

**JOB STRESS, JOB SATISFACTION AND ORGANISATIONAL
COMMITMENT: A STUDY AMONG GRAMIN DAK SEVAKS
IN KERALA POSTAL CIRCLE**

*Thesis
Submitted to the University of Calicut
for award of the degree of*

DOCTOR OF PHILOSOPHY IN COMMERCE

By
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Under the guidance of
Prof. (Dr) N. K. BABU



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This is to certify that the thesis entitled, **Job Stress, Job Satisfaction and Organisational Commitment: A Study among Gramin Dak Sevaks in Kerala Postal Circle** prepared by Bindu T, for the award of the degree of Doctor of Philosophy in Commerce of the University of Calicut, is a record of bonafide research work carried out under my supervision and guidance. No part of the thesis has been submitted for any degree, diploma, fellowship or other similar title or recognition before. She is permitted to submit the thesis.

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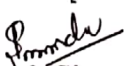
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DECLARATION

I hereby declare that the work presented in the thesis entitled **Job Stress, Job Satisfaction and Organisational Commitment: A Study among Gramin Dak Sevaks in Kerala Postal Circle** is based on the original work done by me under the guidance of **Prof (Dr.) N K Babu** and has not been included in any other thesis submitted previously for the award of any degree. The contents of the thesis are undergone plagiarism check using iThenticate software at C.H.M.K. Library, University of Calicut, and the similarity index found within the permissible limit. I also declare that the thesis is free from AI generated contents.

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CONTENTS

List of Tables

List of Figures

List of Abbreviations

Abstract

<i>Chapter No.</i>	<i>Title</i>	<i>Page No.</i>
1	Introduction	1-30
2	Review of Literature	31-73
3	Gramin Dak Sevaks – An Overview	75-126
4	Theoretical Framework of the Study	127-157
5	Job Stress Among Gramin Dak Sevaks	159-217
6	Job Satisfaction among Gramin Dak Sevaks	219-285
7	Organisational Commitment among Gramin Dak Sevaks	287-311
8	Job Stress, Job Satisfaction and Organizational Commitment: Interrelationships	313-348
9	Summary of Findings and Conclusions	349-365
10	Recommendations	367-370
	Bibliography	i-xiii
	Appendix	xv-xxi

LIST OF TABLES

<i>Table No.</i>	<i>Title</i>	<i>Page No</i>
1.1	Personnel Strength in the Department of Posts	9
1.2	Kerala Postal Circle	14
1.3	The Population of Gramin Dak Sevaks in Kerala State / Circle	15
1.4	The Minimum Sample Size of the Gramin Dak Sevaks among the Regions	17
1.5	Position-wise minimum sample size within the Regions	17
1.6	Region wise distribution of Questionnaire among Gramin Dak Sevaks	18
1.7	Position-wise distribution of Questionnaire among Gramin Dak Sevaks	19
1.8	Sample size of the Gramin Dak Sevaks (Questionnaire Distributed)	20
1.9	Sample size of the Gramin Dak Sevaks (Questionnaire Received)	20
1.10	Final Sample size of the Gramin Dak Sevaks	21
1.11	Reliability Analysis of the preliminary questionnaire	24
3.1	Minimum Educational Qualification for ED Agents	96
3.2	Minimum TRCA payable to the different categories of Gramin Dak Sevaks	120
3.3	Details of Benefits available to GDSs under Social Security Schemes	126
5.1.	Personal Profile of Gramin Dak Sevaks.	159
5.2.	Job Profile of Gramin Dak Sevaks	160
5.3.	Physical Stress - KMO and Bartlett's Test	163
5.4.	Total Variance Explained	163
5.5.	Rotated Component Matrix ^a	164
5.5.1	Significant Factor Loadings of Factor 1- Role Overload	165
5.5.2	Significant Factor Loadings of Factor 2 -Role Ambiguity	166
5.5.3	Significant Factor Loadings of Factor 3 - Role Conflict	166
5.5.4	Significant Factor Loadings of Factor 4- Strenuous Working Conditions	167
5.6.	Reliability Analysis	168
5.7	Physical Stress- Model Fit Indices	168
5.8	Physical Stress- Model Estimates and psychometric Properties	169

5.9	Physical Stress- Discriminant Validity	171
5.10	Physical Stress - Normality and Multicollinearity Statistics	172
5.11	Contributing Factors under Physical stress towards Job stress - Variables in the SEM Analysis	174
5.12	Contributing Factors under physical stress towards Job stress - Model Fit Indices	176
5.13	Physical Stress among Gramin Dak Sevaks - Gender wise t test	178
5.14	Physical Stress among Gramin Dak Sevaks based on their Age Groups	179
5.15	Significance of Mean Difference between Age Groups -Post Hoc Test Tukey HSD	180
5.16	One way ANOVA result of Physical Stress among Gramin Dak Sevaks based on their Academic Qualification	182
5.17	Physical Stress among Gramin Dak Sevaks – Result of Marital Status wise t test	183
5.18	Physical Stress among Gramin Dak Sevaks - Job Position wise t test	185
5.19	One way ANOVA result of Physical Stress among Dak Sevaks based on their Job Experience	186
5.20	KMO and Bartlett's Test – Emotional Stress	188
5.21	Total Variance Explained	189
5.22	Rotated Component Matrix ^a	190
5.22.1	Significant Factor Loadings of Factor 1- Low Status	191
5.22.2	Significant Factor Loadings of Factor 2- Group Pressure	191
5.22.3	Significant Factor Loadings of Factor 3-Under Participation	192
5.22.4	Significant Factor Loading of Factor 4- Powerlessness	193
5.22.5	Significant Factor Loadings of Factor 5 -Poor Peer Relations	193
5.23	Reliability Analysis	194
5.24	Emotional Stress- Model Fit Indices	195
5.25	Emotional Stress- Model Estimates and Psychometric Properties	196
5.26	Emotional Stress- Discriminant Validity	197
5.27	Emotional Stress - Normality and Multicollinearity Statistics	199
5.28	Contributing Factors under Emotional Stress towards Job stress Variables in the SEM Analysis	202
5.29	Contributing Factors under emotional stress towards Job stress - Model Fit Indices	204
5.30	Emotional Stress among Gramin Dak Sevaks – Result of Gender wise t test	206

5.31	ANOVA - Emotional Stress among Gramin Dak Sevaks based on their Age Groups	207
5.32	Result of Post Hoc Test Tukey HSD -Significance of Mean Difference between Age Groups	208
5.33	One way ANOVA result of Emotional Stress among Gramin Dak Sevaks based on their Academic Qualification	209
5.34	Emotional Stress among Gramin Dak Sevaks - Marital Status wise t test	211
5.35	Emotional Stress among Gramin Dak Sevaks - Job Position wise t test	213
5.36	One way ANOVA result of Emotional Stress among Gramin Dak Sevaks based on their Job Experience	214
5.37	Result of Post Hoc Test Tukey HSD - Significance of Mean Difference between Job Experience Groups	216
6.1	KMO and Bartlett's Test- Compensation and Interaction Dynamics	220
6.2	Total Variance Explained	221
6.3	Rotated Component Matrix ^a	222
6.3.1	Significant Factor loadings of Factor 1- Pay	223
6.3.2	Significant Factor loadings of Factor 2-Promotion	223
6.3.3	Significant Factor loadings of Factor 3- Fringe Benefits	224
6.3.4	Significant Factor loadings of Factor 4- Recognition	225
6.3.5	Significant Factor loadings of Factor 5 -Communication	226
6.4	Reliability Analysis	226
6.5	Compensation and Interaction Dynamics - Model Fit Indices	227
6.6	Compensation and Interaction Dynamics- Model Estimates and Psychometric Properties	228
6.7	Compensation and Interaction Dynamics- Discriminant Validity	230
6.8	Compensation and Interaction Dynamics - Normality and Multicollinearity	231
6.9	Contributing Factors under Compensation and interaction Dynamics towards Job Satisfaction - Variables in the SEM Analysis	234
6.10	Contributing Factors under Compensation and interaction Dynamics towards Job Satisfaction - Model Fit Indices	236
6.11	Job satisfaction of Gramin Dak Sevaks with respect to Compensation and Interaction Dynamics – Gender wise t test	238
6.12	ANOVA - Compensation and Interaction Dynamics of Job Satisfaction of Gramin Dak Sevaks based on their Age Groups	239

6.13	Significance of Mean Difference between Age Groups (Pay) - Post Hoc Test Tukey HSD	240
6.14	ANOVA - Compensation and Interaction Dynamics of Job Satisfaction of Dak Sevaks based on their Academic Qualification	242
6.15	Significance of Mean Difference between Academic Qualification Groups - Post Hoc Test Tukey HSD	243
6.16	Job satisfaction of Dak Sevaks with respect to Compensation and Interaction Dynamics - Marital Status wise t test	245
6.17	Job satisfaction of Dak Sevaks with respect to Compensation and Interaction Dynamics - Job Position wise t test	247
6.18	One – way ANOVA - Compensation and Interaction Dynamics of Job Satisfaction of Gramin Dak Sevaks based on their Job Experience	248
6.19	Significance of Mean Difference between Job Experience Groups - Post Hoc Test Tukey HSD	250
6.20	KMO and Bartlett's Test – Job Environment Dynamics	253
6.21	Total Variance Explained- Job Environment Dynamics	253
6.22	Rotated Component Matrix ^a Job Environment Dynamics	254
6.22.1	Significant Factor Loadings of Factor 1- Nature of work	255
6.22.2	Significant Factor Loadings of Factor 2- Co-workers	256
6.22.3	Significant Factor Loadings of Factor 3- Operation conditions	256
6.22.4	Significant Factor Loadings of Factor 4- Interpersonal Relationship	257
6.22.5	Significant Factor Loadings of Factor 5-Job security	258
6.23	Reliability Analysis of Job Environment Dynamics	258
6.24	Job Environment Dynamics - Model Fit Indices	259
6.25	Job Environment Dynamics - Model Estimates and Psychometric Properties	260
6.26	Job Environment Dynamics - Discriminant Validity	261
6.27	Job Environment Dynamics - Normality and Multicollinearity Statistics	262
6.28	Contributing Factors under Job Environment Dynamics towards Job Satisfaction - Variables in the SEM Analysis	266
6.29	Contributing Factors under Job Environment Dynamics towards Job Satisfaction -Model Fit Indices	268
6.30	Job satisfaction of Dak Sevaks with respect to Job Environment Dynamics - Gender wise t test	269
6.31	One – way ANOVA - Job Environment Dynamics of Job Satisfaction of Dak Sevaks based on their Age Groups	271

6.32	Significance of Mean Difference between Age Groups - Post Hoc Test Tukey HSD	272
6.33	ANOVA - Job Environment Dynamics of Job Satisfaction of Gramin Dak Sevaks based on their Academic Qualification	274
6.34	Significance of Mean Difference between Academic Qualification Groups - Post Hoc Test Tukey HSD	275
6.35	Job satisfaction of Dak Sevaks with respect to Job Environment Dynamics - Marital Status wise t test	277
6.36	Job Satisfaction of Dak Sevaks with respect to Job Environment Dynamics – Job Position wise t test	279
6.37	ANOVA - Job Environment Dynamics of Job Satisfaction of Gramin Dak Sevaks based on their Job Experience	280
6.38	Significance of Mean Difference between Job Experience Groups - Post Hoc Test Tukey HSD	282
7.1	Organisational Commitment - KMO and Bartlett's Test	289
7.2	Organisational Commitment - Total Variance Explained	289
7.3	Organisational Commitment - Rotated Component Matrix ^a	290
7.4	Organisational Commitment - Reliability Analysis	292
7.5	Organisational Commitment- Model Fit Indices	292
7.6	Organisational Commitment- Model Estimates and Psychometric Properties	293
7.7	Organisational Commitment- Discriminant Validity	294
7.8	Organisational Commitment - Normality and Multicollinearity Statistics	296
7.9	Contributing Factors under Organisational Commitment - Variables in the SEM Analysis	297
7.10	Contributing Factors under Organisational Commitment - Model Fit Indices	299
7.11	Organisational Commitment of Gramin Dak Sevaks - Gender wise t test	300
7.12	ANOVA - Organisational Commitment of Dak Sevaks based on their Age Groups	301
7.13	ANOVA - Organisational Commitment of Gramin Dak Sevaks based on their Academic Qualification	302
7.14	ANOVA - Organisational Commitment of Gramin Dak Sevaks based on their Academic Qualification	304
7.15	Organisational Commitment of Gramin Dak Sevaks - Marital Status wise t test	305
7.16	Organisational Commitment of Gramin Dak Sevaks - Job Position wise t test	306

7.17	ANOVA - Organisational Commitment of Dak Sevaks based on their Job Experience	307
7.18	Significance of Mean Difference between Job Experience Groups - Post Hoc Test Tukey HSD	309
8.1	Impact of Physical Stress on Job satisfaction among Gramin Dak Sevaks – Coefficient	314
8.2	Impact of Physical Stress on Job Satisfaction among Gramin Dak Sevaks –Model Fit Indices	315
8.3	Impact of Emotional Stress on Job satisfaction among Gramin Dak Sevaks – Coefficient	316
8.4	Impact of Emotional Stress on Job satisfaction among Gramin Dak Sevaks – Model Fit Indices	317
8.5	Impact of Physical Stress on Organisational Commitment among Gramin Dak Sevaks- Coefficient	319
8.6	Impact of Physical Stress on Organisational Commitment among Gramin Dak Sevaks - Model Fit Indices	320
8.7	Impact of Emotional Stress on Organisational Commitment among Gramin Dak Sevaks- Coefficient	322
8.8	Impact of Emotional Stress on Organisational Commitment among Gramin Dak Sevaks - Model Fit Indices	322
8.9	Impact of Compensation and Interaction Dynamics of Job Satisfaction on Organisational Commitment among Gramin Dak Sevaks- Coefficient	325
8.10	Impact of Compensation and Interaction Dynamics of Job Satisfaction on Organisational Commitment among Gramin Dak Sevaks - Model Fit Indices	325
8.11	Impact of Emotional Satisfaction on Organisational Commitment among Gramin Dak Sevaks- Coefficient	327
8.12	Impact of Job Environment Dynamics of Job Satisfaction on Organisational Commitment among Gramin Dak Sevaks - Model Fit Indices	328
8.13	Impact of Job Stress on Organisational Commitment with Compensation and Interaction Dynamics of Job Satisfaction as Mediating Variable - Total, Direct and Indirect Effects	331
8.14	Sobel’s Test, Aroian’s Test and Goodman’s Test calculations for the significance of Mediation	332
8.15	Impact of Job Stress on Organisational Commitment with Compensation and Interaction Dynamics of Job Satisfaction as Mediating Variable - Model Fit Indices	332

8.16	Impact of Job Stress on Organisational Commitment with Job Environment Dynamics of Job Satisfaction as Mediating Variable - Total, Direct and Indirect Effects	334
8.17	Sobel's Test, Aroian's Test and Goodman's Test calculations for the significance of Mediation	335
8.18	Impact of Job Stress on Organisational Commitment with Job Environment Dynamics of Job satisfaction as Mediating Variable - Model Fit Indices	336
8.19	Impact of Physical Stress on Organisational Commitment among Branch Post Masters – Coefficient	339
8.20	Impact of Physical Stress on Organisational Commitment among Assistant Branch Post Masters – Coefficient	340
8.21	Impact of Physical Stress on Organisational Commitment with Job Position of Gramin Dak Sevaks as Moderating Variable - Model Comparison	341
8.22	Impact of Emotional Stress on Organisational Commitment among Branch Post Masters - Coefficient	344
8.23	Impact of Emotional Stress on Organisational Commitment among Assistant Branch Post Masters – Coefficient	345
8.24	Impact of Emotional Stress on Organisational Commitment with Designation of Gramin Dak Sevaks as Moderating Variable - Model Comparison	347

LIST OF FIGURES

<i>Figure No.</i>	<i>Title</i>	<i>Page No</i>
1.1	Conceptual Model of the Study	28
2.1	Diagrammatic Representation of Review of Literature	32
4.1	Maslow's Hierarchy of Need	140
4.2	Herzberg's Motivation Hygiene Two Factors	143
4.3	Alderfer's Erg Theory of Motivation	146
5.1	Physical Stress - CFA Model	170
5.2	Emotional Stress- CFA Model	174
5.3	Structural Equation Model on the Contributing Factors under Physical Stress towards Job Stress	197
5.4	Structural Equation Model on the Contributing Factors under Emotional Stress towards Job Stress	201
6.1	Compensation and Interaction Dynamics - CFA Model	229
6.2	Structural Equation Model on the Contributing Factors under Compensation and interaction Dynamics towards Job Satisfaction	234
6.3	Job Environment Dynamics - CFA Model	261
6.4	Structural Equation Model on the Contributing Factors under Job Environment Dynamics towards Job Satisfaction	265
7.1	Organisational Commitment - CFA Model	294
7.2	Structural Equation Modeling on the Contributing Factors under Organisational Commitment	297
8.1	Structural Equation Model on the Impact of Physical Stress on Job Satisfaction among Gramin Dak Sevaks	314
8.2	Structural Equation Model on the Impact of Emotional Stress on Job Satisfaction among Gramin Dak Sevaks	316
8.3	Structural Equation Model on the Impact of Physical Stress on Organisational Commitment among Gramin Dak Sevaks	319

8.4	Structural Equation Model on the Impact of Emotional Stress on Organisational Commitment among Gramin Dak Sevaks	321
8.5	Structural Equation Model on the Impact of Compensation and interaction Dynamics of Job Satisfaction on Organisational Commitment among Gramin Dak Sevaks	324
8.6	Structural Equation Model on the Impact of Emotional Satisfaction on Organisational Commitment among Gramin Dak Sevaks	327
8.7	Structural Equation Model on the Impact of Job Stress on Organisational Commitment with Compensation and Interaction Dynamics of Job Satisfaction as Mediating Variable	330
8.8	Structural Equation Model on the impact of Job Stress on Organisational Commitment with Job Environment Dynamics of Job satisfaction as Mediating Variable	334
8.9	Structural Equation Model on the impact of Physical Stress on Organisational Commitment among Branch Post Masters	338
8.10	Structural Equation Model on the impact of Physical Stress on Organisational Commitment among Assistant Branch Post Masters	340
8.11	Structural Equation Model on the impact of Emotional Stress on Organisational Commitment among Branch Post Masters	343
8.12	Structural Equation Model on the impact of Emotional Stress on Organisational Commitment among Assistant Branch Post Masters	345

LIST OF ABBREVIATIONS

ABPM	-	Assistant Branch Postmaster
AC	-	Affective Commitment
AGFI	-	Adjusted Goodness of Fit Index
AMOS	-	Analysis of Moment Structures
ANOVA	-	Analysis of Variance
APS	-	Army Postal Services
AVE	-	Average Variance Extracted
BOs	-	Branch Offices
BPM	-	Branch Postmaster
CC	-	Continuance Commitment
CDA	-	Combined Duty Allowance
CFA	-	Confirmatory Factor Analysis
CFI	-	Comparative Fit Index
CID	-	Compensation and Interaction Dynamics
CMIN	-	Chi-square minimum
CRC	-	Composite Reliability Co-efficient
CT	-	Calicut
CWF	-	Circle Welfare Fund
DF	-	Degrees of Freedom
Do P	-	Department of Posts
e MO	-	Electronic Money Order
ED	-	Extra Departmental
EDAs	-	Extra Department Agents
EDBOs	-	Extra Departmental Branch Offices
EDBPMs	-	Extra Departmental Branch Post Master

EDDA	-	Extra Departmental Delivery Agents
EDSV	-	Extra Departmental Stamp Vendor
EFA	-	Exploratory Factor Analysis
EK	-	Ernakulam
GDS	-	Gramin Dak Sevaks
GDS ABPM	-	Gramin Dak Sevaks Assistant Branch Postmaster
GDS BPM	-	Gramin Dak Sevaks Branch Postmaster
GFI	-	Goodness of Fit Index
H	-	Hypothesis
HQ	-	Head Quarters
HRM	-	Human Resource Management
IMO	-	Instant Money Order
IMTS	-	International Money Transfers
IPPB	-	India Post Payments Bank
IT	-	Information Technology
JED	-	Job Environment Dynamics
KMO	-	Kaiser- Meyer-Olkin Measure of Sampling Adequacy
KVP	-	Kisan Vikas Patra
LIC	-	Life Insurance Corporation of India
MCs	-	Mail Carriers
MDs	-	Mail Deliverers
MGNREGA	-	Mahatma Gandhi National Rural Employment Guarantee Act
MTS	-	Multi Tasking Staff
NC	-	Normative commitment
NFI	-	Normal Fit index

NPS	-	National Pension System
NSC	-	National Savings Certificate
OSI	-	Occupational Stress Index
P&T	-	Post and Telegraph
PCA	-	Principal Component Analysis
PLI	-	Postal Life Insurance
PMJJBY	-	Pradhan Mantri Jeevan Jyoti Bima Yojana
PMSBY	-	Pradhan Mantri Suraksha Bima Yojana
PPF	-	Public Provident Fund
PSSKs	-	Panchayat Sanchar Seva Kendras
RBI	-	Reserve Bank of India
RMR	-	Root Mean Square Residual
RMS	-	Railway Mail Service
RMSEA	-	Root Mean Square Error of Approximation
RPLI	-	Rural Postal Life Insurance
SDBS	-	Service Discharge Benefit Scheme
SEM	-	Structural Equation Modelling
SPSS	-	Statistical Package for Social Sciences
SSY	-	Sukanya Samriddhi Yojana
TRCA	-	Time Related Continuity Allowances
TV	-	Trivandrum
VIF	-	Variance Inflation Factor

ABSTRACT

The Department of Post, also known as India Post, is one of the most important organizations under the Ministry of Communications and Technology of Government of India. Gramin Dak Sevaks are vital and inevitable part of India's postal system, serving as rural postal service providers. An organization's workers can be managed comprehensively and strategically with the help of human resource management. The three key concepts in human resource management are job stress, job satisfaction, and organisational commitment. These three interrelated concepts form the basis of how employees behave in the workplace. Effective stress management at work can improve job satisfaction, which in turn, can increase organisational commitment and have a favorable impact on both employers and employees.

Main objectives of the study is to find the factors that contribute to job stress, job satisfaction and organisational commitment, to assess the role of personal profile and job profile among these variables, and the inter relationships among these variables. The present study is both descriptive and analytical in nature based on survey method. Both secondary and primary data were collected and used for the purpose of the investigation. Population of the study consists of Gramin Dak Sevak Branch Postmaster and Assistant Branch Postmaster working in the branch post offices in the Kerala Postal Circle. The sample size of the study was 469 Gramin Dak Sevaks from Kerala Postal Circle. The data have been collected with the help of a structured questionnaire. The data collected were analyzed by statistical tools like mean, standard deviation, t-test, ANOVA, Tukey's HSD post-hoc test for multiple comparisons, Exploratory Factor Analysis, Confirmatory Factor Analysis and Structural Equation Modeling.

The study found that the relationship between job stress and job satisfaction is negative and significant, meaning that the more stressed out Gramin Dak Sevaks are, the less satisfied they are with their jobs. The relationship between job stress and organisational commitment is mediated by job satisfaction, which implies that if job

stress is mediated by job satisfaction, it will have a major effect on organisational commitment. The impact of emotional stress on organisational commitment is moderated by job position, and assistant branch post masters are more emotionally stressed than branch post masters because of their position in the organization. To improve their quality of life and maintain the efficacy of postal services in rural areas, it is imperative to address the high levels of job stress experienced by GDS. The results of this study highlight the necessity for postal authorities to take prompt action. Enhancing rural working conditions, professional development possibilities, improved compensation, and task management are important areas for improvement. It is possible for the organization to strengthen organizational commitment among GDS employees by putting strategic interventions in place to lessen job stress and increase job satisfaction.

Keywords: Job Stress, Job Satisfaction, Organisational Commitment, Postal Services, Gramin Dak Sevaks

സംഗ്രഹം

ഇന്ത്യാ പോസ്റ്റ് എന്ന് അറിയപ്പെടുന്ന തപാൽ വകുപ്പ് ഇന്ത്യാ ഗവൺമെന്റിന്റെ കമ്മ്യൂണിക്കേഷൻസ് ആൻഡ് ടെക്നോളജി മന്ത്രാലയത്തിന് കീഴിലുള്ള ഏറ്റവും പ്രധാനപ്പെട്ട സ്ഥാപനമാണ്. ഗ്രാമീണ തപാൽ സേവന ദാതാക്കളായി സേവനമനുഷ്ഠിക്കുന്ന ഗ്രാമീണ ഡാക് സേവകർ ഇന്ത്യയുടെ തപാൽ സംവിധാനത്തിന്റെ സുപ്രധാനവും അനിവാര്യവുമായ ഭാഗമാണ്. ഹ്യൂമൻ റിസോഴ്സ് മാനേജ്മെന്റിന്റെ സഹായത്തോടെ ഒരു സ്ഥാപനത്തിന്റെ തൊഴിലാളികളെ സമഗ്രമായും തന്ത്രപരമായും കൈകാര്യം ചെയ്യാൻ കഴിയും. ഹ്യൂമൻ റിസോഴ്സ് മാനേജ്മെന്റിലെ മൂന്ന് പ്രധാന ആശയങ്ങൾ തൊഴിൽ സമ്മർദ്ദം, ജോലി സംതുപ്പി, സ്ഥാപനത്തോടുള്ള പ്രതിബദ്ധത എന്നിവയാണ്. പരസ്പരബന്ധിതമായ ഈ മൂന്ന് ആശയങ്ങൾ ജോലിസ്ഥലത്ത് ജീവനക്കാർ എങ്ങനെ പെരുമാറുന്നു എന്നതിന്റെ അടിസ്ഥാനമാണ്. ജോലിസ്ഥലത്ത് ഫലപ്രദമായ സമ്മർദ്ദത്തെ നേരിടാനുള്ള വഴികൾ ജോലി സംതുപ്പി മെച്ചപ്പെടുത്തും. ഇത് സ്ഥാപനത്തോടുള്ള പ്രതിബദ്ധത വർദ്ധിപ്പിക്കുകയും തൊഴിലുടമകളിലും ജീവനക്കാരിലും അനുകൂലമായ സ്വാധീനം ചെലുത്തുകയും ചെയ്യും.

ജോലിയുടെ സമ്മർദ്ദം, ജോലി സംതുപ്പി, സ്ഥാപനത്തോടുള്ള പ്രതിബദ്ധത എന്നിവയ്ക്ക് കാരണമാകുന്ന ഘടകങ്ങൾ കണ്ടെത്തുക, ഈ ഘടകങ്ങൾക്കിടയിൽ വ്യക്തിഗത പ്രൊഫൈലിന്റെയും തൊഴിൽ പ്രൊഫൈലിന്റെയും പങ്ക്, ഈ ഘടകങ്ങൾ തമ്മിലുള്ള പരസ്പര ബന്ധങ്ങൾ എന്നിവ വിലയിരുത്തുക എന്നതാണ് പഠനത്തിന്റെ പ്രധാന ലക്ഷ്യങ്ങൾ. സർവ്വേ രീതിയെ അടിസ്ഥാനമാക്കിയുള്ള വിവരണാത്മകവും വിശകലനാത്മകവുമാണ് ഇപ്പോഴത്തെ പഠനം. ദ്വിതീയവും പ്രാഥമികവുമായ വിവരങ്ങൾ ശേഖരിക്കുകയും അന്വേഷണത്തിന്റെ ആവശ്യ തിനായി ഉപയോഗിക്കുകയും ചെയ്തു. കേരള പോസ്റ്റൽ സർക്കിളിലെ ബ്രാഞ്ച് പോസ്റ്റ് ഓഫീസുകളിൽ ജോലി ചെയ്യുന്ന ഗ്രാമീൻ ഡാക് സേവകർ ബ്രാഞ്ച് പോസ്റ്റ്മാസ്റ്ററും അസിസ്റ്റന്റ് ബ്രാഞ്ച് പോസ്റ്റ്മാസ്റ്ററും ഉൾപ്പെടുന്നതാണ് പഠനത്തിന്റെ ജനസംഖ്യ. കേരള തപാൽ സർക്കിളിൽ നിന്നുള്ള 469 ഗ്രാമീണ ഡാക് സേവകരായിരുന്നു പഠനത്തിന്റെ സാമ്പിൾ വലുപ്പം. ഘടനാപരമായ ചോദ്യാവലിയുടെ സഹായത്തോടെയാണ് വിവരങ്ങൾ ശേഖരിച്ചത്. ശരാശരി, സ്റ്റാൻഡേർഡ് ഡീവിയേഷൻ, ടി-ടെസ്റ്റ്, ഒന്നിലധികം താരതമ്യങ്ങൾക്കായുള്ള ടുക്കിയുടെ എച്ച്എസ്ഡി പോസ്റ്റ്-ഹോക്ക് ടെസ്റ്റ്, എക്സ്പ്ലോറേറ്ററി ഫാക്ടർ അനാലിസിസ്, കൺഫർമേറ്ററി ഫാക്ടർ അനാലിസിസ്, സ്കെച്ചർൽ ഇക്വേഷൻ മോഡലിംഗ് തുടങ്ങിയ സ്റ്റാറ്റിസ്റ്റിക്കൽ ടൂളുകൾ ഉപയോഗിച്ച് ശേഖരിച്ച ഡാറ്റാ വിശകലനം ചെയ്തു. ജോലിയുടെ സമ്മർദ്ദവും ജോലി സംതുപ്പിയും തമ്മിലുള്ള

ബന്ധം നിഷേധാത്മകവും പ്രാധാന്യമർഹിക്കുന്നതുമാണെന്ന് പഠനം കണ്ടെത്തി, അതായത് ഗ്രാമീണ ഡാക് സേവകർ കൂടുതൽ സമ്മർദ്ദം ചെലുത്തുന്നു, അവർ അവരുടെ ജോലിയിൽ സംതൃപ്തരല്ല. ജോലി സമ്മർദ്ദവും സ്ഥാപനത്തോടുള്ള പ്രതിബദ്ധതയും തമ്മിലുള്ള ബന്ധം ജോലി സംതൃപ്തി വഴി മധ്യസ്ഥത വഹിക്കുന്നു, ഇത് സൂചിപ്പിക്കുന്നത് തൊഴിൽ സമ്മർദ്ദം ജോലി സംതൃപ്തിയാൽ മധ്യസ്ഥതയാണെങ്കിൽ, അത് സ്ഥാപനത്തോടുള്ള പ്രതിബദ്ധതയിൽ വലിയ സ്വാധീനം ചെലുത്തുമെന്ന് സൂചിപ്പിക്കുന്നു. സ്ഥാപനത്തോടുള്ള പ്രതിബദ്ധതയിൽ വൈകാരിക സമ്മർദ്ദം ചെലുത്തുന്ന സ്വാധീനം ജോലിയുടെ സ്ഥാനത്താൽ നിയന്ത്രിക്കപ്പെടുന്നു, കൂടാതെ അസിസ്റ്റന്റ് ബ്രാഞ്ച് പോസ്റ്റ് മാസ്റ്റർമാർ സ്ഥാപനത്തിലെ അവരുടെ സ്ഥാനം കാരണം ബ്രാഞ്ച് പോസ്റ്റ് മാസ്റ്ററുകളേക്കാൾ വൈകാരികമായി സമ്മർദ്ദത്തിലാകുന്നു. അവരുടെ ജീവിതനിലവാരം മെച്ചപ്പെടുത്തുന്നതിനും ഗ്രാമപ്രദേശങ്ങളിലെ തപാൽ സേവനങ്ങളുടെ കാര്യക്ഷമത നിലനിർത്തുന്നതിനും, ഗ്രാമീണ ഡാക് സേവകർ അനുഭവിക്കുന്ന ഉയർന്ന തൊഴിൽ സമ്മർദ്ദം പരിഹരിക്കേണ്ടത് അത്യന്താപേക്ഷിതമാണ്. തപാൽ അധികൃതർ അടിയന്തര നടപടി സ്വീകരിക്കേണ്ടതിന്റെ ആവശ്യകതയാണ് ഈ പഠനഫലം വ്യക്തമാക്കുന്നത്. ഗ്രാമീണ തൊഴിൽ സാഹചര്യങ്ങൾ മെച്ചപ്പെടുത്തൽ, പ്രൊഫഷണൽ വികസന സാധ്യതകൾ, മെച്ചപ്പെട്ട നഷ്ടപരിഹാരം, ടാസ്ക് മാനേജ്മെന്റ് എന്നിവ മെച്ചപ്പെടുത്തുന്നതിനുള്ള പ്രധാന മേഖലകളാണ്. തൊഴിൽ സമ്മർദ്ദം കുറയ്ക്കുന്നതിനും ജോലി സംതൃപ്തി വർദ്ധിപ്പിക്കുന്നതിനും തന്ത്രപരമായ ഇടപെടലുകൾ നടത്തി ജിഡിഎസ് ജീവനക്കാർക്കിടയിൽ സംഘടനാപരമായ പ്രതിബദ്ധത ശക്തിപ്പെടുത്താൻ സ്ഥാപനത്തിന് സാധിക്കും.

സൂചക പദങ്ങൾ: ജോലി സമ്മർദ്ദം, ജോലി സംതൃപ്തി, സ്ഥാപനത്തോടുള്ള പ്രതിബദ്ധത, തപാൽ സേവനങ്ങൾ, ഗ്രാമീൻ ഡാക് സേവക്സ്

CHAPTER 1

INTRODUCTION

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- 1.1. *Introduction*
 - 1.2. *Statement of the Problem*
 - 1.3. *Significance of the Study*
 - 1.4. *Scope of the Study*
 - 1.5. *Research Questions*
 - 1.6. *Objectives of the Study*
 - 1.7. *Hypotheses of the study*
 - 1.8. *Research Methodology*
 - 1.9. *Data Analysis*
 - 1.10. *Operational Definitions*
 - 1.11. *Conceptual Model*
 - 1.12. *Chapter Scheme*
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1. 1. Introduction

The largest postal network in the world is run by the Department of Posts, which operates 1, 56, 434 Post Offices. One of the most significant organisations under the Ministry of Communications and Technology of the Government of India is widely referred to as India Post, or the Department of Post. In Calcutta, India, the first post office opened its doors in 1727. General Post Offices were later founded in the three Presidencies that existed at the time: Mumbai in 1793, Chennai in 1786, and Kolkata in 1774. It became necessary to provide consistency between the three Post Offices that existed at the time. Because of this, the Indian Post Office Act of 1837 was passed in order to standardize operations. Subsequently, the Indian Post Office Act of 1854 was enacted, providing a more thorough framework for the contemporary postal system in India. This Act was revolutionary since it gave the Indian Post Offices the exclusive right to handle mail delivery in the former British colonies in India, completely overhauling the postal system's framework. (Annual Report of India Post, 2023 – '24).

The Department of Posts, traditionally known for its service-oriented approach, is now evolving to include income generation while maintaining its commitment to service. This transformation reflects a broader strategy to enhance its financial sustainability and extend its reach in providing essential services to the public. They also provide safety of every Indian citizen through life insurance coverage via Postal Life Insurance and Rural Postal Life Insurance. Initially introduced to provide life insurance coverage to postal employees, PLI has expanded to offer policies to various government and semi-government employees. Postal Life Insurance schemes are known for their low premium rates and high bonus returns, making them an attractive option for policy holders. Rural Postal Life Insurance caters to the insurance needs of people living in rural areas, aiming to provide affordable and reliable insurance solutions. This initiative ensures that life insurance coverage reaches even the most remote parts of the country, contributing to financial security and social safety. Furthermore, the Department of Posts is involved in many investment schemes, including the National Savings Certificate (NSC), Kisan Vikas

Patra (KVP), Public Provident Fund (PPF), and Sukanya Samridhi Yojana (SSY). These schemes encourage savings among citizens and provide a secure investment avenue with attractive returns. In addition to traditional postal services, the Department of Posts has diversified into providing financial services, including money transfer, payment of utility bills, and distribution of pensions. These services generate additional revenue streams while offering convenience to the public. They also engaged in Philately and Retail Services likesale of stamps, philatelic products, and retail merchandise through post offices contributes to the department's revenue.

The Department of Posts performs a variety of agency services on behalf of the government, significantly contributing to the implementation of various social and financial schemes aimed at improving the well-being of citizens. It is for this reason that this public sector undertaking could survive despite the overall changes in the economic policies of the government especially after the post liberalisation, Privatisation and Globalisation periods. These agency services leverage the extensive postal network to reach even the most remote areas, ensuring that government initiatives are effectively executed across the country. The Department of Posts facilitates the enrolment and management of accounts under the National Pension System, providing a reliable platform for citizens to plan for their retirement. Department of post also provide services in Atal Pension Yojana scheme targeted primarily at workers in the unorganized sector, aims to provide a guaranteed pension based on contributions. The Post Office acts as a point of enrolment and collection of contributions, ensuring widespread access to this crucial social security scheme.

The Reserve Bank of India (RBI) issues licenses to expand banking services, and the Department of Posts has leveraged this opportunity by venturing into banking through the establishment of the India Post Payments Bank (IPPB). This strategic move aims to provide accessible, efficient, and inclusive banking services, particularly to underserved and rural areas. India Post Payments Bank was launched on September 1, 2018, with the primary objective of promoting financial inclusion. India Post Payments Bank's primary goal is to provide a variety of financial services

via a vast network of post offices and postmen (Gramin Dak Sevaks), including savings and current accounts, money transfers, direct benefit transfers, bill and utility payments, and other banking services. With more than 1.64 lakh post offices, of which roughly 1.50 lakh are in rural areas, India Post Payments Bank has large nationwide network coverage. IPPB provides digital banking solutions, one such solution is a mobile banking app, that let users manage their accounts, send money, and access a range of services online. It also helps to facilitates domestic remittances through various channels, includes doorstep banking, ensuring funds can be sent and received even in remote areas and also supports government schemes by enabling direct transfers of subsidies, pensions, and other benefits into beneficiaries' accounts.

The Head Post Office, Sub Post Office, and Branch Post Office are the three categories of post offices in the nation. District-level Head Post Offices are primarily found in significant towns and cities. Departmental offices situated in urban areas are known as Sub-Post Offices. The majority of branch post offices, run by Gramin Dak Sevaks, are found in villages, particularly in rural areas. These Branch Post offices are run by the Assistant Branch Postmaster (ABPM) or the Gramin Dak Sevaks Branch Postmaster (GDS BPM) alone. If both of them work in the same Branch Post office, the ABPM is expected to support the GDSBPM, who is in charge "GraminDak Sevaks" is the general term used to refer to both the ABPM and the GDSBPM.

An organisation's workers can be managed comprehensively and strategically with the help of human resource management. Human Resource Management includes different process such as recruitment of efficient individuals, selection of individuals for appropriate job, training them to meet the demands, development of employees, compensation and other benefits, and retaining of employees in order to achieve the objectives of the organisation. It is the process of recruiting, and managing the employees of an organisation. It is responsible for ensuring that the workforce is capable of performing their tasks and is motivated to achieve organisational objectives. Human resource management also involves

developing and implementing policies and practices that foster a productive, engaging, and supportive work environment. The main objective of human resource management is to optimize employee performance in order to attain the strategic objectives of the employer. It includes a wide variety of tasks, such as recruiting, training, compensation management, and employee relations, all of which are intended to provide an effective, cooperative, and encouraging work environment.

Job stress refers to the physical, mental, and emotional strain or tension experienced by individuals due to factors related to their job. It arises when job demands exceed an individual's capacity to cope with those demands, leading to a variety of negative outcomes. Job stress results from a misfit between the individual and the work environment, including the nature of the work, the individual's abilities and needs, and the resources available to cope with stressors. Stress can mean a feeling of tension, anxiety or worry experienced by employees. Such feelings are a form of the experience of stress, a complex response to feelings of threat that can have positive or negative outcomes. Stress is characterised as a psychological reaction to demands that impose pressure on an individual or beyond their ability to meet them. Job stress occurs when the individual doesn't have the skills and abilities to perform the job effectively, when he lacks in training or is not provided with necessary resources to perform his job, or when he is confronted with conflicting job demands (Jamal, 1990). According to Tewal et al, (2017) stress in the work environment cannot be avoided, but Job Stress can be reduced or managed so that it does not interfere with work. Job Stress if managed properly can be a driving force and increase work intensity, employees will feel challenged and need to exert all their abilities to excel and thus be able to complete tasks properly.

Simply speaking, job satisfaction refers to an individual's attitude toward their multiple aspects of their work. It is the degree to which individuals feel satisfied or dissatisfied with their jobs. A person's degree of enjoyment and pleasure from their employment is referred to as job satisfaction. It encompasses a range of factors that influence how positively employees feel about their jobs. Job satisfaction is a pleasant or positive emotional state brought on by an evaluation of

one's position or employment experience. It is a psychological condition that represents people's views regarding their work as well as their general emotional response to it. Job satisfaction refers to the evaluation of individual's feelings and attitudes towards their job. It reflects how someone's fulfilment with various aspects of their employment, including work environment, relationship with co-workers and supervisors, compensation, growth and development overall job conditions. Job satisfaction among gramin dak sevak is an important aspect to consider because it impacts their performance, motivation and overall well being. According to the Harvard Professional Group (1998), job satisfaction is directly associated with recognition, income, promotion, and the attainment of other objectives of an individual that lead to an all-purpose sensation of fulfilment. Mueller & Kim (2008) identified two types of job satisfaction; firstly the overall feeling about the job, and secondly, feelings about aspects of the job, such as benefits, salary, position, growth opportunities, work environment, and the relationships among employees. Job satisfaction is a positive attitude from employees including feelings and behavior towards their work through the assessment of one job as a sense of appreciation in achieving one of the important values of the job Flynn et al. (2021).

Organisational commitment refers to the psychological attachment and loyalty that employees feel towards their organisation. It is critical factor influencing various organisational outcomes such as employee retention, job performance, and overall organisational effectiveness. The concept of organisational commitment has received more attention in the research literature (Morrow, 1993). Porter et al., (1974) define Organisational commitment as the relative strength of an individual's identification with and involvement in a particular organisation. Allen and Meyer (1990) proposed a three-dimensional attitudinal construct of organisational commitment namely, affective, normative, and continuance commitment. Affective commitment refers to a person's emotional attachment with the organisation, whereas normative commitment signifies a person's moral obligation to stay with the organisation. On the other hand, an individual's commitment to remaining with the organisation depends on their knowledge of the costs involved with leaving.

1. 2. Statement of the Problem

Job stress is a pervasive issue that affects employees of various organisations in today's fast-paced and demanding work environments and the hectic job roles. Job stress occurs when one doesn't have the skills and abilities to perform the job effectively, when one lacks training or is not provided with necessary resources to perform one's job, or when one is confronted with conflicting job demands (Jamal, 1990). Work stress is defined as the harmful physical and emotional responses that occur when job requirements do not match the worker's capabilities, resources, and needs (National Institute of Occupational Safety and Health 1999). The consequences of job stress are highly significant for organisations. Stressed employees are less productive, less creative and more prone to commit errors and mistakes which can reduce the efficiency and effectiveness of organisation. Despite the clear negative influences of job stress, many organisations lack effective strategies to identify and mitigate stressors in the workplace. The evolving nature of work, with trends such as remote work, technological advancements and the blurring of work life boundaries has introduced new stressors that are not yet fully addressed by current research. Therefore, there arises a need for comprehensive research that identifies the key determinants of job stress and their evaluation.

Job satisfaction is a crucial concept related to employee well-being and organisational success. In spite of its importance, many organisations struggle with low levels of job satisfaction among their employees, which can lead to high turnover rates and decreased productivity. The problem is particularly hard in organisations where the demands on employees are high and the support mechanisms are not sufficient. The attitudinal nature of job satisfaction implies that an individual would tend to stay with a satisfying job and quit a dissatisfying job (Spector, 1985).

Organisational commitment is a crucial factor that influences both individual and organisation and it is the psychological attachment and loyalty that the employee have towards their organisation. High levels of organisational commitment are associated with numerous positive outcomes, increased job

performance and low turnover rates. Employees now seek more than just financial stability from the employers. They demand meaningful work and opportunities for personal and professional growth. Failure to meet these expectations can lead to reduced commitment and higher turnover rates. One of the efforts made by the organisation in managing Human Resources is by building employee organisational commitment (Kingkin et al., 2010).

The Department of Posts in India is indeed experiencing a remarkable transformation in its work environment, largely influenced by globalization and advancements in technology. Advancements in technology, particularly the widespread adoption of the internet and digital communication platforms, have disrupted traditional postal services, challenging their relevance. In order to survive in the ever-changing environment, the department has to Re-engineer itself with the help of its employees.

Gramin Dak Sevaks are the vital and inevitable part of India's postal system, serving as rural postal service providers. Gramin Dak Sevaks are not regular government employees engaged in the Department of Posts, Ministry of Communications, and Government of India. They operate on a commission-based compensation system and are not entitled to the same benefits as regular employees.

The relationship among job stress, job satisfaction, and organisational commitment among Gramin Dak Sevaks can be complex and interconnected. There is a critical need for comprehensive research that examines the interplay among job stress, job satisfaction, and organisational commitment. Understanding how these factors interact and influence one another can provide valuable insights for developing strategies to mitigate job stress, enhance job satisfaction, and strengthen the organisational commitment.

Various research works done so far fail to provide a comprehensive understanding of the complex relationships among job stress, job satisfaction, and organisational commitment specifically in the area of India post and especially among Gramin Dak Sevaks. Many studies address these variables in isolation, without considering their complex interplay. In this context, the Department of Posts

has to pay utmost care and attention to these Gramin Dak Sevaks. A Comprehensive study that examines the relationship between job stress, job satisfaction, and organisational commitment is desperately needed. Thus, the purpose of this study is to examine the major factors that influence job stress, job satisfaction, and organisational commitment as well as to analyze how these factors inter connect. Such an attempt the study seeks to provide recommendations to create a more supportive, satisfying, and committed workforce among India post.

The purpose of the study is to identify the variables that affect job stress, job satisfaction, and organisational commitment. It also intends to investigate the inter relationship between these variables.

1.3. Significance of the Study

The largest postal service in the world is the Indian Postal Service. Across 1.5 lakh Post Offices, R.M.S., Administrative, and Postal Accounts Departments, it employs nearly 5 lakh employees. The Postal Department is a Central Public Service Sector that handles various tasks concurrently. The majority of postal employees belong to Gramin Dak Sevaks. These Gramin Dak Seveks carry out every task carried out by the regular staff. However, they are not entitled to the same facilities that are available to regular staff members. As of 31.03.2023, the total Post Offices in India were 1,64,972 , out of which 25,081 were Departmental Post offices, and the remaining 1,39,891 were Branch Post Offices. These branch Post offices are manned by the Gramin Dak Sevaks. Thus, as much as 84.80 % of the total Post offices in India are Branch Post offices. There were 15,494 post offices in urban areas and 1, 49,478 post offices in rural areas. A significant number of Branch Post offices are found in rural places.

Table.1.1 shows the details of employees in the Department of Posts in India as of 31st March 2023.

Table 1.1
Personnel Strength in the Department of Posts

SI No	Particulars	Strength	Percentage	
1	Group A (Gazetted)	458	0.11	
2	Group B	Gazetted	3,375	0.81
		Non-Gazetted	5,728	1.37
3	Group C	Excluding MTS	1,44,342	34.60
		Only MTS	23,509	5.64
4	Total Departmental employees	1,77,412	42.53	
5	Gramin Dak Sevaks	2,39,702	57.47	
Total		4,17,114	100	

Source: Annual Report of India Post, 2023 – '24

From the above Table, out of the total employee strength of 4, 17,114 in the Department of posts, as many as 2, 39,702 (57.47 %) consists of Gramin Dak Sevaks. Majority of the workforce of the department of posts consists of Gramin Dak Sevaks. Moreover, the majority of branch post offices also named Gramin Dak Sevaks Post offices are located in villages.

The Gramin Dak Sevaks, previously known as Extra Department Agents (EDAs), have been facing a number of challenges since the inception of the Department of Posts under the British Raj. These challenges persist over the years from the very beginning postal system has evolved. Gramin Dak Sevaks have historically been paid very low wages compared to their urban counterparts and regular postal employees. Gramin Dak Sevaks are generally excluded from many of the benefits and perks available to regular postal employees. This includes access to pensions, health benefits, and other welfare measures. The Honorable Supreme court, in 1977, delivered an important Judgment in which it was held that the Extra Departmental employees (EDAs) were the holders of civil posts. However, the Government refused to extend the benefit of this judgement and interpreted that the said status applied only in disciplinary cases. Further, the government framed a

separate conduct rule for Extra Departmental Agents in 1964. The Conduct Rules of the EDAs were subsequently amended in the years 2001, 2011, and 2020.

Thus, till date, the Gramin Dak Sevaks have not been considered to hold the civil post under the Government of India. Though they are not the Civil Servants of the Department of Posts yet, they constitute as much as 57.47 % (Annual Report of India Post 2023-24) of the total employees of the Department of Posts, and the majority of them work in rural areas. In these circumstances, especially in the present competitive scenario, a research on the particular topic is highly significant. Moreover, the implications of the study will be useful to overcome these specific issues related to the Gramin Dak Sevaks. It is hopeful that outcome of the present study will be useful to the Gramin Dak Sevaks of postal department, Government and Policy makers and other Stakeholders.

1.4. Scope of the Study

This study geographically covers the Gramin Dak Sevaks working in the branch post offices in the State of Kerala. The Kerala Postal Circle has 3 Regions: Trivandrum Head Quarters Region, Kochi Region and the Calicut Region. The study has covered the Gramin Dak Sevak Branch Postmaster (GDSBPMs) and the Assistant Branch Postmaster (ABPMs) according to their proportionate number in their respective regions. Scope of the present study is confined to the relationship between job satisfaction, organisational commitment and job stress among the Gramin Dak Sevaks in Kerala postal circle. The work attempts to examine the factors that contribute to job stress, job satisfaction and organisational commitment, the impact of Job Stress on Job Satisfaction and Organisational Commitment, the impact of job satisfaction on organisational commitment, the relationship among job stress, job satisfaction and organisational commitment, mediating role of job satisfaction between job stress and organisational commitment among the Gramin Dak Sevaks and moderating role of Job Position held by the Gramin Dak Sevaks between Job Stress and Organisational Commitment.

1.5. Research Questions

The present research work investigates into the following research questions:

- What the factors that contributes to job stress, job satisfaction and organisational commitment among Gramin Dak Sevaks in Kerala postal circle?
- Is there any significant difference between the personal profile and job profile on job stress, Job Satisfaction and organisational commitment and among Gramin Dak Sevaks in Kerala postal circle?
- What is the impact of job stress on organisational commitment among the Gramin Dak Sevaks in Kerala postal circle?
- What is the impact of job satisfaction on organisational commitment of the Gramin Dak Sevaks in Kerala postal circle?
- Is the job satisfaction mediates between job stress and organisational commitment among Gramin Dak Sevaks?
- Is the Job Position of Gramin Dak Sevaks moderate between job stress and Organisational Commitment?

1. 6. Objectives of the Study

1. To study the factors contribute towards Job Stress, Job Satisfaction and Organisational Commitment among Gramin Dak Sevaks in Kerala Postal Circle.
2. To assess the role of both personal and job profile on Job Stress, Job Satisfaction and Organisational Commitment among the Gramin Dak Sevaks in Kerala Postal Circle.
3. To study the impact of Job Stress on Job Satisfaction and Organisational Commitment among Gramin Dak Sevaks in Kerala Postal Circle.

4. To study the impact of Job Satisfaction on Organisational Commitment among Gramin Dak Sevaks in Kerala Postal Circle.
5. To assess the mediating role of Job Satisfaction between Job Stress and Organisational Commitment among Gramin Dak Sevaks in Kerala Postal Circle.
6. To assess the moderating role of job position held by the Gramin Dak Sevaks between job stress and Organisational Commitment.

1.7 Hypotheses of the study

Keeping in view of the objectives and based on the relevant secondary data collected from various sources, Pilot survey and through discussions with Gramin Dak Sevaks in Kerala postal circle, the following hypotheses have been formulated and tested by employing appropriate statistical tools.

1. Factors of Job Stress, Job Satisfaction and Organisational Commitment possess significant contribution with respect to their respective constructs among Gramin Dak Sevaks in Kerala Postal Circle.
2. Job Stress, Job Satisfaction and Organisational Commitment among Gramin Dak Sevaks significantly varies across their personal and job profile.
3. Job Stress among Gramin Dak Sevaks exerts significant impact on their Job Satisfaction and Organisational Commitment.
4. Job Satisfaction among Gramin Dak Sevaks exerts significant impact on their Organisational Commitment.
5. Job Satisfaction significantly mediates the relationship between the Job Stress and Organisational Commitment among Gramin Dak Sevaks in Kerala Postal Circle.
6. Job position significantly moderates the relationship between job stress and Organisational Commitment among Gramin Dak Sevaks in Kerala Postal Circle.

1.8. Research Methodology

1.8.1 Research Design

The present study is both descriptive and analytical in nature based on survey method. Both secondary and primary data were collected and used for the purpose of the investigation.

1.8.2. Collection of Data

1.8.2.1 Secondary Data

The secondary data collected were used to get an idea about the theoretical background of Human Resource management, job stress, job satisfaction and organisational commitment. The secondary data were collected from the following sources.

- Books dealing the subject
- Journals and Periodicals
- Research Study Reports in the related area
- Research Dissertations on the related area
- Related Websites
- Gramin Dak Sevaks committee reports
- Annual reports of India post

1.8.2.2. Primary Data

Primary data were collected and used for empirically testing the hypotheses and to fulfill the objectives set for the study. The primary data were collected from the following sources.

- Branch Post Masters of Branch Post Offices
- Assistant Branch Post Masters of Branch Post Offices

1.8.3. Sampling Design

The details of the sample plan that was employed for the study are provided below.

1.8.4. Population

Population of the study consists of Gramin Dak Sevak Branch Postmaster (GDSBPM) and Assistant Branch Postmaster (ABPM) working in the branch post offices in the Kerala Postal Circle. The Kerala postal circle is divided into three regions, viz., Kochi Region, Trivandrum Head Quarters Region and Calicut Region. These regions are again divided into divisions. Accordingly, Trivandrum Head Quarters Region includes six divisions such as Thiruvananthapuram North, Thiruvananthapuram South, Kollam, Pathanamthitta, Tiruvalla and Railway Mail Service 'TV' Division. Kochi region includes 11 division such as Alappuzha, Aluva, Changanerry, Ernakulam, Idukki, Irinjalakuda, Kottayam, Lakshadweep, Mavelikara, Thrissur and Railway Mail Service 'EK' Division. Calicut region includes ten divisions such as Kannur, Kasaragod, Kozhikode, Manjeri, Ottapalam, Palakkad, Thalassery, Tirur, Vadakara and Railway Mail Service 'CT' Division. It can be better understood from the Table 1.2 given below:

Table 1.2
Kerala Postal Circle

Trivandrum Head Quarters Region (divisions)	Kochi Region (divisions)	Calicut Region (divisions)
1. Thiruvananthapuram North	1. Alappuzha	1. Kannur
2. Thiruvananthapuram South	2. Aluva	2. Kasaragod
3. Kollam	3. Changanerry	3. Kozhikode
4. Pathanamthitta	4. Ernakulam	4. Manjeri
5. Tiruvalla	5. Idukki	5. Ottapalam
6. Railway Mail Service 'TV' Division	6. Irinjalakuda	6. Palakkad
	7. Kottayam	7. Thalassery
	8. Lakshadweep	8. Tirur
	9. Mavelikara	9. Vadakara
	10. Thrissur	10. Railway Mail Service
	11. Railway Mail Service 'EK' Division	'CT' Division

Source: <https://www.keralapost.gov.in/>

The branch post offices located in rural areas of these regions are operated by GDSBPM and ABPM either alone or both of them. Table 1.3 shows the population of Gramin Dak Sevaks in Kerala Postal Circle.

Table 1.3

The Population of Gramin Dak Sevaks in Kerala State / Circle

Sl. No.	Name of the Region	Total number of Gramin Dak Sevaks in rural branch post offices
1	Trivandrum HQ Region	2117
2	Kochi region	3522
3	Calicut Region	3877
Total		9516

Source: Directory of Officers and Employees, India Post

1.8.5. Sample Size:

The sample size of Gramin Dak Sevaks is determined by applying the formula by Krejcie and Morgan (1970).

The formula applied to determine the sample size is

$$S = \frac{\chi^2 NP (1-P)}{d^2 (N-1) + \chi^2 P (1-P)}$$

Where,

S = Sample size to be determined

N = Population Size

χ^2 = Chi Square value (At 95% confidence level with 1 degree of freedom, the Table value is 3.841)

d = Margin of error (at 95% confidence level is 0.05)

P = Population Proportion (50% of the Population i.e., 0.5)

Thus, the sample size of Gramin Dak Sevaks from Kerala postal circle is as follows:

$$S = 3.841 \times 9516 \times (0.5) (1-0.5) \div (0.05^2) (9516 - 1) + 3.841(0.5) (1-0.5)$$

$$\begin{aligned} &= 9135.36 \div 0.0025 \times 9515 + 0.96 \\ &= 9135.36 \div 23.7875 + 0.96 \\ &= 9135.36 \div 24.7475 \\ &= \mathbf{369} \end{aligned}$$

The minimum sample size to be taken for the study is as many as 369.

1.8.6. Sampling Method

Having obtained the minimum Sample size of 369 by applying the Krejcie and Morgan formula, these samples were further selected from the 3 Regions of Kerala Postal Circle in two stages.

In the first stage, Stratified sampling is used to ascertain the following:

- a. The sample number of Gramin Dak Sevaks from among the Regions.
- b. The sample number about the category of the post held by the Gramin Dak Sevaks from within the regions; and

In the second stage, from the numbers obtained Region-wise, Simple Random sampling was used to select the actual Gramin Dak Sevaks position-wise within the Regions. Thus, to choose the number of Gramin Dak Sevaks among the Regions, the Stratified Sampling technique was used, and to further selects the actual Gramin Dak Sevaks within these regions, the Simple Random Sampling technique was used.

Table 1.4 shows the minimum sample size of the Gramin Dak Sevaks among the Regions based on Stratified Sampling.

Table 1.4
The Minimum Sample Size of the Gramin Dak Sevaks among the Regions
 (Based on Stratified Sampling Technique)

Name of the Region	Total number of Gramin Dak Sevaks	Sample size	
Trivandrum HQ Region	2117	$2117 / 9516 \times 369$	82
Kochi region	3522	$3522 / 9516 \times 369$	137
Calicut Region	3877	$3877 / 9516 \times 369$	150
Total	9516		369

Table 1.4 shows the minimum number of samples to be selected from each region. Out of the total minimum sample size of 369 Gramin Dak Sevaks, the number of Gramin Dak Sevaks to be selected from the Trivandrum HQ Region happens to be 82, from Kochi region 137 and from Calicut Region 150.

Table 1.5
Position-wise minimum sample size within the Regions
 (Based on Stratified Random sampling technique)

Name of the Region	Total number of GDSBPMs	Total number of GDSABPMS	Total number of Gramin Dak Sevaks (GDSBPM + GDSABPM)	The sample size of GDSBPMs (a)	The sample size of GDSABPMs (b)	The total sample size of the Gramin Dak Sevaks (a + b)
Trivandrum HQ Region	1142	975	2117	$1142 / 2117 \times 82 = 44$	$975 / 2117 \times 82 = 38$	82
Kochi region	1987	1535	3522	$1987 / 3522 \times 137 = 77$	$1535 / 3522 \times 137 = 60$	137
Calicut Region	2067	1810	3877	$2067 / 3877 \times 150 = 80$	$1810 / 3877 \times 150 = 70$	150
Total	5196	4320	9516	201	168	369

Table 1.5 illustrates the way of arriving at the sample size required. Accordingly, the stratified sample size 82 in Trivandrum HQ Region, 44 are to be Gramin Dak Sevak Branch Postmasters (GDSBPMs) and 38 are to be Gramin Dak Sevak Assistant Branch Postmasters (GDSABPMs), out of the stratified sample size 137 in Kochi region, 77 are to be Gramin Dak Sevak Branch Postmasters (GDSBPMs) and 60 are to be Gramin Dak Sevak Assistant Branch Postmasters (GDSABPMs), out of the stratified sample size 150 in Calicut Region, 80 are to be Gramin Dak Sevak Branch Postmasters (GDSBPMs) and 70 are to be Gramin Dak Sevak Assistant Branch Postmasters (GDSABPMs).

The researcher approached as many as 500 respondents with structured questionnaires

Table 1.6

Region wise distribution of Questionnaire among Gramin Dak Sevaks

Name of the Region	Population (Total number of Gramin Dak Sevaks)	Sample size (Selected respondents)
Trivandrum HQ Region	2117	$2117 / 9516 \times 500 = 111$
Kochi region	3522	$3522 / 9516 \times 500 = 185$
Calicut Region	3877	$3877 / 9516 \times 500 = 204$
Total	9516	500

As per Table 1.6, it is clear that out of the total sample size of 500 Gramin Dak Sevaks, number of Gramin Dak Sevaks to be selected from the Trivandrum HQ Region was 111, from Kochi region 185 and from Calicut Region 204.

Table 1.7

Position-wise distribution of Questionnaire among Gramin Dak Sevaks

Name of the Region	Total number of GDSBPMs	Total number of GDSABPMS	Total number of Gramin Dak Sevaks (GDSBPMs + GDSABPMS)	The sample size of GDSBPMs (a)	The sample size of GDSABPMS (b)	The total sample size of the Gramin Dak Sevaks (a + b)
Trivandrum HQ Region	1142	975	2117	$1142 / 2117 \times 111 = 60$	$975 / 2117 \times 111 = 51$	111
Kochi region	1987	1535	3522	$1987 / 3522 \times 185 = 104$	$1535 / 3522 \times 185 = 81$	185
Calicut Region	2067	1810	3877	$2067 / 3877 \times 204 = 109$	$1810 / 3877 \times 204 = 95$	204
Total	5196	4320	9516	273	227	500

Table 1.7 shows that out of the stratified sample size 111 in Trivandrum HQ Region, 60 are to be Gramin Dak Sevak Branch Postmasters (GDSBPMs) and 51 are to be Gramin Dak Sevak Assistant Branch Postmasters (GDSABPMS), out of the stratified sample size 185 in Kochi region, 104 are to be Gramin Dak Sevak Branch Postmasters (GDSBPMs) and 81 are to be Gramin Dak Sevak Assistant Branch Postmasters (GDSABPMS), out of the stratified sample size 204 in Calicut Region, 109 are to be Gramin Dak Sevak Branch Postmasters (GDSBPMs) and 95 are to be Gramin Dak Sevak Assistant Branch Postmasters (GDSABPMS).

1.8.7. Sample Size

Table 1.8

Sample size of the Gramin Dak Sevaks (Questionnaire distributed)

SI No	Name of the Region	Questionnaire distributed		
		BPM	ABPM	Total
1	Trivandrum HQ Region	60	51	111
2	Kochi region	104	81	185
3	Calicut Region	109	95	204
Total		273	227	500

The questionnaire that was given out by the researcher to gramin dak sevaks of BPM and ABPM in three distinct regions is displayed in Table 1.8. There were Five Hundred questionnaires in all, with Two Hundred and Seventy Three BPMs and Two Hundred and Twenty Seven ABPMs. A total of 111 questionnaires with 60 BPMs and 51 ABPMs were delivered throughout the Trivandrum Head Quarter's Region. A total of 185 questionnaires, comprising 104 BPMs and 81 ABPMs, were delivered throughout the Kochi Region. A total of 204 questionnaires, comprising 109 BPMs and 95 ABPMs, were delivered throughout the Calicut Region.

Table 1.9

Sample size of the Gramin Dak Sevaks (Questionnaire Received)

SI No	Name of the Region	Questionnaire Received		
		BPM	ABPM	Total
1	Trivandrum HQ Region	59	51	110
2	Kochi region	99	80	179
3	Calicut Region	108	86	194
Total		266	217	483

The questionnaire that was submitted by Gramin Dak Sevaks of BPM and ABPM across three regions is displayed in Table 1.9. A total of 483 questionnaires consisting of 266 BPMs and 217 ABPMs were received. A total 110 questionnaires, comprising 59 BPMs and 51 ABPMs, had been received back from Trivandrum

Head Quarter's Region. 99 BPM and 80 ABPM questionnaires altogether a total of 179 were received back from Kochi Region. A total of 194 questionnaires, comprising 86 ABPMs and 108 BPMs, were returned back from Calicut Region.

Table 1.10

Final Sample size of the Gramin Dak Sevaks

Sl No	Name of the Region	Questionnaire after removing Non Sampling Errors		
		BPM	ABPM	Total
1	Trivandrum HQ Region	57	51	108
2	Kochi region	94	80	174
3	Calicut Region	108	79	187
Total		259	210	469

After adjusting for non-sampling errors, Table 1.10 displays the study's final sample size. The final sample size from the Trivandrum Head Quarters Region is 108 Gramin Dak Sevaks, which includes 57 BPMs and 51 ABPMs; from the Kochi Region, it is 174 Gramin Dak Sevaks, which includes 94 BPMs and 80 ABPMs; and from the Calicut Region, it is 187 Gramin Dak Sevaks, which includes 108 BPMs and 79 ABPMs. As a result, the final sample size in the Kerala Postal Circle was 469 Gramin Dak Sevaks.

1.8.9 Instruments for Data Collection

Questionnaires were used for collecting data from the Gramin Dak Sevaks from branch post offices. Questionnaire was divided to four sections. Section one deals with demographic details of the respondents, section two includes the statements for measuring the level of job stress, section three covers the statements for measuring the job satisfaction and section four deals with the statements to measure the organisational commitment.

1.8.9.1. Demographic Variables

Demographic variables included gender, age, academic qualification, marital status, job position and job experience.

1.8.9.2. Questionnaire on Job Stress

In order to measure the level of job stress of Gramin Dak Sevaks in postal circle, a five-point scale was applied for preparation of the structured questionnaire. Occupational Stress Index (OSI) developed by 'A.K. Srivastva and A.P. Singh (1981)' was the base for preparing the questionnaire. This section of the questionnaire consists of as many as 37 statements. The responses were measured on five points "Likert Scale" that specifically ranged from "strongly agree to strongly disagree". A score of 5 was assigned to the response "strongly agree" and score 1 to "strongly disagree" for all the statements. The questionnaire consists of 37 statements measuring the two dimensions of job stress such as **Physical Stress and Emotional Stress**.

1.8.9.3. Questionnaire on Job Satisfaction

With a view to measuring the level of job satisfaction of Gramin Dak Sevaks in postal circle, a five-point scale was used to prepare the structured questionnaire. The responses were measured on five points 'Likert Scale' that specifically ranged from 'strongly agree to strongly disagree'. A score of 5 was assigned to the response 'strongly agree' and score 1 to 'strongly disagree' for all the statements. The questionnaire consists of 42 statements measuring the two dimensions of job satisfaction such as **Compensation and Interaction Dynamics** and **Job Environment Dynamics**. Among the 42 statements 21 statements are in compensation and interaction dynamics and 21 statements are in job environment dynamics.

1.8.9.4. Questionnaire on Organisational Commitment

The Organisational commitment of Gramin Dak Sevaks in postal circle is measured through the questionnaire, which is advanced by ‘Allen and Meyer’ in 1990 and it is adapted by the researcher in this study. It includes eight statements each for **Affective Commitment, Continuance Commitment and Normative Commitment**. Affective commitment includes 8 statements, out of which 4 are positive and 4 are negative. Continuance commitment has also 8 statements of which 7 are positive and 1 is negative. Normative commitment also has 8 statements, of which 3 are positive and 5 are negative. Similar to job satisfaction, five points ‘Likert Scale’ that specifically ranged from ‘strongly agree to strongly disagree’ was used to assess the level of organisational commitment of respondents and score 5 was assigned to the response ‘strongly agree’ and score 1 assigned to ‘strongly disagree’. The score of negatively phrased statements were reverse to.

1.8.10. Pilot Study

The pilot study was carried out to assess the feasibility of the instrument. A well-structured questionnaire was distributed to a small group of Gramin Dak sevaks from the population under study with an undertaking that ‘the collected data will be used only for academic purpose’. The researcher selected as many as 70 Gramin Dak Sevaks conveniently from palakkad district, which includes 35 Branch Post Masters and 35 Assistant Branch Post Masters. Their responses were collected and examined in depth with the objective of modifying the preliminary questionnaire. Reliability analysis was conducted using the SPSS 25 for this. It enabled the researcher to assess the internal consistency of items used in the instrument using Cronbach’s Alpha. Generally, a Cronbach’s Alpha of 0.70 or higher is considered acceptable and capable for data collection. Table 1.11 shows the reliability analysis of the preliminary questionnaire.

Table 1.11
Reliability Analysis of the preliminary questionnaire

Construct	Variable	Cronbach's Alpha for the Variable	Cronbach's Alpha for the Construct
Job Stress	Physical Stress	0.916	0.881
	Emotional Stress	0.823	
Job Satisfaction	Compensation and Interaction Dynamics	0.895	0.753
	Job Environment Dynamics	0.727	
Organisational Commitment	Affective Commitment	0.882	0.896
	Continuance Commitment	0.907	
	Normative Commitment	0.776	

Source: Primary Survey

As per the Table 1.11, Cronbach's Alpha values for all the variables are well above the threshold of 0.70. Thus, it can be concluded that the factors included are of reliable and relevant to represent the construct.

1.9. Data Analysis

The data collected from the respondents were analyzed using both univariate and multivariate techniques. The data were analyzed in the sequence of objectives. The profile of the Gramin Dak Sevaks were analyzed using descriptive statistics, reliability was tested using Cronbach Alpha test and validity using Confirmatory factor Analysis. Data analysis was done using the SPSS 25 and AMOS 22.

Exploratory Factor Analysis was conducted to ascertain the number of factors that exist among the set of variables. In the study, EFA was used to identify the structure of variables and measure the constructs; the factors that represent the Physical Stress

and emotional stress with respect to Job Stress, factors that represent the compensation and interaction dynamics and Job Environment Dynamics with respect to Job Satisfaction and factors that represent the organisational commitment. All these factors also have undergone Principal Component Analysis in order to extract minimum number of factors having maximum variance.

Confirmatory Factor Analysis was performed using AMOS. Here (CFA) Confirmatory factor analysis was used to validate the construct Physical Stress and emotional stress, compensation and interaction dynamics and Job Environment Dynamics and organisational commitment.

One - way ANOVA was used to examine whether any significant differences are there among the means of three or more independent groups or categories or items. Here, one - way ANOVA was used to compare the physical stress, emotional stress, the compensation and interaction dynamics, Job Environment Dynamics, and organisational commitment with age, educational qualification, and job experience in years.

Tukey Post Hoc Test for Multiple Comparisons was used after one-way ANOVA, where the F-test has indicated the existence of a significant difference between some of the tested groups. Turkey's Post Hoc analysis reveals the significance of the difference between pairs of group means.

Independent sample t test was used to compare the means of two independent groups or categories or items. Here, Independent sample t-test was used to compare the physical stress, emotional stress, the compensation and interaction dynamics, Job Environment Dynamics and organisational commitment with gender, marital status and job position.

Structural Equation Modeling (SEM) was used to study the effects of occupational stress on job satisfaction and organisational commitment as well as the relationship between job satisfaction and commitment.

Sobel's, Aroian's and Goodman's Test for significance of Mediation was employed to investigate the relationship between job stress and organisational commitment, using job satisfaction as a mediating variable.

Multigroup Analysis under Structural Equation Modeling was employed to examine the role that job position plays in moderating the relationship between organisational commitment and job stress.

1.10. Operational Definitions

The important terms used in the study and its operational definitions are given below.

Job satisfaction

Job satisfaction is an emotional state that is pleasant or unpleasant for employees when viewing their work.

Organisational Commitment

Organisational Commitment is the individual's attachment to the organisation.

Job Stress

Job Stress refers to the level of work related pressure perceived by the employees that may lead to anxiety, depression and physical disorder. It also refers to employee perception of coping up with their work and stress in the workplace.

Gramin Dak Sevaks

Gramin Dak Sevaks are the employees engaged in branch post offices. Gramin dak sevaks are mainly three categories Branch post master Assistant Branch Post Master and Dak Sevaks.

Branch Post Offices

Branch Post Offices are post offices mostly located in villages especially in rural areas and are operated by Gramin Dak Sevaks.

Physical Stress

Physical stress refers to the pressure, strain, or tension that the body experiences as a result of physical factors.

Emotional Stress

The mental and emotional pressure brought on by challenging or stressful situations is referred to as emotional stress.

Compensation and Interaction Dynamics

Job satisfaction is influenced by a variety of factors, including workplace relationships, recognition, and organisational culture, as well as compensation (salary, benefits, and rewards). These interactions are referred to as the compensation and interaction dynamics of job satisfaction.

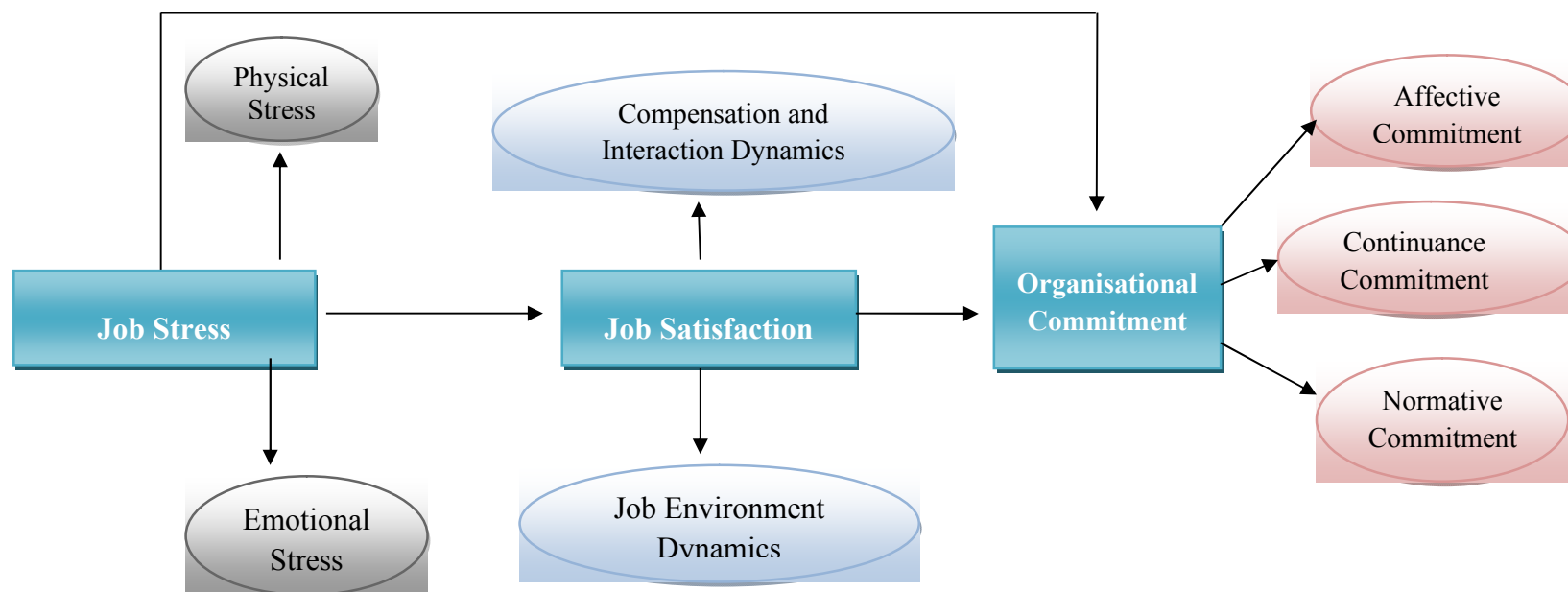
Job Environment Dynamics

The numerous elements and interactions at work that affect employees' job happiness are referred to as the job environment dynamics of job satisfaction. The physical, social, and organisational components that make up the office environment as a whole are all part of these dynamics.

1.11. Conceptual Model

The conceptual models used for the study are shown in the following figure.

Figure 1.1 Conceptual Model of the Study



Independent Variable

Mediating Variable

Dependent Variable

1.12. Chapter Scheming of the Research Report

The report of the study is presented in as many as nine chapters as shown below.

Chapter 1 Gives an introduction to the study. The chapter includes statement of the research Problem, significance of the study, scope, research questions and objectives of the study, hypotheses, research methodology, operational definitions and chapter scheme.

Chapter 2 Deals with literature review. This chapter gives an ample review of the literature related to the study and identified the research gap. Review of literature was conducted under different heads:

1. Job Satisfaction, Organisational Commitment and Job Stress
2. Relationship between Job Satisfaction, Organisational Commitment and Job Stress.
3. Job satisfaction mediates the effect of job stress on Organisational Commitment.

