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IMPACT OF DIGITALIZATION ON TRADITIONAL POSTAL SERVICES OF EMPLOYEES ON ROLE

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ABSTRACT
This research looks at how digitalisation affects traditional postal services as well as how it shapes employee in the Kanyakumari district. Key elements influencing the effect include the change in traditional mail handling, expansion in e-commerce, better efficiency, new service launch, and employee digital tool adoption. Supported by solid regression analysis pointing out important variables, the research shows a substantial positive link between these variables and employee' opinions of digital transformation. The results imply that guaranteeing a seamless transition to digitalised operations depends critically on the implementation of focused training programs, thorough technical support, encouragement of ongoing learning, and a friendly work environment. These steps seek to improve employee happiness and service performance, thereby benefitting consumers and employee in the changing digital background.

Keywords: *Digitalisation, Postal services, Post-office*

INTRODUCTION
The development of digitalisation has brought about significant changes in a number of industries, including traditional postal services. This research examines the many ways in which digitalisation has affected the tasks and responsibilities of postal service personnel in the Kanyakumari district. Digitalisation brings in new technology and digital tools that change the way things are done, which affects how work is divided, how efficient things are, how customers are treated, and how satisfied employees are. This shift brings both possibilities and problems, especially in how diverse demographic groups within the workforce—such as differing age ranges and gender—adapt to and interpret these changes. The goal of the research is to reveal these dynamics, offering insights into the causes that are driving digital transformation and the resulting consequences on the responsibilities of employee. This study aims to provide practical suggestions that will make transitions easier, increase employee happiness, and improve service delivery in the digital age by conducting a thorough investigation.

REVIEW OF LITERATURE
India launched the Digital India Campaign to enhance communication between the government and the public through digitisation, aiming to provide essential services conveniently (Vijayan, 2019). In 2008, the "Project Arrow" initiative was launched to renovate and computerise post offices, with over ten thousand modernised under the X1th plan (Samal, 2013). Research suggests improving employees'

technical skills through sufficient training and innovative methods to address the issue of lacking technical skills (Bhuvaneshwari, 2022). Adopting technology and offering services at a fair price are proposed to improve customer satisfaction, providing financial stability by fulfilling customers' demands and requirements (Charusheela Birajdar, 2016).

The postal service sector is undergoing an unavoidable digital change as part of the innovation, digital age, and Sector 4.0 (Miroslava Boneva, 2018). Communication technologies are blurring the barrier between traditional mail and electronic communication. As a result, digitisation has a significant effect on the growth of the postal market in several nations (Mária Matúšková, Lucia Madleňáková, 2016). As customers and businesses are increasingly adopting digital processes in various fields, the technological advancement of traditional postal services is accelerating. Customers are drawn to the convenience, speed, and reduced prices these digital processes provide (Dimcheva, 2016). Digital transformation involves the use of sophisticated technologies like cloud computing, AI, big data, and e-commerce solutions to enhance service quality and operational efficiency (Otsetova, 2019).

Digital transformation is a complex process requiring a fundamental change in organisational culture and varies for each postal operator (Otsetova, 2019). Digital transformation faces challenges such as technology limits, infrastructural issues, and skill shortages, but also presents opportunities for new business models and improved operational efficiency (Anvarovna, 2022). Digital postal services offer new sources of income and opportunities to branch into financial services, e-business applications, and e-commerce support, becoming increasingly important in the digital economy (Kollara, 2017).

In many countries, the postal sector is the second-largest contributor to financial inclusion and has the broadest network connecting the most rural areas (Anna Otsetova, Ekaterina Dudin, 2018). Approximately 1.5 billion individuals globally use postal operators to transfer money, pay their bills, or receive social benefits (Clotteau & Measho, 2016). Even in the modern information society defined by digital technology, postal services play a vital role in the global economy, serving as a link between the virtual and physical worlds (Švadlenka, Dobrodolac, & Blagojevid, 2016).

