

An Empirical Study on the Attitude of Gramin Dak Sevaks Towards Job Satisfaction – A Comparative Study of Shivamogga and Belagavi Districts in Karnataka State

Veera Shivananda Kumar Sishta,

Research Scholar,
JSS Research Foundation,
Mysore, Karnataka, India.

Dr. Shankarappa. S,

Research Guide,
JSS Research Foundation,
Mysore, Karnataka, India.

ABSTRACT

For more than 150 years, India Post, formerly known as the Department of Posts (DOP) has been the backbone of the country's communication and has played a crucial role in the country's socio-economic development. The Department of Posts, with its network of over 1,54,800 Post Offices, is the largest postal network in the world out of which 1,29,424 (83.60%) are in the rural areas. The day to day affairs of majority of these Rural Post Offices are managed by Gramin Dak Sevaks. Though these Gramin Dak Sevaks are not considered as Civil Servants in the Department, yet, their service is indispensable. Their Job Satisfaction is very vital for the survival of the Department of Posts. The present study examined the Job Satisfaction level of Gramin Dak Sevaks of Shivamogga District and Belagavi Districts of Karnataka. The sample consisted of 100 Gramin Dak Sevaks taken from both these districts. The Primary data was collected through Questionnaires administered to these selected Gramin Dak Sevaks and Secondary data was collected through various websites. Simple percentage method, Garrett ranking and Rotated Factor Analysis was applied to examine the significance of the Hypothesis framed. The results reveal that Pay and allowance factors are the most crucial factors in determining job satisfaction in Shivamogga and Belagavi districts and that Social Recognition factors related to inside the Department are more influential compared to factors outside the Department in determining Job Satisfaction of Gramin Dak Sevaks.

Keywords: India Post, Postal Network, Rural Post Offices, Gramin Dak Sevaks, Job Satisfaction.

INTRODUCTION:

The Department of Posts (DoP), generally termed as “India Post” functions under is a part of Ministry of Communication and Information Technology, Government of India. The reach of India Post is such that it owns the world's highest post office, which is positioned at 15,500 feet at Hikkim, a part of the Lahaul and Spiti district in Himachal Pradesh. The Indian postal network operates through more than 1,54,800 post offices through 566000 employees, which is the largest postal network in the world. The Department of Posts with the implementation of improved end to end IT modernization projects is providing the best-in-class customer services, delivery services and operational proficiencies. Now, through the license issued by RBI, it is venturing into banking services and is offering payment services and has become the third of its kind in India to startup its own Payments Bank. It is also offering Government sponsored schemes such as Atal Pension yojana, PMJJBY (Pradhan Mantri Jeevan Jyoti Bima Yojana), PMSBY (Pradhan Mantri Suraksha Bima Yojana), With the adoption of latest technology it is replacing its old Money Order system with eMO (Electronic Money Order) service and iMO (Instant Money Order) service. The other innovative services include facilitating inward IMTS (International Money Transfer System), distribution of Mutual Funds,

opening of NPS (National Pension System) accounts, offering of plethora of Savings Schemes, insurance coverage to letters and parcels, a wide range of Mail Services, Gramin Dak Sevak (GDS) is the name of the post present in Branch Offices of the Department of Posts. These Branch Post Offices which constitute more than 70% of total Post Offices are present mostly in the Rural areas. For every Branch Post Office, there is a Branch Postmaster designated as GDSBPM and other Gramin Dak Sevaks who are designated as Assistant Branch Postmaster. In some Branch Post Offices, the GDSBPM himself performs both the functions of BPM as well as Assistant Branch Postmaster. These Gramin Dak Sevaks were hitherto called as Extra Department Agents. Though the Gramin Dak Sevaks are the back bone and an indispensable part of the World's Largest Postal System, yet, the Government has not accorded them the status of Civil Servant. So, technically speaking, they are not Government Employees.

