Evaluation of Changes in Work Culture of India Post with Special Reference to Project Arrow

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ABSTRACT: *The importance of India post lies in the fact that post is a primary means of communication for a large part of Indian population as well as an essential part of India's infrastructure but very little attention has been given to its up gradation according to changes in information and Communication technology. Employees working in India post also feels need of changing work culture according to present corporate culture. Culture of private services attracts the consumers more than Government Organization. India Post is trying to change itself according to the need of business market, technological change and need of its consumer. Department of Post Introduced "Project Arrow" to upgrade the Post offices Situated in urban as well as rural parts of India to improve the quality of services provided by them. Total 18611 post Offices covered under this scheme up to the year 2012-13 from which 2539 covered under improvement objectives of "Look and Feel". The project aimed to create friendly work environment for the employees and quality services to customer visiting the post offices. In this research paper our aim is to have a look at Indian postal department in lights of reforms taken by India post under project Arrow that have been changing the postal infrastructure and its effect on Work culture of postal Department across the country.*
KEY WORD: *Work Culture, Project Arrow, Look and Feel, India post, core operations.*

I.   INTRODUCTION

Work Culture defines the Personality of an Organization we can say that the process, approach, thinking and values of employees, atmosphere in which employees are working, the rules and philosophy of particular organization, infrastructural facilities not only for Employees but also for consumers and other stakeholder defines the work culture of any organization all together. The beliefs, attitude, behavior of an employee is the mirror in which one can look the face of the organization. So it is must that it resembles, complement and support the philosophy of organization so that it can achieve its goal. A vigorous organizational culture is important to employee as they spent their prime and quality time in that working environment so it is necessary that they should enjoy their work and be more and more productive for the organization but we can see huge difference between work culture of private corporate sectors and Government sectors.

1.1.   Difference between work culture of private corporate sectors and Government sectors
 We can define this difference in this way
1. **Profit: -** The main and clear aim of any corporate sector is to earn profit. The progress of organization and work have been measured by the profit earn by the organization Whereas in Government sector it is necessary that every program which is scheduled must be performed and it is not necessary that spending on program is profitable because main aim of government is to serve the people.
2. **Income: -** In government sectors payment rules of employees are declared and defined as per government norms where as in private sectors salary of employees differs according to the working ability and performance of an employee.
3. **Goals and objectives: -** In private sectors goals and Objectives are clearly defined and well understood by all the levels of management and also employees but in government sectors goals and objectives are generally ill formed, unclear and continuously changeable.
4. **Work mode: -** Private sectors are usually market driven where as government sectors usually have monopoly in there sector.
5.   **Infrastructure:**-In public sector the infrastructure is often larger, same in design and also easy to expand according to the need whereas in private sector it is Different according to the need and owners wish. The management in private sector is usually better then public as they have clear and well defined accountability for every work.

6. **Work culture between Employees:** - In private sector work culture is quite systematic and competitive which is missing in the public sector as they do not established commercial objectives. In private sector performance and goal achievement is most important for future promotion whereas in public sector seniority is the main parameter for promotion.

II. INTRODUCTION OF PROJECT ARROW

The Project Arrow was conceptualized and Implemented by India post to make the Postal services provided to customers 'Sharp, straight and sure'. Its aim is to improve the quality of services provided by India post with the help of new technology.

The project was launched in April 2008 to improve the core operations and the Ambiance Look and Feel. The aim of this project to create helpful and friendly working condition for staff and improved new technology based services for the customers of post offices situated in urban and rural areas of India.

2.1 .Advantages from the Project Arrow

1. To enhance the emergence of post offices under 'Look & Feel' to create a unique brand identity.
2. To improve the services of mail sent out for delivery and dispatch to other offices and fast Money transactions through New ICT based services
3. To reduce the waiting time of customers at the counter and improve the efficiency of employees through soft skills training to the staff.
4. Fast and timely settlement of all the cases of Deceased claim, transfer of Account and closure request of Account from customers received in the various Post offices of the country.
5. To develop   friendly atmosphere in the public through adequate availability of forms in the post office proper signage, writing ledge and citizen charters in various post offices situated in urban and rural areas. The Project Arrow was awarded with "Prime ministers' award for Excellence in Public Administration" for 2008-2009 in 2010.

TABLE NO. 1 Details of Target fixed for Post Offices to be Covered under Project Arrow (In All India Level)

Year	Phase	Target Fixed (No. of P.O.)	Target Achieved (No. of P.O.)	%	Expenditure Incurred (In Core)
2008-09	Phase I,II	2224	2224	100%	86.56
2009-10	Phase III	500	503	100.06%	56.00
2010-11	Phase IV	8530	9246	108.4%	80.41
2011-12	Phase V	5229	5335	102.03%	19.07
2012-13	Phase VI	3780	3818	101%	70.03
Total		**20263**	**21126**	**102.3%**	**312.07**

2.2. Main Functions of Project Arrow

Project Arrow is an exclusive quality improvement program for the core operations And Look and Feel of India post. The project was divided into two parts

2.2.1. Get the core right:

It includes

1. Upgredation of post offices according to new information and communication technology situated in urban and rural areas of India.
2. To improve quality of services provided by India post specially mail services and money remittance within same day, core banking for saving bank services ,
3. To reduce Counter serving time and Transaction period in counters of post offices.
4. To improve implementation of citizen charter, right to information law ect.
5.