OBJECTIVES OF THE STUDY

- To examine the Factors behind the impact of Digitalization on Traditional Postal Services
- To investigate the Opinion of Employees on Transformation of Digitalization of Postal Services
- To evaluate relation between the Demographic factors of the employees and Digitalization on Traditional Postal Services

HYPOTHESIS OF THE STUDY

H1: *There is a positive relation between Factors behind the impact of Digitalization on Traditional Postal Services and Opinion of Employees on Transformation of Digitalization of Postal Services*

RESEARCH PROBLEM

The growing digitalisation of traditional postal services has changed postal personnel' duties and responsibilities, creating a key research challenge. Advanced technologies, digital tools, and automated processes have disrupted workflows and pushed individuals to learn new skills and adapt to changing work environments. Despite the potential advantages of better productivity and customer service, many employee struggle to adapt, especially those with little technical competence or those reluctant to change. This study issue examines how digitalisation affects employee' responsibilities, the challenges to adaption, and the measures required for a successful transition. This issue must be addressed to ensure that personnel are well-equipped to handle the digital world, retain job satisfaction, and provide high-quality postal services.

RESEARCH QUESTIONS

Q1: *What are the key factors driving the impact of digitalization on traditional postal services?*
Q1: *What is the opinion of postal service employees regarding the transition to digitalized operations?*
Q1: *Are there significant differences in the demographic factors of employees regarding the impact of digitalization?*

RESEARCH METHODOLOGY

In order to conduct a complete assessment of the elements that are driving the influence of digitalisation on traditional postal services, a quantitative research approach will be adopted for the purposes of this study. This approach will allow for the collection and analysis of numerical data, which will then make

it possible to test hypotheses and reach conclusions. ***Sampling***
Simple random sampling will be utilised to acquire a representative sample of post office employee. The sample will be divided by age, gender, and experience to acquire a diversity of employee opinions. Of 250 questionnaires, 217 (86.8%) were completed and returned. 24 (9.6%) surveys were incomplete and 9 (3.6%) were lost. Therefore, the research sample size was 217.

Instrument Development

A questionnaire created for Kanyakumari District post-office employee will be the main data collection tool. A variety of questions will be asked in the survey to collect quantitative data with more detailed replies for a full understanding. Respondents' survey item agreement will be assessed using a five-point Likert scale. The scale will range from 1 (Strongly Disagree) to 5 (Strongly Agree). To discover issues on clarity, relevance, and length, a small number of participants will test the survey instrument. The pre-test will inform the final survey revisions. The research carefully creates and evaluates the survey instrument to gather reliable and accurate data on how digitalisation affects traditional postal services.

Data Collection

Post-office employee will be asked to fill out questionnaires that will be provided to them as part of the data collection process. To study the aspects that contribute to the effect of digitalisation on traditional postal services, secondary data from academic journals, sector papers, government publications, social media, and surveys may be utilised. This information allows researchers to draw on earlier findings and trends in order to establish new investigations.

DATA ANALYSIS

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

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

Particulars		**Frequency (n=217)**	**Percent**
Age	Below 25 years	21	9.7
	25 years - 35 years	57	26.3
	35 years - 45 years	52	24.0
	45 years - 55 years	68	31.3
	55 years and above	19	8.8
Gender	Male	95	43.8
	Female	122	56.2
Years of Service in Postal Services	Less than 1 year	60	27.6
	1-5 years	37	17.1
	5-10 years	59	27.2
	More than 10 years	61	28.1

Source: Primary data

Table 1 shows the demographics of 217 Postal Service employee. The age distribution of employee is 9.7% under 25, 26.3% 25–35, 24.0% 35–45, 31.3% 45–55, and 8.8% 55+. The employee gender distribution is 43.8% male and 56.2% female. The Postal Services has 27.6% employees with less than 1 year of service, 17.1% with 1-5 years, 27.2% with 5-10 years, and 28.1% with more than 10 years.

