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CONCLUSION AND SUGGESTIONS

7.1 INTRODUCTION:

The objective of this chapter is to present the summary, findings and suggestions of the study. This chapter deals with conclusion, findings on administrative and operational efficiency of post offices in Solapur district on the basis of quantitative data analysis, interpretation and also on the basis of opinion survey of postal customers with respect to customers satisfaction and quality of services provided by post offices and their opinion on overall administrative and operational efficiency of India Post during the study period in Solapur district. Some important findings are enlisted. Further some suggestions are given to overcome the problems that have been identified from the study. The study entitled “An Analytical Study of Administrative and Operational Efficiency of India Post with reference to Solapur District” was an attempt to evaluate the administrative and operational efficiency, productivity of India post in Solapur District. The desire to communicate is a basic human inborn tendency. Since the early days of civilization, human being had been using various means to fulfill this desire. In a way, the development of civilization and evolution of means of communication have gone hand in hand. Communication media have come a long way from pigeon post in the olden days to speed post and e-post in the modern days. In the last few centuries post appeared as cheap and popular means of communication in almost all countries. Post offices and postmen have become central to personal and business communication world over. In India too, for generations of India as in fact for generations across the world, the post and postmen are part of traditional stories, poems, novels have been written and songs composed and movies made about the postman, the post office and the post box. Dakiya or postmen is one of the common but interesting subject for essay writing in school, certainly, for millions of countrymen even today, without postal service, there can be no life.

For postal administration the reasons for a study of administrative and operational efficiency may be even more vital. As a matter of fact postal administrations all over the world have been under a universal service obligations clause to provide a minimum defined service to all persons at uniform and affordable
rates. The Universal Postal Union says; “Substantive and sustainable development in the information society of the 21st century cannot be imagined and achieved on a worldwide basis without integrating all existing and future communication infrastructures and services, including postal and other physical communication services. Postal services are not part of a sunset industry, but rather, it will continue to play a significant role in the world’s economy and information society for years to come. The loss on account of performing these services have all along been made up elsewhere because of the monopoly position of postal administration. Recently, these administrations in many industrialized countries and elsewhere are facing a diminished portion or an eradication of the reserved areas and or increasing competition from new entrants such as private delivery companies in a liberalized framework of postal markets. This situation was also faced by India post. India Post needs to focus more on increasing operational efficiency and productivity so as to enable them to protect a fair and affordable postal rate. Apart from this there was lack of technological support in rural post offices and the external post offices employees were on contract basis, they were not employees of the department, which creates inefficiency and low quality services, which affects on the customers satisfaction. Further it leads to opportunity to the private courier services in this sector. India post also facing the problem of low productivity and inefficiency in its operations. It also facing problem of competition from private courier services and technological advancement.

Within India, Maharashtra has no exception to these problems. Though, Maharashtra possesses a very important position in terms of total geographical area, technological advancement, population, industrialization and consequently more urbanized part of the country, Maharashtra also facing same problems like India in different sector.

Within state of Maharashtra the Solapur District is a region under investigation also occupied a very important position both in terms of area and population. It has about 4.5 percent area of the state and about 5 percent population; it has about 11 Tahsils and 11 urban centers, according to 2011 census. It has 43 lacks population and about 200 Kilometer east west length and more than 150 K.M. south west.

In view of the above the region of Solapur District is better in terms of transportation and communication as compare to other parts of Maharashtra. The
Postal Services in the district are divided in to two divisions i.e. Pandharpur division and Solapur division and the head post offices are situated at Solapur and Pandharpur city. As like other region Solapur district postal services are also facing problems of low productivity, inefficiency due to lack of performance based culture and absence of close monitoring system in postal services. It is therefore, necessary to undertake a study of administrate and operational efficiency of India Post in Solapur district.

The use of scarce resources is very important in a developing economy like India. As a source of growth, productivity has moved to the centre stage in the analysis of growth in developing countries during recent years. It is recognized today as a key feature of economic dynamism. Human progress requires finding new and better ways of doing things since the beginning of civilization; man has tried to develop techniques and tools that can improve the efficiency of the work. The same basic urge for efficiency prompt business enterprises to struggle for improving productivity.

