shall lead to higher customer satisfaction. Timings for functioning also need to be notified at an appropriate place in a legible manner at the premises of the post office.

Table Number 4: I: 3.3:
Selected Customers' Responses on Ambiance of the Post office

Sr · No.	Selected Items	Expectation		Experience	
		UI	I	DS	S
1	The Post Office/s are spacious	384 (32.0)	816 (68.0)	730 (60.8)	470 (39.2)
2	The Proper Ventilation inside the Post Office/s is available	359 (29.9)	841 (70.1)	879 (73.3)	321 (26.8)
3	The Post Office/s have Proper Illumination	360 (30.0)	840 (70.0)	790 (65.8)	410 (34.2)
4	The Post Office/s are kept Clean	308 (25.7)	892 (74.3)	897 (74.8)	303 (25.3)
5	The Post Office/s are having Hygienic Conditions	384 (32.0)	816 (68.0)	1026 (85.5)	174 (14.5)
6	There is provision for Drinking Water at the Post Office/s	376 (31.3)	824 (68.7)	951 (79.3)	249 (20.8)
7	There is adequate sitting arrangement for the visitors in the Post Office/s	378 (31.5)	822 (68.5)	1019 (84.9)	181 (15.1)
8	The facility of Wash Room is available at the Post Office/s	411 (34.3)	789 (65.8)	1022 (85.2)	178 (14.8)
9	The Writing Desk for the Visitors is available at the Post Office/s	298 (24.8)	902 (75.2)	1010 (84.2)	190 (15.8)
10	The Parking facility for the visitors is available at the Post Office/s	296 (24.7)	904 (75.3)	939 (78.3)	261 (21.8)
11	Fire Extinguishers are kept in the Post Office/s for safety	400 (33.3)	800 (66.7)	992 (82.7)	208 (17.3)
12	Security Guard is deployed at the Post Office/s	356 (29.7)	844 (70.3)	1133 (94.4)	67 (5.6)
13	The Close Circuit Cameras are installed at the Post Office/s	427 (35.6)	773 (64.4)	1133 (94.4)	67 (5.6)
14	Emergency Help-Line Numbers are displayed at the Post Office/s	409 (34.1)	791 (65.9)	1018 (84.8)	182 (15.2)

- ✚ Overall, it was found that in case of the selected criteria viz; space, sufficient ventilation and illumination, cleanness, provision for drinking water, and washroom facility, as well as Parking facility for visitors, provisions for Fire Extinguishers, security guard, installation of close circuit cameras and display of emergency help line numbers at the post offices, nearly 65 to 76 percent customers had rated these services as important.
- ✚ Overall with regard to above corresponding stated items, around 73 to 95 percent customers have rated that they are dissatisfied, since proper facilities or provisions with regards to above stated facilities are not found at various post offices located in the city of Vadodara.
- ✚ Postal administration should consider these absence of provision of such facilities at the premises of the post offices in a sensible way since they are playing significant role in customers' satisfaction vs. dissatisfaction and in a long run affect brand image in an adverse manner.

Table Number 4: I: 3.4:
Selected Customers' Responses on Counter Services of the Post office

Sr. No.	Selected Items	Expectation		Experience	
		UI	I	DS	S
1	All Counters at Post office/s are adequately manned	322 (26.8)	878 (73.2)	864 (72.0)	336 (28.0)
2	The Post office/s are having sufficient number of Service Counters	304 (25.3)	896 (74.7)	901 (75.1)	299 (24.9)
3	Separate Counter for the Senior Citizens is available at the Post office/s	261 (21.8)	939 (78.3)	1168 (97.3)	32 (2.7)
4	All the Counters at the Post Office/s are functioning	468 (39.0)	732 (61.0)	862 (71.8)	338 (28.2)
5	The Staplers, Pins, Gum, Pen, Calculator, etc., are available at the Service Counters of the Post office/s	296 (24.7)	904 (75.3)	950 (79.2)	250 (20.8)
06	The transaction related Stationery, such as, Vouchers, Slips, Forms, etc., are available at the Service Counters of the Post Office/s	281 (23.4)	919 (76.6)	630 (52.5)	570 (47.5)
07	The Post office/s have equipment like, Computer, Printer, Scanner, Photocopying Machines, etc.,	416 (34.7)	784 (65.3)	882 (73.5)	318 (26.5)
08	The Post office/s make the changes in its working as per requirement	366 (30.5)	834 (69.5)	914 (76.2)	286 (23.8)
09	The Customer Help Desk/'May I Help you' Counter is available at the Postal office/s	400 (33.3)	800 (66.7)	1038 (86.5)	162 (13.5)
10	The Post Office/s deliver prompt Services to me	217 (18.1)	983 (81.9)	873 (72.8)	327 (27.3)
11	The Post Office/s give accurate services to me	273 (22.8)	927 (77.3)	753 (62.8)	447 (37.3)
12	The services provided by the Post office/s are trustworthy	254 (21.2)	946 (78.8)	605 (50.4)	595 (49.6)
13	Service rates charged by the Post office/s are reasonable	341 (28.4)	859 (71.6)	429 (35.8)	771 (64.3)
14	It is simple to make transactions at the Post office/s	313 (26.1)	887 (73.9)	665 (55.4)	535 (44.6)
15	We are provided receipts for transactions made at the Post Office/s	200 (16.7)	1000 (83.3)	460 (38.3)	740 (61.7)
16	We get Pass Book, Savings Certificates, etc. in due time from the Post Office/s	244 (20.3)	956 (79.7)	444 (37.0)	756 (63.0)
17	The Services provided by the Post office/s are trustworthy	254 (21.2)	946 (78.8)	605 (50.4)	595 (49.6)

Overall, it was found that in case of most of the selected criteria viz; All counters at Post Office/s are adequately manned, sufficient number of service counters, Provision for separate counter for the Senior Citizens, functioning of all service counters, availability of Stationery and other needed material to do transaction at the post office, and provision for appropriate equipment like computer, printer, scanner and photocopying machine related with the Counter Services of the Post office, customers had revealed shown high expectations that were ranging between 61 to 78 percent.

- ✚ It was also found that in case of most of the other selected criteria viz; Post Office/s make the changes in its working as per requirement, The customer Help Desk/'May I Help you' Counter is available at the Postal Office/s, Post Offices deliver prompt, accurate and trustworthy services, service rates, simplicity to make transactions, and obtaining receipts, Pass Book, Savings Certificates, etc. in due time from the Post Office/s, related with the Counter Services of the Post Office, customers had expressed high expectations that were ranging between 66 to 84 percent.
- ✚ It was observed from the collected responses that against high expectations of customers, they were found as dissatisfied with regard to most of the selected items concerning counter services that were in a range of 3 to 49 percent.
- ✚ It was found that with regard to service charges, issue of Receipt and Pass Book, Savings Certificates, etc. in due time from the Post Office/s, customers were found as satisfied within a range of 62 to 65 percent.
- ✚ Postal Services Administration therefore should pay attention to those services for the dissatisfactory provision for facilities and poor performance of the Counter Services offered to the customers and appropriate changes need to be introduced to bring about change for the betterment of the Counter Services.

Table Number 4: I: 3.5:
Selected Customers' Responses on Availability and Access of Information at the Post offices

Sr. No.	Selected Items	Expectation		Experience	
		UI	I	DS	S
1	Sign Boards are displayed at the Post office/s	232 (19.3)	968 (80.7)	758 (63.2)	442 (36.8)
2	The information on the Sign Boards are regularly updated at the Post office/s	192 (16.0)	1008 (84.0)	862 (71.8)	338 (28.2)
3	We get prompt information at the Post office/s	228 (19.0)	972 (81.0)	884 (73.7)	316 (26.3)
4	We get information easily at the Post office/s	281 (23.4)	919 (76.6)	905 (75.4)	295 (24.6)
5	We get information conveniently at the Post office/s	245 (20.4)	955 (79.6)	925 (77.1)	275 (22.9)
6	We get accurate information from the Post office/s	253 (21.1)	947 (78.9)	709 (59.1)	491 (40.9)
7	The Staff of Post office/s replies to our queries	279 (23.3)	921 (76.8)	864 (72.0)	336 (28.0)

- ✚ With regard to 'Availability and Access of Information' at the Post offices overall, it was found that in case of most of the selected criteria viz; sign board to be displayed and regular updates of information, supplying prompt, easy and accurate information and reply to queries of the customers, customers had shown high expectations since customers had rated these items as very 'Important' that were in the range of 77 to 85 percent.

- Customers' experience with regard to selected items was found as dissatisfactory. Around 60 to 77 percent of them had have shown dissatisfaction with regard to various items related with 'Availability and Access of Information' at the Post Offices.
- Post office Administration should made adequate provision for information access for the visitors. Absence of information exposure and regular updating of information results in to ignorance, illusion and discomfort to the customers who have been visiting to the post office premises, and in turn this adversely affect image and volume of the business of the post office.

Table Number 4: I: 3.6:
Selected Customers' Responses on Behaviour of the Staff of the Post offices

Sr. No.	Selected Statements/ Items	Expectation		Experience	
		UI	I	DS	S
1	The Staff of Post Office/s replies to our queries	279 (23.3)	921 (76.8)	864 (72.0)	336 (28.0)
2	The Staff of Post Office/s gives prompt replies to our queries	369 (30.8)	831 (69.3)	931 (77.6)	269 (22.4)
3	The Staff of Post Office/s has sufficient information	357 (29.8)	843 (70.3)	818 (68.2)	382 (31.8)
4	The Staff of Post Office/s provides correct information to us	246 (20.5)	954 (79.5)	798 (66.5)	402 (33.5)
5	The Staff of Post Office/s has skill to perform job	385 (32.1)	815 (69.7)	912 (76.0)	288 (24.0)
6	The Staff of Post Office/s is trained	359 (29.9)	841 (70.1)	930 (77.5)	270 (22.5)
7	The Staff of Post Office/s is polite	349 (29.1)	851 (70.9)	982 (81.8)	218 (18.2)
8	The Staff of Post Office/s is helpful	321 (26.8)	879 (73.3)	991 (82.6)	209 (17.4)
9	The Staff of Post Office/s is well-mannered	479 (39.9)	721 (60.1)	948 (79.0)	252 (21.0)
10	The staff of Post Office/s is honest	303 (25.3)	897 (74.8)	880 (73.3)	320 (26.7)
11	The Staff of Post Office/s provides us guidance for the procedural compliances	324 (27.0)	876 (73.0)	948 (79.0)	252 (21.0)
12	The Staff of Post Office/s give explanations to our queries	247 (20.6)	953 (79.4)	916 (76.3)	284 (23.7)
13	The Staff of Post Office/s follows rules and regulations	281 (23.4)	919 (76.6)	758 (63.2)	442 (36.8)
14	The Post Master of the Post Office/s guides the staff of the Post Office	418 (34.8)	782 (65.2)	932 (77.7)	268 (22.3)
15	The Post Master of the Post Office/s controls the staff of the Post Office	488 (40.7)	712 (59.3)	990 (82.5)	210 (17.5)

- Overall, with regard to "Behaviour of the Staff" of the Post office, it was found that customers' expectations had very high since it had revealed that 67 to 89 percent of customer expected that the staff of the post office should replies queries promptly, and should have sufficient information and should also provide correct information to customers.

Furthermore, customers had expected that staff of the post office should be trained and possess skill to perform job, should be polite, helpful, well-mannered, and honest and they should provide guidance for the procedural compliances to the customers. Customers should be given due importance to the matter that staff of the Post Office follow rules and regulations and the Post Master shall guide and control the Staff of the Post Office.

- ✚ Overall, with regard to 'Behaviour of the Staff 'of the Post office, it was found that customers' experience was dissatisfying with respect to most of the selected items and had shown that 17 to 36 percent customers were found as satisfied and 64 to 83 percent are found dissatisfied with regard it.
- ✚ Post Office Administration need to consider 'Behaviour of the Staff 'as the most significant factor influencing and determining customers' satisfaction. Therefore, it is obligatory on the system to make sure that Staff of the Post office should be imparted required training to ensure job performance and proper behaviour as expected and acceptable to the customers who have been visiting at the Counter of the Post Office.

Table Number 4: I: 3.7:
Selected Customers' Responses on Complaint Handling at the Post Offices

Sr. No.	Selected Items	Expectation		Experience	
		UI	I	DS	S
1	The Post Office/s listen to our complains	322 (26.8)	878 (73.2)	937 (78.1)	263 (21.9)
2	The staff of post office/s is prompt to respond our complaints	298 (24.8)	902 (75.2)	1007 (83.9)	193 (16.1)
3	Complaint book is available at the post office/s	263 (21.9)	937 (78.1)	886 (73.8)	314 (26.2)
4	The information related with registration of complaints is displayed at the post office/s	407 (33.9)	793 (66.1)	1044 (87.0)	156 (13.0)
5	The procedure for registration of our complaints is simple at the post office/s	354 (29.5)	846 (70.5)	1103 (91.9)	97 (8.1)
6	The Post Office/s solve our complaints	417 (34.8)	783 (65.3)	1130 (94.2)	70 (5.8)
7	Our grievances are solved by the staff of the post office/s	279 (23.3)	921 (76.8)	1034 (86.2)	166 (13.8)

- ✚ Overall, with regards to 'Complaint Handling' 65 to 78 percent customers had rated various selected items as 'Important 'and so they expected that post office should listen their complaints and respond promptly and complaint book needed information to register complaint should also made available to them. Furthermore, most of them expected that complaint registration should be simple and post offices should solve complaint and grievances of the customers.
- ✚ It was found that only 5 to 26 percent of customers were found as satisfied with respect to complaint handling and around 78 to 95 percent of them were found dissatisfied with regard to various selected items.

- The Post office administration should consider ‘Complaint Handling’ as the most important part of the service quality. They should make sure that proper and prompt response need to be provided and resolution to complaints and grievances should be offered quickly to the customers, to sustain positive image of the Post offices. The department of post should remember that a satisfied customer is the best means for promotion.

4: I.4: SELECTED CUSTOMERS’ FREQUENCY OF VISIT TO THE POST OFFICE AND REGISTRATION OF COMPLAINT WITH POST OFFICE:

The researcher had put efforts to showcase association between selected customers’ frequency of visit and their experience with regard to registration of complaint with the post office. The Table number: 4: I: 04 reveals their views on it.