LITERATURE REVIEW:

Musharaff (2000) conducted a comparative study of job satisfaction of commercial bank employees in Bangladesh. The study was designed with a view to investigate the satisfaction of commercial bank employees and its consequences on related issues. A total number of 450 commercial bank employees from both the public and private sectors were randomly selected. The results revealed that the public sector bank employees were in a better position in terms of their job satisfaction than the private sector bank employees and the executives were more satisfied than the non-executives. It was also found that job satisfaction had significant positive correlation with performance but significant negative correlation with job stress and propensity to quit propensity to quit the job.

Richmond and McCroskey (2000), in their study established that employees' job satisfaction is resulted in positive outcomes of the organization as a whole. They argued that supervisors' positive behaviour increased employees' job satisfaction, and created a positive effect on organizational functioning. It was also found that the employees, who linked their immediate supervisors, had greater motivation towards their work and more satisfaction in the work.

Trylor.H (2000) suggested that job satisfaction is directly related to company's investment in employees' well being. When an organization cares for its employees, it definitely gets their support in reward. Organizational are investment in employees' well being results in the higher satisfaction of the employees.

Vigoda (2000) stated that perception of organizational politics was found to have negative relationship in job attitude, a positive relationship with intention to leave the job, and a stronger positive relationship with negligent behaviour, a weak negative relationship was found between perception of organizational politics and employment performance as reported by the supervisors.

Bruck (2002) examined whether there would be differential relationship across the job satisfaction facets. These tests revealed no significant differences across the facets for any of the conflict measures. These results provide important implications for the practitioners who are implementing organizational interventions designed to combat work family conflict. In a study on work ethics of the industrial work force in the selected public and private sector enterprises in Kerala, found that the workers in the private sector are not satisfied with the reward system, as compared to their counterparts in the public sector.

Lies and Judge (2003)¹³ attempted to identify personality traits that might mediate the relationship between genetics and job satisfaction. They found that personality traits only partially mediated this relationship and suggested that perhaps other heritable traits, such as intelligence, may better explain this relationship.

Rao in his article stated that reward systems have undergone a sea change since globalization. In today's talent market place, one can retain one's best people only by differentiating in their favour and by offering a mix of monetary and non-monetary rewards. Through the key is not to reward high. It has reward the right people in the right way.

Pillai (2010) indicated the willingness of IT employees to exert high levels of discretionary effort – put in extra hours to solve a problem, make suggestions for improving processes and generally seek to play a key role in the organization. Tech workers are under constant pressure to keep up and want to be in service where they can learn and grow.

Kaur (2010) in her study aimed at finding the level of job satisfaction of college teachers of Punjab with respect to area, gender and type of institution. The study revealed that rural college teachers were more satisfied as compared to urban college teachers, because of their low expectations. Furthermore, government owned college teachers were more satisfied than government aided and self-financed college teachers. She also states that higher socio economic status and level of life satisfaction too encourage the college teacher for higher level of job satisfaction.

Wuand Wang (2010) suggest the importance of taking personality variables into consideration during the process of evaluating job satisfaction. Job satisfaction should not only be related to extrinsic factors but also associated with individual differences of dispositional tendency. Nurses with positive evaluation and

expectation towards self and others tend to report higher job satisfaction.

Jain (2010) analysed the impact of liberalization on HRM practices in public sector banks over a period of almost two decades. Variables were measured and conclusions were drawn striking a blend between micro level changes and their consequent impact on banking operations. Majority of the respondents agreed that the primary reasons for improving the productivity post liberalization of IT, Infrastructure, competition in the market place and outsourcing back office functions.

Chopra and Khan (2010) states that job satisfaction is a complex and multifaceted concept, which can mean different things to different people. The Link between job satisfaction and performance may prove to be a spurious relationship, instead, both satisfaction and performance are the result of personality. Hence the behavioural aspect of HRM has to be kept in mind by the organizational decision makers.