7.2 SUMMARY:

The first chapter deals with the introduction of the topic, it includes the justification of the topic and study area. The significance of the topic entitled 'Analytical study of Administrative and operational efficiency of India post with reference to Solapur District has also been highlighted in the context of the requirement by the people of Solapur District. This chapter also includes evolution of postal services in India and Maharashtra and in solapur district. The present position of postal services, statement of problem, relevance of the study, significance of the study, hypotheses of the study to be tested is considered. Objectives of research are the important elements for conducting research as it helps in determining the possibility of conducting the study. Basically the broad aim of all researchers is to confirm the reliability of existing knowledge and also find the deviation of existing knowledge. The present study deals with in analytical study of Administrative and operational efficiency of India post with reference to Solapur District.

In order to know the background of the district, social, economical, political, physical background is also discussed in this chapter. In order to get acquainted with certain technical terms related with the postal services, the concept of administrative and operational efficiency, productivity, sustainability, security service schemes, technical efficiency, allocative efficiency, economic efficiency, overall efficiency etc have been considered.
The second chapter deals with the review of the relevant literature. It is necessary to get acquainted with the parallel research work which has already being done. Important related studies have been reviewed and their substance and themes have been given in this chapter. A careful review of research subject topic published in books, journals, thesis; and sources of information including e-source of information on the problems are to be examined.

There were 36 different references worked on productivity, efficiency and different aspects of India Postal services. The study entitled, productivity, efficiency and pricing in India Post is a comprehensive work in India by Dr. Shekhar kumar Sinha. In this book total seven topics are there and researcher has made comparative study between, European and Asian countries with India Post with reference to productivity, efficiency of different post offices throughout India. In the study “Technical efficiency in public sector, pricing of Postal Services in India” made by Jha, R.M., M.N. Murty and S. Paul estimated the efficiency of India Post (in fact productivity) for the period from 1950-51 to 1983-84. Revenue at constant prices was estimated by correcting the revenue for index numbers of regulated prices. In the study of performance of India Post in relation to Mail, General and Financial Services in Pune region by Sanjeevani Rahane focused on quality of postal services and customer’s satisfaction.

In the study “Challenges in reform of the India postal service” by V. Ranganathan has focused on the decline and falls of India post due to the sudden erosion of morale and fall in self esteem of employees, in working for one of the best public services. Researcher has been observed the problems of India postal services such as lack of market orientation and absence of competitive spirit. Due to that a premium public service has yielded ground to private couriers. As the private couriers came to the doorstep of the client and took the material, both for individual and corporate consumer, for the EMS speed post one has to go to the post office and hand it in. on paper EMS speed post also had the facility to go to the customer and take the mail for corporate clients, but it was not a matter of routine, as in the case of private couriers.

In the study "Changing face and Role of post offices" by Alkesh Tyagi focused on challenges before India Post and observed the technological changes going on in post offices by implementing the project Arrow. In which India postal services are modifying and new innovative products & services has been launched since 2008.
Computerization of postal working system and infrastructural development is going on. The object of this plan is to make changes in postal services or to adopt changing business environment with change in technology and services. Researcher has concluded with a hope that India Post will face the challenges of technology, Competition and will avail the opportunity presented by current market condition.

In the study "Postal and courier services and the consumers" by J.Y. Jaiswal, has focused on the importance of postal services in the developing world. Department of Post being public utility service, it should be efficient in its operations, present situation of Department of Post is not up to the expectation of customer. In the study “Globalization of India Postal Services.” By Ms. Sonia Riyat made a SWOT analysis of India postal services and its working process. Further she has through light on competitor’s strategy to increase the market share, like time effectiveness, effective working culture to help employees to be more productive, tie-up with other small companies and provide higher rate of interest. Researcher has made few suggestions to improve efficiency of India Post, Like providing soft skill training to the employees from higher level to bottom level. Motivation should be given to employees, attractive infrastructure and flexibility in work etc. Finally researcher concluded that India Postal Service needs technological, social, cultural and economic change.

