

IMPACT OF RECENT ORGANIZATIONAL CHANGES AND REFORMS ON INDIA POST EMPLOYEES

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ABSTRACT

This research looks at how recent changes and reforms in the organisation have affected workers of India Post. It focusses on important factors such as digital transformation, employee appreciation, and environmental sustainability. These changes have had a substantial impact on how workers perceive their workplace and their overall experience at work, as determined by numerous assessments. Employee motivation and well-being have improved as a result of better training programs, strong incentive systems, and comprehensive welfare efforts. Furthermore, relationships with international organisations and those focused on environmental issues have created a feeling of accountability and offered potential for development. On the other hand, the increasing workload and the need for clear communication continue to be significant obstacles. In general, the changes have established a supportive climate that allows people to adjust, flourish, and make meaningful contributions to the organization's success.

Keywords: *Digital Transformation, Postal Services, Organizational Changes and Reforms*

INTRODUCTION

In recent years, the postal services industry in India has gone through significant changes and reforms. These changes, which are the consequence of advancements in technology, digital transformation, and the changing needs of customers, have had a major impact on the employees of India Post. This study aims to identify the primary drivers that are causing these changes. These elements include initiatives for digital transformation, programs for employee appreciation, and efforts to promote environmental sustainability. It also examines how employees feel about these changes and how they will impact their job satisfaction, work environment, and professional growth. By examining how these changes might impact the company, we can identify areas that need improvement and provide solutions to enhance employee well-being and organisational efficiency at India Post.

Concepts in Organizational changes and reforms within India Post

Digital Transformation

This idea includes the incorporation of digital technology into several parts of the postal service, including mobile banking, e-governance initiatives, and automated operations. Its goal is to make operations more efficient, lower costs, and improve customer service. Employees must learn to use new digital tools and platforms, which necessitates extensive training and skill development.

Acknowledgement and Rewards for Employees

It is essential to keep staff motivated and in good spirits by acknowledging and thanking them for their efforts and accomplishments. Incentive programs might include monetary awards, possibilities for career promotion, and public recognition. These programs assist promote a healthy work environment and push employees to perform at a high level.

Sustainability of the Environment

It is important for organisations to focus on ecologically sustainable practices, such as green projects and minimising carbon footprints, in order to achieve long-term success. Getting workers involved in these efforts may help them feel a sense of responsibility and pride in their contributions to protecting the environment.

The well-being and welfare of employees

It is essential to ensure the well-being of workers by providing welfare programs like as mental health assistance, work-life balance initiatives, and health and wellness programs. These initiatives serve to promote worker satisfaction, minimise attrition rates, and increase overall productivity.

Change in Work Culture

In order for an organisation to flourish, it is important to adapt to a changing work culture that supports flexibility, cooperation, and innovation. This transformation may include establishing a corporate-like work culture, boosting cooperation, and encouraging workers to communicate openly with one another.

Collaborations & Partnerships on an International Scale

By forming collaborations with postal services and organisations from other countries, you may create chances for sharing expertise, developing skills, and coming up with new ideas. These partnerships allow India Post to remain competitive in the global market and to broaden the range of services it provides.

Dealing with Workload and Job Security

It is important to manage the increasing workloads that come from changes in the organisation in order to avoid employees from being burned out. A good work atmosphere may be maintained, and workers can feel appreciated and supported, by distributing tasks efficiently, adding more personnel, and communicating clearly about job security.

Customer-Centric Approaches

For an organisation to be successful, it is essential that it places a high priority on the wants and preferences of its customers. Customer happiness and loyalty may be improved by creating infrastructure that is pleasant to customers, enhancing the quality of service, and adapting to new technology.