STATEMENT OF THE PROBLEM:

No previous literature is available regarding the Job Satisfaction of Postal Employees in general and Job Satisfaction of Gramin Dak Sevaks (GDS) in particular. Further, not much study has been done on Department of Posts itself which is more than 150 years old and also one of the Premier Government Departments. Satisfied life along with decent living is the primary motto of today's employees where personal satisfaction of any employee depends on the satisfaction derived from his respective job.

With the vision to make India Post's products and services as the first choice of the customers and the mission of providing high quality mail, parcel and related services inside and outside the country, India Post is under the process of transformation today through series of challenges confronting its activities and making communication systems to be more effective and efficient. In this context, it is necessary to study the commitment of the Department of Posts in providing challenging and rewarding career for its employees on one hand and on the other hand, assessing the success rate of the same through measuring the level of Job satisfaction of the employees. Hence, the present study makes an effort to examine the Social recognition of Gramin Dak Sevaks both inside and outside the Department and further to identify and analyse the factors involved in Job satisfaction of Gramin Dak Sevaks in the districts of Shivamogga and Belagavi of Karnataka State.

OBJECTIVES OF THE STUDY:

The tentative objectives of the present study are as under:

- 1) To assess Social Recognition of Gramin Dak Sevaks within and outside their Organizational structure.
- 2) To identify crucial Job satisfaction factors among Gramin Dak Sevaks and
- 3) To provide suggestive measures to enhance the Job satisfaction and Job performance of Gramin Dak Sevaks.

HYPOTHESIS OF THE STUDY:

The Hypothesis of the present study are as under:

H₁: Social Recognition factors related to inside the Department are more influential when compared to factors outside the Department in determining Job Satisfaction of Gramin Dak Sevaks

H₂: Monetary gratification, Fringe benefits and Job security have higher level of influence when compared to Personal Relationship and Promotional factors of Job Satisfaction of Gramin Dak Sevaks.

RESEARCH METHODOLOGY:

a) Study Area:

The present study is carried out in Shivamogga and Belagavi districts of Karnataka state, India.

b) Data Types and Sources:

The present study is conducted considering Primary data collected through Questionnaire from Gramin Dak Sevaks working in Shivamogga and Belagavi districts of Karnataka state. However, necessary Secondary data is taken from various websites and annual reports .

c) Sample Design (Size and Method):

The present study has the sample size of 100 respondents, 50 respondents each selected from Shivamogga and Belagavi districts. Respondents are selected randomly from these districts.

d) Data Analysis Tools and Techniques:

Simple percentage method is employed to analyse the Secondary data collected for the present study. Further, through Garrett ranking method, factors related to Social Recognition in and outside the Department is

studied. Similarly, Rotated Factor analysis and Clustering of statement are carried out to categorise the factors influencing Job satisfaction into various components according to their ability to explain the variance.

ANALYSIS AND INTERPRETATION:

In any Organisation, Job satisfaction is influenced by various factors both inside and outside the organisation. Postal Department is also not an exception to it. As such, during survey, various factors influencing Job satisfaction among the Gramin Dak Sevaks were observed during data collection from Shivamogga and Belagavi districts. After analyzing these factors, Garret ranking was then applied. The results after applying the Garret ranking is presented in Table 1. Table 2 presents the factors influencing the Job Satisfaction of Gramin Dak Sevaks of both the districts. Rotated Factor Analysis of these Factors influencing Job Satisfaction of Gramin Dak Sevaks of both these districts are presented in Table 3 and based on Table 3, Clustering of Statements into Factors is presented in Table 4.

Table 1: Garrett ranking of Social Recognition influencing Job Satisfaction

Factors	Shivamogga			Belagavi			Overall		
	Total Score	Mean Score	Rank	Total Score	Mean Score	Rank	Total Score	Mean Score	Rank
Job helps in getting respect and social recognition from the department staff	2730	54.60	1	2715	54.30	1	5445	54.45	1
Job helps in getting respect and recognition from the society	2415	48.30	7	2130	42.60	9	4545	45.45	9
Occupational position /status within the organization	2670	53.40	2	2630	52.60	3	5300	53.00	3
Occupational position /status outside the organization	2400	48.00	8	2545	50.90	6	4945	49.45	6
Getting recognition from higher authorities	2630	52.60	3	2615	52.30	5	5245	52.45	4
Awards given to increase the status	2435	48.70	6	2415	48.30	7	4850	48.50	7
Privileges and facilities provided by the department	2625	52.50	4	2695	53.90	2	5320	53.20	2
Personal relations and communications within the organization	2455	49.10	5	2620	52.40	4	5075	50.75	5
Personal relations and communications outside the organization	2380	47.60	9	2285	45.70	8	4665	46.65	8