2.2.2. Improve in Ambience "Look and Feel" :

It includes

1. To improve infrastructural facilities and Renovation of Post offices.
2. Maintenance of office equipments and other assets.
3. To standardize interior and exterior look for Uniform brand hierarchy
4. To enhance operational and soft skill abilities of the employees .[1]

TABLE NO. 2 Details of Target fixed for Post Offices to be Covered under Look and Feel Activities (In All India Level)

Year	Phase	Target Fixed (No. of P.O.)	Target Achieved (No. of P.O.)	%
2008-09	Phase I,II	500	500	100%
2009-10	Phase III	500	503	100.6%
2010-11	Phase IV	530	525	99.05%
2011-12	Phase V	229	207	90.39%
2012-13	Phase VI	780	780	100%
Total		**2539**	**2515**	**98.01%**

2.3. Objectives of Project Arrow

The Aim of this project is refreshing and re constructing the organization according to the changes in work culture and competition in the field of Postal Services in India, capitalizing on its strengths and recognizing and dealing with the weak areas of the Services Provided by India Post by continuous, authentic and honest team effort. Some objectives are

1. To bring the Population of rural India in direct connection with the outside world, The Name Given to this Process by Department of post is Window to the World" for the people in the rural areas.
2. To give benefits of development in new Technology to the doorsteps of Customers of rural area.
3. To come out as a one-stop shop for retail products Launched by India post this was not popular among the Customer.
4. To offer a single window facility for all financial products and services Offered by India Post.
5. To strengthen the business development and marketing division of India post.
6. To Change the work Culture of India post according to the changing culture of Corporate sector.[2]

III. OBJECTIVE OF THE STUDY

1. To study the work culture Difference of India post.
2. To study the changes occurred in work culture of India post.
3. To study the Effect of Project Arrow in work culture of India post.
4. To Study the Successful implementation of Project Arrow according to internal factors of India post.

IV. METHODOLOGY OF THE STUDY

This Research Paper 'changes in work culture of India Post with special reference to Project Arrow' is based on the Secondary data, collected from the web site , Annual reports and articles published in different Newspapers and magazines about India post. Success of project Arrow has been measured by the views of employees and regular customers of India post collect as secondary data.

V. LIMITATIONS OF THE STUDY

1. This study is limited to the Implementation of project arrow in Chhattisgarh state.
2. Project Arrow has two main components first "To Get the core right" and Another "To improve in ambiance Look and Feel". Present study is based on the second part of Project "Look and Feel".
3. Success of project Arrow has been measured by the views of employees and regular customers of India post collected as Secondary data.
4. Finding may be different according to time leg as the views of Employees and Customers can change with time period.
5. Findings may also vary if the Method of Collecting Data about Views of Employees and Customers changed From Secondary to Primary Data.

VI. SOME IMPORTANT CHANGES MADE BY INDIA POST UNDER PROJECT ARROW

The Main Aim Of Project Arrow Was to transform the infrastructure And Work Culture of India post at an estimated investment of Rs 900 core All over the the country. The post offices would go through a renovation Process with up gradation of its services through IT enabled procedures.
The Process Adopted for this is:
1. The post offices Covered under Project Arrow will look similar.
2. The most visible part Of Post Office its Building would be the colour of the walls white with a red border.
3. The counters will also have uniformity as with the post boxes at post offices.
4. The counters in post offices would be painted red and the chairs and benches white.
5. The wall facing the writing ledge would be painted yellow in the all post office.
6. The postmen would be given red bags and the staffers would wear red jackets to be worn over their dress.

7.   The internal changes proposed by India post to Established Postal Training Centre and Appointment of Trainers to improve the efficiency of staff according to the changes in new technology.[2]

VII.   EMPLOYEES VIEW ABOUT WORK CULTURE OF INDIA POST

Every organization has its own work culture though the employees spend the number of hours in their work place. It affects both their personal and work lives. The culture shows the functions of any organization and its relationship with its customers. Positive work culture keeps the employees motivated and loyal with the organization.