Table:2. t test for Gender of Postal Service Employees and Digitalization on Traditional Postal Services

Particulars	**Gender**	**N**	**Mean**	**Std. Deviation**	**t-test for Equality of Means**		
					t	**df**	**Sig. (2-tailed)**
Factors behind the impact of Digitalization on Traditional Postal Services	Male	95	39.66	3.475	0.071	215	0.043*
	Female	122	39.69	3.418			
Opinion of Employees on Transformation of Digitalization of Postal Services	Male	95	26.14	2.365	0.001	215	0.000**
	Female	122	26.14	2.379			

Source: Statistically analysed data

Table 2 shows the gender-segmented t-test findings of digitalization's influence on traditional postal services. For the element of digitalization's influence on traditional postal services, male employee (N=95) scored 39.66 with a standard deviation of 3.475, while female employees (N=122) scored 39.69 with 3.418. The t-test for equality of means showed a significant difference ($p < 0.05$) with a t-value of 0.071, 215 degrees of freedom, and a significance (2-tailed) value of 0.043.

Male and female employee (N=95 and N=122) had similar mean scores of 26.14 on postal service digitalisation. The standard deviation was 2.365 for men and 2.379 for women. The equality of means t-test showed a significant difference ($p < 0.01$) with a t-value of 0.001, 215 degrees of freedom, and a very significant (2-tailed) value of 0.000.

Table:3. One-way analysis for Age of Postal Service Employees and Digitalization on Traditional Postal Services

Particulars		Sum of Squares	df	Mean Square	F	Sig.
Factors behind the impact of Digitalization on Traditional Postal Services	Between Groups	1.654	4	0.414	0.034	0.008**
	Within Groups	2547.406	212	12.016		
	Total	2549.060	216			
Opinion of Employees on Transformation of Digitalization of Postal Services	Between Groups	4.507	4	1.127	0.198	0.039*
	Within Groups	1206.774	212	5.692		
	Total	1211.281	216			

Source: Statistically analysed data

Table 3 shows the findings of a one-way analysis of variance (ANOVA) on the influence of digitalisation on traditional postal services by employee age. The between-groups sum of squares for digitalisation factors is 1.654 with 4 degrees of freedom, yielding a mean square of 0.414. The within-groups total of squares is 2547.406 with 212 degrees of freedom and a mean square of 12.016. At a significance level of 0.008, the F-value of 0.034 indicates a significant difference between age groups ($p < 0.01$). The between-groups sum of squares for employee' opinions on postal service digitalisation is 4.507 with 4 degrees of freedom, resulting in a mean square of 1.127. The within-groups total of squares is 1206.774 with 212 degrees of freedom and 5.692 mean square. A significant difference between age groups is shown by the F-value of 0.198, with a significance level of 0.039 ($p < 0.05$).

Table:4. One-way analysis for Age of Postal Service Employees and Digitalization on Traditional Postal Services

Particulars		Sum of Squares	df	Mean Square	F	Sig.
Factors behind the impact of Digitalization on Traditional Postal Services	Between Groups	8.788	3	2.929	0.246	0.864
	Within Groups	2540.271	213	11.926		
	Total	2549.060	216			
Opinion of Employees on Transformation of Digitalization of Postal Services	Between Groups	8.078	3	2.693	0.477	0.699
	Within Groups	1203.203	213	5.649		
	Total	1211.281	216			

Source: Statistically analysed data

Table 4 shows the findings of a one-way analysis of variance (ANOVA) on the influence of digitalisation on traditional postal services by employee age. The between-groups sum of squares for digitalization's influence on traditional postal services is 8.788 with 3 degrees of freedom, resulting in a mean square of 2.929. The within-groups total of squares is 2540.271 with 213 degrees of freedom,

yielding 11.926 mean square. No statistically significant difference exists across age groups, since the F-value is 0.246 and the significance threshold is 0.864. The between-groups sum of squares for employee attitudes on postal service digitalisation is 8.078 with 3 degrees of freedom, yielding a mean square of 2.693. The within-groups total of squares is 1203.203 with 213 degrees of freedom and 5.649 mean square. According to the F-value of 0.477 and the significance threshold of 0.699, there is no statistically significant difference across age groups.