Source: Primary Data

The data in the above table presents Garrett ranking with regard to Social recognition of GDS in Shivamogga and Belagavi districts. As such, from the data in the above table it is observed that there exists similar trend regarding factors related to Social recognition of GDS in both the districts but with slight variations. However, in both the districts, Social recognition factors within the Department was more influential when compared to factors outside the Department.

Table 2: Factors Influencing Job Satisfaction in study area

Factors	Strongly Agree	Agree	Un-decided	Disagree	Strongly Disagree	Total
There is too little chances of promotion in my job according to seniority	29	21	20	15	15	100
I have good working relationship with my co-workers	18	24	15	26	17	100
I get decent pay for the job I perform	19	22	16	27	16	100
I feel secured in my present job	20	25	13	20	22	100
The income is sufficient to meet normal family expenses	21	19	14	22	24	100
We have to write departmental exams to get promoted early	21	20	15	20	24	100
My superiors always treat me with respect	24	25	19	18	14	100
I feel free from unnecessary stress at work because of job security	18	18	14	20	30	100
I feel my salary suits my educational qualifications and experience	23	21	14	19	23	100

Factors	Strongly Agree	Agree	Un-decided	Disagree	Strongly Disagree	Total
I have freedom to use my own judgment	22	21	11	19	27	100
My performance thus is primarily influenced by the factors like fear, threat and punishment rather than awards and rewards	24	28	15	18	15	100
If made permanent, my performance would surely increase manifold	25	20	15	23	17	100
I am satisfied with my Periodical increments	21	20	12	23	24	100
I feel lack of job security inhibits me to work creatively	18	19	10	34	19	100
Our department provides Paidleave	19	18	16	25	22	100
My superiors support me during hard times	17	21	22	23	17	100
I feel my suggestions and feedback are taken into consideration by the department	20	21	15	22	22	100
I am satisfied with the Union activities	29	22	10	19	20	100
My branch post office is running under loss	21	22	9	24	24	100
The Promotional policy of our department is logical and fair	29	29	14	17	11	100
At times I feel I am not enthusiastic at work due to lack of job security	21	26	11	18	24	100
Gratuity benefits are satisfactory	22	21	14	24	19	100

Source: Primary Data.

Table 3: Rotated Factor Analysis of Factors Influencing Job Satisfaction in Study Area

Sl. No.	Factors	Components										Communalities
		1	2	3	4	5	6	7	8	9	10	
1	There is too little chances of promotion in my job according to seniority	.025	-.051	.080	-.008	.073	.004	-.172	.779	.017	.158	.676
2	I have good working relationship with my co-workers	.266	.290	.154	.409	-.036	.291	-.130	.156	.177	-.140	.525
3	I get decent pay for the job I perform	-.604	.398	-.224	-.008	-.247	.133	.018	.050	.121	.109	.681
4	I feel secured in my present job	-.159	-.101	.516	.311	.361	-.152	-.332	-.087	.080	-.164	.703
5	The income is sufficient to meet normal family expenses	.696	-.151	.090	-.154	-.009	-.008	-.104	-.115	.054	.388	.716
6	We have to write departmental exams to get promoted early	-.069	.000	.037	.083	-.072	.135	.152	.720	.016	-.187	.612
7	My superiors always treat me with respect	.051	.107	-.006	.119	.847	-.103	-.026	.021	-.021	.032	.758
8	I feel free from unnecessary stress at work because of job security	.030	.059	.802	-.102	.120	.253	.067	.047	.002	-.052	.746
9	I feel my salary suits my educational qualifications and experience	.606	.251	.156	.061	.254	-.015	.223	.381	-.125	.067	.739
10	I have freedom to use my own judgment	.036	-.005	-.046	.202	-.058	.686	-.290	.174	-.085	-.023	.640
11	My performance thus is primarily influenced by the factors like fear, threat and punishment rather than awards and rewards	.032	-.083	-.070	-.634	.123	-.041	-.239	-.114	.463	-.195	.754