REVIEW OF LITERATURE

About the worth of reforms, the scattered literatures on organisational change and reform are mixed. On the one hand, studies with a management viewpoint mostly concentrate on the possibilities reforms provide for turning organisations into more complete entities (Brunsson & Sahlin-Andersson, 2000), thus boosting organisational flexibility, performance, and legitimacy. Whereas stability seems backward or unnatural, reform is seen as natural and a sign of progress (Brunsson, 2009). Conversely, a vast body of studies has made use of psychological insights to clarify the detrimental consequences of reforms on certain individuals (Oreg et al., 2011). Reforms usually cause uncertainty and stress among change recipients, which may lead to a sequence of negative organisational effects on employee well-being, job satisfaction, and performance since they tend to upset the fabric of life in organisations (Jones et al., 2008).

What these books have in common is the underlying belief that workers' hierarchical status in the company would greatly affect how reform ideas are seen. Studies have often taken for granted that top management starts and supports changes and that lower-level staff members perceive them with suspicion (Piderit, 2000). Actually, both management and psychologically orientated research agree that change strategists must be able to persuade change receivers of the benefit of the change in order to reduce employee scepticism, thus enabling the success of change. "The thinkers, the reformers, are to affect the doers, the reformees," Brunsson 2009, p. 134 says. According to Piderit (2000), our embedded language of opposition to change by staff members causes us to see them as roadblocks to be surmounted. Remarkably, there has been little actual research on this strong presumption on which so much of our ideas on reform and change management have been founded. The relative lack of hierarchical level as an antecedent of change attitudes is notable in the long history of psychology-informed research on organisational transformation (Oreg et al., 2011). In qualitative study designs on private sector instances, the very few studies that empirically evaluated variations in change perceptions across hierarchical levels have conducted (Luthans & Sommer, 2016).

This research moves back to add to the body of knowledge on organisational transformation and reform. First, to theorise reform views at many hierarchical levels by aggregating fractured ideas from the psychology-informed change literature and the sociological neo-institutional literature. While the first has indicated a variety of possibly negative psychosocial impacts of reforms at the individual level, the latter is well-suited to provide light on how workers' hierarchical position which constrains (or allows) their reform assessments. Second, using a large public sector dataset, this paper empirically investigates such variations. Public organisations, unlike private companies, are a part of a larger political-administrative system with political executives at the top of the structures. Studies show that political actors still have great need to guide their implementing organisations, even if public managers have acquired great autonomy from politicians over the last decades (Wynen et al., 2020). The particular public sector setting carries with it certain political-administrative dynamics which may well guide our knowledge of the psycho-sociological processes via which (certain kinds of) changes are locally approved and executed.

Research on "the factors that influence the change process and determine its success or failure" is still lacking (Kuipers et al., 2014, p. 15). Thus, this research makes a significant addition to the body of knowledge on organisational change and reform by including organisational heterogeneity in reform impressions. This paper investigates variations in reform view based on organisational hierarchy rank. Clarifying the intergroup character of organisational transformation will have significant intellectual and pragmatic consequences (Jones et al., 2008).

A conceptual difference is drawn in Public Administration scholarships between "change" and "reform" (Kuipers et al., 2014). Reform, as a term, is more limited than change as it speaks about deliberate, planned particular adjustments (Pollitt & Bouckaert, 2017). Reforms begin with clear, unambiguous descriptions of the idealised organisational state in terms of structure, policies, and practices. Thus, reforms often strive to establish clear objectives or a more clear vision, better coordination or control, with the general purpose to promote rationality and efficiency (Brunsson, 2009).

From a psychological standpoint, researchers note the possibly significant implications reforms have on individual workers on a range of outcomes (Oreg et al., 2011; Rafferty & Griffin, 2006). Through appropriate leadership and change governance, the change management literature has therefore generated a great variety of recipes to bring people on board with reform initiatives (Kuipers et al., 2014).