Chapter 3 Discusses the Evolution of Gramin Dak Sevaks in India. This chapter includes the Recommendations of various committees to look into the working and service conditions of the Gramin Dak Sevaks.

Chapter 4 Explains the theoretical framework of the study. The entire chapter is divided into three sections. The first section deals with job stress and consequences of job stress. The second section explains the concept of human satisfaction, Job Satisfaction and theories of job satisfaction. The third section deals with concept of Organisational Commitment and dimensions of organisational commitment.

Chapter 5 Shows the data analysis and interpretation of Job Stress.

Chapter 6 Deals with the data analysis and interpretation of Job Satisfaction

- Chapter 7** Presents the data analysis and interpretation of Organisational Commitment.
- Chapter 8** Deals with the data analysis and interpretation in three sections. A first section deal with impact of Job stress on Organisational Commitment second section presents impact of Job Satisfaction on Organisational Commitment. The third section presents mediating role of Job Satisfaction on Job Stress and Organisational Commitment. The forth section presents the moderation role of Job Position on Job Stress and Organisational Commitment.
- Chapter 9** Includes summary of the study, findings and concluding remarks
- Chapter 10** Includes Recommendations of the study, theoretical as well as practical Implications of the study, limitations of the study and scope for further research

CHAPTER 2

REVIEW OF LITERATURE

-
- 2.1. *Introduction*
 - 2.2. *Job Stress, Job Satisfaction, and Organisational Commitment*
 - 2.3. *Relation among Job Stress, Job Satisfaction and Organisational Commitment*
 - 2.4. *Job Satisfaction mediates the effect of Job Stress on Organisational Commitment*
 - 2.5. *Identification of Research Gap*
-

2.1. Introduction

Among other components of research work, review of literature is also an essential part. When decisive elements of current knowledge on a specific topic along with methodological approaches as well as substantive findings are reviewed, it is known as literature review. A thoroughly governed review of literature is constituted by discharge of ideas; prevailing and appropriate references with comprehensive, persistent as well as impartial research view and also identify the research gap on the topic. The extensive motive for making review of literature is to recognize recommendations of former researches of the various researchers, which have been recorded by them in their studies. To construct questionnaire, to decide what statistical tools are to be used and to recognize the research gap, making a review of literature is helpful for the researcher. Till now, major recognized fields of organisational behaviour where, the researchers have shown their interest are; ‘occupational stress, job satisfaction and organisational commitment’ etc. large number of surveys highlighted the major factors related to job stress, impact of job stress on job satisfaction and relation of job stress with organisational commitment been carried out in the past. In the present research work, various researches carried out in the area of ‘job stress, job satisfaction and organisational commitment’, in India and abroad have been described.

Job satisfaction is a complex and comprehensive concept, which can mean different things to different people. It could be associated with a personal feeling of achievement, either qualitative or quantitative. Job satisfaction is important because most of the people spend a major portion of their life at their working place. As the present study is on job satisfaction and commitment of India post employees, all the relevant literature available were reviewed and presented. Not any specific study, that is, job satisfaction and commitment of postal employees are available for review. So general studies related to job satisfaction is reviewed and presented.

The concept of commitment in the workplace remains a much researched topic and an intriguing trait of employee behaviour. Studies in this area have also affected the conceptualization of commitment towards the job, occupation, the workgroup,

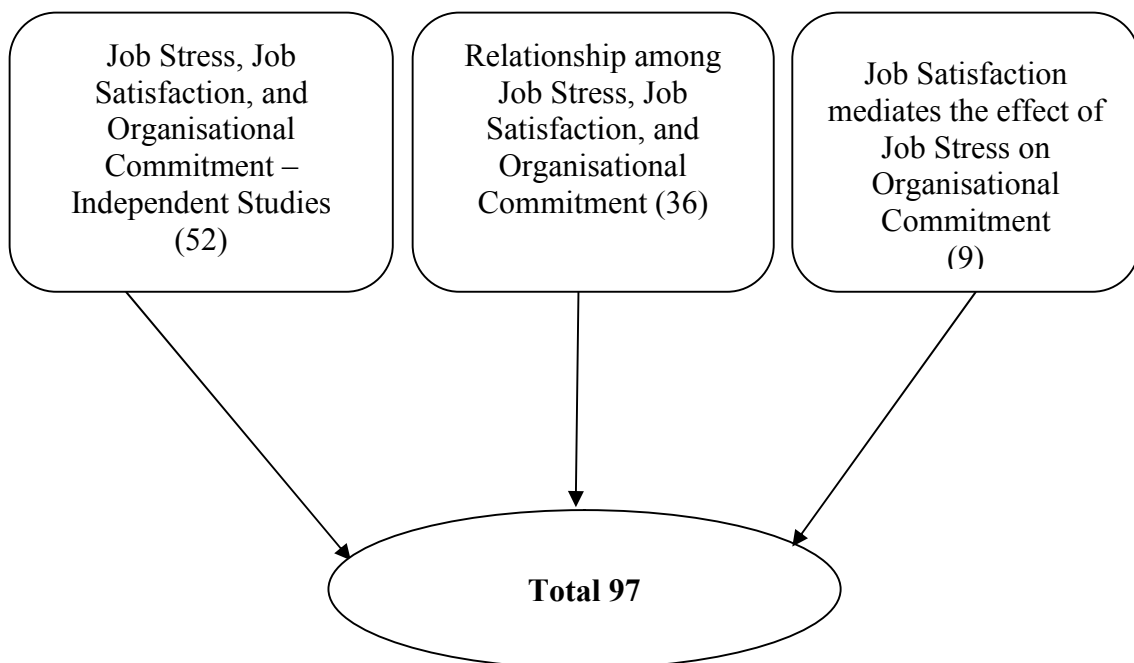
representative employee bodies, and the work itself. Research in this area has stemmed primarily from the need to establish a relationship between antecedents of organisational commitment and organisational outcomes in order to create and sustain a committed workforce contributing positively towards organisational commitment. Employee commitment still remains one of the most intriguing and challenging concepts in the fields of management, organisational behaviour and Human Resource Management

In this Chapter literature review is categorised as follows:-

1. Job Stress, Job Satisfaction, and Organisational Commitment – Independent Studies.
2. Relationship among Job Stress, Job Satisfaction, and Organisational Commitment
3. Job satisfaction mediates the effect of job stress on Organisational Commitment

Figure 2.1

Diagrammatic Representation of Review of Literature



2.2. Job Stress , Job Satisfaction, and Organisational Commitment

2.2.1. Job Stress

Glowinkowski & Cooper (1986) in their article, ‘Organisational issue in stress research’, investigated the factors responsible for managerial stress. Results concluded that “role ambiguity, role conflict, work overload, strained inter-personal relation, lack of participation, office politics, bad communication, job insecurity and imbalance between work and family relation” are the factors caused for managerial stress.

Janet & Landsbergis (1996) in their study ‘ Job Strain among Post Office Mail Handlers’, examined the job strain among post office mail handlers of the US Postal Service. They arrive at the conclusion that Mail handlers reported significantly higher levels of negative job characteristics than both the contemporary and national samples. Also, their levels of job demands and decision latitude placed them in the high strain quadrant of Karasek’s model. Women Mail handlers reported higher strain, sleeping problems, and job satisfaction than men and higher stress levels. They conclude that postal mail handlers faced highly stressful work.

Eswari & Saravanan (2011), in their study, titled ‘A study of job stress among women nurses in Coimbatore city’, Tamil Nadu’, explored the factors of occupational stress among the nurses working in hospitals and revealed that majority of nurses face moderate stress. The main sources of occupational stress were found to be unpredictable scheduling, a lack of security at work, inadequate training, conflict among team members, shift issues, abuse by higher authorities, conflict with the supervisor, work overload, disruption at work from overcrowding, fear of making a mistake, and a lack of interpersonal communication. Conflict among team members was found to be the primary contributor among all sources of job-related stress.

Gaurand Totuka (2013) in their study under the head ‘Occupational Stress in Indians Working in India and Abroad’, compare the job stress of employees working at private organisations in India and outside India having different socio-cultural and

economic situations. A many as ten variables have been employed, including role overload, role ambiguity,role conflict, unreasonable political and group pressures, and individual responsibility, Lackof involvement, helplessness, unfavourable peer relationships, intrinsic poverty, low status, difficult working conditions, and unprofitability. They arrive at the conclusion that there is significant difference between the stress level of employees between India and abroad. And also found that both part time and full time workers in India have higher occupational stress as compared to part time and full time workers in abroad.

Kotteeswari and Tameem Sharief (2014), in their study entitled ‘Job Stress and its Impact on Employees’ Performance a Study with Reference to Employees Working in BPOS,’ examined the relationships between demographic and work-related factors and employee satisfaction. The study also learns about the contemporary coping mechanisms that both the employer and the employee use to reduce stress and enhance performance. They have identified four workplace stress indicators that have an impact on employee performance, which managers should always be aware of and strive to improve.They arrive at the conclusion that stress is a problem for both male and female employees in their workplace.

Jain and Batra (2015) in their study entitled ‘Occupational Stress at Workplace: Study of the Corporate Sector in India’, examines the root cause of work related stress and analysed the factors associated with job stress. The study focuses special emphasis on India's corporate sector in order to evaluate the extent to which workplace stress indicators affect Indians’ mental and emotional health.They have employed up to eight variables, including extended work hours,insufficient breaks, recurrently high workloads, unequal task distribution, workplace monotony,deadline pressure, under utilization of skills, and collaborative relationships.They arrive at the conclusion that the employees in corporate sector felt stressed due to work related issues.

Dimitrov (2017), in his study entitled ‘A study on the impact of Academic Stress among college students in India’, examines the various components of academic stress experienced by students , the relationship between stress and

academic performance and also impact among students. They have used as many eight variables of academic stress factors. They arrive at the conclusion that the education system is not helping to develop personality, the students are not exposed to outside world so build stress and fear for their future.

Joy and Kumar (2018), in their study entitled ‘Impact of job Stress on Employee Performance: A Study of Software Professionals in Kerala’, examines the factors that creates job stress among software professionals in Kerala and also assesses the impact of each of these factors on the performance of the employees. The study highlights the inverse relationship between job performance and sources of job stress, as well as the significant influence of role ambiguity, compensation and benefits, workload, and fear of obsolescence. Eight variables related to job performance and up to eleven variables related to job stress were used. Of the eleven factors of workplace stress, four such as role ambiguity, compensation and benefits, fear of obsolescence, and workload, emerged as the most reliable indicators of job performance. The work performance of software professionals in Kerala is significantly impacted negatively by each of these types of workplace stress. Reducing the degree of these sources of job stress should be the goal in order to improve software professionals’ job performance.

Kitole et al (2019), in their study titled ‘Effect of Work Stress on Employee Performance in the Public Sector in Kenya: A Case of the National Treasury’ examines the effect of work overload, work conflict and work ambiguity on employee performance in the public sector in Kenya. The Michigan Model, Psychological Stress: Lazarus Theory and Abraham Maslow's Hierarchy of Needs served as the foundation for this investigation. Employee performance was the dependent variable, and they employed independent variables including workload, work conflict, work ambiguity, and job security. They arrive at the conclusion that work place conflict affected employee performance in the public sector. They also found that Overload in the workplace was a major worry for all public sector workers. Some employees felt under pressure from job overload, and the study's findings indicated that it was critical for the government to conduct ongoing

evaluation programs and to offer recognition in order to inspire and retain employees.

Daniel (2019) , in his study, entitled ‘Effects of job stress on employee’s performance’, investigates into the effects of job stress on employee performance, and also studied the nature of stress, types of stress, and work stress and its influence on employee performance and effectiveness. The researcher arrived at the conclusion that the negative factors that create distress among the employees. The investigation revealed that the employees faced numerous stressors, and that stress had a detrimental impact on performance. The main reason for the employees’ dissatisfaction, which surely affected their performance, was that most of them felt their employers didn’t care about them and that they would consider quitting.

Reddy, Kalyan and Sirisha (2019), in their study, entitled ‘A Study on Job Stress among Employees at Tamilnadu, India’, examine the job stress among employees and the factors that causes the stress among employees. They arrived at the conclusion that there was a positive relationship among the organisations, employee expectation and employee attrition. There was a significant difference between the stress relief program and employee expectation.

Rehman et al (2021), in their study entitled ‘Depression, Anxiety and Stress among Indians in Times of Covid-19 Lockdown’, examines the psychological distress among people residing in India during lockdown. They have used as many four variables such as signs of stress, anxiety, depression, and family wealth for their research. The study’s findings showed that they lacked the materials necessary to survive the lockdown and that there was a negative correlation between stress and family wealth.

2.2.2 Job Satisfaction

Mehta & Prayag (1977) in his study ‘Employee Motivation and Work Satisfaction in a Public Enterprise’ examined employee motivation and work satisfaction in a public enterprise. His study focused on the role that employee participation in management played in the running of public sector firms by

examining the effects of work satisfaction, employee motivation, and organisational climate. He came to the conclusion that workers shown great drive for societal achievement backed by a demand for personal achievement, and that management employees demonstrated a strong base to influence.

Richard Oliver (1980) in his study ‘A Cognitive Model of the Antecedents and Consequences of Satisfaction Decision’ investigates the links between expectation, disconfirmation, satisfaction, and the conventional criteria of attitude and purchase intention in a more thorough and concurrent manner than has been done before. The study’s enhancements include comparing consumer and student samples, analyzing non-purchasing behavior, using a real purchase scenario with a protracted consumption period, and developing operationalisation of expectation, disconfirmation, and satisfaction. They have used as many as seven variables that contribute to job satisfaction level of employees. They arrive at the conclusion that in all samples, pleasure was correlated with disconfirmation; in three out of four sample groups, it was correlated with the expectation measure or the pre-exposure attitude. Additionally, in the resident group, attitude seems to be the main factor determining adaption level, while in the student sample, the expectancy measure has the largest coefficient. But in both situations, it seems that the disconfirmation measure had the biggest effect on satisfaction.

Somers (1995) in his study, ‘Organisational commitment, turnover and absenteeism: An examination of direct and interaction effects’, examined the relationship between job withdrawal intentions, turnover & absenteeism and three component viz. “affective, normative and continuance” model of organisational commitment. They found that consistent predictor out of these three components is affective commitment and its relation is only to turnover and absenteeism. Further, withdrawal intention is what describes normative commitment while continuance commitment has no direct effects. However, job withdrawal intentions & turnover can be predicted by interaction of continuance commitment with affective commitment.

Okay & Okay (2009) in their study ‘An Analytic Study of Communication Satisfaction in the Turkish Postal Service’ examines the relationship amongst perceived satisfaction with job performance, organisational communication, and job satisfaction in Turkey. The Factor Analysis technique was used in this study. The research results revealed that top management did not use effective communication methods towards employees and that for the effective functioning of the Turkish Postal Service, it was necessary for the top management to change its attitude by providing better communication channels with the employees

Mudor & Tookson (2011) in their study, ‘Conceptual framework on the relationship between human resource management practices, job satisfaction, and turnover’, examine the link between human resource management practices, job satisfaction and finally the turnover. They have used as many as three variables i.e., the three components of HRM practices such as supervision, training, and pay practices have a significantly negative relationship with job satisfaction. They conclude that there is a strong and positive correlation between HRM practice and job satisfaction as well as a significant and negative correlation between HRM practice and turnover.

Toker (2011), in their study, ‘Job satisfaction of academic staff: an empirical study on Turkey’, investigates the levels of job satisfaction among academicians in the universities of Turkey and to examine the effects of demographics on levels of satisfaction among them. The academicians' job satisfaction was found to be moderately high, according to the study. The study found that, in comparison to other academic personnel, academics are more satisfied with their jobs. While marital status and gender were not substantially correlated with job satisfaction, other demographic characteristics such as age and length of service were.

Mittal & Rattan (2013) in their study, ‘Analysis of Employees’ Perception and Job Satisfaction: A study of HRM practices in Post Offices’, examines the level of satisfaction of employees of post offices around the Tri city (Chandigarh, Panchkula and Mohali) and also highlights various factors determining the employees’ satisfaction with the job and to provide some recommendations have

also been made to enhance their satisfaction level. They have used as many as fifteen variables that contribute to overall job satisfaction of postal employees. They come to the conclusion that most employees knew the organization's objectives and that these objectives had been determined through a thorough examination of the competitors. They also concur that employees were aware of the hiring procedures used by the company at different organisational levels. A few workers expressed dissatisfaction because they believed there was very little minimum qualification needed.

Singh & Jain (2013) in their study, 'A study on the employee's job satisfaction and its impact on their performance', examine the factors which influence the job satisfaction of employees and its impact on job performance. They have used as many as nine variables in the study. They arrived at the conclusion that a positive work atmosphere and conditions can boost job satisfaction among employees, and motivated workers will strive to perform at their highest level. According to their recommendations, every company should create plans that improve the working atmosphere, boost employee morale and satisfaction, improve productivity and performance, which all contribute to high profits, and raise customer satisfaction levels, which encourage repeat business.

Kunle, Jamiu & Kolawole (2013) in their study, 'Effect of psychosocial factors on career and job Satisfactions among administrative staff of Nigerian higher institutions' hospitals', In this study, the administrative staff of Nigerian higher education institutions examined the impact of relationships with co-workers and organisationally-based self-esteem on job and career happiness. This study also demonstrates how having a job makes one feel like they belong in society or in the workplace, which in turn helps employees feel satisfied in their chosen field of work. In contrast, when someone who is capable, educated, skilled, and prepared for work faces unemployment, it can have a detrimental effect on how they see themselves. Additionally, this study has demonstrated beyond a shadow of a doubt that the interaction between co-workers is another important psychological phenomenon associated to the workplace that is crucial to an employee's level of job

satisfaction or unhappiness. The study found that the career and job satisfaction of administrative personnel in Nigerian higher institutions' hospitals were primarily and interactively influenced by their relationships with co-workers and their organisationally based self-esteem. A number of important combined determinants of job and career satisfaction included age, gender, pay, work experience, position, marital status, and education. The only factors that were significant independent predictors of job and career satisfaction were salary, work experience, and job position.

Ranganath & Sreenivas (2013) in their study 'India Post- a Question of Survival', examined the importance of India Post and also the problems and challenges faced by India Post. Apart from this, an in-depth analysis was given in the study about the modernization project of India Post and the various computerized services provided by the Department. Finally, suggestions were given regarding the necessity to upgrade to be relevant in the changing competitive world.

Khan & Aleem (2014) in their study, 'Impact of job satisfaction on employee turnover: An empirical study of Autonomous Medical Institutions of Pakistan', examine the factors such as Pay, Promotion, Job Safety and Security, Nature of the Work that effect the job satisfaction level and that were the cause of turnover of employee's in the Autonomous Medical Health Institutions in the Pakistan. They have used as many as four variables, pay, promotion, working condition and nature of work, that contribute to overall job satisfaction. They conclude that factors including pay, promotions, working conditions, and the nature of the work all had an impact on employees' degree of job satisfaction.

Pawan, Khan, Inder & Mehra (2014) in their study, 'a comparative study of job satisfaction among regular and staff on contract in the primary health care system in Delhi, India', examine the comparative job satisfaction among regular and contract staff in Government Primary Urban Health Centers in Delhi, India. They have used as many as seven variables that contribute to job satisfaction. They come to the conclusion that permanent staff members were happier than contract employees, which suggests that subordinate staff members respected the authority of

regular staff members more than that of contract employees. The study also found that there were notable disparities in the factors related to working with coworkers, respect for those in power among subordinates, and interpersonal interactions and cooperation. The study suggested that appropriate policy adjustments be made for the primary healthcare system in order to inspire staff members to meet health objectives.

Saranya (2014) in their study, 'Influence of Job Satisfaction on Employees' Performance – A general Perspective', examine the employee's level of satisfaction association with nature of job and working atmosphere. They reached the conclusion that, with the exception of the grievance handling procedure and the promotion policy, the employees were satisfied with nearly everything. They suggested that the best method to increase job happiness is probably to support employees in developing a real sense of self-worth. They also suggested that an employee's ability to do their job well is directly correlated with the positive mental, spiritual, physical, and emotional resources they bring to the workplace.

Sharma & Sharma (2015) in their study, 'job satisfaction and job performance linkages in real world', examines the extent of linkage in performance and job satisfaction through identifying the factors that influence the job satisfaction and on their performance and the factors which improve the satisfaction. They arrive at the conclusion that Employee loyalty and confidence are positively influenced by job satisfaction, which also raises productivity and enhances output quality. Everyone will strive to do excellent work when they would be appreciated and valued for everything that they contribute.

Raziq & Maulabakhsh (2015) in their study, 'Impact of Working Environment on Job Satisfaction', examine the impact of working environment on employee job satisfaction. They arrive at the conclusion that there was a favourable correlation between job happiness and the workplace environment. The survey also offers a few succinct suggestions on how companies might maximize employee job satisfaction by realizing the value of a positive work environment.

Sajuyigbe and Samuel (2015) in their study entitled ‘Influence of pay satisfaction and mentoring on job-related attitudes of academic staff in tertiary institutions of osun state, Nigeria’, examines the influence of pay satisfaction and mentoring on job-related attitudes of academic staff in tertiary institutions of Osun State, Nigeria. The study examines how job happiness and organisational commitment are impacted by pay satisfaction, pay satisfaction aspects, and mentorship. The study's findings demonstrated the connections and variations between academic staff members' organisational commitment and job satisfaction at the state-owned Universities, Polytechnics, and Colleges of Education in Osun. The survey found that academic staff members at state-owned post secondary institutions in Osun are highly committed to the organization and have high levels of job satisfaction when it comes to salary and mentoring. Job satisfaction and organisational commitment were, however, found to be higher in the state-owned University than in the Polytechnics and Colleges of Education. It was therefore recommended that agreeable pay packages and mentoring framework should be put in place, to enhance job satisfaction, organisational commitment and, consequently, job performance of academic staff in these institutions.

Shweta, Mayank & Shivkant (2016) in their study, ‘Job Satisfaction and Employee Loyalty: A study of Academicians’, examines the relationship between academicians job happiness and employee loyalty, as well as the several factors that influence these relationships. As many as four factors that affect job satisfaction have been used. They come to the conclusion that among academicians, work satisfaction had a major effect on employee loyalty. The study revealed that self-satisfaction, work environment, motivation, and career progression were the fundamental components of job satisfaction. The study's underlying findings on employee loyalty included organisational commitment, job involvement, and a sense of belonging.

Zubr, Sokolova & Mohelska (2016) in their study ,’ the Influence of Selected Factors on Overall Job Satisfaction’, examine the time horizon of the development of overall job satisfaction and the state of partial indicators of job

satisfaction, which includes co-workers, the nature of the work and communication in the workplace. They have used as many as three variables that contribute to overall job satisfaction. They draw the conclusion that employee satisfaction, both partial and total, did not significantly change. They also conclude that there were notable variations in job satisfaction for coworkers and communication in relation to ownership of the organization.

Aabdeen, Khan, Tahir, Salman, Hafiz & Ali (2016) in their study, ‘Employee Satisfaction and Its Impact on Job Turnover’, examine the impact of employee satisfaction on his/her intent to leave the organization. They viewed that workplace culture, compensation, and advancement, along with employee empowerment, all contributed to employee happiness by influencing the idea of job turnover. They conclude that all the variables such as employee empowerment, working environment, salary and promotion, and employee satisfaction have a positive and significant association that considerably affects job turnover.

Ashok & Vijay (2016) in their study, ‘Study of Job Satisfaction and Its Implications for Motivating Employees at Infosys’, examine various parameters that influence job satisfaction and also the present level of satisfaction of the employees. They have used as many nine variables that contribute to job satisfaction. They arrive at the conclusion that the characteristics that significantly influenced job satisfaction were work activities, role performed, salary & promotion opportunities, and work relationships, working environment, and opportunities to acquire new skills, in that order.

Inuwa (2016) in his study, ‘Job Satisfaction and Employee Performance: An Empirical Approach’, examines the relationship between job satisfaction and performance of non-academic staff of Bauchi State University Gadau Nigeria. They have used as many as two variables that contribute to job satisfaction level of employees. They revealed that the non-academic workers at the university had a good and significant association between their job satisfaction and their performance. Regarding staff performance and motivation, which also positively

affects the university's overall performance, the study offers pertinent data to the management of the institution.

Danica (2016) in his study, 'Relationship between job satisfaction and organisational performance', examine the link between job satisfaction and organisational performance and to determine if there is an empirically provable relationship between these two variables, and the direction and the intensity of this relationship. The researchers conclude that there is a small but noticeable relationship between job satisfaction among employees and organisational success. Additionally, they came to the conclusion that there was a higher correlation between job satisfaction and organisational performance than there was between the two. Additionally, it said that rather than the other way around, work happiness influences organisational performance.

Ramaswamy & Kothai (2016) in their study, 'level of perception and satisfaction of Indian postal employee's gap analysis - an empirical study with reference to Niligiri district in Tamilnadu', examine the level of satisfaction and satisfied employees feel about their employment, the organization, and the HR processes that are currently in place at their company. As many as ten different factors that affect total job satisfaction have been employed. They conclude that there is a high degree of employee perception on organisational elements, benefit and compensation policies, job status, working conditions, and other aspects.

Bhavyasree & sathyavathi (2017) in their study, 'Employee Job Satisfaction', examines the factors that influence and to enhance the level of job satisfaction. Various psychological and work environment variables were employed in the study. Social support directly affects job happiness, which in turn raises employee satisfaction levels and increases rewards. The report ends with a few succinct suggestions that companies should understand how important a positive workplace culture is to boosting employee happiness. According to the study, workers are determined to be reasonably satisfied with the organization's goal and objective communication. An organization must inspire its workers to put forth a lot of effort in order to meet its goals and objectives. In order to preserve excellent relations within the management of the organization, the firm must prioritize its

employees and take health and safety into consideration, taking action to ensure that workers are in a comfortable atmosphere.

Rahman, Akhter & Khan (2017) in their study, ‘factors affecting employee job satisfaction: A comparative study of conventional and Islamic insurance’, examine the various factors that affect the satisfaction of insurance agents of Pakistan. They come to the conclusion that the insurance sector has higher job satisfaction levels, which are correlated with higher levels of productivity, profitability, and effectiveness. They also find that higher job satisfaction levels are associated with more positive work environments, improved workplace cultures, higher rates of employee retention, and organizations that are recognized as great places to work. According to the study, there are prospects for organisational leadership to elevate employee perceptions, particularly in traditional insurance, so augmenting the organization's performance.

Rahul (2017) in their study, ‘a critical analysis on job satisfaction’, examine the factors that contribute to the employee satisfaction in an organization and also understand how these factors help the organization intact with the loyalty of employees and keep their trust to create a successful professional relationship. He have used as many as three variables, leadership behaviour, participation and team work, which contribute to overall job satisfaction of employees. He ultimately arrives at the conclusion that teamwork among employees, employee participation, and leadership behavior all has a direct impact on job satisfaction. He suggested that as employees require ongoing motivation from both their managers and fellow workers, the cross-relationship between the variables that contribute to job satisfaction among the workforce was crucial.

Ramona, Nurmala & Sadikin (2017) in their study, ‘effect of job satisfaction and motivation towards employees’ performance in XYZ shipping Company’, analyses the influences of satisfaction and work motivation on employee performance simultaneously. They has used 2 key variables i.e. job satisfaction and motivation in the study. They conclude that there is a rather substantial relationship between work satisfaction and employee performance at XYZ Shipping Company. An employee's motivation improves their performance. Employee motivation and job happiness are both influencing their performance. The initiatives taken by the

leadership to ensure that workers are happy with the tasks they are executing, to provide them difficult assignments, and to reap rewards.

Shaju & subhashini (2017) in their study, 'A study on the impact of job satisfaction on the job performance of employees working in automobile industry, Punjab, India' examines the impact of level of job satisfaction on their performance based evaluation results. They reached the conclusion that a psychological factor that contributed significantly more to the idea of employee performance was job satisfaction. A contented worker would feel a strong emotional connection to the company, which helps to maintain high standards of morale and industrial integrity. The findings demonstrate that there is a favorable relationship between job satisfaction factors and worker and supervisor performance in the automotive industry.

Ganesan, Durgamani& Renuka (2018) in their study, 'a study on job satisfaction of employees in bsnl, thiruvarur', examines the job satisfaction level of employees according to selected individual factors. They have used as many as nine variables that contribute to job satisfaction level of employees. They came to the conclusion that there was a strong relationship between the respondents' experience and their degree of satisfaction and that there was no significant difference between the respondents' experience and their level of satisfaction about compensation or wages. Similarly, there was no discernible difference between the respondents' degree of satisfaction with training and development and their educational background. According to the survey, in order to improve employees' job satisfaction with Inspiration, the organization could reward employees for their hard work and consider offering performance-based rewards.

Sishta & Shankarappa (2019) in their study, 'An Empirical Study on the Attitude of Gramin Dak Sevaks towards Job Satisfaction—a comparative study of Shivamogga and Belagavi Districts in Karnataka State' analyze the degree to which Gramin Dak Sevaks are recognized in society both inside and outside of their organisational structure, and pinpoint the key elements that contribute to their level of job satisfaction. As many as nine different factors that affect total job satisfaction have been employed. The most important factors in determining job satisfaction in Shivamogga and Belagavi districts are pay and allowance factors, which include

decent pay for the job, income sufficient to meet normal family expenses, salary in accordance with educational qualification, and periodic increments.

Mariana & Karol (2019) in their study, 'Employee Satisfaction and Loyalty as a Part of Sustainable Human Resource Management in Postal Sector', examine a new perspective of employee satisfaction and it assess that not only total satisfaction but also identify job attributes and demographic features affecting employee satisfaction and loyalty as a key concern for sustainable human resource management. They have arrived at the conclusion that job position has a significant impact on satisfaction as well. Above-average satisfaction was seen among technical and economics employees. Employee happiness and loyalty at Slovak Post are also influenced by the state of the labour market and the growth of employment in the various locations. The region of Banska Bystrica exhibited the highest level of satisfaction.

Naggar & Saad (2019) in their study, 'the impact of organisational justice on job involvement level on Saudi postal corporation', examine the impact of organisational justice on level of job involvement in the Saudi Postal Corporation. They have used as many as ten variables that contribute to overall job involvement level of employees. The study's methods for examining organisational fairness ranged from emphasizing work performance generally to job rotation, job happiness, organisational citizenship behavior, trust, managing organisational conflict, organisational loyalty, and organisational commitment. They conclude that there was a strong relationship between the degree of work involvement and the three characteristics of organisational justice (distributive justice, interactive justice, and procedural justice).

Ansari & Garg (2020) in their study, 'a study of factors affecting employees' satisfaction and organisation performance in it industry of Hyderabad', examines important motivational factors that affects job satisfaction among employees working in the IT sector. They reached the conclusion that the most significant motivating factors for workers in the IT sector are relationships with co-workers, pay, work-life balance, and flexible work schedules. Workers in higher positions are more satisfied with intrinsic factors, while those in middle position are more satisfied with extrinsic factors. According to the study, managers who wish to

improve the effectiveness and productivity of their company should concentrate on the elements that influence workers' job happiness.

Mehta (2020) in their study, 'exploring the association between demographic and job satisfaction of employees working in civil aviation industry', examine the association between job satisfaction and nine demographic variables such as age, gender, marital status, education, sector, job profile, working hours, experience and gross monthly income. The study concludes that a significant and remarkable correlation exists between an employee's job happiness and their demographic attributes, such as age, gender, marital status, education, industry, job description, working hours, experience, and monthly salary.

Hitesh, Anita & Pratibha (2020) in their study, 'an analysis of job satisfaction of employees a study on BHEL public sector of Uttarakhand', analyze the connections between factors including age, income, education, and the type of work and job happiness. They conclude that the main elements linked to high job satisfaction are recognized as responsibility, the nature of the work, and interest in the position. The first four employment elements that have been identified as leading to low job satisfaction are personal benefit, affiliation, freedom of expression, training, and education. It indicates that opinions of job satisfaction varied among managers, supervisors, and employees.

2.2.3. Organisational Commitment

Kick, Fraser & Davis (2006) in their study, 'performance management, managerial citizenship and worker commitment: a study of the united states postal service with some global implications', investigates how employees with management citizenship are seen in a high-performing environment and evaluates the impact of management citizenship on employee loyalty. They conclude that workers' views of workplace heterogeneity, colleague citizenship, and personal citizenship within the organization are all related to their perceptions of management citizenship, which in turn is related to their perceptions of the intersection of their gender and race for Negros.

Sowmya and Panchanatham (2011) in their study, 'Factors influencing job satisfaction of banking sector employees in Chennai, India', identified the aspects manipulating organisational commitment of staff members working across different banks of Chennai and stated that organisational commitment of banking staff is dependable upon their optimistic and affirmative commitment. The study shows that when staff members reveal their commitment and attachment towards organization, it is a positive signal. Normative commitment to organisational goals is also a way to emphasize on organisational commitment of the banking staff.

Mangaleswaran and Srinivasan (2012) in their study, 'Organisational Commitment in Public Sector Banks: A Comparative Study of India and Sri Lanka', compare the commitment of employees in Public Sector Banks in Sri Lanka and India. Continuance commitment, normative commitment, and affective commitment are the key area of analysis considered. They arrive at the conclusion that there exist significant differences between public sector banks in both countries. Public Sector Banks in Sri Lanka can adapt and follow the practices of Public Sector Banks in India to increase the commitment level of employees. The demographic profiles of bankers are also to be considered when considering the steps to improve the organisational commitment of employees in banks

Ghosh & Swamy (2014) in their study, 'Literature Review on Organisational Commitment - A Comprehensive Summary', focus and analyses the literature findings of organisational commitments over the last five decades. They additionally investigate at the theories that have developed in the corpus of research on organisational commitment in chronological sequence, ranging from the more modern multiple commitment approach to the side bet theory. They conclude that there is no way to ignore the majority of organisational commitment approaches that have been created thus far in any re-conceptualization of commitment, as they have the potential to improve knowledge of organisational commitment.

Wittmer & Martin (2020) in their study, 'Emotional Exhaustion among Employees without Social or Client Contact: The Key Role of Nonstandard Work Schedules', examine emotional exhaustion and its predictors among employees

without social or client contact on multiple shifts of nonstandard . They conclude that family support and job resources were believed to help mitigate high job demands. The findings imply that emotional weariness increases in situations when there is a high level of work-family conflict and a lack of job resources.

2.3. Relation among Job Stress, Job Satisfaction and Organisational Commitment

2.3.1. Job Stress and Job Satisfaction

Muhammad Jehangir et al (2011) in their study, entitled ‘effects of job stress on job performance & job satisfaction’, examine how job stress affects their job performance and job satisfaction and also focussed on the fundamental causes of job stress among female nurses. They arrive at the conclusion that female nurses have more stress than male nurses in public sector hospitals. The study also revealed that job stress had a negative correlation with job performance and job satisfaction.

Mansoor et al (2011) in their study, titled ‘The Impact of Job Stress on Employee Job Satisfaction a Study on Telecommunication Sector of Pakistan’, examine the impact of job stress on employee job satisfaction. They have used as many as three factors such as conflict at work; workload and physical environment. They arrive at the conclusion that stress was negatively related to employee’s job satisfaction. Those with lower job satisfaction were shown to be more stressed out than those with higher job satisfaction when it came to workload, role conflict, and their physical environment.

Thakre and Barua (2015) in their study, titled ‘Occupational stress, job satisfaction and job involvement amongst organisational employees’, examine the differences between employees with high occupational stress and employees with low occupational stress on job satisfaction and job involvement. They have used occupational stress Index, job attitude scale and job involvement scale. The results of the study showed a substantial difference in job satisfaction between those who experienced high levels of occupational stress and those who did not. They discovered that workers with low levels of occupational stress outperformed workers

with high levels of occupational stress in terms of satisfaction with their jobs and job involvement.

Bajpai, Dave and Bajpai (2015) in their study, titled ‘A Study of Impact of Work Stress on Job Satisfaction of Employees Working in Indian Banking Sector’, examine the impact of work stress on job satisfaction. They come to an understanding that there definitely was a remarkable inverse relationship between job satisfaction and work stress. When stress levels rise, work satisfaction levels fall.

Chothani (2015) in his study, titled ‘Job Satisfaction and Occupational Stress among Public and Private Bank Employees’, examine the correlation between Job Satisfaction and Occupational Stress of Private and public Bank employees. Employees at public banks report higher job satisfaction and comparatively lower levels of occupational stress than those at private banks, according to the study. In addition, compared to male employees, female employees experience higher levels of stress and worse job satisfaction. The results of the study show a strong and unfavourable relationship between occupational stress and job satisfaction.

Angayarkanni and Selvi (2016) in their study, ‘An Impact of Occupational Stress and Job Satisfaction among Women Employees in Shopping Malls with special reference to Chennai Metropolitan City’, analyses the occupational stress which direct towards health stress in their routine work by focussing on women employees working in shopping mall. They arrive at the conclusion that occupational stress affects the working women in multi dimensional manner and it reduces the growth of the organisation.

Vadivu (2017) in her study, ‘a Study on Occupational Stress and Job Satisfaction among the Textile Managers in Tirupur’, examined the relationship between occupational stress and job satisfaction among textile managers in Tirupur. The study's instruments included the job satisfaction scale and the occupational stress index. She comes to the conclusion that job satisfaction and occupational stress are significantly correlated.

Sundaramoorthy and somasundaram (2017) in their study, ‘a study of job stress among sales personnel with reference to LIC: Trichy region’, examines the level of stress between the employees of LIC and the employees of Bajaj Allianz Life Insurance Company and also to analyse the impact of stress on employee’s performance. They have used as many as five variables like workload, time pressure, promotion, salary and pension. They arrive at the conclusion that the stress level of employee’s in LIC was less compared to the employees of Bajaj Allianz Life Insurance Company.

Hosseinabadi et al (2018) , in their study ‘ Evaluating the relationship between job stress and job satisfaction among female hospital nurses in Babol: An application of structural equation modeling’, examines the concept of job satisfaction and the relation between job satisfaction and job stress among hospital nurses in Babol County, Iran. They have used as many as seven job stressors on job satisfaction. They come to the conclusion that employees’ mental health may be impacted by job stress, which would lower their degree of job satisfaction. Additionally, job stress is one of several variables that might affect job satisfaction, which is a multifaceted issue.

Pushpa Devi and LalitaVatta (2018) in their study, ‘job stress in relation to job performance and job satisfaction among ICDS supervisors’, analyze the level of job stress experienced by supervisors in the Jaipur division and investigate the connections between job stress, supervisor satisfaction, and job performance. They have employed a wide range of factors, including political approaches, time constraints, responsibilities, lengthy workdays, travel, workloads, and phone conversations. They come to the conclusion that factors associated to stress had a detrimental impact on both job satisfaction and performance. Employee performance, behavior, and job satisfaction are all impacted by work stress. The study also comes to the conclusion that workplace stress management is necessary since it has an impact on employees’ behavior, performance, and job satisfaction.

Mittal and Bhakar (2018) in their study, 'Examining the Impact of Role Overload on Job Stress, Job Satisfaction and Job Performance-A study among Married Working Women in Banking Sector' assessed role overload as an independent variable and the other three as dependent factors in order to evaluate job performance, job stress, job satisfaction, and the link between these variables. The findings indicate that role overload has a negative impact on job happiness but a favourable impact on job stress and performance. The study also discovered that, although a certain level of stress enhances performance, it also leads to an increase in unhappiness, a person's performance increases somewhat with an increase in role overload.

Singh, Amiri, and Sabbarwal (2019) in their study, 'Role of Job Stress on Job Satisfaction', examine the role of stress on job satisfaction. They arrive at the conclusion that job stress had a direct impact on psychology and psychological factors and affect the different aspects of occupational life, especially job satisfaction. Additionally, they concluded that job satisfaction was negatively impacted by job stress.

Diksha Garg and Jasvinder Kr. Sidhu (2019) in their study, 'Job Stress and its Impact on Employees' Job satisfaction- An Investigation of Banking Sector in Haryana', examine the level of job stress and its effect on job satisfaction of employees working in different banks in Haryana. The instruments used in the study included the job stress Index and a job satisfaction rating scale. They came to the conclusion that although bank employees experienced stress at work, they were generally satisfied with their careers. Additionally, the study shows a strong inverse relationship between job satisfaction and job stress.

Nguyen, Hoang, and Nguyen (2020) in their study, 'The impact of occupational stress on job satisfaction and job performance of banking credit officers', investigate the effects of occupational stress on banking credit officers' job happiness and performance. They have identified up to six factors overloading the workload, manager pressure, time constraints, and financial constraints, interpersonal relationships at work, and working conditions that together make up

occupational stress. They arrive at the conclusion that occupational stress negatively affects job satisfaction and job performance. The study also reveals that job satisfaction has a positive impact on employees' performance.

Permatasari et al (2021) in their study , 'The Effect of Job Stress Occupational Safety and Health toward the Quality of Employee Life in Central Cimahi Post Offices', Examine the effects of occupational safety, health, and workplace stress on post office workers' quality of work life. They conclude that the quality of work life factors was negatively impacted by occupational safety and health variables, job stress variables, and occupational safety variables.

2.3.2. Job Stress and Organisational Commitment

Cicei (2012) in their study, 'Occupational stress and organisational commitment in Romanian public organizations' , analyse the liaison between occupational stress and organisational commitment on the basis of a sample of 102 employees working in five Romanian Public Organizations. The analysis revealed that workload, responsibility pressure, role conflict, quality concern and job vs. non job conflicts are the major source of occupational stress. Workload and responsibility pressure are in high negative liaison with affective commitment. It also identified that affective and continuous commitments are strongly negatively correlated with occupational stress whereas normative commitment is moderately correlated.

Burman and Shastri (2013) in their study, 'Occupational Stress and Organisational Commitment of Employees in Virtual and Traditional Teams: A Comparative Study', made a comparison between traditional and virtual team jobholders of different software companies on basis of their work place stress and organisational commitment level. The comparison made recorded that both teams are in conflict with each other, on their organisational commitment level but are at par, when work place stress is considered. The study also showed that continuance and normative commitment levels of virtual team jobholders are high than traditional team and are similar on affective commitment.

Monfared and Alipour (2015) in their study, 'Examining the Relationship between Job Stress and Organisational Commitment among Nurses of Hospitals', evaluated liaison between occupational stress and organisational commitment among hospital nurses. Based on results, it concluded significant inverse liaison between job stress and commitment. Further, it exhibited that peer support among complete job stress subscale is strongest forecaster of job commitment and also suggested that job commitment will be positively influenced by improving relations with colleagues.

Misbah Hayat Bhatti et.al., (2016), analyzed the impact created by job stress towards organisational commitment among the bankers in the banking sector. The survey was done by collecting 30 questionnaires from the employees of 3 different banks. The outcome shows that there is a negative and significant relation between organisational commitment and job stress. Result also depicts that stress is an important cause that reduces the commitment of employees towards the organization

Santhosh & Rajwinder (2019) in their study 'Occupational stress among teacher educators in relation to their organisational commitment' examined the association between occupational stress and organisational commitment. The sample for the study includes teacher educators working in Punjab University, Chandigarh. The study revealed a significant distinction between male and female teachers in terms of organisational commitment and work-related stress. The findings also indicated a strong correlation between teacher educators' organisational commitment and their level of occupational stress. Female educators face more stress and remain less committed to organisation as compare to male educators.

2.3.3. Job Satisfaction and Organisational Commitment

Coleman, Irving, & Cooper (1997) in their study, 'further assessments of a three component model of occupational commitment: Generalizability and differences across occupations' discovered the co-relationship between normative commitment and affective continuance and the result explores the turn over intention and job satisfaction. The final result demonstrates that whereas continuous

commitment has a negative relationship with job satisfaction, normative and affective commitment has a positive relationship. All these three types of commitment were not correlated to turn over intention positively.

Aameri (2000) in her study, 'Job satisfaction and organisational commitment for nurses', examined the relationship between job satisfaction and commitment. In this study the researcher using a sample of Saudi Arabian-registered nurses, the researcher found a high positive correlation between job satisfaction and organisational commitment. The study's findings showed that while the medical staff members were generally satisfied with their jobs, they gave their nursing home relatively little of themselves. The findings of the study revealed the age was apparently connected with job gratification and commitment but work experience was related only with the commitment. This study is restraint with a large survey on qualified nurses in Britain.

Sinem and Baris (2011), in their study, an empirical study of relationship among job Satisfaction, organisational commitment and turnover intention, examined the liaison among job satisfaction, organisational commitment and turnover desire of employees working in production and service sector. The findings of the study supported significant and positive liaison among job satisfaction and commitment. But, the relationship between job satisfaction and turnover desire found negative. Also, strong liaison of job satisfaction has been found with affective and normative commitment. This shows that for generation of affective and normative commitment in an employee, internal factors like performing things for others, job variety, experience and use of skills play a vital role than external factors like working condition, pay, supervision or promotion. Further, it suggested that both employers and employees need to create such working conditions and atmosphere which is happy, motivated and productive to work in and help in achievement of their goals.

Nagar (2012) in their study, 'Organisational Commitment and Job Satisfaction among Teachers during Times of Burnout', examined job satisfaction and organisational commitment among the teachers during the times of burn out.

The impact of improved job satisfaction on teachers' loyalty to their employer was also investigated in this study. The findings showed that lower job satisfaction is a direct result of all three burnout factors depersonalization, a decline in personal accomplishment, and emotional weariness. Female teachers were observed to be more devoted to their organizations than their male counterparts, and they also shown better levels of job satisfaction than male teachers. It was also shown that a higher level of job satisfaction was a major factor in the rise in organisational commitment.

Ismail & Razak, (2016), in their study, 'Effect of Job Satisfaction on Organisational Commitment', evaluate the association between organisational commitment and job satisfaction. The researcher has come out with three important findings. They are, organisational commitment has a significant association with the job satisfaction, intrinsic satisfaction level was highly associated with a commitment towards the organization and extrinsic satisfaction was highly significantly associated with the organisational commitment. The findings suggest that when employees are satisfied with the intrinsic satisfaction level and with the extrinsic satisfaction, then their job condition may grow to greater commitment towards organization in the study undertaken.

Asha Rani (2018) in her study, 'Job Satisfaction and Job Commitment of Library Personnel of CSIR Laboratories', examines the impact of various job related factors on job satisfaction and job commitment. She has used demographic as independent variables while twelve Job satisfaction variables and four job commitment variables as dependent variables. The study concludes that there is a positive relationship between job satisfaction and commitment, and that as job happiness improved, so did job commitment, and vice versa. Results of the study showed that people near the retirement feel were more satisfied form their job as compare to other professionals. Higher education as well as higher designation had also impact on the job satisfaction.

Dimas et al (2018) in their study, 'job satisfaction and job motivation towards performance through organisational commitment', examines the effect of

job satisfaction and job motivation towards performance through organisational commitment. . They have used as many as ten variables that contribute to job satisfaction and it leads to motivation and performance. They conclude that organisational commitment does not affect work satisfaction in terms of performance. Performance is impacted by job motivation due to the production department's organisational commitment. They also made the point that performance is the outcome of workers' efforts inside an organization, carried out in compliance with success criteria set by the organization.

Frempong, Agbenyo& Darko (2018), in their study, 'the impact of job satisfaction on employees' loyalty and commitment: A comparative study among some selected sectors in Ghana', investigates the relationship between job satisfaction and characteristics influencing employees, such as loyalty and dedication, in order to create an effective and efficient management system. They have used as many as four variables that contribute to job satisfaction and it leads to loyalty and commitment. They come to the conclusion that, in the manufacturing and mining sectors, job satisfaction has a significant impact on commitment and loyalty. They also find that, in various sectors, there is at least a significant relationship between HR practices, job satisfaction, and commitment or loyalty, which supports a number of theories and studies. The data indicates a noteworthy and affirmative correlation between the variables and job happiness. However, a closer examination of the variables reveals that their influence on job satisfaction varies across different industries.

Mina & Seyed (2020) in their study, 'Impact of Organisational Commitment on Job Performance', examine how organisational commitment affects both job satisfaction and job performance. The study took into account three main factors: job performance as the dependent variable, job satisfaction as the mediator variable, and organisational commitment as the independent variable. They arrive at the conclusion that organisation commitment as single variable demonstrates a higher correlation with job performance. And also considering organisation commitment as s single variable, depicts that this variable has a strong causal effect on both job

satisfaction and performance. The study suggests that if managers were forced to improve the commitment and they were short in time and budget, it was better to invest heavily on develop strategies in regard to affective commitment. This can alone improve the performance and level of satisfaction of employees.

2.3.4. Relationship among Job Stress, Job Satisfaction and Organisational Commitment

Usman et al. (2011) in their study, ‘Work stress experienced by the teaching staff of university of the Punjab, Pakistan: Antecedents and consequences’, investigated the association among “role ambiguity, role conflict and intellectual outcomes of job i.e. job satisfaction and organisational commitment” on the basis of sample of teaching staff working in university of Punjab. It was resolved that “role stress i.e. role conflict and role ambiguity” among teachers, are positively and significantly related whereas association among work stress and job satisfaction & organisational commitment is negative and significant. It also proposed that when teachers experience more stress at work, they are tend to be less satisfied with job and will lose their commitment towards organization.

Harun et al (2014) in their study, ‘Job Satisfaction, Organisational Commitment and Stress among Offshore Oil and Gas Platform Employees’, examine the level of job satisfaction, organisational commitment and stress among oil rig employees. The findings suggested that moderate level of stress and job satisfaction, while organisational commitment was found to be quite high among the respondents. Job satisfaction was found to have significant positive association with organisational commitment, on the other hand stress was found to be negatively correlated to organisational commitment and job satisfaction. The findings also showed that Stress has a significant negative relationship with organisational commitment and job satisfaction.

Agarwal (2015) in his study, ‘stress, job satisfaction and job commitment’s relation with attrition with special reference to Indian it sector’, examine whether stress is a major factor contributing to high attrition in the IT sector. The results showed that there was not any relation of stress to job satisfaction and job

commitment and indirectly it is not having any relation with attrition. They also arrived at the conclusion that Stress is not having any relation or commitment with the job satisfaction among the associates of the IT industry and Stress is not having any an impact also on the Job satisfaction and commitment among the associates of the IT industry.

Masihabadi et al (2015) in their study, 'Effects of stress on auditors' organisational commitment job satisfaction and job performance', measures the consequences of job stress on organisational commitment, job satisfaction, and job performance. They found that job satisfaction and organisational commitment are conversely affected by job stress. It additionally pointed that job stress and job performances are not directly contrarily affected but job stress via organisational commitment and job satisfaction affects job performance negatively. They arrived at the conclusion that job stress has a negative impact on job satisfaction via organisational commitment.

Tiwari and Singh (2016) in their study, 'Role of occupational stress to the relationship between job satisfaction and organisational commitment', determined the association between "job satisfaction and organisational commitment" and also explored that the occupational stress moderately affects the association, job satisfaction shares with organisational commitment. The result of the study concluded that less satisfied staffs is less committed towards their organizations and vice-versa. Further, moderation effect of stress on the association among "job satisfaction and organisational commitment" is small but significant enough.

Rajeshwaran and Aktharsha (2017) in their study, 'Job stress, job performance, and job satisfaction: An empirical study in IT organization', examine the impact of different types of stress on organisational commitment and also the impact of organisational commitment on job performance and job satisfaction. The results demonstrated that the personality related stress, family related stress, burn out related stress and subordinate related stress are the huge indicators of organisational commitment. It was also found that job performance is by and just regulated by continuance commitment whereas job satisfaction is get impacted by

normative commitment. It shows that it would be difficult for staff to leave the organization, if there could be no other alternatives for them to think about leaving and also, staying with the organization perceives like an obligation as much as of desire. It also implies that job satisfaction can be enjoyed when staff is obliged and loyal towards their organizations. It is also recommended that staff should cultivate affective and normative commitment to get satisfied with job for their own advantages.

Shah et al (2021) in their study , ‘The Role of Job Satisfaction and Job Stress on Registered Nurses Turnover Intentions Directly and Indirectly through Affective Commitment in Healthcare Industry of Twin Cities of Pakistan’, the indirect correlation through emotional commitment and the direct relationship between job happiness and job stress on the intentions of registered nurses to leave their jobs. It was discovered that there is a strong positive correlation between job stress and turnover intentions and a large negative correlation between job satisfaction and intentions to leave, and that emotional function serves as a mediator between these two variables.

2.4. Job Satisfaction Mediates the Effect of Job Stress on Organisational Commitment

Yousef (2002) in his study, ‘Job Satisfaction as a Mediator of the Relationship between Job Stressors and Affective, Continuance, and Normative Commitment: A Path Analytical Approach’, investigates the potential mediating role of job satisfaction between job stressors -namely, role overload-quantitative, role overload-qualitative, and lack of career development- as sources of stress on the one hand, and various facets of organisational commitment-namely, affective, continuance, and normative-on the other hand. He found that role overload directly and negatively influences both job satisfaction and affective commitment and that lack of career development as a source of stress directly and negatively influences job satisfaction. Findings of the study also suggest that job satisfaction mediates the influences of role overload on various facets of organisational commitment.

Malik et al (2010) in their study, ‘The Mediating Effects of Job Satisfaction on Role Stressors and Affective Commitment’, explore the mediating effects of job satisfaction on role stressors namely, role overload and role conflict as sources of stress, on one hand, and affective commitment, on the other. They used as many as two independent variables, namely role overload and role conflict as sources of stress, job satisfaction as a mediating variable, and affective commitment as dependent variable. They found that role overload and role conflict directly and negatively influence job satisfaction and also found that role overload and role conflict directly and negatively influence affective commitment.

Hashemi et al. (2015) in their study, ‘exploring the role of stress on organisational commitment among employees in hospitality Industry: The mediating role of job satisfaction’, explores the role of stress on organisational commitment, focusing on employees in the hospitality industry. This study developed a new conceptual framework that considers role stress as the independent variable (IV), the job satisfaction as the mediating variable (MV), and organisational commitment is a dependent variable (DV). They found that indirect effects of job satisfaction on the relationship between role stress constructs and organisational commitment.

Angelo &Supartha (2020) in their study, ‘Mediation of Job Satisfaction on the Effects of Job Stress, Transformational Leadership and Financial Compensation on Turnover Intention’, analyze the effect of work stress, transformational leadership, and financial compensation on employee turnover intention with job satisfaction as a mediating variable. They found that Job stress has a significant negative effect on employee job satisfaction. They also found that Job satisfaction is not able to mediate the effect of work stress and transformational leadership on employee turnover intention. However, job satisfaction can mediate the effect of financial compensation on employee turnover intention.

Widyaswari & Ardana (2021) in their article, ‘Role of Job Satisfaction Mediates the Effect of Job Stress on Organisational Commitments in Honai Resort Ubud Employees’, examine the role of job satisfaction in mediating the effect of job stress on organisational commitment. The results indicate that job stress has a

negative and significant effect on organisational commitment. Job stress has a negative and significant effect on job satisfaction. Job satisfaction has a positive and significant effect on organisational commitment. Job satisfaction is able to mediate the effect of job stress on organisational Commitment.

Darmawan & Wibawa (2021) in their study, ‘The role of job satisfaction in mediating the effect of job stress and competence on work engagement’, examine the role of job satisfaction in mediating the effect of job stress and competence on work engagement. The results of the study indicate that job stress has a negative and significant effect on work engagement, while competence and job satisfaction have a positive and significant effect on work engagement. This study was also able to prove that job satisfaction mediate the effect of job stress and competence on work engagement.

Gede et al (2023) in their study, ‘Job satisfaction mediates the effect of job stress on organisational commitment’, examine the mediating effect of job satisfaction on job stress and organisational commitment. They found that Job stress has a negative and significant effect on job satisfaction, Job stress has a negative and significant effect on organisational commitment, Job satisfaction has a positive and significant effect on organisational commitment and Job satisfaction can mediate the effect of Job Stress on organisational commitment. They suggest that Suggestions in this study are that the division of tasks and responsibilities must be based on the abilities that employees have so that they do not cause employee Job Stress.

Farhiya et al (2023) in their study, ‘The effect of job stress on organisational citizenship behavior with job satisfaction as a mediating variable and tenure as a moderating variable’, the role of job stress and job satisfaction in influencing Organisational Citizenship Behavior, as well as the role of job satisfaction as a mediating variable. The findings demonstrated that job stress has a significant negative impact on Organisational Citizenship Behavior, job stress has a significant negative impact on job satisfaction, job satisfaction has a significant positive impact on Organisational Citizenship Behavior, and job satisfaction can partially mediate between Job stress and Organisational Citizenship Behavior, and

tenure can moderate, thereby weakening the effect of job satisfaction on Organisational Citizenship Behavior, and that the lower the tenure associated with the longer employee tenure, the lower the Organisational Citizenship Behavior in employees.

Wijaya, Riana & Suwandana (2024), in their article, ‘the relation between Job Stress, job satisfaction and organisational commitment (study on employees of Bank Pembangunan Daerah Bali mangupura branch)’, analyze the relationship between work stress, job satisfaction and employee organisational commitment at the Mangupura Branch of the Bali Regional Development Bank. They found that work stress has a significant negative effect on Organisational commitment, Job satisfaction has a significant positive effect on organisational commitment and Job Stress has a significant negative effect on job satisfaction. They also found that Job satisfaction mediates the effect of job stress on organisational commitment.

2.5. Identification of Research Gap

After review of the available literature, it is clear that a large number of studies have been conducted in the area of Job Satisfaction, Organisational Commitment and Job Stress individually. Further, there are few studies which researched these three variables collectively. Limited research works specifically addresses Garmin Dak Sevaks particularly in the context of Job Satisfaction, Organisational Commitment, and Job Stress. Most studies focus on regular postal employees or other postal related sectors. These Gramin Dak Sevaks, who constitute around 57.47 % (Annual Report 2023 – ‘24) of the total workforce of the Department of Posts, are the first line warriors of the Department of Posts. They work at the ground level and act as the catalyst to implement the policies of the Government of India relating to the upliftment of the rural households. Moreover, many people are unaware that a category of employees known as ‘Gramin Dak Sevaks’ do exist in the Department of Posts. Therefore, this study aims to introduce the Gramin Dak Sevaks to the readers and analyse the relationship among Job Stress, Job Satisfaction and Organisational Commitment. Moreover, the existing research evidenced that the Job Stress is analysed under a single umbrella. But this

study attempts to divide the dimensions of Job Stress into Physical Stress and Emotional Stress. Likewise, the existing research works evidenced that the Job Satisfaction was studied under a single concept. But the study divides the dimensions of Job Satisfaction into: 1) Compensation and Interaction and Dynamics and 2) Job Environment Dynamics. There are lack of studies employing mediation analysis to explore how Job Satisfaction mediates the relationship between Job Stress and Organisational Commitment specifically among the Gramin Dak Sevaks. As per the knowledge of the researcher, no comprehensive studies are conducted in the area of relationship between Job Stress, Job Satisfaction, and Organisational Commitment among Gramin Dak Sevaks in Kerala Postal Circle and thus the study can make a significant contribution to the existing body of knowledge.

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CHAPTER 3

GRAMIN DAK SEVAKS – AN OVERVIEW

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- 3.1 *Introduction*
 - 3.2 *Evolution of the Gramin Dak Sevak system in India*
 - 3.3 *Recommendations of Gramin Dak Sevak Committees*
 - 3.4 *Profile of the Gramin Dak Sevaks*
 - 3.5 *Legal Status of Gramin Dak Sevaks*
 - 3.6 *Service conditions of the Gramin Dak Sevaks*
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3.1. Introduction

The department of posts is a part of the ministry of communications. The department of posts is headed by the secretary, department of posts, government of India who is also the chairperson of the postal service board. The apex management body of the department of post is postal service board. The apex body comprises the chairperson, additional director general and six members. Members of the board look after the areas of postal operations, personnel management, technology induction and implementation, postal life insurance and planning and development of human resources. The internal wing of the department of post is headed by additional secretary. For administrative convenience the postal network of the country is divided into 23 postal circles. Each Circle is headed by chief Post Master General. The Circles are further divided into Regions comprising groups of field units, called Divisions (Postal/RMS). Post Master General is the head of each region. In each region there are other functional and supporting units.

Kerala postal and Telegraph Circle was formed on 1st July 1961, bifurcating the then Madras Circle. Prior to integration with Indian Post Offices on 1st April 1951, there were separate postal systems in the former states of Travancore and Kochi called ‘Anchal Service’. The Anchal Service was meant for communication within the State only. Indian P & T Department also had its own Posts and Telegraph Offices in these States. Consequent on integration of the ‘Anchal Service’, all the then existing Anchal Offices were either amalgamated to the nearby Indian Post Offices or re-designated as Post Offices in the same location. The development of the Post and Telegraph services in the state got accelerated after the formation of a separate Circle in 1961 for the whole state of Kerala. The Kerala Posts and Telegraph Circle were initially under the charge of the Director, Posts and Telegraphs. With effect from 25th February 1965, the Circle was upgraded into a major Circle and placed under the charge of a Postmaster General. The functional bifurcation of the Posts and Telegraph Circles in the year 1974 took place in Kerala also. Accordingly, on 1st September 1974, Kerala Postal Circle came into existence.

Kerala Postal Circle is divided into 03 (three) regions viz. Trivandrum HQ Region, Kochi Region and Calicut Region comprising field units, called Divisions (Postal / RMS Divisions). Each Region is headed by a Postmaster General. Trivandrum HQ Region consists of 05 Postal Divisions and 1 RMS Division that is Thiruvananthapuram North, Thiruvananthapuram South, Kollam, Pathanamthitta, Tiruvalla, and RMS 'TV' Division. Kochi Region Consists of as many as 10 Postal Divisions and 1 RMS Division and includes Alappuzha, Aluva, Changancherry, Ernakulam, Idukki, Irinjalakuda, Kottayam, Lakshadweep, Mavelikara, Thrissur and RMS 'EK' Division. Calicut Region 09 Postal Divisions and 1 RMS Division and includes Kannur, Kasaragod, Kozhikode, Manjeri, Ottapalam, Palakkad, Thalassery, Tirur Vadakara and RMS 'CT' Division

3.1.1. India Post

The Department of Posts (DoP), generally termed as 'India Post' functions under the Ministry of Communication and Information Technology, Government of India. The Department of Posts is the largest postal network in the world having a network of as many as 1, 56,600 Post Offices. The vast postal network begins can be traced back to the year 1727 when the first Post Office was set up in Kolkata. Subsequently, General Post Offices was set up in Kolkata (1774), Chennai (1786) and Mumbai (1793). The Indian Post Office Act of 1837 was implemented, to bring some uniformity amongst the then Post Offices. This Act was further modified to comprehensive Indian Post Office Act of 1854. The Act reformed the entire system of the postal sector and its provisions give the monopoly of carrying mail in the British territories in India to the Indian Post Offices. The now prevailing postal system in India came into existence with the Indian Post Office Act of 1854.

In 1854, Railway Mail Service was introduced as also the Sea Mail Service from India to Great Britain and China. Thereafter, the Indian Post Office Act of 1898 was passed for regulating the postal services. The postal network of the Country is divided into 23 Postal Circles for administrative purpose. Circles are generally coexistent with a State with a few exceptions. The head of each Circle is a Chief Postmaster General. The Circles are further divided into Regions consisting of

field units, named Postal Divisions. Postmaster General is the head of each Region. The functional and supporting units like Stamp Depots, Store Depots and Mail Motor Service are in the Circles and Regions.

Post Offices in the country are divided into Head, Sub and Branch Post Offices. Branch Post Offices are mostly located in rural areas and are operated by Gramin Dak Sevaks. The Sub-Post Offices are named Departmental Offices and are located in both rural and urban areas. Head Post Offices are mainly located in important cities or towns mostly at district levels. Besides from the 23 Circles, there is a separate section called the Army Postal Services to take care of postal needs of the Armed Forces. The Army Postal Services is nominated as another Circle called the Base Circle. Additional Director General is the head of Army Postal Service and he is in the rank of Major General. Officers' cadre of Army Postal Service is deputed from the Indian Postal Service. Nearly 75 percent of the employees of the Army Postal Service are drawn from the Department of Posts and the remaining personnel are recruited by the Army.

In 1852, the first postage stamp in Asia was issued. These stamps were in circulated up to June 1866. The first postage stamp valid across the country was issued on 1st October, 1854 which provided an affordable and uniform rate of postage based on weight. On 18th February, 1911, the world's first air mail flight from Allahabad to Naini - took place. It covered an approximate distance of 20 kilometres across the river Ganga. Since then, the Department of Posts has proved to be one of the most important organisations of the country, playing an important role in the socio-economic development of the nation and connecting all the rural corners of the country.

While the core activity of the Postal Department is mail processing, transmission and delivery of mail, there are also a wide range of services in retail nature undertaken by the Department, which include money remittance, banking, as well as, insurance. The Department has also undertaken the disbursement of the social benefit payments, such as MGNREGA wages and social pension schemes. To meet the challenges of the new environment, where the mail is seeing a decline the

world over, the services provided by the Department of Posts are being upgraded, new diversified services being introduced by the department of post in accordance with customers, need and expectations. A major IT Induction and Modernization Project is currently being implemented in the department which focus on Business process re-engineering and improving the operational efficiency of the whole department.

The Department of Posts is under the Ministry of Communications which is headed by the Minister of Communications in our country. He is helped by the Minister of State for Communications. Secretary is the head of the department. The Director General of Postal Services handles all the matters relating to Administration and Operations. The apex management body of the Department of Posts is the Postal Services Board. It includes the Chairperson, Director General Postal Services, Additional Director General and six Members. The Additional Secretary and Financial Advisor is an invitee to the Postal Services Board. The Board have six members and they look after areas of Personnel Management, Postal Operations, areas of Technology Induction and Implementation, areas of Postal Life Insurance & Investment of Postal Life Insurance Funds, areas of Banking, areas of Human Resources Development, and areas of Planning. The Additional Secretary and Financial Advisor provide financial advice to the Postal Services Board. The Secretary is in charge of administration at the headquarters assists the Postal Services Board. In addition, Chief General Managers, Deputy Directors General, Directors and Assistant Directors provide necessary support to the Board.

For administrative purpose, the postal network of the Country is split into 23 Postal Circles. The Circles are generally co-incident with a State with a few exceptions. Chief Postmaster General is the head of each circle. The Circles are further divided into Regions consisting groups of field units, named Postal Divisions. Each Region is also headed by Postmaster General. There are units for doing the functions and supports like Stamp Depots, Store Depots and Mail Motor Service in circles and regions. Post Offices are divided into Head, Sub and Branch Post Offices. Branch Post Offices are mainly located in rural areas and are carried

and operated by Gramin Dak Sevaks. The Sub-Post Offices are located in both rural and urban areas and also called Departmental Offices. Head Post Offices are mainly located in important towns and cities mostly at district levels.

Apart from the 23 Circles, there's a separate wing called the Army Postal Services (APS) to satisfy the postal needs of the soldiers. The APS is designated as another Circle called the bottom Circle. Additional Director General is the head of this circle and he is the rank of Major General. The Indian Postal Service provides deputations to the Army Postal Service, where officers are appointed. The Department of Posts appoints over 75% of the other levels in the Army Postal Service, with the Army hiring the other staff members.

As a service-delivery organization, the Department of Posts requires competent personnel that are aware of the needs of its clients. In the ever-evolving world of IT enablement, computer literacy is critical to providing services. Therefore, it is necessary to have planned and targeted training and development programs that are meant to be accepted by finance, operations, and administrative staff. As a result, all cadres and staff categories receive training at the entry level, and all staff categories also receive mid-career training at different times. The Indian Postal Service officers and other managerial cadres receive induction and in-service training at the Academy.

With the use of updated information technology, the Department of Posts is now able to offer superior delivery, customer, and operational capabilities. It is now pursuing banking services and providing payment services under the license granted by RBI, making it the third company in India to establish a payments bank. With the use of the newest technology, the post office is replacing its outdated money order system with the e MO (Electronic Money Order) and IMO (Instant Money Order) services. It also administers government-sponsored programs like the Atal Pension Yojana, PMJJBY (Pradhan Mantri Jeevan Jyoti Bima Yojana), and PMSBY (Pradhan Mantri Suraksha Bima Yojana). Other innovative products and services offered include enabling international money transfers (IMTS), distributing mutual funds, and opening National Pension System (NPS) accounts, providing a variety of

savings plans, insuring letters and packages, and providing a broad range of mail services.

3.2. Evolution of the Gramin Dak Sevak system in India

The Extra Department System in India was introduced by British imperialism. The main objective was to provide affordable and cheap postal services to rural areas by exploring cheap labour and unemployment. In the initial years, station masters, school teachers, etc. were engaged as Branch Postmasters. These Branch Postmasters were engaged not on remuneration but as an honour to work under the British Government. As time passed by, this system too expanded. At the time of our Independence, about 25000 Extra Departmental employees were working in India. Initially, only Branch Postmasters were appointed later on, delivery agents, mail packers, mail carriers, mailmen, stamp vendors, etc., were also appointed as Extra Departmental Agents.

While implementing the five year plans, the government of India had decided to provide communication facilities to each and every corner of the country. One post office for every 5000 people was the goal set by government of India. As a result of this more and more branch post offices were opened every year. At the initial period of British imperialism, extra department employees had no fixed amount of remuneration and their duty is also not fixed. Union of Postal & Telegraph workers strike of 1946, they also raised a demand of Extra Department Employees. The National Federation of Posts and Telegraphs Employees had called for a nation wide strike in 1957. In their strike notice, along with their demands, the demands of Extra Departmental Agents (EDAs) were also included. As a result of this strike, the Government simultaneously appointed another committee called Major C.V.Rajan Committee concerning Extra Departmental Agents (EDAs). The main purpose of this committee was to consider the matter of pay revision of Extra Departmental Agents and also to review their service conditions. The present service conditions of the Gramin Dak Sevaks are governed by the recommendations of the Shri Kamalesh Chandra committee appointed in 2016.

3.2.1. Gramin Dak Sevaks

The post designated as Gramin Dak Sevaks (GDS) can be found in Department of Posts Branch Offices. The majority of these branch post offices which make up over 70% of all post offices are found in rural areas. A Branch Postmaster with the designation GDSBPM and additional Gramin Dak Sevaks with the designation Assistant Branch Postmaster are assigned to each Branch Post Office. In certain Branch Post Offices, the GDSBPM serves as the Assistant Branch Postmaster in addition to the BPM. Previously these Gramin Dak Sevaks were referred to as Extra Department Agents. Despite being the backbone and an essential component of the largest postal system in the world, the government has not granted the Gramin Dak Sevaks the status of Civil Servant. Therefore, they are not government employees in a legal sense.

Gramin Dak Sevaks (GDS) are commonly employed in the Union Ministry of Telecommunication's several Post Offices. Gramin Dak Sevaks are appointed to various post offices in each of the 23 states and circles that are dispersed throughout the nation. In contrast to traditional salaried positions, GDS work is governed by the 2011 GDS (Conduct and Engagement) Rules. The guidelines and policies governing the appointment of GDS posts differ from those governing regular employees. On GDS posts, allowances are paid in accordance with the “Time Related Continuity Allowances (TRCA)” system rather than an estimated monthly salary. The working hours on GDS posts are lower, that is less than 5 hours, than regular post employees. Gramin Dak Sevaks are posted in various categories in post offices – GDS is appointed as Branch Post Masters, GDS is appointed as Mail Deliverers, GDS is appointed as Mail Packers and GDS is appointed as Mail Carriers. All these appointments are permanent in nature because they are appointed in substitute to those for regular vacancies. However, if they are appointed as GDS category, they will always have to work on the GDS post only. But GDS employees has the option to appear for the departmental exams and if they get selected as on various regular departmental posts, like Multi Tasking Staff (MTS) or Group D or Class IV employees.

The post of GDS is the lowest in the hierarchy, whichever category a candidate is appointed on GDS post. The various functions of GDS include assisting and helping the senior officials to dispense the category wise duties of department. The main qualification needed to become a Gramin Dak Sevaks a candidate is Secondary education (10th) with any stream or subject from a recognized university or educational institution. In addition the candidate must have a certificate computer course with minimum 60 working days duration from a recognized institution. To become a Gramin Dak Sevaks the age limit range of 18 years to 40 years. The reserved category (SC / ST / OBC / PWD/ Ex SM) candidates get relaxation in upper age limit according to the rules and regulations issued by the Government. The selection of candidates for Gramin Dak Sevaks is based on the basis of their performance in academic records. According to their academic records in the tenth standard a merit list prepared. In the selection process, no any preference is given for Persons having higher qualifications. For the post of Gramin Dak Sevaks the salary is not in the nature of regular or fixed. GDS are paid only allowances according to the ‘Time Related Continuity Allowances (TRCA)’, issued by the Government for this post. The service of Gramin Dak Sevaks (GDS) is common at various Post Offices in 23 states/circles spread across the country. So the vacancies for Gramin Dak Sevaks are notified by the State wise or Circle wise directly. The notifications for the post of GDS are advertised in weekly Employment News being published by the Publication Division of the Government of India, and it is to be in various national daily newspapers and various job portals and various mobile application publishing government job updates.

3.3. Recommendations of Gramin Dak Sevaks Committees

The Government constituted various committees to look into the working and service conditions of the Gramin Dak Sevaks. The following are the committees constituted till date.

3.3.1. E D Committee - Major C.V.Rajan Committee- 1957

This is the first E D Committee constituted by the government. The major recommendations of the C.V.Rajan Committee were accepted by the Government of India. The following are the major recommendations.

1. Intensive examination should be undertaken to improve the present mail arrangements
2. In order to secure quicker mail services, Cycle allowance should be granted more freely to Extra Departmental Mail Carriers.
3. The Extra Departmental Agents doing out-door work should be granted advance for the purchase of cycles
4. Every branch office doing delivery work should be attached a delivery agent.
5. All Extra Departmental Delivery Agents should be required to furnish security and authorized to deliver articles and pay money orders.
6. Frequency of service to villages should be increased. The standards recommended by the Postal Development Committee 1957, may be adopted.
7. Conditions for the investment of Savings Bank powers to Branch Offices should be liberalized and Savings Bank facilities extended to more offices.
8. Extra Departmental branch offices having more than five hours work should be converted into departmental sub-offices. While converting such branch offices there should be no consideration of either the income or cost involved.
9. Extra Departmental sub-offices would be useful in semi-urban areas.
10. The teaming of departmental staff with extra departmental agents of the corresponding category in the same office is not desirable.
11. Extra Departmental sub office may be authorized to issue Broadcast Receiver Licences.
12. It is not advisable to authorize Extra Departmental Branch offices to issue Broadcast Receiver Licenses. When there is a demand, Branch Offices may only accept the fee and forward the application to the account office for issue of the license.

13. Extra Departmental Branch offices should be invested with Insurance power more liberally.
14. Insured articles up to Rs. 100/- may be sent out for deliver though Extra Departmental Delivery Agents.
15. Minimum educational or age qualifications are not necessary for appointments as Extra Departmental Agents.
16. School teachers are well suited to work as Extra Departmental Branch Postmasters.
17. There should be no objection to larger employment of shopkeepers as Extra Departmental Branch Postmasters.
18. It would be healthy to encourage employment of women as Extra Departmental Branch Postmasters.
19. There should be no objection to employ village officers as Extra Departmental Branch Postmasters where they satisfy the requirements of the Department
20. Officers of the Department should keep in touch with the developments in the village polity and maintain contact with village panchayat in regard to manning and running rural post offices to the best advantage.
21. While selecting Branch Postmasters, while there may be a bias in favour of a school teacher, village Headman or accountant or a nominee of the village panchayat, the Superintendent of Post Offices, should have wide discretion to appoint the best candidate available.
22. The above observations would apply equally to appointment of Extra Departmental Sub-Postmasters. Continuance of the cadre of Extra Departmental Sorters is not recommended. Recruitment to other categories of Extra Departmental staff should be with reference to local conditions as at present.
23. In the case of Extra Departmental Sub-Postmasters, the condition of having some other avocation must be enforced.

24. The present method of recruitment of persons without other avocations to work as Extra Departmental Messengers, Extra Departmental Delivery Agents etc. has to continue inevitably; but Inspectors of Post Offices should be wary and select only men of good character.
25. All new Branch Postmasters should be given training in their work at their Branch Offices by the Mail Overseers for a period of 5 days.
26. Book of Branch Office Rules should be supplied to all the Branch Offices.
27. A number of rules in the Book of Branch Office Rules require be amending and rearranging.
28. All Heads of Circles should arrange to supply for Branch Offices in local languages. Correction slips to rules should also issue promptly.
29. A list of common irregularities should be embodied in the Rules for Branch Offices
30. An abstract of postal information and or Part I of the P&T Guide proposed to be published by the P&T Directorate should be supplied to all Branch Offices periodically.
31. Forms for use in the Branch Offices may be printed in the regional languages.
32. Forms for use in the Branch Offices may be printed in the regional languages.
33. The pace of decentralization of sub account work should be quickened by converting more Branch Offices into Sub-Offices for better financing and control of rural Branch Offices.
34. Mail Overseers may be sanctioned on the basis of one for 25 Branch Offices.
35. The Mail Overseers should be given training for one month by Inspectors.
36. Mail Overseers should answer a few questions when they visit Branch Offices.