Table Number: 4: I: 04

Table Showing Selected Customers’ Frequency of Visit to the Post Office and Their Views on Registration of Complaint with Post Offices

Sr. No.	Frequency of Visit	Views n Registration of Complaints with Post Offices				
		Yes	NO	Mean	S.D	Total
01.	Once in a six Month	86 (28.38)	452 (50.39)	1.84	0.367	538 (44.83)
02.	Once in a Month	123 (40.59)	357 (39.80)	1.74	0.437	480 (40.0)
03.	Once In a Fortnight	68 (22.44)	27 (03.01)	1.28	0.453	95 (07.92)
04.	Once in a Week	0 (0.0)	52 (05.80)	2.00	0.000	52 (4.33)
05.	Each Alternate Day	26 (8.58)	9 (01.00)	1.26	0.443	35 (2.92)
	Total	303 (100.0)	897 (100.0)	1.75	0.435	1200(100.0)

- In case of customers who had registered complaint with Post offices, it was found that 28.38 percent of those customers had visited once in a six month, 40.59 percent had visited the post office once in a Month, 22.44 percent had visited the post office once in a fortnight, and 8.58 percent had visited the post office each alternate day.
- In case of those customers who had not registered complaints with Post office, it was found that 50.39 percent had visited post office once in a six month, 39.80 percent out of those who visited once in a Month, 3.01 percent had visited once in a fortnight, and 5.80 percent had visited once in a week, followed by 1.00 percent visited post office on each alternate day.

- ✚ Post office administration should note that number of complaints registered by customers reveals lacunas and deficiency in service quality. The Post offices should put efforts to reduce number of complaints and put efforts also simultaneously resolve legitimate complaints to improve customers' satisfaction.

4: I: 5 SELECTED CUSTOMERS' FREQUENCY OF VISIT TO THE POST OFFICE AND THEIR RECOMMENDATION TO OTHERS TO CONTINUE TO USE THE POSTAL SERVICES

The researcher had put efforts to gather views of the selected customers as to whether they would recommend others to continue to use the postal services. In order to ensure qualitative consideration, opinion was divided in accordance with the frequency of visit of the selected customers.

Table Number: 4: I: 05
Table Showing Selected customers' Frequency of visit to the Post Office and Their Recommendation to Others to Continue to Use the Postal Services

Sr. No.	Frequency of Visit	Recommendation to Others to continue to Use the Postal Services				
		Yes	NO	Mean	S.D	Total
01.	Once in a six Month	404 (42.48)	134 (53.81)	1.25	0.433	538 (44.83)
02.	Once in a Month	391(41.11)	89 (35.74)	1.19	0.389	480 (40.0)
03.	Once In a Fortnight	95 (09.98)	0 (0.0)	1.00	0.000	95 (07.92)
04.	Once in a Week	35 (03.68)	17 (6.82)	1.33	0.474	52 (4.33)
05.	Each Alternate Day	26 (02.73)	9 (3.61)	1.26	0.443	35 (2.92)
	Total	951(100.0)	249 (100.0)	1.21	0.406	1200 (100.0)

- ✚ In case of those customers who had opted to recommend others to continue to make use of Postal services, it was found that overall, 42.48 percent had visited the post office Once in a six Month, 41.11 percent had visited the post office Once in a month, 9.98 percent had visited to the post office once In a Fortnight, and 3.68 percent visited post office once in a week, and 2.73 percent visited the post office each alternate day respectively.
- ✚ In case of those customers who had opted Not to recommend others to continue to make use of Postal services, it was found that overall, 53.81 percent of them had visited post office once in a six month, 35.74 percent had visited post office once in a month, 6.82 percent had visited post office once in a week followed by 3.61 percent had visited post office on each alternate day respectively.

- The India post should consider opinion and recommendation of the regular customers to recommend others to continue to make use of its Postal services as an important criterion about the quality of service and level of customer satisfaction as experienced by those who had availed Postal services.

4: I: 6 SELECTED CUSTOMERS' FREQUENCY OF VISIT TO THE POST OFFICE AND THEIR RATING OF INVESTMENT SERVICES AS PROVIDED BY APAs

The researcher has measured selected customers' rating on investment services as provided by the Authorised Postal Agents (APAs) in various post offices in the Vadodara City of Gujarat State. In order to have qualitative analysis of the responses rating given by them was divided and analyzed in accordance with frequency of visit to the post office by them.

Table Number: 4: I: 06

Table Showing Selected Customers' Frequency of Visit to the Post Office and Their Rating on Investment Services As Provided By APAs

Sr. No.	Frequency of Visit	Rating of Investment Services As Provided by APAs							
		Poor	Fair	Average	Good	Excellent	Mean	S.D.	Total
01.	Once in a six Month	9 (50.0)	137 (46.59)	211 (51.71)	95 (35.71)	86 (55.84)	3.21	1.047	538 (44.83)
02.	Once in a Month	0 (0.0)	140 (47.61)	204 (50.0)	93 (34.96)	43 (27.92)	3.08	0.916	480 (40.0)
03.	Once In a Fortnight	0 (0.0)	0 (0.0)	18 (04.41)	61 (22.93)	16 (10.38)	3.98	0.601	95 (07.92)
04.	Once in a Week	9 (50.0)	0 (0.0)	17 (04.16)	17 (06.39)	9 (05.84)	3.33	1.279	52 (4.33)
05.	Each Alternate Day	0 (0.0)	17 (05.78)	18 (04.41)	0 (0.0)	0 (0.0)	2.51	0.507	35 (2.92)
	Total	18 (100.0)	294 (100.0)	408 (100.0)	266 (100.0)	154 (100.0)	3.20	1.000	1200 (100.0)

- Overall, 9 percent of those who visited post office once in a six month and once in a week, had rated investment services provided by APAs as 'poor'.
- In case of selected customers' rating as 'Fair' on investment services as provided by APAs overall, 46.59 percent had visited the post office once in a six month, 47.61 percent had visited post office once in a month followed by 5.78 percent had visited post office on each alternate day respectively.

- ✚ In case of selected customers' rating as an 'Average' on investment services as provided by APAs overall, 51.71 percent had visited the post office once in a six month, 50 percent had visited the post office once in a Month, 4.41percent had visited post office once in a fortnight, 4.16 percent had visited post office once in a week and 4.41 percent had visited post office on each alternate day respectively.
- ✚ In case of selected customers who have rated investment services as provided by APAs as 'Good', overall 35.71 percent had visited the post office once in a six month, 34.96 percent had visited post office once in a month, 22.93 had visited post office once in a fortnight and 6.39 percent had visited post office once in a week respectively.
- ✚ In case of selected customers who have rated investment services as provided by APAs as 'Excellent' overall, 55.84 percent had visited the post office once in a six month, 27.92 percent had visited post office once in a month, 10.38 percent had visited post office once in a fortnight and 5.84 percent of them had visited post office once in a week respectively.
- ✚ The India post should consider customers' rating as an important criterion to recognize role being played by the APAs in providing satisfactory services to the customers. Significant aspects related to APAs training and motivation need be decided by the system based on such information.

4: I: 7 SELECTED CUSTOMERS' FREQUENCY OF VISIT TO THE POST OFFICE AND THEIR PREFERENCE FOR AVAILING FINANCIAL SERVICES FROM APAs

An attempt was made by the researcher to evaluate responses of the selected customers with regard to their preference for availing financial services from APAs. In order to have qualitative analysis of the collected data, frequency of visit by the selected customers has been taken in to consideration.

Table Number: 4: I: 07
Table Showing Selected customers' Frequency of Visit to the Post Office and Their Preference for Availing Financial Services from APAs

Sr. No.	Frequency of Visit	Preference for Availing Financial Services by APAs							
		Never	Rarely	Sometimes	Many Times	Always	Mean	S.D	Total
01	Once in a six Month	43 (70.49)	96 (34.53)	194 (46.85)	93 (41.51)	112 (50.23)	3.25	1.201	538 (44.83)
02	Once in a Month	9 (14.75)	138 (49.64)	211 (50.96)	79 (35.27)	43 (19.28)	3.02	0.942	480 (40.0)
03	Once In a Fortnight	0 (0.0)	18 (06.47)	9 (21.74)	52 (23.21)	16 (07.17)	3.69	0.968	95 (07.92)
04	Once in a Week	9 (14.75)	17 (06.11)	0 (0.0)	0 (0.0)	26 (11.66)	3.33	1.723	52 (4.33)
05	Each Alternate Day	0 (0.0)	9 (03.23)	0 (0.0)	0 (0.0)	26 (11.66)	4.23	1.330	35 (2.92)
	Total	61 (100.0)	278 (100.0)	414 (100.0)	224 (100.0)	223 (100.0)	3.23	1.147	1200 (100.0)

- ✚ Overall 70.49 percent of selected customers who had visited post office once in a six month revealed their preference as 'Never' for availing financial services from APAs, followed by 9 percent of them who have visited post office once in Month and once in a Week respectively.
- ✚ Those customers who had expressed 'Rarely' as response preferred to avail financial services by APAs were who ones from amongst 34.53 percent had visited the post office once in a six period, 49.64 percent had visited post office once in a month, 6.47 percent had visited once in a fortnight, 6.11 percent had visited post office once in a week and 3.23 percent had visited post office on each alternate day respectively.
- ✚ Overall, 46.85 percent of those selected customers who had visited the post office once in a six months period, 50.96 percent had visited the post office once in a month, followed by 9 percent visited post office once in a fortnight had shown preference as 'Sometimes' for availing financial services by APAs .
- ✚ Overall, 41.51percent customers who had visited post offices once in a six month period, 35.27 percent had visited post office once in a month, followed by 23.21 percent had visited post office once in a fortnight and they had shown as 'Many Times' as their preference for availing financial services by APAs .

- ✚ Those who would ‘Always’ prefer to avail financial services by APAs were those ones amongst which 50.23 percent had visited the post office once in a six period, 19.28 percent had visited post office once in a month, 7.17 percent had visited post office once in a fortnight, 11.66 percent had visited once in a week and 11.66 percent of them had visited post office on each alternate day respectively.
- ✚ It was also found that those who have shown ‘Always’ preference for availing financial services provided by APAs from amongst which 50.23 percentage had visited post office once in a six month, 19.28 percentage had visited once in a month 7.17 percentage had visited once in a fortnight, 11.66 percentage had visited once in a week and also on each alternate day.
- ✚ The India post should consider this information as an important criterion to evaluate significance of APAs as an intermediate service provider of the system as a preferred source for availing services from them by the customers.

4: I: 8 SELECTED CUSTOMERS’ FREQUENCY OF VISIT TO THE POST OFFICE AND THEIR OPINION ON THE ITEM THAT “INDIA POST IS ADOPTING CHANGES AS PER CUSTOMER EXPECTATIONS”

An attempt was made by the researcher to gather opinion of the selected customers as to whether India post has been adopting changes as per their expectations or not? In order to have qualitative and rational analysis of data collected in this regard, analysis was carried out in the context of frequency of visit to the post office by them.

Table Number: 4: I: 08

Table Showing Selected Customers’ Frequency of Visit to the Post Office and Their Opinion on the Item That ‘India Post is Adopting Changes as Par Customer Expectations’

Sr. No.	Frequency of Visit	India Post is Adopting Changes as par Customers’ Expectations				
		Agree	Disagree	Mean	S.D.	Total
01.	Once in a six Month	202 (40.40)	336 (48.0)	1.62	0.485	538 (44.83)
02	Once in a Month	236 (47.20)	244 (32.0)	1.51	0.500	480 (40.0)
03.	Once In a Fortnight	17 (03.40)	78 (11.14)	1.82	0.385	95 (07.92)
04.	Once in a Week	27 (05.40)	25 (03.57)	1.48	0.505	52 (4.33)
05.	Each Alternate Day	18 (03.60)	17 (2.42)	1.49	0.507	35 (2.92)
	Total	500 (100.0)	700 (100.0)	1.58	0.493	1200 (100.0)

Overall, 40.40 percent of those who had visited the post office once in a six month, and 47.20 percent of them had visited post office once in a Month, 3.40 percent who visited once in a fortnight, and 5.40 percent who had visited post office once in a week and 3.60 percent of them who had visited the post office on each alternate day had agreed to this item that India post is adopting changes as per customers' expectations.

Overall, 48 percent of those who had visited the post office once in a six month, 32 percent who had visited once in a month, 11.14 percent of who had visited once in a fortnight, 3.57 percent who had visited once in a week and 2.42 percent of them who had visited post office on each alternate day had disagreed to this item that India post is adopting changes as per customers' expectations.

4: I: 9 SELECTED CUSTOMERS' FREQUENCY OF VISIT TO THE POST OFFICE AND THEIR OPINION ON THE ITEM THAT "INDIA POST IS ADOPTING CHANGING SCENARIO"

An attempt was made by the researcher to gather opinion of the selected customers as to whether India post is adopting changes as per changing scenario or not? In order to have qualitative and rational analysis of data collected in this regard, analysis was carried out in the context of frequency of visit to the post office by selected customers.

Table Number: 4: I: 09

Table Showing Selected Customers' Frequency of Visit to the Post Office and Their Opinion on the Item That 'India Post is Adopting Changing Scenario'

Sr. No.	Frequency of Visit	Opinion That India Post is Adopting Changing scenario				
		Agree	Disagree	Mean	S.D.	Total
01.	Once in a six Month	216 (41.53)	322 (47.35)	1.60	0.491	538 (44.83)
02.	Once in a Month	225 (43.26)	225 (33.08)	1.53	0.500	480 (40.0)
03.	Once In a Fortnight	26 (05.0)	69 (10.14)	1.73	0.448	95 (07.92)
04.	Once in a Week	35 (06.73)	17 (02.50)	1.33	0.474	52 (4.33)
05.	Each Alternate Day	18 (03.46)	17 (02.50)	1.49	0.507	35 (2.92)
	Total	520 (100.0)	680 (100.0)	1.57	0.496	1200 (100.0)

Overall, 41.53 percent of those who had visited the post office once in a six month, 43.26 percent who had visited the post office once in a month, 5 percent who had visited the post office once in a fortnight, 6.73 percent of them had visited once in a week, and 3.46 percent of them who had visited the post office on each alternate day had agreed to this item that India post is adopting changes as per changing scenario.

- Overall, 47.35 percent of those who had visited the post office once in a six month, 33.08 percent who had visited once in a month, 10.14 percent who had visited once in a fortnight, 2.50 percent who had visited once in a week, and 2.50 percent of who had visited post office on each alternate day had disagreed to this item that India post is adopting changes as per customer expectations.

4: I: 10 SELECTED CUSTOMERS' OVERALL EXPERIENCE ON THE SELECTED CRITERIA

The researcher had tried to study and evaluate overall experience of the selected customers on selected criteria for their visit to various post offices located in the Vadodara City in the Gujarat State.