This level is largely concerned with what Brunsson (2002) refers to as "organisational talk," that is, the general articulation of the organisation and its institutional structure in the function of external demands, due in great part to the focus on legitimisation. Members from higher organisational levels usually start organisational reforms as their duties are more like that of change managers and strategists (Choosei, 2011). Reforms are tools for senior management to show the company how it should be for the outside world. Reforms provide one approach to show that the company embodies popular management concepts (Røvik, 2011). Reforms therefore "make it easier to fulfil one of the primary tasks of top

management: representing the organisation to others" (Brunsson, 2009, p. 135). Reforms provide an illusion of order and reason that creates purpose and a motivation to act (Brunsson, 2009).

According to Luthans and Sommer (2016), staff members only got sporadic updates whereas senior levels often met face-to-face to inform one other on the state of changes. Reformers at lower organisational levels usually feel more threatened and unsure about the results of organisational change than strategists at higher organisational levels (Jones et al., 2008).

Comparatively between government-owned postal firms and privatised postal enterprises, which become market-oriented with successful operations, the changes in the post environment are briefly mentioned in the Wyman (2008) study. Burton and Obel (2004) claim that relationships among deterministic organisational elements for organisation design clearly show the applicability of the ANP technique, introduced by Saaty in 1996. Presenting post-socialist organisational research and the post-socialist evolution of organisation theory, Soulsby and Clark (2007) discussed Kujacic and Bojovic (2007) offered the method and pertinent concerns of postal traffic system design. Carroll et al. (2006) put forth simulated organisation design. Emphasising the need of learning to create organisations, Dunbar and Starbuck (2006) discussed the developments in organisational theory across history. Barrett et al. (2006) showed the developments in information systems, knowledge and communication technologies, and organisational studies' scholarly output. For the optimisation of organisation design, Khosraviani and Levitt (2004) used genetic programming. Kujacic and Bojovic (2003) selected the organisational structure of a post-corporate utilising the fuzzy multicriteria decision-making approach.

OBJECTIVES OF THE STUDY

- ❖ To examine the Key Drivers of Organizational Changes and Reforms on India Post Employees
- ❖ To investigate the Perception of India Post Employees on Recent Organizational Changes
- ❖ To evaluate relation between the Demographic factors of the employees and Organizational Changes and Reforms on India Post Employees

RESEARCH PROBLEM

The research problem is concerned with figuring out how the recent adjustments and reforms in the organisation have affected the workers of India Post. More specifically, it seeks to explore how these changes, which are being driven by variables like as digital transformation, employee recognition campaigns, and environmental sustainability efforts, impact workers' perceptions, well-being, job satisfaction, and overall work environment. The purpose of this study is to determine the main factors that are causing these changes, assess how well training and welfare programs are working, and investigate the specific issues that various demographic groups within the organisation are experiencing. It also looks at how international alliances, workload management, and customer-centric methods affect the experiences and reactions of workers to these changes. The goal of this study is to give practical insights and suggestions to improve employee support, organisational efficiency, and the effective implementation of future changes at India Post by addressing this research challenge.

RESEARCH QUESTIONS

Q1: *What are the primary factors driving organizational changes and reforms within India Post?*

Q2: *How do India Post employees perceive the impact of recent organizational changes on their job roles and responsibilities?*

Q3: *Is there a significant difference in the perception of organizational changes between the employees?*

RESEARCH METHODOLOGY

The study will utilise both quantitative surveys and qualitative interviews in order to get a thorough and detailed understanding of the replies of workers of the post office. The research will concentrate on workers of the post office in Kanyakumari district, Tamil Nadu, India. A basic random sample method is used for the survey. In order to guarantee statistical reliability, 300 survey respondents were selected. 242 out of the 300 questionnaires that were provided were completed, which is 80.66%. There were 39 (13.00%) that were incomplete and 19 (6.33%) that were not returned.

DATA ANALYSIS

Data analysis is a crucial step in understanding and interpreting the information collected in a research study.