37. The headquarters of Mail Overseers should be at the most convenient point in a Division.
38. Travelling Allowance Rules in regard to Mail Overseers should be liberalized.
39. Second Inspection of offices should be reintroduced without further delay.
40. The form of Branch Office Abstract should include two more columns showing (1) the cash received and (2) remitted daily by the Branch Offices. There should also be provision for indicating the limit of remittance.
41. The Account Offices should check and certify that the entries made in the Branch Office abstracts are correct.
42. The Branch Offices should submit a monthly statement of money orders paid at the Branch Office along with the Branch Office Abstracts.
43. The limits of remittance to Branch Offices should be liberalized. A general review of the minimum balance fixed for Extra Departmental Branch Offices is also necessary.
44. It is necessary to insist on punctual submission of Branch Office Abstracts.
45. The Inspections of Branch Offices should be properly spaced.
46. Up-to-date copies of Village Sorting Lists and Route Lists and Beat Maps should be supplied to all Branch Offices.
47. A Guard Book should be supplied to each Branch Office to preserve all important documents.
48. Split attendance in respect of Branch Offices should be avoided wherever possible.
49. The working hours of a Branch Office should be normally three hours. There is no need to keep a Branch Office open for more than 4 hours, except with the permission of the Head of the Circle. But Branch Offices doing Telegraph, Phonocom and Telephone work should be kept open for 5 hours.

50. Petitions submitted by the Extra Departmental Agents against summary removals from service should be entertained. Necessary provisions should be incorporated in the rules.
51. Gratuity at one month's total emoluments for every three years of completed service may be granted for Extra Departmental Agents who are discharged due to departmentalization of their posts, provided they have put in not less than six years of service.
52. All Extra Departmental Agents should be allowed to join the Post Office Life Insurance Fund.
53. Extra Departmental staff should be granted 7 days 'annual leave' at Government expense after they complete one year's service, and on their providing the substitutes.
54. A system of 'unit' credits' for the work performed by the Branch Postmasters, the units being linked to a monetary value, should be adopted for determining the allowances of the Branch Postmasters
55. A basic minimum allowance of Rs. 12/- should be paid to the Branch Postmasters for a minimum attendance of three hours per day and for a minimum quantum of work to be performed. An additional sum of Rs. 1/- should be granted for each hour above the 3 hours according as the attendance prescribed is 4 to 5 hours per day.
56. The Committee has fixed certain time allowances for the items of work performed in EDBOs and has devised a point system based on this. The basic allowance for an EDBPM is to be determined on the number of points so compute as well as points allowed for cash transactions in this office.
57. In order to qualify for the minimum allowance of Rs. 12-p.m. 48 minutes of work per day or 20 hours of work p.m. would have to be performed by EDBPMs.

58. For filing of receipts, attending to correspondence and for providing an element of house rent, a sum of Rs.1/- p.m. should be paid to EDBPMs.
59. As an incentive, opening of new accounts in Savings Bank should be treated as two operations.
60. The maximum allowance payable to Branch Postmasters should be raised from Rs. 25/- to Rs. 30/-
61. The allowances of the Branch Postmasters should be reviewed and revised once in two years.
62. For special reasons and special localities, Heads of Circles should be authorized to increase the allowances of the Branch Postmasters by 10 %.
63. Branch Offices performing telegraph, telephone or Phonocom work should be kept open for 5 hours. For this extra attendance and for a minimum work of 60 operations, and additional credit of 10 points should be given under the 'Point System'. For every additional 12 operations beyond the first 60 operations per month, an additional credit of 2 points should be given. Local and late fee calls will be excluded from the calculation.
64. The minimum allowance of an Extra Departmental Sub-Postmaster should be Rs.25/- per month and the maximum Rs. 45/- per month. There should be a minimum work up to 3 hours in terms of time test. The allowance should be increased over the minimum allowance by Rs. 5/- per month for each increase of half an hour's work.
65. The cadre of Extra Departmental Sorters should be abolished.
66. An all India standard for creating Posts of departmental Postmen and Village Postmen and certain categories of Class IV officials is necessary.
67. The minimum allowance of all Extra Departmental Delivery Agents should be raised to Rs.12/- per month and this would cover a minimum work of two hours per day, the work being measured by the Circle standards for the corresponding

category of departmental officials. For each additional half an hour's work, an additional allowance of Rs.3/- per mensem up to four hours and Rs 2/- per mensem beyond four hours up to five hours should be given. A time factor of 15 minutes should be given to Extra Departmental Delivery Agents for rendering returns.

68. Extra-Departmental Delivery Agents should return daily to their headquarters. Where the work load is in excess of 5 hours either the post should be departmentalized or more than one Extra-Departmental Delivery Agent should be employed.
69. The maximum allowance of an Extra-Department Delivery Agent should be raised from Rs. 25/- to Rs. 30/- p.m.
70. Local standards should also apply for creation of posts of Extra Departmental Runners, Extra-Departmental Mail Carriers, Extra-Departmental Packers, Extra-Departmental Mail Peons and Extra Departmental Letter Box Peons. In the case of Extra-Departmental Runners and Extra-Departmental Mail Carriers, provision should be made for the waiting time, if any, between two spells of duties up to a maximum of one hour. The allowance for this period of idle wait should be Rs. 2/- per month for every half hour.
71. The cadre of Extra-Departmental Chowkidars should be abolished.
72. The cadres of Extra-Departmental Sweepers, Extra-Departmental Water Carriers and Extra-Departmental Malies should be abolished and contingent officials appointed instead.
73. Extra Departmental Boy Peons and Extra Departmental Messengers should not be recruited in future.
74. The minimum basic allowance of Extra-Departmental Messengers should be Rs.12/- per month covering a minimum of 5 telegrams delivered per day, and this should be increased at the rate of Rs.4/- per month per complete set of 2

telegrams in excess of the first 5 telegrams and up to 13 telegrams delivered each day. The maximum allowance should be Rs. 30/- per month.

75. The minimum basic allowance of Extra-Departmental Boy Messengers should be Rs.10/- per month covering a minimum of 3 telegrams delivered per day, and this should be increased at the rate of Rs.3/- per month per complete set of 2 telegrams in excess of the first 3 telegrams and up to 9 telegrams delivered each day. The maximum allowance should be Rs. 20/- per month.
76. The Extra Departmental Messengers, Boy Peons and Boy Messengers may be granted a cycle allowance up to Rs. 4/- per month for the use of cycles for delivery of telegrams provided the maximum allowance prescribed is not exceeded.
77. Extra Departmental Stamp vendors should be employed whenever the daily sale of stamps of an office ranges between Rs. 120/- to Rs. 200/- excluding bulk sales of Rs. 5/- or more.
78. The minimum allowance of an Extra Departmental Stamp Vendor should be Rs. 20/- and the maximum Rs. 35/-, the minimum being increased at the rate of Rs. 3/- for every Rs. 20/- worth of stamps above Rs. 120/- .
79. As in the case of Extra Departmental Branch Postmasters, Heads of Circles may sanction an increase up to 10% with allowance paid to all other categories for special reasons.
80. Extra Departmental Stamp Vendors employed in the Railway Mail Service should not be required to attend on Sundays.
81. An element of house rent for Branch Offices is included in the Allowance of the Branch Postmaster under ‘Ancillary items’.
82. In special cases the Head of the Circle may sanction House Rent allowance up to Rs. 3/- per month for each rural Post Office and 5/- per month for each urban Post Office in charge of Extra Departmental Agents.

83. A cash payment of 50 naye paise per month for each Extra Departmental Branch Office and Rs. 2/- per month for each Extra Departmental Sub-Office should be made as stationery charges. Carbon paper and sealing wax should be supplied to all Extra Departmental Offices by the Department.
84. The scale of supply of carbon paper should be increased.
85. A stationery allowance of 10 naye paise should be paid to all Extra Departmental Delivery Agents.
86. Furniture should be supplied to all Extra Departmental Offices under a phased programme, according to the scale of supply already fixed.
87. Cash chest and time pieces should be supplied to all Extra Departmental Branch Offices.
88. Extra Departmental Agents may be supplied with badges only. There is no case for supplying uniforms.
89. The condition of 5 years minimum service for Extra Departmental Agents for eligibility to appear for the Departmental tests should be reduced to three years.
90. The age limit of 40 for absorption of Extra Departmental Agents should be extended for their absorption in the clerical cadre. They should have put in 3 years continuous service with good record, and should have passed Matriculation or equivalent examination.
91. In addition, there should be a special departmental competitive test for promotion of Extra Departmental Agents to the Clerical cadre. A special quota of 10% of the vacancies should be reserved from Extra Departmental Agents in clerical cadre. This quota will be from the quota now reserved for outsiders. Extra Departmental Agents who may pass the Matriculation examination or its equivalent, after joining the Department will not be eligible for automatic promotion.

92. Extra Departmental Agents qualified in telegraphy may be given a weightage of 20 marks in the Departmental tests for absorption in the clerical cadre.
93. Suggestion for maintenance of certain special statistical data.
94. It is desirable that expenditure on Extra Departmental Agents who are a category by themselves should be readily ascertainable for budget and accounts. For this purpose, the main items of expenditure should be recorded under separate heads.
95. Extra Departmental staff should be included in the scheme for 'Good performance Allowance' if this is granted to Departmental staff.
96. It is not desirable to extend the Extra-Departmental system to all categories of staff.

3.3.2. E D Committee - Madan Kishore Committee-1970

The major recommendations of the Madan Kishore Committee were:

1. It is necessary that some curbs should be applied to opening of post offices so that new effort in this direction is really extended to area which have been less favoured so far and really need further development.
2. The following steps are necessary for further plans for opening/continuance of post offices;
 - i. A minimum distance should be prescribed separately for rural and urban areas within which no post office should be approved or opened to continue, even if such post office is expected to be or is remunerative.
 - ii. The minimum distance fixed as recommended in (i) above or the distance limit of 3 (or two) miles should not be the road distance; instead, it should be the radial distance. It may, however, be relaxed in cases of natural obstacles like un-fordable rivers having no normal boat service or absence of bridge and presence of marsh, hill, or forest.

- iii. There should be a reduction in the experimental period to 5 years from 10 years.
 - iv. No post office should be opened or retained if it is not expected to be remunerative or loss on it to come within the limit prescribed for permanency within the period fixed for trial.
 - v. A proper survey for opening of post offices in every division and circle should be undertaken before plans therefore are drawn up and numerical targets for opening post offices are fixed.
 - vi. A review of the income and cost of a Branch Post office should be made every two years when the allowance of the BPM is reviewed and a register of income and cost thereof should be maintained in the Divisional offices for the record.
3. Reasonably satisfactory service must be a necessary attribute of opening of new post offices most important of which is proper accelerated delivery of mails.
 4. (i) BPM should be entrusted with the delivery work in exceptional cases only, and this Delivery work should be for the Village having the post office in it only. Notably, the delivery work must be done outside the prescribed working hours of the post office.

(ii) BPM may be entrusted with the conveyance of mails if they are willing and also if the exchange point is not at a considerable distance.

(iii) The prescribed work of delivery and conveyance of mails should be performed by the BPM outside the hours fixed for the business of the Post office business and notably, the total workload should not exceed more than 5 hours of duration.
 5. The question regarding evaluating the cost/income of a post office may be studied once again to evolve a more scientific and realistic formula.

6. Facility of payment of military pensions may be extended to branch post offices in all circles.
7. Extra department delivery agents should be authorised to book registered articles like village postman.
8. Extra department delivery agents attached to post offices which are telegraph offices be authorised to book telegrams.
9. Money order forms need not be carried by village postman, Extra department delivery agents.
10. Facility of encashment of certificates through village postman be withdrawn and the forms scrapped.
11. All branch offices may be authorised to do registration work independently.
12. A departmental office may be abolished and converted into either a branch office or a sub office leaving only one type of branch office namely E D Branch office in the field
13. There should be no extra department sub office both in urban and rural areas. The existing extra department sub offices in urban areas should either be closed or converted into departmental sub offices. Existing extra department sub offices in rural areas should either be converted into a branch office or sub office.
14. No extra department post offices should be opened or retained within urban areas where one or more departmental post offices exist.
15. There would be only one type of agency office and that may simply be known as branch post office. The agent who is the charge of such Branch Post office may be called as Branch Postmaster. There is no need to prefix the terminology “Extra Departmental” either with branch office or with branch post master.
16. Conversion of branch offices into departmental offices by withdrawing post from another should be permitted only when the reduction of work in the office is substantial and also offices from which branch offices are withdrawn have

more than 20 branch offices in account and need decentralisation of sub accounts of work and the decentralisation also helps in improving mail and financing arrangements of the offices.

17. The minimum working hours of any Branch office should be 2 hours only. Working hours should be increased beyond the minimum of 2 hours on the work load on the basis of the proposed time test to the nearest half-hour. Working hours of branch office should not be enhanced merely because telephone / telegraph facilities are provided.
18. The period of duty of extra departmental delivery agents, E D Mail peons, ED letterbox peons and ED mail carriers / runners in case cycle allowance is sanctioned, should be calculated on the basis of time spent on the journey by cycle and not as is spent by travelling on foot and the allowance fixed accordingly.
19. There is no need to retain E D Boy messengers and E D Boy peons.
20. Category of E D stamp vendors and E D porters should be retained.
21. Categories E D Mail carrier, E D Water carrier and E D Sweeper should be discontinued and replaced by part time contingency paid staff or contingent allowances.
22. Branch office should not maintain the stock register; instead all articles supplied to branch offices should be borne on the stock book of Account offices.
23. Whenever a new service is introduced in a branch office, the procedure to be followed by the BPM and the details of proposed service should be sent by the divisional office to the BPM in regional language.
24. Rule 238(2) of Vol.VIII should be amended to enable the divisional superintendent to inspect the Branch Office at least once in ten years. The percentage of such inspection should be fixed uniformly at 10%.
25. The number of branch offices in division should be in between 400 to 500.

26. The second inspection of all Branch offices must be reviewed as early as possible. The standards for inspectors should be revised sufficiently to have time to pay surprise visits.
27. The period of training for mail overseers should be increased from 14 days to one month.
28. The minimum educational qualification for ED Agents as prescribed by Madan Kishore Committee is presented in the below table.

Table 3.1

Minimum Educational Qualification for ED Agents

Designation	Educational Qualification
BPM	VIII Standard
EDDA/ EDSV	VI Standard
E.D. Packers, ED LB Peons, ED Mail Peons, ED Porters, and ED Runners	Same as Departmental whole time Employee of similar categories

However, the Committee recommended that preference be given to matriculates for BPMs and VIII standard pass for all other categories.

29. At the time of engagement, the minimum age prescribed for ED Agents is 18 years. There was no need to fix the upper age limit of E D Agents for their engagement. The present upper age limit of 63 years extendable to 65 years may be continued. However, the ability to cycle should be a prerequisite for appointing the other categories of ED Agents like EDDAs, ED Messengers, ED mail carriers, etc., in areas where the cycle can be used.
30. For running a rural post office selection of proper person is necessary so that
- (a) In the case of Branch Post Master (BPMs) should be a resident of the village where the branch office is located.
 - (b) He is able to attend to the post office work at the time of receipt / dispatch / delivery of mails irrespective of his min avocation.

- (c) The mail carriers are residents of the station of main post office or stage where from the mails originate / terminate.
- (d) Other ED Agents are residents of the place of their work.
31. The provision of adequate income from other sources should be strictly enforced in the case of three categories of BPMs, EDDAs, and EDSV. For the E D agents dealing with closed mails or doing other ancillary jobs like those of packers, Chowkidars, porters etc., security as for departmental counterparts should be an adequate safeguard and there need be no proper verification that he has another source of income other than the allowance for the postal work, Branch Post Master performing Savings Bank work must have immovable property in their own right.
32. The present method of imparting training to the BPM at the branch office should continue, the period may be increased to one week.
33. Monthly work hours of a branch post office should be calculated on the proposed time test prepared by the work study group on the average statistics of accountable traffic and transactions for four months in a year – one month in each quarter –and statistics for 14 days of unregistered traffic of which 3 day figures should be verified by the inspector of post offices.
34. An element of compensation of dearness should be included in the consolidated remuneration of the E D agents and it would not be fair to allow a flat rate of compensation for it to all EDAs irrespective of workload and hence of basic remuneration.
35. The remuneration for EDAs should be fixed proportionately for the hours of work they perform at the hourly rate determined on the starting salary plus dearness pay and dearness allowance including interim relief admissible to the whole time employee of corresponding cadre thereof.
36. Cycle allowance should be separate item as in the case of E D messengers and limitation placed on its grant is not justified.

37. The instructions for fixing despatch of mails after their receipt at branch offices may be relaxed and receipt and dispatch timings allowed to be fixed on more practical consideration to avoid hardship to ED agents by enforcing split duty.
38. In an office where E D Agents and Departmental whole-time staff are employed, there should be proper review of duties so that work is distributed between both of them more equitably.
39. The Present restrictions of an E D Agents not to participate in an election to a localAuthority or any legislative assembly or use their influence or canvass inConnection with such elections should continue.
40. The amount of security offered E D Mail carrier, E D Runner, EDDA etc should be increased to Rs. 350.
41. The E D agents should have their own Association and this association should be independent of the present two federations consisting of full time employees in the department.
42. The special leave concessions of departmental employees unions should be extended to office bearers of the E D Agents Association also. However, the said officer-bearers of the ED Agents should agree to the condition that a substitute will be paid by the department at the same rate as the EDA received off for the days of their absence up to the maximum prescribed during the year. Any absence over the Maximum will be treated as normal leave.
43. The minimum service limit for the grant of gratuities should be reduced to 10 years from 15 years.
44. There should be no maximum limit of gratuity that has to be sanctioned to the EDA.
45. In case of death of an EDA, the Gratuity that would have been admissible to them may be granted to their legal heirs or dependents.

46. If the family of a deceased EDA is left with no income earning members , the widow, son, or daughter of the deceased EDA may be given employment in relax to the current recruitment rules in the department
47. The Head Record Office/ Head Post Office should maintain the Records of service of EDAs.
48. Following outdoor E D agents should be included among the categories eligible for benefits under Workmen’s Compensation Act.
 - i. E D Delivery agents
 - ii. E D porters
 - iii. E D mail peons
 - iv. E D Letter Box peons
49. A benevolent fund should be established for EDAs.

3.3.3. E D Committee- R.R.Savor Committee 1984

Summary of recommendations of E D Committee that the Government accepted were:

1. The cadre of Extra Departmental Stamp Vendor (EDSV) should be abolished.
2. The system of appointing departmental stamp vendors should be discontinued. The sale of stamps should be regulated on a commission basis only. The rate of commission should be fixed at 3%.
3. No extra departmental agent should be employed in cities and urban areas.
4. Only five categories of ED agents should remain, namely, BPM, EDDA, Mail Carrier, packer, and ED at RMS
5. Branch offices which do not satisfy the condition of the minimum distance of 3 KMs, unless specifically authorised by the D.G., should not be retained.

6. The provision of a second delivery in any branch post office is not justified. If second delivery is considered necessary, it can be made at the window of the branch office.
7. There should be a scrapping of the mobile post office scheme altogether.
8. It is essential to enforce rigidly the duties of E D delivery agents in respect of sale of stamps and booking of registered letters. He may also be entrusted with booking of money orders also.
9. The divisional superintendent should be given discretion to authorise E D Delivery agent of specified post offices to book money orders. The E D Delivery agent may be paid a fixed amount of 20 paise per money order booked by him, in addition to his emoluments.
10. There should be an abolition of ED sub-offices altogether.
11. The E D branch post master is downgraded E D Sub offices, should be appropriately given the consolidated allowance admissible to an E D Branch Post master.
12. In the case of discrimination be given up and the grant of consolidated allowance be made uniform, based on workload.
13. The stationery allowance may be fixed at Rs.3 for the branch post master and Re. 1to the E D delivered agent and E D mail carrier performing delivery work. The use of ball pen and refills should be taken into account in place of pencil, ink and pen.
14. The equation between departmental and E D employee is recommended as follows for the purpose of reckoning of remuneration.

ED Branch postmaster head postman

ED Delivery agent postman

ED mail carrier Group 'D'

22. The workload hours after the first one hour should be regulated to the nearest 15 minutes for all E D agents.
23. In case of entire package of recommendations is not acceptable, other options as indicated may be explored for deciding the wage structure.
24. In the context of the entire scheme of remuneration and work hours recommended by the committee the work study report must be applied to the statistics of a branch office for measuring the workload.
25. The Workload of the EDDA should be measured in the same manner as in the case of Postman.
26. A forum for joint consultation at the circle level and at the departmental level should be provided. There is no case for ED agents being represented at the National JCM.
27. Cycle allowance should be increased as follows:-
 - (i) Up to 8 Kms---Rs. 14.
 - (ii) Between 8 Kms and 12 Kms---Rs. 16.
 - (iii) Between 12 Kms and 16 Kms---Rs. 18
 - (iv) Between 16 Kms and 20 Kms---Rs. 20
 - (v) Between 20 and 24 Kms---Rs. 22.
 - (vi) Between 24-28 Kms---Rs. 24
 - (vii) Above 28 Kms---Rs. 26
28. Winter allowance, Project allowance, and Bad climate allowance may be paid to the ED agents in the proportion of their emoluments of comparable categories of their government servants
29. The present system of Payment of Rs.10 towards maintenance should continue and this amount would also take care of the rent for the branch office.

30. Advance for natural calamities like floods may be given to the ED agents in the same proportion as their emoluments bear to their Departmental counterpart employees.
31. The amount of bonus to ED agents should be worked out as wages for a specific number of days in the same manner as for departmental employees.
32. The minimum service limit for eligibility to receive gratuity should be reduced to 5 years from the present limit of 15 years.
33. The amount of gratuity to be paid should be at the rate of half month's emoluments for every completed year of service.
34. There is no need to fix the maximum limit on gratuity, but the amount of gratuity paid should not exceed 16½ month's emoluments last drawn.
35. If all other conditions are satisfied, ED agents who leave their jobs on medical grounds may be gratified.
36. If all other conditions are satisfied, Gratuity may be paid to ED agents, who have been absorbed as Departmental employees in the cadre of postmen or Class IV for the portion of their service as ED agents. On the subject of gratuity, keeping in mind the analogy of the regular employees, Govt. may take suitable decisions.
37. A contributory group insurance scheme may be introduced for ED agents.
38. Employees' provident fund and Family pension Act should be made applicable to Ed agents.
39. The ED agents should be called 'Auxiliary Postal Employees.'
40. The vacancies of all the divisions in a region which are not filled up by the ED agents of the concerned divisions may pool and thrown open to other ED agents of the divisions in the entire region.

41. Vacancies in Group D cadres in the offices of the regional director, stock depot, RLO, Offices of the Post Master General, Director of postal accounts, MMS units etc. should also be reserved exclusively for the ED agents of the region.
42. A maximum of three chances may be given for an ED agent to appear at the departmental examination for promotion to Group 'D' or postman and mail guard.
43. The examination for promotion of lower grade staff to the cadre of the clerk should be upgraded to a level not lower than that of tenth class. A paper on manual rules without the help of books should be prescribed.
44. All vacancies of postman and mail guard should be from the group 'D' and ED agents in accordance with present quota purely on merit.
45. The Quota allocation in the clerical cadre should be 30 percent for departmental employees and 20 percent for ED agents. All the unfilled vacancies reserved for departmental staff may be released to the successful ED agents also.
46. To take up the clerical vacancies, the successful candidates should be appointed solely in the order of merit.
47. In the matter of allocation of vacancies in Group 'D' postman and mail guard those not taken up by E D employees of the same division may be thrown open to ED agents of other divisions in the region as a whole, merit being the criterion for such appointments.
48. There should be a limit of 3 chances for an ED examination for regular appointment in the department.
49. Group 'D' vacancies in all the administrative offices which are not now available for ED agents (i.e. circle office) regional office circle , postal accounts office RLO, MMS unit, PSD etc. should also be made available to the ED agents.

3.3.4. ED Committee (Justice Talwar Committee) (Magnocarto of GDS) – 1995

The report of the Justice Talwar Committee was known as the "Magna Carta of the GDS." But most of the recommendations of this committee were not implemented by the Government. The important recommendations of Justice Charanjit Talwar were as follows:

1. The Constitution's Article 309 provided coverage for the ED Agents. As a result, the Committee had suggested that the E.D. Agents not be regarded as contract employees or as having a job that is 'in the nature of contract.'
2. The committee has recommended that the nomenclature 'Extra- Departmental System' be changed to 'Rural Postal System' and the 'Extra- Departmental Agents' is called 'Gramin Dak Karamchari' or 'Rural Postal Employees'.

3.3.4.1. Conditions of employment and wage structure

3. The committee came to the conclusion that the requirement of having 'adequate means of independent livelihood' in order to be appointed as an additional departmental agent was unconstitutional. Consequently, it is advised that the aforementioned problem be removed.
4. A Branch Office's minimum working hours should be three hours, and BPMs should be compensated for a minimum of three hours of labour based on 'work attendance' rather than a 'Point System.' The Committee proposed to increase the emoluments of ED agents by payment of salary on the pro-rata basis of payment that was being made to the whole-time departmental employees. It also suggested ways of increasing their working hours by increasing the workload of the BOs and combining duties at the Branch Offices.
5. The restriction of the workload of 5 hours per day should be removed. The revised working hours should be a minimum of 3 hours 45 minutes to a maximum of 7.5 hours.
6. Hours of attendance should be the basis for ED Agent compensation, including EDSPMs, rather than workload.

7. The committee has suggested that the BPMs and EDSPMs receive appropriate compensation for the delivery and transportation of mail in relation to the terms of a Combination of duties. They must get the same compensation that an EDDA or EDMC would be due for the same length of work. The similar guideline has been suggested for EDDAs carrying out BPM or EDMC responsibilities.
8. The suggested scale of pay for all categories of ED agents except EDBPMs and EDSPMs range from 7.5 hours to a minimum of 3 hours 45 minutes. The minimum scale established for EDBPMs and EDSPMs is three hours and five hours, respectively. There has been a recommendation for lump sum payment for overwork lasting thirty minutes or longer. All purposes refer to the lump sum payment as "pay." Additionally, the combined duty scales have been suggested for EDDAs transporting mail as well as BPMs and EDSPMs handling letter delivery and transportation.
9. The committee has additionally suggested pay upgrades for all categories of E D agents, as they should anticipate secure career advancement inside the E D system.
10. When there is a longer than one-hour break between two duties, extra departmental agents will get a split duty stipend of Rs. 100.
11. If the extra-departmental agents are required to work more than five hours, they should be paid and reimbursed for that time, up to a maximum of 7.5 hours. E D agents who were held after hours to exchange mail with an outside agency were compensated.
12. The E D agents, like the full time employees, shall be adequately compensated whenever they are kept on duty beyond working hours and on holidays / week off days.
13. House Rent Allowance and City Compensatory Allowance should be awarded to E D Agents operating in A, B-I, B-2 C class cities and unclassified areas in accordance with the same guidelines that apply to full-time employees, subject to the same restrictions.

14. The several forms of compensatory compensation for E D agents shall be awarded, according to the same guidelines that apply to full-time employees.
15. ED Agents should receive Travelling Allowance and Daily Allowance as applicable to full-time employees, with a minimum amount that was admissible to Group D employees. Upon transfer, an E D agent should also receive all transfer benefits as specified for a regular departmental employee.
16. The same medical facilities available to full-time departmental workers are also provided to ED agents operating in urban and semi-urban areas. For ED Agents operating in remote regions, a monthly medical allowance of a set minimum lump sum value ought to be provided. Nevertheless, ED Agents and their families may receive the entire benefit in the event of hospitalization.
17. ED Agents ought to receive bonuses in accordance with the same consideration as full-time departmental staff.
18. ED Agents' dependents are eligible for the same financial relief and support as departmental workers for the duration of their employment.
19. The General Provident Fund, pension, and gratuity be awarded to the ED Agents. The monthly minimum pension payment was set at Rs 610..
20. The Committee also suggested implementing the Golden Handshake Scheme for ED Agents in a manner similar to that of full-time employees, based on the Fifth Central Pay Commission's suggestion.
21. ED Agents who have served for less than three years will have their employment terminated and their predetermined lump payment compensation will be paid. In the proposed pay grades, this sum should not be less than six months' worth of pay plus allowances each year of service.
22. All the ED agents who were over 60 years of age may be awarded Retirement on the condition that they be paid all the appropriate Pensionary benefits.

23. The educational requirements for EDSPMs and EDBPMS have been increased to 10 + 2. The educational requirements for EDDAs and EDSVs must be increased to matriculation. Furthermore, having a better education shouldn't be given any weight.
24. Through other channels and in addition to the names supported by the employment exchange, there is a chance to work as an ED Agent.
25. It is proposed to lower the retirement age from 65 to 60 years old.
26. A person should be able to enter the ED system at any age, up to 35. However, candidates who identify as OBC, ST, or SC, as well as ex-servicemen, should receive the customary relaxation of up to five years.
27. Remove the requirement of owning real estate and replace it with an increased fidelity bond value of Rs. 5,000 for other ED Agent categories and Rs. 10,000 for BPMs.
28. EDSPMs and EDBPMS should continue to be required to provide space for the post office.
29. The Committee suggested the ED Agents take the following types of leaves:
 - (i) Half Pay Leave: Eight days of half pay leave should be credited in a calendar year.
 - (ii) Commuted Leave: If a medical certificate is required, the number of Commuted Leave days should be half that of the half-pay leave.
 - (iii) Earned Leave: One day of EL should be credited for each calendar month of service that has been completed.
 - (iv) Unpaid leave: The 180-day maximum unpaid leave every year should be lowered to 60 days.
 - (v) Casual leave: Five days of casual leave should be credited in a calendar year.

- (vi) Maternity leave: It was suggested that female ED Agents have the same amount of leave for childbirth as full-time government employees.
30. The calculating method used for leave encashment for ED agents is the same as that used for departmental full-time employees.
31. The 25% put off duty allowance should be raised to 50%.
32. For at least the next ten years, no new ED agent positions should be created, and no postoffice ED category should be opened

3.3.5. E D Committee - R.S. Nataraj Murti Committee – 2007

The major recommendations of the Nataraj Murti Committee that were accepted by the Government were:

1. To simplify and reduce costs associated with stamp dispensing, the Department ought to investigate a range of technological alternatives. To lessen the inventory of stamps, it might also use electronic franking machines placed across the counters.
2. Given the current situation of decreased stamp sales owing to computerization, counter clerks at the post office could as well be in charge of selling stamps.
3. The sub divisional inspector will establish the GDS packers' duty chart and hours of attendance and enforce strict adherence to it.
4. When the departmental Post offices in rural and semi-urban areas cannot support full-time positions, the GDS packers must be retained.
5. Avoid using GDS packers in larger offices like LSG/HSG. The department should think about creating Group C positions with several skills that are warranted. The guidelines and directives currently in effect regarding the subject shall apply to the creation of new posts.
6. A work study of Group D at mail offices and transmit mail offices is not necessary. It is feasible to establish guidelines for the interior work done in transmit mail offices and postal offices. Guidelines could be worked out

depending on the quantity, kind, and number of exchanges as well as the number of bags exchanged. This area of work could also be adjusted based on actual observations made in various mail offices and transmit mail offices. Regarding mail exchanges, conveying the bags over platforms, waiting times for mail exchanges, and the actual time of exchange. Such standardization will, in general, consider the Group D support needed at different times and will take into consideration the occasionally shifting traffic needs.

7. The group D requirement and part-time engagement to handle exchange bunching and train arrival/departure must be carefully evaluated, and the part-time staff component from casual employees must be controlled for a limited additional manpower need during peak hours.
8. GDS immediately renounces its employment in any unapproved categories, such as gardening, boxing, waterman, and rest house attendants. For non-operative tasks, there was no reason to have GDS Mailman involved in RMS. It is recommended that these GDS Mailmen who were now performing non-operative duties be moved right away to operational locations.
9. The Department needs to look into the tasks assigned to the multi-skilled group C and distinguish what group D's work entails. Going forward, multi-skilled group 'C' roles should be the exclusive category for recruitment. In regards to housekeeping responsibilities and other Group D activities, the Department may look into alternative methods of handling them.
10. Extra Departmental Sub offices shouldn't exist in either urban or rural location.
11. Based on statistical and financial evidence, the offices that are now located in metropolitan areas should be converted to departmental Sub Post offices or closed.
12. If standards support it, existing ED Sub offices in rural areas ought to be upgraded to departmental SOs or transformed into EDBOs

13. If there is a downgrade, the employee who was holding the position of EDSPM should be moved to a TRCA that matches the GDS BPM's five-hour workweek. Additionally, they need to have their allowances as GDS SPM preserved.
14. The Committee suggested that the current rural branch post offices be reviewed. The distance must be calculated radially; it should not be based on the route. The State Government should certify this radial distance, or it can be determined using the digital map. Three thousand branch post offices and ten thousand retail stores were to open as part of the XI Five Year Plan. These new Branch offices may open as a result of outreach or franchisee agreements, or they may relocate if necessary.
15. To find the post offices and associate them with the necessary database, multi-layer digital maps should be created. It is also important to utilize these digital maps to identify places lacking a postal infrastructure. This might result in the post offices being rationalized and resources being used more effectively.
16. For a very long time, Panchayat Sanchar Seva Kendras (PSSKs) have been an affordable way to extend the rural postal network in outlying areas. In the absence of a post office, they offer rudimentary amenities at the Gram Panchayat Head Quarters. An extensive examination of the facilities offered by Panchayat Sanchar Seva Kendras was necessary.
17. In the following situations, suggestions for postal facility extensions were made. In the following situations, franchisee outreach agreements might be used to do this:
 - (i) The Panchayat headquarters in a village where there is currently no postal outlet and no post office nearby that could be moved to the Gram Panchayat headquarters.
 - (ii) The locations of PSSKs that are currently in operation, provided that there isn't a post office in any of the villages under the Panchayat; even in those cases, the post office may be moved to the Headquarters village. Hence, there would not be any requirement for any additional facility. In the case of

a panchayat, the entire panchayat territory as well as the villages that fall under it should be included in the area of operation.

18. The following income formula should be applied to the BOs:

1. Eighty-three percent of stamp sales for the Postage stamp sale.
2. Revenue from overdue postage realized at 75%.
3. Twenty-four percent of the money received as commission on money orders that were issued.
4. 38% of the money received as realized revenue for the money order commission that was paid.
5. The earnings from the sale of Indian postal orders were 40%.
6. The actual revenue from Indian Postal Orders paid, plus 40%.

19. With the following adjustments, the current cost-calculating methodology should be maintained. As of right now, the formula adds Rs. 2 to the cost of the BO as an indirect overhead tax. Since this indirect overhead charge mechanism was established in 1982, the cost index has increased by 22.82 times during the previous 26 years. It was suggested that the formula put forth by Shri M. P. Rajan, which calls for deducting 1% of the entire cost as indirect overhead charges, be temporarily implemented until the conclusion of a thorough investigation and until a thorough examination is conducted to address the overhead charges. The indirect overhead charge must be updated to reflect the current overhead expenses.

20. There needs to be a rationalization of the Branch Post Office establishment. Considering the demands of traffic and the fulfilment of Universal Service Obligation 77 for the delivery and pickup of mail in rural areas. Additionally, a concurrent evaluation of the Sub office's and its Branch offices' formation is required in order to discover any surplus postings and make further use of them in underprivileged areas.

21. The GDS BPM workload may still be evaluated using the Point system. With recommendations for changes regarding cash management and stamp sales.
22. In general, the BOs ought to remain open for at least three hours. BOs should work between three and five hours per day, depending on their workload. The BPMs may be assigned transportation or delivery tasks, or both, if their workload for CDA (Combined Duty Allowance) payment is less. Additionally, the financial feasibility and workload of the BO should be taken into consideration when considering the retention establishment of any additional roles in the BO.
23. Both bill collection and RPLI premium collections should use the same time factor that applies to PLI.

3.3.6. E D Committee - Shri Kamalesh Chandra Committee- 2016

The Government of India has recently established a committee to investigate the working conditions of the Gramin Dak Sevaks. Former Member (Personnel) of the Postal Services Board, Department of Posts Shri Kamalesh Chandra was retired. The government has agreed with most of the committee's recommendations. After the committee's suggestions were put into practice, the current study was started. It was mandated that the suggestions regarding wages and other allowances take effect on July 1st 2018. The following were the main recommendations that the government adopted:

1. A new wage payment system was to take the place of the outdated Time Related Continuity Allowance (TRCA) payment scheme. The 11 TRCA slabs that were in place before were combined into 3 wage scales under the new wage payment scheme. For both groups of Gramin Dak Sevaks BPMs and non-BPMs there were two Levels, and a single common wage scale would apply.

New wage Scales

Rs. 10,000 - Rs. 24,470 (Other than BPM Level 1)

Rs. 12,000 - Rs. 29,380 (Other than BPM Level 1 and 2)

Rs. 14,500 - Rs. 35,480 (BPM Level 2)

2. GDS Post Offices and GDSs now require four hours of work every day instead than just three.
3. GDS Post Offices will only be open for 4 and 5 hours every day under the new working hours policy.
4. The working hours for Level 1 GDS Post Offices and GDSs will be 4 hours, while the operating hours for Level 2 GDS Post Offices will be 5 hours.
5. The Point System, which was formerly utilized to evaluate the burden of BPMs, has been eliminated.
6. The new wage payment system is connected to GDS Post Office revenue collection. The new system will not change BPM salaries from Level -1 to Level -2 based on workload; instead, wages will rise in response to the fulfilment of specified revenue targets. For typical areas, these mandated revenue criteria are set at 100%, and for exceptional areas, at 50%.
7. GDS Post Offices must remain open for a minimum of an extra 30 minutes after the designated working hours if they are not meeting the required revenue criteria within the allotted time frame.
8. If the GDSBPMs are able to generate revenue beyond the required norms, they will receive a 10% Revenue Linked Allowance in addition to their Level-2 compensation scale.
9. Based on revenue generation norms, GDS Post Offices have been categorized into new groups, A, B, C, and D. In the A category, the GDS Post Office ought to reach a revenue standard of 100%. Additionally, the Committee suggested a series of steps for every class of GDS Post Offices.
10. There are now just two categories out of the six authorized GDS categories. Branch Post Master is one category; the remaining five are combined into a single Multi-Tasking category.

11. The multitasking GDS expanded and now encompasses work in areas like marketing and business development; their roles are no longer limited to their old designations. The Assistant BPM will support BPMs in generating more income.
12. GDSs employed in departmental post offices would be referred to as Dak Sevak (DS), while those employed in Gramin Dak Sevak post offices will be known as Assistant Branch Post Masters (ABPMs).
13. The minimum and maximum monthly wages for Gramin Dak Sevaks have been raised to Rs. 10000 and Rs. 35480, respectively.
14. It has been recommended that the annual growth rate be 3%.
15. A Composite Allowance has been developed that includes support for obligatory home, office upkeep, GDS Post Office accommodations, and support for mobile and power consumption expenses.
16. GDSs are now eligible for the Children Education Allowance, which is worth Rs. 6000 per child annually.
17. The Committee has also suggested offering a Risk and Hardship Allowance of Rs. 500 per month to GDSs operating in the designated zones.
18. Two advance additional yearly raises have been implemented as a financial upgrade for the GDSs at 12 years, 24 years, and 36 years of service.
19. The ex-gratia gratuity ceiling was raised from Rs. 60,000 to Rs. 5,00,000. The GDS contribution for Service Discharge Benefit Scheme (SDBS) should be enhanced maximum up to 10% and minimum up to 3% of the basic wage per month, where as the Department should contribute a fixed contribution of 3% of the basic wage of the GDSs.
20. The GDS Group Insurance Scheme's coverage has been increased from Rs. 50,000 to Rs. 5, 00,000.

21. The Department's annual contribution to the Circle Welfare Fund (CWF) has increased from Rs. 100 to Rs. 300.
22. The program expands the CWF's coverage to include close family members, including the spouse, daughters, sons, and dependent daughters-in-law.
23. The committee suggested increasing the Circle Welfare Fund's grant and assistance amounts by 10%.
24. The committee suggested adding Rs. 10,000 under the heading "Financial Assistance from Fund by way of loans with 5% rate of Interest" for the purchase of a tablet or mobile phone from the Circle Welfare Fund.
25. It has been suggested that women in GDS be granted 26 weeks of maternity leave.
26. The pay head, which is where GDSs' earnings are paid, is where the wages for the whole maternity leave time are to be paid.
27. The Committee also suggests a one-week paternity leave.
28. The committee has suggested granting five days of annual leave for emergencies.
29. The maximum amount of leave that can be accumulated and encashed is 180 days.
30. The online interaction system was suggested by the committee.
31. The Fifty year maximum age restriction for GDS direct recruiting has been removed.
32. GDSs will now need to have served for at least a year in order to be directly hired into departmental cadres including mail guard, postman, and MTS.
33. There has been a relaxation of GDS's involvement in alternate livelihood.

34. A voluntary disengagement plan for GDS employees has been recommended by the committee.
35. The retirement age of sixty-five years has been maintained.
36. The male GDS limited transfer facility has been loosened from one to three times. The transfer of GDS for women won't be restricted. The chief of the relevant division has been given the authority to transfer.
37. The ex-gratia payment should be changed from 25% to 35% of the wage throughout the put off period, and D A should be drawn right before the put off.
38. The committee suggests that a transfer be made before being relieved of duty.
39. The GDS's compassionate engagement has been modified to provide benefits to qualified dependents in any instance where a GDS passes away while doing their duties.

3.3.6.1. The committee recommends the following to rationalize the categories of Gramin Dak Sevaks:

1. The six approved and unapproved categories of GDS should be merged into two categories
 - a) Branch Post Master (BPM): Branch Post Masters are the GDS working exclusively as Post Master in the GDS post offices. The Branch Post Masters will have higher status than other category of GDSs.
 - b) Assistant Branch Post Master / Dak Sevaks: All other categories of GDSs working in GDS post offices should be called as Assistant Branch Post Master (ABPM) and those working in departmental post offices should be called as Dak Sevak (DS)

3.4. Profile of the Gramin Dak Sevaks

After the implementation of Shri Kamalesh Chandra Committee, the designation of Gramin Dak Sevak was changed to Gramin Dak Sevaks Branch

Postmaster GDSBPM, Assistant Branch Postmaster ABPM, and Dak Sevak. The Branch Post offices are controlled by Gramin Dak Sevaks Branch Postmaster and the Assistant Branch Postmaster only. Dak Sevaks are another category of Gramin dak sevaks engaged in sub Post Offices or Departmental post offices or railway mail service.

3.4.1. Gramin Dak Sevaks Branch Post Master (GDSBPM)

The job profile of a Branch Post Master (BPM) is comprehensive, includes various responsibilities to ensure the smooth functioning of the Gramin Dak Sevak post offices. The various responsibilities includes maintenance of records, up keeping handheld devices and other technological tools used in postal operations, Promoting and facilitating payment bank services to customers, Supervising the postal facilities and ensuring their optimal functioning, Procuring business from villages or grama panchayats under the branch post office's jurisdiction, Engaging with the local community to increase awareness and usage of postal services, Building relationships with the community to better understand and meet their postal and banking needs and Organizing outreach programs to promote postal services and products. The Branch Post Master (BPM) will be supported by an Assistant Branch Post Master (ABPM) in the same Gramin Dak Sevak (GDS) post office. Additionally, the BPM may be required to perform the combined duties of ABPMs when necessary.

3.4.2. Assistant Branch Post Master (ABPM)

The job profile of an Assistant Branch Post Master (ABPM) is extensive, covering a wide range of duties that support the overall functioning of the GDS post office. The responsibilities of assistant branch post master includes performing all duties of mail deliverers (MDs) and mail carriers (MCs), Ensuring timely and accurate delivery of mail and parcels to customers, Facilitating financial transactions and services at the customer's location, Assisting the Branch Post Master (BPM) in counter operations and customer service, Engaging with local villages or grama panchayats to procure business and promote services, Ensuring the continuity of

operations in the absence of the BPM or during high workload periods and Engaging with the community to increase awareness and usage of postal services.

3.4.3. Dak Sevaks

Dak Sevaks play a critical role in supporting the postal system by ensuring efficient mail handling, delivery, and promoting postal services within the community. The functions of dak sevaks includes Ensuring the availability and accurate sale of postal stamps to customers, ensuring that all mail items are sorted accurately and efficiently for their designated routes, Ensuring timely and accurate delivery of all mail items to customers, performing tasks related to any unapproved designations of GDS working in departmental post offices or Railway Mail Service (RMS) offices, Undertaking administrative and operational tasks to maintain efficient postal services and Performing any other tasks assigned by the postmaster or higher authorities.

3.5. Legal Status of Gramin Dak Sevaks

The Gramin Dak Sevak (GDS) is a unique system in the Government of India and they are distinct category exclusive to the departmental posts as no other parallel system exists anywhere in the government of India. In earlier, they were called Extra Departmental Agents (EDAs) and this name was replaced with Gramin Dak Sevaks (Conduct and Engagement) Rules, 2011. The GDS System is similar to out sourcing or contractual model which is widely accepted and practiced as a low cost outsourcing model both in government as well as in private sectors, but their selection, engagement methods, service conditions etc are different from contractual workers and they were more or less similar to Government Employees. Government of India has so far held that the GDS is outside the Civil Service of the Union and shall not claim to be at par with the Central Government Employees. The Supreme Court judgement also states that GDS are only holders of civil posts but not civilian employees. The commission endorses this opinion and therefore has no recommendation with regard to GDS.

3.6. Service conditions of the Gramin Dak Sevaks

3.6.1. TRCA Wage structure and fixation of Wages of GDS

The Gramin Dak Sevaks are part time employees and they engaged for a minimum period of 3 hours and a maximum period of 5 hours in a day in GDS post offices and wages are paid to them accordingly. They are different from regular employees with regard to the terms and conditions of their engagements, like job profile, working hours, working conditions, age of discharge from service and applicability of rules etc. they are mandatorily required to have alternate source of income to supplement their income. The Table 2 shows the Minimum TRCA payable to the different categories of GDS at the starting level.

Table 3.2

Minimum TRCA payable to the different categories of Gramin Dak Sevaks

Category	Minimum TRCA for 4 Hours or level 1 in TRCA slab	Minimum TRCA for 5 Hours or level 2 in TRCA slab
GDSBPM	Rs.12,000	Rs.14,500
ABPM/Dak Sevak	Rs.10,000	Rs. 12,000

Source: Department of Posts Directorate Order No.17-31/2016-GDS dated 25th June 2018.

3.6.2. Minimum age for Recruitment as Gramin dak Sevaks

The minimum age for engagement to the post of Gramin Dak Sevak (GDS) is 18 years, and the maximum age is 40 years. However, age relaxation in the upper age limit is available for various categories to apply for the post of Gramin Dak Sevak according to the permissible limits.

3.6.3. Minimum Educational Qualifications

3.6.3.1. Minimum Education:

According to Directorate Order No 17-31/2016-GDS dated 25th June 2018, the mandatory minimum educational qualification for all categories of Gramin Dak Sevaks (GDS) is as follows

- The candidate must have passed the Secondary School Examination (10th standard)
- The candidate must have compulsorily studied Mathematics and English and must have obtained passing marks in both Mathematics and English.
- The 10th standard examination must have been conducted by any recognized Board of School Education by the State Governments, Union Territories, or Government of India
- The Candidates who passed the 10th standard examination in the first attempt are given first preference over those who passed compartmentally.

3.6.3.2. Knowledge of Local Language:

In addition to the mandatory educational qualifications, candidates applying for the Gramin Dak Sevak (GDS) posts must meet specific language requirements. The candidate must have compulsorily studied the local language of the state at least up to the 10th standard. The local language is the language declared as such by the concerned State Government and it can also be a language as per the provisions of the Constitution relating to the 8th schedule of the Constitution of India. In the state of Kerala, the candidate must have studied Malayalam at least up to the 10th standard. This requirement ensures that candidates for the GDS positions are proficient in the local language, which is essential for effective communication and service delivery within the community they will serve.

3.6.3.4. Basic Computer Training:

Candidates applying for any of the posts of Gramin Dak Sevak (GDS) must meet specific computer training requirements. If a candidate has studied computers as a subject in 10th Standard, 12th Standard, or any higher educational level, this requirement of a basic computer knowledge certificate shall be relaxable.

3.6.3.5. Adequate means of livelihood:

Candidates applying for any Gramin Dak Sevak (GDS) post must meet a specific income requirement. Candidates should have alternate sources of income

from other sources that enable them to lead an adequate means of livelihood and support their family. This income requirement is not mandatory for candidates to apply for the GDS post. However, selected candidates must fulfill this condition within 30 days after their selection before they can be engaged as GDS. This requirement ensures that selected candidates have adequate financial stability to support their role as GDS, which involves serving the community and performing postal duties effectively.

3.6.4. Online System of Engagement of Gramin Dak Sevaks

1. The computerised System of Engagement of GDS will be an Application based all India (National) system of Engagement of various categories of GDSs developed and maintained by the department of Posts. The system would be exclusive for online engagement of GDSs.
2. The computerised System of Engagement of GDS will be based on the UNIFIED VACANCY POSITION for different categories of GDSs sent from various field units (postal divisions) and announced online for seeking applications from eligible registered candidates for filling up the positions sent by Postal Divisions.
3. The computerised system of engagement of GDS will strictly follow the existing GDS Engagement and conduct Rules 2011 and guidelines issued by the Department from time to time for engagement of different categories of GDSs.
4. The Computerised System of Engagement of GDS will be Central Server Based System which can be managed by a group of 4-5 IT professionals with head quarter at Delhi or CEPT Mysore at a secure and safe Place.
5. The computerised system of engagement of GDS will allow eligible registered candidates to apply for any category of GDS positions and for any number of vacancies available in the current engagement cycle. But candidates will have to record posts of priority at the time of application. The system will decide each vacancy based on the merit and choices recorded by the candidates. Once a

candidate is offered / selected for a post then all his subsequent choices will cease to exist.

6. One the computerised system of engagement of GDS offers engagement to a candidate and if candidate does not accept the offer within one week, he may be debarred from applying on the system at least from six subsequent cycles of engagement.
7. The computerised system of engagement of GDS will run through a periodic cycle. (Monthly/quarterly) as decided by the Department. The engagement cycle will have a pre-decided schedule which shall be followed strictly and no discretion will be given to any authority of the Department for any change during the ongoing cycle.
8. The computerised system of engagement of GDS may allow initial engagement as well as change facilities following proper procedure as per the existing rule.

3.6.5. Selection Process of Gramin Dak Sevaks

The selection process to the post of Gramin Dak Sevaks includes the following.

1. The candidate should apply online to the post of GDS.
2. The selection process for Gramin Dak Sevaks is primarily based on the automatically generated merit list derived from the candidates' online submitted applications.
3. The selection criteria for Gramin Dak Sevaks emphasize transparency and simplicity, focusing primarily on the marks obtained in the 10th standard examination from approved Boards. There is no additional weightage given to higher qualifications or any other criteria beyond the marks obtained in the 10th standard.
4. If the marks lists provided by candidates contain Grades or Points instead of direct numerical marks, a conversion method is applied to standardize them for

the selection process of Gramin Dak Sevaks. Grades or Points are converted to numerical marks by multiplying them with the factor 9.5. Even if the calculated marks exceed 100 after conversion, they are adjusted to a maximum of 100.

5. In the selection process for Gramin Dak Sevaks (GDS), if two or more candidates obtain the same marks in their 10th standard examinations, the tie-breaking criterion is based on their Date of Birth.

3.6.6. Career Progression of Gramin Dak Sevaks

1. After selection, the GDSs have the opportunity to enter the Department of Posts as Permanent staff by writing Departmental exams. But, after selection, their previous service rendered as GDS would not be counted or carried forward as the post of GDS would not come under the purview of Civil Servant as per article 309 of the Constitution of India.
2. The various criteria prescribed by the Shri Kamalesh Chandra committee for the promotion to the different cadre of the Department of Posts is as follows:
 - a. For the cadre of MTS (Multitasking Staff), the quota for GDSs is 100%. Those GDS who have completed a minimum of one year of service can apply for the post of MTS. They would be selected through a competitive examination.
 - b. For the cadre of Postman/Mail guard, the quota for GDSs is 75%, and the quota of MTS staff is 25%. Both GDSs and MTS Staff compete for these positions through the competitive examination process. GDSs and MTS Staff must have completed a minimum of 1 year of service in their respective cadres to be eligible to write the competitive examination for promotion to Postman/Mail Guard.
 - c. For Gramin Dak Sevaks aspiring to become Postal Assistants/Sorting Assistants within the Department of Posts, specific eligibility criteria and opportunities exist. There is no reserved quota exclusively for GDSs for the cadre of Postal Assistants/Sorting Assistants. GDSs must have completed a

minimum of 3 years of service to be eligible to write the competitive examination for Postal Assistants/Sorting Assistants. The maximum age limit for GDSs applying for the competitive examination is 35 years.

3. In respect of all the GDSs who do not get promoted as Departmental employees, the Kamalesh Chandra commission has recommended financial up-gradation as follows:

- i. After successfully completing 12 years of total service - First financial up-gradation (Grade 1)
- ii. After successfully completing 24 years of total service - Second financial up-gradation (Grade 2)
- iii. After successfully completing 36 years of total service - Third financial up-gradation (Grade 3)

3.6.7. Social Security Schemes

The gramian dak sevaks are not covered under CSS (pensions) Rules, 1972 and therefore they are not entitled for pension, family pension, GPF, DCRG and other benefits as paid to the regular civil servants. However, the department of posts has designed social security schemes intended to promote the social security of the Gramin Dak Sevaks and their families after discharge or in the event of death / quitting GDS service.

Presently the following benefits are admissible under different schemes to GDSs and their family members on discharge / death while in service is shown in the below table.

Table 3.3**Details of Benefits available to GDSs under Social Security Schemes**

Sl No	Particulars	Maximum Amount payable
1	Severance Amount of maximum	Rs.60,000/-
2	Service Discharge Benefit Scheme	New Scheme
3	Ex-Gratia Gratuity	Rs.60,000/-
4	Group Insurance	Rs.50,000/-

There are several schemes launched by the Government for housing, health, employment etc. but the benefits of none of these programmes are reaching the GDSs and their family members because of their projected status as a government employee.

CHAPTER 4

THEORETICAL FRAMEWORK OF THE STUDY

-
- 4.1. *Introduction*
 - 4.2. *Job Stress*
 - 4.3. *Job Satisfaction*
 - 4.4. *Organisational Commitment*
 - 4.5. *Relationship among Job Stress, Job Satisfaction, and Organisational Commitment*
-

4.1. Introduction

Today Human Resource Management, which is a very significant functional field of Organisational Management, has evolved a very broad and profound management branch. The human resource management deals with management of Human Resources in an organisation. Employee performance becomes a significant issue that represents the provision of adequate healthy working conditions, which contribute to the objectives of organisation. (Jalagat, 2017). The employees' performance levels are influenced by various factors. This chapter deals with the theoretical framework of the study. It includes the concepts of job stress, job satisfaction and organisational commitment.

4.2. Job Stress

The term stress is derived from physical sciences. Stress can be caused by both desirable and undesirable events in life. Stress performing from desirable events is called good stress. On the other hand; stress performing from undesirable events is called bad stress. Stress is an inevitable part of our everyday life. Moderate level of stress is in fact necessary for an individual to stay alert and active. High level of stress, on the other hand, would lead to decrease of human wellness and performance. Stress is cumulative in nature. It is necessary to help twisting of stress to contain it within a reasonable limit for employing its benefits, while avoiding its threats.

The concept of stress was first introduced by Selye in 1956 into life science. This concept was borrowed from natural science. During 18th and 19th century, the concept of stress was equated with strain or pressure applied up on a material or object or person which resists these forces and attempts to maintain its original state. However, throughout 19th and 20th centuries the word stress has been used in everyday life.

Stress knows no barriers. The rich and the poor, women and men, the old and the young, the Employee and the unemployed, the paid and the unpaid and each job have instants of stress. It is slight wonder then, that the 1992 United Nations Reports

called “Stress” the 20th century “Epidemic” and the World Health Organisation mentioned job stress as a World Wide Epidemic”. It is also amazing, therefore when (Owusu and Tawiah 2014) described stress as the “Big S” of the 1990s. This author believes that stress is still a big “S” in the beginning of the 21st century. (Egglely et.al 2021)

In recent years, the problems of stress in organisational setting have received increasingly with greater attention. Job stress is a common issue that can affect anyone in the workplace. It can arise from a variety of sources, including job demands, work environment, organisational culture, and personal factors. Stress can mean a feeling of tension, anxiety or worry experienced by employees. Such feelings are a form of the experience of stress, a complex response to feelings of threat that can have positive or negative outcomes. In carrying out work, an employee can experience work stress which causes various psychological problems such as anger, depression and anxiety. Psychological, emotional, mental, physical, and other manifestations can all be used to characterize stress. It generally originates from an unhealthy environment, which can begin unexpectedly in childhood and continue until death. How an individual reacts when something disturbing is present in environment and also consequences of such reaction determines level of stress. This involves how a person interacts with environment. When an individual identifies a demand that may exceed his strength to perform then it creates potential for stress. The demands from environment whether physical or psychological which causes stress are known as stressors (Aswathappa, 2007)

Stress refers to the strain from the conflict between our external environment and the individual, leading to emotional and physical pressure. In our fast paced world, it is not possible to live without stress. It all depends on how each person perceives the tension between the forces, whether it is positive or negative stress. Both the employer and employees have deliberate impacts when under stress.

4.2.1. Views of different authors regarding of Job Stress

“Job stress refers to any characteristics of the job environment which pose a threat to the individual (Caplan et al., 1975).

According to Coleman (1976), “Organisational stress arises due to lack of person environment fit. When organisational stress is mismanaged, it adversely affects the human potential in the organization. It further leads to reduced quality, productivity, health as well as wellbeing and morale.”

Cox and Mackay (1978) defined stress as perceptual phenomenon arising from a comparison between the demand on the person and his ability to cope. When this mechanism is out of balance, stress is experienced and the stress response is triggered.

Everly (1990) observed that different occupations have varying definitions of stress. Athletes may perceive stress as muscle tension, traffic controllers as a focus issue, and biochemists and endocrinologists as a chemical event in the body. Additionally, he contended that no one element alone can be classified as stress-inducing because various factors interact to influence stress levels at different times.

Lazarus (1993) defined stress as, “A psychological and physical strain that appears when a mismatch occurs between work demands and resources”

Montgomery et al., 1996 defined “Job stress as an employee’s awareness or felling of personal dysfunction as a result of perceived conditions or happenings in the workplace and the employee’s psychological and physiological reactions caused by these uncomfortable, undesirable or threats in the employee’s immediate workplace environment.

Robbins (2001) explained, “Stress as a dynamic conditions in which the individual is confronted with an opportunity, constraint or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important.”

Work stress can have a serious impact on the psychological and biological condition of employees, creating a less conducive work environment. This discomfort often does not only originate from internal individual factors, but can also be influenced by problems that arise within the company itself (Wenzhi et al., 2020).

Dhrubalal P, 2020 defined stress commonly as a dynamic situation in which an individual is challenged with an opportunity, constraints or demand on being, having and doing what he or she wishes.

4.2.2. Consequences of stress

Various studies have found that the impact or consequences of stress can be classified in four different and broader categories such as

- **Cognitive Consequences:** Job stress can significantly impact cognitive functioning, influencing various aspects of mental performance and overall brain health. Stress can reduce the ability to concentrate on tasks, leading to frequent distractions and reduced productivity. Prolonged stress can impact the consolidation of long-term memories, potentially leading to forgetfulness or difficulty recalling important information. Sleep disturbances can create cognitive problems, including memory, attention, and executive functional deficits.
- **Behavioural Consequences:** The behavioural consequences of stress refer to changes in an individual's actions, habits, and interactions as a result of experiencing stress. These changes can manifest in various ways, often negatively affecting personal and professional life. Stress can lead to an increase in the consumption of alcohol, tobacco, or recreational drugs as a coping mechanism and also some individuals might misuse prescription medications, such as sedatives or stimulants, to manage stress symptoms.
- **Emotional Consequences:** Stress can have a wide range of emotional consequences, impacting mental health and overall well-being. Emotional stress lead to anxiety, short temper, depression, emotional detachment etc.
- **Physical Consequences:** The physical consequences of stress are varied and can significantly affect quality of life. physical consequences of stress includes Back and neck pains, Heart problems, Blood pressure, headaches or migraines etc

4.3. Job Satisfaction

People's satisfaction reflected in their behaviour. Human behaviour is directed by their desire to satisfy certain needs. According Sigmund Freud (Paul Hersey and Steve Blank, 1995, Management of Organisational Behaviour) people are not always have everything they wanted, so some of their actions are influenced by subconscious motives or needs. In fact, by research, Freud recognized the similarity between the motivations most people and the structure of an iceberg. An important part of their motive hidden underneath their body, in other words, it's not easy to see; sometimes only a small part of their motive can be seeing by others or only by themselves. That may happens because the lack of personal awareness of their inner, even with the help of professional.

Job satisfaction is not a destination but a journey. It is the result of complex relationship between job satisfaction and employee performance. Several factors that lead to job satisfaction are employee recognition, monetary rewards, and social rewards, etc. which may ultimately lead to higher and better job performance. Job satisfaction is considered to be one of the important factors that have attracted the attention of all organizations, like business houses, banks, etc. And also it is an important aspect for academicians too.

Job satisfaction may be defined as the positive or pleasurable emotional state resulting from the evaluation of one's job or job experience. Job satisfaction can be an indicator of how well the employees feel about their jobs and a predictor of their work behaviors. It seems that some persons who tend to be relatively satisfied with their jobs, while others tend to be dissatisfied; no matter what job they hold (Staw and Ross, 1985). It is an elaborate composite concept including individual's mental disposition, interpersonal relations that exists in the work place. The job satisfaction depends upon many factors in and around of the individual. The source, which offers satisfaction to some employees, may not give satisfaction to others. The concept of job satisfaction among individual has created different streams of thought among researchers. The individual differences are also plays an important role in

expressed levels of job satisfaction. In fact, recent findings indicate that even the genetic factors are also plays a major role in the job satisfaction of the individual.

Further, job satisfaction can partially conciliate the relationship of personality variables and work behaviors. This correlation between personality variable and work behaviour is reciprocal, people who are satisfied with life tend to be satisfied with their job and people who are satisfied with their job tend to be satisfied with life. However, some research has found that job satisfaction is not significantly influenced to overall satisfaction. Job satisfaction is an attitude which results from balancing and summation of many specific likes dislikes and experience in relation to job. This implies when an employee has high job satisfaction, he really likes his job and has positive feelings and attitudes towards the job. The other widely used definition is Locke's (1976) definition who defined it as "a pleasurable emotional state resulting from the appraisal of one's job or job experience". Employees' satisfaction and morale are the attitudinal states about particular persons or situations; satisfaction when applied to context of teaching work seems to refer to the extent to which a teacher can manage individual, personal and professional needs as an employee. It is seen that if teachers are motivated to attain satisfaction, it will certainly progress their performance.

4.3.1. Factors Relating to Job Satisfaction

Job satisfaction is derived from many interrelated factors. Every factor has its own importance and which cannot be under estimated. All these factors are likely to be affected by time to time and therefore study of these factors is very important. These factors are:

4.3.1.1. Personal Factors

i. Sex:

In most of the investigations on the subject, it is revealed that generally women are satisfied with their job than man. This may be because of multiple roles of women when they take position outside home. It was mostly found that, women

employees prefer to work with friendly people, good social position in spite of less pay.

ii. Age and Seniority

Studies have evidenced that different result in different groups on the relationship of age with job satisfaction. Some feel that age has little relationship with job satisfaction but this relationship has relatively importance in some job situations. In some situations job satisfaction is higher with increasing age and lower with increasing age.

iii. Education:

Some studies show that there is a tendency for the more educated employees to be less satisfied and reversely the less educated employees to be more satisfied. But, there are other studies shows there is no relationship at all and certain variables such as companies' advancement policy in relation to education have to be considered.

iv. Personality

Some of the personality traits which are directly related to job satisfaction are self assurance, self esteem, maturity, decisiveness, sense of autonomy challenge and responsibility. Higher the person is on Maslow's needs hierarchy, the higher is the job satisfaction

4.3.1.2. Motivational Factors

i. Monetary benefits:

Though it sounds precisely the opposite of the phrase called job satisfaction, but somewhere it does hold the reality. Imagine if you are highly qualified and expect to urge paid as per your degree. However, nowhere you are ready to find the salary that you simply expected. Thus, needless to mention you somehow managed to accept whatever you are getting. In such cases, regardless of what proportion you are keen on your work, you are keen on your job unless and until you get paid consistent with your calibre, job satisfaction would never come.

ii. Appreciation:

Human race loves to get appreciated. Even for the smaller job that does one seek to have an appreciation, from colleagues, boss, and seniors. When one gets appreciated ahead of everyone it gives up a lift to their morale. When appreciation results encouragement, the end result is reflected in the efficiency of work automatically. Therefore, the extent of job satisfaction is usually higher wherever appreciation is higher.

iii. Credits:

The credit is certainly more important than any monetary benefits given to employees. If an employee does well in his or her project, which is meant to be represented somewhere at a conference, it means tons to him or her to have a name below the same. If an organisation never gives the credits to their employees then the probabilities of being disappointed are higher. This won't motivate him or her to try to better again. On the opposite hand, if an employee is rewarded and given due credit for the dedicating diligence that he or she has put into the project, then the level of satisfaction is brought in by the sensation of confidence and accomplishment.

iv. Recognition

If an employee is functioning at a level where higher recognition of the work is involved like, journalists they get their names below the report, they are seen on television. Same is with actors, people love them, and they recognize them alright. In such job profiles the extent of job satisfaction is usually higher. Even if they are paid less still they might like to do the work for the sheer amount of satisfaction that they get.

v. Being fair

It is highly noticed that wherever the organization tends to be partial between employees the extent of job satisfaction drastically falls down. It is not just for the worker towards whom the organization is partial but also amongst others. When one

realizes that regardless of what and the way the performance is, the organization goes to be biased, the worker begins to feel detached to the organization which supposedly brings the level of satisfaction down. On the contrary, if a corporation is entirely fair towards each individual. The job satisfaction is grown since; this brings a trust in employees that their performance would get the required recognition.

iv. The feel of belongings

This is the fundamental factor but most of the organizations fail to understand it, whereas many have started acting towards it. If an employee have a feeling in mind that he is crucial in the team, the chances of job satisfaction is higher. These are some examples as the employee have a feeling of belongingness , texting or mailing an employee on his/her birthday, communicating the crisis to even at ground level employee, making special efforts during festive seasons etc. This brings job satisfaction and loyalty together.

v. A mixture of formal and informal approach:

It gives a hard time to management choose which approach to adopt. The truth is, a balanced approach is best on any given day. An employee goes to be highly satisfied alongside his or her job if the balance between formal and informal approach is strictly maintained. Suppose, during a corporation, seniors and thus the boss is simply too strict, they don't even allow employees to possess a friendly chat with each other. And in another scenario, there is another organization which is simply too lenient. Over friendly nature of Boss, everyone keeps on chit chatting. Deadlines are hardly met. Now, both the cases are wrong. In an environment where everything is simply too formal, an employee goes to feel suffocated. Whereas on the contrary in a casual environment where there is no completion and pressure, nothing would motivate him or her. It is very difficult to get satisfaction from both these cases.

4.3.1.3. Job Environment factors

i. Adequate working conditions:

Some factors which are more important than monetary benefits when it comes to having a career or getting a job. If the organization is not providing suitable working condition, then it is natural for every employee to feel dissatisfied and unhappy about the same. If adequate facilities are provided to each and every employee it ensures that no complaint is from the side employees. Having a good working condition increase the level of job satisfactions.

ii. Addressing grievances:

Wherever number of individuals work together, the complaints are needed to increase from all sides. Be its management or workforce most of the time they're into tassels. There are times when management cannot fulfil the needs demanded by the workforce because of large number of reasons. If the grief of an employee is heard and addressed by the authorities, it remains the faith in the organization. In an organization where the employees are always blamed and their grievances are never solved, chances of low job satisfaction are more amongst the employees.

iii. Initiation and leadership:

If an employee is given an equal chance to express their talent, chance to take the lead and initiate then the chances of having a higher level of job satisfaction is more. Suppose in an organization, no employee is asked to give their opinion, nobody is accepted their decisions. Always few figures lead the organisation. In such conditions no employee was feeling satisfied for whatever job he or she is currently doing. It brings a feeling in the mind of employees that they are just machines to follow orders and not to give any opinion to the organization.

4.3.1.4. Job Social factors

i. Frequent changes:

If an employee has to change the place frequently, it is going to be a huge turn off for any employee. For want of stability in their lives, People seek for a job.

Most of the time it is seen that people prefers having a fixed job, and a fixed place. Thus, if an employee is transferred every now and then, it in a way disturbs his or her routine as well as family set up. Most of the employees are having children and older aged parents to look after and in such cases instability at work gives a struggle. There is no frequent changes in working style and have a stable nature in their job creates a higher level of job satisfaction.

ii. The feel of being loved:

If an employee has good relation with colleagues and seniors then the job satisfaction level is higher. One feels like coming to the office and performing the job. If the working environment is not friendly, office politics is at its peak, malpractices are done, then all these factors together leave no stone unturned in discouraging an employee for not coming to the office. Hence the feeling of being loved and wanted by everyone around you brings positive vibes and creates job satisfaction.

iii. Safety and security:

These days' organisations are taking seamless measures in order to see that an employee is provided different kind of facilities such as health care and medical checkups. Some institutions also provide insurance policies at a little lower rate. Hence, this aspect of safety and security plays an important role. The level of job satisfaction is less, if an employee doesn't feel safe and secure at the organization that he or she works in. It is as necessary for an employee to have the safety and security of his job as it is to have a monthly salary.

iv. Challenges:

Some employees who love to experiment and they accept challenging job is assigned to them. They accept challenge because they feel that it always associated with ability and capability. They feel that if an employee is given a challenging job it means that the leader trusts his or her ability to achieve the expectations. Thus, wherever challenges are there the level of job satisfaction automatically rises up. If a person is given a tedious job to perform each and every day the interest level at

which he or she will perform at initial stages fall as the time keeps passing. Therefore, maintaining a level of challenge always contributes to job satisfaction. It brings a confidence in the minds of an employee that – “yes! I can do it, I deserve it.”

v. Trust of organization:

One of the most important factors that largely contribute to job satisfaction is trust of the organization. If the management or leader begins to show that they trust the employees of the organization, the level of job satisfaction rises as compared to when there is no trust.

vi. Responsibilities:

When an employee is given a responsibility it makes him conscious in their job and they think that they are capable for doing job and trustworthy. Jobs with responsibility always create a high level of satisfaction. If an employee is not given any responsibility he feels detached and doubts about self worth, this immediately affects the job satisfaction. An employee handling number of responsibilities is always be a person who is confident and hence feels satisfied with the job as compared to the one who hardly gets any responsibility to fulfil.

4.3.1.5. Job Development factors

i. Anticipated growth:

Every employee works to become a best day after day. If he or she is placed in a position for long time, then it is quite natural that his or her feeling not good. If employees have no chance to grow after years of service, their morale would drastically down. Whereas, if an employee gets recognition for their hard work, promotion and increment is done regularly, he or she will feel satisfied with their jobs.

ii. Creativity in job:

If a job involves creativity, satisfaction is also higher. Creativity makes an employee feels as if the project belongs to them for their creativity is there. If the jobs are monotonous, the employee have feeling that he is not belongs to the project.

iii. Personal interest and hobbies:

Employees pursue their hobbies and interest as their carrier, the level of satisfaction is high whatever they do at their workplace. This is because their job is not a job for them, but a way of getting closer to their interest. Whatever they will do, will be for their promotion and development. When people select jobs that are related to their interest and hobby, they actually put their soul in each project of theirs and this brings lots of job satisfaction to them.

iv. Intelligence:

Intelligence tends to be associated positively with job satisfaction because intelligent people get better, more interesting and more challenging jobs. However, when job complexity is held constant, it has a negative association with intelligence.

4.3.2. Theories of Job Satisfaction

Although several theories advocated regarding the dynamics of job satisfaction, none of the theories have been garnered a great deal of empirical conformation, which suggest that job satisfaction is a complex phenomenon with many casual bases and no one theory has been effective in incorporating all of the bases in to a single theory. Campbell et al, (1970) have been classified job satisfaction theories in to as content theory and process theory.

The content theory gives an account of the factors, which influence job satisfaction. It emphasizes the specific factors that are motivating the individuals towards job. The important content theories are ‘Need Hierarchy Theory’ by Abraham Maslow (1943) and its development by Herzberg (1959) into Two-factor Theory and Mc Gregor’s (1960) Theory ‘X’ and Theory ‘Y’ and Alderfer’s (1969) ‘ERG’ Theory of job satisfaction.

The content theories give an account of ‘What’ needs, values or expectations are important to the individual in determining their degree of job satisfaction. The important content theories are the following

4.3.2.1 Maslow's Need Hierarchy Theory (1943) :

Abraham Maslow through his need hierarchy theory established that motivation of people arises from levels- a hierarchy of needs. The essence of this theory can be summarised as follows:

- Wants and desires of human beings influence their behaviour. Already satisfied wants and desires do not act as motivators. People show their motive or behaviour to fulfil their unsatisfied wants and desires.
- Needs of the people are arranged in order of their perceived priority or hierarchy. Perceived need factors of people vary.
- People can advance from one level of need hierarchy to another, only when their preceding need factors are satisfied. For example, without satisfaction of lower order needs, like physiological and safety, people cannot advance to satisfaction of need for belongingness or social needs.

Figure 4.1

Maslow's Hierarchy of Need



Source: <https://educationlibrary.org/maslows-hierarchy-of-needs-in-education>

1. Physiological Needs:

The physiological needs are taken at the first step for motivation theory because these are the strongest needs until they are reasonably satisfied. These are

the basic bodily needs comprising of hunger, thirst, shelter, clothing and other necessities of life. Every human beings first try to achieve these basic necessities, only then they tend to move to the second level of needs.

2. Safety Needs:

Once physiological needs are met, another set of motives arises. Safety needs include protection from physical harm, ill health, economic disaster, job security etc. As an organisation concerned, security needs of an employee comprises job security, increase in salary, safe working condition etc. Management can influence these needs by providing security against insecurity by providing pension scheme, group insurance, provident fund etc.

3. Love and belonging Needs:

When physiological and safety needs are satisfied, these needs arise. An individual is motivated in the level wants to receive or give affection or love with others. These needs mainly include the need for conversation, sociability, exchange of feelings and grievances, recognition and belongingness. In the organisational context social needs comprises need for a compatible workgroup, peer acceptance, professional friendship and friendly supervision.

4. Esteem Needs:

Esteem needs are the next type of needs in the hierarchy. He classified esteem need in to self esteem and public esteem. Self esteem mean esteem in the eyes of self; that is, a person feels that he is doing something worthwhile. It includes desire for competence, confidence, personal strength, adequacy, achievement, independence and freedom. Public esteem or esteem from others includes prestige, recognition, acceptance, attention,

5. Self actualisation needs:

These needs are the highest level in Maslow's hierarchy, and refer to the realization of a person's potential, self-fulfilment, seeking personal growth and peak experiences. Maslow (1943) describes this level as the desire to accomplish

everything that one can, to become the most that one can be. Psychologist Abraham Maslow (1943, 1954) stated that human motivation is based on people seeking fulfilment and change through personal growth. Self-actualized people are those who were fulfilled and doing all they were capable of.

4.3.2.2. Herzberg's Two Factor Theory (1959):

Extending the theoretical concept of Maslow, Fredrick Herzberg, a professor of psychology in Western Reserve University in USA, and his associates proposed a new theory of motivation in 1959 which is popularly known as "Two Factor Theory", also called "Motivation-Hygiene Theory" or "Dual-Structure Theory". This theory led Herzberg and his team to conclude that with reference to job satisfaction and motivation, the job factors can be classified into two categories Hygiene Factors and Motivational Factors.