Table Number: 4: I: 10
Selected Customers' Overall Satisfaction/Dissatisfaction
(Experience) on Selected Criteria

Sr. No.	Selected Criteria	Overall Experience	
		Dissatisfied	Satisfied
1	Location of the Post Office/s	352 (29.3)	848 (70.7)
2	Timing of the Post Office/s	485 (40.4)	715 (59.6)
3	Ambience of the Post Office/s	916 (76.3)	284 (23.7)
4	Counter Services at the Post office/s	863 (71.9)	337 (28.1)
5	Access of the Information at the Post Office/s	915 (76.3)	285 (23.8)
6	Availability of the Information at the Post Office/s	991 (82.6)	209 (17.4)
7	Behaviour of the Staff	1000 (83.3)	200 (16.7)
8	Complaint solving	1019 (84.9)	181(15.1)

- Overall, with regard to selected criteria viz. 'Location' and 'Timings' of the post office/s majority of them were found as satisfied.
- Overall, with regard to 'Ambience of the Post Office/s; Counter services at the Post office/s; Access and Availability of the Information at the post office/s; Behavior of the staff and Complaint solving at the post office/s' located in the Vadodara City of Gujarat State, majority of the customers were found as dissatisfied.
- The India post should take in to consideration with regard to majority of the selected criteria viz., "Ambience of the Post Office/s; Counter Services at the Post office/s; Access and Availability of the Information at the post office/s; Behaviour of the Staff and Complaint solving at the Post Office/s" majority of the customers were found as dissatisfied. Immediate and sharp reformative action in the form of policy changes need to be made to increase level of satisfaction of the customers.

4: I: 11 SELECTED CUSTOMERS' OVERALL EXPERIENCE WITH REGARDS TO SELECTED CRITERIA ON SELECTED POSTAL SERVICES

The researcher had measured overall satisfaction and/or dissatisfaction with regard to selected Postal Services as offered to them during his or her visit to various post offices located Vadodara City of Gujarat State.

In order to have precision in the evaluation of selected customers' experience, an attempt was made to measure their experience on five point scale that were defined as: Highly satisfied (HS), Satisfied(S), somewhat satisfied, Dissatisfied (DS) and Highly Dissatisfied (HDS) respectively.

Table No.:4: I: 11
Selected Customers' overall Satisfaction on Selected Postal Services

Sr. No.	Selected Criteria	Score (Number and Percentages)					Mean Score	Standard Deviation
		HDS	DS	Somewhat satisfied	S	HS		
01	Location of the Post Offices	24 (02.0)	156 (13.0)	228 (19.0)	576 (0.48)	216 (0.18)	3.67	0.99
02	Timing of the Post Offices	48 (04.0)	120 (10.0)	384 (32.0)	456 (38.0)	192 (16.0)	3.52	1.01
03	Ambience of the Post Offices	36 (03.0)	300 (25.0)	624 (52.0)	240 (20.0)	0 (0.0)	2.89	0.75
04	Services Provided by the various Service Counters of the post offices	24 (02.0)	312 (26.0)	552 (46.0)	276 (23.0)	36 (03.0)	2.99	0.83
05	Access of the Information at the Post Offices	24 (02.0)	420 (35.0)	492 (41.0)	204 (17.0)	60 (05.0)	2.88	0.89
06	Availability of the Information at the post offices	12 (01.0)	432 (36.0)	540 (45.0)	144 (12.0)	72 (06.0)	2.86	0.86
07	Behaviour of the Staff of Post Offices	36 (03.0)	564 (47.0)	396 (33.0)	132 (11.0)	72 (06.0)	2.70	0.93
08	Complaint solving by the staff of post offices	84 (07.0)	408 (34.0)	540 (45.0)	132 (11.0)	36 (03.0)	2.69	0.87

Overall, selected customers' experience with regard to their visit to various post offices revealed that 48 percent of them were found as satisfied, 19 percent were found as somewhat satisfied, 18 percent were found as highly satisfied followed by 13 percent were found as dissatisfied, and 2 percent of them were found as highly dissatisfied on selected criteria viz., 'Location of the Post Office'.

- ✚ Overall, with regard to 'Timings of the Post Office', 38 percent of selected customers were found as satisfied, 32 percent found as somewhat satisfied, 16 percent were found as highly satisfied, 10 percent were found as dissatisfied and 4 percent of them were found as highly dissatisfied in the Vadodara City of Gujarat State.
- ✚ Overall, with regard to 'Ambience of the Post offices', 20 percent of selected customers were found as satisfied, 52 percent found as somewhat satisfied, 25 percent were found as dissatisfied and 3 percent them were found as highly dissatisfied.
- ✚ Data analysis revealed that with regard to criteria, 'Services provided by the various Service Counters of the Post Offices', 3 percent of the selected customers were found as highly satisfied, 23 percent found as satisfied, 46 percent found as somewhat satisfied, 26 percent found as dissatisfied and 2 percentage of them were found as highly dissatisfied .
- ✚ Overall, with regard to experience of selected customers on 'Access of the Information at the Post Offices' revealed that 5 percent of selected customers were found as highly satisfied, 17 percent found as satisfied, 41 percent found as somewhat satisfied, 35 percent found as dissatisfied and 2 percent of them found as highly dissatisfied.
- ✚ Data analysis revealed that with regard to criteria, ' Availability of the Information at the Post Offices', 6 percent of the selected customers were found as highly satisfied, 12 percent found as satisfied, 45 percent found as somewhat satisfied, 36 percent found as dissatisfied and 1 percentage of them were found as highly dissatisfied .
- ✚ Overall, with regard to experience of selected customers on 'Behaviour of the Staff of Post offices' revealed that 6 percent of selected customers were found as highly satisfied, 11 percent found as satisfied, 33 percent found as somewhat satisfied, 47 percent found as dissatisfied and 3 percent of them found as highly dissatisfied.
- ✚ Data analysis with regard to selected criterion, 'Complaint Solving by the Staff of Post Offices' revealed that 3 percent of the selected customers were found as highly satisfied, 11 percent were found as satisfied, 45 percent were found as somewhat satisfied, 34 percent were found as dissatisfied and 7 percentage of them were found as highly dissatisfied respectively.
- ✚ In summary, data analysis revealed that majority of the selected customers in the Vadodara City of Gujarat State were found as having dissatisfactory experience in general with regard to their visit to the post office.

In particular, with regard to the selected criteria viz., ‘Ambience of the Post offices’; ‘Services Provided by the various Service Counters of the Post Offices’; ‘Access and Availability of the Information at the Post Offices’; ‘Behaviour of the Staff of Post Offices’ and ‘Complaint Solving by the Staff of Post Offices’, majority of them found as dissatisfied. However, with regard to selected criteria viz., Location of the post office’ and ‘Timings of the Post Office’ majority of selected customers had expressed satisfaction.

4: I: 12 RESPONSES OF SELECTED CUSTOMERS’ ON THEIR OVERALL EXPECTATION VERSUS EXPERIENCE ON SELECTED CRITERIA

An attempt was made by the researcher to evaluate overall expectation and experience with regard to selected criteria concerning selected postal services that mainly revealed as follows.

Table Number: 4: I: 12
Criteria Wise Ratios of Mean Scores of Overall Experience/ Expectation for Selected Postal Services

Sr. No.	Selected Criteria	Mean Value of Expectation	Mean Value of Experience	Ratio of (Experience/ Expectation)
01	Location of the Post Offices	3.62	3.58	0.98
02	Timings of the Post Offices	3.81	3.42	0.90
03	Ambience of the Post Offices	3.74	2.42	0.64
04	Counters Services at the post offices	3.91	2.98	0.76
05	Access/ Availability of Information at Post Offices	3.96	2.69	0.68
06	Behaviour of The Staff of The Post Office	3.82	2.84	0.74
07	Complain Handling at the Post Offices	3.83	2.57	0.67

✚ It was found that various post offices located in the Vadodara City of Gujarat State, with regard to selected criteria viz., ‘Location’ and Timing’ of the Post Offices, the ratio of expectation and experience of the selected respondents showed value of 0.98 and 0.90 which meant that in post offices found satisfy expectations of the customers on it.

✚ Overall, for other selected criteria the researcher found significant difference and gap between the Mean value of experiences and expectations, which revealed non- fulfillment of expectations of customers for postal services offered by it. Except with regard to ‘Location’ and ‘Timing’, for remaining Criteria selected customers found dissatisfied. It needs strategic policy change on the part of the Post offices.

Overall analysis, of gathered primary data, for the selected variable for overall satisfaction, revealed that they were found as satisfied with regard to location and timing of the post offices. With regard to remaining selected criteria, customers were found to be dissatisfied, since mean scores were well below the mean score of expectations.

4: I: 13 RESPONSES ON SELECTED CUSTOMERS' FREQUENCY OF VISIT TO THE POST OFFICE AND THEIR OVERALL EXPERIENCE ON SELECTED CRITERIA

An attempt has been made by the researcher to analyze responses collected from the selected customers at with regard to their overall experience against selected criteria considering their frequency of visit to the post offices located in the Vadodara City of Gujarat State. This analysis would reveal qualitative learning for the Postal system that having rational measurement of satisfaction level of customers under the shadow of their frequency of visit which would be helpful in arriving at a fair conclusion regarding customers' satisfaction. Greater is the frequency of their visit, more implication on forming expectations and experience and more reliable opinion of the respondents it carries and vice versa.

Table Number: 4: I: 13
Selected Customers' Frequency of Visit to the Post Office and Their Overall Experience on Selected Criteria with post office

Sr. No.	Selected Criteria	Frequency of Visit To Post office In One Month						
		Satisfied/ Dissatisfied (S/DS)	Once in A Six Month	Once in A Month	Once in A Fortnight	Once in A Week	Each Alternate Day	TOTAL
01.	Location	Satisfied	337 (39.74)	365 (43.04)	86 (10.14)	25 (2.95)	35 (4.13)	848 (70.66)
		Dissatisfied	201 (57.10)	115 (32.67)	9 (2.56)	27 (07.67)	0 (0.0)	352 (29.34)
02.	Timing	Satisfied	319 (44.61)	268 (37.48)	68 (09.51)	43 (06.04)	17 (02.37)	715 (59.58)
		Dissatisfied	219 (45.15)	212 (43.71)	27 (05.57)	9 (01.86)	18 (03.71)	485 (40.42)
03.	Ambiance	Satisfied	183 (64.43)	58 (20.42)	34 (11.97)	09 (03.17)	00 (0.0)	284 (23.67)
		Dissatisfied	355 (38.75)	422 (46.06)	61 (06.66)	43 (04.69)	35 (03.82)	916 (76.33)
04.	Counter Services	Satisfied	156 (46.29)	145 (43.02)	0 (0.0)	18 (05.34)	18 (05.34)	337 (28.08)
		Dissatisfied	382 (44.26)	335 (38.82)	95 (11.0)	34 (03.94)	17 (01.97)	863 (71.92)
05.	Access of Informati	Satisfied	156 (54.74)	112 (39.30)	0 (0.0)	0 (0.0)	17 (05.96)	285 (23.75)

	on	Dissatisfied	382 (41.75)	368 (40.22)	95 (10.38)	52 (05.68)	18 (01.97)	915 (76.25)
06.	Availabili ty of informati on	Satisfied	96 (45.93)	77 (36.84)	0 (0.0)	18 (08.61)	18 (08.61)	209 (17.42)
		Dissatisfied	442 (44.60)	403 (40.67)	95 (09.59)	34 (34.30)	17 (01.72)	991 (82.58)
07.	Staff Behaviour	Satisfied	114 (57.0)	69 (34.5)	0 (0.0)	17 (08.5)	0 (0.0)	200 (16.67)
		Dissatisfied	424 (42.4)	411 (41.40)	95 (09.50)	35 (03.50)	35 (03.50)	1000 (83.33)
08.	Complain Solving	Satisfied	112 (61.87)	42 (23.20)	0 (0.0)	18 (09.94)	9 (04.97)	181 (15.08)
		Dissatisfied	426 (41.81)	438 (42.98)	95 (09.32)	34 (03.33)	26 (02.55)	1019 (84.92)

- ✚ Overall, with regard to ‘Location of the Post Office’ and ‘Timings of the Post Office’ more than 70 as well as 60 percent of the selected customers were found as satisfied and majority of them were found as satisfied who had visited post office either once in a six month or once in a month respectively.
- ✚ Overall except with regard to ‘Location’ and ‘Timing’ as a selected criteria, for the remaining all selected criteria, selected customers were found as dissatisfied.
- ✚ ‘Frequency of visit to the Post office which can be considered as a rational parameter for qualitative measurement of customers’ satisfaction since it gives shapes to customers’ expectations and enriches explanation on experience and evaluation of the Postal system. The data analysis on overall satisfaction has revealed that with regard to majority of the selected criteria as majority of them were found as dissatisfied, so it should be taken as a red signal by the post office administration for immediate reformative action for improvement of its functioning in offering Postal Services.

CHAPTER NUMBER FOUR

DATA ANALYSIS AND INTERPRETATION

<p>PART- II AUTHORIZED POSTAL AGENTS (APAs) STUDY</p>
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4: II.0: INTRODUCTION:

The entire data analysis and interpretation has been divided into two parts. This second or II part called or referred herewith has dealt with the results and findings of an empirical research study that was undertaken with regard to ‘Authorised Postal Agents’ (APAs) study’. The primary data have also been separately collected, tabulated, analyzed and interpreted, and its results have been presented in tabular and graphical form in this part II of the chapter number four using SPSS 15.0 for windows. The Authorised Postal Agents (APAs) who have been working in various post offices located in the Vadodara City for rendering services to the customers were conveniently drawn by the researcher at the time of collection of primary data.

Note:

The respondents have been referred as the ‘Authorized Postal Agents’ (APAs) in this Part-II.

4: II. 1: PROFILE OF APAs:

The researcher has provided profile of ‘Authorized Postal Agents’(APAs) who have been rendering Postal services to customers while independently working with various post offices located in the Vadodara City of Gujarat State. The researcher offered APAs’ demographic profile considering selected background variables viz., Age, Gender, Educational Qualifications, and Marital Status.

The researcher has personally visited each of the APAs for the collection of the primary data from amongst total number of 40 post offices and his or her residential accommodation and their offices to finally consider total number of 300 responses that were gathered using structured questionnaire supported with personal interviewing.

The profile of the selected APAs has been offered as follows.