Table:1. Frequency distribution of Demographic factors employees in of Postal Service

Particulars		Frequency (n=242)	Percent
Age	Below 25 years	10	4.1
	25 years - 35 years	85	35.1
	35 years - 45 years	59	24.4
	45 years - 55 years	81	33.5
	55 years and above	07	2.9
Gender	Male	143	59.1
	Female	99	40.9
Current Position	Postmaster	22	9.1
	Gramin Dak Sevak (GDS)	62	25.6
	Postal Assistant	92	38.0
	Mail Carrier/Postal Workers	66	27.3

Source: Primary data

The demographic factors of the employees in the Postal Service, as outlined in the table, indicate that a significant proportion of the workforce consists of individuals aged between 25 and 35 years, who make up 35.1% of the total employees (n=242). The next largest age group is those aged 45 to 55 years, comprising 33.5% of the workforce. Employees aged 35 to 45 years represent 24.4%, while the groups below 25 years and above 55 years account for 4.1% and 2.9%, respectively.

In terms of gender distribution, 59.1% of the employees are male, while 40.9% are female, highlighting a higher number of male employees within the Postal Service.

Regarding current positions, Postal Assistants make up the largest group at 38.0%, followed by Mail Carriers/Postal Workers, who constitute 27.3% of the workforce. Gramin Dak Sevaks (GDS) account for 25.6%, and Postmasters represent 9.1% of the employees.

Table:2. t test for Gender of Postal Service Employees and Organizational Changes and Reforms on India Post Employees

Particulars	Gender	N	Mean	Std. Deviation	t-test for Equality of Means		
					t	df	Sig. (2-tailed)
Key Drivers of Organizational Changes	Male	143	37.17	5.478	3.702	240	0.000**
	Female	99	39.60	4.278			
Perception on Organizational Changes	Male	143	32.20	3.737	1.214	240	0.026*
	Female	99	32.79	3.656			

Source: Statistically analysed data

The t-test results for gender differences among Postal Service employees regarding organizational changes and reforms in India Post reveal some noteworthy findings. For the "Key Drivers of Organizational Changes," male employees (N=143) have a mean score of 37.17 with a standard deviation of 5.478, while female employees (N=99) have a mean score of 39.60 with a standard deviation of 4.278. The t-test for equality of means shows a t-value of 3.702 and the significance level (Sig. 2-tailed) is 0.000**, indicating a statistically significant difference between male and female employees in their perceptions of the key drivers of organizational changes.

Regarding the "Perception on Organizational Changes," male employees have a mean score of 32.20 with a standard deviation of 3.737, while female employees have a mean score of 32.79 with a standard deviation of 3.656. The t-test for equality of means shows a t-value of 1.214 with 240 degrees of freedom, and the significance level (Sig. 2-tailed) is 0.026*, indicating a statistically significant difference between male and female employees in their overall perception of organizational changes.

Table:3. One-way analysis for Age of Postal Service Employees and Organizational Changes and Reforms on India Post Employees

Particulars		Sum of Squares	df	Mean Square	F	Sig.
Key Drivers of Organizational Changes	Between Groups	936.851	4	234.213	10.157	0.000**
	Within Groups	5465.202	237	23.060		
	Total	6402.054	241			
Perception on Organizational Changes	Between Groups	82.088	4	20.522	1.505	0.001**
	Within Groups	3231.817	237	13.636		
	Total	3313.905	241			

Source: Statistically analysed data

The results of the one-way analysis for the age of Postal Service employees and their perceptions of organizational changes and reforms within India Post are insightful. The F-value is 10.157, and the significance level (Sig.) is 0.000**, indicating a statistically significant difference in the perceptions of key drivers of organizational changes among different age groups.