1. Hygiene Factors

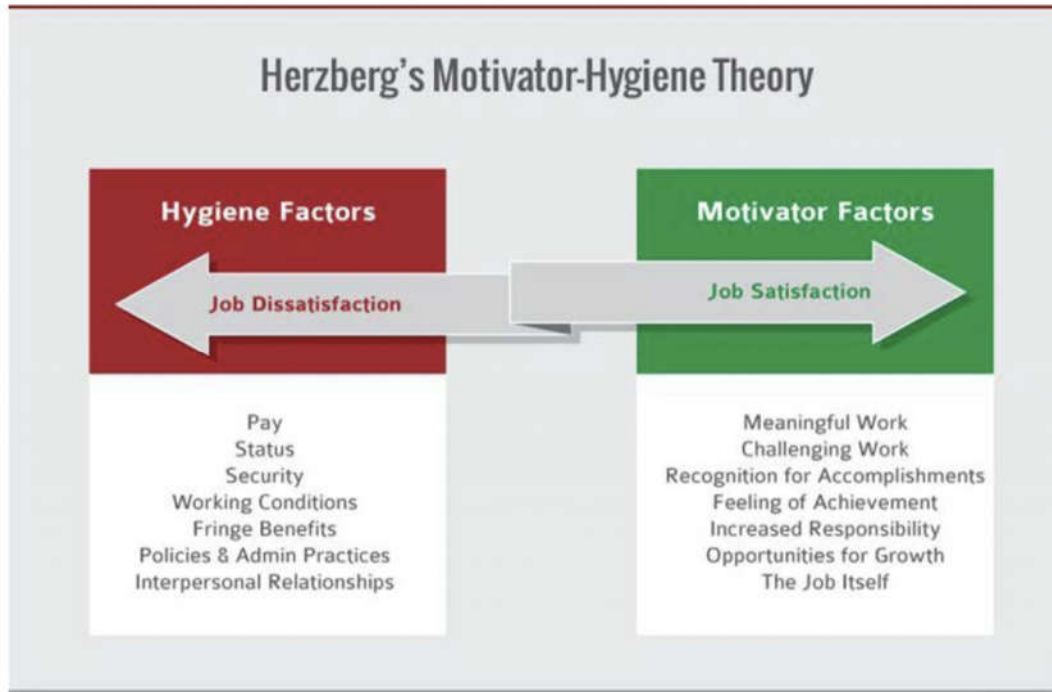
According to Herzberg, hygiene factors are those factors which are necessary to maintain a reasonable level of satisfaction among employees. These factors do not provide satisfaction to the employees but their absence will dissatisfy them. Therefore, these factors are called dissatisfies. These are not intrinsic parts of a job but they are related to conditions under which a job is performed. In other words, hygiene factors are not capable of motivating employees. They simply prevent dissatisfaction in employees and help in maintaining status quo.

2. Motivational Factors:

Motivational factors are those factors which are capable of stimulating employees for higher performance. Their presence encourages employees to give their best often leading to higher productivity, higher morale and higher job satisfaction. Job satisfiers which are intrinsic to the employee increase feelings of happiness. Any increase in these factors will satisfy the employees and help to improve performance. But a decrease in these factors will not cause dissatisfaction.

Figure 4.2

Herzberg's Motivation Hygiene Two Factors



Source: <https://educationlibrary.org/herzbergs-motivation-hygiene-theory-two-factor>

4.3.2.3. Theory X & Y (Douglas McGregor) (1960):

Douglas McGregor introduced two theories Theory X and Theory Y, based on two distinct views of human beings. He proposed, at opposite extremes, two pairs of assumptions about human beings which he thought were implied by the actions of managers. Theory X deals with one extreme and based on one set of assumptions and Theory Y deals with another extreme and based on another set of assumptions.

1. Theory X

This theory is based on the traditional approach to human behaviour. The assumptions in this theory are,

- Average human beings inherently dislike work and will avoid it if possible
- As the employees dislike work, they must be coerced, controlled, directed, and threatened with punishment to achieve the objectives of the organisation.

- Average employees if possible will try to avoid responsibility and they seek formal directions.
- Most of the workers have relatively little ambition, and want security above all other factors related to work.

These assumptions are negative in nature and managers exercise extreme control is appropriate for dealing with the employees.

2. Theory Y

This Theory is the contrast of Theory X.

- Average human beings do not inherently dislike work. They view work as natural or enjoyable as rest or play
- Employees will exercise self direction and control in achieving committed objectives.
- Commitment to objectives is in proportion to the size of the rewards associated with their achievement.
- People are capable of making creative and innovative decisions.

This theory places greater emphasis on satisfaction of high level needs of the employees. McGregor himself holds that the assumptions of Theory Y are more valid than Theory X.

4.3.2.4. Theory of Needs - Achievement Theory (David McClelland 1961):

Mc Clelland and Associates argued that some people have a compelling drive to succeed and they are striving for personal achievement rather than the rewards of success. They have desire to do something better or more efficiently than it has been done before so they prefer challenging work. This Theory emphasizes more on the achievement motives so this theory is also known as achievement theory. This theory includes three interrelated needs:

1. Need for achievement:

It is the need that drives a person to work and even struggle for achieve the objective. People with high achievement needs are always work to excel and avoids low reward low-risk situations and difficult to achieve high-risk situations.

2. Need for Power:

The need for power is the desire within a person to hold control and authority over another person and influence and change their decision in accordance with his own needs or desires. The individuals with high need for power have a desire to control and influence others.

3. Need for Affiliation:

This is the urge of a person to have interpersonal and social relationships with others or a particular set of people. They seek to work in groups by creating friendly and lasting relationships and have the urge to be liked by others. They tend to like collaborating with others to competing with them and usually avoid high-risk situations and uncertainty.

4.3.2.5. ERG Theory (Clayton P. Alderfer.) (1969):

Clayton Paul Alderfer is an American psychologist who propounded hierarchy of needs. This theory suggests three groups of core needs: existence (E), relatedness (R), and growth (G) – hence the name ERG.

1. Existence

These are basic requirements for living. These include Maslow's basic needs such as, air, water, food and shelter and safety needs such as health, property and employment, Alderfer named it as existence needs.

2. Relatedness

These needs have to do with the importance of maintaining good interpersonal relationships. These needs are based on social interactions with others

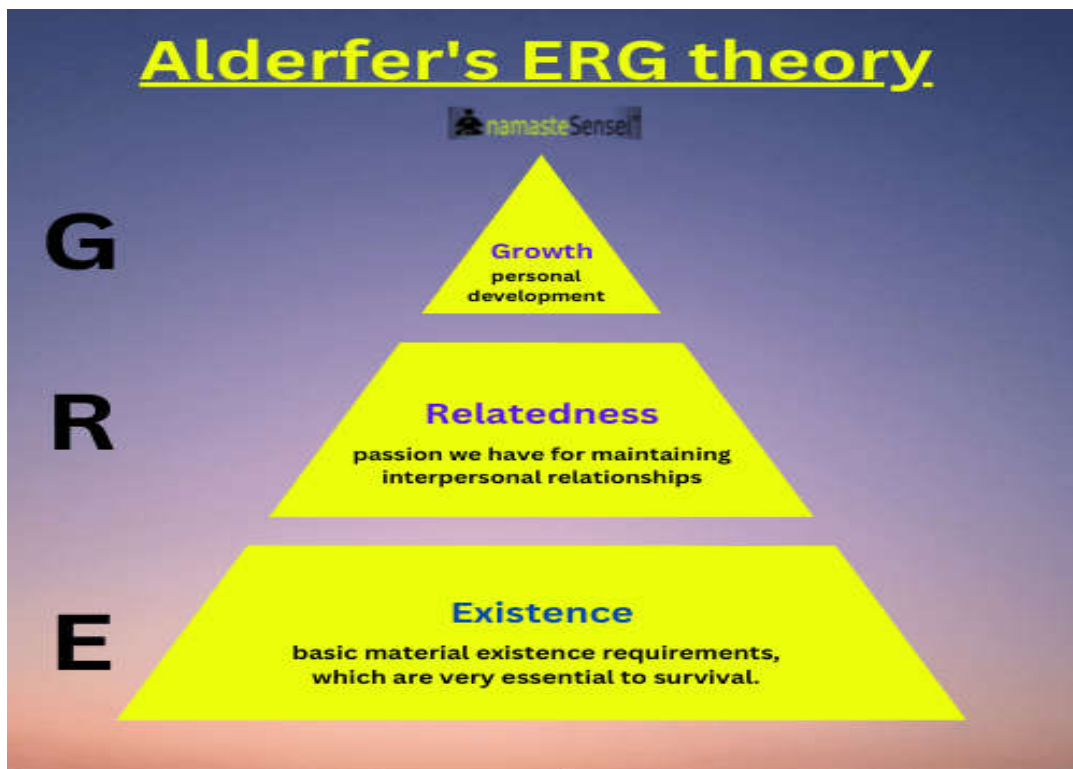
and align with Maslow's love / belonging such as family, friendship and sexual intimacy and esteem needs have gaining the respect of others.

3. Growth

These needs describe the intrinsic desire for personal development. These needs align with the Maslow's esteem needs such as self-esteem, self-confidence, and achievement and self-actualization needs such as morality, creativity, problem-solving, and discovery.

Figure 4.3

Alderfer's Erg Theory of Motivation



Source: <https://namastesensei.in/alderfers-erg-theory-of-motivation-with-examples-free-pdf/>

4.3.3. Outcomes of Job Dissatisfaction

- **Low productivity:**

The available studies prove that, job satisfaction and productivity are closely associated, but most people accept that more the personnel's satisfaction more will

be their productivity. A satisfied worker can increase organisational productivity through less distraction caused by turnover, absenteeism and few incidences of destructive behaviour (Robbins, 2001).

- **Mental and physical health:**

A person's physical health and intellectual happiness is get affected by job satisfaction. As per the reports of great researchers on this area, personnel cultivate a better physical and mental health if their satisfaction levels are high. Moreover, personnel with better physical and mental health will be able to quickly learn tasks related job, will be less prone to job accidents and also will register lesser grievances. Mental health has found positively correlated with job satisfaction. (Judge and Hulin, 1993)

- **Absenteeism:**

Job dissatisfaction has association with failure to report to work, i.e., absenteeism. A number of researchers maintain that Job dissatisfaction represents the primary cause of absenteeism (e.g. George & Jones 2002).

- **Low organisational commitment:**

One of the major causes of low organisational commitment is being not satisfied with their job. Their commitment shows their ambition to continue in organization for a long time and also their enthusiasm to make their best efforts for the achievement of organisational goal. Organisational commitment has a significant association with the job satisfaction (Ismail& Razak 2016).

- **Early Retirement:**

Another interest is the relationship between job satisfaction and the decision to take early retirement. Studies in this area show those personnel who have negative attitude towards their jobs they prefer early retirement.

- **Turnover:**

Job satisfaction has effect on to determine staying in or leaving the organization. If personnel are dissatisfied with their work, they are likely to leave

from the organization. If personnel believe that they are treated fairly and getting rewards they are unlikely to leave the organization. There are some factors with the relationship between satisfaction and turnover.

4.4. Organisational commitment

The term commitment means “engagement or involvement that restricts freedom of action” (Oxford Dictionary). Buchanan (1974) defined that organization commitment is the emotional link to a particular organization, which is characterized by three major parameters in the individual’s attitudes towards the organization:

- Identification – internalization of the organization’s goals and values.
- Involvement – activity that the employee performs as part of his or her role.
- Loyalty – a sense of belonging to the employing organization.

“Organisational commitment refers to an employee’s belief in the organization’s goals and values, desire to remain a member of the organization and faithfulness to the organization. It has been used to refer three aspects of staff attitudes that indicate the extent to which the employee demonstrate a strong desire to remain the member of the organisation, the degree of willingness to exert high level of efforts for organisation and belief and acceptance of the measures goals and value of the organisation (Mowday et al., 1979).”

Researches on Organisational commitment have indicated that it is a spontaneous, organic process that develops through the association of an individual to the organization (Allen & Meyer, 1990).

Organisational commitment is regarded as an attitude, since it relates to individuals’ mindsets about the organization (Allen and Meyer, 1990)”. Hence, personnel’s acute affirmative expression towards their organization, their credentials with it, considering organization’s goal as their own and surrenders themselves to conclude the same is organisational commitment. Affective commitment is characterized as an emotional attachment and identification with the organization,

while continuance commitment is described as an attachment based on the cost of leaving the organization, and normative commitment is described as a sense of obligation to remain in the organization.

Meyer et. al., (2002) defined that organisational commitment is regarded as an attitude, as it relates to individuals mind-sets about the organisation. Dedicated workers are more likely to stick with the company and be willing to carry out their responsibilities more effectively.

Buhali and Margaretha (2015) states that employees with high commitment have good behavior, have high expectations for the organization where they work, and are more motivated to work

4.4.1. Levels of Organisational Commitment

“There are different levels which are related to development of individual’s organisational commitment. Employee’s level of commitment may move from a low level to a moderate level and continue to develop to a higher level of commitment (Reichers, 1985)”

1. **Lower level of Organisational Commitment:** In case of Low levels of organisational commitment, Employees may leave the organization frequently, indicating a lack of attachment or loyalty to the company. The low level of organisational commitment is characterised by a lack of neither acceptance of organisational goals and values nor the willingness to exert effort to remain with the organisation (Reichers, 1985). “The employee who operates on this level must be disillusioned about the organization; such an employee may stay in business organisation because he or she feels need to stay as associated with the continuance dimension and on alternate options they will leave the organization (Meyer and Allen, 1997)”
2. **Moderate level of Organisational Commitment:** In moderate levels of organisational commitment, employees may show varying degrees of attachment, loyalty, and engagement with the organization. The moderate level of organisational commitment is characterised by a reasonable

acceptance of organisational goals and values as well as willingness to exert effort to remain in the organisation (Reichers, 1985). “This level can be viewed as a reasonable or average commitment, which implies partial commitment. The willingness to stay is an attribution of a moral commitment associated with the normative dimension of commitment (Meyer and Allen, 1997)”.

3. **Higher level of Organisational Commitment:** A higher level of organisational commitment shows the employees are highly engaged, loyal, and dedicated to the organization's goals and values. A high level of organisational commitment is characterised by a strong acceptance of the organisation's values and willingness to exert efforts to remain with the organisation (Reichers, 1985). “high organisational commitment means identifying with one's employing organization.” An individual reaches this level when he/she wants to stay in organisation and his/her behavioural tendencies are closely connected with affective dimension of commitment. Miller (2003)

4.4.2. Approaches to Organisational Commitment

An essay titled ‘The Organization Man’ by Whyte from 1956 is where the idea of organisational commitment originated. Though the concept of organisational commitment has undergone changes since 1960, the contexts have remained the same. The evolution period of organisational commitment is above sixty years.

1. Behavioural Approach

The behavioural approach was based on Howard Becker's (1960) side bet theory, which defined the phrase as the accumulation of investments that an individual values but would lose or regard as worthless if they were to leave the organization. The risk of losing these contributions and the impression that there are no other options to offset or make up for them solidify the individuals' commitment to the organization. According to Becker, an employee's affiliation with the

company is determined by both internal and external elements, such as interpersonal ties and pay. (Meyer & Allen 1994; Cohen 1993)

Becker expressed his points in the following way:

“The man who hesitates to take a new job may be deterred by a complex of side-bets: the financial costs connected with a pension fund he would if he moved; the loss of seniority and ‘connections’ in his present firm, which promise quick advance if he stays; the loss of ease in doing his work because of his success in adjusting to the particular conditions of his present job; the loss of ease in domestic living consequent on having to move his household, and so on...(Becker, 1960)”.

According to Becker's side bet hypothesis, the processes of commitment and turnover are closely related. Actually, this approach acknowledges that organisational commitment plays a significant role in turnover. The continuous commitment scales developed by Meyer and Allen clearly show the influence of side bet theory. This scale, which is one of the three aspects of organisational commitment described, was developed as a tool to improve testing of the side bet approach (Meyer & Allen 1991).

2. The Attitudinal Approach

The second approach comprehends commitment as affective or attitudinal it has been called as organisational behaviour (Staw 1977) or psychology (Near 1989). According to this view, the person identifies with the organization and is therefore dedicated to maintaining membership in order to achieve their objectives. The origin of this treatment of commitment perhaps lies principally in the work of Porter & his associates (e.g., Porter et. al, 1974; Mowday et. al, 1982); and some researchers have termed it as affective commitment (Meyer & Allen, 1984) and value commitment (Angle& Perry, 1981). The focus of commitment switched from material side bets to an individual's psychological bond with the organization. Porter and colleagues' (1974) attitudinal approach attempted to characterize commitment as a concentrated attitude. Accordingly, they have defined organisational commitment as “the relative

strength of an individual's identification with, and involvement in a particular organization" (Mowday, Porter & Steers, 1979).

3. The Multidimensional Approach

Kelman (1958) is regarded as the pioneer of the multifaceted approach to commitment. He lays the groundwork for this strategy. This method contends that an employee's organisational commitment is more nuanced than just their moral commitment to stick with the company, their emotional attachment to it, or the apparent consequences of quitting.

However, two leading multidimensional approaches were advanced by O'Reilly & Chatman (1986) and Meyer & Allen (1984). O'Reilly & Chatman (1986) built their approach upon what they represented as the problematic state of organisational commitment research, namely, the failure to distinguish carefully among the antecedents and consequences of organisational commitment on the one hand, and basis for attachment on the other. Organisational commitment was characterized as the employee's psychological attachment to the company or as a reflection of how much they have internalized or adopted its values. According to their argument, three independent factors can predict an individual's psychological attachment: (a) compliance or instrumental involvement for particular extrinsic rewards; (b) identification or involvement based on a desire for affiliation; and (c) internalization or involvement based on the alignment of personal and organisational values.

As a result of its questionable operationalisation and ambiguous motivations, O'Reilly & Chatman's intriguing approach to organisational commitment has not been widely adopted by scholars. Instead, the approach of Meyer & Allen (1984) became the dominant one to the study of organisational commitment. On the argument that organisational commitment can be better understood as a multidimensional concept, Meyer & Allen (1984) proposed a two-dimensional measure of organisational commitment. Conceptually, their distinction between the two dimensions paralleled that between the side-bet calculative approach of Becker (1960) and the attitudinal approach of Porter and his associates (1974). The first

dimension was termed affective commitment, and was defined as ‘positive feelings of identification with, attachment to, and involvement in, the organisation’ (Meyer & Allen, 1984). The second was termed continuance commitment, and was defined as ‘the extent to which employees feel committed to their organisations by virtue of the costs that they feel are associated with their leaving the organisation (e.g. investments or lack of attractive alternatives)’ (Meyer & Allen, 1984).

Mc Gee & Ford (1987) in their factor analysis found that the continuance commitment scale itself is a two-dimensional construct. One sub-dimension, referred to as ‘high sacrifice,’ indicated the sacrifices made by an employee to remain with the company, while the other, referred to as ‘low alternatives,’ showed the alternatives to employment that were accessible. Meyer, Allen & Gellatly (1990) replicated this finding. In a subsequent research paper, Allen & Meyer (1990) introduced a third dimension, namely, normative commitment and were defined as the employee’s feelings of obligation to remain with the organisation. The factor analysis of Allen & Meyer (1990) supported the proposed three-dimensional scales.

4. Organisational Commitment Model (Meyer & Allen, 1997)

Allen & Meyer (1990) focused on tri-dimensional model to conceptualise organisational commitment in three dimensions, namely, affective commitment, continuance commitment and normative commitment. These three elements describe three psychological states which reflect want, need and ought or obligation (Allen & Meyer, 1990) Workers with high affective commitment remain with the organization because they ‘wish for,’ high continuance commitment workers stay with the organization because ‘they need to,’ and high normative commitment workers stay with the organization because they feel they ‘ought to do so.’ According to “Meyer and Allen’s (1993) defined “commitment as an emotional Attachment and identification with and involvement in the organization is called affective commitment; commitment as an attachment based on the cost of leaving the organization is called continuance commitment, and a feeling of obligation to stay in the organization is called normative commitment.”

The three dimensions represent different psychological states of an individual employee, and it is possible to develop independent measures for each dimension (Meyer & Allen, 1997). The degree to which an employee is committed to the goals or vision of an organization, whether Affective Commitment, normative commitment, or continuance commitment, is found to be a predictor of the decision of the employee to either stay with or leave the organization (Meyer & Allen, 1997). Certain variables that are thought to precede organisational commitment have varying relationships with affective, continuance, and normative commitment. Empirical evidence indicates that while factors such as transformational leadership and role clarity have positive associations with affective commitment, they have a slightly negative or no association at all, with continuance commitment (Allen & Meyer, 1996; Meyer, et al., 2002).

a. Affective Commitment

The concept of affective commitment initially was acknowledged by Kanter (1968) who termed it as cohesion commitment. Similarly, Porter and Mowday et. al. (1979) described affective commitment as “the relative strength of an individual’s identification with and involvement in a particular organisation. Allen and Meyer (1990) described affective commitment as emotional attachment an individual senses towards the organisation which is characterised by involvement and recognition with organisation and also gratification in being an organisational member. Affective commitment explained by “Meyer and Allen (1997) as an individual’s emotional connection to, or identification with and participation in the organization. The Employees who are affectively committed to the organization will probably carry on working for the organization because they want to”. “Affective Commitment refers to feelings of belonging and sense of emotional attachment to the organization and it has been related to personal characteristics, organisational structures and work experiences, for example; pay, supervision, role clarity and skill variety” (Hartman, 2000). Usually, when individuals are emotionally dedicated towards an organization, they continue in it because they build compatibility among individual employment and organization’s goals and values for which they work.

Meyer and Allen also argue that if the employees with high affective commitment, who have positive and favourable work experience. Therefore, an individual who is committed affectively or emotionally attached to the organisation (i) believes in the goals and values of the organisation; (ii) works hard for the organization; and (iii) intends to stay with the organisation (Mowday et al., 1982).

According to Jaros, Jermier, Koehler and Sincich (1993), affective commitment is identified with desirable workplace behaviours, such as lower absenteeism rate, job satisfaction, increased productivity, personnel stability and organisational citizenship behaviour.

b. Continuance Commitment

When a person believes that the cost of being in the system exceeds the costs of leaving, they are said to be committed to staying in it. It is calculative in nature because of the individual's perception or weighing of costs and risks associated with leaving the current organisation (Meyer & Allen, 1997). Becker (1960) stated continuance commitment as, "It reflects the recognition of costs associated with leaving the organization, which should be related to anything that increases perceived costs. Direct or indirect investments in the organization, side bets, represent such costs best and were channelled mainly by variables like age, education and tenure. Therefore, the above demographic variables and tenure are expected to demonstrate the strongest relationship with continuance commitment." Kanter (1968) proposed this process as a result of cognitive orientation of an individual. Allen & Meyer (1990) who proposed that continuance commitment develops on the basis of two factors: (1) number of investments (side-bets) individuals make in their current organization, and (2) perceived lack of alternatives. Lack of employment opportunities also increases the perceived costs associated with leaving the organization, thereby, increasing the continuance commitment of employees to the organization (Allen & Meyer, 1990) Employees with stronger continuance commitment have a stronger intent to remain with organization and are expected to avoid those behaviours which put their organisational membership in danger (Mayer & Schoorman, 1992). Employees, who give value to comfortable

work place and security, tend to have higher continuance commitment (Meyer et. al., 1998).

c. Normative Commitment

Normative commitment is the last dimension of the organisational commitment. Wiener and Vardi (1980) described normative commitment as “the work behaviour of individuals, guided by a sense of duty, obligation and loyalty towards the organisation”. Allen and Meyer (1990) defined normative commitment as the extent to which employees feel obliged to remain with the organisation. In addition, Meyer and Allen (1991) argued that this moral obligation arises either through the process of socialisation within the society or the organisation. Meyer and Allen (1997) revealed normative Commitment as “a sense of responsibility to continue employment with a specific organisation.” Employees who have a high normative commitment will stick with a company because they think it is the ethical and moral thing to do. Distinctive from AC (emotionally motivated) and CC (profit motivated), NC (obligatorily motivated) has been found to share many antecedents and consequences as with its counterparts, particularly in its correlations with AC (Meyer et al., 2002).

4.5 Relationship among Job Stress, Job Satisfaction, and Organisational Commitment

An organization's success is largely dependent on the employee's determination to succeed, satisfaction, and productivity. Employees that are happy in their jobs are more likely to be efficient, motivated, and productive. When employees enjoy their work and feel valued, they tend to put in more effort, leading to higher performance levels. High job satisfaction reduces employee turnover. Retaining skilled and experienced employees saves the organization the cost and time associated with recruiting and training new staff. Increased productivity, lower turnover rates, a positive work environment, and higher customer satisfaction contribute to the overall profitability and success of the organization. Organizations can thus identify areas for improvement and implement focused strategies to enhance employee satisfaction, which will lead to greater productivity, lower

turnover, and increased profitability. This can be achieved by understanding how employees perceive their jobs and evaluating job satisfaction from multiple perspectives. Since, only satisfied employees will be committed towards their work and will have an affirmative approach towards organisation. Job Stress is negatively associated with Job Satisfaction & Organisational Commitment. (Usman et al., 2011). Recognizing and addressing the reasons for stress in the workplace, organizations can create a more supportive and satisfying work environment. This, in turn, strengthens employees' loyalty and commitment, leading to long-term organisational success and profitability. Organizations that prioritize these strategies are more likely to achieve higher employee satisfaction and commitment, resulting in reduced stress levels and improved overall performance. This not only helps in retaining top talent but also enhances the organization's competitive edge in the global market.

CHAPTER 5

JOB STRESS AMONG GRAMIN DAK SEVAKS

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- 5.1. *Profile of the Gramin Dak Sevak*
 - 5.2. *Dimensions of job stress among Gramin Dak Sevak*
 - 5.3. *Physical Stress- Exploratory Factor Analysis*
 - 5.4. *Physical Stress- Confirmatory Factor Analysis*
 - 5.5. *Physical Stress - Normality and Multicollinearity*
 - 5.6. *Contributing Factors under Physical stress*
 - 5.7. *Physical Stress of Gramin Dak Sevak across their Demographic Profile*
 - 5.8. *Emotional Stress- Exploratory Factor Analysis*
 - 5.9. *Emotional Stress- Confirmatory Factor Analysis*
 - 5.10. *Emotional Stress - Normality and Multicollinearity*
 - 5.11. *Contributing Factors under Emotional stress*
 - 5.12. *Emotional Stress of Gramin Dak Sevak across their Demographic Profile*
 - 5.13. *Chapter Summery*
-

5.1. Profile of the Gramin Dak Sevaks

The profile of Gramin Dak sevaks includes the personal profile and work profile. The term ‘profile’ refers to a group of attributes that often comprise variables like age, gender, income level, marital status, education level, location, employment status, and occupation in addition to other elements like family size or religion. The profile plays an important role in understanding the needs, challenges and priorities of gram in dak sevaks, which in turn informs strategies to enhance their overall performance.

5.1.1. Personal Profile of Gramin Dak Sevaks

Personal profile of Gramin Dak Sevaks includes their gender, age, academic qualification and marital status. Table 5.1 shows the personal profile of Gramin Dak Sevaks.

Table 5.1
Personal Profile of Gramin Dak Sevaks

	Categories	Count	Percentage
Gender	Male	252	53.70
	Female	217	46.30
	Total	469	100
Age	18-30	173	36.90
	31-45	227	48.40
	46-65	69	14.70
	Total	469	100
Academic Qualification	SSLC/Plus Two	138	29.40
	Under Graduate	197	42.00
	Post Graduate	97	20.70
	Others	37	7.90
	Total	469	100
Marital Status	Married	368	78.50
	Unmarried	101	21.50
	Total	469	100

Source: Primary Survey

Table 5.1 summarizes the personal profile of the respondents. As gender wise diversity is concerned, out of total sample, 252 (53.70%) respondents are males and 217 (46.30%) are females. Among Gramin Dak Sevaks, respondents between the age group of 31-45 years are 227(48.40%) followed by 173 (36.90%) in the age group of 18-30 years, and the remaining 69 (14.70%) respondents are in the age of 46-65 years. As far as education wise diversity is concerned, 138 (29.40%) respondents having the qualification of SSLC/Plus Two, 197 (42.00%) respondents are under graduates, 97 (20.70%) respondents having post graduate and the remaining 37 (7.90%) respondents belongs to other educational qualifications. However the minimum qualification to become a Gramin Dak Sevak is SSLC. Out of 469 respondents of Gramin Dak Sevaks, 368 (78.50%) are married and only 101 (21.50 %) are unmarried.

5.1.2. Job Profile of Gramin Dak Sevaks

The jobs positions of Branch Post Master (BPM) and Assistant Branch Post Master (ABPM) are listed in Gramin Dak Sevaks' job profile, along with their years of experience.

Table 5.2 explains the job position and job experience of Gramin Dak Sevaks.

Table 5.2
Job Profile of Gramin Dak Sevaks

	Categories	Count	Percentage
Job Position	BPM	259	55.22
	ABPM	210	44.78
	Total	469	100
Job Experience	Less than 5 Years	12	2.50
	5 - 10 Years	121	25.80
	10 - 15 Years	224	47.80
	More than 15 Years	112	23.90
	Total	469	100

Source: Primary Survey

Table 5.2 demonstrates the Job Profile of Gramin Dak Sevaks among three regions of Kerala postal circle. Among the total Gramin Dak Sevaks, 259 (55.22%) respondents are Branch Post Masters (BPMs) and remaining 210 (44.78%) respondents are Assistant Branch Post Masters (ABPMs). The survey also shows that out of total respondents, 224 respondents (47.80 %) have experienced of 10 - 15 years, 121 (25.80%) respondents have experienced of 5 - 10 years, followed by 112 (23.90%) respondents have experienced of More than 15 years and lastly only 12 respondents (2.50%) have experienced less than 5 years.

5.2 Dimensions of Job Stress among Gramin Dak Sevaks

Stress can mean a feeling of tension, anxiety or worry experienced by employees. Such feelings are a form of the experience of stress, a complex response to feelings of threat that can have positive or negative outcomes. Stress is defined as a psychological response to demands that have a certain effect on the person and which burden or exceed the capacity of the person. Job stress occurs when the individual doesn't have the skills and abilities to perform the job effectively, when he lacks in training or is not provided with necessary resources to perform his job, or when he is confronted with conflicting job demands (Jamal, 1990). According to Tewal et al, (2017) stress in the work environment cannot be avoided, but Job Stress can be reduced or managed so that it does not interfere with work. Job Stress if managed properly can be a driving force and increase work intensity, employees will feel challenged and need to exert all their abilities to excel and thus be able to complete tasks properly.

Gramin Dak Sevaks (GDS), who are part of the Indian postal system, often experience significant job stress due to various factors. GDS employees frequently deal with a high volume of tasks, including mail delivery, financial transactions, and handling postal savings schemes. The workload can be overwhelming, especially during peak seasons. Lack of clear job descriptions and expectations can lead to confusion and stress. GDS employees may not always understand their responsibilities, leading to job dissatisfaction and anxiety. Many GDS work in rural areas with poor infrastructure, including inadequate office facilities and lack of basic

amenities. This can make their work environment uncomfortable and stressful. In rural areas, Gramin Dak Sevaks may have to travel long distances to deliver mail, often using personal transportation without adequate compensation for travel expenses.

The factors that affect the job stress of Gramin Dak Sevaks be grouped in two major heads. The first one is Physical Stress and the second one is Emotional Stress.

5.3. Physical Stress- Exploratory Factor Analysis

With the objective of having a definite view on the factors that represent the Physical Stress with respect to Job Stress, all the measures have undergone Exploratory Factor Analysis.

The pre-requisites to apply the Exploratory Factor Analysis are:

- i. A value larger than 0.5 is required for the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy.
- ii. Bartlett's Test of Sphericity's significant value needs to be less than 0.05.
- iii. More than 60% of the total variance should be explained by the Cumulative Rotation Sums of Squared Loadings.

5.3.1. KMO and Bartlett's Test of Sphericity

Two important metrics are used to determine whether data are suitable for factor analysis: Bartlett's Test of Sphericity and the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy. The data is considered marvelous if the KMO value is greater than 0.9; meritorious if the value ranges between 0.8 and 0.9; mediocre if the KMO value is between 0.6 and 0.7; and miserable if it lies between 0.5 and 0.6. (Kaiser & Rice, 1974). Results extracted through these tests are presented on Table 5.3

Table 5.3

Physical Stress - KMO and Bartlett's Test

Kaiser Meyer Olkin Measure of Sampling Adequacy	Bartlett's Sphericity Test		
	Chi-Square	Df	P
0.820	1869.369	171	<0.001

The data set appears to be fairly acceptable for additional analysis based on the statistical findings from the exploratory factor analysis. With a value of 0.820, the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy is within an acceptable range, suggesting that factor analysis may be appropriate for the data. Bartlett's Test of Sphericity yielded a significant result. (Chi square = 1869.369, $p < 0.001$), indicating that the variables in the dataset are correlated. This supports the notion that there are significant correlations among the variables, reinforcing the suitability of the data for factor analysis.

5.3.2. Extraction of Factors

As the desirability of the data for factor analysis is ensured, Principal Component Analysis is conducted to extract minimum number of factors having maximum variance. Those factors with an Eigen value of more than 1 is considered as fixed factors. The Results of the analysis are illustrated on Table 5.4

Table 5.4

Total Variance Explained

Component	Initial Eigen values			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.050	31.155	31.155	4.025	30.958	30.958
2	1.661	12.779	43.934	1.549	11.916	42.874
3	1.275	9.811	53.746	1.368	10.522	53.396
4	1.113	8.560	62.305	1.158	8.909	62.305

Extraction Method: Principal Component Analysis

Principal Component Analysis (PCA) identified four components with Eigen Values surpassing the threshold of 1. This implies that these components effectively capture substantial variance in the data. Retaining these four components condenses the dataset while preserving meaningful information, aligning with established guidelines for PCA. This reduction in dimensionality enhances interpretability, providing a concise yet informative representation of underlying structures within the data.

5.3.3. Factor Loading

Since the data are reduced to 4 factors, performing varimax rotation generates a better over view of these factors. Through this, the measures showing strong loading can be accounted with only one principle component. The factor loadings range in between 0.553 to 0.922. Table 5. 5 represent the rotated factors and measures along with factor loadings.

Table 5. 5
Rotated Component Matrix^a

	Component			
	1	2	3	4
PHY1	0.922			
PHY2	0.841			
PHY5	0.819			
PHY6	0.756			
PHY3	0.707			
PHY4	0.635			
PHY7		0.783		
PHY8		0.738		
PHY9		0.641		
PHY10		0.586		
PHY11			0.854	
PHY12			0.792	
PHY15			0.622	
PHY13			0.608	
PHY14			0.553	
PHY16				0.741
PHY17				0.698
PHY18				0.666
PHY19				0.578
Extraction Method: Principal Component Analysis.				

5.3.4. Factor Labeling

Factor 1 - Role overload

Table 5.5.1 indicates that PHY1, PHY2, PHY5, PHY6, PHY3 and PH4 are having factor loading in favour of factor 1. Thus the Factor 1 is the combination of these six original measures. Descriptions of these measures are as follows;

Table 5.5.1
Significant Factor Loadings of Factor 1

Sl. No.	Physical Stress	Variable	Factor Loading
1	PHY1	This job requires a lot of work on my part.	0.922
2	PHY 2	Owing to excessive workload, I have to manage with insufficient resources.	0.841
3	PHY 5	Employees give official guidelines and operating procedures the appropriate weight.	0.819
4	PHY 6	My co workers do freely assist me in resolving official issues.	0.756
5	PHY 3	Because of my heavy workload, I have to do my assignment quickly.	0.707
6	PHY 4	It is unclear what kind of work and conduct my superiors and co workers anticipate from me.	0.635

A variation of 31.155% with an Eigenvalue of 4.050 can be explained through Factor 1. All the measures in this factor related to the role of workload of the Gramin Dak Sevaks, the factor can be labelled as **Role overload**.

Factor 2 - Role Ambiguity

Table 5.5.2 indicates that PHY7, PHY8, PHY9 and PHY10 are having factor loading in favour of factor 2. Thus the Factor 2 is the combination of these four original measures. Descriptions of these measures are as follows;

Table 5.5.2
Significant Factor Loadings of Factor 2

SI No	Physical Stress	Variable	Factor Loading
1	PHY7	There is a lack of clarity and appropriate information available on my job role and its results.	0.783
2	PHY 8	My job role has well-defined and well-planned objectives.	0.738
3	PHY 9	Uncertainty and ambiguity over the extent of my authority and jurisdiction prevent me from carrying out my responsibilities with ease.	0.641
4	PHY 10	The new dealing processes and policies become challenging to immediately replace the ones that are currently in use.	0.586

Factor 2 can be seen through a variation of 12.779% with an Eigenvalue of 1.661. Since all the measures in this factor related to ambiguity of the job role of the Gramin Dak Sevaks, the factor can be labelled as **Role Ambiguity**.

Factor 3 - Role Conflict

Table 5.5.3 indicates that PHY 11, PHY 12, PHY 15, PHY 13 and PHY 14 are having factor loading in favour of factor 3. Thus the Factor 3 is the combination of these five original measures. Descriptions of these measures are as follows;

Table 5.5.3
Significant Factor Loadings of Factor 3

SI No	Physical Stress	Variable	Factor Loading
1	PHY 11	My different officers often give contradictory instructions regarding my work.	0.854
2	PHY 12	Officials do not interfere with my jurisdiction and working method.	0.792
3	PHY 15	I don't get enough resources or clear instructions for assignments that are entrusted to me.	0.622
4	PHY 13	Making adjustments between official norms and instructions and political influences can occasionally become a complicated problem for me.	0.608
5	PHY 14	I have to do such work as ought to be done by others.	0.553

Factor 3 can be observed through a variation of 9.811% with an Eigenvalue of 1.275. Since all the measures in this factor aims at evaluating the role conflict matters of the Gramin Dak Sevaks, the factor can be labelled as **Role Conflict**.

Factor 4 - Strenuous Working Conditions

Table 5.5.4 indicates that PHY 16, PHY 17, PHY 18 and PHY 19 are having factor loading in favour of factor 4. Thus the Factor 4 is the combination of these four original measures. Descriptions of these measures are as follows;

Table 5.5.4
Significant Factor Loadings of Factor 4

Sl No	Physical Stress	Variable	Factor Loading
1	PHY 16	Due to my heavy workload and lack of time, I am unable to complete my assignments to my satisfaction.	0.741
2	PHY 17	I'm unable to dedicate enough time to my household and personal problems since I'm too busy with official employment.	0.698
3	PHY 18	I am seldom rewarded for my hard work and efficient performance	0.666
4	PHY 19	Considering the amount of work I do, my pay is lower.	0.578

A variation of 8.560 % with an Eigen value of 1.113 can be explained through Factor 4. Since all the measures in this factor aims at evaluating the strenuous working conditions of the Gramin Dak Sevaks, the factor can be labelled as **Strenuous Working Conditions**.

5.3.5. Reliability Test

The coefficient of alpha is computed to test the internal consistency of the extracted factors. The reliability statistics of various components of Physical Stress with respect to Job Stress along with the number of items constituting the component are presented on Table 5.6

Table 5.6

Reliability Analysis

Components	No. of Items	Cronbach's Alpha
Role Overload	6	0.798
Role Ambiguity	4	0.814
Role Conflict	5	0.875
Strenuous Working Conditions	4	0.754

As per the Table 5.6, Cronbach's Alpha values for all the extracted factors are well above the threshold of 0.70 and range from 0.754 to 0.875. Thus, it can be concluded that the factors included are of reliable and relevant to represent the construct.

5.4. Physical Stress- Confirmatory Factor Analysis

Confirmatory Factor Analysis is carried out to test the accuracy of a related correlation, or Regression found earlier. While the Exploratory Factor Analysis is used to test which various groups are highly associated with which factor, the Confirmatory Factor Analysis is used to determine whether these various groups so determined are adequately represented by these factors. Confirmatory Factor Analysis can also be used for testing a hypothesis regarding the correlation and Regression between the factors identified earlier.

To test the extent to which the 19 measures resulted through 4 dimensions of Physical Stress related to job Stress as true representatives of the construct, Confirmatory Factor Analysis is performed. Initially, the model has gone through various fit indices such as Chi Square, Goodness of Fit Index (GFI), and Adjusted Goodness of Fit Index (AGFI), Normal Fit index (NFI), Comparative Fit Index (CFI), Root Mean Square Residual (RMR) and Root Mean Square Error of Approximation (RMSEA). Results are illustrated in Table 5.7

Table 5.7**Physical Stress- Model Fit Indices**

Indices	Value	Fit Criteria
CMIN/DF	3.285	< 5 (Hair et al., 1998)
GFI (Goodness of Fit Index)	0.982	> 0.90 (Hu & Bentler, 1999)
AGFI (Adjusted of Goodness of Fit Index)	0.929	> 0.90 (Hair et al., 2006)
NFI (Normal Fit index)	0.959	> 0.90 (Hu & Bentler, 1999)
CFI (Comparative Fit Index)	0.965	> 0.90 (Hooper et al., 2008)
RMR (Root Mean Square Residual)	0.025	< 0.08 (Hair et al., 2006)
RMSEA (Root Mean Square Error of Approximation)	0.060	< 0.08 (Hair et al., 2006)

As per Table 5.7, it is proven that the Job Stress model is fit with all the model fit indices such as Chi Square, GFI, AGFI, NFI, CFI, RMR and RMSEA. All these indices have met the criteria and declared the 19 measures included within 4 dimensions of Physical Stress related to Job Stress as true representatives of the construct.

In addition to model fit indices, reliability, convergent validity, construct validity and discriminant validity of the model have also gone through. Average Variance Extracted (AVE) and the Composite Reliability Co-efficient (CRC) are used to measure reliability and convergent validity. The Job Stress model's psychometric characteristics and model estimations are displayed in Table 5. 8

Table 5.8

Physical Stress- Model Estimates and psychometric Properties

Factor	Items	Standardized Regression Weights	P	Composite Reliability	Average Variance Extracted
Role Overload	PHY1	0.885	<0.001**	0.907	0.623
	PHY2	0.869	<0.001**		
	PHY5	0.830	<0.001**		
	PHY6	0.736	<0.001**		
	PHY3	0.762	<0.001**		
	PHY4	0.622	<0.001**		
Role Ambiguity	PHY7	0.814	<0.001**	0.802	0.506
	PHY8	0.727	<0.001**		
	PHY9	0.678	<0.001**		
	PHY10	0.612	<0.001**		
Role Conflict	PHY11	0.822	<0.001**	0.843	0.523
	PHY12	0.847	<0.001**		
	PHY15	0.685	<0.001**		
	PHY13	0.638	<0.001**		
	PHY14	0.587	<0.001**		
Strenuous Working Conditions	PHY16	0.796	<0.001**	0.811	0.519
	PHY17	0.744	<0.001**		
	PHY18	0.689	<0.001**		
	PHY19	0.642	<0.001**		

** denotes significant at 1% level

As shown in Table 5.8, the Standardized Regression Weights of all the measures are well above the threshold 0.50. In the case of Average Variance Extracted (AVE) and Composite Reliability Co-efficient (CRC), all the four factors have secured values greater than the cut off 0.50 and 0.70. All these results indicate that the model is fit with construct and convergent validity.

The final CFA Model of Job Stress with Standardized Regression Weights and correlation between factors are depicted in Figure 5.1

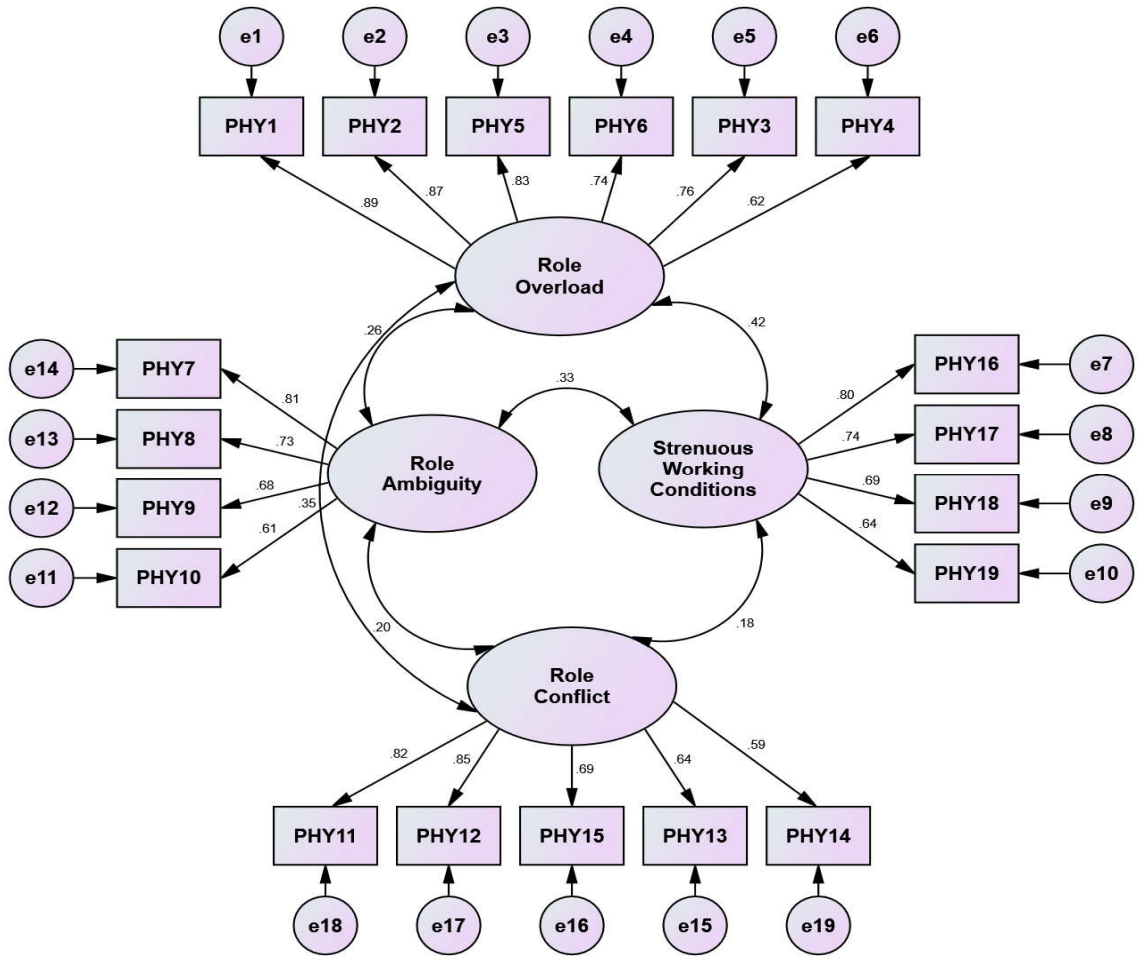


Figure 5.1
Physical Stress - CFA Model

Table 5. 9
Physical Stress- Discriminant Validity

Factors	Squared Inter construct Correlation (SIC)			
	Role Overload	Role Ambiguity	Role Conflict	Strenuous Working Conditions
Role Overload	(0.623)			
Role Ambiguity	0.067	(0.506)		
Role Conflict	0.120	0.038	(0.523)	
Strenuous Working Conditions	0.175	0.111	0.032	(0.519)

Values within brackets indicate AVE

As per Table 5. 9, All Average Variance Extracted (AVE) estimates of the corresponding Squared Inter construct Correlation (SIC) estimations are greater for four components. This indicates that the indicators have more characteristics with the related construct than with other constructs. As a result, the CFA model of job stress is composed of discriminant validity.

5.5. Physical Stress - Normality and Multicollinearity

Normality and Multicollinearity are critical concepts that influence the validity of data. Normality refers to the condition where data follows a normal distribution, characterized by a symmetrical bell shaped curve centered around the mean. Kolmogorov Smirnov and Shapiro Wilks tests are the most commonly used statistical tools to determine the extent to which the data follows a normal distribution.

When two or more independent variables in a model have a high degree of correlation, it is known statistically as multicollinearity. Stated otherwise, it is a scenario in which two or more predictor variables have a strong linear relationship. One often used metric to evaluate multicollinearity is the Variance Inflation Factor

(VIF). It is commonly believed that multicollinearity is indicated by a VIF score larger than 10. For Multicollinearity in the analysis, Lower VIF values suggest less Multicollinearity.

Table 5.10 indicates the Normality and Multicollinearity Statistics related to Physical Stress

Table 5.10
Physical Stress- Normality and Multicollinearity Statistics

	Kolmogorov Smirnov			Shapiro Wilks			Variance Inflated Factor (VIF)
	Statistic	Df	P	Statistic	Df	P	
Role Overload	0.238	469	0.122	0.993	469	0.086	1.277
Role Ambiguity	0.230	469	0.129	0.987	469	0.075	1.027
Role Conflict	0.297	469	0.101	0.975	469	0.056	1.147
Strenuous Working Conditions	0.279	469	0.113	0.986	469	0.076	1.125
Overall Physical Stress	0.064	469	0.086	0.989	469	0.099	4.441

As per Table 5.10 , it can be inferred that Overall Physical Stress along with its factors such as Role Overload, Role Ambiguity, Role Conflict and Strenuous Working Conditions have attained normality as the P values with respect to both Kolmogorov Smirnov and Shapiro Wilks tests are greater than 0.050.

In the case of Multicollinearity also, Physical Stress and its dimensions showcased lower Multicollinearity as the Variance inflated factor (VIF) are less than 10. This clearly indicates the robustness of data and the absence of Multicollinearity or strong linear relationship among factors.

5.6. Contributing Factors under Physical Stress

Physical stress among Gramin Dak Sevaks (GDS) can be attributed to several contributing factors related to their job roles and working conditions. GDS

are required to handle and deliver large volumes of mail and parcels daily. This can involve lifting, carrying, and transporting heavy items over long distances, which can cause physical strain. The physical stress includes the factors such as role overload, role ambiguity, role conflict and strenuous working conditions.

Role overload: GDS are required to handle a variety of tasks including mail and parcel delivery, managing postal savings schemes, handling money orders, and providing customer service. In addition to their core responsibilities, GDS often have to manage administrative tasks such as record keeping, reporting, and inventory management.

Role ambiguity: Role ambiguity refers to a lack of clarity about job responsibilities, expectations, and how to fulfill them effectively. GDS roles often include a wide range of tasks, from mail delivery and financial transactions to administrative duties. Without clear job descriptions, GDS may struggle to understand their primary responsibilities.

Role conflict: Gramin Dak Sevaks often face role conflicts due to the complicated nature of their responsibilities and the conditions under which they work. They perform a wide range of duties including postal delivery, handling savings accounts, selling postal products, and other administrative tasks.

Strenuous working conditions: Gramin Dak Sevaks often suffer strenuous working conditions due to various factors related to their job roles, environmental conditions, and systemic challenges. GDS are required to cover extensive rural areas, often on foot or using bicycles, which can be physically exhausting, especially in regions with difficult terrain such as hills, forests, or areas with poor road infrastructure.

Keeping in view of the objective, to identify the contributing factors towards job stress among Gramin Dak Sevaks in Kerala Postal Circle, based on the relevant data collected from Gramin Dak Sevaks in Kerala, in order to assess the impact of job stress contributing factors under physical stress, the following hypothesis have been formulated and tested by employing Structural Equation Modelling.

H1: Factors of Physical Stress exert significant impact on the Job stress of Gramin Dak Sevaks

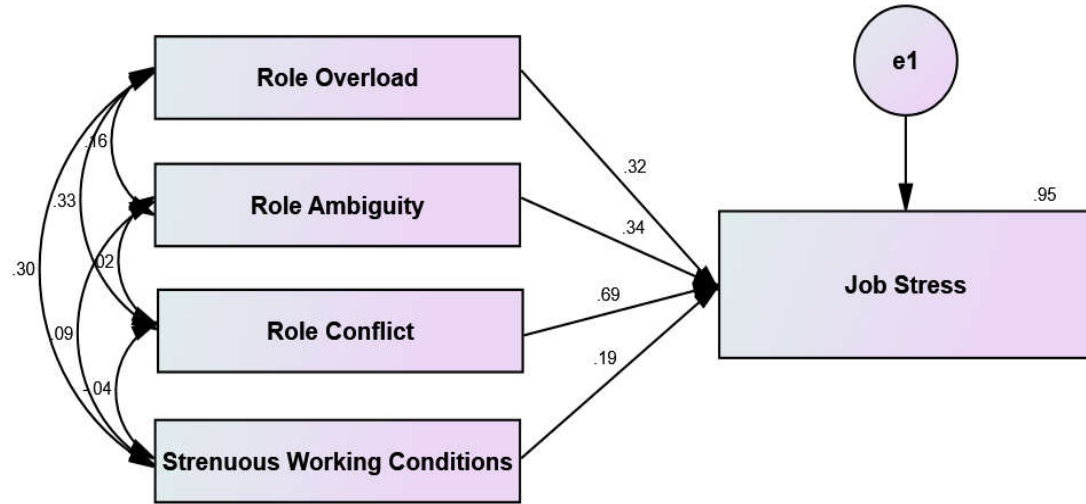


Figure 5.2
Structural Equation Model on the Contributing Factors under Physical Stress towards Job Stress

Table 5.11
Contributing Factors under Physical stress towards Job stress – Variables in the SEM Analysis

Factors		Unstandardized Coefficient	Standardized Coefficient	S.E	C.R	P	Decision
Role Overload	→ Job Stress	1.815	0.323	0.064	28.273	<0.001**	H1a Supported
Role Ambiguity	→ Job Stress	1.778	0.335	0.054	32.725	<0.001**	H1b Supported
Role Conflict	→ Job Stress	2.366	0.689	0.037	63.640	<0.001**	H1c Supported
Strenuous Working Conditions	→ Job Stress	1.439	0.190	0.081	17.752	<0.001**	H1d Supported

** Significant at 1% level

As per Table 5.11, It can be observed that the role overload of Gramin Dak Sevaks possess significant positive impact on their job stress. Since the unstandardized coefficient indicating the relationship is 1.815, holding the other path variable as constant clearly shows that for every one unit change in role overload will increase the job stress of Gramin Dak Sevak by 1.815 unit. Hence, the hypothesis establishing the relationship between both role overload and job stress of Gramin Dak Sevaks is supported at 1% level.

Similar to role overload, the role ambiguity of Gramin dak sevaks possess significant positive impact on their job stress. Holding the other path variable as constant clearly shows that for every one unit change in role ambiguity will increase the job stress of Gramin Dak Sevak by 1.778 unit because the unstandardized coefficient indicates a relationship of 1.778. Hence, at 1% level, the hypothesis establishing the relationship between both role ambiguity and job stress of Gramin Dak Sevaks is supported.

In addition to role overload and role ambiguity, role conflict of Gramin Dak Sevaks also has a significant positive impact on their job stress. The unstandardized coefficient indicating the relationship of 2.366, which means that for every one unit change in role conflict, will increase the job stress of Gramin Dak Sevaks by 2.366 units. Hence, the hypothesis showing the relationship between both role conflict and job stress of Gramin Dak Sevaks is supported at 1% level.

Among the factors of physical stress, Strenuous Working Conditions of Gramin Dak Sevaks also acts a contributing factor towards job stress. Holding the other path variable as constant clearly shows that for every one unit change in Strenuous Working Conditions will increase the job stress of Gramin Dak Sevak by 1.439 unit because of the unstandardized coefficient indicates a relationship of 1.439. Hence, the hypothesis establishing the relationship between both Strenuous Working Conditions and job stress of Gramin Dak Sevaks is supported at 1% level.

Under physical stress, Role Conflict is the most important contributing factor of Job stress with standardized coefficient of 0.689 followed by Role Ambiguity and Role Overload with standardized coefficients of 0.335 and 0.323 respectively. Under

physical stress Strenuous Working Conditions holds the least important contributing factor of Job stress with standardized coefficient of 0.190. All these factors have a significant positive impact on job stress of Gramin Dak Sevaks in Kerala Postal Circle.

Table 5.12 illustrates the model fit indices of the Contributing Factors under physical stress towards Job Stress model.

Table 5.12
Contributing Factors under physical stress towards Job stress - Model Fit Indices

Indices	Value	Fit Criteria
CMIN/DF	1.778	< 5(Hair et al., 1998)
GFI (Goodness of Fit Index)	0.984	> 0.90 (Hu & Bentler, 1999)
AGFI (Adjusted Goodness of Fit Index)	0.933	> 0.90 (Hair et al., 2006)
NFI (Normed Fit index)	0.934	> 0.90 (Hu & Bentler, 1999)
CFI (Comparative Fit Index)	0.946	> 0.90 (Hooper et al., 2008)
RMR (Root Mean Square Residual)	0.020	< 0.08 (Hair et al., 2006)
RMSEA (Root Mean Square Error of Approximation)	0.044	< 0.08 (Hair et al., 2006)

Table 5.12 indicates the model fit indices with respect to the Contributing Factors under job stress model. Here Goodness of Fit Index (GFI) value (0.984) and Adjusted Goodness of Fit Index (AGFI) value (0.933) is greater than 0.9 which represents it is a good fit. The calculated Normed Fit Index (NFI) value (0.934), and Comparative Fit Index (CFI) value (0.946) indicates that it is a perfect fit and also it is found that Root Mean square Residuals (RMR) and Root Mean Square Error of Approximation (RMSEA) values as 0.020 and 0.044 respectively, which are also less than 0.08 thus, it indicates the perfectness of the model.

Hence, it is concluded that the job stress Model is Fit.

5.7. Physical Stress of Gramin Dak Sevaks across their Demographic Profile

A demographic profile is a set of traits that often includes variables like age, gender, income level, marital status, education level, geographical location,

employment status, and occupation in addition to other elements like family size or religion. Demographic profile plays an important role in understanding the needs, challenges and priorities of gramin dak sevaks, which in turn informs strategies to enhance their overall performance.

The demographic profile is divided into personal profile and job profile. The personal profile includes age gender educational qualifications and marital status. The job profile includes job position and job experience in years.

In the context of the job stress of Gramin Dak Sevaks, examining their personal profile like gender, age, academic qualification and marital status was conducted to understand how these factors may influence their overall performance.

5.7.1. Physical Stress of Gramin Dak Sevaks across their Personal Profile

By analyzing the job stress of Gramin Dak Sevaks across their demographic profile, specifically focusing on physical stress, involves examining how these factors influence their overall performance with their job roles. To study the impact of this physical stress of Gramin Dak Sevaks across their demographic profile like age, gender, academic qualification and marital status, the following hypothesis was formulated.

H2: Physical Stress among Gramin Dak Sevaks varies significantly across their Personal Profile

5.7.1.1 Physical Stress among Gramin Dak Sevaks across their Gender

Gramin Dak Sevaks are often performing physically demanding jobs that can lead to significant physical stress. Analyzing physical stress across gender helps to understand the different challenges faced by male and female Gramin Dak Sevaks, and can inform strategies to improve their working conditions. The following hypothesis was formulated in order to study whether the job stress of male and female have any significant difference.

H2a: Physical Stress among Gramin Dak Sevaks varies significantly across their Gender

The hypothesis was tested using the independent sample t test; Table 5.13 shows the results.

Table 5.13
Physical Stress among Gramin Dak Sevaks - Gender wise t test

Factors	Gender Groups	Mean	Std. Deviation	Std. Error	T	P	Decision
Role Overload	Male	23.738	1.644	0.104	-0.058	0.954	H2a.1 Not Supported
	Female	23.747	1.480	0.100			
Role Ambiguity	Male	14.935	1.640	0.111	-2.180	0.030*	H2a.2 Supported
	Female	15.270	1.670	0.105			
Role Conflict	Male	19.806	2.526	0.159	-0.120	0.905	H2a.3 Not Supported
	Female	19.834	2.619	0.178			
Strenuous Working Conditions	Male	13.226	1.221	0.083	-3.083	0.022*	H2a.4 Supported
	Female	13.561	1.115	0.070			
Overall Physical Stress	Male	72.175	4.331	0.273	1.103	0.270	H2a Not Supported
	Female	71.742	4.119	0.280			

* Significant at 5% level

As per Table 5.13, it can be observed that, both male and female do not possess any sort of significant difference with respect to Role Overload and Role Conflict under physical stress as the p value is greater than 0.05. Hence, hypothesis is not supported. However in the case of Role Ambiguity and Strenuous Working Conditions, it can also be observed that male and female gramian dak sevaks possess significant difference as the p value is less than the threshold and the hypothesis is statistically supported at 5 % level. Here female gramian dak sevaks have more stress than male gramian dak sevaks. In the case of overall physical stress, the hypothesis was not supported as the p value is greater than the criterion and inferred that the physical stress among Gramin Dak Sevaks do not varies across their Gender.

5.7.1.2 Physical Stress among Gramin Dak Sevaks across their Age

The age range of Gramin Dak Sevaks can varies widely, as individuals from different age groups are employed in this role. By analyzing the level of job stress specifically physical stress of gramin dak sevaks based on age, helps to examine whether age holds any significant influence on the level of job stress of Gramin Dak Sevaks with respect to physical stress. For that, the given hypothesis was proposed.

H2b: Physical Stress among Gramin Dak Sevaks varies significantly across their Age Group

To test the hypothesis, one - way ANOVA was used and the results are illustrated in Table 5.14

Table 5.14
ANOVA - Physical Stress among
Gramin Dak Sevaks based on their Age Groups

Factors	Age Groups	Mean	Std. Deviation	Std. Error	F	P	Decision
Role Overload	18-30	23.276	1.544	0.117	6.886	<0.001**	H2b.1 Supported
	31-45	23.797	1.572	0.104			
	46-65	23.925	1.635	0.197			
Role Ambiguity	18-30	15.012	1.614	0.123	0.704	0.495	H2b.2 Not Supported
	31-45	15.207	1.655	0.110			
	46-65	15.072	1.809	0.218			
Role Conflict	18-30	19.102	2.654	0.202	3.931	0.020*	H2b.3 Supported
	31-45	19.714	2.435	0.162			
	46-65	19.957	2.784	0.335			
Strenuous Working Conditions	18-30	13.139	1.148	0.087	6.042	<0.001**	H2b.4 Supported
	31-45	13.357	1.201	0.080			
	46-65	13.707	1.052	0.127			
Overall Physical Stress	18-30	71.028	4.122	0.313	3.661	0.026*	H2b Supported
	31-45	72.075	4.209	0.279			
	46-65	72.261	4.620	0.556			

* Significant at 5% level

**Significant at 1% level

As per Table 5.14, it is understood that age exerts significant influence in the case of Role Overload, Role Conflict and Strenuous Working Conditions as the p value is less than the threshold. So the hypothesis is statistically supported. Among the age groups, gramin dak sevaks with age bracket of 46-65 are having more stress than other age groups. In the case of Role Ambiguity, the hypothesis was not supported statistically. However with respect to overall physical stress the hypothesis was supported at 5 % level as the p value is less than 0.05 that means as the age increases the stress also increases among gramin dak sevaks.

A post hoc test or multiple comparison test is used to determine which age groups differ significantly from the other two, as the ANOVA test shows that there is a significant difference between the three age groups in the cases of role overload, role conflict, and strenuous working conditions. The results are displayed in the Table 5.15

Table 5.15
Significance of Mean Difference between
Age Groups - Post Hoc Test Tukey HSD

Dependent Variable	Age of the Respondents (I)	Age of the Respondents (J)	Mean Difference (I-J)	Std. Error	P
Role Overload	18-30	31-45	-0.521	0.157	<0.001**
		46-65	-0.649	0.224	<0.001**
	31-45	46-65	-0.128	0.218	0.557
Role Conflict	18-30	31-45	-0.612	0.256	0.017*
		46-65	-0.855	0.353	0.026*
	31-45	46-65	-0.243	0.346	0.483
Strenuous Working Conditions	18-30	31-45	-0.218	0.119	0.067
		46-65	-0.568	0.160	<0.001**
	31-45	46-65	-0.350	0.161	0.030*
Overall Physical Stress	18-30	31-45	-1.047	0.421	0.013*
		46-65	-1.233	0.608	0.043*
	31-45	46-65	-0.186	0.592	0.753

* Significant at 5% level

**Significant at 1% level

Post hoc test result reveals that With respect to Role Overload and Role Conflict, result clearly indicates that statistically significant difference exists among Gramin Dak Sevaks between the age groups '18-30' , '31-45' and '18-30' , '46-65' in which respondents belonging to the age group of '46-65' having more stress compared to other age groups. In the case of Strenuous Working Conditions also significant difference exists among gramian dak sevaks between the age groups '18-30' , '46-65' and '31-45' , '46-65' in which the gramian dak sevaks with age bracket of '46-65' having more stress compared to other age groups. With respect to other pairs is statistically insignificant as the p value is greater than 0.05.

In the case of overall physical stress, the pair wise comparison result shows that statistically significant difference exists among the age groups '18-30' , '31-45' and '18-30' , '46-65' in which respondents belonging to the age group of '46-65' shows the highest level of stress over other groups. The other pairs are statistically insignificant as the p value is greater than 0.05

5.7.1.3. Physical Stress among Gramin Dak Sevaks across their Academic Qualification

Analyzing the level of job stress specifically on physical stress of gramian dak sevaks based on academic qualifications , helps to examine whether academic qualifications holds any significant influence on the level of job stress of Gramian Dak Sevaks with respect to physical stress. For that, the given hypothesis was formulated.

H2c: Physical Stress among Gramin Dak Sevaks varies significantly across their Academic Qualification

To test the hypothesis, one - way ANOVA was used and the results are illustrated in Table 5.16

Table 5.16

ANOVA - Physical Stress among Gramin Dak Sevaks based on their Academic Qualification

Factors	Academic Qualification	Mean	Std. Deviation	Std. Error	F	P	Decision
Role Overload	SSLC/Plus Two	23.659	1.516	0.129	0.520	0.669	H2c.1 Not Supported
	Under Graduate	23.706	1.537	0.109			
	Post Graduate	23.866	1.687	0.171			
	Others	23.919	1.639	0.270			
Role Ambiguity	SSLC/Plus Two	14.899	1.600	0.136	1.804	0.146	H2c.2 Not Supported
	Under Graduate	15.193	1.639	0.117			
	Post Graduate	15.351	1.786	0.181			
	Others	14.892	1.629	0.268			
Role Conflict	SSLC/Plus Two	19.826	2.517	0.214	0.151	0.929	H2c.3 Not Supported
	Under Graduate	19.741	2.495	0.178			
	Post Graduate	19.897	2.849	0.289			
	Others	20.000	2.438	0.401			
Strenuous Working Conditions	SSLC/Plus Two	13.254	1.262	0.107	1.167	0.322	H2c.4 Not Supported
	Under Graduate	13.249	1.090	0.078			
	Post Graduate	13.495	1.209	0.123			
	Others	13.216	1.058	0.174			
Overall Physical Stress	SSLC/Plus Two	71.638	4.217	0.359	1.044	0.373	H2c Not Supported
	Under Graduate	71.888	4.181	0.298			
	Post Graduate	72.608	4.588	0.466			
	Others	72.027	3.563	0.586			

Academic qualification is not found to be an influencing factor in the case of all factors under physical stress such as Role Overload, Role Ambiguity, Role Conflict and Strenuous Working Conditions as the p value is greater than 0.05. So the hypothesis is not supported. In the case of Overall Physical Stress also, the academic qualification does not possess any significant influence since the p value is not statistically supported.

5.7.1.4 Physical Stress among Gramin Dak Sevaks across their Marital Status

By analyzing the marital status and the level of job stress of gramian dak sevaks, helps to examine whether marital status holds any significant influence on the level of job stress of Gramin Dak Sevaks with specific to physical stress. For that, the given hypothesis was formulated.

H2d: Physical Stress among Gramin Dak Sevaks varies significantly across their Marital Status

The hypothesis was tested using the independent sample t test; Table 5.17 shows the results.

Table 5.17

Physical Stress among Gramin Dak Sevaks - Marital Status wise t test

Factors	Marital Status	Mean	Std. Deviation	Std. Error	T	P	Decision
Role Overload	Married	23.856	1.596	0.083	3.028	<0.001**	H2d.1 Supported
	Unmarried	23.327	1.394	0.139			
Role Ambiguity	Married	15.152	1.632	0.085	0.921	0.358	H2d.2 Not Supported
	Unmarried	14.980	1.772	0.176			
Role Conflict	Married	19.940	2.442	0.127	1.763	0.080	H2d.3 Not Supported
	Unmarried	19.376	2.949	0.293			
Strenuous Working Conditions	Married	13.383	1.157	0.060	3.032	<0.001**	H2d.4 Supported
	Unmarried	12.990	1.153	0.115			
Overall Physical Stress	Married	72.332	4.107	0.214	3.528	<0.001**	H2d Supported
	Unmarried	70.673	4.457	0.443			

**Significant at 1% level

As per table 5.17, it is understood that marital status shows significant influence in the case of Role Overload and Strenuous Working Conditions as the p value is less than 0.05. So the hypothesis is supported. The married Gramin Dak Sevaks are more stress than unmarried gramin dak sevaks with the factors such as Role Overload and Strenuous Working Conditions.

Marital status is not found to be an influencing factor in the case of other dimensions other than Role Overload and Strenuous Working Conditions under physical stress such as Role Ambiguity and Role Conflict as the p value is greater than 0.05. So the hypothesis is not supported. In the case of Overall Physical Stress the marital status shows significant influence since the p value is supported statistically.

5.7.2. Physical Stress among Gramin Dak Sevaks across their Job Profile

In the context of the job stress of Gramin Dak Sevaks, examining their Job profile mainly like job position and experience was conducted to understand how these factors may influence their level of job stress.

Through the analysis of job stress of Gramin Dak Sevaks across their work profile, specifically focusing on physical stress, involves examining how these factors influence their performance with their job roles. To study the impact of these physical stress dimensions on the job stress of Gramin Dak Sevaks across their Job profile like Job Position and Job Experience in years, the following hypothesis was formulated.

H3: Physical Stress among Gramin Dak Sevaks varies significantly across their job Profile

5.7.2.1. Physical Stress among Gramin Dak Sevaks across their Job Position

Branch Post Master and Assistant Branch Post Master are the position of job held by Gramin Dak Sevaks in branch post offices. By analyzing the physical stress among Gramin Dak Sevaks across their job position means to examine whether Branch Post Master and Assistant Branch Post Master Gramin Dak Sevaks

experience differences in their stress in the workplace. The following hypothesis was formulated in order to study whether the physical stress of Branch Post Master and Assistant Branch Post Master have any significant difference.

H3a: Physical Stress among Gramin Dak Sevaks varies significantly across their Job Position.

The hypothesis was tested using the independent sample t test; Table 5.18 shows the results.

Table 5. 18

Physical Stress among Gramin Dak Sevaks - Job Position wise t test

Factors	Job Position	Mean	Std. Deviation	Std. Error	T	P	Decision
Role Overload	BPM	23.613	1.551	0.097	-4.009	<0.001**	H3a.1 Supported
	ABPM	23.894	1.580	0.107			
Role Ambiguity	BPM	15.103	1.615	0.102	-0.174	0.862	H3a.2 Not Supported
	ABPM	15.130	1.720	0.117			
Role Conflict	BPM	19.814	2.747	0.173	-0.041	0.967	H3a.3 Not Supported
	ABPM	19.824	2.344	0.159			
Strenuous Working Conditions	BPM	13.217	1.163	0.073	-4.426	<0.001**	H3a.4 Supported
	ABPM	13.694	1.164	0.079			
Overall Physical Stress	BPM	71.247	4.401	0.277	-2.535	0.011*	H3a Supported
	ABPM	72.241	4.026	0.274			

* Significant at 5% level

** Significant at 1% level

As per Table 5.18, it can be observed that job position exhibits significant influence in the case of Role Overload and Strenuous Working Conditions as the p value is less than 0.05 and as a result the hypothesis is supported at 1% level. With respect to the physical stress for all these factors ABPMs (Assistant Branch Post Master) are found to be dominant over BPMs (Branch Post Master).

Other than Role Overload and Strenuous Working Conditions, other factors of physical stress such as Role Ambiguity and Role Conflict, the job position is not significant and the hypothesis is not supported as the p value greater than the criterion. However in the case of Overall Physical Stress the job position exerts significant influence since the p value is supported statistically.

5.7.2.2. Physical Stress among Gramin Dak Sevaks across their Job Experience

By analyzing the physical stress of gramin dak sevaks based on job experience, helps to examine whether job experience holds any significant influence on the physical stress of Gramin Dak Sevaks. For that the following hypothesis was formulated.

H3b: Physical Stress among Gramin Dak Sevaks varies significantly across their Job Experience

To test the hypothesis, one - way ANOVA was used and the results are illustrated in Table 5.19

Table 5.19

ANOVA - Physical Stress among Dak Sevaks based on their Job Experience

Factors	Job Experience in Years	Mean	Std. Deviation	Std. Error	F	P	Decision
Role Overload	Less than Five Years	23.667	1.557	0.449	0.597	0.617	H3b.1 Not Supported
	Five - Ten Years	23.752	1.490	0.135			
	Ten - Fifteen Years	23.821	1.687	0.113			
	More than Fifteen Years	23.580	1.406	0.133			
Role Ambiguity	Less than Five Years	14.583	1.379	0.398	1.345	0.259	H3b.2 Not Supported
	Five - Ten Years	15.099	1.700	0.155			

	Ten - Fifteen Years	15.246	1.720	0.115			
	More than Fifteen Years	14.929	1.517	0.143			
Role Conflict	Less than Five Years	18.333	4.008	1.157	2.270	0.080	H3b.3 Not Supported
	Five - Ten Years	20.182	2.751	0.250			
	Ten - Fifteen Years	19.732	2.536	0.169			
	More than Fifteen Years	19.759	2.165	0.205			
Strenuous Working Conditions	Less than Five Years	13.083	0.996	0.288	1.633	0.181	H3b.4 Not Supported
	Five - Ten Years	13.124	1.187	0.108			
	Ten - Fifteen Years	13.402	1.205	0.081			
	More than Fifteen Years	13.304	1.064	0.101			
Overall Physical Stress	Less than Five Years	69.667	6.095	1.760	1.823	0.142	H3b Not Supported
	Five - Ten Years	72.157	4.139	0.376			
	Ten - Fifteen Years	72.201	4.501	0.301			
	More than Fifteen Years	71.571	3.442	0.325			

As per Table 5.19, job experience is not found to be an influencing factor in all the physical stress factors such as Role Overload, Role Ambiguity, Role Conflict and Strenuous Working Conditions as the p value is greater than the 0.05. So the

hypothesis is not supported. Here the physical stress of gramian dak sevaks does not vary significantly across their job experience. With respect to Overall Physical Stress also the p value is greater than the 0.05 and the hypothesis was not supported statistically.

5.8. Emotional Stress- Exploratory Factor Analysis

With the objective of having a definite view on the factors that represent the Emotional Stress with respect to Job Stress, all the measures have undergone Exploratory Factor Analysis.

5.8.1. KMO and Bartlett's Test of Sphericity

Two important metrics are used to determine whether data are suitable for factor analysis: Bartlett's Test of Sphericity and the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy. The data is considered marvelous if the KMO value is greater than 0.9; meritorious if the value ranges between 0.8 and 0.9; mediocre if the KMO value is between 0.6 and 0.7; and miserable if it lies between 0.5 and 0.6. If the value falls below 0.5, the data is treated as unacceptable (Kaiser & Rice, 1974). Results extracted through these tests are presented on Table 5.20

Table 5.20

KMO and Bartlett's Test

Kaiser Meyer Olkin Measure of Sampling Adequacy	Bartlett's Sphericity Test		
	Chi-Square	Df	P
0.861	1495.262	153	<0.001

The data set appears to be fairly acceptable for additional analysis based on the statistical findings from the exploratory factor analysis. With a value of 0.861, the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy is within an acceptable range, suggesting that factor analysis may be appropriate for the data. Moreover, a significant result (Chi-square = 1495.262, $p < 0.001$) was obtained from Bartlett's Test of Sphericity, suggesting that the variables in the dataset are not

uncorrelated. As a result, the data are more suitable for factor analysis and the notion that there are strong correlations between the variables is supported.

5.8.2. Extraction of Factors

As the desirability of the data for factor analysis is ensured, Principal Component Analysis is conducted to extract minimum number of factors having maximum variance. Those factors with an Eigen value of more than 1 is considered as fixed factors. The Results of the analysis are illustrated on Table 5.21

Table 5.21

Total Variance Explained of Factors of Emotional Stress

Component	Initial Eigen values			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.963	43.520	43.520	6.935	43.343	43.343
2	2.289	14.307	57.828	2.057	12.854	56.196
3	1.789	11.179	69.007	2.025	12.654	68.850
4	1.139	7.121	76.128	1.100	6.875	75.725
5	1.034	6.464	82.591	1.099	6.866	82.591

Extraction Method: Principal Component Analysis

Principal Component Analysis (PCA) identified five components with Eigen Values surpassing the threshold of 1. This implies that these components effectively capture substantial variance in the data. Retaining these five components condenses the dataset while preserving meaningful information, aligning with established guidelines for PCA. This reduction in dimensionality enhances interpretability, providing a concise yet informative representation of underlying structures within the data.