In the study “Performances of India Postal Services” by Anand B. and others evaluated the India Postal Services, its growth and focused on the future opportunities in India. While assessing the growth and reliability of India Post, researcher pointed out the strengths of India Post, as its long tradition of handling mail and financial services and its credibility and trust. Review of the relevant literature shows that considerable work has been done on estimating productivity and efficiency of postal administration in advanced industrialized countries of Europe, USA, Australia, and Japan but no such attempts have been undertaken in the context of developing economies like India. The study undertaken by Jha et al. (1990) on India post was too limited as he has considered only one input variable i.e. labor. The study undertaken by Dr. Shekhar Sinha (2008) on India Post was also having some limitations; like he has considered only two input variables (Labor and number of post offices) were used. More inputs such as cumulative sums of annual investments less depreciation, number of equipments especially computers could have been considered. In fact, as computerization of postal operations is taking place across the board in all postal administrations, an attempt to analyze the effects of computerization on productivity
and efficiency would be an interesting study. Normally, any study on postal services must include both multiple outputs and inputs. Review reveals that the choice of output has been too restrictive. The study should, therefore, have been more comprehensive in the sense that it should be based both on multiple outputs as well as multiple inputs. Researcher has considered the research gap in past studies made and in order to find out more accurate results related to efficiency of postal administration, taken two input variables (Labor, Capital (Includes number of computers and equipments) and two output variables i.e. all postal service’s i.e. mail services, premium services and financial services including the new services (like Speed Post, Western Union money transfer, Mobile money order, Instant money orders, Business Parcel, Cash on delivery) launched by India Post.

From the above analysis, the picture which clearly emerges is that a comprehensive study on administrative and operational efficiency of India Post is singularly missing and that study should incorporate multiple outputs and multiple inputs. To give completeness to the study opinions of customers as regards to the service quality and their satisfaction have also been considered. It also needs to be emphasized that as India Post is facing diminished reserve areas due to opening of postal market, higher productivity and efficiency of India Post has become critical for its survival. Competition from private courier operators in the market has also made innovation issues critical. Because of these considerations a study on administrative and operational efficiency of India Post with reference Solapur District was necessitated and has been undertaken.

The third chapter associated with research methodology, scope and limitations of the study, and the objectives and hypotheses of the study were considered. In order to fulfill the objectives sources of data collected and sampling size of the study, questionnaire used for data collection and data processing and statistical techniques used for the data processing etc is explained in this chapter. In the methodological framework, technical, pure technical, and scale efficiency scores for individual sub post offices have been obtained by employing two popular DEA models, namely, CRS and VRS models, involving only the conventional inputs and outputs in 10 sub post offices operating in Solapur District.

In order to study the efficiency of India post in Solapur District the study limits its scope to Post Offices in both Pandharpur Division and Solapur Division area. 10 percent of sub post offices in the solapur district are considered as per sample
size. There are 11 Tahsils in the district researcher has taken 6 from it for the study. The study is focused on the period from 2011 to 2014. There are many criteria’s for computing efficiency of service sector. Here efficiency of Department of Post in Solapur District is evaluated on the basis of productivity.

An important characteristic of this study is that it focuses on the administrative and operational efficiency of India Post in Solapur District. An attempt was also made to assess the opinion of customers of postal services in Solapur District with reference to quality of postal services, customer satisfaction and customer’s opinion about overall efficiency of postal services in the district.

The fourth chapter is concerned with the organizational structure and schemes of India Post. In this chapter detail of postal administration in India Post and organizational structure has been explained. It also includes various schemes of India Post and the service norms. The department of posts under the ministry of communication and information technology has Minister in charge in the cabinet rank, with two ministers of State. Secretary, Department of Posts is also the director general department of posts and chairperson postal services Board. The postal service Board is the apex management body of the department of posts

One post office in India serves 7176 persons covering an area of approximately 21.2 sq. kms. And compares very favorably with China (One post office serves 19962 people and covers 145 sq. kms). Despite this network out of 5.95 lakh inhabited villages, less than one third villages are having post offices. Moreover against 2.34 lakh Gram Panchayat Villages, only 1.15 lakh Gram Panchayat villages have post offices.

Chapter fifth deals with analysis of quantitative data. In the methodological framework, technical, pure technical, and scale efficiency scores for individual sub post offices have been obtained by employing two popular DEA models, namely, CRS and VRS models, involving only the conventional inputs and outputs in 10 sub post offices operating in Solapur District in the year 2011 to 2014.