Sl. No.	Factors	Components										Communalities
		1	2	3	4	5	6	7	8	9	10	
12	If made permanent, my performance would surely increase manifold	.049	-.003	.005	.041	.057	-.010	.082	.007	.034	.876	.782
13	I am satisfied with my Periodical increments	.646	.038	-.143	.279	-.134	-.081	-.147	-.056	.097	-.107	.587
14	I feel lack of job security inhibits me to work creatively	.157	-.173	.716	.002	-.253	-.090	.059	.159	.089	.142	.695
15	Our department provides Paid leave	.019	-.808	.071	.165	-.210	.165	-.079	-.040	-.069	.123	.784
16	My superiors support me during hard times	-.082	.475	.008	.229	-.492	-.130	.321	-.042	.070	-.202	.694
17	I feel my suggestions and feedback are taken into consideration by the department	-.222	-.066	.167	-.180	-.066	.758	.138	.007	.021	.028	.712
18	I am satisfied with the Union activities	-.112	-.026	.044	-.025	-.079	-.066	.881	-.009	-.019	.068	.808
19	My branch post office is running under loss	-.064	-.002	.130	.117	-.143	-.112	-.055	.115	.846	.067	.804
20	The Promotional policy of our department is logical and fair	.200	.102	-.072	.019	.292	.384	.311	-.250	.583	.003	.787
21	At times I feel I am not enthusiastic at work due to lack of job security	.104	-.152	-.115	.776	.206	-.048	-.108	.004	.220	-.005	.755
22	Gratuity benefits are satisfactory	-.105	.663	-.067	.103	-.100	.238	-.296	-.187	-.184	.314	.787
	Total Eigen Values	1.90	1.75	1.64	1.59	1.56	1.55	1.52	1.51	1.46	1.28	15.745
	Percent of Variance	8.65	7.96	7.45	7.21	7.08	7.03	6.92	6.84	6.64	5.81	71.58
	Cumulative Percent of Variance	8.65	16.61	24.06	31.26	38.34	45.37	52.29	59.13	65.77	71.58	

Table 4: Clustering of Statements into Factors (Study Area)

Components	Sl. No.	Factors	Rotated Factors Loadings
I (8.65)	3	I get decent pay for the job I perform	.681
	5	The income is sufficient to meet normal family expenses	.716
	9	I feel my salary suits my educational qualifications and experience	.739
	13	I am satisfied with my Periodical increments	.587
II (7.96)	15	Our department provides Paid leave	.784
	22	Gratuity benefits are satisfactory	.787
III (7.45)	4	I feel secured in my present job	.703
	8	I feel free from unnecessary stress at work because of job security	.746
	14	I feel lack of job security inhibits me to work creatively	.695
IV (7.21)	2	I have good working relationship with my co-workers	.525
	11	My performance thus is primarily influenced by the factors like fear, threat and punishment rather than awards and rewards	.754

Components	Sl. No.	Factors	Rotated Factors Loadings
	21	At times I feel I am not enthusiastic at work due to lack of job security	.755
V (7.08)	7	My superiors always treat me with respect	.758
	16	My superiors support me during hard times	.694
VI (7.03)	10	I have freedom to use my own judgment	.640
	17	I feel my suggestions and feedback are taken into consideration by the department	.712
VII (6.92)	18	I am satisfied with the Union activities	.808
VIII (6.84)	1	There is too little chances of promotion in my job according to seniority	.676
	6	We have to write departmental exams to get promoted early	.612
IX (6.64)	19	My branch post office is running under loss	.804
	20	The Promotional policy of our department is logical and fair	.787
X (5.81)	12	If made permanent, my performance would surely increase manifold	.782