Table:5. Intercorrelation matrix for Factors behind the impact of Digitalization on Traditional Postal Services and Opinion of Employees on Transformation of Digitalization of Postal Services

Particulars		Factors	Opinion
Factors	Pearson Correlation	1	0.867*
	Sig. (2-tailed)		0.014
Opinion	Pearson Correlation		1
	Sig. (2-tailed)		

Note: *. Correlation is significant at the 0.05 level (2-tailed)

Table 5 shows the intercorrelation matrix for the elements affecting traditional postal services and employee perceptions on digitalization's development. Their Pearson correlation value is 0.867, showing a high positive association. This connection is statistically significant at 0.05 with a two-tailed Sig. of 0.014. This indicates a considerable positive correlation between employee' perceptions of digitalization's influence on traditional postal services and their views on its evolution. Therefore, when employee see greater digitalisation aspects, their attitudes on postal service change due to digitalisation are likewise more positive.

Table:6. Regression Analysis- R Square – Factors behind the impact of Digitalization on Traditional Postal Services

R	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
0.921[a]	0.886	0.865	2.737

Source: Statistically analysed data

a. Predictors: (Constant), Decline in Traditional Mail, Growth in E-Commerce, Improved Efficiency, Enhanced Customer Service, New Services, Environmental Impact, Employee Adaptation

b. Dependent Variable: Factors

A regression study of variables and factors affecting digitalization's influence on traditional postal services is shown in table 6. Traditional mail decrease, e-commerce growth, efficiency, customer service, new services, environmental effect, and employee adaptability are predictions. Correlation coefficient R = 0.921 implies a significant link between predictors and dependent variable. The R Square score is 0.886, indicating that the variables explain 88.6% of the variation in digitalization's influence on traditional postal services. The modified R Square value of 0.865 shows that even after controlling for predictors, a significant percentage of the variation is still accounted for. Standard error of the estimate is 2.737, indicating regression model prediction accuracy.

Table:7. Regression Analysis - Factors behind the impact of Digitalization on Traditional Postal Services

Particulars	**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
Regression	983.240	7	140.463	18.748	0.000**
Residual	1565.820	209	7.492		
Total	2549.060	216			

Source: Statistically analysed data

A regression analysis of variables and factors affecting digitalization's influence on traditional postal services is shown in table 7. The regression analysis shows a mean square of 140.463 and a sum of squares of 983.240 with 7 degrees of freedom. The residual sum of squares is 1565.820 with 209 degrees of freedom, yielding a mean square of 7.492. Regression model significance is shown by the F-value, 18.748. The significance level (Sig.) is 0.000, with two asterisks, indicating a very significant model ($p < 0.01$). This shows that the variables largely explain the diversity in digitalization's influence on

traditional postal services.

Table:8. Regression Analysis- Significance - Digitalization on Traditional Postal Services

Particulars	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	39.280	2.517	-	15.609	0.000**
Decline in Traditional Mail	-0.502	0.195	-0.162	2.567	0.011*
Growth in E-Commerce	0.903	0.203	0.274	4.456	0.000**
Improved Efficiency	-0.461	0.193	-0.142	2.385	0.018*
Enhanced Customer Service	-0.526	0.200	-0.153	2.631	0.009**
New Services	-1.210	0.210	-0.335	5.766	0.000**
Environmental Impact	1.443	0.238	0.383	6.058	0.000**
Employee Adaptation	0.795	0.336	0.151	2.368	0.019*

Source: Statistically analysed data

Table 8 shows the regression analysis of variables affecting digitalization's influence on traditional postal services. Each predictor has unstandardised coefficients (B), standard errors, standardised coefficients (Beta), t-values, and significance levels (Sig.).

The constant's unstandardised coefficient (B) of 39.280, standard error of 2.517, and t-value of 15.609 indicate significant results ($p < 0.01$).

This regression study examines how many variables affect traditional postal service digitalisation. Traditional Mail decline has a substantial negative impact, with an unstandardised coefficient of -0.502, standard error of 0.195, Beta of -0.162, t-value of 2.567, and significance level of 0.011 ($p < 0.05$).

E-Commerce growth has a considerable positive influence, with an unstandardised coefficient of 0.903, standard error of 0.203, Beta of 0.274, t-value of 4.456, and significance level of 0.000 ($p < 0.01$).