Table Number 4: II: 01 Profile of Selected APAs

Sr. No.	Selected Demographic Variables of Selected APAs		Number and Percentages of Selected APAs
01	Gender	Males	138 (46)
		Females	162 (54)
02	Age Groups (In Years)	Below 25	63 (21)
		25 to 45 years	149 (49.66)
		46 to 60 years	47 (15.66)
		Above 60 years	41 (13.66)
03	Educational Qualifications	Less than Graduate	98 (32.66)
		Graduate	138 (46)
		Post-Graduate	48 (16)
		Professional Qualification/Diploma	16(5.33)
04	Annual Family Income (In Rupees)	Up to Rs. 100000	21 (07)
		Rs. 300000 to 600000	149 (49.66)
		Rs. 600000 to1000000	72 (24)
		More than 1000000	58 (19.34)
05	Number of Family Earning Members	Single	40 (13.33)
		Two	125 (41.66)
		Three	73 (24.33)
		More than Three	62 (20.66)
06	Number of Dependents	Up to 3	67 (22.33)
		4 to5	152 (50.66)
		6to7	61 (20.33)
		More than 7	20 (06)
07	Marital Status of Selected APAs	Unmarried	40 (13.33)
		Married	260 (86.66)

AGE:

✚ The data analysis of age groups of selected APAs revealed that 21 percent of them were found as belonging to the age group of below 25years, whereas 49.66 percent of them were found as belonging to age group of 25 to 45 years, 15.66 percent of them were found as belonging to age group between 46 to 60 years, and 13.66 percent were belonging to age group of above 60 years respectively.

GENDER:

- ✚ The data analysis of Gender of APAs revealed that 46 percent of them were found as males and nearly 54 percent of them were found as females respectively. It implies that the more number of APAs in the post offices were found as females, the reason being that Standardise Agency System (SAS) agency license is issued to both male and female and Mehila Pradhan Kshatriya Bachat Yogina (MPKBY) agency license is issued to females only.

MARITAL STATUS:

Overall, 86.66 percent APAs were found as married and just 13.33 percent of them found unmarried respectively.

EDUCATIONAL QUALIFICATION:

- ✚ The data analysis of educational qualifications had revealed mixed picture of APAs as majority of APAs were found as having 'Less than graduation'(32.66 percent); 'Graduation'(46 percent); 'Post Graduation'(16 percent) and 'Professional and Diploma'(5.33) as their educational qualifications.
- ✚ It meant that less number of APAs were found to be professionally qualified followed with Post-Graduation and Professional qualifications as their educational qualifications (21.33 percent).
- ✚ It implies that the APAs of the post offices were found to be moderately literate but less qualified. Therefore, Postal administration should be vigilant enough to take a note of the manner in which Postal services should be offered to them. The service provider must critically evaluate the expectations of customers while working with the post office, and what kind of help they expect from the staff of the post office? This would help post office to carry out service enrichment in accordance with the expectations of the APAs who are in fact 'Internal Customers' and are also responsible in delivering customers' satisfaction to the end users.

ANNUAL FAMILY INCOME:

- ✚ The data analysis of annual family income revealed that 7 percent of APAs were having annual family income up to Rs 1 lakh, followed by 49.66 percent were having annual family income between Rs.3 lakh to 6 lakh followed by 24 percent were having income between Rs.6 lakh to Rs.10 lakh, and 19.34 percent were having annual family income of more than Rs.10 lakh respectively.

- ✚ Majority of the APAs were found as falling within the range of an annual family income between Rs.3 lakh to 10 lakh, which implies that India Post should cater the needs of two different major income groups as there would not be much diverse needs of similar income groups and maintaining relationship with similar income groups would not require different efforts.

NUMBER OF DEPENDENT FAMILY MEMBERS:

- ✚ Majority of APAs (22.33 percent) were found having less than 03 dependent family member, followed by 50.66 percent APAs were having 04 to 05 dependent members, 20.33 percent were having 6 to 7 dependent members and 06 percent APAs were found taking care of more than 07 dependent family members respectively.
- ✚ It implies that maximum number of APAs were found as aware of benefit of having less number of dependent family members which not only enhances their spending power as the customer, but it also improves their choice of product and services.

NUMBER OF EARNING MEMBERS:

- ✚ Majority of APAs (55 percent) were found as having either one or two earning members in the family, followed by 24.33 percent were having three earning members in the family, 20.66 percent respondents were having more than 3 earning members in the family.
- ✚ It implies that maximum numbers of APAs were found as aware of benefit of having more number of earning family members which not only enhances their spending power as the customer, but it also improves their overall standard of living.

4: II. 2: APAs' FREQUENCY OF VISIT TO THE POST OFFICES IN ONE MONTH:

Table Number: 4: II: 02
Frequency of Visit to the Post Office in One Month by Selected APAs

Sr. No.	Frequency of Visit To Post office In One Month	Type of Agency			Mean	S.D.	Total
		Standardize Agency System (SAS)	MPKBY Agency	Both SAS and MPKBY Agency			
01.	Less than 5 times	84 (60.44)	11(14.45)	04 (6.15)	1.19	0.488	99 (33.0)
02.	5 to 10 times	24 (17.26)	50 (52.08)	15 (23.07)	1.90	0.658	89 (29.67)
03.	10 to 15 times	20 (14.38)	32 (33.33)	14 (21.54)	1.91	0.717	66 (22.0)
04.	15 to 20 times	08 (5.76)	0 (0.0)	23 (35.38)	2.48	0.890	31 (10.33)
05.	More Than 20times	03 (2.16)	03 (3.16)	09 (13.85)	2.40	0.825	15 (5.0)
Total		139 (100.0)	96 (100.0)	65 (100.0)	1.75	0.788	300(100.0)

✚ Selected APAs' frequency of visit to the post office in One month had revealed that 33 percent visited less than 5 times, 29.7 percent visited 5 to 10 times, 22 percent visited 10 to 15 times, 10.3 percentage visited 15 to 20 times, and 5 percent had visited for more than 20 times.

✚ India post should consider 'frequency of visit to the Post offices' as a rational parameter to learn expectations, aspirations of APAs and it can be used it as a yardstick to measure satisfaction of the visitors. Opinion, views, ideas and criticism of those who visit to the premises of the Post Offices more frequently carries significant implication in bringing improvement in operations and processes of the Postal system.

✚ Frequency of visit has reveals important inference of the selected customers for their usage of postal services, emotional engagement and trust or loyalty towards the system. Infrequent visit leads to lower expectations and lower engagement and utilization of services, which is major challenge for the service provider from marketing point of view.

4: II. 3: TYPE OF AGENCY AND FREQUENCY OF VISIT OF APAS TO POST OFFICE IN ONE MONTH:

The researcher had tried to know association between nature of work performed by APAs and their frequency of visit to the post offices through offering of findings based on type of agency hold by APAs and their frequency of visit to the post offices in one month.

Table Number: 4: II: 03
Table Showing Type of Agency and Frequency of Visit by APAs to Post Office in One Month

Sr. No.	Frequency of Visit	Number and Percentages
01	Less than 5 times	99 (33)
02	5 to 10 times	89 (29.7)
03	10 to 15 times	66 (22)
04	15 to 20 times	31 (10.3)
05	More than 20 times	15 (05)
Total		300

- ✚ Overall, those APAs amongst who hold SAS agency, 60.44 percent had visited less than 5 times, 24 percent visited 5 to 10 times, 14.38 percentage had visited 10 to 15 times, 53.76 percentage had visited 15 to 20 times and 2.16 percent had visited post offices more than 20 times in a month.
- ✚ With regard to MPKBY Agency, out of selected APAs, 14.45 percent had visited less than 5 times, 52.08 percent had visited 5 to 10 times, and 3.16 percent had visited more than 20 times in a month.
- ✚ Overall, those APAs who hold both SAS and MPKBY agency 6.15 percent had visited less than 5 times, 23.7 percentage had visited 5 to 10 times, 21.54 percent had visited 10 To 15 times, and 35.38 percent had visit 15 to 20 times, and 13.85 percent had visited more than 20 times in a month.
- ✚ Overall, 33.0 percentages of APAs visited Less than 5 Times, 29.67 percent had visited 5 to 10 times, 22 percent had visited 10 To 15 times, 10.33 percentage had visited 15 To 20 times, and 5 percent of selected APAs had visited more than 20 times in a month to the post offices.
- ✚ Irrespective to the type of the agency, APAs frequency of visit determines business volume of the post offices. However, volume and performance of various schemes of the Small Savings being run by the post offices differ in accordance with the type of the agency hold by the APAs.

4: II. 4: APAs TYPE OF AGENCY AND LENGTH OF WORKING EXPERIENCE:

The researcher had attempted to learn nature and length of work experience of the selected APAs while having their association with the post offices. The nature of experience revealed through type of agency hold by APAs and Length of experience has been revealed in terms of number of year's association of APAs with the post offices.

Table Number: 4: II: 04
Type of Agency Hold by APAs and Length of Working Experience

Sr. No.	Type Of Agency	Length of Working Experience As APAs						
		Less than 5 Years	More Than 5 Years but Less than 10 Years	More Than 10 years but Less than 15 Years	More Than 15 years	Mean	S.D	Total
01.	Standardize Agency system(SAS)	58 (58.0)	44 (45.83)	30 (45.45)	07 (18.42)	1.90	0.911	139 (46.33)
02.	MPKBY Agency	21 (21.0)	37 (38.54)	18 (27.27)	20 (52.63)	2.39	1.050	96 (32.0)
03	Both SAS and MPKBY Agency	21 (21.0)	15 (15.63)	18 (27.27)	11 (28.95)	2.29	1.100	65 (21.67)
Total		100 (100.0)	96 (100.0)	66 (100.0)	38 (100.0)	2.14	1.022	300 (100.0)

✚ It was found that in case of APAs who hold SAS agency 58 percent were having less than 5 years of experience, 45.83 percent were having more than 5 years but less than 10 years of experience, 45.45 percent were having 10 to 15 years of experience and 18.42 percent were having more than 15 years of experience as APAs respectively.

✚ It was found that from amongst those APAs who hold MPKBY agency, 21percent were having less than 5 years of experience, 38.54 percent were having more than 5 years but less than 10 years of experience, 27.27 percent were having 10 to 15 years of experience and 52.63 percent were having more than 15 years of experience respectively.

✚ Overall, those APAs who hold both SAS and MPKBY agency, 21percent were having less than 5 years of experience, 15.63 percent were having more than 5 years but less than 10 years of experience, 27.27 percent were having 10 to 15 years of experience and 28.95 percent were having more than 15 years of experience respectively.

✚ The Post office administration should learn about areas of improvements in the Postal system by giving due improvements to the length of experience put in by APAs. Certain other aspects like viz., motivation to APAs; need for information exposure, and liaison of APAs with Post office staff and operations to a large extent depends upon nature and length of APAs experience.

It is apparent that APAs with rich experience can improve service delivery standard to be offered an end users and it in tern shall result into building brand image of the Post offices.

4: II. 5: SELECTED APAs' LENGTH OF WORKING EXPERIENCE AND FREQUENCY OF VISIT TO POST OFFICE IN ONE MONTH:

The Researcher had attempted to know and study association between length of working experience and frequency of visit of APAs to the post offices.

Table Number: 4: II: 05

APAs Length of Working Experience and Frequency of Visit to Post office in one Month

Sr. No.	Frequency of Visit of APAs in One Month	APAs Length of Working Experience						
		Less Than 5 Years	More Than 5 Years But Less Than 10 Years	More Than 10 years But less Than 15 Years	More Than 15 years	Mean	S.D	Total
01.	Less than 5 times	45 (45.0)	25 (26.4)	21 (31.82)	08 (21.05)	1.92	0.997	99 (33.0)
02.	5 to 10 times	20 (20.0)	39 (40.63)	20 (30.30)	10 (26.31)	2.22	0.926	89 (26.67)
03.	10 to 15 times	23 (23.0)	21 (21.88)	17 (25.75)	05 (13.15)	2.06	0.959	66 (22.0)
04.	15 to 20 times	08 (08.0)	11 (14.45)	06 (09.09)	06 (15.79)	2.32	1.077	31 (10.33)
05.	More than 20 times	04 (04.0)	0 (0.0)	02 (03.03)	09 (23.68)	3.07	1.335	15 (05.0)
Total		100 (100.0)	96 (100.0)	66 (100.0)	38 (100.0)	2.14	1.022	300 (100.0)

Those APAs who were having less than 5 years' experience, 45 percent of them visited post office less than 5 times, 20 percentage visited 5 to 10 times, 23 percent had visited 10 to 15 times, 8 percent had visited 15 to 20 times, and 4 percent had visited post office more than 20 times.

From amongst those APAs who were having 5 to 10 years' experience, 26.4 percent had visited post offices less than 5 times, 40.63 had percent visited 5 to 10 times, 21.88 percent had visited 10 to 15 times, and 14.45 percent had visited post offices 15 to 20 times.

From amongst those APAs who were having 10 to 15 years' experience, 31.82 percent of them had visited post offices less than 5 times, 30.30 percent had visited 5 to 10 times, 25.75 percent had visited 10 to 15 times, 9.09 percent had visited 15 to 20 times, and 3.03 percent had visited post office for more than 20 times.

From amongst those APAs who were having more than 15 years' experience as APA, 21.05 percent of them had visited post offices less than 5 times, 26.31 percent had visited 5 to 10 times, 13.15 percent had visited 10 to 15 times, 15.79 percentage had visited 15 to 20 times and 23.68 percent of them had visited for more than 20 times.

- The Post office administration should pay due attention to these type of data since volume of business, continuous association and involvement of the APAs with the post offices can be revealed through study of length of experience and frequency of visit to the post offices by APAs. If data reveals length of experience with infrequent visit or less number of visits, may give alarming signal about association and involvement of APAs with postal services and severely affect volume of business. Such data reveals acceptance of service quality standards adopted by the post office system.

4:II.6: EXPECTATIONS AND EXPERIENCES OF THE SELECTED APAs ON SELECTED CRITERIA:

Table Number 4: II: 6.1: Selected APAs' Responses on Location of the Post office

Sr. No.	Selected Item	Expectation		Experience	
		UI	I	DS	S
1	Post Office is located at a convenient place	70 (23.3)	230 (76.7)	54 (18.0)	246 (82.0)

- Overall, 76.7 percent of selected APAs had rated location of the post office at a convenient place as an important factor in forming expectation and around 23.3 percent had rated it as an unimportant criterion.
- With regard to location of the post offices 82 percent of selected APAs were found as satisfied and 18 percent were found as dissatisfied.
- The India post with its wider network should put efforts to ensure convenience of the visitors by choosing appropriate location to open its post office outlets. It should consider the fact that location of the post office at a convenient place is an important factor that influences satisfaction of the visitors carrying serious implications on business and services offered by the post offices.