Source: Table 3

Clustering of statements into factors is presented in Table 4 according to which Component 1, explaining 8.65 percent of the variance, constituted highly correlated factors like getting Decent Pay for the present job followed with Sufficient income to meet normal Family expenses and Satisfied periodical increments. All of these are related to Pay and Allowance. Similarly, Component 2 explains 7.96 percent of variance including highly correlated factors like Department providing Paid leave and Satisfactory Gratuity benefits relating to Fringe benefits. Similarly, Component 3 explains 7.45 percent of the variance covering factors like Feeling secured in the present job, Feeling free from unnecessary stress at work because of Job security and Feeling lack of Job security which prevents to work creatively, all of which are related to Job security factors. Component 4 explains 7.21 percent of the variance constituting three factors one each related to Inter-personal relationship (having good relationship with co-workers), Promotional activities (fear, threat and punishment being more influential in performance rather than awards and rewards) and Job security (feeling not enthusiastic at work due to lack of job security). Further, Component 5 explains 7.08 percent of the variance by accumulating factors related to Inter-personal relationship like Superiors always treating with respect and Superiors supporting during hard times. Component 6 explains 7.03 percent of the variance relating to comprehended factors like Freedom of using own judgement and consideration of suggestions and feedback by the Department, again all of which are related to Inter-personal relationship. Component 7 explains Satisfactory in Union activities related to Inter-personal relationship and explains 6.92 percent of the total variance. On the other hand, all Promotional factors are distributed in components 8, 9 and 10 respectively according to their correlation level.

TESTING OF HYPOTHESES:

H₁: Social Recognition factors related to inside the Department are more influential when compared to factors outside the Department in determining Job Satisfaction of Gramin Dak Sevaks.

From the data in Table 1, it is evident that Social Recognition factors related to outside the Department have least influence in determining Job satisfaction when compared to Social Recognition factors related to within the Department. As such, the hypothesis stating that Social Recognition factors related to inside the Department are more influential when compared to the factors outside the Department in determining Job satisfaction of Gramin Dak Sevaks is proved and accepted.

H₂: Monetary gratification, Fringe benefits and Job security have higher level of influence compared to Personal Relationship and Promotional factors of Job Satisfaction of Gramin Dak Sevaks.

From the data presented in Table 11, it is observed that factors relating to Pay and allowances, Fringe benefits and Job security are capable of explaining higher percentage of variance when compared to factors related to Inter-personal relationship and Promotional activities. Hence, the hypothesis stating that Monetary gratification, Fringe benefits and Job security have higher level of influence compared to Personal relationship and Promotional factors of Job satisfaction is proved and accepted.

FINDINGS OF THE STUDY

The following are few major findings of the study:

- 1) Social recognition within the department is found to be more influential in helping getting respect when compared to that of outside the department.
- 2) Among various factors of Social recognition determining Job satisfaction in Shivamogga district, Occupational position/ status within the Organisation is followed by recognition got from Higher authorities.
- 3) In Belagavi district and also in Overall study area, the most influential factors determining Job satisfaction are Privileges and facilities provided by the Department followed by Occupational position/ status within the Organisation.
- 4) Pay and allowance factors comprising decent pay for the job, Income sufficient to meet normal Family expenses, Salary in accordance to Educational qualification and Satisfied periodical increments are the most crucial factors in determining Job satisfaction in Shivamogga and Belagavi districts. The same situation prevailed in overall study area also.
- 5) Fringe benefits like provision of Paid leave and Satisfactory Gratuity benefits are the next best factors explaining Job satisfaction in both the districts of the study area.
- 6) Job security factors like feeling free from unnecessary stress at work because of Job security, lack of Job security hindering to work creatively and security in present Job are the other significant Job security factors administering Job satisfaction of GDS.
- 7) Similarly, Promotional factors had less impact in determining Job satisfaction among GDS.