Technical or Overall Efficiency of Post Offices in Solapur District:

From the analysis it is reveals that only three post offices (DMU) out of 10 selected from different Tahsils of the Solapur District as a sample size under the study consideration are found to be technically efficient during the period 2011-12 to 2013-14. Further analysis as depicted under Table 5.1 Constant Return to Scale, Technical Efficiency, average efficiency of DMU (Decision Making Unit) have been declined
from 0.799 to 0.785 over the period. Lowest overall efficiency is noted in case of MIDC Chincholi Sub Post Office i.e. 0.311.

Pure Technical or Managerial Efficiency of Post Offices in Solapur District:

As far as Pure Technical Efficiency (PTE) or managerial efficiency is concerned six post offices out of ten post offices under study consideration are Technically Efficient. Analysis as depicted in Table 5.2 clearly reflect that, average Technical Efficiency shows a marginal decline to 0.879 from 0.885 for the period under study. This study clearly indicates that overall managerial efficiency has decline and immediate steps should be enacted to overcome managerial deficiencies. Among the DMU or Post offices considered for analysis under study MIDC Chincholi Sub Post Office has the lowest managerial Technical Efficiency i.e. 0.454 followed by Mangalweda Sub Post Office and Madha Sub Post Office i.e. 0.654 and 0.708 respectively. Among all the inefficient DMU under Technical Efficiency or Managerial Efficiency further clearly reflect as per the analysis in the table 5.2 that, Pure Technical Efficiency or Managerial Efficiency is declining over the period under consideration.

Scale Efficiency or Efficiency According to their Size of Operations of Post Offices in Solapur District:

According to the analysis as depicted in the Table 5.3 that, scalars efficiency of only three DMU namely Akluj Sub Post Office, Sangola Sub Post Office and Mangalwar Peth Sub Post Office under consideration are scalar efficient. In the rest of the cases post offices or DMUs are found to be scalar inefficient, indicating that these DUMs need to increase their operational business. Mean scalars efficiency as shown in the table 5.3 has shown improvement from 0.895 to 0.897 indicating marginal enhancement in scalars efficiency.

**Chapter VI** deals with the opinion survey of customers of postal services regarding the perceptions of different customer segments about the quality of services and customers satisfaction provided by India post in Solapur District. Also state the opinion about overall administrative and operational efficiency of India post in the district. The analysis of opinion survey is as follows:

**Opinion of customers about use of postal services and its frequency:**

It is clearly indicate that maximum customers were using registered post, speed post, postal stamp and stationary, once in a month or once in six month. Whereas very less customers were using parcel, value payable post, foreign mail,
express post, greeting post services once in a month or once in six months. Most of
them are not aware about new services of India post. Regarding passport services
most of the customers are not aware about it and few of them are using this service
once in two years or once in five years.

Opinion of customers regarding awareness of postal services for business customers:

The opinion about postal services for business customers was statistically
significant. Most of the customers are aware about postal services for business
customers, few of them are not aware about this service.

Opinion of customers regarding use private courier services:

Statistically use of private courier service is significant. Most of the customers
using private courier services from last 3 years and few of them from last 5 years.
Maximum customers prefer Palande courier services and the frequency of use is at
least once in a month.

Opinion of customers regarding reason to use private courier services:

Most of the customers using private courier services because of it are being
near to their residence, quick service and their past experience.

Opinion about level of satisfaction regarding quality of services provided by India
Post and Private Courier Services:

Regarding physical facilities, reliability, safe delivery, assurance and
knowledge, quality of mail services majority of the customers satisfied with both
India post and private couriers. Regarding timely delivery and attitude of employees
most of the customers are unsatisfied with India Post.

Opinion about facilities provided by India Post and Private courier Services:

There is statistically significant difference in delivery time between India post
and private courier. Delivery time is more convenient of Private courier than India
post. There is no statistically significance difference of location between India post
and private courier. There is statistically significance difference of working hours
between India post and private courier. Working hours are more convenient of Private
courier than India post.

Opinion of customers about any positive change in the working of post offices:

Statistically positive change in the working of post offices over the year is
significant. It has been observed that, majority of the respondents observed that there
is positive change in the appearance of post, introduction of new services, increase of
use of computers and change in physical facilities, and further they suggested that India post should provide mail services plus financial services plus new services.