**Table Number 4: II: 6.2
Selected APAs' Responses on Timing of the Post Offices**

Sr. No.	Selected Items	Expectation		Experience	
		UI	I	DS	S
1	The working hours of the Post Office is convenient to me	40 (13.3)	260 (86.7)	49 (16.3)	251 (83.7)
2	The Post Office starts functioning as per the notified time	111 (37.0)	189 (63.0)	92 (30.7)	208 (69.3)
3	The timing of Recess of the Post Office is convenient to me	112 (37.3)	188 (62.7)	76 (25.3)	224 (74.7)

- With regard to the 'Timing' of the post office, overall 63 to 87 percent of selected APAs had given due importance to convenient working hours of the post offices, starting of post office as per notified time and timing of recess observed by the post offices.

- Overall, 70 to 84 percent of the selected APAs were found as satisfied with regard to timing of the post office.
- The India post should adhere to the policy adopted by it with regard to the timings of the post office and administration should ensure that timings should be notified in a legible manner to the visitors and should be strictly observed by the respective post offices to provide better services to the visitors.

Table Number 4: II: 6.3
Selected APAs' Responses on Ambiance of the Post offices

Sr. No.	Selected Items	Expectation		Experience	
		UI	I	DS	S
1	The Post Office is spacious	70 (23.3)	230 (76.7)	254 (84.7)	46 (15.3)
2	The proper ventilation inside the Post Office is available	50 (16.7)	250 (83.3)	157 (52.3)	143 (47.7)
3	The Post Office has proper illumination	36 (12.0)	264 (88.0)	209 (69.7)	91 (30.3)
4	The Post Office is kept clean	96 (32.0)	204 (68.0)	243 (81.0)	57 (19.0)
5	There is provision for drinking water at the Post Office	89 (29.7)	211 (70.3)	223 (74.3)	77 (25.7)
6	There is adequate sitting arrangement for Authorized Postal Agents (APAs) in the Post Office	112 (37.3)	188 (62.7)	247 (82.3)	53 (17.7)
7	The facility of wash room is available at the Post Office/s	141 (47.0)	159 (53.0)	120 (40.0)	180 (60.0)
8	The writing desk for Authorized Postal Agents(APAs) is available at the Post Office/s	115 (38.3)	185 (61.7)	283 (94.3)	17 (5.7)
9	Security Guard is deployed at the post Office	68 (22.7)	232 (77.3)	293 (97.7)	7 (2.3)
10	The parking facility for Authorized Postal Agents(APAs) is available at the Post Office/s	100 (33.3)	200 (66.7)	179 (59.7)	121 (40.3)

- Selected APAs expectations with regard to 'Ambiance of the Post Office' had revealed that around 61 to 88 percent of them have rated various selected items as an important factor. They expect that post offices should be spacious (77 percent), post offices should have proper ventilation (84 percent), and illumination (88 percent) and need to be kept clean (68 percent), Post office should have provision for drinking water (71 percent) and wash room facility (53 percent), sitting arrangement for APAs (63 percent), facility for writing desks for APAs (62 percent). APAs expect that post office should have security guard deployed at the post Office (74 percent), and the parking facility for APAs should be made available at the Post Office/s (67 percent).

- ✚ Overall, with regard to ambiance of the post office, selected APAs found as dissatisfied with regard to selected items viz., for post offices to be specious (85 percent), post offices to have proper ventilation (53 percent) and illumination (70 percent) and to be kept clean(81 percent), provision for drinking water (74 percent) and wash room facility (40 percent), sitting arrangement for APAs (83 percent), facility for writing desks for APAs (95 percent).APAs were found as dissatisfied since Security Guard is not deployed at the post Office(98 percent) and with regard to the parking facility for APAs at the Post Office/s(60 percent) respectively.
- ✚ India post should ensure these basic amenities at all the post offices since overall ambiance at the work place has definite appeal to the visitors and for working staff also these facilities would add comfort and pleasure in the work environment. Around 98 percent APAs were found as dissatisfied due to absence of security guard deployed at the post offices and 95 percent were also found as dissatisfied for absence of the writing desk for APAs which should be made available at the Post Office/s against 78 percent APAs who expect security guard to be deployed at the post office and 62 percent had expected provision for writing desk. It was found that post office administration failed to learn need and expectations of APAs who are in fact responsible for business for the postal system and are instrumental to render services to the end customers.

Table Number 4: II: 6.4:
Selected APAs' Responses on Counter Services of the Post Office

Sr. No.	Selected Items	Expectation		Experience	
		UI	I	DS	S
1	The Post Office/s are having sufficient number of service counters	75 (25.0)	225 (75.0)	178 (59.3)	122 (40.7)
2	Separate counter for Authorized Postal Agents(APAs) is available at the Post office/s	143 (47.7)	157 (52.3)	273 (91.0)	27 (9.0)
3	The staplers, pins, gum, pen, calculator, etc., are available at the service counters of the post office/s	138 (46.0)	162 (54.0)	255 (85.0)	45 (15.0)
4	The transaction related stationery, such as, vouchers, slips, forms, etc., are available at the service counters of the post office/s	15 (5.0)	285 (95.0)	276 (92.0)	24 (8.0)
5	The Post Office has equipments like, computer, printer, scanner, photocopying machines, etc.,	198 (66.0)	102 (34.0)	112 (37.3)	188 (62.7)
06	The Post Office makes changes in its working as per requirement	97 (32.3)	203 (67.7)	179 (59.7)	121 (40.3)
07	The Post Office delivers prompt services to me	24 (8.0)	276 (92.0)	278 (92.7)	22 (7.3)
08	The Post Office gives accurate services to me	20 (6.7)	280 (93.3)	153 (51.0)	147 (49.0)
09	The services provided by the Post Office are trustworthy	27 (9.0)	273 (91.0)	101 (33.7)	199 (66.3)
10	It is simple to make transactions at the post office	120 (40.0)	180 (60.0)	130 (43.3)	170 (56.7)
11	We are provided receipts for transactions made at the Post Office	31 (10.3)	269 (89.7)	56 (18.7)	244 (81.3)
12	We get Pass Book, Savings Certificates, etc. in due time from the Post Office	18 (6.0)	282 (94.0)	33 (11.0)	267 (89.0)

✚ With regard to counter services offered by the post offices, overall 53 percent to 94 percent of APAs had shown high expectations by rating the various items as 'important' to them. These items were viz., sufficient number of service counters (75 percent), separate counter for APAs (52 percent), availability of transaction related stationary (54 percent), Post Offices delivers prompt services (92 percent), and accurate services (94 percent) and trustworthy services (91 percent), simple to make transaction at the post office(60 percent) and APAs are provided receipts for transactions (90 percent) and APAs get Pass Book, Savings Certificates, etc. in due time by the Post Offices (94 percent) respectively.

- ✚ Overall, with regard to counter services, around 63 percent of APAs were found as satisfied with the aspect that post offices have equipments, 49 percent of APAs were found as found as satisfied with regard to accuracy of the service and 67 percent were found post office services as trustworthy. Overall 82 percent of selected APAs were found as satisfied with regard to availability of receipts and 89 percent had found Pass Book, Savings Certificates etc. is provided in due time by the post offices.
- ✚ Overall with regard to counter services, selected APAs found as dissatisfied with regard to selected items viz. separate counter for Authorized Postal Agents (APAs) is made available at the Post Office/s (91 percent), Availability of transaction related stationary (95 percent), Post Office delivers prompt (93 percent) and accurate (51 percent) services.
- ✚ The India post should design counter services that shall cause minimum discomfort and inconvenience to the visitors. High degree of dissatisfaction, with regard to counter services, among majority of APAs was found resultant in to fatigue and burden which adversely affects their moral and motivation respectively.

Table Number 4: II: 6.5
Selected APAs' Responses on Availability and Access of Information at the Post Office

Sr. No.	Selected Items	Expectation		Experience	
		UI	I	DS	S
1	We get prompt information at the Post Office	124 (41.3)	176 (58.7)	251 (83.7)	49 (16.3)
2	We get information easily at the Post Office	112 (37.3)	188 (62.7)	197 (65.7)	103 (34.3)
3	Post Office put information on sign boards	145 (48.3)	155 (51.7)	151 (50.3)	149 (49.7)
4	We get accurate information from the Post Office	108 (36.0)	192 (64.0)	170 (56.7)	130 (43.3)
5	Post Office update changes on sign boards	134 (44.7)	166 (55.3)	271 (90.3)	29 (9.7)

- ✚ Overall with regard to various selected items related to Availability and Access of Information at the Post office, it was found that around 55 to 64 percent of APAs considered it as 'important'. These items were viz., APAs get prompt (58 percent) and easy (63 percent) information at the Post office, Post offices put information (57 percent) and update changes (56 percent) on sign boards and APAs get accurate information from the post offices (57 percent) respectively.

- ✚ With regard to Availability and Access of Information at the Post office, around 84 percent of APAs were found as dissatisfied with regard to promptness 57 percent for accuracy of information availability and access. Around 91 percent of APAs were found as dissatisfied with regard to regular updating of information on signboard by the post offices.
- ✚ The Post office administration should ensure easy, accurate and prompt access and availability of all needed and relevant information to all visitors in Post offices. Information exposure offers convenience and comfort to carry out transaction and improves understanding and offer clarity to visitors on policies and processes observed by the Postal system. Regular updating of information shall lead to sound decision making on the part of APAs.

Table Number 4: II: 6.6:
Selected APAs' Responses on Behaviour of the Staff of the Post Office

Sr. No.	Selected Items	Expectation		Experience	
		UI	I	DS	S
1	The staff of Post office replies to our queries	30 (10.0)	270 (90.0)	163 (54.3)	137 (45.7)
2	The staff of Post office gives prompt replies to our queries	37 (12.3)	263 (87.7)	278 (92.7)	22 (7.3)
3	The staff of post office has skill to perform job	128 (42.7)	172 (57.3)	247 (82.3)	53 (17.7)
4	The staff of post office is trained	35 (11.7)	265 (88.3)	261 (87.0)	39 (13.0)
5	The staff of post office is polite	41 (13.7)	259 (86.3)	244 (81.3)	56 (18.7)
6	The staff of post office is helpful	101 (33.7)	199 (66.3)	213 (71.0)	87 (29.0)
7	The staff of post office is honest	32 (10.7)	268 (89.3)	251 (83.7)	49 (16.3)
8	The staff of post office provides us guidance for the procedural compliances	120 (40.0)	180 (60.0)	197 (65.7)	103 (34.3)
9	The staff of post office follows rules and regulations	23 (7.7)	277 (92.3)	153 (51.0)	147 (49.0)
10	The Post Master of the post office guides the Authorized Postal Agents(APAs)	142 (47.3)	158 (52.7)	76 (25.3)	224 (74.7)
11	The Post Master of the post office controls the Authorized Postal Agents(APAs)	154 (51.3)	146 (48.7)	106 (35.3)	194 (64.7)

- ✚ Overall with regard to behaviour of the Staff of the Post office, around 86 to 90 percent of the selected APAs had rated selected items as important .These items were viz., the staff of Post office replies to queries (90 percent) and give prompt replies (88 percent), the staff of post office is trained (89 percent), polite (87 percent) and honest (90 percent), the staff of post office follows rules and regulations (93 percent) respectively.
- ✚ Overall with regards to various selected items around 49 to 67 percent of the selected APAs had rated as important .These items were viz., the staff of post office is helpful (67 percent), the staff of post office provides guidance for the procedural compliances to APAs (60 percent), the Post Master of the post office guides the APAs (53 percent) and the Post Master of the post office controls the APAs (49 percent) respectively.
- ✚ With regard to behaviour of the staff of the post office, overall 46 percent found satisfied with regards to the item that the staff of Post office replies to queries of APAs, 75 percent APAs were found as satisfied with regard to the item that the Post Master of the post office guides APAs and 65 percent of them were found as satisfied with regard to the item that the Post Master of the post office controls the APAs.
- ✚ Overall, with regard to behaviour of the Staff of the Post office, around 71 to 92 percent of the selected APAs were found as dissatisfied with regard to selected items. These items were viz., promptness to reply to queries of APAs (93 percent), the staff of post office has skill to perform job (83 percent), the staff of post office is trained (87 percent), polite (82 percent), helpful (71 percent), honest (90 percent) and the staff of post office follows rules and regulations (93 percent) respectively.
- ✚ The data analysis of behaviour of the Staff of the Post office clearly revealed alarming outcomes and offered factual evidence for frustration on the part of selected APAs was found showing dissatisfaction while dealing with staff of the post office. India post should come out with stringent policy to curb unwanted behaviour of the staff with the visitors. Behaviour of the staff to a very large extent determines frequency of visit and long run relationship of visitors to the post offices. Allowing unwanted behaviour on the part of the staff members means legitimizing nuisance in the system which in the long run spoils reputation of the organization in the society and emerges in to work culture which is extremely harmful for survival and growth of the Post office.

Table Number 4: II: 6.7
Selected APAs' Responses on Complaint Handling at the Post Office

Sr. No.	Selected Items	Expectation		Experience	
		UI	I	DS	S
1	Post office tries to understand our problems	29 (9.7)	271 (90.3)	253 (84.3)	47 (15.7)
2	Post Office listen to our complains	33 (11.0)	267 (89.0)	157 (52.3)	143 (47.7)
3	The Post Office is prompt to respond our complaints	42 (14.0)	258 (86.0)	233 (77.7)	67 (22.3)
4	Complaint book is available at the post office	53 (17.7)	247 (82.3)	170 (56.7)	130 (43.3)
5	The information related with registration of complaints is displayed at the post office	116 (38.7)	184 (61.3)	176 (58.7)	124 (41.3)
6	The procedure for registration of our complaints is simple at the post office	63 (21.0)	237 (79.0)	137 (45.7)	163 (54.3)
7	The Post Office solves our complaints	18 (6.0)	282 (94.0)	173 (57.7)	127 (42.3)

- ✚ With regard to Complaint handling at the Post office, overall 61 to 90 percent of the APAs had shown their rating as 'Important' with respect to various selected items viz., Post office tries to understand problems of APAs (90 percent), listen to complaints (89 percent), to respond our complaints promptly (86 percent), availability of complaint book (83 percent), the information related with registration of complaints is displayed at the post office (62 percent), the procedure for registration of our complaints is simple (79 percent) and complaints are solved at the post office (94 percent) respectively.
- ✚ Overall, it was found that majority of the selected APAs (78 to 85 percent) were found as dissatisfied with respect to the selected items viz., Post office tries to understand problems of APAs (85 percent), and the Post office responds complaints of APAs promptly (78 percent). However, with regards to some items, overall 48 to 55 percent of selected APAs were found as satisfied on selected items viz., Post office listen to complaints of APAs (48 percent), the procedure for registration of complaints is simple at the post office (55 percent) respectively.
- ✚ The India post should recognize that proper and successful complaint handling is an inevitable component of a good service design, since it cultivates rapport and confidence in the customers, ensure discipline and acceptable work culture among the employees and in a long run create brand image in the market.