A substantial negative impact of Improved Efficiency is shown by a negative unstandardised coefficient of -0.461, standard error of 0.193, Beta of -0.142, t-value of 2.385, and significance level of 0.018 ($p < 0.05$).

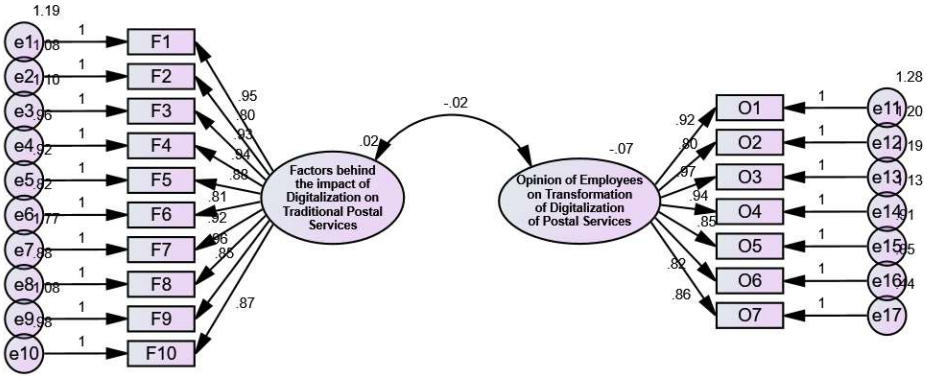
A substantial negative impact of Enhanced Customer Service is shown by a negative unstandardised coefficient of -0.526, standard error of 0.200, Beta of -0.153, t-value of 2.631, and significance level of 0.009 ($p < 0.01$).

New Services has a substantial negative impact, with an unstandardised coefficient of -1.210, standard error of 0.210, Beta of -0.335, t-value of 5.766, and significance level of 0.000 ($p < 0.01$).

Environmental Impact has a considerable positive impact, with an unstandardised coefficient of 1.443, standard error of 0.238, Beta of 0.383, t-value of 6.058, and significance level of 0.000 ($p < 0.01$).

A substantial positive impact of employee adaptation is shown by a positive unstandardised coefficient of 0.795, standard error of 0.336, Beta of 0.151, t-value of 2.368, and significance level of 0.019 ($p < 0.05$).

Figure:1. Measurement Model of Digitalization on Traditional Postal Services



The model (Figure 1) demonstrates a modest negative correlation between the two latent variables, -0.02. Each error term has a route coefficient of 1, with variances like 1.19 for e1 and 1.28 for e11. This model shows how many elements and employee perspectives affect digitalization's influence and

change of traditional postal services.

Table:9. Measurement Model of Digitalization on Traditional Postal Services

Item(s)	Factor Item	CFA Loading	Cronbach α (Item wise)	Composite Reliability (CR)	AVE
Factors behind the impact of Digitalization on Traditional Postal Services					
Decrease in Traditional Mail Handling	F1	0.950	0.846	0.967	0.746
Technological Proficiency	F2	0.800	0.930		
Customer Service Skills	F3	0.930	0.821		
Automation	F4	0.940	0.869		
Data Management	F5	0.880	0.824		
Digital Services	F6	0.810	0.892		
E-commerce Support	F7	0.920	0.897		
Remote Work	F8	0.960	0.815		
Flexible Work Arrangements	F9	0.850	0.850		
Continuous Learning	F10	0.870	0.887		
Opinion of Employees on Transformation of Digitalization of Postal Services					
Decline in Traditional Mail	O1	0.920	0.955	0.961	0.781
Growth in E-Commerce	O2	0.800	0.898		
Improved Efficiency	O3	0.970	0.849		
Enhanced Customer Service	O4	0.940	0.921		
New Services	O5	0.850	0.886		
Environmental Impact	O6	0.820	0.827		
Employee Adaptation	O7	0.860	0.844		