1.   India post is growing day by day as a biggest communication as well as financial institution.
2.   Work atmosphere is friendly and cooperative here.
3.   As the duties were interdependent and interlinked here, having good relationship and support with co workers is very important.
4.   Serving the people and helping them is itself a reward and gives satisfaction specially while serving in rural or remote areas or military camps in the country.
5.   Dealing with public is the most challenging part of the job. Interaction with various kinds of people expands experiences of employees.
6.   Work Environment was good and reliable as it run by central government body.
7.   Time Management is most important here as working schedule is very busy here but always something new to learn at the work place.
8.   India post is a big department, working with large number of employees. They are working in manual basis. Now with the introduction of new technology it is difficult to change the mindset of employees to change themselves according to the new technology.
9.   As India post is a government department, job is secure here.
10. Regular hike in salary with the increases in D.A. and Annual increment   the main satisfaction factors for the employees, but hike is very low accordingly.
11. Career opportunities are very slow here while comparison with private sector companies.
12. Trade unions are active here which is another good sign for employees for their job securities.
13. India post is introducing new technology based services to their consumers and introducing new and modern technology to give best quality services.
14. Even though post offices are computerized, still work culture is more manual then technical.
15. Working with fewer facilities, man power and assistance and dealing with various kinds of people with their so many expectations are a big challenge before employees of India post. [3]

VIII.   CONSUMERS VIEW ABOUT WORK CULTURE OF INDIA POST

1.   India post is the government courier service in India which is most popular and easily available service all over the India. India post is reliable & secure postal service spread over every corner of India.
2.   Although there are various private courier service, India post is so much popular among village, small town, and cities & in various metro cities .There are region where no private postal service but India post play a great role in that.
3.   The postal department has all the networks covered with Road, Train, and And Air transport deported for the timely deliveries among all the destinations. India post had many branches throughout the world. There services are very good and benefits the people a lot but India post are too late to deliver parcel or letter.
4.   The Post Office staff is regular and some were of the attitude of work and run type of people. Some depend on the customers to react once they have informed. They are the trusted government employees.
5.   The plans put forward to the public are very helpful and settle the claims properly but still a lot of changes have to be done as compare to private services as they are faster than India post.
6.   The staff were very good and disciplined, good minded to give the benefits to their people. They are the people who work for the public development but still they are working in old manual based system and senior employees don't want to learn about new technological changes.
7.   India Post is economical, reliable and trustworthy than other private companies. Their rates and premiums are also reasonable and effective.
8.   India post gives many services like speed post, courier, registry etc, any of these services can be choose by any person as per his needs from any of the post offices in his area.
9.   Any kind of documents or parcel can be send anywhere in any part of India with very low price rate at very short period of time you can get your delivery. Many thing of this post is it covers all part of India, anyone can send anything through this India post service.
10. There is a lack of motivation for employees as promotion and increment is based on government norms and not on the basis of performance.

11. Customer care system is present here but customers are not satisfied with this system. Its web based customer care portal do not support whenever try to browse.[4]

IX. CONCLUSION EFFECT ON WORK CULTURE AFTER IMPLEMENTATION OF PROJECT ARROW

Project Arrow was launched to improve the quality of services of India post in core areas of operations of post offices and to upgrade the look and Feel of Post Offices. The aim of project is to upgrade the post offices of rural areas and provide consumers customer friendly environment especially in those areas where private courier companies don't want to give their services. India post is accepting this challenge and taking various steps to provide its customer's new technology based services even in far remote and rural areas of India to change the old image of post offices.

The work culture is changing in India post. The changes are as follows:

1. India post is now ready to make Brand Image and ensure uniformity in all its products and services but many of the customers don't know about the various services given by post offices nearby them. An Effective advertisement policy is must to let the people know about the benefits they can receive from post office.
2. Now post Offices of India are going to be connected with all modern IT enabled services not only in urban but also in rural areas of India but lack of basic internet facilities in rural areas and lack of technically sound and trained person is a big problem. Though department of post is training their employees continuously with the help of private companies like TCS & Infosys and also in their own training centers all over in India still the problem of technically skilled employees are a big problem.
3. Infrastructure of post offices are developing in similar standardized design and same interior and exterior decoration to give them similar look and different brand image but where post offices are operating from hired buildings, the condition of working is still very bed . Employees have to work in a very small place where infrastructural support from department is not sufficient. It could not support the motive of project Arrow "Look and Feel".
4. The mail services , Banking services , premium services and also other services are performing very well in comparison with old manual pattern of working but when we compare the services with private courier companies or nationalized and private banks we find that India post is far away from the services provided by them weather it is financial services or traditional services.
5. An employee feels overburdened with work. They are not satisfied with working condition, salary and promotion policy of department. Single handed post offices should be changed to improve their service quality and to make control over them.
6. Customers of India post admires the changes occurred in post offices during last few years but still they are not satisfied with the services provided by the post offices as they feel lack of Professional approach of employees and slow services provided by post offices are some areas which makes them disappointed but still they want to use Services provided by India post as they feel it more reliable then private courier services.

All of above India post is a public interest organization under central government, working with the motive of providing best postal services to the people of India and not to earn profit. Its aim is to provide best services without any discrimination in rural or urban area, rich or poor people to get people benefited. Project Arrow is an important project to make our post offices one step ahead to serve the people of India.

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