Table Number 4: II: 6.8
Selected APAs' Responses on Motivation to APAs at the Post Offices

Sr. No.	Selected Items	Expectation		Experience	
		UI	I	DS	S
1	Commission Paid to APAs is fair and adequate at the Post Office	19 (6.3)	281 (93.7)	221 (73.7)	79 (26.3)
2	Due Commission is paid to APAs regularly at the Post Office	13 (4.3)	287 (95.7)	21 (7.0)	279 (93.0)
3	Post Office provides training/counseling to APAs	52 (17.3)	248 (82.7)	282 (94.0)	18 (6.0)
4	Post office motivates APAs for promoting business	30 (10.0)	270 (90.0)	280 (93.3)	20 (6.7)
5	Post Office communicate about changes to APAs	41 (13.7)	259 (86.3)	249 (83.3)	51 (17.0)
6	Post Office provides extra monetary incentives for their performance	10 (3.3)	290 (96.7)	298 (99.3)	02 (0.7)

With regard to motivation to APAs, overall around 86 to 97 percent of selected APAs had rated various selected items as an 'Important' viz., commission paid to APAs is fair and adequate and paid regularly (96 percent) at the Post office(94 percent), Post office provides training/counseling to APAs (83 percent), Post office motivates APAs for promoting business(91 percent), Post office communicate about changes to APAs (87 percent) and Post office provides extra monetary incentives for their performance (97 percent) respectively.

Overall with regard to selected item related with motivation to APAs, 93 percent of them were found as satisfied .With regard to other selected items, most of them were found as dissatisfied. These items were viz., commission Paid to APAs is fair and adequate (74 percent), Post office provides training/counseling to APAs(94 percent) Post office motivates APAs for promoting business (94 percent), Post office communicate about changes to APAs (84 percent) and Post office provides extra monetary incentives for their performance (99 percent) respectively.

The Post office administration should acknowledge association of APAs and put efforts for better performance and improvement needed in the system. There has to be periodic revision to the commission to be paid to the APAs and it should also provide extra monetary incentives for their performance to expend business volume of the Post offices.

It should put efforts to make some provision to impart need based training to APAs and should communicate changes to them on a regular basis so that positive impact can be generated not only for their individual performance but also for Postal system as whole since APAs are ‘internal customers’ of the India post.

4:II.7: SELECTED APAs FREQUENCY OF VISIT AND OPINION THAT INDIA POST IS ADOPTING CHANGING SCENARIO:

In order to judge that how adoptive the post office administration is to adopt changing scenario with regard to its functioning, the researcher has taken frequency of visit of the selected APAs in one month as a base variable and obtain opinion that India post is adopting changing scenario in the form of ‘Agree’ or ‘Disagree’.

Table Number: 4: II: 07
Frequency of visit By APAs to the Post Office and Opinion that India Post is Adopting Changing Scenario

Sr. No.	Frequency of Visit Of APAs in One Month	Opinion That India Post is Adopting Changing Scenario				
		Agree	Disagree	Mean	S.D.	Total
01.	Less than 5 times	54 (39.13)	45 (27.77)	1.45	0.500	99 (33.0)
02.	5 to 10 times	35 (25.36)	54 (33.33)	1.61	0.491	89 (29.67)
03.	10 to 15 times	25 (18.11)	41 (25.31)	1.62	0.489	66 (22.0)
04.	15 to 20 times	21 (15.21)	10 (06.18)	1.32	0.475	31 (10.33)
05.	More than 20 times	03 (2.17)	12 (07.41)	1.80	0.414	15 (5.0)
	Total	138 (100.0)	162 (100.0)	1.54	0.499	300 (100.0)

Overall, those selected APAs who had agreed in their opinion that India post is adopting changing scenario, 39.13 percent had visited for less than 5 times, 25.36 had visited for 5 to 10 times, 18.11 percent had visited 10 to 15 times, 15.21 percent had visited 15 to 20 times and 2.17 percent had visited more than 20 times in a month to the post offices.

Overall, those selected APAs who had disagreed in their opinion that that India post is adopting changing scenario, 27.77 percent had visited for less than 5 times, 33.33percent had visited for 5 to 10 times, 25.31 percent had visited 10 to 15 times, 6.18 percent had visited 15 to 20 times and 7.41 percent had visited more than 20 times in a month to the post offices.

It is expected that every system should have flexibility to adopt changes in accordance with the changing circumstances so India post can periodically ask for an opinion of those who frequently visit to the premises and avail services from the system that whether the system has flexibility or not in terms of adopting changing scenario.

This shall lead to periodic and continuous improvement in the processes, decision making and overall functioning of the system.

4:II.8: SELECTED APAs FREQUENCY OF VISIT TO THE POST OFFICE AND OPINION THAT INDIA POST ADOPTS CHANGES AS PER CUSTOMER EXPECTATIONS:

Customer satisfaction to a very large extent depends upon whether and to what extent system is adoptive to incorporate changes as per customers' expectations. Therefore, APAs opinion in this regard carry significance since they are directly associated with the final customers. An attempt was made by the researcher to judge whether in accordance with opinion of APAs, India Post adopts changes or not as per customers' expectations by taking average frequency of visit of APAs to the post office in one month.

Table Number: 4: II: 08
Frequency of Visit of APAs to the Post Office and Opinion that India Post Adopts Changes as per Customers' Expectations

Sr. No.	Frequency of Visit of APAs in One Month	Opinion That India Post Adopts Changes As Per Customers' Expectations				
		Agree	Disagree	Mean	S.D	Total
01.	Less than 5 times	49 (42.24)	50 (27.17)	1.51	0.503	99 (33.0)
02.	5 to 10 times	31(26.72)	58 (31.52)	1.65	0.479	89 (29.67)
03.	10 to 15 times	20 (17.24)	46 (25.0)	1.70	0.463	66 (22.0)
04.	15 to 20 times	10 (08.62)	21 (11.41)	1.68	0.475	31 (10.33)
05.	More than 20times	06 (05.17)	09 (04.89)	1.60	0.507	15 (5.0)
	Total	116 (100.0)	184 (100.0)	1.61	0.488	300 (100.0)

Overall, those selected APAs who had agreed in their opinion that India post is adopting changes as per customers' expectations, 42.24 percent had visited post offices for less than 5 times, 26.72 percent had visited for 5 to 10 times, 17.24 percent had visited 10 to 15 times, 8.62 percent had visited 15 to 20 times, and 5.17 percent had visited more than 20 times on an average in one month.

Overall, those selected APAs who had disagreed in their opinion that India post is adopting changes as per customers' expectations, 27.17 percent had visited for less than 5 times, 31.52 percent had visited for 5 to 10 times, 25 percent had visited 10 to 15 times, 11.41 percent had visited 15 to 20 times and 4.89 percent had visited post office more than 20 times on an average in one month. India Post can use APAs as an important source to learn hidden expectations and aspirations of the customers since they are directly associated with final customers.

- India post need to put efforts for continuous improvement in the system processes by seeking opinion of APAs who are frequently visiting to the post offices on a regular basis.

This may lead to giving shape to the system to make it appealing to the final customers and also to improve customer satisfaction.

4:II.9: SELECTED APAs TYPE OF AGENCY HOLD BY APAs AND OPINION THAT INDIA POST ADOPTS CHANGES AS PER CUSTOMER EXPECTATIONS:

The researcher had tried to obtain opinion of the selected APAs as to whether India post adopts changes or not as per customer expectations taking the type of the agency that they hold?

Table Number: 4: II: 09

Type of Agency holds by APAs and Opinion that India Post Adopts Changes as per Customer Expectations

Sr. No.	Type of Agency	Opinion That India Post Adopts Changes As Per Customer Expectations				
		Agree	Disagree	Mean	S.D.	Total
01.	Standardize Agency system (SAS)	67 (57.76)	72 (39.13)	1.52	0.501	139 (46.33)
02.	MPKBY Agency	30 (28.86)	66 (35.86)	1.69	0.466	96 (32.0)
03	Both SAS and MPKBY Agency	19 (16.38)	46 (25)	1.71	0.458	65 (21.67)
Total		116(100.0)	184(100.0)	1.61	0.488	300(100.0)

- Overall, it revealed that out of those APAs who agreed in their opinion that India post adopts changes as per customer expectations, 57.76 percent hold SAS agency; 28.86 percent hold MPKBY agency, and 16.38 percent are holding both type of agencies.
- Overall, it revealed that out of those APAs who disagreed in their opinion that India post adopts changes as per customer expectations, 39.13 percent hold SAS agency; 35.86 percent are holding MPKBY agency, and 25 percent are holding both types of agencies.
- India Post can add precision in the opinion of the APAs by considering their frequency of visit to the post office and taking in to account opinion given by those APAs who hold both type of agency. This is because of the reason that those who more frequently visit post office can be a better judge about the system and therefore their opinion is more acceptable and those who hold both type of agency may also carry more rational awareness and experience of the functioning of the postal system.

4:II.10: SELECTED APAs TYPE OF AGENCY HOLD BY APAs AND OPINION THAT INDIA POST ADOPTS CHANGING SCENARIO:

The researcher had tried to seek opinion of the selected APAs as to whether India post adopts changes or not as per changing scenario taking the type of the agency that they hold?

Table Number: 4: II: 10

Type of Agency holds by APAs and Opinion that India Post Adopting Changing Scenario

Sr. No.	Type of Agency	Opinion That India Post Adopting Changing Scenario				
		Agree	Disagree	Mean	S.D	Total
01.	Standardize Agency system (SAS)	69 (51.49)	70 (43.20)	1.50	0.502	139 (46.33)
02.	MPKBY Agency	35 (26.11)	61(37.65)	1.64	0.484	96 (32.0)
03	Both SAS and MPKBY Agency	34 (25.37)	31(19.14)	1.48	0.503	65 (21.67)
Total		134 (100.0)	162 (100.0)	1.54	0.499	300 (100.0)

Overall, it was found that out of those who had agreed in their opinion that India post adopts changes as per changing scenario, 51.49 percent hold SAS agency, 26.11 percent hold MPKBY agency and 25.37 percent are holding both type of agency.

Overall, it was found that out of those who had disagreed in their opinion that India post adopts changes as per changing scenario, 43.20 percent hold SAS agency, 37.65 percent hold MPKBY agency, and 19.14 percent are holding both types of agencies.

4:II.11: SELECTED APAs OVERALL SATISFACTION/ DISSATISFACTION (EXPERIENCE) WITH REGARD TO SELECTED CRITERIA

Table Number: 4: II: 11

Selected APAs Overall Satisfaction/Dissatisfaction (Experience) With Regard to selected Criteria

Sr. No.	Selected Items	Experience	
		Dissatisfied	Satisfied
01	Location and Timings of the Post office	101(33.6)	199(66.4)
02	Ambiance of the Post office	117 (39.0)	183 (61.0)
03	Services rendered by the Service Counters of the post office	224 (74.7)	76 (25.3)
04	Availability of the Information at the post office	242 (80.7)	58 (19.3)
05	Behavior of the staff of Post office	252 (84.0)	48 (16.0)
06	Complaint solving by the Post office	169 (56.3)	131 (43.7)
07	Motivation to APAs	279 (93.0)	21 (7.0)

The overall experience of the selected APAs revealed that most of them had expressed dissatisfaction with regard to the selected criteria like viz., Services rendered by the Service Counters of the post office; Availability of the Information at the post office; Behaviour of the staff of Post office; Complaint solving by the Post Office and Motivation to APAs in each of the selected post offices in the Vadodara City of Gujarat State.

- ✚ However, from amongst the selected criteria, with regard to Location and Timings of the Post office and Ambiance of the Post office (66.4 percent). Overall, 61 percent APAs had expressed their satisfaction.
- ✚ From amongst the selected criteria, overall 93 percent of the selected APAs had expressed their dissatisfaction with regard to Motivation to APAs which is extreme as compare to other selected criteria.
- ✚ India post should consider dissatisfaction of APAs with regard to motivation (93 percent) and behaviour of the staff (84 percent) as a red signal for maintaining involvement of APAs in the smooth functioning of the retail outlets of the postal system, if not properly taken care of it may cause serious damage to the system in general and retail outlets in particular in near future.

4:II.12: RESPONSES WITH REGARD TO TYPES OF AGENCY HOLD BY APAs AND THEIR OVERALL EXPERIENCE WITH POSTAL SERVICES WITH REGARD TO SELECTED CRITERIA:

An attempt was made by the researcher to study type of agency hold by APAs and their overall experience with regard to selected criteria revealing the functioning of the post offices in the Vadodara City of Gujarat State.

Table Number: 4: II: 12
Types of Agency Hold by APAs and Selected APAs Overall Experience with Regard Postal Services to Selected Criteria

Sr. No.	Type of Agency	Ambiance		Counter Services		Availability and Access of Information		Staff Behaviour		Complain Solving		Motivation to APAs	
		S	DS	S	DS	S	DS	S	DS	S	DS	S	DS
01.	Standardize Agency System(SAS)	83 (45.36)	83 (47.86)	40 (52.63)	99 (44.20)	20 (34.48)	119 (49.17)	11 (22.92)	128 (50.79)	67 (51.14)	72 (42.60)	04 (19.04)	135 (48.39)
02.	MPKBY Agency	65 (35.52)	65 (26.50)	25 (32.89)	71 (31.70)	31 (53.45)	65 (26.86)	19 (39.58)	77 (30.56)	43 (32.82)	53 (31.36)	12 (57.14)	84 (31.11)
03.	SAS and MPKBY Agency	35 (19.13)	30 (25.64)	11 (14.47)	54 (24.11)	07 (12.07)	28 (15.57)	18 (37.5)	47 (18.65)	21 (16.03)	44 (26.03)	05 (23.81)	60 (21.51)
	Total	183 (100)	117 (100)	76 (100)	224 (100)	58 (100)	242 (100)	48 (100)	252 (100)	131 (100)	169 (100)	21 (100)	279 (100)

- ✚ Overall with regard to ‘Ambiance’, 45.36 percent of SAS agency holders, 35.52 percent of MPKBY agency holders and 19.13 percent of both agency holders were found as satisfied, followed by 47.86, 26.5, and 25.64 percent of APAs from each category of the type of agency had shown their dissatisfaction against the same criteria.
- ✚ Overall with regard to ‘Counter services’ of those who were found as satisfied ,52.63, 32.89, and 14.47 percent were holding SAS agency, MPKBY agency and both type of agencies, followed by 44.20, 31.70, and 24.11 percent who had expressed their dissatisfaction against the same criteria.
- ✚ With regard to ‘Availability and Access of information’, 34.48 percent of SAS agency holders, 53.45 percent of MPKBY agency holders and 12.07 percent of both agency holders had expressed their satisfaction followed by 49.16, 26.86, and 15.57 percent of APAs are found as dissatisfied for the same criteria respectively.
- ✚ Overall with regard to ‘Staff Behaviour’ those APAs who are holding SAS agency (22.92 percent), MPKBY agency (39.58 percent) and both agency (37.5 percent) were found as satisfied , followed by 50.79 percent (SAS agency), 30.56 (MPKBY agency) and 18.65 percent (holding both type of agency) who were found as dissatisfied respectively.