In terms of "Perception on Organizational Changes," the between groups sum of squares is 82.088 with 4 degrees of freedom, resulting in a mean square of 20.522. The F-value is 1.505, and the significance level (Sig.) is 0.001**, indicating a statistically significant difference in the overall perception of organizational changes among different age groups

Table:4. One-way analysis for Current Position of Postal Service Employees and Organizational Changes and Reforms on India Post Employees

Particulars		Sum of Squares	df	Mean Square	F	Sig.
Key Drivers of Organizational Changes	Between Groups	1352.073	3	450.691	21.241	0.000**
	Within Groups	5049.981	238	21.218		
	Total	6402.054	241			
Perception on Organizational Changes	Between Groups	67.425	3	22.475	1.648	0.019*
	Within Groups	3246.480	238	13.641		
	Total	3313.905	241			

Source: Statistically analysed data

The one-way analysis for the current position of Postal Service employees and their perceptions of organizational changes and reforms within India Post reveals interesting insights. The within groups sum of squares is 5049.981 with 238 degrees of freedom, leading to a mean square of 21.218. The F-value is 21.241, and the significance level (Sig.) is 0.000**, demonstrating a statistically significant difference in the perceptions of key drivers of organizational changes among employees in different positions.

Regarding the "Perception on Organizational Changes," the between groups sum of squares is 67.425 with 3 degrees of freedom, resulting in a mean square of 22.475. The F-value is 1.648, and the significance level (Sig.) is 0.019*, indicating a statistically significant difference in the overall perception of organizational changes among employees in different positions.

Table:5. Intercorrelation matrix for Key Drivers of Organizational Changes and Reforms on India Post Employees and Perception of India Post Employees on Recent Organizational Changes

Particulars		Key Drivers of Organizational Changes	Perception on Organizational Changes
Key Drivers of Organizational Changes	Pearson Correlation	1	0.853**
	Sig. (2-tailed)		0.000

Perception on Organizational Changes	Pearson Correlation		1
	Sig. (2-tailed)		

Source: Statistically analysed data

Note: **. Correlation is significant at the 0.01 level (2-tailed)

The intercorrelation matrix for the key drivers of organizational changes and reforms in India Post, and the perception of India Post employees on recent organizational changes, reveals a significant relationship between the two variables. The Pearson correlation coefficient between the key drivers of organizational changes and the perception of organizational changes is 0.853**, indicating a strong positive correlation. This implies that employees who identify key drivers of organizational changes tend to have a similar perception of the changes.

Additionally, the significance level (Sig. 2-tailed) is 0.000, which is statistically significant, suggesting that the observed correlation is highly unlikely to have occurred by chance.

Table:6. Total Variance for Key Drivers of Organizational Changes and Reforms on India Post Employees

Factors	Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1	2.130	21.299	21.299
2	1.735	17.353	38.653
3	1.655	16.554	55.206
4	1.247	12.467	67.673

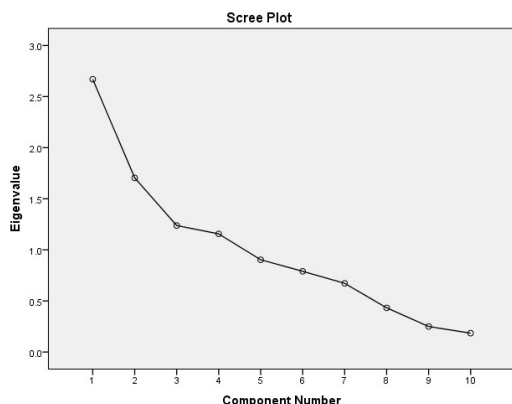
Source: Statistically analysed data

Extraction Method: Principal Component Analysis

The total variance for the key drivers of organizational changes and reforms in India Post is summarized in the table, which presents the factors' rotation sums of squared loadings. The first factor accounts for a total of 2.130, explaining 21.299% of the variance. The second factor has a total of 1.735, contributing 17.353% to the variance. The third factor accounts for a total of 1.655, explaining 16.554% of the variance. Finally, the fourth factor has a total of 1.247, contributing 12.467% to the variance.