Opinion of customers about the postman and courier man:

There is an emotional bond with the postman. Statistically Postman is preferred from safety point of view than courier man is significant.

Opinion of customers regarding complaint about India Post services and Private courier services:

There is statistically significant difference of complaint between India post and private courier. There were more complaints of Private Courier as compared to India Post.

Opinion about preference of email to postal mail services and its reason:

Statistically respondents prefer e-mail to postal mail services is significant. The reasons were sending cost, easy accessibility, High speed, Ensure privacy and convenience etc.

Opinion of customers regarding use of financial services of post offices and frequency of investment and the reasons:

Majority of the customers 80% using saving schemes of India post once in a month or once in a year and few of them were using once in a six months. Most of the respondents prefer India post saving scheme as compared to other investment opportunities, due to the reason of Safety and reliability.

Opinion of customers about their percentage of total investment in postal schemes:

Majority sixty six percentage respondents were investing less than ten percentage of their total income and thirty four percentages in between ten to thirty percentage of their total income.

Opinion of customers about getting information of saving schemes of India Post and method of saving:

Most 64 percent respondents getting satisfactory information from post office, followed by 47.5 percent from postal agents. Statistically method of investment in postal saving schemes through Agents is significant.

Opinion of customers regarding postal agents:

Statistically opinions about postal agents is that post agents need more training 82 percent is significant. And there is satisfactory experience with postal agents 64 percent is significant.

Opinion of customers regarding promptly getting back money on maturity:
Statistically promptly getting back money on maturity 69.5 percent is significant and there is no problem while getting back money on maturity.

Opinion of customers about use of money transfer services:

Only 12 percent postal customers were using instant money order once in a month and 10 percent respondents were using mobile money order service of India Post once in six month.

Opinion of customers about their experience with the services of India post in general:

Statistically service of India post is satisfactory in general. 88 percent customers opinion is service of India Post is satisfactory and it is significant.

7.3 MAJOR FINDINGS:

1) The average Technical efficiency/overall efficiency of India Post in Solapur district has been slightly declined from 0.799 to 0.785 over the period under study from April 2011 to March 2014. The slight decline in overall technical efficiency showed that it was a case of stagnation in its administrative and operational efficiency.

2) Pure Technical Efficiency or Managerial Efficiency of India Post in Solapur district declined over the period under study from 0.885 to 0.879. This study clearly indicates that overall managerial efficiency or performance of India Post in Solapur district declined over the period under study.

3) Use of private courier services by the customers has significantly increased. 47.5 percent of respondents were using private courier services from less than 3 years, followed by from more than 5 years 27.5 percent, from less than 5 years 13 percent and from more than 10 years 12 percent during the period under study. It was because of their door to door pick up facilities, convenient timing and timely delivery. On the other hand mail pick up facilities of India Post were on paper. It indicates managerial inefficiency of India Post in Solapur district during the period under study.

4) There is statistically significant difference of working hours between India post and private courier services. Working hours are more convenient of Private courier opinion 70 percent customers is that private courier office working hours are convenient than India post.

5) Use of email to postal mail has increased during the study period significantly. Statistically 60 percent respondents prefer e-mail to postal mail services is significant.
due to low sending cost, easy accessibility, and high speed; ensure privacy and
convenience etc. It has become a challenge to India Post.

6) The main cause of inefficiency in India Post observed by the researcher was lack of
infrastructural facilities at branch offices at village level; employees of branch post
office are not employees of India Post. They were working on hourly basis and are
called as external departmental employees. Their salary was meager, they were not
trained properly, they were working traditionally, and computers were not provided to
them. Many branch post masters post were vacant. It seems to be root cause of
inefficiency in rural post offices.

7) There has been positive change in the working of post, due to change in the
appearance of post, introduction of new services, increase in use of computers and
change in physical facilities during the period under study.

8) Majority of respondents 71.5 percent were satisfied with reliability and promised
counter and delivery services of India post.

9) Statistically 82 percent respondents prefer India post saving scheme as compared to
other is significant. There has been increase in use of financial services and saving
schemes of India Post in Solapur district by 4 percent, during the period under study.