- ✚ Overall with regard to ‘Complaint Solving’, 51.14 percent of SAS agency holders, 32.82 percent of MPKBY agency holders and 16.03 percent of both agency holders had expressed their satisfaction followed by 42.60 percent (SAS agency), 31.36 percent (MPKBY agency) and 26.03 percent of APAs who were holding both type of agency were found as dissatisfied for the same criteria respectively.
- ✚ Overall with regard to ‘Motivation to APAs’ 19.04 percent of SAS Agency holders, 57.14 percent of MPKBY agency holders and 23.81 percent of both agency holders had expressed their satisfaction followed by 48.39 percent (SAS agency), 31.11 percent (MPKBY agency) and 21.51 percent of APAs who were holding both type of agency were found as dissatisfied for the same criteria respectively.

4:II.13: RESPONSES WITH REGARD TO FREQUENCY OF VISIT BY APAs IN ONE MONTH AND THEIR OVERALL EXPERIENCE WITH POSTAL SERVICES WITH REGARDS TO SELECTED CRITERIA

An attempt was made by the researcher to know overall experience of the selected APAs with regard to selected criteria in comparison to their frequency of visit to the post office in one month for the post offices located in the Vadodara City of Gujarat State. India post can learn from opinion of selected APAs to put efforts for continuous improvement in the system by taking into account the views expressed by those APAs who frequently visiting the post offices. Table:4: II: 14 shows cross tabulation for frequency of visit to post office in one month and their overall experience (Satisfaction/Dissatisfaction) with regard to postal services for selected criteria.

Table Number: 4: II: 13
Frequency of Visit by APAs and Their Overall Experience with Postal Services with
Regard to Selected Criteria

Sr. No.	Frequency of Visit to Post Office in One Month	Ambiance		Counter Services		Availability and Access of Information		Staff Behaviour		Complain Solving		Motivation to APAs	
		S	DS	S	DS	S	DS	S	DS	S	DS	S	DS
01.	Less than 5 times	56 (30.60)	43 (36.75)	36 (47.37)	63 (28.13)	22 (37.93)	77 (31.82)	09 (18.75)	90 (35.71)	54 (41.22)	45 (26.63)	04 (19.04)	95 (34.05)
02.	5 to 10 times	70 (38.25)	19 (16.24)	14 (18.42)	75 (33.48)	22 (37.93)	67 (27.69)	17 (35.42)	72 (28.57)	48 (36.64)	41 (24.26)	10 (47.62)	79 (28.31)
03.	10 to 15 times	39 (24.31)	27 (23.08)	04 (05.26)	52 (23.21)	09 (15.52)	57 (23.55)	06 (12.5)	60 (23.81)	19 (14.50)	47 (27.81)	07 (33.33)	59 (21.14)
04.	15 to 20 times	14 (7.65)	17 (14.53)	09 (11.84)	22 (09.82)	02 (03.45)	29 (11.98)	11 (22.92)	20 (07.94)	10 (07.63)	21 (12.43)	0 (0.0)	31 (11.11)
05.	More than 20 times	04 (2.19)	11 (9.40)	03 (03.95)	12 (05.36)	03 (05.17)	12 (04.96)	05 (10.42)	10 (03.97)	0 (0.0)	15 (08.88)	0 (0.0)	15 (05.38)
	Total	183 (100.0)	117 (100.0)	76 (100.0)	224 (100.0)	58 (100.0)	242 (100.0)	48 (100.0)	252 (100.0)	131 (100.0)	169 (100.0)	21 (100.0)	279 (100.0)

✚ Overall with regard to ‘Ambiance at the Post office’ those who had expressed their satisfaction, 30.60 percent had visited less than 5 times, 38.25 percent had visited 5 to 10 times, 24.31 percent had visited 10 to 15 times, and 7.65 percent APAs had visited 15 to 20 times, and 2.19 percent had visited more than 20 times. For those APAs who were found as dissatisfied with regard to the same criteria their percentage were 36.75percent(visited less than 5 times), 16.24 percent(visited 5 to 10 times), 23.08 percent(visited 10 to 15 times), 14.53 percent had visited15 to 20 times, and 9.40 percent of APAs had visited more than 20 times respectively .

✚ Overall with regard to ‘Counter Services’, those APAs who had expressed their satisfaction, 47.37 percent of them had visited Post Offices for less than 5 times, 18.42 percent had visited for 5 to 10 times, 5.26 percent had visited for 10 to 15 times, 11.84 percent had visited for 15 to 20 times and 3.95 percent had visited for more than 20 times. Those APAs who had expressed their dissatisfaction 28.13 percent of them had visited Post Offices for less than 5 times, 33.48 percent had visited for 5 to 10 times, 23.21 percent had visited for 10 to 15 times, 9.82 percent had visited for 15 to 20 times and 5.36 percent had visited for more than 20 times.

- ✚ Overall with regard to ‘Availability and Access of Information’, from amongst the APAs who were satisfied 37.93 percent had visited less than 5 times, 37.93 percent had visited 5 to 10 times, 15.52 percent had visited 10 to 15 times and 3.45 percent had visited 15 to 20 times, and 5.17 percent had visited more than 20 times in a month. Those APAs who had expressed dissatisfaction with regard to the same criteria from them, 31.82 percent had visited less than 5 times, 27.69 percent had visited 5 to 10 times 23.55 percent had visited 10 to 15 times, 11.98 percent had visited 15 to 20 times and 4.96 percent had visited to the post offices more than 20 times in a month.
- ✚ Overall with regard to ‘Behaviour of the Staff’ from amongst the satisfied APAs, 18.75 percent had visited Post Offices less than 5 times, 35.42 percent had visited 5 to 10 times, 12.5 percent had visited 10 to 15 times and 22.92 percent had visited 15 to 20 times, and 10.42 percent had visited Post Offices more than 20 times in a month. Those who had expressed dissatisfaction with regard to the same criteria 35.71 percent had visited Post Office less than 5 times, 28.57 percent had visited 5 to 10 times 23.81percent had visited 10 to 15 times, 7.94 percent had visited 15 to 20 times, and 3.97 percent had visited to the post offices more than 20 times in a month.
- ✚ Overall with regard to ‘Complain Solving’ by the post offices located in the Vadodara City of Gujarat State, from amongst the satisfied APAs, 41.22 percent had visited Post Office less than 5 times, 36.64 percent had visited 5 to 10 times, 14.50 percent had visited 10 to 15 times and 7.63 percent had visited 15 to 20 times in a month. Those who had reported dissatisfaction with regard to the same criteria 26.63 percent had visited less than 5 times, 24.26 percent had visited 5 to 10 times 27.81 percent had visited 10 to 15 times, 12.43 percent had visited 15 to 20 times and 8.88 percent had visited to the post offices more than 20 times in a month.
- ✚ Overall with regard to ‘Motivation to APAs’ those who had expressed their satisfaction, 19.04 percent had visited Post Office less than 5 times, and 47.62 percent had visited 5 to 10 times, 33.33 percent had visited 10 to 15 times. For those who are dissatisfied with regard to the same criteria 34.5 percent had visited Post Office less than 5 times, and 28.31 percent had visited 5 to 10 times, 21.14 percent had visited 10 to 15 times.

✚ India post should investigate causes of dissatisfaction of the regular visitors and appropriate actions expected in the form of reforms in processes, amenities and other needed changes in the functioning of the post offices for better customer satisfaction.

4:II.14: RESPONSES WITH REGARDS TO LENGTH OF HOLDING AGENCY BY APAS AND THEIR OVERALL EXPERIENCE WITH POSTAL SERVICES WITH REGARDS TO SELECTED CRITERIA

The researcher had tried to measure overall satisfaction with regard to selected criteria of the selected APAs against their length of holding agency. It reflects number of years of association of APAs with post offices and their experience with regard to selected criteria which revealed significant learning for the decision makers. Table number: 4: II: 14 explain length of holding agency by APAs (length of Experience as APAs) and their overall satisfaction/dissatisfaction (Experience) for postal services with regard to selected criteria as follows.

Table Number: 4: II: 14
Length of Holding Agency by APAS and Their Overall Experience with Postal Services on
Selected Criteria

Sr. No.	Length of Holding Agency By APAs	Ambiance		Counter Services		Availability and Access of Information		Staff Behaviour		Complain Solving		Motivation To APAs	
		S	DS	S	DS	S	DS	S	DS	S	DS	S	DS
01	Less than 5 Years	61 (33.33)	39 (33.33)	48 (63.15)	82 (36.61)	18 (31.04)	82 (33.88)	10 (20.83)	90 (35.71)	46 (35.11)	54 (31.95)	06 (28.57)	94 (33.69)
02	More than 5 Years but less than 10 Years	75 (40.98)	21 (17.95)	19 (25.0)	77 (34.38)	18 (31.04)	78 (32.23)	19 (39.58)	77 (30.55)	45 (34.35)	51 (30.18)	06 (28.57)	90 (32.25)
03	More than 10 years but less than 15 Years	35 (19.13)	31 (26.49)	19 (25.0)	47 (20.98)	07 (12.07)	59 (24.38)	04 (08.33)	62 (24.60)	28 (21.37)	38 (22.49)	07 (33.33)	59 (21.14)
04	More than 15 years	12 (06.56)	26 (22.22)	20 (26.32)	18 (08.04)	15 (25.86)	23 (09.50)	15 (31.25)	23 (09.13)	12 (09.16)	26 (15.38)	02 (09.52)	3 (12.90)
	Total	183 (100.0)	117 (100.0)	76 (100.0)	224 (100.0)	58 (100.0)	242 (100.0)	48 (100.0)	252 (100.0)	131 (100.0)	169 (100.0)	21 (100.0)	279 (100.0)

✚ It was found that of those APAs who were found as satisfied with regard to ‘Ambiance of the post office’, 33.33 percent had experience of less than 5 years; 40.98 percent had experience of 5 to 10 years, 19.13 percent had experience of 10 to 15 years and 6.56 percent had experience of more than 15 years as APAs. Those who had expressed dissatisfaction with regard to the same criteria and from amongst them 33.33 percent had experience of less than 5 years; 17.95 percent had experience of 5 to 10 years, 26.49 percent had experience of 10 to 15 years, and 22.22 percent had experience of more than 15 years as APAs respectively.

- ✚ Overall, with regard to criterion of ‘Counter services’ of the post offices, 63.15 percent had experience of less than 5 years, 25 percent had experience of 5 to 10 years, 25 percent had experience of 10 to 15 years, and 26.32 percent had experience of more than 15 years as APAs. Those who had expressed dissatisfaction with regard to the same criterion 36.61 percent were having experience of less than 5 years, 34.38 percent had experience of 5 to 10 years, 20.98 percent had experience of 10 to 15 years, and 8.04 percent had experience of more than 15 years as APAs respectively.
- ✚ Overall, with regard to ‘Availability and Access of information’ at the post offices located in the Vadodara City of Gujarat State, it was found from amongst those APAs who were found as satisfied, 33.88 percent were having experience of less than 5 years, 12.07 percent had experience of 5 to 10 years, 25.86 percent had experience of 10 to 15 years as APA. Those who had expressed dissatisfaction with regard to the same criterion 33.88 percent had experience of less than 5 years, 32.23 percent had experience of 5 to 10 years, 24.38 percent had experience of 10 to 15 years, and 9.50 percent had experience of more than 15 years as APAs respectively.
- ✚ Overall, with regard to ‘Behaviour of the Staff’ of the post office, from amongst the satisfied APAs, 20.83 percent were having experience of less than 5 years, 39.58 percent had experience of 5 to 10 years, 8.33 percent had experience for 10 to 15 years and 31.25 percent had experience of more than 15 years as APAs. Those who had expressed dissatisfaction with regard to the same criterion 35.71percent were having experience of less than 5 years, 30.55 percent had experience of 5 to 10 years, 24.60 percent had experience of 10 to 15 years, and 9.13 percent had experience of more than 15 years as APAs respectively.
- ✚ Overall, with regard to selected criterion of ‘Complaint Solving’ by the staff of the post office, from amongst the satisfied APAs, 35.11 percent were having experience of less than 5 years, 34.34 percent had experience of 5 to 10 years, 21.37 percent had experience of 10 to 15 years and 9.16 percent had experience of more than 15 years to work as APAs respectively.

- ✚ Those who had expressed dissatisfaction with regard to the same criterion, 31.95 percent were having experience of less than 5 years, 30.18 percent had experience of 5 to 10 years, 22.49 percent had experience of 10 to 15 years, and 15.38 percent were having experience of more than 15 years as APAs respectively.
- ✚ Overall, with regards to selected criterion of 'Motivation to APAs' at the post offices located in the City of Vadodara in the State of Gujarat, from amongst the satisfied respondents, 28.57 percent were having experience of less than 5 years, 28.57 percent had experience of 5 to 10 years, 33.33 percent had experience for 10 to 15 years and 9.52 percent were having experience of more than 15 years as APA. Those who had expressed dissatisfaction with regard to the same criterion, 33.69 percent were having experience of less than 5 years, 32.25 percent had experience of 5 to 10 years, 21.14 percent had experience of 10 to 15 years, and 12.90 percent were having experience of more than 15 years as APAs respectively.
- ✚ India post should consider level of satisfaction versus dissatisfaction of APAs with reach or more experience as their association with the post offices. India post must put efforts to examine reasons responsible for to ensure overall improvement of service quality offered by the post offices in near future.

4:II.15: RESPONSES WITH REGARD TO LENGTH OF HOLDING AGENCY BY APAs AND THEIR OPINION FOR MAJOR CHANGES FOR BETTER CUSTOMER SATISFACTION ON SELECTED CRITERIA

An attempt was made by the researcher to seek opinion of the selected APAs with regard to major changes that are expected to be introduced by the postal administration for delivery of better customer satisfaction. Table: 4: II: 15 shows length of holding agency By APAs and their opinion for major changes that need to be introduced by the postal administration for better delivery of customer satisfaction on selected criteria.