Cumulatively, these four factors explain 67.673% of the total variance, indicating that a significant portion of the variance in the key drivers of organizational changes and reforms within India Post is captured by these factors.

Figure:1. Scree Plot for Key Drivers of Organizational Changes and Reforms on India Post Employees



In the scree plot (Fig.1), the first component has an eigenvalue of approximately 3.0, and as the component number increases, the eigenvalues steadily decrease. The sharp decline in eigenvalues after the first few components suggests that these initial components capture the most significant variation within the data.

Table:7. Principal Component Analysis of Key Drivers of Organizational Changes and Reforms on India Post Employees

Factors	Particulars	Factor Loadings			
		1	2	3	4
I	Employee Recognition and Incentives	0.829			
	E-Governance Initiatives	0.810			
	Environmental Sustainability and Green Initiatives	0.754			
	Employee Welfare Programs	0.701			
II	Digital Transformation through Mobile Banking		0.900		
	Improved quality of life for employees		0.802		
III	Work Culture Shift			0.833	
	Collaborations with E-commerce Platforms			0.820	
IV	International Partnerships				0.845
	Meeting customer needs and preferences				0.763

Source: Statistically analysed data

Extraction Method - Principal Component Analysis

Rotation Method: Varimax with Kaiser Normalization. Rotation converged in 6 iterations

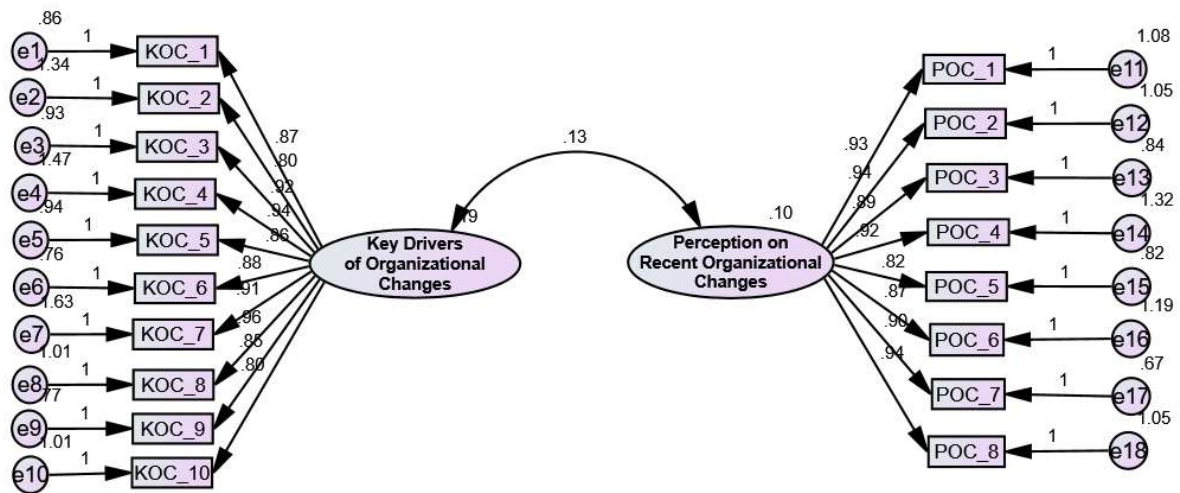
The Principal Component Analysis (PCA) for the key drivers of organizational changes and reforms among India Post employees reveals four distinct factors. The first factor, with significant loadings, includes "Employee Recognition and Incentives" (0.829), "E-Governance Initiatives" (0.810), "Environmental Sustainability and Green Initiatives" (0.754), and "Employee Welfare Programs" (0.701). These elements highlight the importance of recognition, technological advancements, sustainability, and welfare in driving organizational changes.

The second factor is characterized by "Digital Transformation through Mobile Banking" (0.900) and "Improved Quality of Life for Employees" (0.802). This emphasizes the role of digital advancements and their impact on enhancing employees' lives.