5.8.3. Factor Loading

Since the data are reduced to 5 factors, performing varimax rotation generates a better over view of these factors. Through this, the measures showing strong loading can be accounted with only one principle component. The factor loadings range in between 0.592 to 0.885. Table 5.22 represents the rotated factors and measures along with factor loadings.

Table 5.22
Rotated Component Matrix^a

	Component				
	1	2	3	4	5
EMO 1	0.802				
EMO 2	0.733				
EMO 3	0.662				
EMO 6		0.752			
EMO 7		0.708			
EMO 5		0.642			
EMO 4		0.606			
EMO 11			0.806		
EMO 10			0.728		
EMO 9			0.686		
EMO 8			0.592		
EMO 12				0.750	
EMO 13				0.674	
EMO 14				0.600	
EMO 18					0.885
EMO 17					0.794
EMO 15					0.711
EMO 16					0.639
Extraction Method: Principal Component Analysis.					

5.8.4. Factor Labeling

Factor 1 –Low Status

Table 5.22 indicates that EMO1, EMO2, and EMO3 are having factor loading in favour of factor 1- low status. Thus factor 1 is the combination of these three original measures. Descriptions of these measures are as follows;

Table 5.22.1

Significant Factor Loadings of Factor 1

Sl No	Emotional Stress	Variable	Factor Loading
1	EMO 1	Higher authorities do care for my self-respect.	0.802
2	EMO 2	This job has enhanced my social status.	0.733
3	EMO 3	I frequently feel like my life is more difficult because of my employment.	0.662

Factor 1 can be explained through a variation of 43.520 % with an Eigenvalue of 6.963. All the measures in this factor are related to the status of job of the Gramin Dak Sevaks, the factor can be labelled as **Low Status**.

Factor 2 - Group Pressure

Table 5.22 indicates that EMO 6, EMO 7, EMO 5 and EMO 4 are having factor loading in favour of factor 2 – group pressure. Thus factor 2 is the combination of these four original measures. Descriptions of these measures are as follows;

Table 5.22.2

Significant Factor Loadings of Factor 2

Sl No	Emotional Stress	Variable	Factor Loading
1	EMO 6	My opinions are sought in forming important policies of the organization / Departments	0.752
2	EMO 7	Due to political and/or group pressure, I am forced to breach the formal and administrative procedures and policies.	0.708
3	EMO 5	Sometimes I have to put in more effort than usual to keep the group conforming.	0.642
4	EMO 4	I have to perform some work against my choice because of specific political/group	0.606

A variation of 14.307% with an Eigenvalue of 2.289 can be observed through factor 2. All the measures in this factor are related to the group policies or pressures of the Gramin Dak Sevaks, the factor can be labelled as **Group Pressure**.

Factor 3 –Under Participation

Table 5.22 indicates that EMO 11, EMO 10, EMO 9 and EMO 8 are having factor loading in favour of factor 3 – under participation. Thus factor 3 is the combination of these four original measures. Descriptions of these measures are as follows;

Table 5.22.3
Significant Factor Loadings of Factor 3

Sl No	Emotional Stress	Variable	Factor Loading
1	EMO11	The employees of this organization/department exhibit a satisfactory level of mutual cooperation and team spirit.	0.806
2	EMO10	My opinion is being sought regarding the modification or alteration of the working circumstances and system.	0.728
3	EMO9	My assistance is regularly sought in order to resolve administrative issues at the higher level.	0.686
4	EMO8	Most of suggestions given by staff are heeded and implemented here.	0.592

Factor 3 can be observed through a variation of 11.179 % with an Eigenvalue of 1.789. All the measures in this factor aims at evaluating the mutual co-operation of the Gramin Dak Sevaks, the factor can be labelled as **Under Participation**.

Factor 4 – Powerlessness

Table 5.22 indicates that EMO 12, EMO 13 and EMO 14 are having factor loading in favour of factor 4 – powerlessness. Thus factor 4 is the combination of these three original measures. Descriptions of these measures are as follows;

Table 5.22.4
Significant Factor Loading of Factor 4

Sl No	Emotional Stress	Variable	Factor Loading
1	EMO12	Employee assignments are distributed in accordance with my judgments and directions.	0.750
2	EMO13	My recommendations for the employees' training programs are taken into consideration.	0.674
3	EMO14	While appointing me to a significant position, my interests and opinions are appropriately considered.	0.600

A variation of 7.121% with an Eigenvalue of 1.139 can be explained through factor 4. All the measures are negative loadings and are related to the incompetencies of the Gramin Dak Sevaks, the factor can be labelled as **Powerlessness**.

Factor 5 – Poor Peer Relations

Table 5.22 indicates that EMO 18, EMO 17, EMO 15 and EMO 16 are having factor loading in favour of factor 5- poor peer relations. Thus factor 5 is the combination of these four original measures. Descriptions of these measures are as follows;

Table 5.22.5
Significant Factor Loadings of Factor 5

Sl No	Emotional Stress	Variable	Factor Loading
1	EMO18	I have to work with persons whom I dislike.	0.885
2	EMO17	Even for the difficulties I am extremely skilled at fixing, my advice and assistance are not requested.	0.794
3	EMO15	Some of my coworkers and subordinates make an effort to discredit and paint me in a negative light.	0.711
4	EMO16	I got ample opportunity to develop my aptitude and proficiency properly.	0.639

Factor 5 can be explained through a variation of 6.464 % with an Eigenvalue of 1.034. All the measures in this factor related to the relationship with peer members of the Gramin Dak Sevak, the factor can be labelled as **Poor Peer Relations**.

5.8.5. Reliability Test

The coefficient of alpha is computed to test the internal consistency of the extracted factors. The reliability statistics of various components of Emotional stress with respect to Job Stress along with the number of items constituting the component are presented on Table 5.23

Table 5.23
Reliability Analysis

Components	No. of Items	Cronbach's Alpha
Low Status	3	0.801
Group Pressure	4	0.766
Under Participation	4	0.792
Powerlessness	3	0.771
Poor Peer Relations	4	0.832

As per the Table 5.23, Cronbach's Alpha values for all the extracted factors are well above the threshold of 0.70 and range from 0.766 to 0.832. Thus, it can be concluded that the factors included are of reliable and relevant to represent the construct.

5.9. Emotional Stress - Confirmatory Factor Analysis

To test the extent to which the 18 measures resulted through 5 dimensions of Emotional Stress related to Job Stress as true representatives of the construct, Confirmatory Factor Analysis is performed. The model was first tested using a number of fit indices, including Chi Square, the Root Mean Square Residual (RMR), the Root Mean Square Error of Approximation (RMSEA), Normal Fit Index (NFI),

Adjusted Goodness of Fit Index (AGFI), and Comparative Fit Index (CFI). Results are illustrated in Table 5.24

Table 5.24
Emotional Stress- Model Fit Indices

Indices	Value	Fit Criteria
CMIN/DF	3.270	< 5 (Hair et al., 1998)
GFI (Goodness of Fit Index)	0.983	> 0.90 (Hu & Bentler, 1999)
AGFI (Adjusted of Goodness of Fit Index)	0.933	> 0.90 (Hair et al., 2006)
NFI (Normal Fit index)	0.951	> 0.90 (Hu & Bentler, 1999)
CFI (Comparative Fit Index)	0.964	> 0.90 (Hooper et al., 2008)
RMR (Root Mean Square Residual)	0.018	< 0.08 (Hair et al., 2006)
RMSEA (Root Mean Square Error of Approximation)	0.073	< 0.08 (Hair et al., 2006)

As per Table 5.24, all model fit indices, including Chi Square, GFI, AGFI, NFI, CFI, RMR, and RMSEA, demonstrate that the Job Stress model fits data. All these indices have met the criteria and declared the 18 measures included within 5 dimensions of Emotional Stress related to Job Stress as true representatives of the construct.

In addition to model fit indices, reliability, convergent validity, construct validity and discriminant validity of the model have also gone through. Average Variance Extracted (AVE) and the Composite Reliability Co-efficient (CRC) are used to measure reliability and convergent validity. Table 5.25 presents the Job Stress model's psychometric properties and model estimates.

Table 5.25

Emotional Stress- Model Estimates and Psychometric Properties

Factor	Items	Standardized Regression Weights	P	Composite Reliability	Average Variance Extracted
Low Status	EMO 1	0.840	<0.001**	0.796	0.567
	EMO 2	0.712	<0.001**		
	EMO 3	0.698	<0.001**		
Group Pressure	EMO 6	0.772	<0.001**	0.808	0.515
	EMO 7	0.798	<0.001**		
	EMO 5	0.662	<0.001**		
	EMO 4	0.624	<0.001**		
Under Participation	EMO 11	0.841	<0.001**	0.821	0.537
	EMO 10	0.708	<0.001**		
	EMO 9	0.734	<0.001**		
	EMO 8	0.633	<0.001**		
Powerlessness	EMO 12	0.789	<0.001**	0.755	0.509
	EMO 13	0.725	<0.001**		
	EMO 14	0.616	<0.001**		
Poor Peer Relations	EMO 18	0.860	<0.001**	0.851	0.590
	EMO 17	0.800	<0.001**		
	EMO 15	0.744	<0.001**		
	EMO 16	0.653	<0.001**		

** denotes significant at 1% level

As shown in Table 5.25, the Standardized Regression Weights of all the measures are well above the threshold 0.50. In the case of Average Variance Extracted (AVE) and Composite Reliability Co-efficient (CRC), all the five factors have secured values greater than the cut off 0.50. All these results indicate that the model is fit with construct and convergent validity.

The final CFA Model of Job Stress with Standardized Regression Weights and correlation between factors are depicted in Figure 5.3

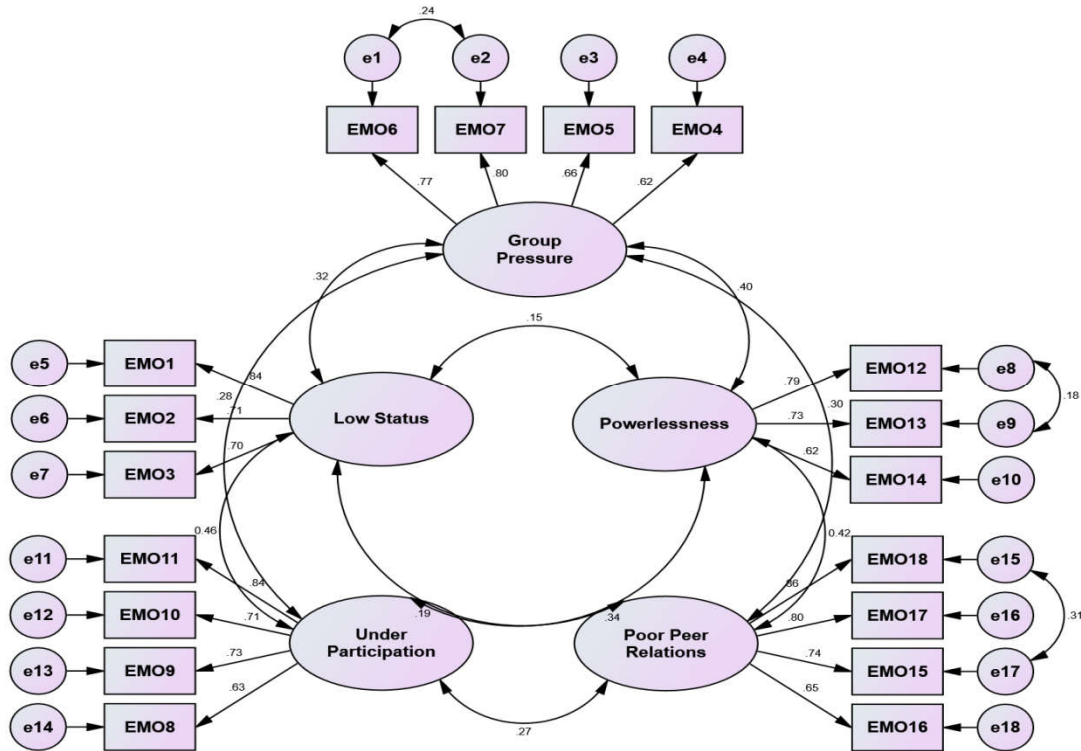


Figure 5.3

Emotional Stress- CFA Model

Table 5.26

Emotional Stress- Discriminant Validity

Factors	Squared Inter construct Correlation (SIC)				
	Low Status	Group Pressure	Under Participation	Powerlessness	Poor Peer Relations
Low Status	(0.567)				
Group Pressure	0.102	(0.515)			
Under Participation	0.208	0.081	(0.537)		
Powerlessness	0.023	0.157	0.118	(0.509)	
Poor Peer Relations	0.036	0.092	0.071	0.178	(0.590)

Values within brackets indicate AVE

The corresponding Squared Inter construct Correlation (SIC) estimates are smaller than the Average Variance Extracted (AVE) estimates for each of the five components in Table 5.26. This indicates that the indicators have more characteristics with the related construct than with other constructs. As a result, the CFA model of job stress is composed of discriminant validity.

5.10. Emotional Stress - Normality and Multicollinearity

Normality and Multicollinearity are the two crucial concepts that influence the data validity. Normality in statistics refers to the property of a dataset that follows a normal distribution. The left and right sides of the curve are mirror reflections of one another because the distribution is symmetric around the mean. The graphical representation of a normal distribution is a bell-shaped curve. Kolmogorov Smirnov and Shapiro Wilks tests are the most commonly used statistical tools to determine the extent to which the data follows a normal distribution.

When two or more independent variables in a model have a high degree of correlation, it is known statistically as multicollinearity. In other words, it is a scenario in which two or more predictor variables have a strong linear relationship. One often used metric to evaluate multicollinearity is the Variance Inflation Factor (VIF). It is commonly believed that multicollinearity is indicated by a VIF score larger than 10. For Multicollinearity in the analysis, Lower VIF values suggest less Multicollinearity.

Table 5.27 indicates the Normality and Multicollinearity Statistics related to Emotional Stress

Table 5.27**Emotional Stress- Normality and Multicollinearity Statistics**

	Kolmogorov Smirnov			Shapiro Wilks			Variance Inflated Factor (VIF)
	Statistic	Df	P	Statistic	Df	P	
Low Status	0.213	469	0.169	0.980	469	0.058	3.014
Group Pressure	0.269	469	0.102	0.980	469	0.062	4.109
Under Participation	0.216	469	0.170	0.987	469	0.081	3.938
Powerlessness	0.260	469	0.109	0.982	469	0.078	3.411
Poor Peer Relations	0.223	469	0.179	0.992	469	0.099	3.870
Overall Emotional Stress	0.087	469	0.196	0.996	469	0.122	4.254

As per Table 5.27 , it can be inferred that Overall Emotional Stress along with its factors such as Low Status, Group Pressure, Under Participation, Powerlessness and Poor Peer Relations have attained normality as the P values with respect to both Kolmogorov Smirnov and Shapiro Wilks tests are greater than 0.050.

In the case of Multicollinearity also, Emotional Intelligence and its dimensions showcased lower Multicollinearity as the Variance inflated factor (VIF) are less than 10. This clearly indicates the robustness of data and the absence of Multicollinearity or strong linear relationship among factors.

5.11. Emotional Stress - Contributing Factors

The emotional stress experienced by Gramin Dak Sevaks (GDS), who serve as part-time employees in the postal system of rural India, can be attributed to several contributing factors. Emotional stress can lead to physical symptoms like fatigue, headaches, and sleep disturbances, which further affect job productivity and

efficiency. The emotional stress includes the factors such as low status, group pressure, under participation, powerlessness and poor peer relations.

Low status: The low status of Gramin Dak Sevak within the Indian postal system is a significant issue, contributing to various professional and personal challenges. They are considered part-time employees even if they handling substantial responsibilities. This part-time status limits their recognition and benefits compared to full time employees. Many of them work on contractual terms, which inherently provide less job security and lower status compared to regular employees.

Group Pressure: Group pressure among Gramin Dak Sevak can have significant effects on their professional and personal life. This pressure can derive from various sources such as colleagues, superiors, and the community they serve. They often face pressure from their peers to meet high performance standards and targets. This can lead to stress and anxiety.

Under Participation: The under participation of Gramin Dak Sevak in the decision making processes and organizational activities within the postal system can be attributed to several factors. This lack of participation can have significant implications for their job satisfaction, performance, and overall well-being. The postal system often operates with a top to bottom management approach, where decisions are made by higher authorities with little input from them. Due to their part time status they may not be fully integrated into the organizational culture, resulting in reduced participation in decision-making processes.

Powerlessness: The powerlessness of Gramin Dak Sevak within the Indian postal system is a significant issue resulting from factors. The postal system adopts centralized decision making processes often exclude Gramin Dak Sevak from policies making that directly affect their work.

Poor Peer Relations: Poor peer relations refers to poor relationships among individuals who work together or interact frequently within the same group or organization. In the context of Gramin Dak Sevak, poor peer relations indicate

difficulties in building positive, cooperative, and supportive relationships with their colleagues.

Keeping in view of the objective, to identify the contributing factors towards job stress among Gramin Dak Sevaks in Kerala Postal Circle, based on the relevant data collected from Gramin Dak Sevaks in Kerala, in order to assess the impact of job stress contributing factors under emotional stress, the following hypothesis have been formulated and tested by employing Structural Equation Modelling.

H4: Factors of Emotional Stress exerts significant impact on the Job stress of Gramin Dak Sevaks

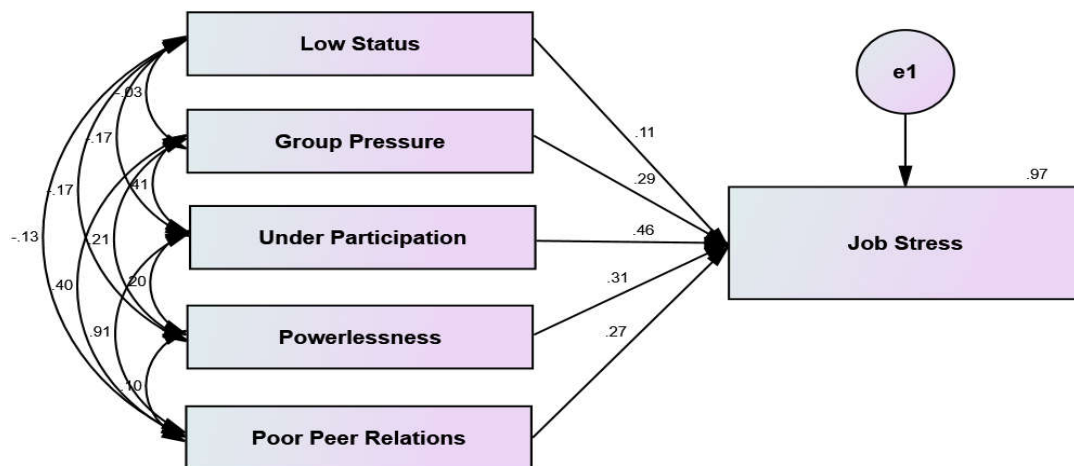


Figure 5.4

Structural Equation Model on the Contributing Factors under Emotional Stress towards Job Stress

Table 5.28

Contributing Factors under Emotional Stress towards Job stress - Variables in the SEM Analysis

Factors			Unstandardized Coefficient	Standardized Coefficient	S.E	C.R	P	Decision
Low Status	→	Job Stress	0.886	0.109	0.071	12.554	<0.001**	H4a Supported
Group Pressure	→	Job Stress	2.095	0.290	0.068	30.791	<0.001**	H4b Supported
Under Participation	→	Job Stress	2.137	0.465	0.100	21.422	<0.001**	H4c Supported
Powerlessness	→	Job Stress	1.967	0.311	0.057	34.260	<0.001**	H4d Supported
Poor Peer Relations	→	Job Stress	1.216	0.274	0.095	12.791	<0.001**	H4e Supported

** Significant at 1% level

Table 5.28 shows the SEM analysis results of Contributing Factors under Emotional Stress towards Job stress. It can be inferred that low status holds positive impact on job stress among Gramin Dak Sevaks. Since the unstandardized coefficient indicating the relationship is 0.886, holding the other path variable as constant clearly shows that for every one unit change in Low Status will increase the job stress of Gramin Dak Sevak by 0.886 unit. Hence the hypothesis establishing the relationship between both low status and job stress of Gramin Dak Sevaks is supported at 1% level.

Similar to low status, the Group Pressure also possess significant positive impact on job stress. Holding the other path variable as constant clearly shows that for every one unit change in group pressure will increase the emotional stress of

gramin dak sevaks by 2.095 unit because the unstandardized coefficient indicates a relationship of 2.095. Hence, at 1% level, the hypothesis establishing the relationship between both group pressure and job stress of Gramin Dak Sevaks is supported.

In addition to low status and group pressure, Under Participation has a significant positive impact on the job stress of Gramin Dak Sevaks. Holding the other path variable as constant, for every one unit change in Under Participation will increase the job stress of Gramin Dak Sevaks by 2.137 unit. The hypothesis that shows the relationship between both Under Participation and job stress of Gramin Dak Sevaks is supported at 1% level.

Among the factors of emotional stress, it can also be observed that Powerlessness holds positive impact on job stress among Gramin Dak Sevaks. Since the unstandardized coefficient indicating the relationship is 1.967, holding the other path variable as constant clearly shows that for every one unit change in Powerlessness will increase the job stress of Gramin Dak Sevak by 1.967unit. Hence the hypothesis establishing the relationship between both Powerlessness and job stress of Gramin Dak Sevaks is supported at 1% level.

In addition to low status, group pressure, Under Participation and powerlessness, Poor Peer Relations also possess significant positive impact on job stress. Holding the other path variable as constant clearly shows that for every one unit change in Poor Peer Relations will increase the emotional stress of gramin dak sevaks by 1.216 unit because the unstandardized coefficient indicates a relationship of 1.216. Hence, at 1% level, the hypothesis establishing the relationship between both Poor Peer Relations and job stress of Gramin Dak Sevaks is supported.

Under emotional stress, Under Participation is the most important contributing factor of Job stress with standardized coefficient of 0.465 followed by Powerlessness, Group Pressure and Poor Peer Relations with standardized coefficients of 0.311, 0.290 and 0.274 respectively. Under emotional stress, Low Status hold the least important contributing factor of Job stress with standardized

coefficient of 0.109. All these factors have a significant positive impact on job stress of Gramin Dak Sevaks in Kerala Postal Circle.

Table 5.29 illustrates the model fit indices of the Contributing Factors under emotional stress towards Job Stress model.

Table 5.29
Contributing Factors under emotional stress towards Job stress - Model Fit Indices

Indices	Value	Fit Criteria
CMIN/DF	1.457	< 5(Hair et al., 1998)
GFI (Goodness of Fit Index)	0.987	> 0.90 (Hu & Bentler, 1999)
AGFI (Adjusted Goodness of Fit Index)	0.922	> 0.90 (Hair et al., 2006)
NFI (Normed Fit index)	0.939	> 0.90 (Hu & Bentler, 1999)
CFI (Comparative Fit Index)	0.944	> 0.90 (Hooper et al., 2008)
RMR (Root Mean Square Residual)	0.016	< 0.08 (Hair et al., 2006)
RMSEA (Root Mean Square Error of Approximation)	0.039	< 0.08 (Hair et al., 2006)

The model fit indices for the Contributing Factors under the job stress model are shown in Table 5.29. The Adjusted Goodness of Fit Index (AGFI) score (0.922) and the Goodness of Fit Index (GFI) value (0.987) in this case are both more than 0.90, indicating an excellent fit. The results show that the model fits perfectly, as evidenced by the calculated values of the Normed Fit Index (NFI) (0.939) and Comparative Fit Index (CFI) (0.944). Additionally, the Root Mean Square Residuals (RMR) and Root Mean Square Error of Approximation (RMSEA) are 0.016 and 0.039, respectively, and are both less than 0.08, therefore, it may be concluded that the job stress model is fit.

5.12. Emotional Stress of Gramin Dak Sevaks across their Demographic Profile

A demographic profile is a collection of traits that often includes variables like age, gender, income level, marital status, education level, geographical area, employment status, and occupation in addition to other elements like family size or religion. Demographic profile plays an important role in understanding the needs,

challenges and priorities of gramian dak sevaks, which in turn informs strategies to enhance their overall performance.

The demographic profile is divided into personal profile and job profile. The personal profile includes age gender educational qualifications and marital status. The job profile includes job position and job experience in years.

In the context of the job stress of Gramin Dak Sevaks, examining their personal profile like gender, age, academic qualification and marital status was conducted to understand how these factors may influence their overall performance.

5.12.1. Emotional Stress of Dak Sevaks across their Personal Profile

Job stress, particularly emotional stress, among Gramin Dak Sevaks can vary significantly across different demographic profiles. By analyzing the job stress of Gramin Dak Sevaks across their demographic profile, specifically focusing on emotional stress, involves examining how these factors influence their overall performance with their job roles. To study the impact of this emotional stress of Gramin Dak Sevaks across their demographic profile like age, gender, academic qualification and marital status, the following hypothesis was formulated.

H5: Emotional Stress among Gramin Dak Sevaks varies significantly across their Personal Profile

5.12.1.1 Emotional Stress among Gramin Dak Sevaks across their Gender

By analyzing the level of emotional stress among gramian dak sevaks based on gender, means to examine whether male and female Gramin Dak Sevaks experience differences in their level of stress in the workplace. The following hypothesis was formulated in order to study whether the emotional stress of male and female have any significant difference.

H5a: Emotional Stress among Gramin Dak sevaks varies significantly across their Gender

The independent sample t test was used to test the hypothesis, and Table 5.30 shows the outcomes.

Table 5.30

Emotional Stress among Gramin Dak Sevaks - Gender wise t test

Factors	Gender Groups	Mean	Std. Deviation	Std. Error	T	P	Decision
Low Status	Male	11.944	1.103	0.069	-0.049	0.961	H5a.1 Not Supported
	Female	11.949	1.059	0.072			
Group Pressure	Male	15.929	1.313	0.083	2.412	0.016*	H5a.2 Supported
	Female	15.656	1.107	0.075			
Under Participation	Male	16.417	1.880	0.118	0.685	0.494	H5a.3 Not Supported
	Female	16.295	1.962	0.133			
Powerlessness	Male	9.330	1.412	0.089	0.302	0.019*	H5a.4 Supported
	Female	9.028	1.364	0.093			
Poor Peer Relations	Male	16.226	1.986	0.125	0.127	0.899	H5a.5 Not Supported
	Female	16.203	1.987	0.135			
Overall Emotional Stress	Male	69.746	4.910	0.309	1.048	0.020*	H5a Supported
	Female	68.698	4.783	0.325			

* Significant at 5% level

As per Table 5.30, it can be observed that, both male and female do not possess any sort of significant difference with respect to Low Status, Poor Peer Relations and Under Participation, since the p value is higher than 0.05, emotional stress. As a result, this hypothesis is not supported. However in the case of Group Pressure and Powerlessness, it can also be observed that male and female gramin dak sevaks possess significant difference as the p value is less than the threshold and the hypothesis is statistically supported at 5 % level. Here male gramin dak sevaks have more stress than female gramin dak sevaks.

In the case of overall emotional stress, the hypothesis was also supported as the p value is less than the 0.05 and inferred that the overall emotional stress among Gramin Dak Sevaks varies significantly across their Gender.

5.12.1.2 Emotional Stress of Gramin Dak Sevaks across their Age

By analyzing the level of job stress specifically on emotional stress of gramin dak sevaks based on age, helps to examine whether age holds any significant influence on the level of job stress of Gramin Dak Sevaks with respect to emotional stress.

H5b: Emotional Stress among Gramin Dak sevaks varies significantly across their Age

The aforementioned hypothesis was tested using a one-way ANOVA, and Table 5.31 shows the results.

Table 5.31

ANOVA - Emotional Stress among Gramin Dak Sevaks based on their Age Groups

Factors	Age Groups	Mean	Std. Deviation	Std. Error	F	P	Decision
Low Status	18-30	12.017	1.048	0.080	0.602	0.548	H5b.1 Not Supported
	31-45	11.899	1.126	0.075			
	46-65	11.928	1.019	0.123			
Group Pressure	18-30	15.751	1.230	0.094	1.449	0.236	H5b.2 Not Supported
	31-45	15.943	1.234	0.082			
	46-65	15.971	1.150	0.138			
Under Participation	18-30	15.893	1.909	0.145	7.404	<0.001**	H5b.3 Supported
	31-45	16.335	1.854	0.123			
	46-65	16.918	2.135	0.257			
Powerlessness	18-30	8.788	1.294	0.098	7.160	<0.001**	H5b.4 Supported
	31-45	9.220	1.409	0.094			
	46-65	9.432	1.554	0.187			
Poor Peer Relations	18-30	16.260	1.999	0.152	1.566	0.210	H5b.5 Not Supported
	31-45	16.079	1.912	0.127			
	46-65	16.551	2.159	0.260			
Overall Emotional Stress	18-30	68.501	4.957	0.377	3.984	0.019*	H5b Supported
	31-45	69.476	4.721	0.313			
	46-65	70.319	5.001	0.602			

**Significant at 1% level * Significant at 5% level

As per Table 5.31, it can be observed that age does not hold any significant influence in the case of Low Status, Group Pressure and Poor Peer Relations as the p value is greater than 0.05 hence the hypothesis was not supported statistically. With respect to Under Participation and Powerlessness it is understood that there is significant difference exists among different age groups as the p value is less than the threshold and the hypothesis was supported at 1 % level.

In the case of Overall Emotional Stress, the p value was significant and supported at 5 % level. Here it can be inferred that emotional stress of gramin dak sevaks varies significantly among different age groups.

Emotional stress is seen to be significantly differs among three age groups in the case of Under Participation and Powerlessness as the p-value is less than 0.05. From one way ANOVA result general description can be drawn in order to make a deep root understanding of the significance of mean difference, a pair wise analysis has to be performed using Post Hoc Test. The result of the test is illustrated in Table 5.32.

Table 5.32
Significance of Mean Difference between Age Groups - Post Hoc Test Tukey HSD

Dependent Variable	Age of the Respondents (I)	Age of the Respondents (J)	Mean Difference (I-J)	Std. Error	P
Under Participation	18-30	31-45	-0.442	0.190	0.020*
		46-65	-1.025	0.281	<0.001**
	31-45	46-65	-0.583	0.264	0.028*
Powerlessness	18-30	31-45	-0.432	0.137	<0.001**
		46-65	-0.644	0.195	<0.001**
	31-45	46-65	-0.212	0.198	0.286
Overall Emotional Stress	18-30	31-45	-0.975	0.487	0.045*
		46-65	-1.818	0.708	0.010*
	31-45	46-65	-0.843	0.658	0.201

**Significant at 1% level * Significant at 5% level

Post hoc test result shows that With respect to Under Participation result clearly indicates that statistically significant difference exists among Gramin Dak Sevaks between all the age groups in which respondents belonging to the age group of '46-65' having more stress compared to other age groups. In the case of

Powerlessness also significant difference exists among gramian dak sevaks between the age groups '18-30', '31-45' and '18-30', '46-65' in which the gramian dak sevaks with age bracket of '46-65' having more stress compared to other age groups. With respect to other pairs is statistically insignificant as the p value is greater than 0.05.

In the case of overall emotional stress, the pair wise comparison result shows that statistically significant difference exists among the age groups '18-30', '31-45' and '18-30', '46-65' in which respondents belonging to the age group of '46-65' shows the highest level of stress over other groups. With regard to other pairs are statistically insignificant as the p value is greater than 0.05

5.12.1.3. Emotional Stress of Gramin Dak Sevaks across their Academic Qualification

By analyzing the level of job stress specifically on emotional stress of gramian dak sevaks based on academic qualifications, helps to examine whether academic qualifications holds any significant influence on the level of job stress of Gramin Dak Sevaks with respect to emotional stress.

H5c: Emotional Stress among Gramin Dak sevaks varies significantly across their Academic Qualification

To test the above hypothesis, One - way ANOVA was used and the results are demonstrated in Table 5.33

Table 5.33

ANOVA - Emotional Stress among Gramin Dak Sevaks based on their Academic Qualification

Factors	Academic Qualification Groups	Mean	Std. Deviation	Std. Error	F	P	Decision
Low Status	SSLC/Plus Two	12.043	1.045	0.089	0.849	0.468	H5c.1 Not Supported
	Under Graduate	11.954	1.037	0.074			
	Post Graduate	11.845	1.202	0.122			
	Others	11.811	1.126	0.185			
Group	SSLC/Plus	15.920	1.256	0.107	0.465	0.707	H5c.2

Pressure	Two						Not Supported
	Under Graduate	15.807	1.188	0.085			
	Post Graduate	15.897	1.295	0.131			
	Others	16.027	1.093	0.180			
Under Participation	SSLC/Plus Two	16.275	1.847	0.157	0.584	0.625	H5c.3 Not Supported
	Under Graduate	16.294	1.894	0.135			
	Post Graduate	16.557	2.179	0.221			
	Others	16.514	1.557	0.256			
Powerlessness	SSLC/Plus Two	8.928	1.212	0.103	2.398	0.068	H5c.4 Not Supported
	Under Graduate	9.223	1.488	0.106			
	Post Graduate	9.381	1.342	0.136			
	Others	9.011	1.506	0.248			
Poor Peer Relations	SSLC/Plus Two	16.159	1.919	0.163	0.579	0.629	H5c.5 Not Supported
	Under Graduate	16.132	1.920	0.137			
	Post Graduate	16.351	2.278	0.231			
	Others	16.514	1.758	0.289			
Overall Emotional Stress	SSLC/Plus Two	69.326	4.774	0.406	0.475	0.700	H5c Not Supported
	Under Graduate	69.411	4.823	0.344			
	Post Graduate	70.031	5.245	0.533			
	Others	69.676	4.282	0.704			

As per Table 5.33 , it is understood that academic qualification is not found to be an influencing factor in the in the case of all the factors of emotional stress such as Low Status , Group Pressure, Under Participation, Powerlessness and Poor Peer Relations as the p value is greater than 0.05. So the hypothesis is not supported statistically. With respect to Overall Emotional Stress, the hypothesis was not supported as the p value is greater than the criterion. Hence it is inferred that Emotional Stress among Gramin Dak sevaks do not vary significantly across their Academic Qualification.

5.12.1.4. Emotional Stress of Gramin Dak Sevaks across their Marital Status

By analyzing marital status and the emotional stress of gramian dak sevaks, helps to examine whether marital status holds any significant influence on the level of job stress of Gramin Dak Sevaks with respect to emotional stress.

H5d: Emotional Stress among Gramin Dak Sevaks varies significantly across their Marital Status

The hypothesis was tested using the t test, and Table 5.34 presents the findings.

Table 5.34

Emotional Stress among Gramin Dak Sevaks - Marital Status wise t test

Factors	Gender Groups	Mean	Std. Deviation	Std. Error	T	P	Decision
Low Status	Married	11.929	1.093	0.057	-0.662	0.508	H5d.1 Not Supported
	Unmarried	12.010	1.044	0.104			
Group Pressure	Married	15.929	1.244	0.065	1.798	0.073	H5d.2 Not Supported
	Unmarried	15.683	1.122	0.112			
Under Participation	Married	16.484	1.825	0.095	2.677	<0.001**	H5d.3 Supported
	Unmarried	15.911	2.173	0.216			
Powerlessness	Married	9.228	1.394	0.073	2.744	<0.001**	H5d.4 Supported
	Unmarried	8.802	1.342	0.134			
Poor Peer Relations	Married	16.326	1.950	0.102	2.317	0.021*	H5d.5 Supported
	Unmarried	15.812	2.067	0.206			
Overall Emotional Stress	Married	69.897	4.736	0.247	3.109	<0.001**	H5d Supported
	Unmarried	68.218	5.063	0.504			

**Significant at 1% level * Significant at 5% level

It is understood from the factors of emotional stress, marital status shows significant influence in the case of Under Participation, Powerlessness and Poor Peer Relations as the p value is less than 0.05. So the hypothesis is supported. Here married Gramin Dak Sevaks have more stress than unmarried gramian dak sevaks.

Since the p value is higher than 0.05, it may be concluded that marital status does not influence other characteristics under emotional stress, such as low status and group pressure. Therefore, the hypothesis is not supported.

As in the case of overall emotional stress the marital status shows significant difference since the p value is statistically supported at 1% level. Here it is concluded that married gramian dak sevaks have more emotional stress than unmarried gramian dak sevaks.

5.12.2. Emotional Stress of Gramin Dak Sevaks across their Job Profile

By analyzing the job stress of Gramin Dak Sevaks across their job profile, specifically focusing on emotional stress, involves examining how these factors influence their overall performance with their job roles. To study the impact of this emotional stress of Gramin Dak Sevaks across their job profile like job position and job experience in years, the following hypothesis was formulated.

H6: Emotional Stress among Gramin Dak Sevaks varies significantly across their job Profile

5.12.2.1 Emotional Stress among Gramin Dak Sevaks across their Job Position

Analyzing the level of job stress specifically emotional stress of gramian dak sevaks based on job position, means to examine whether Branch Post Master and Assistant Branch Post Master (BPM and ABPM) Gramian Dak Sevaks experience any differences in their emotional stress in the workplace. The following hypothesis was formulated in order to study whether the emotional stress of BPM and ABPM have any significant difference.

For that, the given hypothesis was proposed.

H6a: Emotional Stress among Gramin Dak Sevaks varies significantly across their Job Position

Table 5.35 presents the results of the Independent sample t test, which was used to test the hypothesis.

Table 5.35

Emotional Stress among Gramin Dak Sevaks - Job Position wise t test

Factors	Job Position	Mean	Std. Deviation	Std. Error	T	P	Decision
Low Status	BPM	11.933	1.112	0.070	-0.301	0.764	H6a.1 Not Supported
	ABPM	11.963	1.047	0.071			
Group Pressure	BPM	15.719	1.254	0.079	-2.445	0.014*	H6a.2 Supported
	ABPM	15.995	1.175	0.080			
Under Participation	BPM	16.324	1.985	0.125	-2.132	0.033*	H6a.3 Supported
	ABPM	16.703	1.838	0.125			
Powerlessness	BPM	9.162	1.384	0.087	0.430	0.667	H6a.4 Not Supported
	ABPM	9.106	1.405	0.096			
Poor Peer Relations	BPM	16.146	2.089	0.131	-2.446	0.014*	H6a.5 Supported
	ABPM	16.596	1.857	0.126			
Overall Emotional Stress	BPM	69.040	4.961	0.312	-2.055	0.040*	H6a Supported
	ABPM	69.964	4.722	0.321			

* Significant at 5% level

Table 5.35 explains that among the factors of emotional stress Group Pressure, Under Participation and Poor Peer Relations shows significant difference in job position as the p value is less than 0.05 and the hypothesis is supported. In this case ABPMs are more stressed than BPMs.

Job position is not an influencing factor as in the case of other factors of emotional stress such as Low Status and Powerlessness as the p value is greater than the threshold. So the hypothesis is not supported statistically. However, with respect to Overall Emotional Stress, the result shows significance as the p value is less than the criterion hence the hypothesis was supported. The mean value is more in the case of ABPMs hence they are more stressed than BPMs.

5.12.2.2 Emotional Stress of Gramin Dak Sevaks across their Job Experience

By analyzing the emotional stress of gramian dak sevaks based on job experience, helps to examine whether job experience holds any significant influence on the emotional stress of Gramin Dak Sevaks. For that the following hypothesis was formulated.

H6b: Emotional Stress among Gramin Dak Sevaks varies significantly across their Job Experience

The hypothesis was tested using a one-way ANOVA, and Table 5.36 shows the results.

Table 5.36

ANOVA - Emotional Stress among Gramin Dak Sevaks based on their Job Experience

Factors	Job Experience in Years	Mean	Std. Deviation	Std. Error	F	P	Decision
Low Status	Less than Five Years	12.900	0.798	0.230	3.192	0.023*	H6b.1 Supported
	Five -Ten Years	11.917	1.005	0.091			
	Ten-Fifteen Years	11.920	1.126	0.075			
	More than Fifteen Years	11.973	1.094	0.103			
Group Pressure	Less than Five Years	15.917	1.443	0.417	0.229	0.876	H6b.2 Not Supported
	Five -Ten Years	15.917	1.229	0.112			
	Ten-Fifteen Years	15.893	1.277	0.085			
	More than Fifteen Years	15.795	1.083	0.102			
Under Participation	Less than Five Years	15.583	3.147	0.908	1.272	0.283	H6b.3 Not Supported
	Five -Ten Years	16.570	1.995	0.181			
	Ten-Fifteen Years	16.344	1.946	0.130			
	More than Fifteen Years	16.250	1.574	0.149			
Powerlessness	Less than Five Years	8.667	1.371	0.396	1.738	0.158	H6b.4 Not Supported
	Five -Ten Years	9.050	1.334	0.121			
	Ten-	9.277	1.465	0.098			

	Fifteen Years						
	More than Fifteen Years	9.000	1.288	0.122			
Poor Peer Relations	Less than Five Years	15.083	3.232	0.933	6.453	<0.001**	H6b.5 Supported
	Five -Ten Years	16.152	1.688	0.160			
	Ten-Fifteen Years	16.210	1.949	0.130			
	More than Fifteen Years	16.997	2.131	0.194			
Overall Emotional Stress	Less than Five Years	67.750	7.521	2.171	0.961	0.411	H6b Not Supported
	Five -Ten Years	69.851	5.064	0.460			
	Ten-Fifteen Years	69.643	4.981	0.333			
	More than Fifteen Years	69.170	3.932	0.372			

**Significant at 1% level * Significant at 5% level

Table 5.36 clearly states that among the factors of emotional stress Low Status and Poor Peer Relations shows significant difference in job experience as the p value is less than the criterion, hence the hypothesis is supported. In the case of low status less than five years are more stressed than more than five years experience. As the years of service increases the emotional stress regarding low status decreases. With respect to Poor Peer Relations More than 15 Years of experienced gramian dak sevaks have more stress than less years of job experience. Here as the years of service increase the emotional stress of Poor Peer Relations increases.

Job experience is not found to be significant under other factors of emotional stress other than Low Status and Poor Peer Relations such as Group Pressure, Under Participation and Powerlessness as the p value is greater than 0.05 hence the hypothesis was not supported statistically.

With respect to Overall Emotional Stress, the p value is not supported hence Emotional Stress among Gramin Dak Sevaks does not varies significantly across their Job Experience.

Emotional stress is seen to be significantly differs among four groups of job experience in the case of Low Status and Poor Peer Relations as the p-value is less than 0.05. From one way ANOVA result general description can be drawn in order to make a deep root understanding of the significance of mean difference, a pair wise analysis has to be performed using Post Hoc Test. The result of the test is illustrated in Table 5.37.

Table 5.37

Significance of Mean Difference between Job Experience Groups - Post Hoc Test Tukey HSD

Dependent Variable	Job Experience in Years (I)	Job Experience in Years (J)	Mean Difference (I-J)	Std. Error	P
Low Status	Less than Five Years	Five–Ten Years	0.983	0.299	< 0.001 **
		Ten - Fifteen Years	0.983	0.330	< 0.001 **
		More than Fifteen Years	0.927	0.325	< 0.001 **
	Five – Ten Years	Ten - Fifteen Years	-0.003	0.122	0.980
		More than Fifteen Years	-0.056	0.138	0.684
	Ten - Fifteen Years	More than Fifteen Years	-0.053	0.129	0.681
Poor Peer Relations	Less than 5 Years	Five – Ten Years	-1.069	0.565	0.060
		Ten - Fifteen Years	-1.127	0.601	0.061
		More than Fifteen Years	-1.914	0.684	< 0.001 **
	Five – Ten Years	Ten - Fifteen Years	-0.058	0.210	0.782
		More than Fifteen Years	-0.845	0.251	< 0.001 **
	Ten - Fifteen Years	More than Fifteen Years	-0.787	0.233	< 0.001 **

**Significant at 1% level

With respect to Low Status, Pair wise comparison using Tukey HSD shows significant difference exists among Gramin Dak Sevaks between the job experience with ‘less than Five years’ with job experience ‘Five - Ten years’ , ‘Ten - Fifteen Years’ and More than Fifteen Years in which gramian dak sevaks with ‘less than

Five years' are more stressed over other groups. All the other pairs' mean difference is not significant as the p value is greater than the 0.05.

In addition to Low Status, Pair wise comparison result of Poor Peer Relations also shows significant difference between job experiences in years 'Less than Five Years', 'Five - Ten years' and 'Ten - Fifteen Years' with job experience 'more than Fifteen years' in which gramian dak sevaks with 'more than Fifteen years' are more stressed as the mean difference is relevant statistically. All other pairs mean difference is statistically irrelevant as the p value is greater than the criterion.

5.13. Chapter Summery

This chapter discussed about the Profile of Gramin Dak Sevaks, the dimensions of job stress, the factors contributing to physical stress and emotional stress, physical stress and emotional stress of Gramin Dak Sevaks across their demographic profile. The dimensions of job stress include physical stress and emotional stress. The physical stress includes the factors such as role overload, role ambiguity, role conflict and strenuous working conditions. The emotional stress includes the factors such as low status, group pressure, under participation, powerlessness and poor peer relations. Under physical stress, Role Conflict is the most important contributing factor and Strenuous Working Conditions holds the least important contributing factor of Job stress. Under emotional stress, Under Participation is the most important contributing factor Low Status holds the least important contributing factor of Job stress. The demographic analysis shows that female gramian dak sevaks are more stressed than male gramian dak sevaks and as the age increases the stress also increases among Gramin Dak Sevaks.

CHAPTER 6

JOB SATISFACTION AMONG GRAMIN DAK SEVAKS

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- 6.1. *Introduction*
 - 6.2. *Compensation and Interaction Dynamics- Exploratory Factor Analysis*
 - 6.3. *Compensation and Interaction Dynamics- Confirmatory Factor Analysis*
 - 6.4. *Compensation and Interaction Dynamics - Normality and Multicollinearity*
 - 6.5. *Compensation and Interaction Dynamics of Job Satisfaction - Contributing Factors*
 - 6.6. *Job Satisfaction of Gramin Dak Sevaks across their Demographic Profile
Compensation and Interaction Dynamics*
 - 6.7. *Job Environment Dynamics - Exploratory Factor Analysis*
 - 6.8. *Job Environment Dynamics - Confirmatory Factor Analysis*
 - 6.9. *Job Environment Dynamics- Normality and Multicollinearity*
 - 6.10. *Job Environment Dynamics of Job Satisfaction - Contributing Factors*
 - 6.11. *Job Satisfaction of Gramin Dak Sevaks across their Demographic Profile - Job Environment
Dynamics*
 - 6.12. *Chapter summery*
-

6.1 Introduction

Job satisfaction refers to the evaluation of individual's feelings and attitudes towards their job. It reflects how someone's fulfilment with various aspects of their employment, including work environment, relationship with co-workers and supervisors, compensation, growth and development overall job conditions. Job satisfaction among gramian dak sevaks is an important aspect to consider because it impacts their performance, motivation and overall well being. According to the Harvard Professional Group (1998), job satisfaction is directly associated with recognition, income, promotion, and the attainment of other objectives of an individual that lead to an all-purpose sensation of fulfilment. Mueller & Kim (2008) identified two types of job satisfaction; firstly the overall feeling about the job, and secondly, feelings about aspects of the job, such as benefits, salary, position, growth opportunities, work environment, and the relationships among employees. Job satisfaction is a positive attitude from employees including feelings and behavior towards their work through the assessment of one job as a sense of appreciation in achieving one of the important values of the job Flynn et al. (2021).

Gramin Dak Sevaks are rural postal employees who play an important role in providing postal and other financial services to rural areas. Job satisfaction among Gramin Dak Sevaks can be influenced by various factors specific to their role and working conditions. The factors that affect the job satisfaction of Gramin Dak Sevaks be grouped in two major heads. The first one is Compensation and interaction Dynamics and the second one is job environment Dynamics.

6.2. Compensation and Interaction Dynamics- Exploratory Factor Analysis

With the objectives of a definite view on the factors that represent the compensation and interaction dynamics with respect to Job Satisfaction, all the measures have undergone Exploratory Factor Analysis

The pre-requisites to apply the Exploratory Factor Analysis are:

- (i) (i) A value larger than 0.5 is required for the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy.

- (ii) Bartlett's Test of Sphericity's significant value needs to be less than 0.05.
- (iii) The Cumulative Rotation Sums of Squared Loadings should explain more than 60% of the Total Variance.

6.2.1. KMO and Bartlett's Test of Sphericity

The Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity are two important metrics used to assess if data are suitable for factor analysis. The data is considered marvelous if the KMO value is greater than 0.9; meritorious if the value ranges between 0.8 and 0.9; mediocre if the KMO value is between 0.6 and 0.7; and miserable if it lies between 0.5 and 0.6. When the value is less than 0.5, the data is treated as unacceptable. (Kaiser & Rice, 1974). Results extracted through these tests are presented on Table 6.1

Table 6.1
KMO and Bartlett's Test

Kaiser Meyer Olkin Measure of Sampling Adequacy	Bartlett's Sphericity Test		
	Chi-Square	Df	P
0.884	4387.54	190	<0.001

The data set appears to be fairly acceptable for further analysis based on the statistical findings from the exploratory factor analysis. With a value of 0.884, the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy is within an acceptable range, suggesting that factor analysis may be appropriate for the data. Moreover, a significant result (Chi-square = 4387.54, $p < 0.001$) was obtained using Bartlett's Test of Sphericity, suggesting that the variables in the dataset are not uncorrelated. This supports the notion that there are significant correlations among the variables, reinforcing the suitability of the data for factor analysis.

6.2.2. Extraction of Factors

As the desirability of the data for factor analysis is ensured, Principal Component Analysis is conducted to extract minimum number of factors having

maximum variance. Those factors with an Eigen value of more than 1 is considered as fixed factors. The Results of the analysis are illustrated on Table 6.2

Table 6.2
Total Variance Explained

Component	Initial Eigen values			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.999	24.988	24.988	2.988	24.901	24.901
2	2.030	16.919	41.906	2.029	16.907	41.807
3	1.129	9.409	51.316	1.133	9.446	51.253
4	1.075	8.956	60.271	1.072	8.933	60.187
5	1.060	8.837	69.109	1.071	8.922	69.109

Extraction Method: Principal Component Analysis

Principal Component Analysis (PCA) identified five components with Eigen values surpassing the threshold of 1. This implies that these components effectively capture substantial variance in the data. Retaining these five components condenses the dataset while preserving meaningful information, aligning with established guidelines for PCA. This reduction in dimensionality enhances interpretability, providing a concise yet informative representation of underlying structures within the data.

6.2.3. Factor Loading

Since the data are reduced to 5 factors, performing varimax rotation generates a better over view of these factors. Through this, the measures showing strong loading can be accounted with only one principle component. The factor loadings range in between 0.548 to 0.858. Table 6.3 represents the rotated factors and measures along with factor loadings.

Table 6.3
Rotated Component Matrix^a

	Component				
	1	2	3	4	5
CID3	0.858				
CID4	0.851				
CID2	0.807				
CID1	0.807				
CID7		0.767			
CID5		0.725			
CID6		0.674			
CID8			0.760		
CID9			0.720		
CID10			0.665		
CID11			0.646		
CID12			0.548		
CID13				0.821	
CID14				0.782	
CID16				0.706	
CID17				0.682	
CID15				0.614	
CID18				0.574	
CID19					0.853
CID22					0.811
CID23					0.756
CID20					0.668
CID21					0.624

Extraction Method: Principal Component Analysis.

6.2.4. Factor Labeling

Factor 1 - Pay

Table 6.3 clearly indicates that CID3, CID4, CID2 and CID1 are having factor loading in favour of factor 1. Thus, it can be drawn that factor 1 is the combination of these four original measures. Descriptions of these measures are as follows;

Table 6.3.1

Significant Factor loadings of Factor 1

Sl No	Compensation & Interaction Dynamics	Variable	Factor loading
1	CID3	The bonus being paid to me is reasonable	0.858
2	CID4	I am satisfied with the Combined Duty Allowance being paid at present	0.851
3	CID2	I am satisfied with the periodical increments in my Pay (TRCA)	0.807
4	CID1	I get decent pay (TRCA) for the job I perform	0.807

A variation of 24.088 % with an Eigenvalue of 2.999 can be explained through Factor 1. Since all the measures in this factor aims at evaluating the monetary benefits to be received by the Gramin Dak Sevaks, the factor can be labelled as **Pay**.

Factor 2 - Promotion

Table 6.3 indicates that CID7, CID5 and CID6 are having factor loading in favour of factor 2. The Factor 2 is the combination of these three original measures. Descriptions of these measures are as follows;

Table 6.3.2

Significant Factor loadings of Factor 2

Sl No	Compensation & Interaction Dynamics	Variable	Factor loading
1	CID7	The Promotion policy based on Departmental Exams is Fair	0.767
2	CID5	My job offers far too few opportunities for promotion.	0.725
3	CID6	I am satisfied with the Department's policy of Promotion based on Experience	0.674

Factor 2 can be explained through a variation of 16.199 % with an Eigenvalue of 2.030. Since all the measures in this factor aims at evaluating the promotional aspects of the Gramin Dak Sevaks, the factor can be labelled as **Promotion**.

Factor 3 - Fringe Benefits

Table 6.3 shows the factor loading in favour of factor 3. The factors are CID8, CID9, CID 10, CID11 and CID12. The factor 3 is the combination of these five measures. Descriptions of these measures are as follows;

Table 6.3.3
Significant Factor loadings of Factor 3

Sl No	Compensation & Interaction Dynamics	Variable	Factor loading
1	CID 8	I am not satisfied with the benefits I receive.	0.760
2	CID 9	Our benefits are on par with those provided by the majority of comparable organizations	0.720
3	CID 10	The benefit package we have is equitable.	0.665
4	CID11	The monetary benefits associated with the Voluntary discharge Scheme is Reasonable	0.646
5	CID12	The monetary aspects associated with the Retirement benefits are satisfactory	0.548

Factor 3 can be observed through a variation of 9.409 % with an Eigenvalue of 1.129. Since all the measures in this factor aims at evaluating the incidental benefits of the Gramin Dak Sevaks, the factor can be labelled as **Fringe Benefits**.

Factor 4 - Status and Recognition

Table 6.3 shows the factor loading in favour of factor 4. The factors are CID13, CID14, CID 16, CID17, CID15 and CID18. The factor 4 is the combination of these six measures. Descriptions of these measures are as follows;

Table 6.3.4

Significant Factor loadings of Factor 4

Sl No	Compensation & Interaction Dynamics	Variable	Factor loadings
1	CID 13	My work does not seem to be valued in my opinion.	0.821
2	CID 14	I am satisfied by the Status of my Occupational position within the Department	0.782
3	CID 16	When compared with Other Organizations, the recognition for good work in My Department is high.	0.706
4	CID17	I get good respect and recognition from the villagers in my work area.	0.682
5	CID15	The way other people in the Society at large perceive my Job is satisfactory	0.614
6	CID 18	I am recognized for my good work by the Department.	0.574

A variation of 8.837% with an Eigenvalue of 1.075 can be observed through Factor 4. Since all the measures in this factor aims at evaluating the status and recognition aspects of the Gramin Dak Sevaks, the factor can be labelled as **Status and Recognition**.

Factor 5 - Communication

Table 6.3 shows the factor loading in favour of factor 5. The factors are CID19, CID22, CID23, CID20, and CID21. The factor 5 is the combination of these five measures. Descriptions of these measures are as follows;

Table 6.3.5**Significant Factor loadings of Factor 5**

Sl No	Compensation & Interaction Dynamics	Variable	Factor loadings
1	CID 19	The goals of this organization are not clear to me.	0.853
2	CID 22	Communications seem good within this organization and important circulars are sent to my Branch Office regularly	0.811
3	CID 23	The website of my Department provides complete and updated information about my Job.	0.756
4	CID 20	I frequently feel as though I am unaware of the organization's current state.	0.668
5	CID 21	Work assignments are not fully explained.	0.624

Factor 5 can be seen through a variation of 8.956 % with an Eigenvalue of 1.060. Since all the measures in this factor aims at evaluating the communication aspects of the Gramin Dak Sevaks, the factor can be labelled as **Communication**.

6.2.5. Reliability Test

The coefficient of alpha is computed to test the internal consistency of the extracted factors. The reliability statistics of various components of compensation and interaction dynamics with respect to Job Satisfaction along with the number of items constituting the component are presented on Table 6.4

Table 6.4**Reliability Analysis**

Components	No. of Items	Cronbach's Alpha
Pay	4	0.767
Promotion	3	0.807
Fringe Benefits	5	0.769
Recognition	6	0.852
Communication	5	0.822

As per the Table 6.4, Cronbach's Alpha values for all the extracted factors are well above the threshold of 0.70 and range from 0.767 to 0.852. Thus, it can be concluded that the factors included are of reliable and relevant to represent the construct.

6.3. Compensation and Interaction Dynamics- Confirmatory Factor Analysis

Confirmatory Factor Analysis is carried out to test the accuracy of a related correlation, or Regression found earlier. While the Exploratory Factor Analysis is used to test which various groups are highly associated with which factor, the Confirmatory Factor Analysis is used to determine whether these various groups so determined are adequately represented by these factors. Confirmatory Factor Analysis can also be used for testing a hypothesis regarding the correlation and Regression between the factors identified earlier.

To test the extent to which the 23 measures resulted through 5 dimensions of Compensation and Interaction Dynamics related to job satisfaction as true representatives of the construct, Confirmatory Factor Analysis is performed. Initially, the model has gone through various fit indices such as Chi Square, Root Mean Square Residual (RMR), Root Mean Square Error of Approximation (RMSEA), Normal Fit Index (NFI), Adjusted Goodness of Fit Index (AGFI), and Comparative Fit Index (CFI). Results are illustrated in Table 6.5.

Table 6.5
Compensation and Interaction Dynamics - Model Fit Indices

Indices	Value	Fit Criteria
CMIN/DF	2.462	< 5 (Hair et al., 1998)
GFI (Goodness of Fit Index)	0.962	> 0.90 (Hu & Bentler, 1999)
AGFI (Adjusted of Goodness of Fit Index)	0.934	> 0.90 (Hair et al., 2006)
NFI (Normal Fit index)	0.960	> 0.90 (Hu & Bentler, 1999)
CFI (Comparative Fit Index)	0.972	> 0.90 (Hooper et al., 2008)
RMR (Root Mean Square Residual)	0.040	< 0.08 (Hair et al., 2006)
RMSEA (Root Mean Square Error of Approximation)	0.025	< 0.08 (Hair et al., 2006)

As per Table 6.5, the Job Satisfaction model has been proved to fit all model fit indices, including Chi Square, GFI, AGFI, NFI, CFI, RMR, and RMSEA. All these indices have met the criteria and declared the 23 measures included within 5

dimensions of Compensation and Interaction Dynamics related to job satisfaction as true representatives of the construct.

In addition to model fit indices, reliability, convergent validity, construct validity and discriminant validity of the model have also gone through. Average Variance Extracted (AVE) and the Composite Reliability Co-efficient (CRC) are used to measure reliability and convergent validity. Table 6.6 presents the Job Satisfaction model's psychometric properties and model estimates.

Table 6.6
Compensation and Interaction Dynamics-
Model Estimates and Psychometric Properties

Factor	Items	Standardized Regression Weights	P	Composite Reliability	Average Variance Extracted
Pay	CID3	0.881	<0.001**	0.892	0.674
	CID4	0.803	<0.001**		
	CID2	0.776	<0.001**		
	CID1	0.821	<0.001**		
Promotion	CID7	0.728	<0.001**	0.765	0.521
	CID5	0.746	<0.001**		
	CID6	0.692	<0.001**		
Fringe Benefits	CID8	0.734	<0.001**	0.833	0.504
	CID9	0.868	<0.001**		
	CID10	0.682	<0.001**		
	CID11	0.661	<0.001**		
	CID12	0.567	<0.001**		
Recognition	CID13	0.816	<0.001**	0.857	0.503
	CID14	0.758	<0.001**		
	CID16	0.684	<0.001**		
	CID17	0.625	<0.001**		
	CID15	0.654	<0.001**		
	CID18	0.699	<0.001**		
Communication	CID19	0.800	<0.001**	0.838	0.511
	CID22	0.758	<0.001**		
	CID23	0.700	<0.001**		
	CID20	0.642	<0.001**		
	CID21	0.661	<0.001**		

** denotes significant at 1% level

As shown in Table 6.6, the Standardized Regression Weights of all the measures are well above the threshold 0.50. In the case of Average Variance Extracted (AVE) and Composite Reliability Co-efficient (CRC), all the five factors have secured values greater than the cut off 0.50 and 0.70. All these results indicate that the model is fit with construct and convergent validity.

The final CFA Model of Job Satisfaction with Standardized Regression Weights and correlation between factors are depicted in Figure 6.1

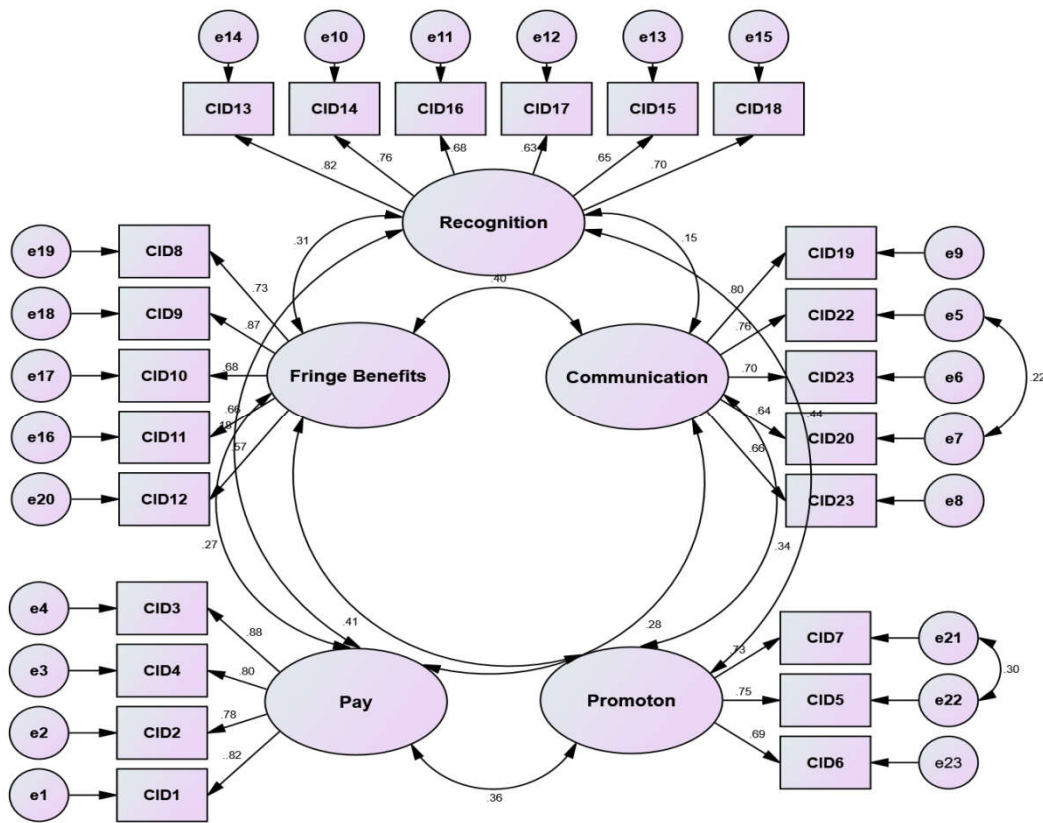


Figure 6.1

Compensation and Interaction Dynamics - CFA Model

Table 6.7

Compensation and Interaction Dynamics- Discriminant Validity

Factors	Squared Inter construct Correlation (SIC)				
	Pay	Promotion	Fringe benefits	Recognition	Communication
Pay	(0.674)				
Promotion	0.132	(0.521)			
Fringe benefits	0.073	0.169	(0.504)		
Recognition	0.031	0.197	0.098	(0.503)	
Communication	0.080	0.116	0.160	0.023	(0.511)

Values within brackets indicate AVE

Each of the five components in Table 6.7 has an Average Variance Extracted (AVE) estimate that is greater than the corresponding Squared Inter construct Correlation (SIC) value. This indicates that the indicators have more characteristics with the related construct than with other constructs. For this reason, the CFA model of job satisfaction is composed of discriminant validity.

6.4. Compensation and Interaction Dynamics - Normality and Multicollinearity

Normality and Multicollinearity are critical concepts that influence the validity of data. Normality refers to the condition where data follows a normal distribution, characterized by a symmetrical bell shaped curve centered and around the mean. Kolmogorov Smirnov and Shapiro Wilks tests are the most commonly used statistical tools to determine the extent to which the data follows a normal distribution.

When two or more independent variables in a model have a high degree of correlation, it is known statistically as multicollinearity. Stated otherwise, it is a scenario in which two or more predictor variables have a strong linear relationship. One often used metric to evaluate multicollinearity is the Variance Inflation Factor

(VIF). It is commonly believed that multicollinearity is indicated by a VIF score greater than 10. Less multicollinearity in the analysis is suggested by lower VIF scores.

Table 6.8 indicates the Normality and Multicollinearity Statistics related to Compensation and Interaction Dynamics

Table 6.8
Compensation and Interaction Dynamics -
Normality and Multicollinearity Statistics

	Kolmogorov Smirnov			Shapiro Wilks			Variance Inflated Factor (VIF)
	Statistic	Df	P	Statistic	Df	P	
Pay	0.233	469	0.084	0.980	469	0.052	2.920
Promotion	0.236	469	0.080	0.982	469	0.058	3.969
Fringe Benefits	0.207	469	0.072	0.987	469	0.065	3.129
Recognition	0.204	469	0.070	0.979	469	0.052	3.345
Communication	0.201	469	0.069	0.991	469	0.088	3.811
Compensation and Interaction Dynamics	0.088	469	0.173	0.994	469	0.092	6.282

As per Table 6.8, it can be inferred that Compensation and Interaction Dynamics along with its factors such as Pay, Promotion, Fringe Benefits, Recognition and Communication have attained normality as the P values with respect to both Kolmogorov Smirnov and Shapiro Wilks tests are greater than 0.050.

In the case of Multicollinearity also, Compensation and Interaction Dynamics and its dimensions showcased lower Multicollinearity as the Variance inflated factor (VIF) are less than 10. This clearly indicates the robustness of data and the absence of Multicollinearity or strong linear relationship among factors.

6.5. Compensation and Interaction Dynamics of Job Satisfaction - Contributing Factors

The word ‘compensation’ refers to the money that individuals obtain as a result of their job relationship with an organization. Pay can be an effective tool for businesses to attract and retain talent. Employee loyalty to the organization might grow and morale can rise with sufficient compensation. On the other hand, insufficient pay might lower employee morale and increase the likelihood that they will leave the organization. Pay, promotions, fringe benefits, acknowledgment, and communication are just a few of the elements that make up the compensation and interaction dynamics of job satisfaction.

- **Pay:** it refers to the monetary compensation that is salary or wage that employees receive for their work. It is one of the primary components of compensation and a crucial factor in job satisfaction. Adequate pay is essential for meeting basic needs and feeling valued for one’s contributions. Employees who feel they are fairly compensated are more likely to be satisfied with their jobs.
- **Promotion:** promotion in the context of job satisfaction refers to the opportunity for advancement within an organization. It involves moving up the organizational hierarchy or taking on higher level responsibilities within one’s current role. Promotion provides with opportunities for career advancement and professional development. Promotion is a critical factor in job satisfaction because it reflects recognition of employees’ skills and contributions, provides opportunities for career growth and advancement, and offers tangible rewards and benefits. Organizations that prioritize promoting from within and providing clear paths for advancement likely to have higher levels of employee satisfaction and retention.
- **Fringe Benefits:** Fringe benefits, also known as perks or perquisites, are additional non monetary compensations provided to employees on top of their

regular salary or wages. In addition to increasing job satisfaction and attracting and keeping top personnel, fringe benefits are essential for creating a healthy work environment. Employers who offer competitive fringe benefits packages demonstrate their commitment to supporting employees' well being and success. Fringe benefits are an important component of overall compensation and can significantly impact on job satisfaction.

- **Recognition:** Recognition involves acknowledging and appreciating employees for their contributions, accomplishments and efforts within the organization. It can take various forms and can have a significant impact on morale, motivation and overall job satisfaction. Employees who feel recognized and appreciated are more likely to stay with the organization. Recognition contributes to higher job satisfaction and reduces turnover.
- **Communication:** Good communication creates a supportive environment where employees feel comfortable, seeking guidance, assistance or clarification when needed. Communication is vital for successful teamwork and collaboration. When team members communicate openly share ideas and collaborate effectively, it leads to better outcomes and a more positive work environment and enhance job satisfaction.

Keeping in view of the objective, to identify the contributing factors towards job satisfaction among Gramin Dak Sevaks in Kerala Postal Circle, based on the relevant data collected form Gramin Dak Sevaks in Kerala, in order to assess the impact of job satisfaction contribution factors under compensation and interaction dynamics, the following hypothesis have been formulated and tested by employing Structural Equation Modelling.

H7: Compensation and interaction Dynamics exerts significant impact on the Job Satisfaction among Gramin Dak Sevaks in Kerala Postal Circle

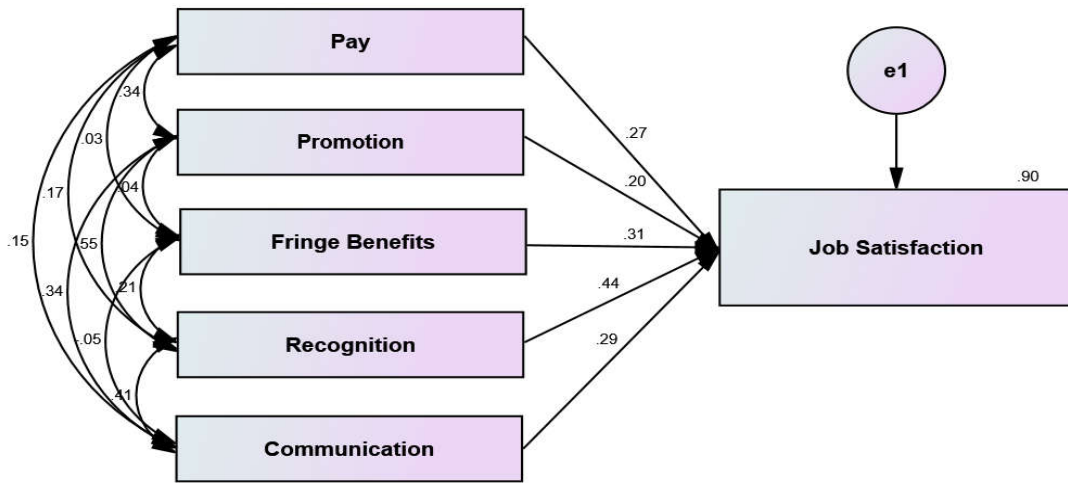


Figure 6.2

Structural Equation Model on the Contributing Factors under Compensation and interaction Dynamics towards Job Satisfaction

Table 6.9

Contributing Factors under Compensation and interaction Dynamics towards Job Satisfaction - Variables in the SEM Analysis

Factors		Unstandardized Coefficient	Standardized Coefficient	S.E	C.R	P	Decision
Pay	→ Job Satisfaction	0.918	0.271	0.053	17.458	<0.001**	H7a Supported
Promotion	→ Job Satisfaction	0.914	0.205	0.083	11.041	<0.001**	H7b Supported
Fringe Benefits	→ Job Satisfaction	1.231	0.312	0.060	20.555	<0.001**	H7c Supported
Recognition	→ Job Satisfaction	1.601	0.445	0.068	23.440	<0.001**	H7d Supported
Communication	→ Job Satisfaction	1.175	0.285	0.068	17.385	<0.001**	H7e Supported

** Significant at 1% level

As per the Table 6.9, it can be observed that the monetary payments received by Gramin Dak Sevaks possess significant positive impact on their job satisfaction. Since the unstandardized coefficient indicating the relationship is 0.918, holding the

other path variable as constant clearly shows that for every one unit change in pay will increase the job satisfaction of Gramin Dak Sevak by 0.918 unit. Hence, the hypothesis establishing the relationship between both pay and job satisfaction of Gramin Dak Sevaks is supported at 1% level.

Similar to monetary payments, the promotion aspects related to Gramin dak sevaks possess significant positive impact on their job satisfaction. Holding the other path variable as constant clearly shows that for every one unit change in promotion will increase the job satisfaction of Gramin Dak Sevak by 0.914 unit because the unstandardized coefficient indicates a relationship of 0.914. Hence, at 1% level, the hypothesis establishing the relationship between both promotion and job satisfaction of Gramin Dak Sevaks is supported.

Gramin Dak Sevaks' job satisfaction is also influenced by the Fringe Benefits received by them. It possesses a significant positive impact. The unstandardized coefficient indicating the relationship is 1.231, which means that for every one unit change in Fringe Benefit will increase the job satisfaction of Gramin Dak Sevak by 1.231 units. Hence, the hypothesis showing the relationship between both Fringe Benefits and job satisfaction of Gramin Dak Sevaks is supported at 1% level.

In addition to pay, promotion and fringe benefits, recognition received by Gramin Dak Sevaks' also has a significant positive impact on their job satisfaction can be observed in above table. Since holding the other path variable as constant indicate that for every one unit change in Recognition will increase the job satisfaction of Gramin Dak Sevak by 1.601 unit. The hypothesis that showing the relationship between both Recognition and job satisfaction of Gramin Dak Sevaks is supported at 1% level.

Among the factors of compensation and interaction dynamics, Communication received by Gramin Dak Sevaks also acts a contributing factor towards job satisfaction. Holding the other path variable as constant clearly shows that for every one unit change in Communication will increase the job satisfaction of Gramin Dak Sevak by 1.175 unit because of the unstandardized coefficient

indicates a relationship of 1.175. Hence, the hypothesis establishing the relationship between both communication and job satisfaction of Gramin Dak Sevaks is supported at 1% level.

Under compensation and inter action dynamics, Recognition is the most important contributing factor of Job satisfaction with standardized coefficient of 0.445 followed fringe benefits, communication and pay with standardized coefficients 0.312, 0.285 and 0.271 respectively. Under compensation and inter action dynamics promotion holds the least important contributing factor of Job satisfaction with standardized coefficient of 0.205. All these factors have a significant positive impact on job satisfaction of Gramin Dak Sevaks in Kerala Postal Circle.

Table 6.10 illustrates the model fit indices of the Contributing Factors under compensation and interaction Dynamics towards Job Satisfaction model.

Table 6.10
Contributing Factors under Compensation and interaction Dynamics towards Job Satisfaction - Model Fit Indices

Indices	Value	Fit Criteria
CMIN/DF	1.577	< 5 (Hair et al., 1998)
GFI (Goodness of Fit Index)	0.993	> 0.90 (Hu & Bentler, 1999)
AGFI (Adjusted of Goodness of Fit Index)	0.965	> 0.90 (Hair et al., 2006)
NFI (Normed Fit index)	0.951	> 0.90 (Hu & Bentler, 1999)
CFI (Comparative Fit Index)	0.996	> 0.90 (Hooper et al., 2008)
RMR (Root Mean Square Residual)	0.045	< 0.08 (Hair et al., 2006)
RMSEA (Root Mean Square Error of Approximation)	0.058	< 0.08 (Hair et al., 2006)

Table 6.10 indicates the model fit indices with respect to the Contributing Factors under Compensation and interaction Dynamics towards Job Satisfaction model. Model Fit Indices, including CMIN/DF, GFI, AGFI, NFI, CFI, RMR, and RMSEA, have proved that they meet the necessary requirements. Hence, it is concluded that the Compensation and Interaction Dynamics related to job satisfaction Model is Fit.

6.6. Job Satisfaction of Gramin Dak Sevaks across their Demographic Profile

A demographic profile is a set of characteristics that often includes variables like age, gender, income level, marital status, education level, and location, along with other elements like family size or religion. Demographic profile plays an important role in understanding the needs, challenges and priorities of gramian dak sevaks, which in turn informs strategies to enhance their level of job satisfaction. In the context of the job satisfaction of Gramin Dak Sevaks, examining their demographic profile like gender, age, academic qualification and marital status was conducted to understand how these factors may influence their level of job satisfaction.

6.6.1. Job Satisfaction of Gramin Dak Sevaks across their Personal Profile - Compensation and Interaction Dynamics

Analyzing the job satisfaction of Gramin Dak Sevaks across their demographic profile, specifically focusing on Compensation and Interaction Dynamics, involves examining how these factors influence their overall satisfaction with their job roles. To study the impact of these compensation and interaction dynamics on the job satisfaction of Gramin Dak Sevaks across their demographic profile like age, gender, academic qualification and marital status, the following hypothesis was formulated.