7.4 TESTING OF HYPOTHESES:

The first hypothesis to be tested was: During the period under study there is
significant enhancement in administrative and operational efficiency of India Post in
Solapur district.

Ho: There is no significant enhancement in administrative and operational efficiency
of India Post in Solapur District.

H1: There is significant enhancement in administrative and operational efficiency of
India Post in Solapur district.

This null hypothesis Ho is accepted on the ground that the average technical
efficiency/overall efficiency of India Post in Solapur district has slightly declined
from 0.799 to 0.785 over the period under study from April 2011 to March 2014. The
decline in technical efficiency/overall efficiency showed that India post is a case of
stagnation in its administrative and operational efficiency. Therefore H1 is rejected as
there is no significant enhancement in administrative and operation efficiency of India
Post in solapur district during the period under study. (Ref. Table No. 5.1, 5.2, 5.3
Page nos. 135, 137,138)
The second hypothesis to be tested was: There are variations as to the perception of service users and customers about service provided by private courier agencies and India Post.

**Ho:** There are no variations as to the perception of service users and customers about service provided by private courier agencies and India Post in Solapur district.

**H1:** There are variations as to the perception of service users and customers about service provided by private courier agencies and India Post in Solapur district.

58.5 percent customers were satisfied with attitude of employees of India Post. Whereas, in case of attitude of employees of Private courier, 70.5 percent customers were satisfied. Statistically there is significant difference (p<0.01) in the opinion of customers satisfactions about attitude of employees of India post and Private courier.

55 percent customers opinion was Delivery time of private courier was more convenient than India post while 40 percent respondents opinion was India Post delivery time was more convenient than private couriers The difference between respondents opinion about delivery time was statistically highly significant(Z=2.83, P<0.01)

70 percent customers opinion was working hours are more convenient of Private Courier than India Post. The difference between customers opinion about working hours was statistically highly significant. (Z= 3.56, P<0.01).

Thus null hypothesis Ho is rejected and alternative hypothesis H1 proved and accepted i.e. there is significant variation as to the perception of service users and customers about service provided by private courier agencies and India Post in Solapur district. (Ref. Table 6.14, 6.15 and Page nos.159, 161 respectively)

The third hypothesis to be tested was: The enhancement in terms of quality and efficiency of India Post has resulted in improving level of customer satisfaction.

**Ho:** There is no any improvement in level of customer’s satisfaction in terms of quality and efficiency of India Post

**H1:** There is improvement in level of customer’s satisfaction in terms of quality and efficiency of India Post

There is significant difference between quality of services of India Post and Private Courier agencies. 87 percent customers were satisfied about timely delivery of Private Courier Services, Where as only 36.5 percent respondents were satisfied with timely delivery of India Post.
45 percent customers were highly satisfied. Whereas 48.5 percent customers were satisfied with safe delivery of letters and parcels service of private courier.

Statistically there is significant difference (p<0.01) in the opinion of customers satisfactions about safe delivery of letters and parcels service of India Post and Private courier.

Again overall efficiency of India Post was slightly declined from 0.799 to 0.785 over the period under study from April 2011 to March 2014. Which was resulted in that, there has been no improvement in level of customer satisfaction during the period under study in Solapur district. (Ref. Table 6.14 and 5.1, Page nos. 159, 135 respectively)

The fourth hypothesis to be tested was. The changes in the business environment, competition and customer perception has change in the approach, service quality and practices of India Post in Solapur District

Ho: There is no change in the approach, service quality and practices of India Post in Solapur District due to changes in the business environment, competition and customer perception.

H1: There is change in the approach, service quality and practices of India Post in Solapur District due to changes in the business environment, competition and customer perception.

The null hypothesis Ho is rejected and alternative hypothesis H1 is accepted on the ground that, Chi–square value 81.92 is significant at 1 percent level of significance, P<0.01. Which is showing significant change in working of India Post over the period under study. Statistically positive change in the working of post offices over the year 82% is significant, majority of respondents are of the opinion that, there has been positive change in the working of India Post during the period under study, due to the reasons that there is a change in the appearance of post, introduction of new services, increased use of computers and change in physical facilities to some extent. (Ref. Table No. 6.16, 6.17, Page nos. 163,164 respectively.)