The third factor includes "Work Culture Shift" (0.833) and "Collaborations with E-commerce Platforms" (0.820), indicating the significance of evolving workplace culture and partnerships with e-commerce entities in driving changes.

The fourth factor comprises "International Partnerships" (0.845) and "Meeting Customer Needs and Preferences" (0.763). This highlights the importance of global collaborations and customer-centric approaches in organizational reforms.

Figure:2. Measurement Model of Organizational Changes and Reforms on India Post Employees



The image represents the structural equation model (SEM) diagram for the measurement model of organizational changes and reforms on India Post employees. This diagram includes two latent variables, "Key Drivers of Organizational Changes" and "Perception on Recent Organizational Changes," each measured by multiple observed variables. These observed variables, labelled KOC_1 to KOC_10 and POC_1 to POC_8, are connected to the latent variables through arrows that indicate the strength and direction of their relationships. The diagram also shows a correlation of 0.13 between the two latent variables.

Table:8. Measurement Model of Organizational Changes and Reforms on India Post Employees

Item(s)	Factor Item	CFA Loading	Cronbach α (Item wise)	Composite Reliability (CR)	AVE
Key Drivers of Organizational Changes and Reforms on India Post Employees					
Digital Transformation through Mobile Banking	KOC_1	0.870	0.815	0.966	0.740
E-Governance Initiatives	KOC_2	0.800	0.820		
Environmental Sustainability and Green Initiatives	KOC_3	0.920	0.868		
Employee Welfare Programs	KOC_4	0.940	0.822		
Employee Recognition and Incentives	KOC_5	0.860	0.832		
Collaborations with E-commerce Platforms	KOC_6	0.880	0.823		
International Partnerships	KOC_7	0.910	0.914		
Meeting customer needs and preferences	KOC_8	0.960	0.917		
Work Culture Shift	KOC_9	0.850	0.866		
Improved quality of life for employees	KOC_10	0.800	0.918		
Perception of India Post Employees on Recent Organizational Changes					
Improved Infrastructure with customer-friendly environment	POC_1	0.930	0.857	0.965	0.776

Skill Development for professional growth	POC_2	0.940	0.847		
Increased Revenue Opportunities	POC_3	0.890	0.831		
Adapting to New Technologies for continuous learning	POC_4	0.920	0.953		
Increased Workload	POC_5	0.820	0.882		
Cultural Shift towards a corporate-like work culture	POC_6	0.870	0.835		
Financial Security to address long-term financial safety	POC_7	0.900	0.950		
Job Security	POC_8	0.940	0.885		

Source: Statistically analysed data

The measurement model of organizational changes and reforms among India Post employees includes several key drivers, each represented by specific factor items. The Confirmatory Factor Analysis (CFA) loadings, Cronbach's alpha (item-wise), composite reliability (CR), and average variance extracted (AVE) for each item indicate the reliability and validity of the model.

For "Digital Transformation through Mobile Banking" (KOC_1), the CFA loading is 0.870, indicating a strong correlation with the underlying factor. The Cronbach's alpha is 0.815, reflecting good internal consistency, while the composite reliability (CR) is 0.966, indicating high reliability. The average variance extracted (AVE) is 0.740, suggesting that a substantial portion of variance is captured by the factor.

"E-Governance Initiatives" (KOC_2) has a CFA loading of 0.800 and a Cronbach's alpha of 0.820, showing good reliability and internal consistency. "Environmental Sustainability and Green Initiatives" (KOC_3) has a CFA loading of 0.920, a Cronbach's alpha of 0.868, and high reliability, as indicated by the strong CFA loading.

"Employee Welfare Programs" (KOC_4) has a CFA loading of 0.940 and a Cronbach's alpha of 0.822, demonstrating excellent correlation with the underlying factor and good internal consistency. "Employee Recognition and Incentives" (KOC_5) has a CFA loading of 0.860 and a Cronbach's alpha of 0.832, indicating strong reliability and consistency.