H8: Job satisfaction of Gramin Dak Sevaks with respect to Compensation and Interaction Dynamics varies significantly across their Demographic Profile

6.6.1.1 Gender of Gramin Dak Sevaks and their Level of Satisfaction on Compensation and Interaction Dynamics

The gender plays an important role in the job satisfaction among gramian dak sevaks. By analyzing the level of job satisfaction on compensation and interaction dynamics of gramian dak sevaks based on gender, means to examine whether male and female Gramin Dak Sevaks experience differences in their satisfaction in the workplace. The following hypothesis was formulated in order to study whether the job satisfaction of male and female have any significant difference.

H8a: Job satisfaction of Gramin Dak Sevaks with respect to Compensation and Interaction Dynamics varies significantly across their Gender

The hypothesis was tested using the independent sample t test; Table 6.11 shows the results.

Table 6.11

Job satisfaction of Gramin Dak Sevaks with respect to Compensation and Interaction Dynamics – Gender wise t test

Factors	Gender Groups	Mean	Std. Deviation	Std. Error	T	P	Decision
Pay	Male	8.948	2.433	0.153	-1.689	0.092	H8a.1 Not Supported
	Female	9.332	2.470	0.168			
Promotion	Male	8.202	1.856	0.117	-0.109	0.913	H8a.2 Not Supported
	Female	8.221	1.875	0.127			
Fringe Benefits	Male	12.599	2.030	0.128	1.135	0.257	H8a.3 Not Supported
	Female	12.378	2.191	0.149			
Recognition	Male	19.873	2.389	0.150	0.096	0.924	H8a.4 Not Supported
	Female	19.853	2.212	0.150			
Communication	Male	17.655	2.036	0.128	-0.615	0.539	H8a.5 Not Supported
	Female	17.770	2.001	0.136			
Overall	Male	67.277	6.594	0.415	-0.452	0.652	H8a Not Supported
	Female	67.553	6.566	0.445			

As per Table 6.11, it can be observed that, both male and female do not possess any sort of significant difference with respect to all the factors under Compensation and Interaction Dynamics such as pay, promotion, fringe benefits, recognition and communication as the p value is higher than 0.05. Therefore, the hypothesis is not supported and it is drawn that gender of gram in dak sevaks is not an influencing factor with respect to Compensation and Interaction Dynamics of job satisfaction.

6.6.1.2 Age of Gramin Dak Sevaks and their Level of Satisfaction on Compensation and Interaction Dynamics

The minimum age prescribed by the central government for gram in dak sevaks is 18 years and their discharge age is up to 65 years. The age range of Gramin Dak Sevaks can varies widely, as individuals from different age groups are employed in this role. By analyzing the level of job satisfaction on compensation and interaction dynamics of gram in dak sevaks based on age, helps to examine

whether age holds any significant influence on the level of job satisfaction of Gramin Dak Sevaks with respect compensation and interaction dynamics.

For that, the given hypothesis was proposed.

H8b: Job satisfaction of Gramin Dak Sevaks with respect to Compensation and Interaction Dynamics varies significantly across their Age Groups

To test the hypothesis, one - way ANOVA was used and the results are illustrated in Table 6.12

Table 6.12

ANOVA - Compensation and Interaction Dynamics of Job Satisfaction of Gramin Dak Sevaks based on their Age Groups

Factors	Age Groups	Mean	Std. Deviation	Std. Error	F	P	Decision
Pay	18-30	9.526	2.448	0.186	3.894	0.021*	H8b.1 Supported
	31-45	8.841	2.462	0.163			
	46-65	9.058	2.344	0.282			
Promotion	18-30	8.098	1.898	0.144	0.596	0.551	H8b.2 Not Supported
	31-45	8.251	1.938	0.129			
	46-65	8.362	1.495	0.180			
Fringe Benefits	18-30	12.636	2.159	0.164	0.721	0.487	H8b.3 Not Supported
	31-45	12.449	2.070	0.137			
	46-65	12.304	2.103	0.253			
Recognition	18-30	19.971	2.219	0.169	0.658	0.519	H8b.4 Not Supported
	31-45	19.863	2.430	0.161			
	46-65	19.594	2.103	0.253			
Communication	18-30	17.746	2.013	0.153	0.420	0.657	H8b.5 Not Supported
	31-45	17.630	2.094	0.139			
	46-65	17.870	1.782	0.214			
Overall	18-30	67.977	6.874	0.523	1.051	0.351	H8b Not Supported
	31-45	67.035	6.646	0.441			
	46-65	67.188	5.470	0.658			

* Significant at 5% level

Among the factors of Compensation and Interaction Dynamics, It is understood that age exerts an influence only in the case of pay as the p value is less than 0.05. So the hypothesis is supported. Among the age groups, gramin dak sevaks with age bracket of 18-30 are most satisfied with the payment instituted by the postal department.

Other than pay, age is not found to be an influencing factor in the case of all other dimensions under Compensation and Interaction Dynamics such as promotion, Fringe Benefits, Recognition and communication as the p value is greater than threshold. So the hypothesis is not supported.

In the case of Compensation and Interaction Dynamics as a whole also, age does not possess any significant influence since the p value is not supportive statistically.

Job satisfaction is seen to significantly differ among the three age groups in the case of pay as the p-value is less than 0.05. From one - way ANOVA result general description can be drawn in order to make a deep root understanding of the significance of mean difference a pair wise analysis has to be made using Post Hoc Test . The outcome of the test is illustrated in table 6.13.

Table 6.13
Significance of Mean Difference between
Age Groups (Pay) - Post Hoc Test Tukey HSD

Dependent Variable	Age of the Respondents (I)	Age of the Respondents (J)	Mean Difference (I-J)	Std. Error	P
Pay	18-30	31-45	0.684	0.246	0.016*
		46-65	0.468	0.347	0.370
	31-45	46-65	-0.216	0.335	0.795

* Significant at 5% level

To test the significance of mean difference among Gramin Dak Sevaks belonging to different age groups, a pair wise comparison using Post Hoc Tukey HSD test has used. With respect to pay, result clearly indicates that statistically

significant difference exists among Gramin Dak Sevaks between the age group '18-30' and '31-45' in which respondents belonging to the age bracket of '18-30' exhibit the highest level of satisfaction over other groups.

Other than the pair '18-30' and '31-45', all other pairs are statistically insignificant as the p value is greater than the threshold.

6.6.1.3. Academic Qualification of Gramin Dak Sevaks and their Level of Satisfaction on Compensation and Interaction Dynamics

Generally minimum academic qualifications, must have passed the 10th standard, are required for becoming a Gramin Dak Sevak. Even if the minimum qualification is tenth standard, most of them have higher qualifications. By analyzing the level of job satisfaction on compensation and interaction dynamics of gramian dak sevaks based on academic qualifications, helps to examine whether academic qualifications holds any significant influence on the level of job satisfaction of Gramin Dak Sevaks with respect compensation and interaction dynamics.

For that, the given hypothesis was formulated.

H8c: Job satisfaction of Dak Sevaks with respect to Compensation and Interaction Dynamics varies significantly based on their Academic Qualification

To test the hypothesis, one - way ANOVA was used and Table 6.14 presents the results.

Table 6.14

ANOVA - Compensation and Interaction Dynamics of Job Satisfaction of Dak Sevaks based on their Academic Qualification

Factors	Academic Qualification	Mean	Std. Deviation	Std. Error	F	P	Decision
Pay	SSLC/Plus Two	9.058	2.505	0.213	0.481	0.696	H8c.1 Not Supported
	Under Graduate	9.157	2.532	0.180			
	Post Graduate	9.000	2.208	0.224			
	Others	9.541	2.523	0.415			
Promotion	SSLC/Plus Two	8.210	1.850	0.157	0.731	0.534	H8c.2 Not Supported
	Under Graduate	8.264	1.802	0.128			
	Post Graduate	8.268	1.834	0.186			
	Others	7.784	2.287	0.376			
Fringe Benefits	SSLC/Plus Two	12.486	2.087	0.178	0.880	0.451	H8c.3 Not Supported
	Under Graduate	12.579	2.306	0.164			
	Post Graduate	12.546	1.720	0.175			
	Others	11.973	1.993	0.328			
Recognition	SSLC/Plus Two	20.217	2.207	0.188	3.413	0.017*	H8c.4 Supported
	Under Graduate	19.782	2.290	0.163			
	Post Graduate	19.897	2.229	0.226			
	Others	19.892	2.706	0.445			
Communication	SSLC/Plus Two	18.145	1.961	0.167	3.189	0.024*	H8c.5 Supported
	Under Graduate	17.538	2.062	0.147			
	Post Graduate	17.454	1.958	0.199			
	Others	17.649	1.975	0.325			
Overall	SSLC/Plus Two	68.116	6.383	0.543	1.295	0.276	H8c Not Supported
	Under Graduate	67.320	6.618	0.472			
	Post Graduate	67.165	6.115	0.621			
	Others	65.838	8.016	1.318			

* Significant at 5% level

Among the factors of Compensation and Interaction Dynamics, It is observed that academic qualifications shows influence in the case of recognition and communication as the p value is less than threshold. So the hypothesis is supported. In the case of recognition and communication, Gramin Dak Sevaks with academic qualification of SSLC/ Plus Two are most satisfied with the recognition and communication system followed by the postal department.

Academic qualification is not found to be an influencing factor in the case of all other dimensions other than recognition and communication under Compensation and Interaction Dynamics such as pay , promotion and fringe benefits as the p value is higher than 0.05. So the hypothesis is not supported. The Compensation and Interaction Dynamics as a whole also, the academic qualification does not possess any significant influence since the p value is not statistically supported.

Job satisfaction is seen to significantly differ among the four academic qualification groups in the case of recognition and communication as the p-value is less than 0.05. From one way ANOVA result general description can be understood in order to make a deep root understanding of the significance of mean difference, a pair wise analysis has to be conducted using Post Hoc Test. Table 6.15 shows the test result.

Table 6.15
Significance of Mean Difference between Academic Qualification Groups -
Post Hoc Test Tukey HSD

Dependent Variable	Academic Qualification (I)	Academic Qualification (J)	Mean Difference (I-J)	Std. Error	P
Recognition	SSLC/Plus Two	Under Graduate	0.435	0.154	0.021*
		Post Graduate	0.320	0.163	0.032*
		Others	0.325	0.184	0.024*
	Under Graduate	Post Graduate	-0.115	0.283	0.977
		Others	-0.110	0.310	0.833
	Post Graduate	Others	0.005	0.342	0.996
Communi- cation	SSLC/Plus Two	Under Graduate	0.607	0.222	0.033*
		Post Graduate	0.691	0.265	0.047*
		Others	0.496	0.371	0.540
	Under Graduate	Post Graduate	0.084	0.248	0.986
		Others	-0.111	0.359	0.990
	Post Graduate	Others	-0.195	0.387	0.958

* Significant at 5% level

In the case of recognition, pair wise comparison using Tukey HSD shows significant difference among SSLC / Plus Two group with all other groups such as Under Graduate, Post Graduate and others as the p value is significant at 5% level. Among all these pairs gramian dak sevaks with a qualification of SSLC / Plus two are more found to be satisfied over other groups. However, the mean difference exists among all other pairs are statistically irrelevant.

With respect to communication also, result clearly indicates that statistically significant difference exists among Gramin Dak Sevaks between the SSLC/Plus Two group and with Under Graduate and Post Graduate as the p value is significant at 5% level. Similar to recognition among these two pair's gramian dak sevaks with a qualification of SSLC / Plus two are more observed to be satisfied than other groups. However, among all other pairs the mean difference is statistically insignificant.

6.6.1.4 Marital Status of Gramin Dak Sevaks and their Level of Satisfaction on Compensation and Interaction Dynamics

Marital status has been identified as a significant determinant of job satisfaction and workplace dynamics in numerous studies across different professions. By analyzing marital status and the level of job satisfaction of gramian dak sevaks, helps to examine whether marital status holds any significant influence on the level of job satisfaction of Gramin Dak Sevaks with respect compensation and interaction dynamics. For that, the given hypothesis was formulated.

H8d: Job satisfaction of Gramin Dak Sevaks with respect to Compensation and Interaction Dynamics varies significantly across their Marital Status.

To test the hypothesis, one - way ANOVA was used and the results are illustrated in Table 6.16

Table 6.16

Job satisfaction of Dak Sevaks with respect to Compensation and Interaction Dynamics - Marital Status wise t test

Factors	Gender Groups	Mean	Std. Deviation	Std. Error	T	P	Decision
Pay	Married	8.853	2.394	0.125	-4.690	<0.001**	H8d.1 Supported
	Unmarried	10.119	2.430	0.242			
Promotion	Married	8.193	1.839	0.096	-2.311	0.021*	H8d.2 Supported
	Unmarried	8.677	1.955	0.195			
Fringe Benefits	Married	12.435	2.086	0.109	-2.062	0.039*	H8d.3 Supported
	Unmarried	12.923	2.178	0.217			
Recognition	Married	19.796	2.303	0.120	-1.208	0.228	H8d.4 Not Supported
	Unmarried	20.109	2.315	0.230			
Communication	Married	17.709	2.014	0.105	0.467	0.978	H8d.5 Not Supported
	Unmarried	17.703	2.047	0.204			
Overall	Married	66.986	6.460	0.337	-2.649	<0.001**	H8d Supported
	Unmarried	68.931	6.799	0.677			

**Significant at 1% level

* Significant at 5% level

It is understood from the factors of Compensation and Interaction Dynamics, marital status shows significant influence in the case of pay, promotion and fringe benefits as the p value is less than 0.05. So the hypothesis is supported. The unmarried Gramin Dak Sevaks are most satisfied than married gramian dak sevaks with the pay, promotion and fringe benefits provided by the postal department.

Marital status is not found to be an influencing factor in the case of other dimensions other than pay, promotion and fringe benefits under Compensation and Interaction Dynamics such as recognition and communication as the p value is greater than 0.05. So the hypothesis is not supported. In the case of Compensation and Interaction Dynamics as a whole the marital status shows significant influence since the p value is supported statistically.

6.6.2. Job Satisfaction of Gramin Dak Sevaks across their Job Profile- Compensation and Interaction Dynamics

Gramin Dak Sevaks mainly engaged on rural areas and they serve as a primary link between communities and postal services. Their Job Profile involves a wide range of responsibilities including mail collection and delivery, sorting, sale of postal products, financial services, customer services and record keeping. Through their hard work and dedication, gramian dak sevaks ensure that postal services reach every corner of the country, developing communication commerce and connectivity. In the context of the job satisfaction of Gramin Dak Sevaks, examining their Job Profile mainly like job position and experience was conducted to understand how these factors may influence their level of job satisfaction.

Through the analysis of job satisfaction of Gramin Dak Sevaks across their work profile, specifically focusing on Compensation and Interaction Dynamics, involves examining how these factors influence their overall satisfaction with their job roles. To study the impact of these compensation and interaction dynamics on the job satisfaction of Gramin Dak Sevaks across their Job Profile like Job Position and Job Experience in years, the following hypothesis was formulated.

H9: Job satisfaction of Gramin Dak Sevaks with respect to Compensation and Interaction Dynamics varies significantly across their Job Profile

6.6.2. 1. Job Position of Gramin Dak Sevaks and their Level of Satisfaction on Compensation and Interaction Dynamics

The two categories of Gramin Dak Sevaks who engaged in rural post offices are BPM (Branch Post Master) ABPM (Assistant Branch Post Master). By analyzing the level of job satisfaction on compensation and interaction dynamics of gramian dak sevaks based on job position, means to examine whether BPM and ABPM Gramin Dak Sevaks experience differences in their satisfaction in the workplace. The following hypothesis was formulated in order to study whether the job satisfaction of BPM and ABPM have any significant difference.

H12a: Job satisfaction of Dak Sevaks with respect to Compensation and Interaction Dynamics varies significantly across their Job Position

Independent sample t test was used to test the hypothesis and the results are illustrated in Table 6.17

Table 6.17

Job satisfaction of Dak Sevaks with respect to Compensation and Interaction Dynamics - Job Position wise t test

Factors	Job Position	Mean	Std. Deviation	Std. Error	T	P	Decision
Pay	BPM	9.774	2.435	0.153	-3.097	<0.001**	H9a.1 Supported
	ABPM	9.069	2.483	0.169			
Promotion	BPM	8.833	1.866	0.117	-3.751	<0.001**	H9a.2 Supported
	ABPM	8.185	1.863	0.127			
Fringe Benefits	BPM	12.933	2.109	0.143	-3.094	<0.001**	H9a.3 Supported
	ABPM	12.636	2.099	0.132			
Recognition	BPM	19.917	2.276	0.143	0.543	0.587	H9a.4 Not Supported
	ABPM	19.801	2.345	0.160			
Communication	BPM	17.723	1.930	0.121	0.179	0.858	H9a.5 Not Supported
	ABPM	17.690	2.122	0.144			
Overall	BPM	68.844	6.283	0.395	-2.897	<0.001**	H9a Supported
	ABPM	67.079	6.904	0.470			

**Significant at 1% level

Among the factors of Compensation and Interaction Dynamics, it can be observed that job position exhibits significant influence in the case of Pay, Promotion and fringe benefits as the p value is less than the criterion and as a result the hypothesis is supported at 1% level. With respect to the satisfaction for the factors such as promotion and fringe benefits BPMs (Branch Post Master) are found to be dominant over ABPMs (Assistant Branch Post Master).

Other than pay, promotion and fringe benefits, other factors of Compensation and Interaction Dynamics such as recognition and communication, the job position is not significant and the hypothesis is not supported as the p value greater than the

threshold. In the case of Compensation and Interaction Dynamics as a whole the job position exerts significant influence since the p value is supported statistically.

6.6.2. 2. Job Experience of Gramin Dak Sevaks and their Level of Satisfaction on Compensation and Interaction Dynamics

Job experience of Gramin Dak Sevaks involves interacting closely with the community, understanding their needs, and providing efficient and reliable postal services. By analyzing the level of job satisfaction on compensation and interaction dynamics of gramian dak sevaks based on job experience, helps to examine whether job experience holds any significant influence on the level of job satisfaction of Gramin Dak Sevaks with respect compensation and interaction dynamics. For that the following hypothesis was formulated.

H9b: Job satisfaction of Gramin Dak Sevaks with respect to Compensation and Interaction Dynamics varies significantly across their Job Experience

To test the hypothesis, one - way ANOVA was used and the results are illustrated in Table 6.18

Table 6.18

One – way ANOVA - Compensation and Interaction Dynamics of Job Satisfaction of Gramin Dak Sevaks based on their Job Experience

Factors	Job Experience in Years	Mean	Std. Deviation	Std. Error	F	P	Decision
Pay	Less than Five Years	9.850	2.006	0.579	3.702	0.012*	H9b.1 Supported
	Five - Ten Years	9.496	2.527	0.230			
	Ten-Fifteen Years	9.007	2.453	0.164			
	More than Fifteen Years	8.496	2.378	0.225			
Promotion	Less than Five Years	8.967	1.557	0.449	3.370	0.018*	H9b.2 Supported
	Five - Ten Years	8.539	1.740	0.158			

	Ten-Fifteen Years	8.174	1.939	0.130			
	More than Fifteen Years	7.845	1.874	0.177			
Fringe Benefits	Less than Five Years	12.944	2.610	0.753	2.936	0.033*	H9b.3 Supported
	Five - Ten Years	12.792	2.203	0.200			
	Ten-Fifteen Years	12.366	2.073	0.138			
	More than Fifteen Years	12.015	1.996	0.189			
Recognition	Less than Five Years	19.667	2.462	0.711	0.099	0.961	H9b.4 Not Supported
	Five - Ten Years	19.950	2.156	0.196			
	Ten-Fifteen Years	19.835	2.346	0.157			
	More than Fifteen Years	19.848	2.394	0.226			
Communication	Less than Five Years	17.833	1.267	0.366	0.052	0.985	H9b.5 Not Supported
	Five - Ten Years	17.653	2.056	0.187			
	Ten-Fifteen Years	17.723	2.082	0.139			
	More than Fifteen Years	17.723	1.932	0.183			
Overall	Less than Five Years	68.993	5.694	1.644	2.823	0.038*	H9b Supported
	Five - Ten Years	68.319	6.369	0.579			
	Ten-Fifteen Years	67.712	6.970	0.466			
	More than Fifteen Years	66.009	6.072	0.574			

*Significant at 5% level

Among the factors of Compensation and Interaction Dynamics, It is understood that the job experience exhibits an influence in the case of pay, promotion and fringe benefits since the p-value is below the cut-off. So the hypothesis is supported at 5 % level. On the basis of job experience gramian dak sevaks with ‘less than five years’ are most satisfied with the monetary benefits and the promotion policies of postal department.

However, Job experience is not found to be an influencing factor in the case of other dimensions other than pay, promotion and fringe benefits under Compensation and Interaction Dynamics such as Recognition and communication, as the p value is greater than the criterion. So the hypothesis is not supported.

In the case of Compensation and Interaction Dynamics as a whole, the hypothesis has a statistical back up at 5% level since job experience is the significant influencer among the gramian dak sevaks. Among the experience groups, gramian dak sevaks with less than five years of experience are more satisfied.

Job satisfaction is seen to significantly differ among four job experience groups in the case of pay, promotion and fringe benefits as the p-value is less than 0.05. From one way ANOVA result general description can be drawn in order to make a deep root understanding of the significance of mean difference, a pair wise analysis has to be performed using Post Hoc Test. Table 6.19 shows the test result.

Table 6.19
Significance of Mean Difference between Job Experience Groups -
Post Hoc Test Tukey HSD

Dependent Variable	Job Experience in Years (I)	Job Experience in Years (J)	Mean Difference (I-J)	Std. Error	P
Pay	Less than Five Years	Five-Ten Years	0.354	0.753	0.639
		Ten- Fifteen Years	0.843	0.721	0.243
		More than Fifteen Years	1.354	0.713	0.048*
	Five-Ten Years	Ten- Fifteen Years	0.489	0.280	0.081
		More than Fifteen Years	1.000	0.322	<0.001**

	Ten- Fifteen Years	More than Fifteen Years	0.511	0.281	0.069
Promotion	Less than Five Years	Five-Ten Years	0.428	0.522	0.431
		Ten- Fifteen Years	0.793	0.570	0.165
		More than Fifteen Years	1.122	0.561	0.047*
	Five-Ten Years	Ten- Fifteen Years	0.365	0.211	0.084
		More than Fifteen Years	0.694	0.237	<0.001**
	Ten- Fifteen Years	More than Fifteen Years	0.329	0.222	0.139
Fringe Benefits	Less than Five Years	Five-Ten Years	0.152	0.678	0.822
		Ten- Fifteen Years	0.578	0.623	0.354
		More than Fifteen Years	0.929	0.625	0.044*
	Five-Ten Years	Ten- Fifteen Years	0.426	0.239	0.075
		More than Fifteen Years	0.777	0.276	<0.001**
	Ten- Fifteen Years	More than Fifteen Years	0.351	0.237	0.139
Overall	Less than Five Years	Five-Ten Years	0.674	1.911	0.724
		Ten- Fifteen Years	1.281	2.049	0.532
		More than Fifteen Years	2.984	1.834	0.041*
	Five-Ten Years	Ten- Fifteen Years	0.607	0.763	0.427
		More than Fifteen Years	2.310	0.817	<0.001**
	Ten- Fifteen Years	More than Fifteen Years	1.703	0.774	0.028*

**Significant at 1% level

* Significant at 5% level

With respect to pay, Pair wise comparison using Tukey HSD shows significant difference exists among Gramin Dak Sevaks between the job experience 'less than Five years' and 'Five-Ten years' with job experience 'more than Fifteen years' in which experience less than five years are more satisfied over other groups. All the other pairs' mean difference is statistically irrelevant as the p value is greater than the criterion.

Similar to pay, in case of promotion the pair wise comparison result shows that statistically significant difference exists among the job experience 'Less than Five Years' and 'Five - Ten Years' with job experience 'more than Fifteen years' in which experience less than Five years are most satisfied as the mean difference is

statistically relevant. The mean difference of other pairs is statistically irrelevant as the p value is greater than the 0.05.

In addition to pay and promotion, Pair wise comparison of fringe benefits also shows significant difference between job experiences in years 'Less than Five Years' and 'Five - Ten Years' with job experience 'more than Fifteen years' in which experience less than Five years are more satisfied as the mean difference is relevant statistically. The mean difference exists among all other pairs are statistically insignificant.

With respect to compensation and interaction dynamics as a whole, the Pair wise comparison using Tukey HSD results shows significant difference exists among Gramin Dak Sevaks between the job experience 'less than Five years', 'Five - Ten years' and 'Ten - Fifteen Years' with job experience 'more than Fifteen years' in which experience less than five years are more satisfied over other groups. All the other pairs' mean difference is statistically irrelevant as the p value is greater than the threshold.

6.7. Job Environment Dynamics- Exploratory Factor Analysis

With the objective of having a definite view on the factors that represent the Job Environment Dynamics with respect to Job Satisfaction, all the measures have undergone Exploratory Factor Analysis.

6.7.1. KMO and Bartlett's Test of Sphericity

Two important metrics are used to determine whether data are suitable for factor analysis: Bartlett's Test of Sphericity and the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy. The data is considered Marvelous if the KMO value is greater than 0.9; meritorious if the value ranges between 0.8 and 0.9; mediocre if the KMO value is between 0.6 and 0.7; and miserable if it lies between 0.5 and 0.6. According to Kaiser and Rice (1974), data is deemed unacceptable if the value is less than 0.5. Table 6.20 displays the results derived from these testing.

Table 6.20

KMO and Bartlett's Test – Job Environment Dynamics

Kaiser Meyer Olkin Measure of Sampling Adequacy	Bartlett's Sphericity Test		
	Chi-Square	Df	P
0.738	3188.504	171	<0.001

The data set appears to be fairly acceptable for further analysis based on the statistical findings from the exploratory factor analysis. With a value of 0.738, the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy falls within an acceptable range, suggesting that factor analysis may be appropriate for the data. Moreover, a significant result (Chi-square = 3188.504, $p < 0.001$) was obtained using Bartlett's Test of Sphericity, suggesting that the variables in the dataset are not uncorrelated. This supports the notion that there are significant correlations among the variables, reinforcing the suitability of the data for factor analysis.

6.7.2. Extraction of Factors

As the desirability of the data for factor analysis is ensured, Principal Component Analysis is conducted to extract minimum number of factors having maximum variance. Those factors with an Eigen value of more than 1 is considered as fixed factors. The Results of the analysis are illustrated on Table 6.21

Table No. 6. 21

Total Variance Explained - Job Environment Dynamics

Component	Initial Eigen values			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.101	17.509	17.509	2.013	16.778	16.778
2	2.007	16.729	34.238	2.001	16.677	33.455
3	1.252	10.431	44.668	1.205	10.038	43.494
4	1.142	9.519	54.188	1.204	10.034	53.528
5	1.068	8.896	63.084	1.147	9.556	63.084

Extraction Method: Principal Component Analysis

Principal Component Analysis (PCA) identified five components with Eigen values surpassing the threshold of 1. This implies that these components effectively capture substantial variance in the data. Retaining these five components condenses the dataset while preserving meaningful information, aligning with established guidelines for PCA. This reduction in dimensionality enhances interpretability, providing a concise yet informative representation of underlying structures within the data.

6.7.3. Factor Loading

Since the data are reduced to 5 factors, performing varimax rotation generates a better over view of these factors. Through this, the measures showing strong loading can be accounted with only one principle component. The factor loadings range in between 0.608 to 0.897. Table 6. 22 represent the rotated factors and measures along with factor loadings.

Table 6.22
Rotated Component Matrix ^a

	Component				
	1	2	3	4	5
JED1	0.897				
JED2	0.802				
JED3	0.751				
JED4	0.742				
JED5	0.636				
JED8		0.781			
JED9		0.742			
JED7		0.681			
JED6		0.665			
JED12			0.853		
JED13			0.786		
JED10			0.694		
JED11			0.608		
JED14				0.797	
JED15				0.731	
JED16				0.654	
JED17					0.811
JED18					0.718
JED19					0.651
Extraction Method: Principal Component Analysis.					

6.7.4. Factor Labeling

Factor 1 -Nature of work

Table 6.22 shows the factor loading in favour of factor 1. The factors are JED1, JED2, JED3, JED4 and JED5. The factor 1 is the combination of these five measures. Descriptions of these measures are as follows;

Table 6.22.1
Significant Factor Loadings of Factor 1

Sl No	Job Environment Dynamics	Variable	Factor Loading
1	JED1	At times, I feel like my work has no purpose.	0.897
2	JED2	I enjoy the tasks I perform for my job.	0.802
3	JED3	Performing my job makes me feel proud.	0.751
4	JED4	I enjoy the things I do for a living.	0.742
5	JED5	My job enables me to eat food at a proper time and in a relaxed manner	0.636

Factor 1 can be explained through a variation of 17.509% with an Eigenvalue of 2.101. Since all the measures in this factor aims at evaluating the nature of work of the Gramin Dak Sevaks, the factor can be labelled as **Nature of work**.

Factor 2 - Co-workers

Table 6.22 shows the factor loading in favour of factor 2. The factors are JED8, JED9, JED7, and JED6. The factor 2 is the combination of these four measures. Descriptions of these measures are as follows;

Table 6.22.2
Significant Factor Loadings of Factor 2

Sl No	Job Environment Dynamics	Variable	Factor Loading
1	JED 8	I enjoy my co-workers.	0.781
2	JED 9	There is too much fighting at work	0.742
3	JED 7	Because of my coworkers' incompetence, I find that I have to put in more effort at work.	0.681
4	JED 6	I like the people I work with.	0.665

A variation of 16.729 % with an Eigenvalue of 2.007 can be observed through Factor 2. Since all the measures are related to the co-workers, the factor can be labelled as **Co-workers**.

Factor 3 –Operating Conditions

Table 6.22 shows the factor loading in favour of factor 3. The factors are JED12, JED13, JED10, and JED 11. The factor 3 is the combination of these four measures. Descriptions of these measures are as follows;

Table 6.22.3
Significant Factor Loadings of Factor 3

Sl No	Job Environment Dynamics	Variable	Factor Loading
1	JED12	My job involves too much of paperwork	0.853
2	JED13	Stationery for the day to day work is regularly provided by my Account Office	0.786
3	JED10	It is challenging to accomplish a decent job because of many of our policies and procedures.	0.694
4	JED11	I have too much to do at work	0.608

Factor 3 can be observed through a variation of 10.431 % with an Eigenvalue of 1.252. Since all the measures are related to operating conditions, the factor can be labelled as **Operating Conditions**.

Factor 4 – Interpersonal Relationship

Table 6.22 shows the factor loading in favour of factor 4. The factors are JED14, JED15, and JED 16. The factor 4 is the combination of these three measures. Descriptions of these measures are as follows;

Table 6.22. 4
Significant Factor Loadings of Factor 4

Sl No	Job Environment Dynamics	Variable	Eigenvalue
1	JED14	I feel my Superior is Competent at doing his/her job	0.797
2	JED15	My Superior is easily approachable	0.731
3	JED16	My work is periodically evaluated by my Superiors	0.654

A variation of 9.519% with an Eigenvalue of 1.142 can be seen through Factor 4. Since all the measures are related to inter personal relationship of the Gramin Dak Sevaks, the factor can be labelled as **Interpersonal Relationship**.

Factor 5 – Job Security

Table 6.22 shows the factor loading in favour of factor 5. The factors are JED17, JED18, and JED 19. The factor 5 is the combination of these three measures. Descriptions of these measures are as follows;

Table 6.22.5

Significant Factor Loadings of Factor 5

Sl No	Job Environment Dynamics	Variable	Eigenvalue
1	JED17	I feel Secure in my present Job	0.811
2	JED18	The Government's policy of not granting Civil Servant Status to GDSs is fair	0.718
3	JED19	I am satisfied with the prevailing Grievance Redressal system of the Department	0.651

Factor 5 can be observed through a variation of 8.896% with an Eigenvalue of 1.068. Since all the measures are related to security of the job of the Gramin Dak Sevaks, the factor can be labelled as **Job Security**.

6.7.5. Reliability Test

The coefficient of alpha is computed to test the internal consistency of the extracted factors. The reliability statistics of various components of Job Environment Dynamics with respect to Job Satisfaction along with the number of items constituting the component are presented on Table 6.23

Table 6.23

Reliability Analysis of Job Environment Dynamics

Components	No. of Items	Cronbach's Alpha
Nature of work	5	0.792
Co-workers	4	0.738
Operation conditions	4	0.742
Interpersonal Relationship	3	0.815
Job security	3	0.831

Table 6.23 shows that all of the extracted components have Cronbach's Alpha values between 0.742 and 0.831, which are significantly higher than the 0.7

criterion. As a result, it can be said that the factors included are of reliable and relevant to represent the construct.

6.8. Job Environment Dynamics - Confirmatory Factor Analysis

To test the extent to which the 19 measures resulted through 5 dimensions of Job Environment Dynamics related to job satisfaction as true representatives of the construct, Confirmatory Factor Analysis is performed. Initially, the model has gone through various fit indices such as Chi Square, Root Mean Square Residual (RMR), Root Mean Square Error of Approximation (RMSEA), Normal Fit Index (NFI), Adjusted Goodness of Fit Index (AGFI), and Comparative Fit Index (CFI). The outcomes are displayed in Table 6.24.

Table 6.24

Job Environment Dynamics - Model Fit Indices

Indices	Value	Fit Criteria
CMIN/DF	3.270	< 5 (Hair et al., 1998)
GFI (Goodness of Fit Index)	0.987	> 0.90 (Hu & Bentler, 1999)
AGFI (Adjusted of Goodness of Fit Index)	0.947	> 0.90 (Hair et al., 2006)
NFI (Normal Fit index)	0.989	> 0.90 (Hu & Bentler, 1999)
CFI (Comparative Fit Index)	0.997	> 0.90 (Hooper et al., 2008)
RMR (Root Mean Square Residual)	0.032	< 0.08 (Hair et al., 2006)
RMSEA (Root Mean Square Error of Approximation)	0.054	< 0.08 (Hair et al., 2006)

As per Table 6.24, all of the model fit indices indicate that the Job Satisfaction model fits data. All these indices have met the criteria and declared the 19 measures included within 5 dimensions of Job Environment Dynamics related to job satisfaction as true representatives of the construct.

Along with model fit indices, the model's discriminant validity, construct validity, convergent validity, and reliability have all been examined. Average Variance Extracted (AVE) and the Composite Reliability Co-efficient (CRC) are used to measure reliability and convergent validity. Table 6.25 presents the Job Satisfaction Model's psychometric properties and model estimates.

Table 6. 25

Job Environment Dynamics - Model Estimates and Psychometric Properties

Factor	Items	Standardized Regression Weights	P	Composite Reliability	Average Variance Extracted
Nature of Work	JED1	0.918	<0.001**	0.872	0.580
	JED2	0.764	<0.001**		
	JED3	0.721	<0.001**		
	JED4	0.680	<0.001**		
	JED5	0.700	<0.001**		
Co-Workers	JED8	0.758	<0.001**	0.809	0.517
	JED9	0.807	<0.001**		
	JED7	0.662	<0.001**		
	JED6	0.635	<0.001**		
Operating Conditions	JED12	0.876	<0.001**	0.837	0.569
	JED13	0.820	<0.001**		
	JED10	0.713	<0.001**		
	JED11	0.571	<0.001**		
Interpersonal Relationship	JED14	0.750	<0.001**	0.765	0.523
	JED15	0.791	<0.001**		
	JED16	0.616	<0.001**		
Job Security	JED17	0.788	<0.001**	0.761	0.518
	JED18	0.744	<0.001**		
	JED19	0.615	<0.001**		

** denotes significant at 1% level

As shown in Table 6.25, the Standardized Regression Weights of all the measures are well above the threshold 0.50. In the case of Average Variance Extracted (AVE) and Composite Reliability Co-efficient (CRC), all the five factors have secured values greater than the cut off 0.50 and 0.60. All these results indicate that the model is fit with construct and convergent validity.

The final CFA Model of Job Satisfaction with Standardized Regression Weights and correlation between factors are depicted in Figure 6.3

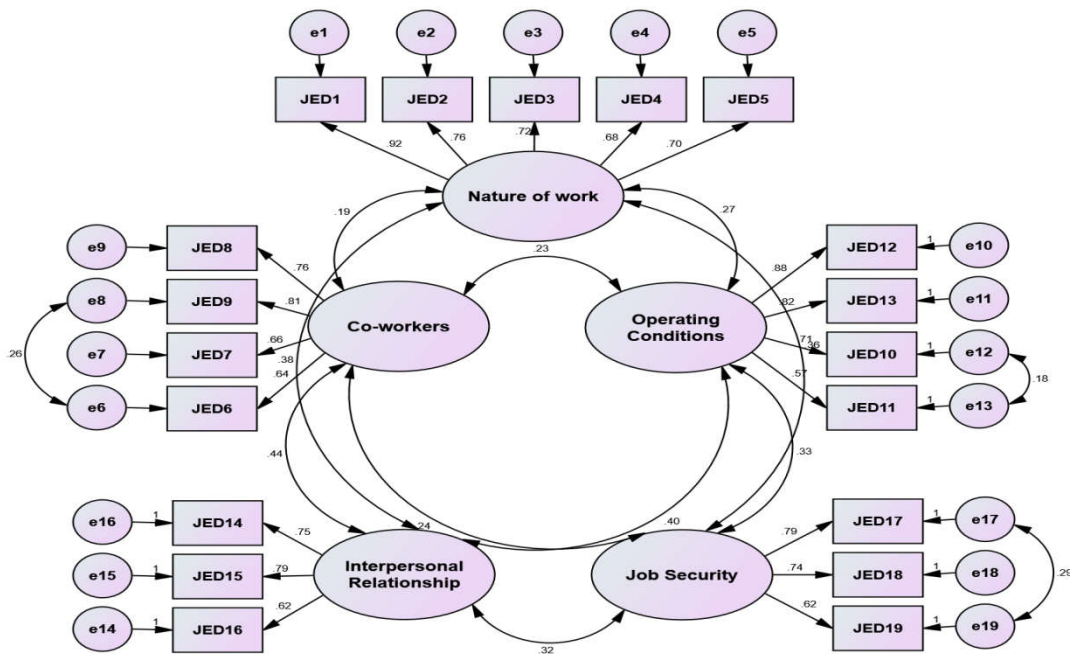


Figure 6.3

Job Environment Dynamics - CFA Model

Table 6.26

Job Environment Dynamics - Discriminant Validity

Factors	Squared Inter construct Correlation (SIC)				
	Nature of Work	Co-Workers	Operating Conditions	Interpersonal Relationship	Job Security
Nature of Work	(0.580)				
Co-Workers	0.036	(0.517)			
Operating Conditions	0.072	0.054	(0.569)		
Interpersonal Relationship	0.142	0.195	0.163	(0.523)	
Job Security	0.129	0.055	0.110	0.104	(0.518)

Values within brackets indicate AVE

The five components in Table 6.26 have all of their Average Variance Extracted (AVE) estimations larger than the corresponding Squared Inter construct Correlation (SIC) estimates. This indicates that compared to other constructions, the indicators share more characteristics with the construct they are linked to. For this reason, the CFA model of job satisfaction is composed of discriminant validity.

6.9. Job Environment Dynamics - Normality and Multicollinearity

Normality and Multicollinearity are the two crucial concepts that influence the data validity. Normality in statistics refers to the property of a dataset that follows a normal distribution. Because of the distribution's symmetry around the mean, the curve's both sides are mirror reflections of one another. The graphical representation of a normal distribution is a bell-shaped curve. Kolmogorov Smirnov and Shapiro Wilks tests are the most commonly used statistical tools to determine the extent to which the data follows a normal distribution.

When there is a strong correlation between two or more independent variables in a model, it is known statistically as multicollinearity. Stated differently, it refers to a scenario in which two or more predictor variables have a strong linear relationship. One often used metric to evaluate multicollinearity is the Variance Inflation Factor (VIF). It is commonly believed that multicollinearity is indicated by a VIF score larger than 10. Lower VIF values indicate less multicollinearity in the analysis. Table 6.27 shows the Normality and Multicollinearity Statistics related to Job Environment Dynamics.

Table 6.27

Job Environment Dynamics - Normality and Multicollinearity Statistics

	Kolmogorov Smirnov			Shapiro Wilks			Variance Inflated Factor (VIF)
	Statistic	Df	P	Statistic	Df	P	
Nature of work	0.259	469	0.111	0.991	469	0.169	1.770
Co-workers	0.303	469	0.078	0.972	469	0.114	1.611
Operating Conditions	0.275	469	0.089	0.989	469	0.162	1.592
Interpersonal Relationship	0.223	469	0.131	0.994	469	0.180	1.681
Job Security	0.271	469	0.105	0.989	469	0.161	1.812
Job Environment Dynamics	0.081	469	0.182	0.995	469	0.183	3.857

As per Table 6.27, it can be concluded that Job Environment Dynamics along with its factors such as Nature of work, Co-workers, Operating Conditions, Interpersonal Relationship and Job Security have attained normality as the P values with respect to both Kolmogorov Smirnov and Shapiro Wilks tests are greater than 0.050.

In the case of Multicollinearity also, Job Environment Dynamics and its dimensions showcased lower Multicollinearity as the Variance inflated factor (VIF) are less than 10. This clearly indicates the robustness of data and the absence of Multicollinearity or strong linear relationship among factors.

6.10. Job Environment Dynamics of Job Satisfaction - Contributing Factors

Job satisfaction of employees was influenced by various factors and the dynamics of the job environment plays an important role in shaping an employees' satisfaction level. Job environment dynamics of job satisfaction refers to the various elements and factors within a work place that collectively shape the experiences, interactions, and perceptions of individuals within that environment. These dynamics encompasses the overall atmosphere, culture and conditions in which work is conducted and as well as the inter actions between employees supervisors and the organization as a whole. Job Environment Dynamics of Job satisfaction includes the contributing factors such as nature of work, co-workers, operating conditions, inter personal relationship and job security.

- **Nature of work:** The nature of work refers to the characteristics, requirements, and demands associated with a particular job or occupation. It includes the tasks, responsibilities skills and conditions involved in performing the job. The nature of work that aligns with personal values, beliefs and contributes to larger purpose or goal can enhance job satisfaction.
- **Co-workers:** Co-workers play an important role in shaping the job satisfaction through their behaviour, support, and interactions within the workplace. Co-workers can offer emotional support during challenging times, such as work-related stress or personal difficulties. The interactions, relationships, and

dynamics among co-workers can significantly influence how individuals feel about their jobs. Creating positive relationships and supportive work environment can enhance overall job satisfaction of employees.

- **Operating conditions:** operation conditions, which include various aspects of the work environment and organizational structure, significantly influence job satisfaction. Operation conditions can contribute to job satisfaction by shaping the work environment, organization culture, and opportunities for growth and development. Prioritizing the important aspects related to operating conditions such as physical comfort, workload management, career development and fairness contributes to a positive work experience and higher levels of job satisfaction among employees.
- **Inter Personal Relationship:** inter personal relationship means and includes the connections, interactions associations between individuals. These relationships occur in various contexts including personal, social and professional settings. It involves the exchange of thoughts, feelings and behaviors between people influencing how they perceive and interact with one another. It plays an important role in human interaction and well being, contributing to individuals' emotional social and psychological fulfilment. Creating positive relationships based on communication, trust, respect and empathy enhances personal and professional satisfaction and builds a sense of belonging and connection with others.
- **Job Security:** Job security implies the stability in employment, where individuals can expect to remain employed with their current employer over an extended period barring unforeseen circumstances or changes in business conditions. Job security provides individuals with a steady source of income to meet their financial obligations and support themselves and their families. It reduces the risk of income loss due to unemployment or under employment. Job security influences job satisfaction by reducing stress, increasing commitment and engagement, enabling long term planning, enhancing job performance,

fostering positive work relationships, promoting fairness, improving employee well being, reducing turn over, and creates a sense of value among employees.

Keeping in view of the objective, to study the contributing factors towards job satisfaction among Gramin Dak Sevaks in Kerala Postal Circle, based on the relevant data collected form Gramin Dak Sevaks in Kerala, in order to assess the impact of contributing factors of job satisfaction under Job Environment Dynamics, the following hypothesis have been formulated and tested by employing Structural Equation Modelling.

H10: Job Environment Dynamics exerts significant impact on the Job Satisfaction of Gramin Dak Sevaks in Kerala Postal Circle

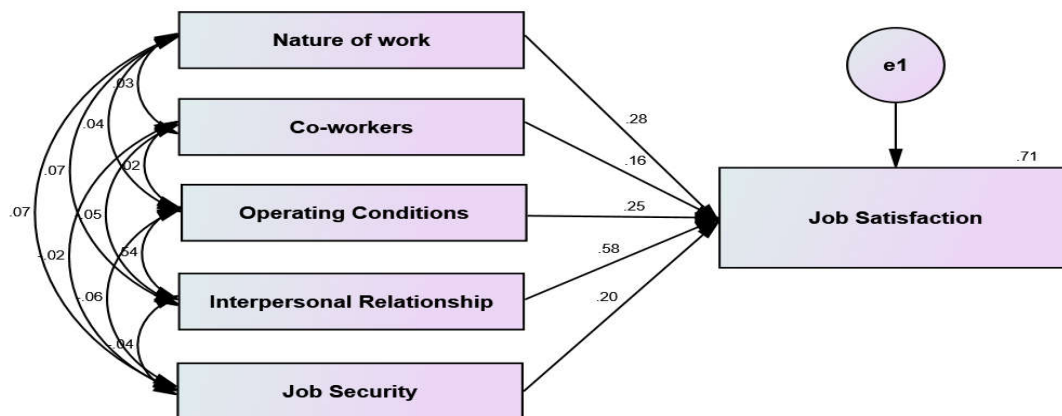


Figure 6.4

Structural Equation Model on the Contributing Factors under Job Environment Dynamics towards Job Satisfaction

Table 6.28

Contributing Factors under Job Environment Dynamics towards Job Satisfaction - Variables in the SEM Analysis

Factors		Unstandardized Coefficient	Standardized Coefficient	S.E	C.R	P	Decision
Nature of work	→ Job Satisfaction	1.888	0.276	0.171	11.009	<0.001**	H10a Supported
Co-workers	→ Job Satisfaction	1.002	0.157	0.160	6.252	<0.001**	H10b Supported
Operating Conditions	→ Job Satisfaction	1.044	0.254	0.122	8.561	<0.001**	H10c Supported
Interpersonal Relationship	→ Job Satisfaction	3.034	0.578	0.156	19.480	<0.001**	H10d Supported
Job Security	→ Job Satisfaction	1.214	0.197	0.154	7.868	<0.001**	H10e Supported

** Significant at 1% level

As per the Table 6.28, It can be observed that the nature of work of Gramin Dak Sevaks possess significant positive impact on their job satisfaction. Since the unstandardized coefficient indicating the relationship is 1.888, holding the other path variable as constant clearly shows that for every one unit change in work nature will increase the job satisfaction of Gramin Dak Sevak by 1.888 unit. Hence, the hypothesis establishing the relationship between both nature of work and job satisfaction of Gramin Dak Sevaks is supported at 1% level.

Similar to nature of work the role of co- workers also holds a significant positive impact on their job satisfaction. Holding the other path variable as constant clearly shows that for every one unit change in co-worker relationship will increase the job satisfaction of Gramin Dak Sevak by 1.002 unit because the unstandardized coefficient indicates a relationship of 1.002. Hence, at 1% level, the hypothesis establishing the relationship between both co-workers and job satisfaction of Gramin Dak Sevaks is supported.

In addition to nature of work and co-workers, operating conditions have a significant positive impact on the job satisfaction of Gramin Dak Sevaks. Holding the other path variable as constant, for every one unit change in operating conditions will increase the job satisfaction of Gramin Dak Sevaks by 1.044 unit. The hypothesis that shows the relationship between both operating conditions and job satisfaction of Gramin Dak Sevaks is supported at 1% level.

Similar to nature of work, co-workers and operation conditions, Inter personal relationship among Gramin Dak Sevaks also possesses significant positive impact on their job satisfaction. Since the unstandardized coefficient indicating the relationship is 3.034, holding the other path variable as constant clearly shows that for every one unit change in work nature will increase the job satisfaction of Gramin Dak Sevak by 3.034 unit. Hence, at 1% level, the hypothesis establishes the relationships between both inter personal relationship and job satisfaction of Gramin Dak Sevaks is supported.

Among job environment dynamics, similar to nature of work, co-workers, operating conditions and inter personal relationship, Job securities received by the Gramin Dak Sevaks also acts a positive contributor towards job satisfaction. Holding the other path variable as constant, for every one unit change in job security will increase the job satisfaction of Gramin Dak Sevaks by 1.214 unit. The hypothesis that shows the relationship between both job security and job satisfaction of Gramin Dak Sevaks is supported at 1% level.

Under job environment dynamics, inter personal relations ship is the most important contributing factor of Job satisfaction with standardized coefficient of 0.578 followed by nature of work, operating conditions and job security with standardized coefficients of 0.276, 0.254 and 0.197 respectively. Under job environment dynamics, co-workers hold the least important contributing factor of Job satisfaction with standardized coefficient of 0.157. All these factors have a significant positive impact on job satisfaction of Gramin Dak Sevaks in Kerala Postal Circle.

Table 6.29 illustrates the model fit indices of the Contributing Factors under Job Environment Dynamics towards Job Satisfaction model.

Table 6.29
Contributing Factors under Job Environment Dynamics towards Job Satisfaction -Model Fit Indices

Indices	Value	Fit Criteria
CMIN/DF	1.266	< 5 (Hair et al., 1998)
GFI (Goodness of Fit Index)	0.975	> 0.90 (Hu & Bentler, 1999)
AGFI (Adjusted of Goodness of Fit Index)	0.918	> 0.90 (Hair et al., 2006)
NFI (Normed Fit index)	0.904	> 0.90 (Hu & Bentler, 1999)
CFI (Comparative Fit Index)	0.959	> 0.90 (Hooper et al., 2008)
RMR (Root Mean Square Residual)	0.030	< 0.08 (Hair et al., 2006)
RMSEA (Root Mean Square Error of approximation)	0.052	< 0.08 (Hair et al., 2006)

Table 6.29 indicates the model fit indices with respect to the Contributing Factors under Job Environment Dynamics towards Job Satisfaction model. Model Fit Indices, including CMIN/DF, GFI, AGFI, NFI, CFI, RMR, and RMSEA, have demonstrated that they meet the necessary requirements. Hence, it is concluded that the Job Environment Dynamics related to job satisfaction Model is fit.

6.11. Job Satisfaction of Gramin Dak Sevaks across their Demographic Profile - Job Environment Dynamics

Analyzing the job satisfaction of Gramin Dak Sevaks across their demographic profile, specifically focusing on Job Environment Dynamics, involves examining how these factors influence their overall satisfaction with their job roles. Demographic profile consists of personal profile and work profile.

6.11.1. Job Satisfaction of Gramin Dak Sevaks across their Personal Profile - Job Environment Dynamics

To study the impact of these Job Environment Dynamics on the job satisfaction of Gramin Dak Sevaks across their personal profile like age, gender, academic qualification and marital status, the following hypothesis was formulated.

H11: Job satisfaction of Dak Sevaks with respect to Job Environment Dynamics varies significantly across their personal Profile

6.11.1.1. Gender of Gramin Dak Sevaks and their Level of Satisfaction on Job Environment Dynamics

By analyzing the level of job satisfaction on Job Environment dynamics of gramian dak sevaks based on gender, means to examine whether male and female Gramin Dak Sevaks experience differences in their level of satisfaction in the workplace. The following hypothesis was formulated in order to study whether the job satisfaction of male and female have any significant difference.

H11a: Job satisfaction of Dak Sevaks with respect to Job Environment Dynamics varies significantly across their Gender

Table 6. 30

Job satisfaction of Dak Sevaks with respect to Job Environment Dynamics - Gender wise t test

Factors	Gender Groups	Mean	Std. Deviation	Std. Error	T	P	Decision
Nature of work	Male	20.979	1.199	0.076	3.867	<0.001**	H11a.1 Supported
	Female	20.544	1.232	0.084			
Co-workers	Male	17.887	1.062	0.067	2.610	<0.001**	H11a.2 Supported
	Female	17.636	1.010	0.069			
Operating conditions	Male	11.618	1.349	0.085	4.066	<0.001**	H11a.3 Supported
	Female	11.129	1.237	0.084			
Interpersonal Relationship	Male	9.635	1.562	0.098	2.835	<0.001**	H11a.4 Supported
	Female	9.719	1.610	0.109			
Job security	Male	12.671	1.466	0.092	- 1.668	0.096	H11a.5 Not Supported
	Female	12.876	1.193	0.081			
Overall	Male	71.790	3.151	0.198	3.098	<0.001**	H11a Supported
	Female	71.903	3.021	0.205			

**Significant at 1% level

As per Table 6.30, it can be observed that, the male and female gramian dak sevaks possess significant differences with respect to all the factors such as nature of

work, co-workers, operating conditions, inter personal relationship except job security under Job Environment Dynamics as the p value is less than the threshold. Hence the hypothesis is supported and it is concluded that gender of gramian dak sevaks is an influencing factor in nature of work, co-workers, operating conditions, inter personal relationship with respect to job environment dynamics of job satisfaction. In the case of job security both male and female do not possess any sort of significant difference under Job Environment Dynamics as the p value is higher than 0.05. Therefore the hypothesis is not supported and it is drawn that gender of gramian dak sevaks is not an influencing factor in job security with respect to Job Environment Dynamics of job satisfaction.

6.11.1.2 Age of Gramin Dak Sevaks and their Level of Satisfaction on Job Environment Dynamics

By analyzing the level of job satisfaction on job environment dynamics of gramian dak sevaks based on age, helps to examine whether different age groups holds any significant influence on the level of job satisfaction of Gramian Dak Sevaks with respect job environment dynamics.

For that, the given hypothesis was proposed.

H11b: Job satisfaction of Dak Sevaks with respect to Job Environment Dynamics varies significantly across their Age Groups

To test the hypothesis, one - way ANOVA was used and the results are illustrated in Table 6.31

Table 6.31

One – way ANOVA - Job Environment Dynamics of Job Satisfaction of Dak Sevaks based on their Age Groups

Factors	Age Groups	Mean	Std. Deviation	Std. Error	F	P	Decision
Nature of work	18-30	20.642	1.110	0.084	0.100	0.905	H11b.1 Not Supported
	31-45	20.590	1.246	0.083			
	46-65	20.638	1.372	0.165			
Co-workers	18-30	17.659	1.091	0.083	0.441	0.644	H11b.2

	31-45	17.564	1.008	0.067			Not Supported
	46-65	17.638	1.000	0.120			
Operating conditions	18-30	11.139	1.300	0.099	8.210	<0.001**	H11b.3 Supported
	31-45	11.132	1.266	0.084			
	46-65	11.820	1.387	0.167			
Interpersonal Relationship	18-30	9.480	1.430	0.118	5.634	<0.001**	H11b.4 Supported
	31-45	9.665	1.646	0.109			
	46-65	10.235	1.555	0.172			
Job security	18-30	12.366	1.235	0.104	6.026	<0.001**	H11b.5 Supported
	31-45	12.696	1.364	0.082			
	46-65	12.998	1.630	0.196			
Overall	18-30	71.617	3.108	0.232	6.137	<0.001**	H11b Supported
	31-45	71.926	3.082	0.206			
	46-65	73.145	3.057	0.371			

* Significant at 1% level

Among the factors of Job Environment Dynamics, It is understood that age exerts an influence in the case of Operating conditions, Interpersonal Relationship and Job security as the p value is less than the cut off. The hypothesis is therefore supported. Among the age groups, gramin dak sevaks with age bracket of 46-65 are most satisfied with the operating conditions, inter personal relationships and job security provided by the postal department.

Age is not found to be an influencing factor in the case of nature of work and co-workers Other than Operating conditions, Interpersonal Relationship and Job security under Job Environment Dynamics as the p value is above 0.05. Thus the hypothesis is not supported.

In the case of Job Environment Dynamics as a whole, age possess a significant influence since the p value is supportive statistically.

Job satisfaction is seen to significantly differ among the three age groups in the case of Operating conditions, Interpersonal Relationship and Job security as the p-value is less than 0.05. From one way ANOVA result general description can be observed in order to make a deep root understanding of the significance of mean difference, a pair wise analysis has to be performed using Post Hoc Test. The output of the test is illustrated in Table 6.32

Table 6.32

**Significance of Mean Difference
between Age Groups - Post Hoc Test Tukey HSD**

Dependent Variable	Age of the Respondents (I)	Age of the Respondents (J)	Mean Difference (I-J)	Std. Error	P
Operating conditions	18-30	31-45	0.007	0.129	0.956
		46-65	-0.681	0.189	<0.001**
	31-45	46-65	-0.688	0.178	<0.001**
Interpersonal Relationship	18-30	31-45	-0.185	0.157	0.239
		46-65	-0.755	0.209	<0.001**
	31-45	46-65	-0.570	0.223	0.011*
Job security	18-30	31-45	-0.330	0.132	0.013*
		46-65	-0.632	0.193	<0.001**
	31-45	46-65	-0.302	0.197	0.125
Overall	18-30	31-45	-0.309	0.312	0.322
		46-65	-1.528	0.440	<0.001**
	31-45	46-65	-1.219	0.423	<0.001**

**Significant at 1% level

* Significant at 5% level

With respect to operating conditions, pair wise comparison using Post Hoc Tukey HSD result shows that statistically significant difference exists among Gramin Dak Sevaks between the age group ‘18-30’ and ‘46-65’ and ‘31-45’ and ‘46-65’ in which respondents belonging to the age group of ‘46-65’ shows the highest level of satisfaction over other groups. With regard to pair of age group 18-30 and 31-45 is statistically insignificant as the p value is greater than 0.05.

Similar to operating conditions, Interpersonal Relationship’s pair wise comparison result shows that statistically significant difference exists among the age group ‘18-30’ and ‘46-65’ and ‘31-45’ and ‘46-65’ in which respondents belonging to the age group of ‘46-65’ shows the highest level of satisfaction over other groups. With respect to pair of age group 18-30 and 31-45 is statistically insignificant as the p value is greater than 0.05.

In addition to operating conditions and Interpersonal Relationship, the pair wise comparison result of job security shows that statistically significant difference

exists among the age groups ‘18-30’ and ‘46-65’ and ‘31-45’ and ‘46-65’ in which respondents belonging to the age group of ‘46-65’ shows the highest level of satisfaction over other groups. The other pair of age group 18-30 and 31-45 is statistically insignificant as the p value is greater than 0.05.

In the case of overall job environment dynamics, the pair wise comparison result shows that statistically significant difference exists among the age groups ‘18-30’, ‘46-65’ and ‘31-45’, ‘46-65’ in which respondents belonging to the age group of ‘46-65’ shows the highest level of satisfaction over other groups. The other pairs are statistically insignificant as the p value is greater than 0.05.

6.11.1.3 Academic Qualification of Gramin Dak Sevaks and their Level of Satisfaction on Job Environment Dynamics

Education can be a determining and limiting factor in the choice of employment and in the evolution of one’s personal attributes and can therefore create perception difference at workplace with bearing on job satisfaction. Analyzing the level of job satisfaction on Job environment dynamics of gramian dak sevaks based on academic qualifications, helps to examine whether academic qualifications holds any significant influence on the level of job satisfaction of Gramin Dak Sevaks with respect to job environment dynamics.

For that, the given hypothesis was formulated.

H11c: Job satisfaction of Gramin Dak Sevaks with respect to Job Environment Dynamics varies significantly across their Academic Qualification

To test the hypothesis, one - way ANOVA was used and the results are illustrated in Table 6.33

Table 6.33

ANOVA - Job Environment Dynamics of Job Satisfaction of Gramin Dak Sevaks based on their Academic Qualification

Factors	Academic Qualification Groups	Mean	Std. Deviation	Std. Error	F	P	Decision
Nature of work	SSLC/Plus Two	20.688	1.235	0.105	3.006	0.030*	H11c.1 Supported
	Under Graduate	20.440	1.236	0.088			

	Post Graduate	20.208	1.123	0.114			
	Others	20.468	1.303	0.214			
Co-workers	SSLC/Plus Two	17.572	0.973	0.083	0.676	0.567	H11c.2 Not Supported
	Under Graduate	17.685	1.130	0.081			
	Post Graduate	17.515	0.937	0.095			
	Others	17.595	1.013	0.166			
Operation conditions	SSLC/Plus Two	11.480	1.296	0.110	3.256	0.028*	H11c.3 Supported
	Under Graduate	11.118	1.195	0.085			
	Post Graduate	11.021	1.479	0.150			
	Others	11.127	1.323	0.217			
Interpersonal Relationship	SSLC/Plus Two	9.877	1.600	0.136	2.572	0.054	H11c.4 Not Supported
	Under Graduate	9.579	1.545	0.110			
	Post Graduate	9.794	1.500	0.152			
	Others	9.108	1.807	0.297			
Job security	SSLC/Plus Two	12.739	1.379	0.117	0.684	0.580	H11c.5 Not Supported
	Under Graduate	12.761	1.442	0.103			
	Post Graduate	12.701	1.218	0.124			
	Others	13.054	1.026	0.169			
Overall	SSLC/Plus Two	71.870	3.122	0.266	0.369	0.775	H11c Not Supported
	Under Graduate	71.853	3.291	0.234			
	Post Graduate	71.969	2.778	0.282			
	Others	71.351	2.658	0.437			

* Significant at 5% level

Among the factors of Job environment Dynamics, It is understood that academic qualifications shows influence in the case of nature of work and operating conditions given that the p-value is below 0.05. The hypothesis is therefore supported. With regard to nature of work and operating conditions, Gramin Dak Sevaks with academic qualification of SSLC/ Plus Two are most satisfied with the working conditions and the work environment of postal department.

Academic qualification is not found to be an influencing factor in the case of all other dimensions other than nature of work and operating conditions under Job Environment Dynamics such as Co-workers, Interpersonal Relationship and Job security the p-value is greater than 0.05. So the hypothesis is not supported. In the case of Job Environment Dynamics as a whole also, the academic qualification

does not possess any significant influence since the p value is not statistically supported.

Job satisfaction is seen to significantly differ among the four academic qualification groups in the case of nature of work and operating conditions under job environment dynamics the p-value is below 0.05. From one way ANOVA result general description can be observed in order to make a deep root understanding of the significance of mean difference, a pair wise analysis has to be made using Post Hoc Test. The output of the test is demonstrated in Table 6.34.

Table 6.34

Significance of Mean Difference between Academic Qualification Groups - Post Hoc Test Tukey HSD

Dependent Variable	Age of the Respondents (I)	Age of the Respondents (J)	Mean Difference (I-J)	Std. Error	P
Nature of work	SSLC/Plus Two	Under Graduate	0.248	0.137	0.071
		Post Graduate	0.480	0.158	<0.001**
		Others	0.220	0.173	0.342
	Under Graduate	Post Graduate	0.232	0.149	0.120
		Others	-0.028	0.223	0.900
	Post Graduate	Others	-0.260	0.227	0.254
Operating conditions	SSLC/Plus Two	Under Graduate	0.362	0.137	<0.001**
		Post Graduate	0.459	0.182	0.012*
		Others	0.353	0.241	0.144
	Under Graduate	Post Graduate	0.097	0.161	0.546
		Others	-0.009	0.218	0.967
	Post Graduate	Others	-0.106	0.278	0.703

**Significant at 1% level * Significant at 5% level

With respect to nature of work, result indicates that statistically significant difference exists among Gramin Dak Sevaks between the academic qualification SSLC/Plus Two group and with Post Graduate as the p value is significant at 5% level. Among these pairs gramian dak sevaks with a qualification of SSLC / Plus two are more found to be satisfied over other groups. The mean difference exists among all other pairs are statistically insignificant.

In addition to nature of work, operating conditions' pair wise comparison result exhibits significant difference between the academic qualification SSLC/Plus

Two group and with under graduate and Post Graduate in which the respondents belonging to SSLC/Plus Two are found to more satisfied than other groups. All the other pairs' mean difference is statistically irrelevant as the p value is greater than the threshold.

6.11.1.4 Marital Status of Gramin Dak Sevaks and their Level of Satisfaction on Job Environment Dynamics

By analyzing marital status and the level of job satisfaction of gramin dak sevaks, helps to examine whether marital status holds any significant influence on the level of job satisfaction of Gramin Dak Sevaks with respect Job Environment Dynamics. For that, the given hypothesis was formulated.

H11d: Job satisfaction of Gramin Dak Sevaks with respect to Job Environment Dynamics varies significantly across their Marital Status

To test the hypothesis, one - way ANOVA was used and the results are illustrated in Table 6.35

Table No. 6.35

Job satisfaction of Dak Sevaks with respect to Job Environment Dynamics - Marital Status wise t test

Factors	Gender Groups	Mean	Std. Deviation	Std. Error	T	P	Decision
Nature of work	Married	20.587	1.210	0.063	-0.984	0.327	H11d.1 Not Supported
	Unmarried	20.723	1.234	0.123			
Co-workers	Married	17.584	1.011	0.053	-1.019	0.309	H11d.2 Not Supported
	Unmarried	17.703	1.127	0.112			
Operating conditions	Married	11.185	1.299	0.068	0.249	0.804	H11d.3 Not Supported
	Unmarried	11.149	1.299	0.129			
Interpersonal Relationship	Married	9.679	1.589	0.083	0.146	0.884	H11d.4 Not Supported
	Unmarried	9.653	1.571	0.156			
Job security	Married	12.766	1.373	0.072	2.148	0.032*	H11d.5 Supported
	Unmarried	12.762	1.266	0.126			
Overall	Married	71.802	3.061	0.160	-0.543	0.588	H11d Not Supported
	Unmarried	71.990	3.198	0.318			

* Significant at 5% level

As can be seen from the Job Environment Dynamics variables, marital status only has a substantial impact on job security when the p value is less than 0.05. The hypothesis is therefore supported. The married Gramin Dak Sevaks are more satisfied than unmarried gramian dak sevaks with the job security provided by the postal department.

Under Job environment dynamics, marital status is not found to be an influencing factor in the case of other dimensions other than job security such as Nature of work, Co-workers Operating conditions and Interpersonal Relationship as the p value is above the threshold. Therefore the hypothesis is not supported. In the case of Job Environment Dynamics as a whole the marital status does not possess any significant influence since the p value is not statistically supported.

6.11.2. Job Satisfaction of Gramin Dak Sevaks across their Job Profile- Job Environment Dynamics

Analyzing the job satisfaction of Gramin Dak Sevaks across their work profile, specifically focusing on Job Environment Dynamics, involves examining how these factors influence their overall satisfaction with their job roles. To study the impact of these Job Environment Dynamics on the job satisfaction of Gramin Dak Sevaks across their Job Profile like job position and job experience the following hypothesis was formulated.

H12: Job satisfaction of Gramin Dak Sevaks with respect to Job Environment Dynamics varies significantly across their Work Profile

6.11.2.1 Job Position of Gramin Dak Sevaks and their Level of Satisfaction on Job Environment Dynamics

By analyzing the level of job satisfaction on Job Environment dynamics of gramian dak sevaks based on job position, means to examine whether BPM and ABPM Gramin Dak Sevaks differences in their job satisfaction in the workplace. The following hypothesis was formulated in order to study whether the job satisfaction of BPM and ABPM have any significant difference.

For that, the given hypothesis was proposed.

H16a: Job satisfaction of Gramin Dak Sevaks with respect to Job Environment Dynamics varies significantly across their Job Position

For testing the hypothesis, an independent sample t test was employed; Table 6.36 shows the results.

Table 6.36

Job Satisfaction of Dak Sevaks with respect to Job Environment Dynamics - Job Position wise t test

Factors	Gender Groups	Mean	Std. Deviation	Std. Error	T	P	Decision
Nature of work	BPM	20.690	1.186	0.081	-2.114	0.035*	H12a.1 Supported
	ABPM	20.453	1.238	0.078			
Co-workers	BPM	17.628	1.056	0.066	0.421	0.674	H12a.2 Not Supported
	ABPM	17.588	1.017	0.069			
Operating Conditions	BPM	11.241	1.270	0.080	-1.988	0.047*	H12a.3 Supported
	ABPM	11.102	1.329	0.090			
Interpersonal Relationship	BPM	9.743	1.556	0.098	1.026	0.305	H12a.4 Not Supported
	ABPM	9.593	1.614	0.110			
Job Security	BPM	12.874	1.291	0.081	1.882	0.060	H12a.5 Not Supported
	ABPM	12.639	1.407	0.096			
Overall	BPM	72.040	3.012	0.189	1.499	0.134	H12a Not Supported
	ABPM	71.611	3.168	0.216			

*Significant at 5% level

Among the factors of job environment dynamics it is understood that Nature of work and Operating Conditions shows significant difference in job position as the p value is less than 0.05 and the hypothesis is supported. In these two cases BPM gramin dak sevaks are more satisfied than ABPMs.

Job position is not an influencing factor as in the case of other factors of job environment dynamics like Co-workers, Interpersonal Relationship and Job as the p value is greater than the threshold. So the hypothesis is not supported statistically.

In the case of Job Environment Dynamics as a whole, job position does not possess any significant difference as the p value is greater than the criterion in which job satisfaction of BPM gramin dak sevaks and ABPM gramin dak sevaks are same.

6.11.2.2 Job Experience of Gramin Dak Sevaks and their Level of Satisfaction on Job Environment Dynamics

By analyzing the level of job satisfaction on job environment dynamics of gramin dak sevaks based on job experience, helps to examine whether job experience holds any significant influence on the level of job satisfaction of Gramin Dak Sevaks with respect to job environment dynamics. The following hypothesis was proposed.

H12b: Job satisfaction of Dak Sevaks with respect to Job Environment Dynamics variessignificantly across their Job Experience

To test the hypothesis, one - way ANOVA was used and the results are illustrated in Table 6.37

Table 6.37

ANOVA - Job Environment Dynamics of Job Satisfaction of Gramin Dak Sevaks based on their Job Experience

Factors	Job Experience in Years	Mean	Std. Deviation	Std. Error	F	P	Decision
Nature of work	Less than Five Years	20.100	1.087	0.314	4.057	<0.001**	H12b.1 Supported
	Five - Ten Years	20.462	1.125	0.102			
	Ten - Fifteen Years	20.589	1.295	0.087			
	More than Fifteen Years	20.941	1.161	0.110			
Co-workers	Less than Five Years	17.583	1.240	0.358	0.287	0.835	H12b.2 Not Supported
	Five - Ten Years	17.570	1.132	0.103			
	Ten -	17.594	1.037	0.069			

	Fifteen Years						
	More than Fifteen Years	17.688	0.911	0.086			
Operating conditions	Less than Five Years	11.183	0.996	0.288	8.219	<0.001**	H12b.3 Supported
	Five - Ten Years	11.240	1.398	0.127			
	Ten - Fifteen Years	11.814	1.295	0.086			
	More than Fifteen Years	11.998	1.223	0.116			
Interpersonal Relationship	Less than Five Years	9.333	1.614	0.466	0.745	0.526	H12b.4 Not Supported
	Five - Ten Years	9.545	1.494	0.136			
	Ten - Fifteen Years	9.692	1.570	0.105			
	More than Fifteen Years	9.813	1.701	0.161			
Job security	Less than Five Years	12.067	1.497	0.432	7.720	<0.001**	H12b.5 Supported
	Five - Ten Years	12.284	1.286	0.117			
	Ten - Fifteen Years	12.914	1.325	0.089			
	More than Fifteen Years	12.950	1.455	0.137			
Overall	Less than Five Years	71.067	2.871	0.890	5.822	<0.001**	H12b Supported
	Five - Ten Years	71.402	3.085	0.286			
	Ten - Fifteen Years	71.804	3.148	0.212			
	More than Fifteen Years	72.989	3.173	0.271			

**Significant at 1% level

With respect to the factors of job environment Dynamics, It can be observed that the job experience significantly influence in the case of Nature of work, Operating conditions and Job security as the p-value is below 0.05. Therefore the hypothesis is supported. With regard to job experience gramian dak sevaks with 'More than 15 Years' are more satisfied with the nature of work, operating conditions and the security of job given by the postal department.

It can be found that Job experience is not an influencing factor in the case of other dimensions other than Nature of work, Operating conditions and Job security under Job environment Dynamics such as Co-workers and Interpersonal Relationship, as the p value is greater than the threshold. So the hypothesis is not supported statistically.

With respect to Job Environment Dynamics as a whole, the hypothesis is statistically supported job experience hold significant influence and the gramian dak sevaks with 'More than 15 Years' experience is more satisfied than with less than 15 years experience.

It can be seen that Job satisfaction is significantly differ among four job experience groups in the case of Nature of work, Operating conditions and Job security as the p-value is less than 0.05.

From one way ANOVA result general description can be inferred in order to make a deep root understanding of the significance of mean difference, a pair wise analysis has to be conducted using Post Hoc Test. The test result can be seen in Table 6.38.

Table 6.38
Significance of Mean Difference between Job Experience Groups -
Post Hoc Test Tukey HSD

Dependent Variable	Job Experience in Years (I)	Job Experience in Years (J)	Mean Difference (I-J)	Std. Error	P
Nature of work	Less than Five Years	Five - Ten Years	-0.362	0.340	0.288
		Ten - Fifteen Years	-0.489	0.381	0.200
		More than Fifteen Years	-0.841	0.351	0.018*
	Five - Ten Years	Ten - Fifteen Years	-0.127	0.140	0.363
		More than Fifteen Years	-0.479	0.150	<0.001**
	Ten - Fifteen Years	More than Fifteen Years	-0.352	0.145	0.015*
Operating conditions	Less than Five Years	Five - Ten Years	-0.057	0.414	0.890
		Ten - Fifteen Years	-0.631	0.380	0.098
		More than Fifteen Years	-0.815	0.366	0.027*
	Five - Ten Years	Ten - Fifteen Years	-0.574	0.150	<0.001**
		More than Fifteen Years	-0.758	0.173	<0.001**
	Ten - Fifteen Years	More than Fifteen Years	-0.184	0.147	0.212

Job security	Less than Five Years	Five - Ten Years	-0.217	0.395	0.583
		Ten - Fifteen Years	-0.847	0.395	0.033*
		More than Fifteen Years	-0.883	0.443	0.048*
	Five - Ten Years	Ten - Fifteen Years	-0.630	0.148	<0.001**
		More than Fifteen Years	-0.666	0.180	<0.001**
	Ten - Fifteen Years	More than Fifteen Years	-0.036	0.158	0.820
Overall	Less than Five Years	Five - Ten Years	-0.335	0.928	0.718
		Ten - Fifteen Years	-0.737	0.929	0.428
		More than Fifteen Years	-1.922	0.956	0.046*
	Five - Ten Years	Ten - Fifteen Years	-0.402	0.353	0.255
		More than Fifteen Years	-1.587	0.410	<0.001**
	Ten - Fifteen Years	More than Fifteen Years	-1.185	0.365	<0.001**

**Significant at 1% level

* Significant at 5% level

With respect to Nature of work, Pair wise comparison using Tukey HSD shows significant difference exists among Gramin Dak Sevaks between the job experience 'less than Five years' , 'Five - Ten Years' and 'Ten-Fifteen Years' with job experience 'More than Fifteen Years' in which gramian dak sevaks with 'more than Fifteen years' are more satisfied over other groups. All the other pairs' mean difference is not significant as the p value is greater than the 0.05.

Similar to Nature of work, the pair wise comparison result of operating conditions also shows significant difference among the job experience 'Less than Five Years' and 'Five - Ten Years' with job experience 'Ten - Fifteen Years' and 'more than Fifteen years' in which the gramian dak sevaks with 'more than Fifteen years' are more satisfied as the mean difference is statistically relevant. The mean difference of other pairs is statistically irrelevant as the p value is greater than the criterion.

In addition to Nature of work and Operating conditions, Pair wise comparison result of job security also shows significant difference between job experiences in years 'Less than five Years' and 'Five - Ten Years' with job experience 'Ten - Fifteen Years' and 'more than Fifteen years' in which gramian dak sevaks with 'more than Fifteen years' are more satisfied as the mean difference is relevant statistically. All other pairs mean difference is statistically insignificant.

With respect to Job Environment dynamics as a whole, the Pair wise comparison using Tukey HSD results shows significant difference exists among Gramian Dak Sevaks between the job experience 'less than Five years', 'Five - Ten years' and 'Ten - Fifteen Years' with job experience 'more than Fifteen years' in which gramian dak sevaks with 'More than Fifteen Years' are more satisfied over other groups. All the other pairs' mean difference is statistically irrelevant as the p value is greater than the threshold.