SUGGESTIONS:

The study witnessed that Inter-personal relationships and Promotional activities are the major hindering components in determination of Job satisfaction. Hence, in this context, the following are few suggestions based on the findings of the study:

- 1) GDS should be provided with adequate training to cope up with the latest developments that are being initiated by the Department of Posts.
- 2) Also, re-training at regular intervals should be initiated so that the Gramin Dak Sevaks acquire appropriate skills and synchronize with the new technology, thus, resulting in Labour productivity.
- 3) Network rejuvenation and diversification of services along with infrastructure development is essential.
- 4) Proper guidelines regarding Team building is necessary to minimise exploitation of GDS in order to strengthen the relationship between GDS and their Superiors .
- 5) Creating opportunities for staff by developing theoretical knowledge and making them understand the actual work would build-up the personality of the GDS and help them interact with the Customers more comfortably.
- 6) Recognising good work on regular basis and giving positive feedback will enable GDS to work creatively.
- 7) Creating an environment condition favourable to workers (safety, cleanliness, temperature appropriate for staff, etc.) will maximise staff capacity and induce GDS to work creatively.
- 8) Improvement in the quality of products, services and customer service work, along with simplified administrative procedure, reduced paper work, flexible application of rules and regulations would go a long way in making the Post Offices earn profit.

CONCLUSION:

Decent living along with Satisfied Job form the key Job satisfaction factors of any employee and the Gramin Dak Sevaks are not an exception to this. The history of Department of Posts now having a network of over 154800 Post Offices can be traced back to the year 1727 with the initiation of first Post Office in Kolkata. Since then, coping up with the Technological development, it is continuously providing Postal services through endless updating. In India, Gramin Dak Sevaks who are operating on Temporary basis form the crux or major part of the Postal Department. Department of Posts is leveraging the trust of the rural population by offering affordable and convenient digital solutions through these Gramin Dak Sevaks. In this context, providing them with better working conditions, attractive remuneration, effective training and re-training facilities, friendlier inter-personal relationship, effective promotional facilities and Job security (Civil Servant Status), will definitely result in enhancing the Job satisfaction among GDS and this in turn can motivate them to render better performance not only in rural areas but also in remote areas.

REFERENCES:

- Bruck, C.S., Allen, T.D., & Spector, P.E. (2002). The relationship between work family conflict and job satisfaction A friar-greunied analysis, *Journal of Vocational Behaviour*, Vol 60, 336-353.
- Chopra, M.N. & Khan, A.M. (2010). Job satisfaction, *Third Concept*, Vol 23 (275), 36-40.
- Jain, S. (2010). Management of HR in Public Sector Banks' 1999-08, *Journal of Commerce and Management Thought*, Vol I (I), 58-68.
- Kaur, G. (2010). Level of job satisfaction of college teachers of Punjab with respect to area, gender and type of institution, *SAJOSPS*, Vol 1 (11), 57-64.
- Llies, R., & Judge, T.A. (2003). On the heritability of job satisfaction: The mediating role of personality, *Journal of Applied Psychology*, Vol 88, 750-759.
- Md. Mosharraf Hussain.(2000). Job Satisfaction of Commercial Bank Employees in Bangladesh: A Comparative Study of Public and Private Sectors, *Indian Journal of Industrial Relations*, Vol.35, No.3, 347-361.
- Pillai (2010). IT job satisfaction goes down to all time low, *Management*.
- Rao, K.R. (2004). Are you rewarding right? *Indian Management*. Vol 43, 47-51.
- Richmond, V.P. and Mc Crosekey (2000). J.C., The impact of supervisor and subordinate immediacy on relational and organisational out comes, *Communication monographs*, Vol 67(1), 85-95.
- Taylor. H.(2000). The differences between exercisers and non-exercisers on work related variables, *International Journal of Stress Management*, Vol 7(94), 307-309.