"Collaborations with E-commerce Platforms" (KOC_6) has a CFA loading of 0.880 and a Cronbach's alpha of 0.823, showing good internal consistency and reliability. "International Partnerships" (KOC_7) has a CFA loading of 0.910 and a Cronbach's alpha of 0.914, indicating high reliability and strong correlation with the factor.

"Meeting Customer Needs and Preferences" (KOC_8) has a CFA loading of 0.960 and a Cronbach's alpha of 0.917, demonstrating excellent reliability and internal consistency. "Work Culture Shift" (KOC_9) has a CFA loading of 0.850 and a Cronbach's alpha of 0.866, reflecting good reliability and correlation with the factor.

"Improved Quality of Life for Employees" (KOC_10) has a CFA loading of 0.800 and a Cronbach's alpha of 0.918, indicating strong internal consistency and reliability.

"Improved Infrastructure with Customer-Friendly Environment" (POC_1) has a CFA loading of 0.930, a Cronbach's alpha of 0.857, a composite reliability of 0.965, and an AVE of 0.776. These values indicate a strong correlation with the underlying factor, high internal consistency, and significant variance captured by the factor.

"Skill Development for Professional Growth" (POC_2) has a CFA loading of 0.940 and a Cronbach's alpha of 0.847, suggesting excellent reliability and correlation with the factor. "Increased Revenue Opportunities" (POC_3) has a CFA loading of 0.890 and a Cronbach's alpha of 0.831, indicating good internal consistency and reliability.

"Adapting to New Technologies for Continuous Learning" (POC_4) has a CFA loading of 0.920 and a Cronbach's alpha of 0.953, reflecting a strong correlation with the factor and high reliability. "Increased

Workload" (POC_5) has a CFA loading of 0.820 and a Cronbach's alpha of 0.882, indicating good internal consistency and reliability.

"Cultural Shift towards a Corporate-like Work Culture" (POC_6) has a CFA loading of 0.870 and a Cronbach's alpha of 0.835, showing good correlation with the factor and internal consistency. "Financial Security to Address Long-Term Financial Safety" (POC_7) has a CFA loading of 0.900 and a Cronbach's alpha of 0.950, indicating high reliability and strong correlation with the factor.

"Job Security" (POC_8) has a CFA loading of 0.940 and a Cronbach's alpha of 0.885, reflecting excellent internal consistency and reliability.

SUGESSTIONS AND DISCUSSIONS

The recent organizational changes and reforms at India Post have brought both opportunities and challenges for employees. To navigate these changes effectively, it is crucial to implement enhanced employee training programs that focus on digital transformation and new technologies, ensuring employees are well-equipped to adapt. Robust recognition and incentive schemes, along with comprehensive welfare programs, are essential for maintaining employee motivation and well-being. Environmental sustainability initiatives should be pursued, involving employees to foster a sense of responsibility and pride. Strengthening international partnerships can provide valuable insights and growth opportunities. Addressing workload concerns through efficient task distribution and additional staffing is vital to prevent burnout. Transparent communication about the changes and their impact will build trust and collaboration among employees. These steps will help India Post create a supportive environment where employees can thrive and contribute to the organization's success.

CONCLUSION

The recent organizational changes and reforms at India Post have significantly impacted employees, presenting both opportunities and challenges. Enhanced training programs have empowered employees to adapt to digital transformations and new technologies, while robust recognition and incentive schemes have boosted motivation and morale. Comprehensive welfare programs have supported employee well-being, and environmental sustainability initiatives have fostered a sense of responsibility. Strengthened international partnerships have provided valuable growth opportunities. However, addressing workload concerns and maintaining transparent communication remain crucial to prevent burnout and ensure a smooth transition. Overall, these changes have created a supportive environment, enabling employees to thrive and contribute to the organization's success.

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