6.12. Chapter Summery

This chapter discussed about the factors that affect the level of job satisfaction of Gramian Dak Sevaks. The factors that affect the job satisfaction of Gramian Dak Sevaks be grouped in two major heads. The first one is Compensation and interaction Dynamics and the second one is job environment Dynamics. The monitory and interaction aspects of satisfaction were included in Compensation and interaction Dynamics and the work or job related aspects were included in job environment dynamics. The compensation and Interaction Dynamics of job satisfaction includes the factors such as pay, promotion, fringe benefits, recognition and communication and Job Environment Dynamics of Job satisfaction includes the

contributing factors such as nature of work, co-workers, operating conditions, inter personal relationship and job security. All these factors have a significant positive impact on job satisfaction of Gramin Dak Sevaks. The two dynamics of job satisfaction, the compensation and interaction dynamics and job environment dynamics, majority of the respondents were least satisfied. However, by comparing these two dynamics, the factors of compensation and inter action dynamics contributes more towards to increase job satisfaction of gramin dak sevaks among Kerala postal circle. With respect to the job satisfaction for all these factors Branch Post Masters are found to be dominant over Assistant Branch Post Masters. In the case of compensation and interaction dynamics, as the age and job experience increases job satisfaction decreases. In the case of job environment dynamics as the job experience and age increases the job satisfaction of gramin dak sevaks also increases.

CHAPTER 7

ORGANISATIONAL COMMITMENT AMONG GRAMIN DAK SEVAKS

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- 7.1. *Introduction*
 - 7.2. *Organisational Commitment- Exploratory Factor Analysis*
 - 7.3. *Organisational Commitment - Confirmatory Factor Analysis*
 - 7.4. *Organisational Commitment - Normality and Multicollinearity*
 - 7.5. *Organisational Commitment among Gramin Dak Sevakṡ – Contributing Factors*
 - 7.6. *Organisational Commitment of Dak Sevakṡ across their Demographic Profile*
 - 7.7. *Chapter Summery*
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7.1. Introduction

The concept of organisational commitment has received more attention in the research literature (Morrow, 1993). Porter et al., (1974) define Organisational commitment as the relative strength of an individual's identification with and involvement in a particular organization. Allen and Meyer (1990) proposed a three-dimensional attitudinal construct of organisational commitment namely, affective, normative, and continuance commitment. Affective commitment, according to Allen and Meyer, is a person's emotional bond to the organization, but normative commitment is a person's sense of moral duty to stay with it. On the other hand, a person's commitment to continuity is predicated on their awareness of the expenses involved in leaving the organization. Organisational Commitment among Gramin Dak Sevaks can be influenced by various factors, considering the unique nature of their work and their relationship with the organization. The degree to which Gramin Dak Sevaks believe that the organization appreciates their contributions and is concerned about their welfare may have an impact on their level of commitment. Organisational commitment among Gramin Dak Sevaks can be further understood through the three components affective commitment, Continuance commitment and normative commitment.

1. Affective Commitment

The level of satisfaction Gramin Dak Sevaks derive from their work can contribute to their emotional attachment to the organization. When they find their work fulfilling, enjoyable, and aligned with their values, they are more likely to develop affective commitment.

2. Continuance Commitment

The availability of alternative job opportunities and career paths can influence Continuance commitment. If gramian dak sevaks perceive limited prospects outside the organization, they may be more inclined to stay.

3. Normative commitment

If Gramin Dak Sevaks perceive that the organization has invested in their training and development, they may feel a sense of obligation to remain with the organization.

7.2. Organisational Commitment - Exploratory Factor Analysis

With the objectives of a definite view on the factors that represent the dimensions of Organisational commitment, all the measures have undergone Exploratory Factor Analysis

The pre-requisites to apply the Exploratory Factor Analysis are:

- (iv) The Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy should have a value higher than 0.5.
- (v) Bartlett's Test of Sphericity's significant value should to be less than 0.05.
- (vi) The Cumulative Rotation Sums of Squared Loadings should explain more than 60% of the Total Variance.

7.2.1. KMO and Bartlett's Test of Sphericity

The Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity are two important metrics used to assess if data are suitable for factor analysis. The data is considered marvelous if the KMO value is greater than 0.9; meritorious if the value ranges between 0.8 and 0.9; mediocre if the KMO value is between 0.6 and 0.7; and miserable if it lies between 0.5 and 0.6. According to Kaiser and Rice (1974), data is deemed unacceptable if the value is less than 0.5. Table 7.1 displays the results that were gathered from these tests.

Table 7.1
Organisational Commitment - KMO and Bartlett's Test

Kaiser Meyer Olkin Measure of Sampling Adequacy	Bartlett's Sphericity Test		
	Chi-Square	Df	P
0.920	5815.276	171	<0.001

The statistical findings from the exploratory factor analysis, as shown in Table 7.1, indicate that the data set may be suitable for further study. With a value of 0.920, the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy is within an acceptable range, suggesting that factor analysis may be appropriate for the data. Moreover, a significant result (Chi-square = 5815.276, $p < 0.001$) was obtained using Bartlett's Test of Sphericity, recommending that the variables in the dataset are not uncorrelated. This supports the notion that there are significant correlations among the variables, reinforcing the suitability of the data for factor analysis.

7.2.2. Extraction of Factors

As the desirability of the data for factor analysis is ensured, Principal Component Analysis is conducted to extract minimum number of factors having maximum variance. Those factors with an Eigen value of more than 1 is considered as fixed factors. The Results of the analysis are illustrated on Table 7.2

Table 7.2
Organisational Commitment - Total Variance Explained

Component	Initial Eigen values			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.084	47.812	47.812	5.331	28.056	28.056
2	2.949	15.519	63.331	4.797	25.247	53.303
3	1.337	7.037	70.368	3.242	17.065	70.368

Extraction Method: Principal Component Analysis

Principal Component Analysis (PCA) identified three components with Eigen values surpassing the threshold of 1. This implies that these components effectively capture substantial variance in the data. Retaining these three components condenses the dataset while preserving meaningful information, aligning with established guidelines for PCA. This reduction in dimensionality enhances interpretability, providing a concise yet informative representation of underlying structures within the data.

7.2.3. Factor Loading

Since the data are reduced to 3 factors, performing varimax rotation generates a better over view of these factors. Through this, the measures showing strong loading can be accounted with only one principle component. The factor loadings range in between 0.597 to 0.0.853. Table 7.3 represents the rotated factors and measures along with factor loadings.

Table 7.3

Organisational Commitment - Rotated Component Matrix ^a

Factors	Measures	Component		
		1	2	3
Affective Commitment	AC 1	0.821		
	AC 2	0.803		
	AC 3	0.798		
	AC 4	0.798		
	AC 5	0.794		
	AC 6	0.780		
	AC 7	0.764		
	AC 8	0.674		
Continuance Commitment	CC 1		0.853	
	CC 2		0.822	

	CC 3		0.804	
	CC 4		0.799	
	CC 5		0.719	
	CC 6		0.680	
	CC 7		0.679	
	CC 8		0.610	
Normative Commitment	NC 1			0.802
	NC 2			0.784
	NC 3			0.777
	NC 4			0.769
	NC 5			0.722
	NC 6			0.687
	NC 7			0.641
	NC 8			0.597
Extraction Method: Principal Component Analysis.				

As per the Table 7.3, it is evident that AC1 to AC 8 are perfect measures and capable enough to represent affective commitment. Similar to Affective Commitment, continuance and normative commitment also proved their fitness with measures CC1 to CC8 and NC1 to NC8 respectively.

7.2.4. Reliability Test

“Reliability is an indicator of measures internal consistency.” (Zikmund, Babin, Carr & Griffin). The internal consistency of the scaled statements was measured using Cronbach’s Alpha reliability test. A strong internal consistency is said to be demonstrated by an alpha value of 0.70 or higher, while a significant alpha value is one that is 0.60 or higher (Cronbach’s & Meehl, 1994). The reliability statistics of various components of organisational commitment along with the number of items constituting the component are presented on Table 7.4

Table 7.4

Organisational Commitment - Reliability Analysis

Components	No. of measures	Cronbach's Alpha
Affective Commitment	8	0.781
Continuance Commitment	8	0.801
Normative Commitment	8	0.828

The value of Cronbach's alpha for all three dimensions of organisational commitment i.e. "affective commitment, Continuance commitment and normative commitment" are shown in table 7.4. Cronbach's Alpha values for all the variables of organisational commitment lie between 0.781 to 0.828, which exhibits that the scale used for measuring the variables is good and reliable.

7.3. Organisational Commitment- Confirmatory Factor Analysis

Confirmatory factor analysis is used to assess the degree to which the 24 measures emerged through the three aspects of organisational commitment such as affective, continuance, and normative as true representatives of the construct. Initially, this model is subjected to various fit indices, including Root Mean Square Error of Approximation (RMSEA), Chi Square, Goodness of Fit Index (GFI), and Adjusted Goodness of Fit Index (AGFI), Normal Fit Index (NFI), Comparative Fit Index (CFI), and Root Mean Square Residual (RMR). The outcomes of the Organisational Commitment-Model Fit are shown in Table 7.5.

Table 7.5

Organisational Commitment- Model Fit Indices

Indices	Value	Fit Criteria
CMIN/DF	3.081	< 5 (Hair et al., 1998)
GFI (Goodness of Fit Index)	0.976	> 0.90 (Hu & Bentler, 1999)
AGFI (Adjusted of Goodness of Fit Index)	0.927	> 0.90 (Hair et al., 2006)
NFI (Normal Fit index)	0.922	> 0.90 (Hu & Bentler, 1999)
CFI (Comparative Fit Index)	0.993	> 0.90 (Hooper et al., 2008)
RMR (Root Mean Square Residual)	0.035	< 0.08 (Hair et al., 2006)
RMSEA (Root Mean Square Error of Approximation)	0.029	< 0.08 (Hair et al., 2006)

All model fit indices, including Chi Square, GFI, AGFI, NFI, CFI, RMR, and RMSEA, indicate that the organisational commitment model is fit (Table 7.5). The 24 measures that make up the three dimensions of organisational commitment such as affective, continuance, and normative have all been deemed by these indices to be true representatives of the concept after they satisfied the necessary requirements.

Along with model fit indices, the model's discriminant validity, construct validity, convergent validity, and reliability have all been examined. Average Variance Extracted (AVE) and the Composite Reliability Co-efficient (CRC) are used to measure reliability and convergent validity. Table 7.6 presents the Organisational Commitment model's psychometric properties and model estimates.

Table 7. 6

Organisational Commitment- Model Estimates and Psychometric Properties

Factor	Items	Standardized Regression Weights	P	Composite Reliability	Average Variance Extracted
Affective Commitment	AC1	0.842	<0.001**	0.891	0.509
	AC2	0.861	<0.001**		
	AC3	0.752	<0.001**		
	AC4	0.688	<0.001**		
	AC5	0.700	<0.001**		
	AC6	0.581	<0.001**		
	AC7	0.642	<0.001**		
	AC8	0.586	<0.001**		
Continuance Commitment	CC1	0.897	<0.001**	0.916	0.580
	CC2	0.862	<0.001**		
	CC3	0.801	<0.001**		
	CC4	0.763	<0.001**		
	CC5	0.782	<0.001**		
	CC6	0.547	<0.001**		
	CC7	0.651	<0.001**		
	CC8	0.733	<0.001**		
Normative Commitment	NC1	0.682	<0.001**	0.908	0.555
	NC2	0.777	<0.001**		
	NC3	0.834	<0.001**		
	NC4	0.619	<0.001**		
	NC5	0.844	<0.001**		
	NC6	0.765	<0.001**		
	NC7	0.691	<0.001**		
	NC8	0.721	<0.001**		

** denotes significant at 1% level

As shown in Table 7.6, the Standardized Regression Weights of all the measures are well above the threshold 0.50. In the case of Average Variance Extracted (AVE) and Composite Reliability Co-efficient (CRC), all the three factors have secured values greater than the cut off 0.50 and 0.70. All these results indicate that the model is fit with construct and convergent validity.

The final CFA Model of Organisational Commitment with Standardized Regression Weights and correlation between factors are depicted in Figure 7. 1

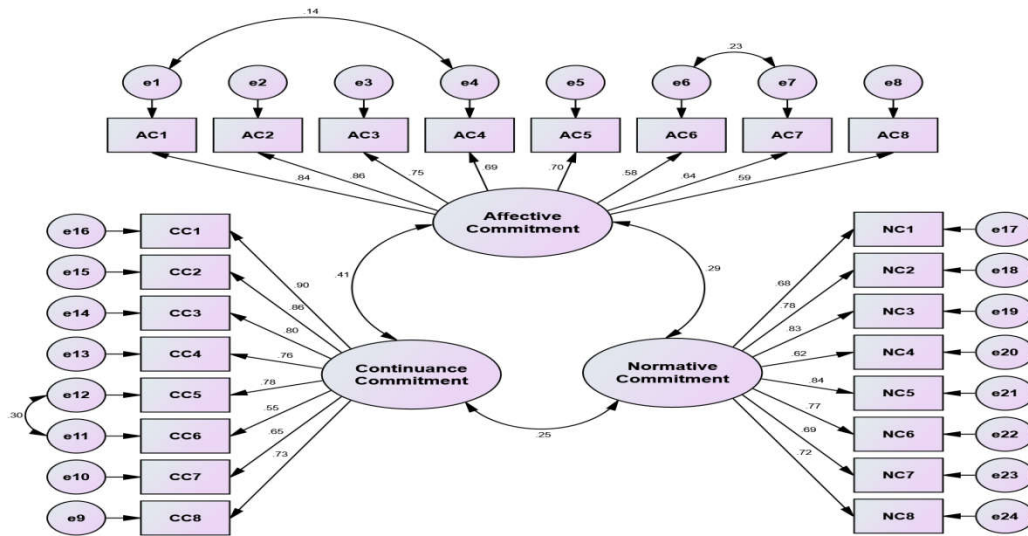


Figure 7.1

Organisational Commitment - CFA Model

Table 7.7

Organisational Commitment- Discriminant Validity

Factors	Squared Inter construct Correlation (SIC)		
	Affective Commitment	Continuance Commitment	Normative Commitment
Affective Commitment	(0.509)		
Continuance Commitment	0.171	(0.580)	
Normative Commitment	0.084	0.064	(0.555)

Values within brackets indicate AVE

For each of the three components in Table 7.7, the corresponding Squared Inter construct Correlation (SIC) estimates are smaller than the Average Variance Extracted (AVE) estimates. This indicates that the indicators have more characteristics with the related construct than with other constructs. Because of this, the CFA model of organisational commitment is made up of discriminant validity.

7.4. Organisational Commitment - Normality and Multicollinearity

Normality and Multicollinearity are the two crucial concepts that influence the data validity. Normality in statistics refers to the property of a dataset that follows a normal distribution. The distribution is symmetric around the mean and the graphical representation of a normal distribution is a bell-shaped curve. Kolmogorov Smirnov and Shapiro Wilks tests are the most commonly used statistical tools to determine the extent to which the data follows a normal distribution.

A statistical phenomenon known as multicollinearity happens when there is a strong correlation between two or more independent variables in a model. Stated otherwise, it is a scenario in which two or more predictor variables have a strong linear relationship. One commonly employed metric to evaluate multicollinearity is the Variance Inflation Factor (VIF). It is commonly believed that multicollinearity is indicated by a VIF score larger than 10. Lower VIF values indicate reduced multicollinearity in the analysis.

Table 7.8 indicates the Normality and Multicollinearity Statistics related to Organisational Commitment

Table 7.8

Organisational Commitment - Normality and Multicollinearity Statistics

	Kolmogorov Smirnov			Shapiro Wilks			Variance Inflated Factor (VIF)
	Statistic	Df	P	Statistic	Df	P	
Affective Commitment	0.118	469	0.054	0.982	469	0.118	3.738
Continuance Commitment	0.101	469	0.064	0.978	469	0.079	3.115
Normative Commitment	0.098	469	0.081	0.988	469	0.134	3.338
Overall Organisational Commitment	0.065	469	0.122	0.995	469	0.155	7.847

According to Table 7.8, the P values for the Shapiro-Wilks and Kolmogorov-Smirnov tests are greater than 0.050, indicating that Overall Organisational Commitment and its dimensions, including Affective, Continuance, and Normative, have attained normality.

In the case of Multicollinearity also, Organisational Commitment and its dimensions showed lower Multicollinearity as the Variance inflated factor (VIF) are less than 10. This clearly indicates the robustness of data and the absence of Multicollinearity or strong linear relationship among factors.

7.5. Organisational Commitment among Gramin Dak Sevaks - Contributing Factors

Keeping in view of the objective, to identify the contributing factors towards organisational commitment among Gramin Dak Sevaks in Kerala Postal Circle, the following hypothesis has been formulated and tested by employing Structural Equation Modelling.

H13: Factors of Organisational Commitment exert significant impact on the level of Organisational Commitment possessed by Gramin Dak Sevaks

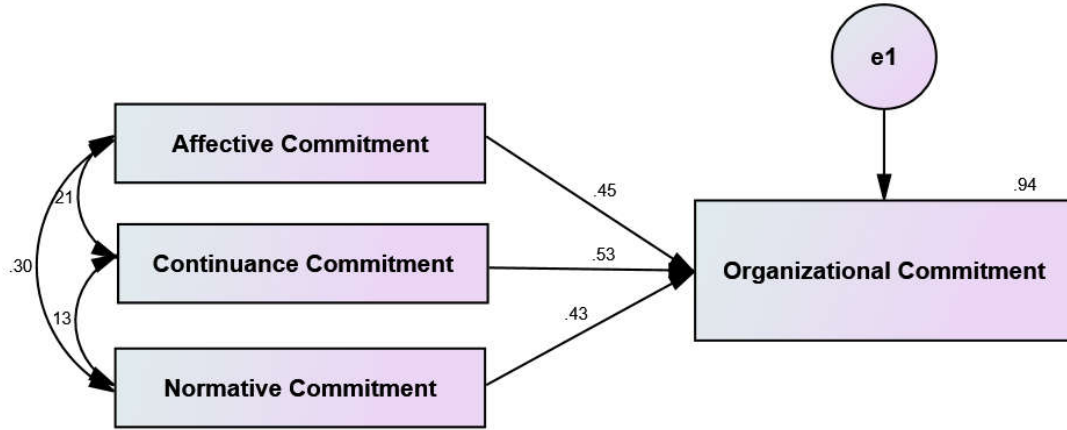


Figure 7.2

Structural Equation Modeling on the Contributing Factors under Organisational Commitment

Table 7.9

Contributing Factors under Organisational Commitment - Variables in the SEM Analysis

Factors			Unstandardized Coefficient	Standardized Coefficient	S.E	C.R	P	Decision
Affective Commitment	→	Organisational Commitment	0.966	0.449	0.025	38.480	<0.001**	H13a Supported
Continuance Commitment	→	Organisational Commitment	1.027	0.533	0.022	47.483	<0.001**	H13b Supported
Normative Commitment	→	Organisational Commitment	0.999	0.429	0.027	37.290	<0.001**	H13c Supported

** Significant at 1% level

As per Table 7.9, it can be inferred that Affective Commitment holds positive impact on organisational commitment among Gramin Dak Sevaks. Since the unstandardized coefficient indicating the relationship is 0.966, holding the other path variable as constant clearly shows that for every one unit change in affective commitment will increase the organisational commitment of Gramin Dak Sevak by 0.966 unit. Hence the hypothesis establishing the relationship between both Affective commitment and organisational commitment of Gramin Dak Sevaks is supported at 1% level.

Similar to Affective Commitment, the continuance commitment also possess significant positive impact on organisational commitment. Holding the other path variable as constant clearly shows that for every one unit change in continuance commitment will increase the organisational commitment of gram in dak sevaks by 1.027 unit because the unstandardized coefficient indicates a relationship of 1.027. Hence, at 1% level, the hypothesis establishing the relationship between both continuance commitment and organisational commitment of Gramin Dak Sevaks is supported.

In addition to affective Commitment and continuance commitment, normative commitment also shows significant impact on organisational commitment. Since the unstandardized coefficient indicating the relationship is 0.999, holding the other path variable as constant clearly shows that for every one unit change in normative commitment will increase the organisational commitment of Gramin Dak Sevaks by 0.999 unit. Hence the hypothesis is statistically supported at 1% level.

Under Organisational Commitment, Continuance Commitment is the most important contributing factor with standardized coefficient of 0.533 followed by Affective Commitment and Normative Commitment with standardized coefficients 0.449 and 0.429 respectively. All these factors have a significant positive impact on organisational commitment of Gramin Dak Sevaks in Kerala Postal Circle.

Table 7.10

Contributing Factors under Organisational Commitment - Model Fit Indices

Indices	Value	Fit Criteria
CMIN/DF	1.982	< 5 (Hair et al., 1998)
GFI (Goodness of Fit Index)	0.987	> 0.90 (Hu & Bentler, 1999)
AGFI (Adjusted Goodness of Fit Index)	0.956	> 0.90 (Hair et al., 2006)
NFI (Normed Fit index)	0.943	> 0.90 (Hu & Bentler, 1999)
CFI (Comparative Fit Index)	0.990	> 0.90 (Hooper et al., 2008)
RMR (Root Mean Square Residual)	0.032	< 0.08 (Hair et al., 2006)
RMSEA (Root Mean Square Error of Approximation)	0.041	< 0.08 (Hair et al., 2006)

The model fit indices for the Contributing Factors under the Organisational Commitment model are shown in Table 7.10. The adjusted goodness of fit index (AGFI) scores (0.956) and the goodness of fit index (GFI) value (0.987) in this case are both higher than 0.9, indicating an excellent fit. A perfect fit is indicated by the computed Normalized Fit Index (NFI) value of 0.943 and the Comparative Fit Index (CFI) value of 0.990. Additionally, the Root Mean Square Residuals (RMR) and Root Mean Square Error of Approximation (RMSEA) values of 0.032 and 0.041, respectively, which are also less than 0.08, demonstrate the model's perfection. Hence, it is concluded that the organisational commitment Model is Fit.

7.6. Organisational Commitment of Dak Sevaks across their Demographic Profile

Various demographic parameters, including age, gender, tenure, education level, and geographic location, might have an impact on an organization's degree of commitment. Examining the demographic profile of Gramin Dak Sevaks, including gender, age, marital status, and academic standing, was done in order to understand how these elements might affect the organization's commitment to the group on three different dimensions. The both personal and job profiles comprise the demographic profile of the Gramin Dak Sevaks.

7.6.1. Organisational Commitment of Dak Sevaks across their Personal Profile

To study the impact of these dimensions of organisational commitment of Gramin Dak Sevaks across their personal profile like age, gender, academic qualification and marital status, the following hypothesis was formulated.

H14: Organisational Commitment of Gramin Dak Sevaks varies significantly across their Personal Profile

7.6.1.1 Organisational Commitment across the Gender of Gramin Dak Sevaks

By analyzing the level of organisational commitment of gramin dak sevaks based on gender, means to examine whether male and female Gramin Dak Sevaks experience differences in their commitment to organization. The following hypothesis was formulated in order to study whether the organisational commitment of male and female have any significant difference.

H14a: Organisational Commitment of Gramin Dak Sevaks varies significantly across their Gender

Table 7.11

Organisational Commitment of Gramin Dak Sevaks - Gender wise t test

Factors	Gender Groups	Mean	Std. Deviation	Std. Error	T	P	Decision
Affective Commitment	Male	35.929	1.854	0.117	2.416	0.016*	H14a.1 Supported
	Female	35.513	1.865	0.127			
Continuance Commitment	Male	33.258	2.146	0.135	0.621	0.535	H14a.2 Not Supported
	Female	33.138	2.002	0.136			
Normative Commitment	Male	32.302	1.680	0.106	2.452	0.014*	H14a.3 Supported
	Female	31.912	1.760	0.119			
Overall	Male	101.337	4.140	0.261	2.309	0.021*	H14a Supported
	Female	100.484	3.810	0.259			

* Significant at 5% level

Given that the p value is below the threshold, Table 7.11 shows that there are substantial disparities between the male and female gramin dak sevaks in terms of affective and normative commitment. As a result, the hypothesis is validated, and it is determined that the gramin dak sevaks' gender influences both normative and

affective commitment. Given that the p-value for continuity commitment is greater than 0.05, there is no significant distinction between males and females in this regard. The conclusion is that the gender of the gramin dak sevaks does not influence their commitment to continuity, proving that the hypothesis is unsupported. However with regard to overall organisational commitment, both male and female gramin dak sevaks possess significant differences as the p value is less than criterion hence the hypothesis supported statistically.

7.6.1.2 Organisational Commitment across the Age of Gramin Dak Sevaks

By analyzing the level of organisational commitment of gramin dak sevaks based on age, helps to examine whether different age groups holds any significant influence on the level of organisational commitment of Gramin Dak Sevaks with respect to three dimensions.

For that, the given hypothesis was proposed.

H14b: Organisational Commitment of Gramin Dak Sevaks varies significantly across their Age group to which they belong

To test the hypothesis, one - way ANOVA was used and the results are illustrated in Table 7.12

Table 7.12

ANOVA - Organisational Commitment of Dak Sevaks based on their Age Groups

Factors	Age Groups	Mean	Std. Deviation	Std. Error	F	P	Decision
Affective Commitment	18-30	35.356	1.752	0.211	3.173	0.043*	H14b.1 Supported
	31-45	35.661	1.823	0.121			
	46-65	35.977	1.953	0.148			
Continuance Commitment	18-30	33.081	2.092	0.159	4.799	<0.001**	H14b.2 Supported
	31-45	33.079	2.115	0.140			
	46-65	33.913	1.797	0.216			
Normative Commitment	18-30	32.179	1.649	0.125	0.601	0.549	H14b.3 Not Supported
	31-45	32.018	1.770	0.117			
	46-65	31.957	1.753	0.211			
Overall	18-30	101.156	3.989	0.303	1.093	0.336	H14b Not Supported
	31-45	100.665	4.119	0.273			
	46-65	101.319	3.672	0.442			

* Significant at 5% level

**Significant at 1% level

Table 7.12 indicates that, of the three aspects of organisational commitment, age is known to have an impact on continuance and affective commitment when the p-value is less than 0.05. Thus, the hypothesis is supported. Among the age groups, gramin dak sevaks with age bracket of ‘46-65’ are most committed to postal department. This means that the gramin dak sevaks with age of ‘46-65’ are more emotionally attached and to which they feel that they are committed to their organizations when considering the costs of leaving the organization.

Since the p value for normative commitment is greater than 0.05, age is not found to be a significant influencing factor in this circumstance. Thus, there is no evidence to support the hypothesis.

Regarding the instance of overall organisational commitment, age does not hold any significant difference as the p value is greater than the criterion. So the hypothesis is not supported statistically.

Organisational commitment is seen to significantly differ among the three age groups in the case of Affective Commitment and Continuance Commitment as the p-value is less than 0.05. From one way ANOVA result general description can be observed in order to make a deep root understanding of the significance of mean difference, a pair wise analysis has to be performed using Post Hoc Test. The output of the test is illustrated in Table 7.13

Table 7.13

**Significance of Mean Difference between
Age Groups - Post Hoc Test Tukey HSD**

Dependent Variable	Age of the Respondents (I)	Age of the Respondents (J)	Mean Difference (I-J)	Std. Error	P
Continuance Commitment	18-30	31-45	0.002	0.208	1.000
		46-65	-0.832	0.294	0.013*
	31-45	46-65	-0.833	0.284	0.010*
Affective Commitment	18-30	31-45	-0.305	0.181	0.092
		46-65	-0.621	0.258	0.016*
	31-45	46-65	-0.316	0.225	0.216

* Significant at 5% level

As per Table 7.13, With respect to Continuance Commitment, pair wise comparison using Post Hoc Tukey HSD result shows that statistically significant difference exists among Gramin Dak Sevaks between the age group '18-30' and '46-65' and '31-45' and '46-65' in which respondents belonging to the age group of '46-65' shows the highest level of Continuance Commitment over other age groups that means they are more aware about the cost associated with leaving the organization.

Similar to Continuance Commitment, affective commitment's pair wise comparison result shows that statistically significant difference exists among the age group '18-30' and '46-65' in which respondents belonging to the age group of '46-65' shows the highest level of affective commitment over other age groups. That means the gramian dak sevaks with age group of '46-65' are more emotionally attached to postal department.

7.6.1.3 Organisational Commitment across the Academic Qualification of Gramin Dak Sevaks

Analyzing the level of organisational commitment of gramian dak sevaks based on academic qualifications, helps to examine whether academic qualifications holds any significant influence on the level of three dimensions of organisational commitment of Gramin Dak Sevaks.

For that, the given hypothesis was formulated.

H14c: Organisational Commitment of Gramin Dak Sevaks varies significantly across their Academic Qualification

To test the hypothesis, one - way ANOVA was used and the results are demonstrated in Table 7.14

Table 7.14

ANOVA - Organisational Commitment of Gramin Dak Sevaks based on their Academic Qualification

Factors	Academic Qualification	Mean	Std. Deviation	Std. Error	F	P	Decision
Affective Commitment	SSLC/Plus Two	35.783	1.984	0.169	1.484	0.218	H14c.1 Not Supported
	Under Graduate	35.675	1.754	0.125			
	Post Graduate	35.773	1.961	0.199			
	Others	36.378	1.656	0.272			
Continuance Commitment	SSLC/Plus Two	35.783	1.864	0.086	0.576	0.631	H14c.2 Not Supported
	Under Graduate	33.246	1.948	0.166			
	Post Graduate	33.249	2.117	0.151			
	Others	32.969	2.271	0.231			
Normative Commitment	SSLC/Plus Two	33.405	1.848	0.304	0.903	0.439	H14c.3 Not Supported
	Under Graduate	33.203	2.079	0.096			
	Post Graduate	31.899	1.649	0.140			
	Others	32.142	1.767	0.126			
Overall	SSLC/Plus Two	32.052	1.728	0.175	1.650	0.177	H14c Not Supported
	Under Graduate	32.351	1.736	0.285			
	Post Graduate	32.068	1.722	0.080			
	Others	100.928	3.700	0.315			

As per Table 7.14, Academic qualification is not found to be an influencing factor in the case of all the three dimensions of organisational commitment of gramin dak sevaks because the p-value exceeds 0.05. Therefore, the hypothesis is not supported. Similar to the dimensions of commitment, the academic qualification does not possess any significant influence in the case of overall organisational commitment since the p value is not statistically supported.

7.6.1.4 Organisational Commitment across the Marital Status of Gramin Dak Sevaks

Analyzing the level of organisational commitment of gramin dak sevaks based on marital status, helps to examine whether marital status holds any

significant influence on the level of three dimensions of organisational commitment of Gramin Dak Sevaks. In order to determine whether there is any significant difference, the following hypothesis was formulated.

H14d: Organisational Commitment of Gramin Dak Sevaks varies significantly across their Marital Status

To test the hypothesis, one - way ANOVA was used and the results are illustrated in Table 7.15.

Table 7.15

Organisational Commitment of Gramin Dak Sevaks - Marital Status wise t test

Factors	Gender Groups	Mean	Std. Deviation	Std. Error	T	P	Decision
Affective Commitment	Married	35.698	1.839	0.096	- 2.831	<0.001**	H14d.1 Supported
	Unmarried	36.089	1.929	0.192			
Continuance Commitment	Married	33.188	2.118	0.110	- 2.433	0.015*	H14d.2 Supported
	Unmarried	33.257	1.942	0.193			
Normative Commitment	Married	31.980	1.594	0.092	- 2.796	<0.001**	H14d.3 Supported
	Unmarried	32.492	1.757	0.159			
Overall	Married	100.837	4.094	0.213	- 2.420	0.015*	H14d Supported
	Unmarried	101.927	3.680	0.366			

* Significant at 5% level

** Significant at 1% level

Marital status is found to be an influencing factor in the case of each of the three aspects of organisational commitment, including normative, continuance, and affective commitment as the p value is less than the criterion and the hypothesis is supported. In the case of overall organisational commitment also the marital status possess significant influence since the p value is supported statistically. Here the unmarried gramian dak sevaks are more committed to postal department than married gramian dak sevaks.

7.6.2. Organisational Commitment of Dak Sevaks across their Job Profile

Through the analysis of organisational commitment of Gramin Dak Sevaks across their work profile involves examining how these factors influence their overall commitment with their job roles. To study the impact of the three dimensions of organisational commitment on Gramin Dak Sevaks across their work profile like Job Position and Job Experience in years, the following hypothesis was formulated.

H15: Organisational Commitment of Gramin Dak Sevaks vary significantly across their Job Profile

7.6.2.1. Organisational Commitment across the Job Position of Gramin Dak Sevaks

By analyzing the level of organisational commitment of gram in dak sevaks based on job position, means to examine whether BPM and ABPM Gramin Dak Sevaks experience differences in their commitment to their organization. The following hypothesis was formulated in order to study whether the organisational commitment of BPM and ABPM have any significant difference.

H15a: Organisational Commitment of Gramin Dak Sevaks varies significantly across their Job Position

The findings of the hypothesis test, which employed the independent sample t test, are presented in Table 7.16.

Table 7.16

Organisational Commitment of Gramin Dak Sevaks - Job Position wise t test

Factors	Gender Groups	Mean	Std. Deviation	Std. Error	T	P	Decision
Affective Commitment	BPM	35.435	1.868	0.117	-2.467	0.014*	H15a.1 Supported
	ABPM	35.861	1.860	0.127			
Continuance Commitment	BPM	33.142	2.083	0.131	-0.679	0.498	H15a.2 Not Supported
	ABPM	33.273	2.079	0.141			
Normative Commitment	BPM	32.047	1.630	0.102	-2.166	0.030*	H15a.3 Supported
	ABPM	32.093	1.828	0.124			
Overall	BPM	100.818	4.014	0.252	-2.072	0.038*	H15a Supported
	ABPM	101.588	4.009	0.273			

* Significant at 5% level

Among the three dimensions of organisational commitment, it can be observed that job position exhibits significant influence in the case of Affective Commitment and Normative Commitment as the p value is less than the criterion and as a result the hypothesis is supported at 5 % level. With respect to affective commitment and normative commitment ABPMs (Assistant Branch Post Masters) are found to be dominant over BPMs (Branch Post Masters). However in the case of overall organisational commitment, the job position exerts significant influence and BPMs (Branch Post Masters) are found to be more committed than ABPMs (Assistant Branch Post Masters) since the p value is supported statistically.

7.6.2.2. Organisational Commitment across their Job Experience of Gramin Dak Sevaks

By analyzing the level of organisational commitment of gramin dak sevaks based on job experience, helps to examine whether job experience holds any significant influence on the level of organisational commitment of Gramin Dak Sevaks. For that the following hypothesis was formulated.

H15b: Organisational Commitment of Gramin Dak Sevaks varies significantly across their Job Experience

To test the hypothesis, one - way ANOVA was used and the results are illustrated in Table 7.17

Table 7.17

ANOVA - Organisational Commitment of Dak Sevaks based on their Job Experience

Factors	Job Experience in Years	Mean	Std. Deviation	Std. Error	F	P	Decision
Affective Commitment	Less than Five Years	35.966	1.656	0.157	4.170	<0.001**	H15b.1 Supported
	Five - Ten Years	35.821	1.919	0.128			
	Ten - Fifteen Years	35.686	1.979	0.180			

	More than Fifteen Years	35.050	1.485	0.429			
Continuance Commitment	Less than Five Years	33.981	2.057	0.137	6.073	<0.001**	H15b.2 Supported
	Five - Ten Years	33.223	2.134	0.202			
	Ten - Fifteen Years	33.167	1.850	0.534			
	More than Fifteen Years	32.341	2.107	0.192			
Normative Commitment	Less than Five Years	32.989	1.443	0.417	2.849	0.037*	H15b.3 Supported
	Five - Ten Years	32.089	1.591	0.150			
	Ten - Fifteen Years	32.083	1.641	0.149			
	More than Fifteen Years	31.704	1.835	0.123			
Overall	Less than Five Years	103.175	3.143	0.907	2.781	0.041*	H15b Supported
	Five - Ten Years	100.937	4.161	0.278			
	Ten - Fifteen Years	100.736	4.153	0.378			
	More than Fifteen Years	100.003	3.645	0.344			

* Significant at 5% level

** Significant at 1% level

Job Experience is found to be an influencing factor in the case of all the three dimensions of organisational commitment such as Affective Commitment, Continuance Commitment and Normative Commitment as the p value is less than the criterion and the hypothesis is supported. In the case of overall organisational commitment also the Job Experience possess significant influence since the p value is supported statistically.

It can be seen that Organisational commitment is significantly differ among four job experience groups in the case of Affective Commitment, Continuance Commitment and Normative Commitment as the p-value is less than the threshold. From one way ANOVA result general description can be inferred in order to make a deep root understanding of the significance of mean difference, a pair wise analysis has to be conducted using Post Hoc Test. The result of the test is depicted in Table 7.18.

Table 7.18
Significance of Mean Difference between Job Experience Groups -
Post Hoc Test Tukey HSD

Dependent Variable	Job Experience in Years (I)	Job Experience in Years (J)	Mean Difference (I-J)	Std. Error	P
Affective Commitment	Less than Five Years	Five - Ten Years	0.145	0.575	0.801
		Ten - Fifteen Years	0.280	0.582	0.631
		More than Fifteen Years	0.916	0.456	0.046*
	Five - Ten Years	Ten- Fifteen Years	0.135	0.221	0.541
		More than Fifteen Years	0.771	0.226	<0.001**
	Ten - Fifteen Years	More than fifteen Years	0.636	0.212	<0.001**
Continuance Commitment	Less than Five Years	Five - Ten Years	0.758	0.644	0.241
		Ten- Fifteen Years	0.814	0.551	0.141
		More than Fifteen Years	1.640	0.639	0.011*
	Five - Ten Years	Ten- Fifteen Years	0.056	0.220	0.799
		More than Fifteen Years	0.882	0.278	<0.001**
	10 - 15 Years	More than Fifteen Years	0.826	0.224	<0.001**
Normative		Five - Ten Years	0.900	0.478	0.061

Commitment	Less than Five Years	Ten- Fifteen Years	0.906	0.484	0.062
		More than Fifteen Years	1.285	0.548	0.020*
	Five - Ten Years	Ten- Fifteen Years	0.006	0.183	0.979
		More than Fifteen Years	0.385	0.225	0.087
	Ten- Fifteen Years	More than Fifteen Years	0.379	0.198	0.056
	Overall	Less than Five Years	Five - Ten Years	2.238	1.236
Ten- Fifteen Years			2.439	1.218	0.046*
More than Fifteen Years			3.172	1.094	<0.001**
Five - Ten Years		Ten- Fifteen Years	0.201	0.469	0.668
		More than Fifteen Years	0.934	0.514	0.070
Ten- Fifteen Years		More than Fifteen Years	0.733	0.462	0.113

* Significant at 5% level

** Significant at 1% level

With respect to Affective Commitment, Pair wise comparison using Tukey HSD shows significant difference exists among Gramin Dak Sevaks between the job experience 'Less Than Five Years', 'Five - Ten Years', 'Ten – Fifteen Years' and 'More Than Fifteen Years' with job experience 'More Than Fifteen Years' in which Gramin Dak Sevaks with 'Less Than Five Years' are more committed over other groups. All the other pairs' mean difference is not significant as the p value is greater than the 0.05.

Similar to Affective Commitment the pair wise comparison result of Continuance Commitment also shows significant difference among the job experience in years 'Less Than 5 Years', 'Five - Ten Years', 'Ten - Fifteen Years' and 'More Than Fifteen Years' with job experience 'More Than Fifteen Years' in which Gramin Dak Sevaks with 'Less Than Five Years' are more committed as the mean difference is statistically relevant. The mean difference of other pairs is statistically irrelevant as the p value is greater than the criterion.

In addition to Affective Commitment and Continuance Commitment, Pair wise comparison result of Normative Commitment also shows significant difference between job experiences in years 'less than five years' with job experience 'more than fifteen years' in which gramian dak sevaks with 'Less than five Years' are more committed as the mean difference is relevant statistically. All other pairs mean difference is statistically insignificant.

With respect to overall organisational commitment, the Pair wise comparison using Tukey HSD results shows significant difference exists among Gramian Dak Sevaks between the job experience 'Less Than Five Years' with job experience in years 'Ten - Fifteen Years' and More Than Fifteen Years in which Gramian Dak Sevaks with 'Less Than Five Years' are more committed over other groups. All the other pairs' mean difference is statistically irrelevant as the p value is greater than the threshold.

7.7. Chapter Summary

This chapter deals with factors that lead to organisational commitment and level of organisational commitment among Gramian Dak Sevaks. All the three dimensions have a significant positive impact on organisational commitment of Gramian Dak Sevaks. With regard to the personal profile of gramian dak sevaks, in the case of gender both male and female gramian dak sevaks possess significant differences, as the age increases the commitment also increases and the unmarried gramian dak sevaks are more committed to postal department than married gramian dak sevaks. With respect to Job Profile, in the case of job experience as the years of experience increases the commitment decreases and Branch Post Masters are more committed than Assistant Branch Post Masters.

CHAPTER 8

JOB STRESS, JOB SATISFACTION AND ORGANIASTIONAL COMMITMENT: INTERRELATIONSHIPS

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- 8.1. *Impact of Job Stress on Job Satisfaction among Gramin Dak Sevakṡ*
 - 8.2. *Impact of Job Stress on Organisational Commitment among Gramin Dak Sevakṡ*
 - 8.3. *Impact of Job Satisfaction on Organisational Commitment among Gramin Dak Sevakṡ*
 - 8.4. *Impact of Job Stress on Organisational Commitment with Job Satisfaction as Mediating Variable*
 - 8.5. *Impact of Job Stress on Organisational Commitment with Job Position of Gramin Dak Sevakṡ as Moderating Variable*
 - 8.6. *Chapter Summery*
-

8.1. Impact of Job Stress on Job Satisfaction among Gramin Dak Sevaks

Gramin Dak Sevaks are part time employees of the India post, who work in rural areas to provide postal services. Their excessive workload, unclear job roles and responsibilities, concerns about job security and difficulty in balancing personal and professional life can lead to job stress, which may affect job satisfaction negatively. Strategies to enhance Gramin Dak Sevaks' working conditions and job happiness can be developed with an understanding of the nature and effects of job stress. The following hypothesis was developed in order to investigate the effect of job stress on job satisfaction among Gramin Dak Sevaks.

H16: Job Stress exerts significant impact on Job Satisfaction among Gramin Dak Sevaks

8.1.1 Impact of Physical Stress on Job Satisfaction among Gramin Dak Sevaks

Physical stress is crucial factor that can significantly influence job satisfaction among Gramin Dak Sevaks. They often face unique physical challenges due to the nature of their work environment and tasks, which can impact their overall job satisfaction. Understanding and addressing the impact of physical stress on their job satisfaction is essential for ensuring a motivated and effective workforce. To study the impact of physical stress on job satisfaction, the following hypothesis was formulated.

H16a: Physical Stress exerts significant impact on Job Satisfaction among Gramin Dak Sevaks

Figure 8.1 illustrates the Structural Equation Model on the impact of Physical Stress on Job Satisfaction among Gramin Dak Sevaks

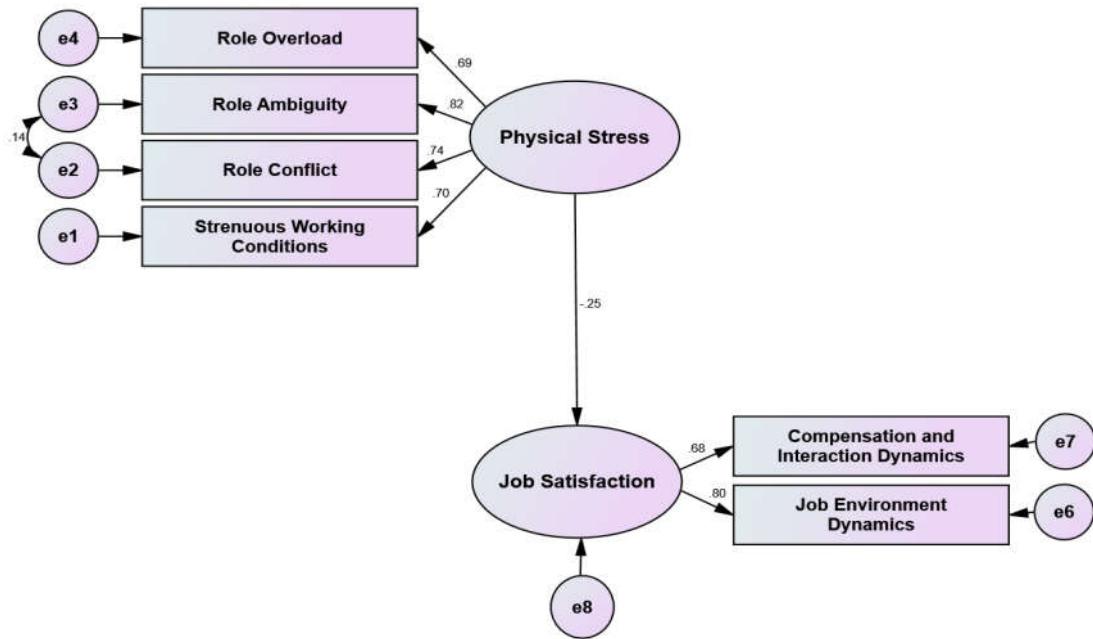


Figure 8.1

Structural Equation Model on the Impact of Physical Stress on Job Satisfaction among Gramin Dak Sevaks

Table 8.1 shows the coefficients of the Impact of Physical Stress on Job Satisfaction among Gramin Dak Sevaks

Table 8.1
Impact of Physical Stress on Job satisfaction among Gramin Dak Sevaks – Coefficient

Factors		Unstandardized Coefficient	Standardized Coefficient	S.E	C.R	P	Decision	
Physical Stress	→	Job Satisfaction	-0.360	-0.254	0.062	-5.800	<0.001**	H16a Supported

** Significant at 1% level

By analyzing Table 8.1, it can be drawn that Physical Stress experienced by Gramin Dak Sevaks holds significant impact on job satisfaction exhibited by them

as both unstandardized (-0.360) and standardized coefficients (-0.254) are proven with statistical significance ($P > 0.05$). Since the unstandardized coefficient indicating the relationship is -0.360, holding the other path variable as constant clearly shows that for every one unit change in Physical Stress will go down the job satisfaction of Gramin Dak Sevaks by 0.360 unit. Hence, the hypothesis establishing the relationship between both Physical Stress and Job Satisfaction of Gramin Dak Sevaks is supported at 1% level.

Table 8.2
Impact of Physical Stress on Job Satisfaction among Gramin Dak Sevaks –
Model Fit Indices

Indices	Value	Fit Criteria
CMIN/DF	4.110	< 5 (Hair et al., 1998)
GFI (Goodness of Fit Index)	0.987	> 0.90 (Hu & Bentler, 1999)
AGFI (Adjusted Goodness of Fit Index)	0.944	> 0.90 (Hair et al., 2006)
NFI (Normed Fit Index)	0.973	> 0.90 (Hu & Bentler, 1999)
CFI (Comparative Fit Index)	0.979	> 0.90 (Hooper et al., 2008)
RMR (Root Mean Square Residual)	0.043	< 0.08 (Hair et al., 2006)
RMSEA (Root Mean Square Error of Approximation)	0.073	< 0.08 (Hair et al., 2006)

Table 8.2 displays the model fit indices. It indicates an appropriate match with a χ^2 minimum (CMIN/DF) value of 4.110, less than 5, a Goodness of Fit Index (GFI) value of 0.987, and an Adjusted Goodness of match Index (AGFI) value of 0.944, more than 0.9. A perfect fit is indicated by the computed Normalized Fit Index (NFI) value of 0.973 and the Comparative Fit Index (CFI) value of 0.979. Additionally, the Root Mean Square Residuals (RMR) and Root Mean Square Error of Approximation (RMSEA) values of 0.043 and 0.073, respectively, which are also less than 0.08, demonstrate the model's perfection. The measurement model's reasonable fit to the data is indicated by the fit indices' values.

8.1.2. Impact of Emotional Stress on Job Satisfaction among Gramin Dak Sevaks

Gramin Dak Sevaks in India face unique challenges that contribute to their emotional stress, which can significantly impact their job satisfaction. Exploring the nature of emotional stress and its relationship with job satisfaction among GDS is crucial for enhancing their work environment and overall performance. In order to study the impact of Emotional Stress among Gramin Dak Sevaks the following hypothesis was formulated.

H16b: Emotional Stress exerts significant impact on Job Satisfaction among Gramin Dak Sevaks

Figure 8.2 illustrates the Structural Equation Model on the Impact of Emotional Stress on Job satisfaction among Gramin Dak Sevaks

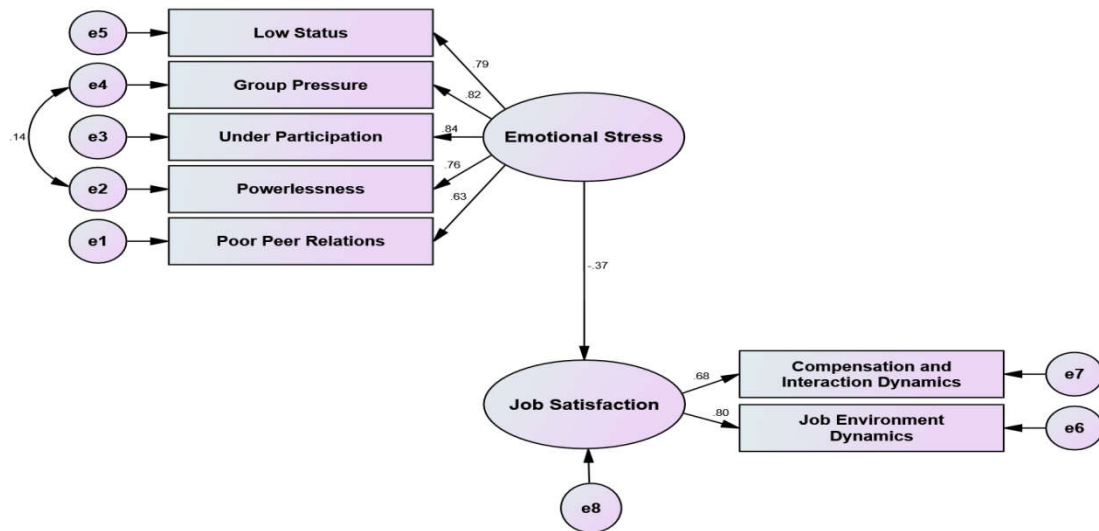


Figure 8.2

Structural Equation Model on the Impact of Emotional Stress on Job Satisfaction among Gramin Dak Sevaks

Table 8.3 shows the coefficients of the Impact of Emotional Stress on Job Satisfaction among Gramin Dak Sevaks

Table 8.3

Impact of Emotional Stress on Job satisfaction among Gramin Dak Sevaks – Coefficient

Factors		Unstandardized Coefficient	Standardized Coefficient	S.E	C.R	P	Decision
Emotional Stress	→ Job Satisfaction	-0.417	-0.371	0.047	8.807	<0.001**	H16b Supported

** Significant at 1% level

As per Table 8.3, it can be observed that Emotional Stress experienced by Gramin Dak Sevaks exerts significant impact on job satisfaction exhibited by them as both unstandardized (-0.417) and standardized coefficients (-0.371) are proven with statistical significance ($P > 0.05$). Since the unstandardized coefficient indicating the relationship is -0.417, holding the other path variable as constant clearly shows that for every one unit change in Emotional Stress will go down the job satisfaction of Gramin Dak Sevaks by 0.417 unit. Hence, the hypothesis establishing the relationship between both Emotional Stress and job satisfaction of Gramin Dak Sevaks is supported at 1% level.

Table 8.4

Impact of Emotional Stress on Job satisfaction among Gramin Dak Sevaks – Model Fit Indices

Indices	Value	Fit Criteria
CMIN/DF	4.094	< 5 (Hair et al., 1998)
GFI (Goodness of Fit Index)	0.984	> 0.90 (Hu & Bentler, 1999)
AGFI (Adjusted Goodness of Fit Index)	0.941	> 0.90 (Hair et al., 2006)
NFI (Normed Fit index)	0.971	> 0.90 (Hu & Bentler, 1999)
CFI (Comparative Fit Index)	0.977	> 0.90 (Hooper et al., 2008)
RMR (Root Mean Square Residual)	0.049	< 0.08 (Hair et al., 2006)
RMSEA (Root Mean Square Error of Approximation)	0.076	< 0.08 (Hair et al., 2006)

The model fit index values displayed in Table 8.4 demonstrate that the model is well fitted; the CMIN/DF value is less than 5, the GFI value is 0.984, and the

AGFI value (0.941) is greater than 0.9. A perfect fit is indicated by the computed Normalized Fit Index (NFI) value of 0.971 and the Comparative Fit Index (CFI) value of 0.977. Additionally, the Root Mean Square Residuals (RMR) and Root Mean Square Error of Approximation (RMSEA) values of 0.049 and 0.076 respectively are found, both of which are less than 0.08. It so signifies the model's perfection. A reasonable match between the measurement model and the data is indicated by the fit indices' values.

8.2. Impact of Job Stress on Organisational Commitment among Gramin Dak Sevaks

In the contemporary work environment, job stress is a significant factor that affects employees across various organisations. This phenomenon is especially pertinent among Gramin Dak Sevaks, who are integral to the postal services in rural India. The unique challenges faced by Gramin Dak Sevaks such as remote working conditions, high workload and limited resources contribute to job stress which can in turn impact their organisational commitment. In order to study the impact of job stress on organisational commitment among Gramin Dak Sevaks, the following hypothesis was formulated.

H17: Job Stress exerts significant impact on Organisational Commitment among Gramin Dak Sevaks

8.2.1. Impact of Physical Stress on Organisational Commitment among Gramin Dak Sevaks

Gramin Dak Sevaks play a vital role in the postal services of rural India, ensuring that postal services reach the remotest areas. However, their job often involves significant physical stress due to the nature of their duties such as extensive travel, heavy lifting, and working in challenging environmental conditions. The impact of physical stress on organisational commitment among Gramin Dak Sevaks is a critical issue that needs to be addressed. By recognizing the sources of physical stress and implementing measures to mitigate it, organisations can enhance the commitment and overall well being of their employees. In order to study the impact

of physical stress on organisational commitment, the following hypothesis was formulated.

H17a: Physical Stress exerts significant impact on Organisational Commitment among Gramin Dak Sevaks

Figure 8.3 illustrates the Structural Equation Model on the impact of Physical Stress on Organisational Commitment among Gramin Dak Sevaks

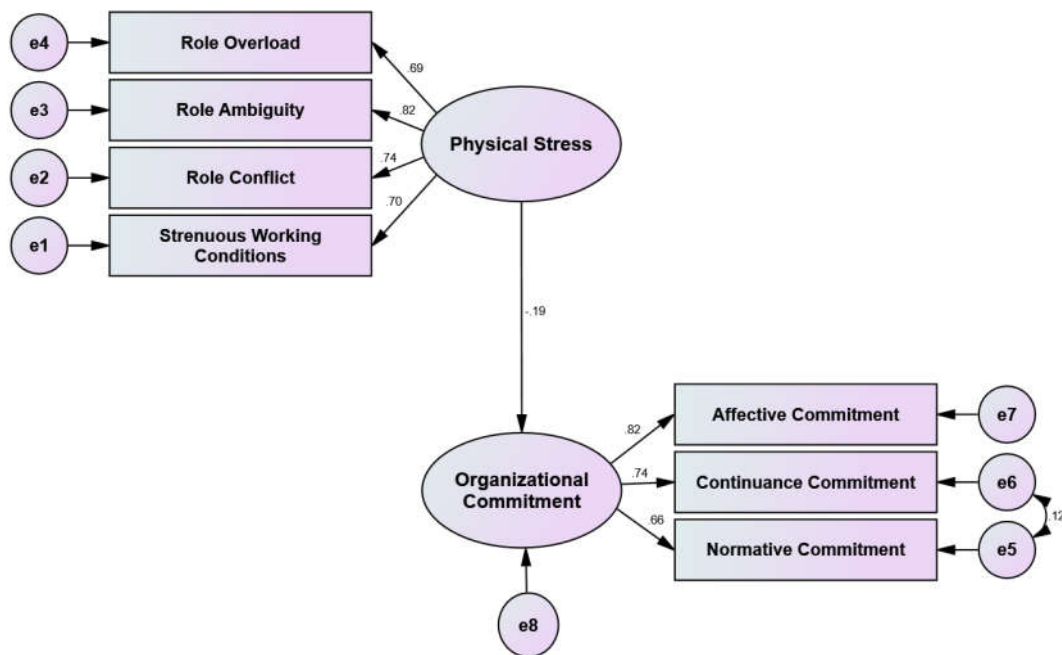


Figure 8.3

Structural Equation Model on the Impact of Physical Stress on Organisational Commitment among Gramin Dak Sevaks

Table 8.5 shows the coefficients of the Impact of Physical Stress on Organisational Commitment among Gramin Dak Sevaks

Table 8.5

Impact of Physical Stress on Organisational Commitment among Gramin Dak Sevaks- Coefficient

Factors		Unstandardized Coefficient	Standardized Coefficient	S.E	C.R	P	Decision	
Physical Stress	→	Organisational Commitment	-0.178	-0.191	0.041	-4.365	<0.001**	H17a Supported

** Significant at 1% level

By analyzing Table 8.5, it can be drawn that Physical Stress experienced by Gramin Dak Sevaks exerts significant impact on the level of commitment exhibited by them towards their organization as both unstandardized (-0.178) and standardized coefficients (-0.191) are proven with statistical significance ($P > 0.05$). Since the unstandardized coefficient indicating the relationship is -0.178, holding the other path variable as constant clearly shows that for every one unit change in Physical Stress will go down the organisational commitment of gramian dak sevaks by 0.178 unit. Hence, the hypothesis establishing the relationship between both Physical Stress and Organisational Commitment of Gramin Dak Sevaks is supported at 1% level.

Table 8.6

Impact of Physical Stress on Organisational Commitment among Gramin Dak Sevaks - Model Fit Indices

Indices	Value	Fit Criteria
CMIN/DF	3.288	< 5 (Hair et al., 1998)
GFI (Goodness of Fit Index)	0.989	> 0.90 (Hu & Bentler, 1999)
AGFI (Adjusted of Goodness of Fit Index)	0.948	> 0.90 (Hair et al., 2006)
NFI (Normed Fit Index)	0.951	> 0.90 (Hu & Bentler, 1999)
CFI (Comparative Fit Index)	0.964	> 0.90 (Hooper et al., 2008)
RMR (Root Mean Square Residual)	0.032	< 0.08 (Hair et al., 2006)
RMSEA (Root Mean Square Error of Approximation)	0.069	< 0.08 (Hair et al., 2006)

The model fit indices presented in Table 8.6 indicate that the model is well fitted, with a χ^2 minimum (CMIN/DF) value of 3.288, less than 5, a Goodness of Fit Index (GFI) value of 0.989, and an Adjusted Goodness of Fit Index (AGFI) value of 0.948, more than 0.9. A perfect fit is indicated by the computed Normalized Fit Index (NFI) value of 0.951 and the Comparative Fit Index (CFI) value of 0.964. Additionally, the Root Mean Square Residuals (RMR) and Root Mean Square Error of Approximation (RMSEA) values of 0.032 and 0.069, respectively, which are also less than 0.08, demonstrate the model's perfection. An appropriate fit between the measurement model and the data is shown by the fit indices' values.

8.2.2. Impact of Emotional Stress on Organisational Commitment among Gramin Dak Sevaks

Gramin Dak Sevaks are responsible for various postal duties, including mail delivery, retail services, and financial services, often in remote and rural areas. They are working in remote areas and it can lead to feelings of loneliness. Poor working conditions, lack of infrastructure, inadequate facilities, vague job roles and conflicting demands from supervisors can increase stress among Gramin Dak Sevaks. Emotional stress can significantly impact their commitment to the organization, affecting overall performance and service delivery. In order to study the impact of emotional stress on organisational commitment, the following hypothesis was formulated.

H17b: Emotional Stress exerts significant impact on Organisational Commitment among Gramin Dak Sevaks

Figure 8.4 illustrates the Structural Equation Model on the Impact of Emotional Stress on Organisational Commitment among Gramin Dak Sevaks.

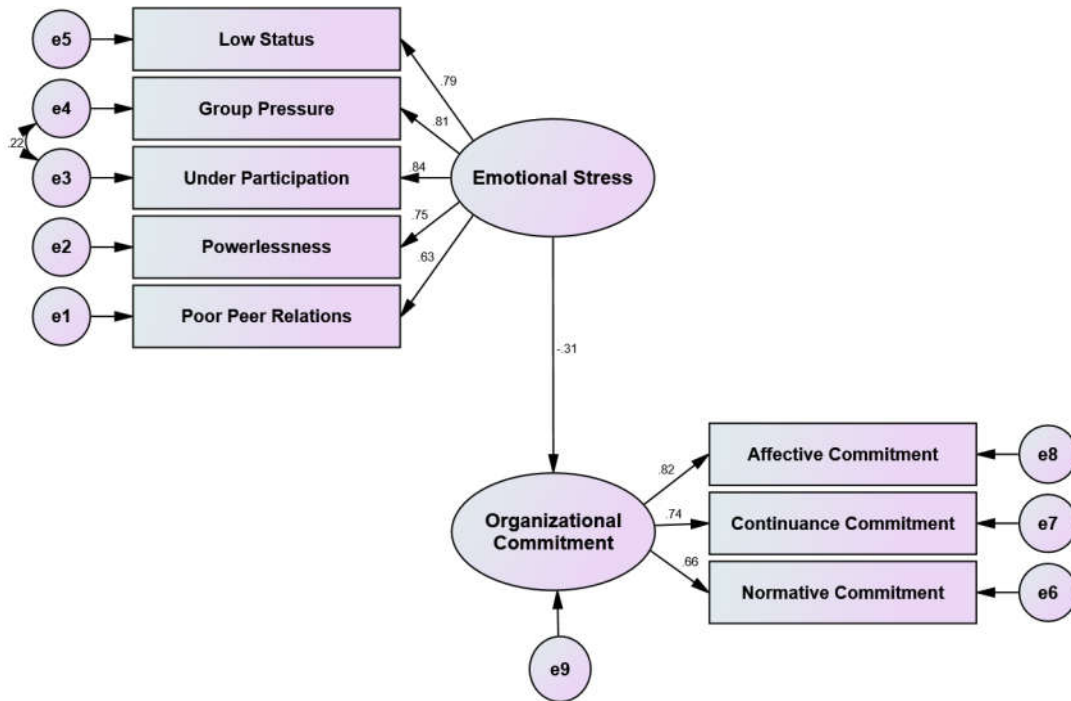


Figure 8.4

Structural Equation Model on the Impact of Emotional Stress on Organisational Commitment among Gramin Dak Sevaks

Table 8.7 shows the coefficients of the Impact of Emotional Stress on Organisational Commitment among Gramin Dak Sevaks

Table 8.7

Impact of Emotional Stress on Organisational Commitment among Gramin Dak Sevaks- Coefficient

Factors		Unstandardized Coefficient	Standardized Coefficient	S.E	C.R	P	Decision	
Emotional Stress	→	Organisational Commitment	-1.533	-0.314	0.210	-7.300	<0.001**	H17b Supported

** Significant at 1% level

As per Table 8.7, it can be observed that Emotional Stress experienced by Gramin Dak Sevaks exerts significant impact on the level of commitment exhibited by them towards their organization as both unstandardized (-1.533) and standardized coefficients (-0.314) are proven with statistical significance ($P > 0.05$). Since the unstandardized coefficient indicating the relationship is -1.533, holding the other path variable as constant clearly shows that for every one unit change in Emotional Stress will go down the Organisational Commitment of Gramin Dak Sevaks by 1.533 units. Hence, the hypothesis establishing the relationship between both Emotional Stress and Organisational Commitment of Gramin Dak Sevaks is supported at 1% level.

Table 8.8

Impact of Emotional Stress on Organisational Commitment among Gramin Dak Sevaks - Model Fit Indices

Indices	Value	Fit Criteria
CMIN/DF	3.178	< 5 (Hair et al., 1998)
GFI (Goodness of Fit Index)	0.992	> 0.90 (Hu & Bentler, 1999)
AGFI (Adjusted of Goodness of Fit Index)	0.941	> 0.90 (Hair et al., 2006)
NFI (Normed Fit index)	0.963	> 0.90 (Hu & Bentler, 1999)
CFI (Comparative Fit Index)	0.971	> 0.90 (Hooper et al., 2008)
RMR (Root Mean Square Residual)	0.032	< 0.08 (Hair et al., 2006)
RMSEA (Root Mean Square Error of Approximation)	0.071	< 0.08 (Hair et al., 2006)

A good fit is shown by the model fit indices shown in Table 8.8, which show that the CMIN/DF value is 3.178, less than 5, the Goodness of Fit Index (GFI) value is 0.992, and the Adjusted Goodness of Fit Index (AGFI) value is 0.941, more than 0.9. A perfect fit is indicated by the computed Normalized Fit Index (NFI) value of 0.963 and the Comparative Fit Index (CFI) value of 0.971. Additionally, the Root Mean Square Residuals (RMR) and Root Mean Square Error of Approximation (RMSEA) values of 0.032 and 0.071, respectively, are found to be less than 0.08. It so shows how flawless the model is. The measurement model's reasonable fit to the data is indicated by the fit indices' values.

8.3. Impact of Job Satisfaction on Organisational Commitment among Gramin Dak Sevaks

Job satisfaction and organisational commitment are closely inter-related concepts in organisational behavior and human resource management. Organisational commitment is a key factor that ensures the efficiency and stability of any organization. For Gramin Dak Sevaks, who are the key ones in delivering postal services in rural areas of Kerala, job satisfaction can significantly influence their commitment to the organization. By addressing the factors that influence job satisfaction and implementing strategies to enhance organisational commitment, organizations can foster a more dedicated and motivated workforce. In order to study the impact of job satisfaction on organisational commitment among the Gramin Dak Sevaks, the following hypothesis was formulated.

H18: Job Satisfaction exerts significant impact on Organisational Commitment among Gramin Dak Sevaks

8.3.1. Impact of Compensation and Interaction Dynamics of Job Satisfaction on Organisational Commitment among Gramin Dak Sevaks

Gramin Dak Sevaks play an important role in providing postal services in rural areas of Kerala. Their job satisfaction, influenced by various factors including compensation and interaction dynamics, significantly impacts their organisational commitment. Recognizing these factors through a well planned policies and interactions organization can enhance job satisfaction and develop stronger organisational commitment, leading to higher retention rates, increased productivity, and better service delivery in rural postal services. In order to study the impact of Compensation and Interaction Dynamics of Job Satisfaction on organisational commitment, the following hypothesis was formulated.

H18a: Compensation and interaction Dynamics of Job Satisfaction exerts significant impact on Organisational Commitment among Gramin Dak Sevaks

Figure 8.5 illustrates the Structural Equation Model on the Impact of Compensation and Interaction Dynamics of Job Satisfaction on Organisational Commitment among Gramin Dak Sevaks

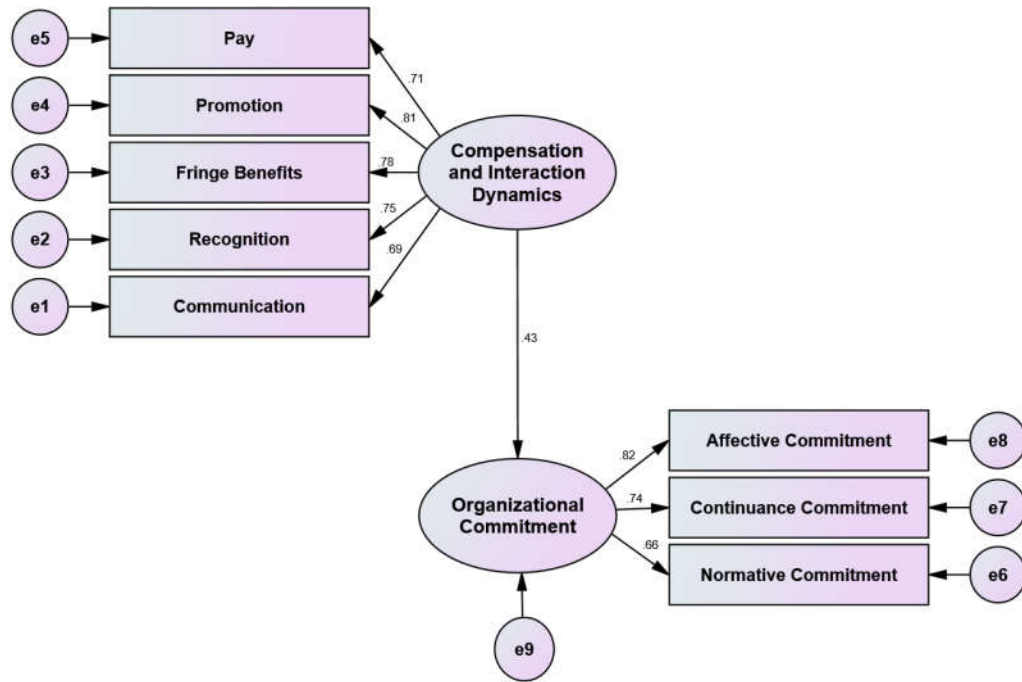


Figure 8.5

Structural Equation Model on the Impact of Compensation and interaction Dynamics of Job Satisfaction on Organisational Commitment among Gramin Dak Sevaks

Table 8.9 shows the coefficients of the Impact of Compensation and Interaction Dynamics of Job Satisfaction on Organisational Commitment among Gramin Dak Sevaks

Table 8.9

Impact of Compensation and Interaction Dynamics of Job Satisfaction on Organisational Commitment among Gramin Dak Sevaks- Coefficient

Factors		Unstandardized Coefficient	Standardized Coefficient	S.E	C.R	P	Decision
Compensation and Interaction Dynamics	→ Organisational Commitment	1.422	0.427	0.106	13.416	<0.001**	H18a Supported

** Significant at 1% level

As per Table 8.9, it can be observed that Compensation and Interaction Dynamics of Job Satisfaction experienced by Gramin Dak Sevaks exerts significant impact on the level of commitment exhibited by them towards their organization as both unstandardized (1.422) and standardized coefficients (0.427) are proven with statistical significance ($P > 0.05$). Since the unstandardized coefficient indicating the relationship is 1.422, holding the other path variable as constant clearly shows that for every one unit change in Compensation and Interaction Dynamics will increase the Organisational Commitment of Gramin Dak Sevaks by 1.422 unit. Hence, the hypothesis establishing the relationship between both Compensation and Interaction Dynamics of Job Satisfaction and Organisational Commitment of Gramin Dak Sevaks is supported at 1% level.

Table 8.10

Impact of Compensation and Interaction Dynamics of Job Satisfaction on Organisational Commitment among Gramin Dak Sevaks - Model Fit Indices

Indices	Value	Fit Criteria
CMIN/DF	4.612	< 5 (Hair et al., 1998)
GFI (Goodness of Fit Index)	0.978	> 0.90 (Hu & Bentler, 1999)
AGFI (Adjusted of Goodness of Fit Index)	0.912	> 0.90 (Hair et al., 2006)
NFI (Normed Fit Index)	0.920	> 0.90 (Hu & Bentler, 1999)
CFI (Comparative Fit Index)	0.931	> 0.90 (Hooper et al., 2008)
RMR (Root Mean Square Residual)	0.054	< 0.08 (Hair et al., 2006)
RMSEA (Root Mean Square Error of Approximation)	0.077	< 0.08 (Hair et al., 2006)

The model fit indices presented in Table 8.10 indicate that the model is well fitted; the CMIN/DF value is 4.612, less than 5, the Goodness of Fit Index (GFI) value is 0.978, and the Adjusted Goodness of Fit Index (AGFI) value is 0.912, more than 0.9. A perfect fit is indicated by the computed Normalized Fit Index (NFI) value of 0.920 and the Comparative Fit Index (CFI) value of 0.931. Additionally, the Root Mean Square Residuals (RMR) and Root Mean Square Error of Approximation (RMSEA) values of 0.054 and 0.077, respectively, are found to be less than 0.08. It so shows how flawless the model is. A reasonable fit of the measurement model with the data is indicated by the fit indices' values.

8.3.2. Impact of Job Environment Dynamics on Organisational Commitment among Gramin Dak Sevaks

Gramin Dak Sevaks are essential in providing postal services in rural areas of India. The dynamics of their job environment significantly influence their organisational commitment. Understanding how various aspects of the job environment affect organisational commitment can help in formulating strategies to improve employee retention, job satisfaction, and overall organisational effectiveness. By addressing these factors through targeted policies and interventions, organizations can foster a more committed and motivated workforce, leading to higher retention rates, increased productivity, and improved service delivery in rural postal services. In order to study the impact of Job Environment Dynamics of Job Satisfaction on organisational commitment, the following hypothesis was formulated.

H18b: Job Environment Dynamics of Job Satisfaction exerts significant impact on Organisational Commitment among Gramin Dak Sevaks

Figure 8.6 illustrates the Structural Equation Model on the Impact of Job Environment Dynamics of Job Satisfaction on Organisational Commitment among Gramin Dak Sevaks

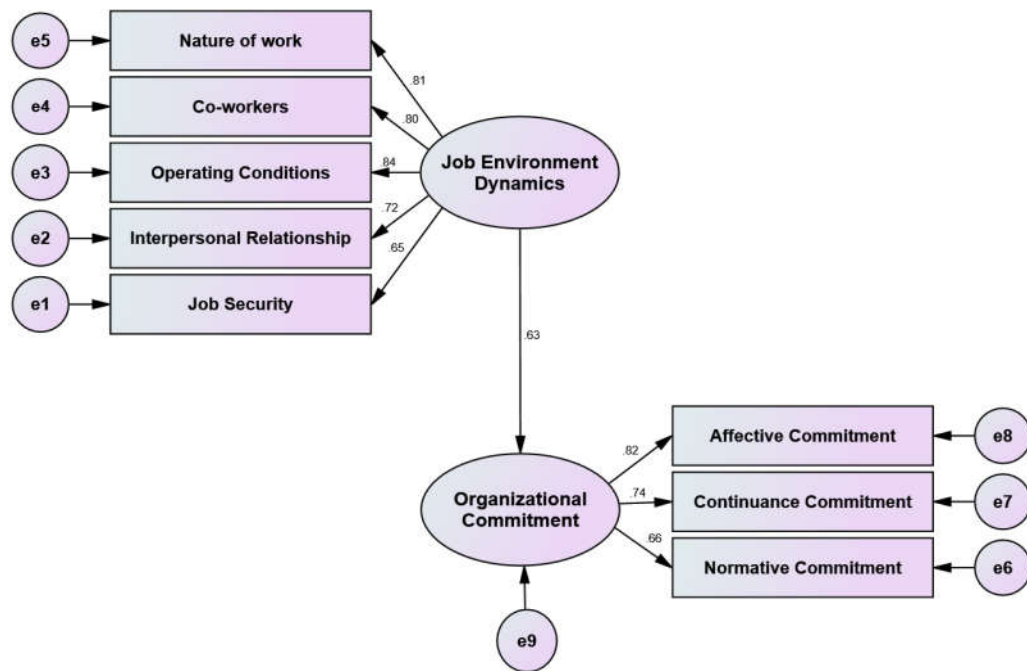


Figure 8.6

Structural Equation Model on the Impact of Emotional Satisfaction on Organisational Commitment among Gramin Dak Sevaks

Table 8.11 shows the coefficients of the Impact of Job Environment Dynamics of Job Satisfaction on Organisational Commitment among Gramin Dak Sevaks

Table 8.11

Impact of Emotional Satisfaction on Organisational Commitment among Gramin Dak Sevaks- Coefficient

Factors		Unstandardized Coefficient	Standardized Coefficient	S.E	C.R	P	Decision	
Job Environment Dynamics	→	Organisational Commitment	1.809	0.627	0.102	17.752	<0.001**	H18b Supported

** Significant at 1% level

As per Table 8.11, it can be observed that Job Environment Dynamics of Job Satisfaction experienced by Gramin Dak Sevaks exerts significant impact on the level of commitment exhibited by them towards their organization as both unstandardized (1.809) and standardized coefficients (0.627) are proven with statistical significance ($P > 0.05$). Since the unstandardized coefficient indicating the relationship is 1.809, holding the other path variable as constant clearly shows that for every one unit change in Compensation and Interaction Dynamics will increase the Organisational Commitment of Gramin Dak Sevaks by 1.809 unit. Hence, the hypothesis establishing the relationship between both Job Environment Dynamics of Job Satisfaction and Organisational Commitment of Gramin Dak Sevaks is supported at 1% level.