Source: Statistically analysed data

Various variables of digitalization's influence on traditional postal services are assessed. The Decrease in Traditional Mail Handling (F1), with a CFA loading of 0.950, Cronbach's α of 0.846, composite reliability of 0.967, and AVE of 0.746, strongly correlates with the underlying concept. Good internal consistency and reliability are indicated by high Cronbach's α and CR values, whereas AVE suggests a considerable fraction of variation explained by the factor. Technological Proficiency (F2) is very reliable with a CFA loading of 0.800 and a Cronbach's α of 0.930. Customer Service Skills (F3) has a CFA loading of 0.930 and a Cronbach's α of 0.821. Automation (F4) has a CFA loading of 0.940 and a Cronbach's α of 0.869. Data Management (F5) has a CFA loading of 0.880 and a Cronbach's α of 0.824. Digital Services (F6) has a CFA loading of 0.810 and a Cronbach's α of 0.892. E-commerce Support (F7) is indicated by a CFA loading of 0.920 and a Cronbach's α of 0.897. Remote Work (F8) has a 0.960 CFA loading and 0.815 Cronbach's α. Flexible Work Arrangements (F9) have a CFA loading of 0.850 and a Cronbach's α of 0.850. Continuous Learning (F10) has a CFA loading of 0.870 and a Cronbach's α of 0.887. These reliable and accurate articles illustrate the key elements impacting postal services' digitalisation. The Decline in Traditional Mail (O1) item, with a CFA loading of 0.920, Cronbach's α of 0.955, composite reliability of 0.961, and AVE of 0.781, demonstrates strong reliability and relationship with the underlying factor in employee opinions on digitalisation in postal services. Growth in E-Commerce (O2) has a CFA loading of 0.800 and a Cronbach's α of 0.898. Improved Efficiency (O3) is indicated by a CFA loading of 0.970 and a Cronbach's α of 0.849. Enhanced Customer Service (O4) has a CFA loading of 0.940 and a Cronbach's α of 0.921. New Services (O5) has a CFA loading of 0.850 and a Cronbach's α of 0.886. Environmental Impact (O6) is indicated by a CFA loading of 0.820 and a Cronbach's α of 0.827. Employee Adaptation (O7) has a CFA loading of 0.860 and a Cronbach's α of 0.844. These assessments show strong internal consistency and construct validity, proving that the items accurately measure the underlying components linked to digitalisation and postal service change. Model robustness is supported by significant CFA loadings and Cronbach's α values.

SUGESTIONS AND DISCUSSIONS

The research on the impacts of digitalisation on traditional postal services among employee in Kanyakumari district provides important information on the demographics of the employees and how

digitalisation affects various groups of employees in different ways. It is worth mentioning that there are major disparities in the way that digitalisation affects employee depending on their age and gender. Younger employees and women demonstrate better levels of adaption and satisfaction. The reduction in traditional mail handling, the expansion of e-commerce, better efficiency, greater customer service, innovative services, and employee adaptability are all key aspects that influence the effect and play vital roles. The substantial positive association between the elements that drive digitalisation and the perspectives of employee on its transformation highlights the significant impact of digitalisation. Regression analysis also emphasises important factors, such as the decrease in traditional mail and the increase in e-commerce, which account for a large portion of the variation. The recommendations that stem from these findings include the implementation of targeted training programs, the provision of robust technical support, the establishment of continuous learning opportunities, the development of incentive and recognition programs, the creation of a feedback mechanism, the promotion of a supportive work environment, the prioritisation of customer-centric digital solutions, and the formulation of a structured change management plan. The purpose of these suggestions is to improve employee happiness and service performance, therefore facilitating a seamless transition into the digital age.

CONCLUSION

Traditional postal services have been digitalised, affecting Kanyakumari district employee' functions differently by age and gender. Younger employee and women have adapted and enjoyed the digital transformation more. The reduction in traditional mail handling, increase in e-commerce, greater efficiency, customer service, new services, and employee adaption to digital technologies are driving the effect. The substantial association between these characteristics and employee' perspectives shows digitalization's widespread impact. Targeted training, robust technical support, continuous learning, incentive and recognition programs, structured feedback, a supportive work environment, and a clear change management plan improve employee satisfaction and service delivery, according to the study. These steps can ease the digitalisation shift for employee and consumers.

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