Table Number: 4: II: 15

Table Showing Length of Holding Agency by APAs and Their Opinion for Major Changes for Delivery of Better Customer Satisfaction on Selected Criteria

Sr. No.	Selected Criteria	Length of Holding Agency By APAs				
		Agree/Disagree	Less than 5 Years	5 to 10 Years	10 to 15 Years	More than 15 years
01.	Adopting Technological Advancement	Agree	72 (31.17)	79 (34.20)	51 (22.07)	29 (12.55)
		Disagree	28 (40.57)	17 (24. 64)	15 (21.74)	09 (13.04)
02.	Introducing New Services	Agree	16 (36. 36)	16 (36. 36)	09 (20. 45)	03 (06. 82)
		Disagree	84 (32. 81)	80 (31. 25)	57 (22. 27)	35 (13. 67)
03.	Services Updating	Agree	48 (28. 57)	58 (34. 52)	31 (18. 45)	31 (18. 45)
		Disagree	52 (39. 39)	38 (28. 78)	35 (26. 52)	07 (05. 30)
04.	Behavioral Change of the Staff	Agree	78 (30.83)	86 (33.99)	59 (23.32)	30 (11.86)
		Disagree	22 (46.80)	10 (21.28)	07 (14.89)	08 (17.02)
05.	Enriching Reliability of services	Agree	39 (26.90)	50 (34.18)	28 (19.31)	28 (19.31)
		Disagree	61 (33.35)	46 (29.68)	38 (24.52)	10 (6.45)
06.	Increase In the Monetary Reward of APAs	Agree	83 (32.05)	88 (33.98)	56 (21.62)	32 (12.35)
		Disagree	17 (41.46)	08 (19.51)	10 (24.39)	06 (14.63)
07.	Extending Postal Networks	Agree	19 (37.25)	14 (27.45)	16 (31.37)	02 (03.92)
		Disagree	81 (32.53)	82 (32.93)	50 (22.08)	36 (14.46)
08.	Improving Control over Internal Operations	Agree	76 (30.65)	86 (34.68)	54 (21.77)	32 (12.90)
		Disagree	24 (46.15)	10 (19.23)	12 (23.08)	06 (11.54)
09.	Discarding Some of the Existing Services	Agree	12 (30.76)	13 (33.33)	09 (23.07)	05 (12.82)
		Disagree	88 (33.72)	83 (31.80)	57 (21.83)	33 (12.64)
10.	Extending More Autonomy to Retail Counters	Agree	74 (31.75)	77 (33.04)	52 (22.31)	30 (12.87)
		Disagree	26 (36.80)	19 (28.35)	14 (20.90)	08 (11.94)

- ✚ Overall, irrespective of the length of holding agency by APAs, they strongly disagreed for introducing new services(85.33 percent); enriching reliability of services(51.67 percent); extending postal networks(83 percent); discarding some of the existing services (87 percent) followed by low degree of disagreement for adopting technological advancement (23 percent); services updating (44 percent); behavioral change of the staff (15.66 percent); increase in the monetary reward of APAs (13.66 percent); improving control over internal operations (17.33 percent); and extending more autonomy to retail counters (22.33 percent) respectively.
- ✚ Overall, irrespective of the length of holding agency by APAs, they agreed for adopting technological advancement (77 percent); services updating (56 percent); behavioural change of the staff (84.34 percent); increase in the monetary reward of APAs (86.33 percent); improving control over internal operations (82.66 percent); and extending more autonomy to retail counters (77.66 percent) respectively.
- ✚ India post can obtain significant feedback by seeking opinion of the APAs with regard to major changes that need to be introduced for delivery of better customer satisfaction. It was found from the opinion that India Post should neither venture into introducing new services (85.33 percent have disagree) nor it should discard some of its existing services (87 percent have disagree).
- ✚ India post should adopt technological advancement (77 percent); services updating (56 percent); behavioural change of the staff is needed (84.34 percent), increase in the monetary reward of APAs (86.33 percent); improve control over internal operations (82.66 percent); extending more autonomy to retail counters (77.66 percent) respectively.

4:II.16: RESPONSES WITH REGARD TO TYPE OF HOLDING AGENCY BY APAs AND THEIR OPINION FOR MAJOR CHANGES FOR DELIVERING BETTER CUSTOMER SATISFACTION ON SELECTED CRITERIA

The researcher had tried to seek opinion of the selected APAs on selected criteria concerning major changes to be introduced for delivering better customer satisfaction. Table: 4: II: 16 shows type of agency held by APAs and their opinion for major changes for delivering better customer satisfaction on selected criteria as follows.

Table Number: 4: II: 16
Type of Holding Agency by APAs and Opinion for Major Changes for Delivering Better Customer Satisfaction on Selected Criteria

Sr. No.	Selected Criteria	Type of Holding Agency By APAs			
		Agree/ Disagree	Standardize Agency System (SAS)	MPKBY Agency	Both SAS and MPKBY Agency
01.	Adopting Technological Advancement	Agree	104(45.02)	74(32.03)	53(22.94)
		Disagree	35(50.72)	22(31.88)	12(17.39)
02.	Introducing New Services	Agree	31(70.45)	07(15.90)	06(13.64)
		Disagree	108(42. 18)	89(34. 76)	59(23. 04)
03.	Services Updating	Agree	70(41.67)	63(37.5)	35(20.83)
		Disagree	69(52. 27)	33(25.0)	30(22.72)
04.	Behavioural Change of the Staff	Agree	112(44.26)	83(32.80)	58(22.92)
		Disagree	27(57.44)	13(27.65)	7(14.89)
05.	Enriching Reliability of services	Agree	56(38.62)	61(42.06)	28(19.30)
		Disagree	83(53.55)	35(22.58)	37(23.87)
06.	Increase In the Monetary Reward of APAs	Agree	116(44.79)	83(32.04)	60(23.16)
		Disagree	23(56.09)	13(31.70)	05(12.20)
07.	Extending Postal Networks	Agree	29(56.86)	06(11.76)	16(31.37)
		Disagree	110(44.17)	90(36.14)	49(19.67)
08.	Improving Control over Internal Operations	Agree	105(42.34)	83(33.47)	60(24.19)
		Disagree	34(65.38)	13(25.0)	05(09.62)
09.	Discarding Some of the Existing Services	Agree	29(74.35)	04(10.25)	06(15.38)
		Disagree	110(42.14)	92(35.24)	59(22.60)
10.	Extending More Autonomy to Retail Counters	Agree	105(45.06)	77(33.04)	51(21.88)
		Disagree	34(50.74)	19(28.35)	14(20.89)

Overall, irrespective of type of agency holding, selected APAs expressed disagreement with regard to service updating (52.27 percent); behavioral change of the staff (57.44 percent); enriching reliability of services (53.5 percent); increase in the monetary reward of APAs (56.09 percent); improving control over internal operations (65.38 percent), and extending more autonomy to retail counters (50.74 percent) respectively.

- ✚ Overall, irrespective of type of agency holding, selected APAs have shown agreement with regard to introducing new services (70.45 percent), and discarding some of the existing services (74.35 percent) respectively.
- ✚ India post should take note of opinion of the selected APAs for delivering of better customer satisfaction. It should introduce new services and discard some of the obsolete services. It should put efforts to extend more autonomy to retail counters and should improve control over internal operations.

4:II.17: RESPONSES WITH REGARD TO FREQUENCY OF VISIT TO THE POST OFFICE IN ONE MONTH BY APAs AND THEIR OPINION FOR MAJOR CHANGES FOR DELIVERING BETTER CUSTOMER SATISFACTION ONSELECTED CRITERIA

In order to have better insight in to opinion of the selected respondent with regards to major changes to be introduced for better customer satisfaction, the researcher has presented opinion of the selected APAs in accordance with their frequency of visit to the post office in one month by APAs. Table:4: II: 17 shows frequency of visit to the post office in one month by APAs and their opinion for major changes for better customer satisfaction through selected criteria. This data reveals more qualitative information with regard to selected APAs opinion for selected criteria.

Table Number: 4: II: 17
Frequency of Visit to the Post Office in One Month by APAs and Opinion for Major
Changes for Delivering Better Customer Satisfaction on Selected Criteria

Sr. No.	Selected Criteria	Frequency of Visit To Post office In One Month					
		Agree/ Disagree	Less than 5 Times	5 to 10 times	10 To 15 times	15 To 20 Times	More Than 20times
01.	Adopting Technological Advancement	Agree	71 (30.73)	78 (33.76)	48 (20.77)	26 (11.25)	08 (03.46)
		Disagree	28 (40.58)	11 (15.94)	18 (26.09)	05 (07.25)	07 (10.14)
02.	Introducing New Services	Agree	19 (43.18)	07 (15.91)	06 (13.64)	09 (20.45)	03 (06.82)
		Disagree	80 (31.25)	82 (32.03)	60 (23.43)	22 (08.49)	12 (04.68)
03.	Services Updating	Agree	62 (36.90)	49 (29.16)	34 (20.23)	13 (07.73)	10 (05.95)
		Disagree	37 (28.03)	40 (30.30)	32 (24.24)	18 (13.63)	05 (03.79)
04.	Behavioral Change of the Staff	Agree	75 (29.64)	82 (32.41)	52 (20.55)	29 (11.46)	15 (05.93)
		Disagree	24 (51.06)	07 (14.89)	14 (29.78)	02 (04.25)	0 (0.0)
05.	Enriching Reliability of services	Agree	54 (37.24)	41 (28.27)	28 (19.31)	17 (11.72)	05 (03.45)
		Disagree	45 (29.03)	48 (30.96)	38 (24.51)	14 (09.03)	10 (06.45)
06.	Increase In the Monetary Reward of APAs	Agree	77 (29.72)	87 (33.59)	51 (19.69)	29 (11.19)	15 (05.79)
		Disagree	22 (53.65)	02 (04.87)	15 (36.58)	02 (04.87)	0 (0.0)
07.	Extending Postal Networks	Agree	21 (41.17)	11 (21.56)	09 (17.6)	08 (15.68)	02 (03.92)
		Disagree	78 (31.32)	78 (31.32)	57 (22.89)	23 (09.24)	13 (05.22)
08.	Improving Control Over Internal Operations	Agree	73 (29.43)	84 (33.87)	49 (19.75)	27 (10.88)	15 (6.04)
		Disagree	26 (50.0)	05 (09.61)	17 (43.26)	04 (07.69)	0 (0.0)
09.	Discarding Some of The Existing Services	Agree	17 (43.58)	06 (15.38)	06 (15.38)	07 (17.94)	03 (07.69)
		Disagree	82 (31.41)	83 (31.80)	60 (22.98)	24 (09.19)	12 (4.59)
10.	Extending More Autonomy To Retail Counters	Agree	71 (30.47)	76 (32.61)	49 (21.03)	26 (11.15)	11 (04.72)
		Disagree	28 (41.79)	13 (19.40)	17 (25.37)	05 (07.46)	04 (05.97)

- ✚ Overall, 85.33 percent of selected respondent disagreed with regard to introducing new services. Out of those who disagreed, 31.25 percent of them had visited post office less than 5 times, 32.03 percent of APAs visited post office for 5 to 10 times, 23.43 percent of them had visited 10 to 15 times, 8.49 percent had visited for 15 to 20 times and 4.68 percent of them had visit for more than 20 times in a month respectively.
- ✚ With regard to opinion as to whether India post should extend postal network, overall 83 percent of selected APAs had disagreed in their opinion. Out of those who disagreed, 31.22 percent of APAs had visited to the post office less than 5 times, 31.22 percent of APAs had visited to the post office for 5 to 10 times, 22.89 percent had visited 10 to 15 times 9.24 percent visited for 15 to 20 times, and 5.22 percent of them had visited Post Offices for more than 20 times in a month respectively.
- ✚ Overall, 87 percent of selected APAs disagreed with regard to discarding some of the existing services. Out of those who had disagreed 31.41percent of APAs had visited post office less than 5 times, 31.80 percent had visited post office for 5 to 10 times, 22.98 percent had visited 10 to 15 times, 9.19 percent had visited for 15 to 20 times, and 4.59 percent of them had visited for more than 20 times in a month respectively.
- ✚ With regard to opinion as to whether India post should adopt technological advancement, overall, 77 percent selected APAs had disagreed in their opinion. Out of those who had disagreed 30.73 percent of APAs had visited post office less than 5 times, 33.76 percent visited for 5 to 10 times, 20.77 percent had visited 10 to 15 times, 11.25 percent had visited for 15 to 20 times, and 3.46 percent of them had visited Post Offices for more than 20 times in a month respectively.
- ✚ Overall, 84.34 percent of selected APAs had agreed for behavioral change of the staff of the post offices located in the Vadodara City of Gujarat State. Out of those who agreed 29.64 percent of APAs had visited post office less than 5 times, 32.41 percent had visited for 5 to 10 times, 20.55 percent had visited 10 to 15 times, 11.46 percent had visited for 15 to 20 times, and 5.93 percent of them had visited for more than 20 times in a month respectively.
- ✚ With regards to opinion as to whether India post should increase in the monetary reward of APAs, overall, 86.33 percent selected APAs had agreed to it. Out of those who had agreed, 29.72 percent of APAs visited post office less than 5 times, 33.59 percent had

visited to the post office for 5 to 10 times, 19.69 percent had visited 10 to 15 times, 11.19 percent had visited for 15 to 20 times, and 5.79 percent of them had visited post office for more than 20 times in a month respectively.

✚ Overall, 82.66 percent of selected APAs had agreed with regards to strong agreement for improving control over internal operations of the post offices located in the Vadodara City of Gujarat State. Out of those who had agreed, 29.43 percent of APAs had visited post office less than 5 times, 33.87 percent had visited for 5 to 10 times, 19.75 percent had visited 10 to 15 times, 10.88 percent had visited for 15 to 20 times, and 6.04 percent of them had visited for more than 20 times in a month respectively.

✚ With regard to opinion as to whether India Post should extend more autonomy to retail counters, overall, 77.66 percent selected APAs had agreed in their opinion. Out of those who had agreed, 30.47 percent of APAs had visited post office less than 5 times, 32.61 percent had visited for 5 to 10 times, 21.03 percent had visited 10 to 15 times, 11.15 percent had visited for 15 to 20 times, and 4.72 percent had visited Post Offices for more than 20 times in a month respectively.

✚ In summary, India Post should put efforts to ensure better customer satisfaction. It need not to introduce new services, extend postal network or discard some of its existing services.

✚ In summary, in order to deliver better customer satisfaction, India post should put efforts to introduce major changes like viz., to adopt technological advancement, behavioral change of the staff of the post offices, increase in the monetary reward of APAs, to improve control over internal operations, and to extend more autonomy to retail counters.