Table 8.12

Impact of Job Environment Dynamics of Job Satisfaction on Organisational Commitment among Gramin Dak Sevaks - Model Fit Indices

Indices	Value	Fit Criteria
CMIN/DF	3.172	< 5 (Hair et al., 1998)
GFI (Goodness of Fit Index)	0.990	> 0.90 (Hu & Bentler, 1999)
AGFI (Adjusted of Goodness of Fit Index)	0.927	> 0.90 (Hair et al., 2006)
NFI (Normed Fit Index)	0.957	> 0.90 (Hu & Bentler, 1999)
CFI (Comparative Fit Index)	0.964	> 0.90 (Hooper et al., 2008)
RMR (Root Mean Square Residual)	0.033	< 0.08 (Hair et al., 2006)
RMSEA (Root Mean Square Error of Approximation)	0.052	< 0.08 (Hair et al., 2006)

Table 8.12 displays the model fit indices. The CMIN/DF value is 3.172, less than 5, the Goodness of Fit Index (GFI) is 0.990, and the Adjusted Goodness of Fit Index (AGFI) is 0.927, more than 0.9, indicating a good fit. A perfect fit is indicated by the computed Normalized Fit Index (NFI) value of 0.957 and the Comparative Fit Index (CFI) value of 0.964. Additionally, the Root Mean Square Residuals (RMR) and Root Mean Square Error of Approximation (RMSEA) values of 0.033 and 0.052, respectively, are found to be less than 0.08. It so shows how flawless the

model is. A reasonable match between the measurement model and the data is indicated by the fit indices' values.

8.4. Impact of Job Stress on Organisational Commitment with Job Satisfaction as Mediating Variable

Job stress is a significant factor affecting employees' performance and overall performance within an organization. It is widely recognized that high levels of job stress can lead to negative outcomes, such as turnover, absenteeism, and decreased productivity. Organisational commitment, means as the psychological attachment an employee feels towards their organization, is crucial for maintaining a motivated and productive workforce (Basel and Issam, 2019). Job satisfaction, which refers to how content an individual is with their job, plays a mediating role in the relationship between job stress and organisational commitment (Yousef, 2002). Researchers in organisational behavior are placing increasing importance on single mediator models in which the effect of an antecedent is transmitted to a consequence through a mediator (James and Brett, 1984). By identifying and addressing the sources of job stress, organizations can improve job satisfaction and, consequently, organisational commitment. This can lead to a more motivated and productive workforce, ultimately benefiting both employees and the organization. In order to study the impact of Job Stress on Organisational Commitment with Job Satisfaction as Mediating Variable among the Gramin Dak Sevaks, the following hypothesis was formulated.

H19: Job Satisfaction significantly mediates the relationship between Job Stress and Organisational Commitment

8.4.1. Impact of Job Stress on Organisational Commitment with Compensation and Interaction Dynamics of Job Satisfaction as Mediating Variable

A mediating variable explains the mechanism through which an independent variable (job stress) influences a dependent variable (organisational commitment). That is compensation and interaction dynamics mediate the relationship between job

stress and organisational commitment, these factors help explain how and why job stress affects organisational commitment. In order to study the Impact of Job Stress on Organisational Commitment with Compensation and Interaction Dynamics of Job Satisfaction as Mediating Variable, the following hypothesis was formulated.

H19a: Compensation and Interaction Dynamics of Job Satisfaction significantly mediates the relationship between Job Stress and Organisational Commitment.

Figure 8.7 illustrates the impact of Job Stress on Organisational Commitment with Compensation and Interaction Dynamics of Job Satisfaction as Mediating Variable

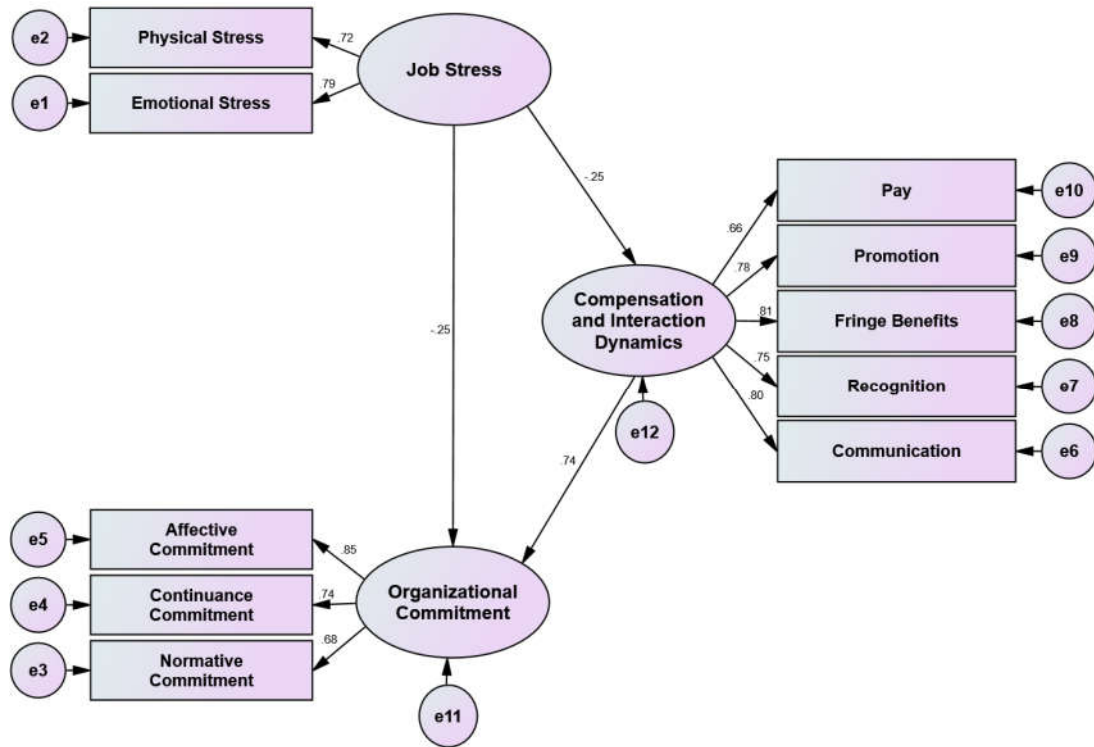


Figure 8.7

Structural Equation Model on the Impact of Job Stress on Organisational Commitment with Compensation and Interaction Dynamics of Job Satisfaction as Mediating Variable

Table 8.13 shows the overall, direct, and indirect effects of job stress on organisational commitment with compensation and the interaction dynamics of job satisfaction as the mediating variable.

Table 8.13

Impact of Job Stress on Organisational Commitment with Compensation and Interaction Dynamics of Job Satisfaction as Mediating Variable - Total, Direct and Indirect Effects

				Unstandardized coefficient	Standardized coefficient	P	Result	Decision	Nature of Mediation
Job Stress	→	Organisational Commitment	Total Effect	-0.332	-0.430	<0.001**	Significant	H19a Supported	Partial Mediation
			Direct Effect	-0.178	-0.246	<0.001**	Significant		
			Indirect Effect	-0.154	-0.184	<0.001**	Significant		

** Significant at 1% level

Total, direct and indirect effects of Job Stress on Organisational Commitment with Compensation and Interaction Dynamics of Job Satisfaction as Mediating Variable are depicted on Table 8.13. As per the results, it is observed that the effect of Job Stress on Organisational Commitment gets reduced from -0.332 to -0.178 when the mediating variable Compensation and Interaction Dynamics of Job Satisfaction is introduced into the model. The indirect effect between these two variables also found significant. Hence, it can be inferred that Compensation and Interaction Dynamics of Job Satisfaction possesses a partial mediation between Job Stress on Organisational Commitment as the direct effect between both the variables gets reduced, but remains significant.

The significance of mediation effect of Compensation and Interaction Dynamics of Job Satisfaction in between Job Stress and Organisational Commitment is further tested using Sobel's Test, Aroian's Test and Goodman's Test.

Table 8.14

Sobel's Test, Aroian's Test and Goodman's Test calculations for the significance of Mediation

Path	Path Value	S.E	Mediation Effect					
			Sobel's Test		Aroian's Test		Goodman's Test	
Job Stress - Organizational Commitment	-0.248	0.044	5.089	<0.001**	5.089	<0.001**	5.090	<0.001**
Job Stress - Compensation and Interaction Dynamics of Job Satisfaction	-0.245	0.048						
Compensation and Interaction Dynamics of Job Satisfaction - Organizational Commitment	0.744	0.011						

** Significant at 1% level

As per the Table 8.14, it is confirmed that the effect Job Stress on Organizational Commitment through Compensation and Interaction Dynamics is significant statistically as all the three tests such as Sobel's test, Aroian's test and Goodman's test have secured significant p values.

Table 8.15

Impact of Job Stress on Organisational Commitment with Compensation and Interaction Dynamics of Job Satisfaction as Mediating Variable - Model Fit Indices

Indices	Value	Fit Criteria
CMIN/DF	2.457	< 5 (Hair et al., 1998)
GFI (Goodness of Fit Index)	0.987	> 0.90 (Hu & Bentler, 1999)
AGFI (Adjusted Goodness of Fit Index)	0.919	> 0.90 (Hair et al., 2006)
NFI (Normed Fit Index)	0.939	> 0.90 (Hu & Bentler, 1999)
CFI (Comparative Fit Index)	0.944	> 0.90 (Hooper et al., 2008)
RMR (Root Mean Square Residual)	0.036	< 0.08 (Hair et al., 2006)
RMSEA (Root Mean Square Error of Approximation)	0.060	< 0.08 (Hair et al., 2006)

The model fit indices in Table 8.15 demonstrate that the model is well-fitting, with the CMIN/DF value of 2.457 being less than 5, the GFI value of 0.987, and the AGFI value of 0.919 being greater than 0.9. A perfect fit is indicated by the computed Normalized Fit Index (NFI) value of 0.939 and the Comparative Fit Index (CFI) value of 0.944. Additionally, the Root Mean Square Residuals (RMR) and Root Mean Square Error of Approximation (RMSEA) values of 0.036 and 0.060, respectively, are also less than 0.08. It so signifies the model's perfection. A reasonable fit of the measurement model with the data is indicated by the fit indices' values.

8.4.2. Impact of Job Stress on Organisational Commitment with Job Environment Dynamics of Job Satisfaction as Mediating Variable

Understanding the impact of job stress on organisational commitment, with the job environment dynamics of job satisfaction as a mediating variable, is crucial for improving employee welfare and overall organisational performance. Job satisfaction mediates the relationship between job stress and organisational commitment, means that the negative impact of job stress on organisational commitment can be lessened if job satisfaction is high. To study the impact of job

stress on organisational commitment with job environment dynamics of job satisfaction as mediating variable, the following hypothesis was formulated.

H19b: Job Environment Dynamics of Job Satisfaction significantly mediates the relationship between Job Stress and Organisational Commitment.

Figure 8.8 illustrates the Impact of Job Stress on Organisational Commitment with Job Environment Dynamics of Job Satisfaction as Mediating Variable

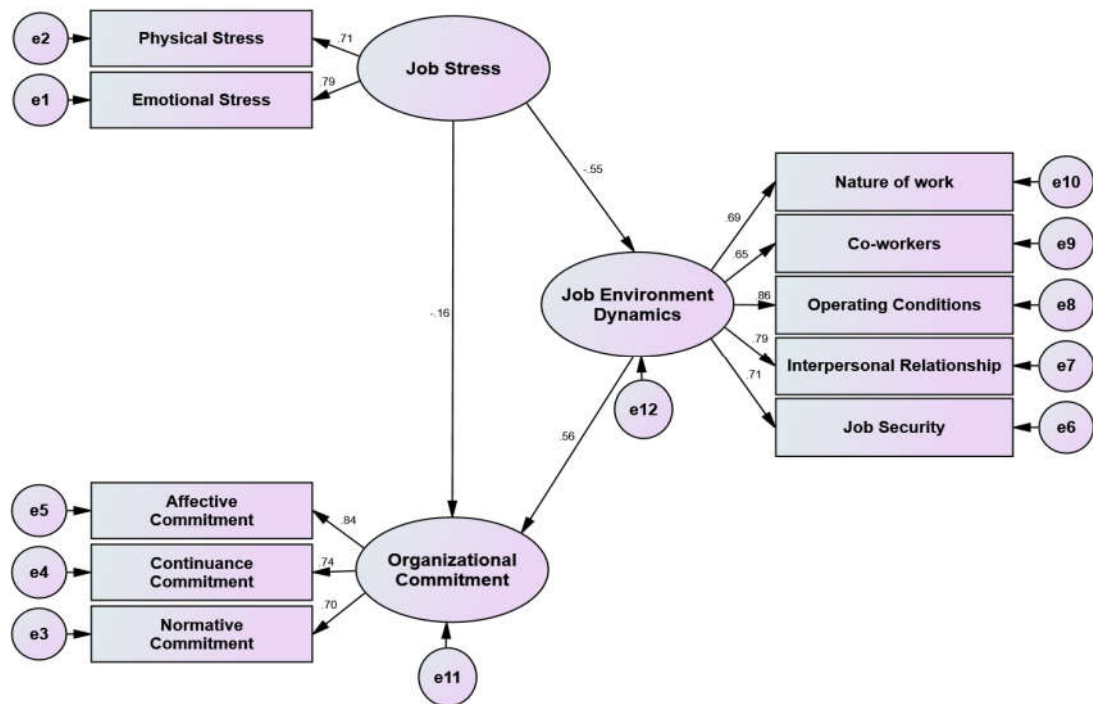


Figure 8.8

Structural Equation Model on the impact of Job Stress on Organisational Commitment with Job Environment Dynamics of Job satisfaction as Mediating Variable

Table 8.16

Impact of Job Stress on Organisational Commitment with Job Environment Dynamics of Job Satisfaction as Mediating Variable - Total, Direct and Indirect Effects

				Unstandardized coefficient	Standardized coefficient	P	Result	Decision	Nature of Mediation
Job Stress	→	Organi-sational Commitment	Total Effect	-0.369	-0.468	<0.001**	Significant	H19b Supported	Partial Mediation
			Direct Effect	-0.125	-0.158	<0.001**	Significant		
			Indirect Effect	-0.244	-0.310	<0.001**	Significant		

* Significant at 1% level

Total, direct and indirect effects of Job Stress on Organisational Commitment with Job Environment Dynamics of Job Satisfaction as Mediating Variable are depicted on Table 8.16. As per the results, it is observed that the effect of Job Stress on Organisational Commitment gets reduced from -0.369 to -0.125 when the mediating variable Job Environment Dynamics of Job Satisfaction is introduced into the model. The indirect effect between these two variables also found significant. Hence, it can be inferred that Job Environment Dynamics of Job Satisfaction possesses a partial mediation in between Job Stress on Organisational Commitment as the direct effect between both the variables gets reduced but remains significant.

The significance of mediation effect of Job Environment Dynamics of Job Satisfaction in between Job Stress and Organisational Commitment is further tested using Sobel's Test, Aroian's Test and Goodman's Test.

Table 8.17

Sobel's Test, Aroian's Test and Goodman's Test calculations for the significance of Mediation

Path	Path Value	S.E	Mediation Effect					
			Sobel's Test		Aroian's Test		Goodman's Test	
Job Stress - Organisational Commitment	-0.158	0.032						
Job Stress - Job Environment Dynamics	-0.550	0.024	10.120	<0.001**	10.112	<0.001**	10.128	<0.001**
Job Environment Dynamics - Organisational Commitment	-0.564	0.050						

** Significant at 1% level

As per the Table 8.17, it is confirmed that the effect Job Stress on Organisational Commitment through Job Environment Dynamics is significant statistically as all the three tests such as Sobel's test, Aroian's test and Goodman's test have secured significant p values.

Table 8.18

Impact of Job Stress on Organisational Commitment with Job Environment Dynamics of Job satisfaction as Mediating Variable - Model Fit Indices

Indices	Value	Fit Criteria
CMIN/DF	4.141	< 5 (Hair et al., 1998)
GFI (Goodness of Fit Index)	0.977	> 0.90 (Hu & Bentler, 1999)
AGFI (Adjusted Goodness of Fit Index)	0.919	> 0.90 (Hair et al., 2006)
NFI (Normed Fit index)	0.906	> 0.90 (Hu & Bentler, 1999)
CFI (Comparative Fit Index)	0.916	> 0.90 (Hooper et al., 2008)
RMR (Root Mean Square Residual)	0.057	< 0.08 (Hair et al., 2006)
RMSEA (Root Mean Square Error of Approximation)	0.070	< 0.08 (Hair et al., 2006)

The model fit indices presented in Table 8.18 indicate a satisfactory fit: the CMIN/DF value is 4.141, less than 5, the Goodness of Fit Index (GFI) value is 0.977, and the Adjusted Goodness of Fit Index (AGFI) value is 0.919. It is determined that the Root Mean Square Residuals (RMR) and Root Mean Square Error of Approximation (RMSEA) values are 0.057 and 0.070, respectively, which are also less than 0.08. The computed Normalized Fit Index (NFI) value (0.906) and Comparative Fit Index (CFI) value (0.916) show that it is a perfect fit. As such, it proves that the model is perfect. The measurement model is reasonable fit to the data is indicated by the fit indices' values.

8.5. Impact of Job Stress on Organisational Commitment with Job Position of Gramin Dak Sevaks as Moderating Variable

Job stress has grown to be a major issue for workers in a variety of industries in today's changing work environment. The effects of work-related stress are extensive, impacting not just an employee's physical and mental health but also their organisational dedication. Employee performance, work happiness, and overall organisational productivity are significantly influenced by an individual's emotional attachment and sense of responsibility towards their organization, which is known as organisational commitment.

Because public sector organizations operate in underdeveloped and rural areas, their working conditions might make job stress unique. This is especially true for such organizations. In India, one such industry is postal services, where Gramin Dak Sevaks act as the foundation of networks for rural communication. Unlike normal postal workers, GDS personnel are hired on a contract basis, work part-time, and have less job security and benefits. A number of obstacles, such as low pay, job instability, and rigorous workloads, may exacerbate the stress that comes with being in this unique class of workers.

With an emphasis on Gramin Dak Sevaks as a moderating variable, this study attempts to explore the relationship between job stress and organisational commitment. It is essential to comprehend how the GDS designation modifies this relationship in order to create successful policies that improve organisational commitment and decrease job stress, which in turn raise employee happiness and performance in the postal services. In order to study the impact of Job Stress on

Organisational Commitment with designation of Gramin Dak Sevaks as Moderating Variable, the following hypothesis was formulated.

H20: Job Position of Gramin Dak Sevaks significantly moderates the relationship between Job Stress and Organisational Commitment

8.5.1. Impact of Physical Stress on Organisational Commitment with Job Position of Gramin Dak Sevaks as Moderating Variable

One of the main components of job stress is physical stress, which can have a negative effect on an employee's productivity, long-term involvement with their organisation, and health. Physical stress is usually caused by challenging jobs, poor workplaces, lengthy workdays, or repetitive physical labour. If these issues are not resolved, it can decrease employee motivation and commitment to the company. This is particularly important in postal services where workers do physically demanding jobs.

The physical stress levels of Branch Post Master and its effect on commitment may differ from Assistant Branch Post Master due to the differences in working conditions. The potential moderating effect of the GDS designation could aid in our comprehension of whether the physical stress encountered by BPM and ABPM impacts their organisational commitment. The following hypothesis was employed to study the moderating effect of the designation of Gramin Dak Sevaks in between physical stress and organisational commitment.

H20a: Job Position of Gramin Dak Sevaks significantly moderates the relationship between Physical Stress and Organisational Commitment

Multi group Analysis under Structural Equation Modeling was adopted to test the moderating effect of the Designation of Gramin Dak Sevaks in between Physical Stress and Organisational Commitment.

8.5.1.1. Impact of Physical Stress on Organisational Commitment among Branch Post Masters

The Branch Post Masters (BPMs), who oversee postal operations in rural areas, are a crucial element in the postal services sector. Branch Post Offices, are managed by BPMs who perform a variety of duties, frequently in physically demanding situations, including mail delivery, savings plans, and customer support.

They usually deal with hard workloads, poor infrastructure, and having to travel long distances on foot or by basic forms of transportation. These physical pressures might significantly affect their attitudes and behaviors at work.

Figure 8.9 demonstrates the Structural Equation Model on the impact of Physical Stress on Organisational Commitment among Branch Post Masters

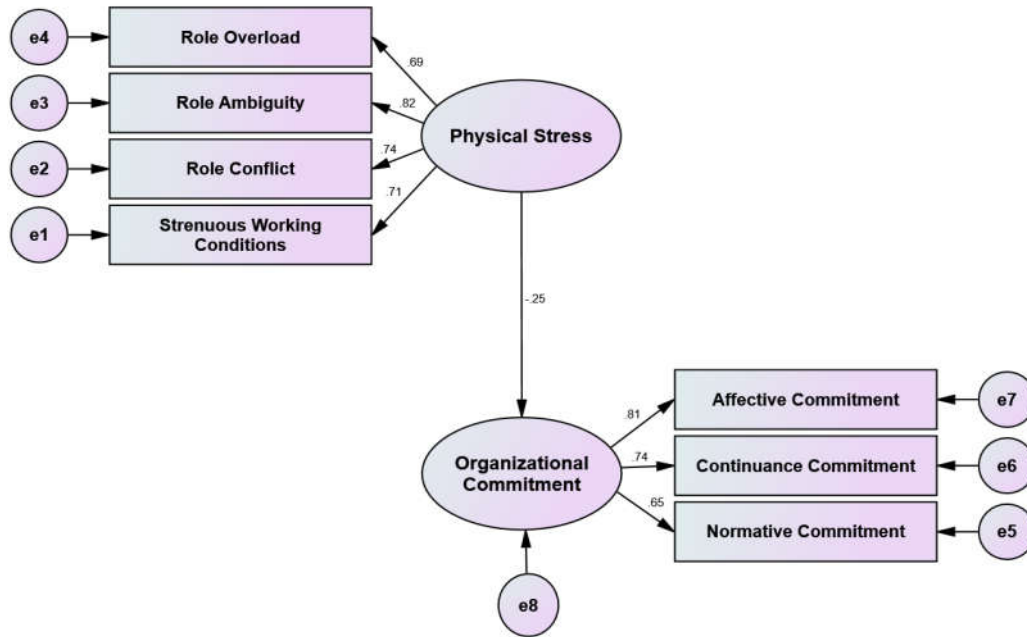


Figure 8.9

Structural Equation Model on the impact of Physical Stress on Organisational Commitment among Branch Post Masters

Table 8.19

Impact of Physical Stress on Organisational Commitment among Branch Post Masters - Coefficient

Factors		Unstandardized Coefficient	Standardized Coefficient	S.E	C.R	P	
Physical Stress	→	Organisational Commitment	-0.182	-0.254	0.050	-3.678	<0.001**

** Significant at 1% level

Based on an analysis of Table 8.19, it can be inferred that Branch Post Masters' physical stress has a considerable impact on their organisational commitment, as demonstrated by the statistical significance of both the standardized (-0.254) and unstandardized (-0.182) coefficients ($P > 0.05$). Holding the other path variable constant, the unstandardized coefficient indicating the link is -0.182, which indicates that the organisational commitment of Branch Post Master will decrease by 0.182 unit for every unit change in Physical Stress. As a result, the hypothesis proving that physical stress and Branch Post Master's organisational commitment are related and is supported at 1% level.

8.5.1.2. Impact of Physical Stress on Organisational Commitment among Assistant Branch Post Masters

In rural postal operations, Assistant Branch Post Masters (ABPMs) are essential support personnel who frequently work in physically demanding environments. ABPMs help Branch Post Masters (BPMs) in rural regions, where infrastructure and resources are frequently scarce, with postal services including mail sorting, delivery, and customer support. Because of the nature of their work, ABPMs must perform physically challenging tasks such as traversing difficult places, lifting large objects, and like.

Figure 8.10 demonstrates the Structural Equation Model on the impact of Physical Stress on Organisational Commitment among Assistant Branch Post Masters

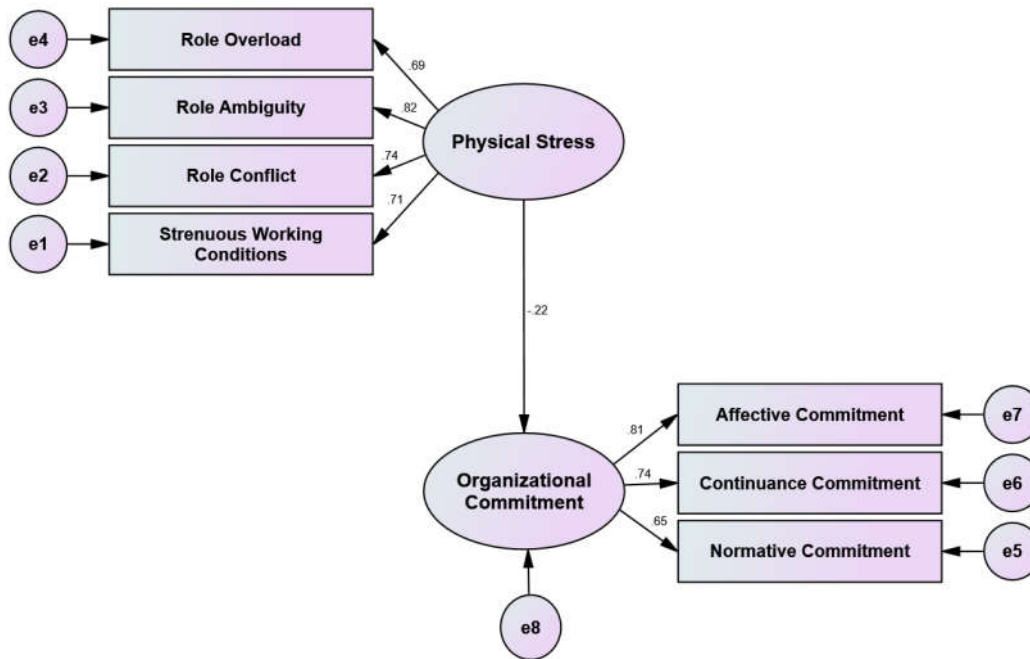


Figure 8.10

Structural Equation Model on the impact of Physical Stress on Organisational Commitment among Assistant Branch Post Masters

Table 8.20

Impact of Physical Stress on Organisational Commitment among Assistant Branch Post Masters - Coefficient

Factors		Unstandardized Coefficient	Standardized Coefficient	S.E	C.R	P	
Physical Stress	→	Organisational Commitment	-0.142	-0.218	0.044	-3.206	<0.001**

** Significant at 1% level

The statistical significance of the standardized (-0.218) and unstandardized (-0.142) coefficients ($P > 0.05$) suggests that Assistant Branch Post Masters' physical stress has a significant effect on their organisational commitment. This conclusion is based on an analysis of Table 8.20. With the other path variable held constant, the organisational commitment of Branch Post Master will fall by 0.142 units for every

unit change in Physical Stress, according to the unstandardized coefficient indicating the relationship, which is -0.142. Thus, there is 1% support for the hypothesis demonstrating a relationship between physical stress and Branch Post Master's organisational commitment.

8.5.1.3. Impact of Physical Stress on Organisational Commitment with Job position of Gramin Dak Sevaks as Moderating Variable - Model Comparison

Study on the impact of physical stress on organisational commitment is crucial, particularly for physically demanding jobs in organizations like the postal service. Employee loyalty to the organisation may be impacted by physical stress depending on their classification. Assistant Branch Post Masters (ABPMs) and Branch Post Masters (BPMs) are investigated as moderating variables in this study. The investigator may compare the ways in which these two designations such as ABPM and BPM moderate the relationship between physical stress and organisational commitment using multigroup analysis

Table 8.21

Impact of Physical Stress on Organisational Commitment with Job Position of Gramin Dak Sevaks as Moderating Variable - Model Comparison

Factors			Branch Post Master		Assistant Branch Post Master		CMIN	P	Decision
			Unstandardized Coefficient	Standardized Coefficient	Unstandardized Coefficient	Standardized Coefficient			
Physical Stress	→	Organisational Commitment	-0.182	-0.254	-0.142	-0.218	0.421	0.544	H20a Not Supported

Table 8.21 explains the Multigroup Analysis Results of the impact of Physical Stress on Organisational Commitment with designation of Gramin Dak Sevaks as Moderating Variable. Here, the magnitude of the impact of physical stress on organisational commitment is not statistically different between Branch Post

Masters and Assistant Branch Post Masters as the chi square is not significant statistically.

8.5.2. Impact of Emotional Stress on Organisational Commitment with Job Position of Gramin Dak Sevaks as Moderating Variable

An employee's mental health, job happiness, and loyalty to the company can all be severely impacted by emotional stress, which can be brought on by things like role conflict, excessive workloads, job uncertainty, and interpersonal issues. Workers that perform postal labour in rural areas under contract, known as Gramin Dak Sevaks (GDS), are especially subject to emotional strain. Because of their contractual status, GDS employees are particularly vulnerable to pressures such as job uncertainty, poor compensation, high expectations from superiors and the community, and the difficulty of working in remote or under resourced settings.

This study aims to investigate the relationship between emotional stress and organisational commitment, as well as how the special working circumstances of Gramin Dak Sevaks influence this relationship. The study intends to shed light on the ways in which emotional stress presents itself differently in Branch post masters and Assistant Branch Post Masters by investigating the moderating effect of the GDS designation. The following hypothesis was formulated.

H20b: Job Position of Gramin Dak Sevaks significantly moderates the relationship between Emotional Stress and Organisational Commitment

Multigroup Analysis under Structural Equation Modeling was adopted to test the moderating effect of the Designation of Gramin Dak Sevaks in between Emotional Stress and Organisational Commitment.

8.5.2.1. Impact of Emotional Stress on Organisational Commitment among Branch Post Masters

In rural communities, BPMs are in charge of branch post office management, administrative duties, financial services, and customer interactions. Their jobs frequently include intense emotional strain due to the strain of juggling a number of

obligations, a lack of infrastructure and resources, and expectations from the community and postal authorities. The emotional strain of their jobs might also be increased by the fact that BPMs frequently operate in remote environments with little assistance.

The purpose of this study is to determine how emotional stress affects Branch Post Masters' organisational commitment. Considering their critical role in the efficient operation of rural postal services, it is important to investigate the ways in which emotional stress impacts their commitment to the organization.

Figure 8.11 demonstrates the Structural Equation Model on the impact of Emotional Stress on Organisational Commitment among Branch Post Masters

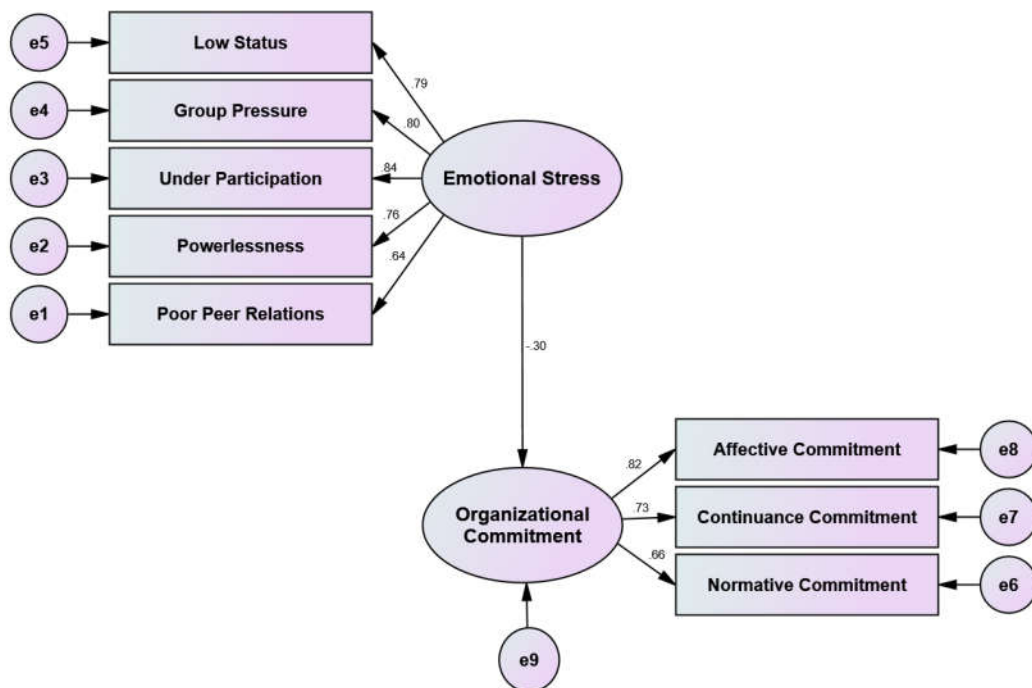


Figure 8.11
Structural Equation Model on the impact of Emotional Stress on Organisational Commitment among Branch Post Masters

Table 8.22

Impact of Emotional Stress on Organisational Commitment among Branch Post Masters - Coefficient

Factors		Unstandardized Coefficient	Standardized Coefficient	S.E	C.R	P	
Emotional Stress	→	Organisational Commitment	-0.224	-0.301	0.044	-5.036	<0.001**

** Significant at 1% level

Based on an analysis of Table 8.22, it can be observed that Branch Post Masters' emotional stress has a major impact on their organisational commitment, as evidenced by the statistical significance of both the standardized (-0.301) and unstandardized (-0.224) coefficients ($P > 0.05$). With the other path variable held constant, the unstandardized coefficient indicating the relationship is -0.224. This means that for every unit change in emotional stress, Branch Post Master's organisational commitment will fall by 0.224 unit. The hypothesis establishing the relationship between Branch Post Master's organisational commitment and Emotional Stress is thus supported at the 1% level.

8.5.2.2. Impact of Emotional Stress on Organisational Commitment among Assistant Branch Post Masters

Assistant Branch Post Masters are essential to the efficient operation of rural post offices in the Indian postal service. They manage customer relations, sort and distribute mail, help Branch Post Masters with everyday operations, and carry out a variety of administrative duties. Despite their important role, ABPMs frequently deal with certain pressures that can cause a great deal of emotional stress. These stresses include working long hours, not having enough assistance from management, operating in rural areas with potentially poor infrastructure, and inadequate resources. Moreover, because of their contractual arrangement, ABPMs may have unpredictable job security, which exacerbates their emotional strain. The

purpose of this study is to ascertain how emotional stress affects assistant branch post masters' organisational commitment.

Figure 8.12 demonstrates the Structural Equation Model on the impact of Emotional Stress on Organisational Commitment among Assistant Branch Post Masters

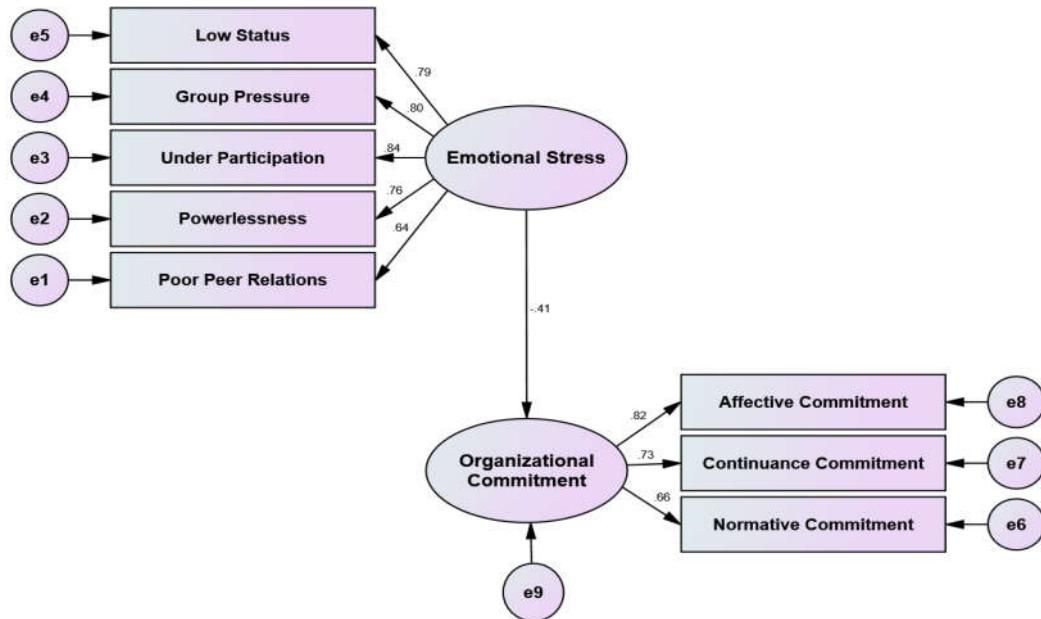


Figure 8.12

Structural Equation Model on the impact of Emotional Stress on Organisational Commitment among Assistant Branch Post Masters

Table 8.23

Impact of Emotional Stress on Organisational Commitment among Assistant Branch Post Masters - Coefficient

Factors		Unstandardized Coefficient	Standardized Coefficient	S.E	C.R	P	
Emotional Stress	→	Organisational Commitment	-0.318	-0.409	0.047	-6.793	<0.001**

** Significant at 1% level

The statistical significance of both the standardized (-0.409) and unstandardized (-0.318) coefficients ($P > 0.05$) indicates that Assistant Branch Post Masters' emotional stress has a significant effect on their organisational commitment. This conclusion is drawn from an analysis of Table 8.23. The relationship's unstandardized coefficient, when the other path variable is held constant, is -0.318. This indicates that Branch Post Master's organisational commitment will decrease by 0.318 units for every unit change in emotional stress. Thus, at the 1% level, the hypothesis demonstrating the relationship between Branch Post Master's organisational commitment and Emotional Stress is supported.

8.5.2.3. Impact of Emotional Stress on Organisational Commitment with Job Position of Gramin Dak Sevaks as Moderating Variable - Model Comparison

The Branch Post Masters (BPMs) and Assistant Branch Post Masters (ABPMs) responsibilities of Gramin Dak Sevaks (GDS) pose distinct obstacles that impact their emotional stress experiences. While ABPMs support BPMs in these roles, BPMs are in charge of administering branch post offices, supervising operations, and offering customer service. Despite being essential to the success of the rural postal service, both positions face unique pressures regarding their responsibilities, working environments, and job stability. Using BPMs and ABPMs as moderating variables, this study intends to investigate the effect of emotional stress on organisational commitment. The study uses a model comparison technique to investigate how these two roles experience and react differently to emotional stress and how this impacts their commitment to the organization.

Table 8.24

Impact of Emotional Stress on Organisational Commitment with Designation of Gramin Dak Sevaks as Moderating Variable - Model Comparison

Factors			Branch Post Master		Assistant Branch Post Master		CMIN	P	Decision
			Unstandardized Coefficient	Standardized Coefficient	Unstandardized Coefficient	Standardized Coefficient			
Emotional Stress	→	Organisational Commitment	-0.224	-0.301	-0.318	-0.409	3.054	0.018*	H20b Supported

* Significant at 5% level

The impact of emotional stress on organisational commitment is explained by Table No. 8.24, which Gramin Dak Sevaks designation as a moderating variable. Since the chi square is statistically significant, there is a significant difference in the impact of emotional stress on organisational commitment between Branch Post Masters and Assistant Branch Post Masters. Furthermore, Assistant Branch Post Masters experience higher Emotional Stress related to their designation than do Branch Post Masters.

8.6. Chapter Summery

This chapter discussed about the impact of job stress on job satisfaction and organizational commitment, impact of job satisfaction on organisational commitment, impact of job stress on organizational commitment with job satisfaction dimensions as mediating variable and impact of job stress on organisational commitment with designation of Gramin Dak Sevaks as moderation variable. The job stress of Gramin Dak Sevaks has a significant impact on job satisfaction and also on organisational commitment. The dimensions of job satisfaction such as compensation and interaction dynamics and job environment

dynamics possesses a partial mediation between Job Stress on Organisational Commitment as the direct effect between both the variables gets reduced, but remains significant. There is a significant difference in the impact of emotional stress on organisational commitment between Branch Post Masters and Assistant Branch Post Masters. Furthermore, Assistant Branch Post Masters experience higher Emotional Stress related to their designation than do Branch Post Masters however impact of physical stress on organisational commitment is not statistically different between Branch Post Masters and Assistant Branch Post Masters as the chi square is not significant statistically.

CHAPTER 9

SUMMARY OF FINDINGS AND CONCLUSIONS

9.1. *Introduction*

9.2. *Study at a glance*

9.3. *Findings of the Study*

9.4. *Concluding Remarks*

9. 1. Introduction

This chapter discusses the data analysis findings that were previously presented in the preceding chapters and provides an overview of the entire research work.

9. 2. Study at a glance

The study titled '**Job Stress, Job Satisfaction and Organisational Commitment: A study among Gramin Dak Sevaks in Kerala Postal Circle**' was designed using primary and secondary data, and it was intended to be both analytical and descriptive. A standardized questionnaire was used to gather primary data from Kerala's branch post offices. The study was limited to gramin dak sevaks in branch post offices of three regions of Kerala. Stratified sampling method was used to select the sample. The sample was selected from three regions of Kerala postal circle namely Trivandrum Head Quarters Region, Kochi region and Calicut Region. A sample of 500 Gramin Dak Sevaks was selected using Stratified Sampling and the questionnaire was distributed. Among these 483 responses received after removing non sampling errors 469 responses were used for further analysis. The following are the study's main objectives:

1. To study the factors contribute towards Job Stress, Job Satisfaction and Organisational Commitment among Gramin Dak Sevaks in Kerala Postal Circle.
2. To assess the role of both personal and job profile on Job Stress, Job Satisfaction and Organisational Commitment among the Gramin Dak Sevaks in Kerala Postal Circle.
3. To study the impact of Job Stress on Job Satisfaction and Organisational Commitment among Gramin Dak Sevaks in Kerala Postal Circle.
4. To study the impact of Job Satisfaction on Organisational Commitment among Gramin Dak Sevaks in Kerala Postal Circle.

5. To assess the mediating role of Job Satisfaction between Job Stress and Organisational Commitment among Gramin Dak Sevaks in Kerala Postal Circle.
6. To assess the moderating role of job position held by the Gramin Dak Sevaks between job stress and Organisational Commitment.

Based on the above objectives the following hypotheses were formulated.

1. Factors of Job Stress, Job Satisfaction and Organisational Commitment possess significant contribution with respect to their respective constructs among Gramin Dak Sevaks in Kerala Postal Circle.
2. Job Stress, Job Satisfaction and Organisational Commitment among Gramin Dak Sevaks significantly varies across their personal and job profile.
3. Job Stress among Gramin Dak Sevaks exerts significant impact on their Job Satisfaction and Organisational Commitment.
4. Job Satisfaction among Gramin Dak Sevaks exerts significant impact on their Organisational Commitment.
5. Job Satisfaction significantly mediates the relationship between the Job Stress and Organisational Commitment among Gramin Dak Sevaks in Kerala Postal Circle.
6. Job position significantly moderates the relationship between job stress and Organisational Commitment among Gramin Dak Sevaks in Kerala Postal Circle.

Data collected was edited, coded, tabulated and analysed using Mean, Standard Deviation, Exploratory Factor Analysis, Confirmatory Factor analysis, independent sample t test, one way ANOVA, Post Hoc Test Tukey for Multiple Comparisons, Structural Equation Modeling (SEM), Sobel's, Aroian's and Goodman's Test for significance of Mediation and Multigroup Analysis under Structural Equation Modeling.

9. 3. Findings of the Study

The present research was conducted with a view to analyse the job stress, job satisfaction and organisational commitment among Gramin Dak Sevaks in Kerala postal circle. Findings of the primary data analysis were presented on the basis of objectives.

A. Profile of the Gramin Dak Sevaks

a. Personal profile

1. In the case of age wise analysis, it is found that majority of the Gramin Dak Sevaks (48.40 %) belong to the age group of 31 – 45 years. Additionally with respect to educational level of respondents, majority of the Gramin Dak Sevaks belong to graduation (42 %). With regard to marital status, majority of the Gramin Dak Sevaks are married (78.50 %)

b. Job profile

2. In the case of job position of Gramin Dak Sevaks, it was found that majority of the Gramin Dak Sevaks (55.22%) are Branch Post Masters (BPMs). With respect to the job experience of Gramin Dak Sevaks, it is observed that majority of the Gramin Dak Sevaks (47.80 %) have experienced of 10 - 15 years.

B. Factors contributing to job stress, Job Satisfaction and Organisational Commitment of gram in dak sevaks

- **Factors contributing to Job Stress among the Gramin Dak Sevaks**

a. Physical Stress

3. Out of the dimensions of physical stress such as Role Conflict, Role Ambiguity, Role Conflict and Strenuous Working Conditions; it is found that Role Conflict is the primary contributor under physical stress towards job stress among Gramin Dak Sevaks followed by Role Ambiguity and Role Overload. That is, it can be inferred that the complicated nature of their

responsibility and the conditions which they work create a vague picture on their mind, which leads to huge level of stress among them in their work place.

b. Emotional Stress

4. With respect to emotional stress, out of the dimensions of Emotional Stress such as Low Status, Group Pressure, Under Participation, Powerlessness and Poor Peer Relations, it is observed that among Gramin Dak Sevaks, under Participation contributes more to job stress followed by Powerlessness, Group Pressure, Poor Peer Relations and Low Status. That is, it can be inferred that the superior subordinate relationship and the low status of the job creates emotional stress among Gramin dak sevaks.

• **Factors contributing to Job Satisfaction among the Gramin Dak Sevaks**

a. Compensation and Interaction Dynamics

5. Out of the dimensions of compensation and inter action dynamics such as Pay, Promotion, Fringe Benefits, Recognition and Communication, it is found that Recognition is the most important contributing factor of Job satisfaction followed fringe benefits, communication and pay. That is, it can be inferred that the appreciation, communication system and the monetary benefits received influences the job satisfaction of Gramin Dak Sevaks.

b. Job Environment Dynamics

6. Out of the dimensions of job environment dynamics such as Nature of work, Co-workers, Operating Conditions, Interpersonal Relationship and Job Security, inter personal relations ship is the most important contributing factor of Job satisfaction followed by nature of work, operating conditions and job security. Under job environment dynamics, co-workers hold the least important contributing factor of Job satisfaction. That is, it can be inferred that the nature of work, working conditions and security of job influences the satisfaction of Gramin Dak Sevaks.

- **Factors contributing to organisational Commitment among the Gramin Dak Sevaks**

7. Continuance commitment is the main factor that contributes to organisational commitment, followed by affective and normative commitment, among the aspects of organisational commitment that include affective, continuance, and normative commitment. All these factors have a significant positive impact on organisational commitment of Gramin Dak Sevaks in Kerala Postal Circle. The Gramin Dak Sevaks are more recognized about the cost associated with leaving the organisation (Continuance Commitment), they have also emotionally attached to the organisation (Affective Commitment) and have sense of moral obligation to remain with the organization (Normative Commitment).

- C. **Role of Personal Profile on Job Stress, Job Satisfaction and Organisational Commitment among Gramin Dak Sevaks**

- **The role of Personal Profile on Job Stress among Gramin Dak Sevaks**

- a. **Physical Stress**

8. In the case of physical stress among Gramin Dak Sevaks, both male and female do not possess any sort of significant difference with respect to Role Overload and Role Conflict. However in the case of Role Ambiguity and Strenuous Working Conditions, it can be observed that male and female gramian dak sevaks possess significant difference.
9. Age exerts significant influence in the case of Role Overload, Role Conflict and Strenuous Working Conditions which means as the as the age increases the stress also increases among gramian dak sevaks. Among the age groups, gramian dak sevaks with age bracket of 46-65 are having more stress than other age groups. Additionally in the case of Role Ambiguity, the age does not hold any significant influence.

10. Academic qualification is not found to be an influencing factor in the case of all factors under physical stress such as Role Overload, Role Ambiguity, Role Conflict and Strenuous Working Conditions.
11. The married Gramin Dak Sevaks are more stress than unmarried gramian dak sevaks with the factors such as Role Overload and Strenuous Working Conditions. Marital status is not found to be an influencing factor in the case of other dimensions such as Role Ambiguity and Role Conflict.

b. Emotional Stress

12. Both male and female do not possess any sort of significant difference with respect to Low Status, Poor Peer Relations and Under Participation under emotional stress. However in the case of Group Pressure and Powerlessness, it can also be observed that male and female gramian dak sevaks possess significant difference. It can be inferred that the overall emotional stress among Gramin Dak Sevaks varies significantly across their Gender and male gramian dak sevaks have more stress than female gramian dak sevaks.
13. Age does not hold any significant influence in the case of Low Status, Group Pressure and Poor Peer Relations. With respect to Under Participation and Powerlessness it is understood that there is significant difference exists among different age groups. It can be inferred that emotional stress of gramian dak sevaks varies significantly among different age groups and in which Gramin Dak Sevaks belonging to the age group of '46-65' shows the highest level of stress over other groups.
14. Academic Qualification is not found to be an influencing factor in the in the case of all the factors of Emotional Stress such as Low Status , Group Pressure, Under Participation, Powerlessness and Poor Peer Relations. Hence it is inferred that Emotional Stress among Gramin Dak sevaks do not vary significantly across their Academic Qualification.
15. From the factors of emotional stress, marital status shows significant influence in the case of Under Participation, Powerlessness and Poor Peer

Relations which means that concluded that married Gramin Dak Sevaks have more Emotional Stress than unmarried Gramin Dak Sevaks.

- **The role of Personal Profile on Job Satisfaction among Gramin Dak Sevaks**

- a. **Compensation and Interaction Dynamics**

16. Both male and female do not possess any sort of significant difference with respect to all the factors under Compensation and Interaction Dynamics such as pay, promotion, fringe benefits, recognition and communication. It is drawn that gender of gramin dak sevaks is not an influencing factor with respect to Compensation and Interaction Dynamics of job satisfaction.

17. Among the factors of Compensation and Interaction Dynamics, It is understood that age exerts an influence only in the case of pay and gramin dak sevaks with age group of 18-30 are most satisfied with the payment instituted by the postal department.

18. Out of the factors of Compensation and Interaction Dynamics, It is observed that academic qualifications shows influence in the case of recognition and communication in which Gramin Dak Sevaks with academic qualification of SSLC/ Plus Two are most satisfied with the recognition and communication system followed by the postal department.

19. From the factors of Compensation and Interaction Dynamics, marital status shows significant influence in the case of pay, promotion and fringe benefits in which the unmarried Gramin Dak Sevaks are most satisfied than married gramin dak sevaks with the pay, promotion and fringe benefits provided by the postal department.

- b. **Job Environment Dynamics**

20. Under Job Environment Dynamics, the male and female gramin dak sevaks possess significant influences with respect to all the factors such as nature of

work, co-workers, operating conditions, inter personal relationship except job security.

21. Age of the Gramin Dak Sevaks is an influencing factor towards job satisfaction and as the age increases the satisfaction also increases.
22. Academic qualifications shows influence in the case of nature of work and operating conditions in which Gramin Dak Sevaks with academic qualification of SSLC / Plus Two are most satisfied with the working conditions and the work environment of Postal Department.
23. Marital status shows significant influence only in the case of job security that means the married Gramin Dak Sevaks are more satisfied than unmarried Gramin Dak Sevaks with the job security provided by the postal department.

- **The role of Personal Profile on Organisational Commitment among Gramin Dak Sevaks**

24. The male and female Gramin Dak Sevaks possess significant differences with respect to Affective Commitment and Normative Commitment which means that the commitment of male Gramin Dak Sevaks are more compared to female Gramin Dak Sevaks.
25. Age exhibits significant influence in the case of Affective Commitment and Continuance Commitment. This means that the Gramin Dak Sevaks with age of '46-65' are more emotionally attached and to which they feel that they are committed to their organizations when considering the costs of leaving the organization.
26. Academic qualification does not possess any significant influence in the case of all the three dimensions of organisational commitment and also overall organisational commitment.
27. The study reveals that marital status has an impact on all three categories of organisational commitment, including affective, continuity, and normative

commitment. Compared to married gramin dak sevaks, single gramin dak sevaks are more dedicated to the postal service.

D. Role of Job Profile on Job Stress, Job Satisfaction and Organisational Commitment among Gramin Dak Sevaks

• **The role of Job Profile on Job Stress among Gramin Dak Sevaks**

a. Physical Stress

28. Job Position exhibits significant influence in the case of Role Overload and Strenuous Working Conditions in which ABPMs (Assistant Branch Post Master) are found to be dominant over BPMs (Branch Post Master).

29. The physical stress of gramin dak sevaks does not vary significantly across their job experience.

b. Emotional Stress

30. Among the factors of Emotional Stress, Group Pressure, Under Participation and Poor Peer Relations shows significant difference in job position. In this case ABPMs (Assistant Branch Post Master) are more stressed than BPMs (Branch Post Master).

31. Low Status and Poor Peer Relations show significant difference in job experience. In the case of low status less than five years are more stressed than more than five years experience. As the years of service increases the emotional stress regarding low status decreases. With respect to Poor Peer Relations More than 15 Years of experienced gramin dak sevaks have more stress than less years of job experience. Here as the years of service increase the emotional stress also increases.

• **The role of Job Profile on Job Satisfaction among Gramin Dak Sevaks**

a. Compensation and Interaction Dynamics

32. Job Position exhibits significant influence in the case of Pay, Promotion and fringe benefits, with respect to the Job Satisfaction for all these factors BPMs

(Branch Post Master) are found to be dominant over ABPMs (Assistant Branch Post Master).

33. Job Experience exhibits an influence in the case of Pay, Promotion and Fringe Benefits in which Gramin Dak Sevaks with 'less than five years' are most satisfied with the monetary benefits and the promotion policies of Postal Department.

b. Job Environment Dynamics

34. Nature of work and Operating Conditions shows significant difference in job position in which Branch Post Master Gramin Dak Sevaks are more satisfied than Assistant Branch Post Masters.

35. Job Experience significantly influence in the case of Nature of work, Operating conditions and Job security. With regard to job experience Gramin Dak Sevaks with 'More than 15 Years' are more satisfied with the nature of work, operating conditions and the security of job given by the postal department.

• The role of Job Profile on Organisational Commitment among Gramin Dak Sevaks

36. Job position exhibits significant influence in the case of Affective Commitment and Normative Commitment. With respect to affective commitment and normative commitment ABPMs (Assistant Branch Post Masters) are found to be dominant over BPMs (Branch Post Masters). However in the case of overall organisational commitment, the job position exerts significant influence and BPMs (Branch Post Masters) are found to be more committed than ABPMs (Assistant Branch Post Masters).

37. Job Experience is found to be an influencing factor in the case of all the three dimensions of organisational commitment such as Affective Commitment, Continuance Commitment and Normative Commitment

E. Impact of Job Stress on Job Satisfaction among Gramin Dak Sevaks

a. Physical Stress

38. Physical Stress experienced by Gramin Dak Sevaks holds significant impact on Job Satisfaction. It is found that for every one unit change in the Physical Stress, job satisfaction of gramian dak sevaks go down by 0.360 unit.

a. Emotional Stress

39. It is observed that Emotional Stress experienced by Gramin Dak Sevaks exerts significant impact on job satisfaction. It shows that for every one unit change in Emotional Stress will go down the job satisfaction of Gramin Dak Sevaks by 0.417 unit.

F. Impact of Job Stress on Organisational Commitment among Gramin Dak Sevaks

a. Physical Stress

40. It is found that Physical Stress experienced by Gramin Dak Sevaks holds significant impact on the level of commitment exhibited by them towards their organization. It shows that for every one unit change in Physical Stress will go down the organisational commitment of gramian dak sevaks by 0.178 unit.

b. Emotional Stress

41. It is observed that Emotional Stress experienced by Gramin Dak Sevaks exerts significant impact on the level of commitment exhibited by them towards their organization. It shows that for every one unit change in Emotional Stress will go down the Organisational Commitment of Gramin Dak Sevaks by 1.533 units.

G. Impact of Job Satisfaction on Organisational Commitment among Gramin Dak Sevaks

a) Compensation and Interaction Dynamics

42. It is observed that Compensation and Interaction Dynamics of Job Satisfaction experienced by Gramin Dak Sevaks exerts significant impact on the level of commitment exhibited by them towards their organization. The hypothesis establishing the relationship between both Compensation and Interaction Dynamics of Job Satisfaction and Organisational Commitment of Gramin Dak Sevaks is supported and shows that for every one unit change in Compensation and Interaction Dynamics will increase the Organisational Commitment of Gramin Dak Sevaks by 1.422 unit.

b) Job Environment Dynamics

43. It is that Job Environment Dynamics of Job Satisfaction experienced by Gramin Dak Sevaks exerts significant impact on the level of commitment exhibited by them towards their organization. The hypothesis establishing the relationship between both Job Environment Dynamics of Job Satisfaction and Organisational Commitment of Gramin Dak Sevaks is supported shows that for every one unit change in Compensation and Interaction Dynamics will increase the Organisational Commitment of Gramin Dak Sevaks by 1.809 unit.

H. Impact of Job Stress on Organisational Commitment with Compensation and Interaction Dynamics of Job Satisfaction as Mediating Variable

44. It is observed that the effect of Job Stress on Organisational Commitment gets reduced from -0.332 to -0.178 when the mediating variable Compensation and Interaction Dynamics of Job Satisfaction is introduced into the model. The indirect effect between these two variables also found significant. Hence, it can be inferred that Compensation and Interaction Dynamics of Job Satisfaction possesses a partial mediation between Job

Stress on Organisational Commitment as the direct effect between both the variables gets reduced, but remains significant.

I. Impact of Job Stress on Organisational Commitment with Job Environment Dynamics of Job Satisfaction as Mediating Variable

45. Total, direct and indirect effects of Job Stress on Organisational Commitment with Job Environment Dynamics of Job Satisfaction as Mediating Variable shows that the effect of Job Stress on Organisational Commitment gets reduced from -0.369 to -0.125 when the mediating variable Job Environment Dynamics of Job Satisfaction is introduced into the model. The indirect effect between these two variables also found significant. Hence, it can be inferred that Job Environment Dynamics of Job Satisfaction possesses a partial mediation in between Job Stress on Organisational Commitment as the direct effect between both the variables gets reduced but remains significant.

J. Impact of Job Stress on Organisational Commitment with Job Position of Gramin Dak Sevaks as Moderating Variable

a. Impact of Physical Stress on Organisational Commitment among Branch Post Masters

46. It is found that Branch Post Masters' physical stress has a considerable impact on their organisational commitment, as demonstrated by the statistical significance of both the standardized (-0.254) and unstandardized (-0.182) coefficients ($P > 0.05$). Holding the other path variable constant, the unstandardized coefficient indicating the link is -0.182, which indicates that the organisational commitment of Branch Post Master will decrease by 0.182 unit for every unit change in Physical Stress.

b. Impact of Physical Stress on Organisational Commitment among Assistant Branch Post Masters

47. The statistical significance of the standardized (-0.218) and unstandardized (-0.142) coefficients ($P > 0.05$) suggests that Assistant Branch Post Masters' physical stress has a significant effect on their organisational commitment. The organisational commitment of Branch Post Master will fall by 0.142 unit for every unit change in Physical Stress, according to the unstandardized coefficient indicating the relationship, which is -0.142.

c. Impact of Physical Stress on Organisational Commitment with Job Position of Gramin Dak Sevaks as Moderating Variable - Model Comparison

48. The Multigroup Analysis Results of the impact of Physical Stress on Organisational Commitment with designation of Gramin Dak Sevaks as Moderating Variable demonstrates that the magnitude of the impact of physical stress on organisational commitment is not statistically different between Branch Post Masters and Assistant Branch Post Masters as the p-value is not significant statistically.

d. Impact of Emotional Stress on Organisational Commitment among Branch Post Masters

49. It can be observed that Branch Post Masters' emotional stress has a major impact on their organisational commitment, as evidenced by the statistical significance of both the standardized (-0.301) and unstandardized (-0.224) coefficients ($P > 0.05$). This means that for every unit change in emotional stress, Branch Post Master's organisational commitment will fall by 0.224 unit.

e. Impact of Emotional Stress on Organisational Commitment among Assistant Branch Post Masters

50. The statistical significance of both the standardized (-0.409) and unstandardized (-0.318) coefficients ($P > 0.05$) indicates that Assistant Branch Post Masters' emotional stress has a significant effect on their organisational

commitment. This indicates that Assistant Branch Post Master's organisational commitment will decrease by 0.318 units for every unit change in emotional stress.

f. Impact of Emotional Stress on Organisational Commitment with Designation of Gramin Dak Sevaks as Moderating Variable - Model Comparison

51. The model comparison result of emotional stress on organisational commitment there is a significant difference in the impact of emotional stress on organisational commitment between Branch Post Masters and Assistant Branch Post Masters. Furthermore, Assistant Branch Post Masters experience higher Emotional Stress related to their designation than do Branch Post Masters.

9.8. Concluding Remarks

The study has identified that the dimensions of job stress include physical stress and emotional stress. The physical stress includes the factors such as role overload, role ambiguity, role conflict and strenuous working conditions. The emotional stress includes the factors such as low status, group pressure, under participation, powerlessness and poor peer relations.

The factors that affect the job satisfaction of Gramin Dak Sevaks be grouped in two major heads. The first one is Compensation and interaction Dynamics and the second one is job environment Dynamics. The monetary and interaction aspects of satisfaction were included in Compensation and interaction Dynamics and the work or job related aspects were included in job environment dynamics. The compensation and Interaction Dynamics of job satisfaction includes the factors such as pay, promotion, fringe benefits, recognition and communication and Job Environment Dynamics of Job satisfaction includes the contributing factors such as nature of work, co-workers, operating conditions, inter personal relationship and job security.

The investigation validates a number of established beliefs, as can be seen from the findings. In particular, the study's findings on job stress, job satisfaction, and organisational commitment offer evidence for the advancement of organisational behavior science and human resources. Theoretically, this research also sheds light on how low job stress and job satisfaction can actually boost organisational commitment. When employees experience low job stress, their job satisfaction increases and their sense of job satisfaction gets stronger, which increases the chance that their organisational commitment will increase.

It is possible to draw the following conclusions from the research and discussion that was conducted: Job stress has a negative and significant effect on organisational commitment, meaning that Gramin Dak Sevaks' level of organisational commitment decreases as job stress increases. The primary element impacting Gramin Dak Sevaks' organisational commitment is job satisfaction, as job satisfaction has a positive and considerable impact on organisational commitment. The relationship between job stress and job satisfaction is negative and significant, meaning that the more stressed out Gramin Dak Sevaks are, the less satisfied they are with their jobs. The relationship between job stress and organisational commitment is mediated by job satisfaction, which implies that if job stress is mediated by job satisfaction, it will have a major effect on organisational commitment. The impact of emotional stress on organisational commitment is moderated by job position, and assistant branch post masters are more emotionally stressed than branch post masters because of their position in the organization.

To improve their quality of life and maintain the efficacy of postal services in rural areas, it is imperative to address the high levels of job stress experienced by GDS. The results of this study highlight the necessity for postal authorities to take prompt action. Enhancing rural working conditions, professional development possibilities, improved compensation, and task management are important areas for improvement. It is possible for the organization to strengthen organizational commitment among GDS employees by putting strategic interventions in place to lessen job stress and increase job satisfaction. It is possible for the organization to

strengthen organizational commitment among GDS employees by putting strategic interventions in place to lessen job stress and increase job satisfaction. As a result, postal services in rural area will be delivered more effectively with better performance and lower turnover rates. Postal officials must acknowledge the gravity of these problems and give Gramin Dak Sevaks' welfare first priority as it is essential to preserving a strong rural postal system.

CHAPTER 10

RECOMMENDATIONS

10.1 Introduction

10.2 Recommendations

10.3 Implications of the Study

10.4 Limitations of the Study

10.5 Scope for Further Research

10.1. Introduction

This chapter includes recommendations derived from the study's findings, theoretical and practical implications, study limitations, and opportunities for further research.

10.2. Recommendations

1. As per the study, the factors of job satisfaction such as compensation and interaction dynamics had a significant effect on the Job Satisfaction of the Gramin Dak Sevaks. The authority should take initiative to increase their Pay and Fringe Benefits as the most important factors contributing to job satisfaction.
2. The government may make sure that remuneration packages, including salary, bonuses, health benefits, and other perks, are competitive and in line with prevailing standards since it has been shown that when work satisfaction increases, organisational commitment also increases.
3. The department should take the initiative to lessen their workload with flexible work hours and offer them pleasant working circumstances as the studies show that job stress increases with age.
4. It indicates that Gramin Dak Sevaks with less than five years are more satisfied with the monetary benefits and the promotion policies of Postal Department. The authorities should implement performance based incentives that acknowledge the contributions of experienced employees and align rewards with their achievements and contributions to the organization.
5. The study indicates that Branch Post Masters are found to be more committed than Assistant Branch Post Masters. For expanding their organisational commitment, organisation should conduct periodical audits of strategies and if required, their suggestions should be implemented. In this way, the essential alterations can be made by changing situation of the organisation. So that they feel like family and more emotionally attached to the organisation.

6. The authority may concentrate on enhancing the entire work environment by addressing the physical work conditions, interpersonal relationships, and organisational support systems since it has been observed that the effect of job stress on organisational commitment decreases when job satisfaction is increased.
7. The department may take initiatives to enhance their skills continuously to keep up with the demanding nature of their work and giving them a certain amount of independence in choosing the methods they use in carrying out the assignment.
8. It indicates their organisational commitment is significantly influenced by emotional stress. The department may create formal recognition and incentive schemes to motivate GDS employees on a regular basis.
9. The Department of Posts should provide regular training to the Gramin Dak Sevaks, which will reduce their physical and emotional stress leads to better job satisfaction and there by improve their commitment towards the organisation increase their commitment.
10. Branch post offices should also be modernized with proper Infrastructure and Information Technology facility in order to create a friendly working environment.
11. The Government should seriously consider granting Civil Servant Status to the Gramin Dak Sevaks. It will resolve the problems related to them to some extent.

10.3. Implications of the study

10.3.1 Theoretical implications

- Job stress, job satisfaction, and organisational commitment were the three pillars that the researcher united in the study; job stress served as the independent variable, job satisfaction as the mediating variable, and organisational commitment as the dependent variable.

- The investigator deeply enters into the job stress and specifically divides the job stress into physical stress and emotional stress. Similar to job stress, job satisfaction was also studied with two angles such as compensation and interaction dynamics and job environment dynamics. So the study significantly contributes to the existing body of knowledge.

10.3.2 Practical implications

- The study indicates that gramian dak sevaks have high job stress. While designing the welfare schemes, the postal department may consider the physical problems as well as emotional stress faced by them in their work place.
- It is identified that enhancing job satisfaction can significantly reduce the negative impact of job stress on organisational commitment.
- So the department of postal services may take measures to reduce the work environment stress faced by gramian dak sevaks by enhancing their job satisfaction through compensation interaction dynamics and job environment dynamics. This will ultimately uplift the commitment towards the organisation.

10.4. Limitations of the study

1. Any recent changes within the postal service organization, such as restructuring, policy changes, or technological updates, could impact the study's findings.
2. The scope of the study is limited to only Gramian Dak Sevaks engaged in Branch Post Offices. Dak Sevaks working in the Departmental Post Offices or Railway Mail Services are excluded from the study.

10.5. Scope for further Research

1. Quality of Work-Life of Gramian Dak Sevaks in Kerala Postal Circle.

2. Job Stress, Job Satisfaction and Organisational Commitment : A Comparative study between Gramin Dak Sevaks and the staff of Private Couriers
3. Job Stress, Job Satisfaction and Organisational Commitment: A study among departmental Employees in Kerala Postal Circle.
4. Job Stress, Job Satisfaction and Organisational Commitment: A study among Railway Mail Service (RMS) in Kerala Postal Circle.

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APPENDIX

QUESTIONNAIRE

Dear Respondent,

This questionnaire is related to an academic work (PhD) on topic “**Job Stress, Job Satisfaction and Organisational Commitment: A study among Gramin Dak Sevaks in Kerala Postal Circle**” Kindly go through these statements and you are required to put \surd mark against the appropriate choice to indicate your response. This information is meant for only research purpose and I assure that the response recorded by you will be kept strictly confidential. Your kind cooperation is solicited for this research work.

Yours faithfully

Bindu.T

(Research Scholar)

P G & Research Department of Commerce
& Management Studies

Sri C. Achutha Menon Government College
Thrissur

I. DEMOGRAPHIC VARIABLES

1	Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female
2	Age	<input type="checkbox"/> 18 -30 <input type="checkbox"/> 31-45 <input type="checkbox"/> 46-65
3	Educational Qualification	<input type="checkbox"/> SSLC /Plus Two <input type="checkbox"/> Under graduate <input type="checkbox"/> Post Graduate <input type="checkbox"/> others
4	Marital status	<input type="checkbox"/> Married <input type="checkbox"/> Unmarried
5	Place of Job	<input type="checkbox"/> Own District <input type="checkbox"/> Other District
6	Post Held	<input type="checkbox"/> BPM – Branch Postmaster <input type="checkbox"/> Assistant Branch Postmaster ABPM
7	Total emoluments in Rs.	<input type="checkbox"/> Less than 10000 <input type="checkbox"/> 10001 – 20000 <input type="checkbox"/> 20001-30000 <input type="checkbox"/> Above 30001
8	Name of your Postal Region	<input type="checkbox"/> Calicut <input type="checkbox"/> Kochi <input type="checkbox"/> Trivandrum
9	Brought up Environment	<input type="checkbox"/> Rural <input type="checkbox"/> Semi Urban <input type="checkbox"/> Urban
10	How long you are working in this post office	<input type="checkbox"/> Less than 5 year <input type="checkbox"/> 5 – 10 years <input type="checkbox"/> 10 -15 years <input type="checkbox"/> More than 15 years
11	Family Structure	<input type="checkbox"/> Small Family <input type="checkbox"/> Medium Family <input type="checkbox"/> Large Family Small family means respondent having 1-2 dependents. Medium family means respondent having 3-4 dependents. Large family means respondent having 5 and above dependents

II. JOB STRESS

The following statements relate to Jo Stress of Gramin Dak Sevaks in Kerala Postal Circle. This information has been sought on the 5 point Likert Scale indicating Strongly Agree (SA), Agree (A) Neutral (N), Disagree (D), and Strongly Disagree (SD). Please place a tick [√] in the boxes given below

Sl No	Statements	SA	A	N	D	SD
Physical Stress						
1	This job requires a lot of work on my part.					
2	Owing to excessive workload, I have to manage with insufficient resources.					
3	Because of my heavy workload, I have to do my assignment quickly.					
4	It's unclear what kind of work and conduct my superiors and coworkers anticipate from me.					
5	Employees give official guidelines and operating procedures the appropriate weight.					
6	My coworkers do freely assist me in resolving official issues.					
7	There is a lack of clarity and appropriate information available on my job role and its results.					
8	My job role has well-defined and well-planned objectives.					
9	Uncertainty and ambiguity over the extent of my authority and jurisdiction prevent me from carrying out my responsibilities with ease.					
10	The new dealing processes and policies become challenging to immediately replace the ones that are currently in use.					
11	My different officers often give contradictory instructions regarding my work.					
12	Officials do not interfere with my jurisdiction and working method.					
13	Making adjustments between official norms and instructions and political influences can occasionally become a complicated problem for me.					
14	I have to do such work as ought to be done by others.					
15	I don't get enough resources or clear instructions for assignments that are entrusted to me.					

16	Due to my heavy workload and lack of time, I am unable to complete my assignments to my satisfaction.					
17	I am unable to dedicate enough time to my household and personal problems since I am too busy with official employment.					
18	I am seldom rewarded for my hard work and efficient performance					
19	Considering the amount of work I do, my pay is lower.					
Emotional Stress						
1	Higher authorities do care for my self- respect.					
2	This job has enhanced my social status.					
3	I frequently feel like my life is more difficult because of my employment.					
4	I have to perform some work against my choice because of specific political/group					
5	Sometimes I have to put in more effort than usual to keep the group conforming.					
6	My opinions are sought in forming important policies of the organization / Departments					
7	Due to political and/or group pressure, I am forced to breach the formal and administrative procedures and policies.					
8	Most of suggestions given by staff are heeded and implemented here.					
9	My assistance is regularly sought in order to resolve administrative issues at the higher level.					
10	My opinion is being sought regarding the modification or alteration of the working circumstances and system.					
11	The employees of this organization/department exhibit a satisfactory level of mutual cooperation and team spirit.					
12	Employee assignments are distributed in accordance with my judgments and directions.					
13	My recommendations for the employees' training programs are taken into consideration.					
14	While appointing me to a significant position, my interests and opinions are appropriately considered.					

15	Some of my coworkers and subordinates make an effort to discredit and paint me in a negative light.					
16	I got ample opportunity to develop my aptitude and proficiency properly.					
17	Even for the difficulties I am extremely skilled at fixing; my advice and assistance are not requested.					
18	I have to work with persons whom I dislike.					

III. JOB SATISFACTION

The following are some of the statements of the variables which may have contributed to your feeling of satisfaction in this job. This information has been sought on the 5 point Likert Scale indicating Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D), and Strongly Disagree (SD). Please place a tick [✓] in the boxes given below showing to what extent each variable contributes to your job satisfaction.

Sl No	Statements	SA	A	N	D	SD
Compensation and Interaction Dynamics						
1	I get decent pay (TRCA) for the job I perform					
2	I am satisfied with the periodical increments in my Pay (TRCA)					
3	The bonus being paid to me is reasonable					
4	I am satisfied with the Combined Duty Allowance being paid at present					
5	My job offers far too few opportunities for promotion.					
6	I am satisfied with the Department's policy of Promotion based on Experience					
7	The Promotion policy based on Departmental Exams is Fair					
8	I am not satisfied with the benefits I receive.					
9	Our benefits are on par with those provided by the majority of comparable organizations					
10	The benefit package we have is equitable.					
11	The monetary benefits associated with the Voluntary discharge Scheme is Reasonable					
12	The monetary aspects associated with the Retirement benefits are satisfactory					
13	My work does not seem to be valued in my opinion.					

14	I am satisfied by the Status of my Occupational position within the Department					
15	The way other people in the Society at large perceive my Job is satisfactory					
16	When compared with Other Organizations, the recognition for good work in My Department is high.					
17	I get good respect and recognition from the villagers in my work area.					
18	I am recognized for my good work by the Department.					
19	The goals of this organization are not clear to me.					
20	I frequently feel as though I am unaware of the organization's current state.					
21	Work assignments are not fully explained.					
22	Communications seem good within this organization and important circulars are sent to my Branch Office regularly					
23	The website of my Department provides complete and updated information about my Job.					
Job Environment Dynamics						
1	At times, I feel like my work has no purpose.					
2	I enjoy the tasks I perform for my job.					
3	Performing my job makes me feel proud.					
4	I enjoy the things I do for a living.					
5	My job enables me to eat food at a proper time and in a relaxed manner					
6	I like the people I work with.					
7	Because of my coworkers' incompetence, I find that I have to put in more effort at work.					
8	I enjoy my co-workers.					
9	There is too much fighting at work					
10	It is challenging to accomplish a decent job because of many of our policies and procedures.					
11	I have too much to do at work					
12	My job involves too much of paperwork					
13	Stationery for the day to day work is regularly provided by my Account Office					

14	I feel my Superior is Competent at doing his/her job					
15	My Superior is easily approachable					
16	My work is periodically evaluated by my Superiors					
17	I feel Secure in my present Job					
18	The Government's policy of not granting Civil Servant Status to GDSs is fair					
19	I am satisfied with the prevailing Grievance Redressal system of the Department					

IV. ORGANISATIONAL COMMITMENT

The following statements relate to Organisational Commitment of Gramin Dak Sevaks in Kerala Postal Circle. This information has been sought on the 5 point Likert Scale indicating Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D), and Strongly Disagree (SD). Please place a tick [√] in the boxes given below.

Sl No	On my Present job	SA	A	N	D	SD
Affective Commitment						
1	I would be very happy to spend the rest of my career with this organization.					
2	I enjoy discussing my organization with people outside it.					
3	I really feel as if this organization's problems are my own.					
4	I think that I could easily become as attached to another organization as I am to this one					
5	I do not feel like 'part of the family' in my organization					
6	I do not feel 'emotionally attached' to this organization.					
7	This organization has a great deal of personal meaning for me					
8	I do not feel a strong sense of belonging to my organization					
Continuance Commitment						
1	I am not afraid of what might happen if I quit my job without having another one lined up.					
2	It would be very hard for me to leave my organization right now, even if I wanted to.					
3	My life would be disrupted too much if I decide to leave this organization now					
4	It would be too costly for me to leave this					

	organization in the near future					
5	Right now, staying with my organization is a matter of necessity as much as desire					
6	I feel I have too few options to consider leaving this organization.					
7	I cannot think of leaving this organization as the available employment alternatives are scarce					
8	I feel that another organization cannot provide the overall benefits I have here					
Normative Commitment						
1	I think that people these days move from one organization to another organization too often					
2	I do not believe that a person must always be loyal to his or her organization.					
3	Jumping from organization to organization does not seem at all unethical to me					
4	One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.					
5	If I got another offer for a better job elsewhere I would not feel it's wrong to leave this organization					
6	I was taught to believe in the value of remaining loyal to one organization.					
7	Things were better in the days when people stayed with one organization for most of their career					
8	I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore.					

Thank you for providing your valuable inputs to complete this survey.

Bindu.T