7.5 Conclusion:

The study indicates that the overall Technical Efficiency (TE) of the post offices in Solapur district have declined from 0.799 in 2011-12 to 0.794 in 2012-13 and further to 0.785 in 2013-14 indicating worsening of efficiency in technical use of productive resources. In fact out of the total only 4 or 40 percent of post offices were fully efficient that declined to 3 or 30 percent in 2012-13 though again increased to 4
or 40 percent in 2013-14. Thus, broad trend indicates that overall technical efficiency is declining over the period of study.

As far as Pure Technical Efficiency (PTE) or managerial efficiency is concerned, it also indicates a decline from 0.885 in 2011-12 to 0.879 in 2012-13 and further to 0.868 in 2013-14 indicating decline in managerial or pure technical efficiency. To conclude the overall administrative and operational efficiency of India Post in Solapur district has been slightly declined or it is therefore conclude that India Post is a case of stagnant in efficiency.

Overall opinion of customers about mail services of India Post was not satisfactory but India post adopting change as per the changes in business environment and technological changes; in case of financial services the opinion of customers is satisfactory.

7.6 SUGGESTIONS:

Communication is the back bone of any economy, from development point of view. There is close relationship between postal performance and economic development. Postal services in many industrialized countries and elsewhere are facing a diminished portion or an eradication of the reserved areas and or increasing competition from new entrants such as private delivery companies in a liberalized framework of postal markets. This situation is also being faced by India post. On this background researcher would like to make some suggestions for bringing changes in quality and productivity, efficiency in the services of India Post in Solapur district, which are as follows:

- India Post in Solapur district should give more focus on increasing its operational efficiency by utilizing available resources in a systematic manner.
- Department of Post should make automation in all its offices up to branch offices in rural area and network all its post offices, which would not only increases its operational efficiency and competitiveness in the market but would also bring revenue by delivering all kinds of services to business organizations.
- IP should provide new services as per changing customer’s expectations.
- Soft skill (interpersonal skill, flexibility and adoptability) training should be given to the staff of India Post working at rural area for faster and efficient services.
• India Post should also focus on financial services and banking services, by setting its own full-fledged banking operations or with the MOU with other banks. This would not only help to increase financial inclusion in the economy, but also would improve profit.

• Branch post master’s payment limit and rights should get increase in order to made quick payment after the maturity of deposit in any saving scheme.

• After maturity of R.D., T.D. MIS or any other saving scheme amount should be release immediately.

• Marketing and advertisement of new services through various media should be done by IP in order to make awareness about it and compete with private courier services.

• India Post should try to increase RPLI business in rural area by making awareness about the same as there is lot of scope for insurance services in rural area.

• IP should keep attention on quality of services and customers satisfaction by motivating the employees, providing attractive infrastructure keeping flexibility in the work, especially in counter services.

**GENERAL SUGGESTIONS:**

Apart from objective related suggestions, researcher would like to give some general suggestions to enhance efficiency and quality of postal services, which are as follows:

• India Post should serve other agency services like railway ticket booking, air ticket booking etc.

• India Post should provide postal services through franchises in the urban area.

• India Post should provide corporate mail management services at clients premises as a part of total solution program for all business-communication or delivery needs.

• India Post should provide a self service automated machine that can be accessed round the clock to meet postal needs such as purchasing stamps and other postal services.
• India post should provide data post a one stop mailing services in which word processing, graphic layout, printing, inserting, enveloping mail processing and delivery services.

• India Post should provide web shop courier service in which 30 kg’s of deliveries may be allowed anywhere in the world.

7.7 SCOPE FOR FUTURE RESEARCHERS:

The most significant aspect of research associated with postal services, open the way in solving the prolonged problems of postal services. It is the necessity of planner, Government and researcher to furnish the most important amenity and facilities to solve future oriented problem. Today, the world is the result of implementation of policies and development plan. Even in future the world will go on improving its various fields, through the application of research done by the research scholars. A study of administrative and operational efficiency of India post would make the future researcher to understand postal services more precisely than what is today. The scope for future study lies in attempting wide area and multiple outputs and multiple inputs of India Post.