Employees’ Acceptance of Information Technology in Post Offices: A Study of Select Post Offices in the Assam Postal Circle

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ABSTRACT

Information Technology (IT) is a buzzword in the present economic scenario. It is a tool to build a digital global economy. Thus, organizations worldwide are increasingly introducing various technological changes in their operations. The Indian Postal Department now renamed as India Post is a recent example in this regard. Although IT is beneficial to an organization, its adoption and usage puts the employees in a continuous refinement process. This may trigger different kinds of reactions from the employees towards IT use in their organization. Hence, the study has been an endeavour to identify the factors that significantly have a bearing on the employees’ intentions to accept IT at their workplace. The study has been conducted in post offices and it is based on both primary and secondary data.

Keywords: Information Technology; Employees’ intentions; Post office.

1.0 Introduction

Change has become a natural phenomenon for almost all the organizations nowadays (Jacobson, Trumbo, Cheek & Nangle 1959). In today’s competitive world, no organization can survive for long by adopting an inert functioning approach. Innovation is the only means to survival and success in this digital era. Thus, businesses today are increasingly welcoming the rapid penetration of information technology (IT) in their operations. IT is emerging as a sharp tool that has the potential to bring lasting returns for businesses in the market.

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Snell, Stueber and Lepak (2002) pointed out that IT has the potential to lower administrative costs, increase productivity, lower speed response times, improve decision making and enhance customer service simultaneously (cited in Mishra and Akman, 2010, p. 248). Thus the rapid adoption of IT by organizations is aimed at making itself stronger and more competitive in the market. Presently online shopping, digital marketing, social networking, digital communication, cloud computing, etc. are some of the best instances of change which have occurred along with the wave of IT.

Although changes are important for the survival of an organization, the change process brings in an entirely new environment which disrupts an existing equilibrium. It should be noted that irrespective of the type of change undertaken, these organizational changes significantly affect the organization culture and thereby influence the behavioural intentions of the employees (Smith, 2014). Changes create the need for new types of skills among the employees in order to cope up with a new organizational structure. During this process the employees come under pressure as they have to refine their skills from time to time in order to adjust with the changes in their organizations. No doubt such refinement is beneficial for both the employees’ personal growth as well as the growth of the organization, but it is needful to mention that not all the organizational changes are welcomed by its employees. There are two types of employees’ attitude towards change- One category of employees may have positive attitude towards organizational change and are more likely to support it, whereas the other category of employees may have negative attitude towards organizational change and are more likely to refuse to accept the change (Rebeka and Indradevi, 2013). This pessimistic reaction of the employees is largely because change brings with it increased burden, stress and uncertainty for employees (Armenakis and Bedeian, 1999; McHugh, 1997; Jones et al., 2008). Hence, some of the changes in an organization may even face resistance on the part of its employees (Swarnalatha, 2014). Wittig (2012) has developed a model named Spectrum of Employees’ Reactions to Organizational Change (SEROC) model which posits that different degrees and intensities of employee reactions to change exist. The reactions, as defined by the employees’ level of resistance and acceptance, are polar opposites on a spectrum and the neutral or indifferent reactions that are mild in strength are found in the middle of the spectrum. According to Wittig (2012), employees are always located on the spectrum and their location is determined by the strength of their reactions.

Vakola, Tsaousis, and Nikolaou (2004) identified multiple studies in which - employees’ positive attitudes toward change are essential for the successful realization of organizational change initiatives. This substantiates the fact that for any organizational change to be successful, its acceptance by the employees is very significant (Faghihi and
Although IT has now become a part of common man’s daily life, but the use of IT at work demands employees to be tech-savvy and to stay up-to-date with all the latest technological changes taking place in their organization. Hence, it is pertinent on the part of management to identify the factors that influence the employees’ behaviour towards IT and render necessary support thereof.

2.0 Literature Review

The literature review for the present study has been divided into three sections. The first section has reviewed studies relating to users’ behaviour on technology adoption in India. The second section has reviewed studies relating to users’ behaviour on technology adoption outside India. Finally, the third section has reviewed the studies conducted on the Indian Postal Department.

2.1 Studies conducted in India relating to technology usage behaviour

Saibaba and Murthy (2013) proposed a comprehensive model called Internet Banking Acceptance in India in order to explore the customers’ intention to adopt internet banking services. The model was derived from UTAUT along with the addition of two new constructs, viz., Trust and Awareness. The results revealed that higher awareness levels and higher computer self-efficacy influenced the bank customers to accept Internet banking.

Ramolapremalatha (2016) made an extensive review on the applicability of the UTAUT model in India by providing an insight on the changes made in the model from time to time in order to suit the requirements in different areas of research. Barua (2012) integrated the constructs of the UTAUT model with two additional constructs, viz., trust on data and trust on system to study the adoption of E-Governance in the Government organizations in West Bengal. It was found that all the UTAUT determinants (i.e., Performance Expectancy, Effort Expectancy, Social Influence and Facilitating Conditions) along with the two new determinants had significant positive impact on the intention to use E-Governance.

Mishra (1970) studied the consumers’ adoption behaviour of m-commerce by using the Theory of Planned Behaviour (TPB) Model. The results disclosed that attitude and perceived behavioural control significantly influenced the users’ intention which in turn is significantly and positively related to the users’ behaviour. However, subjective norm was not significantly related with intention.

Tripathi (2014) proposed a model with a view to identify the positive and negative factors that influence the adoption of Social Networking Sites in India. The
model is basically an extension of TAM which incorporated three additional predictors, viz., Perceived Risk, Trust and Perceived Attractiveness. Although Perceived Usefulness and Perceived Ease of Use were found to be the key factors influencing the behavioural intention, Perceived Usefulness was originally affected by Perceived Attractiveness. Moreover, Perceived Attractiveness was affected by the Website characteristics such as Website design and Content quality. Trust is another predictor of both Perceived Usefulness and Perceived Ease of Use. However, Trust is negatively influenced by Perceived Risk which is shaped by Security risk and Privacy risk.

Nair and Das (2011) applied TAM to analyse the extent of technology acceptance among the faculty of the educational sector in India. It was discovered that Perceived Usefulness played a significant role in influencing the intention of the users to adopt the technology. Safeena et al. (2012) confirmed that Perceived Usefulness, Perceived Ease of use, Consumer Awareness and Perceived Risk are the key determinants of consumers’ adoption of mobile banking in India. Unlike the other three, Perceived Risk has a negative impact on the consumers’ intentions due to security and privacy threats.

Singh et al. (2010) focused on examining the factors that affect the adoption of 3G services among the users in India. The study has adopted the revised TAM by adding five new constructs- Perceived risk, Cost of adoption, Perceived service quality, Subjective norms and Perceived lack of knowledge. The results revealed that Perceived usefulness is the strongest predictor of users’ attitudes towards using 3G services. Moreover, out of the five additional factors, Perceived risk and Cost of adoption have been found to exert significant influence on attitudes towards use.

Paluri and Mehra (2015) have used TAM to explore the behaviour of the university students in India towards accepting e-learning within the framework of a course. Significant relationships were observed between perceived ease of use, perceived usefulness, attitude, behavioural intention to use and actual use. Perceived usefulness strongly mediated the relationship between perceived ease of use and attitude, while attitude mediated the relationships among perceived usefulness, perceived ease of use and behavioural intention to use e-learning.

Sareen and Jain (2014) conducted a study on the Indian Consumers’ behavioural intention to transact in the virtual environment. They identified technical environment, socio-individual belief, effort expectancy and customers’ attitudes to be the factors that influence customers’ intention to buy online.

2.2 Studies conducted outside India relating to technology usage behaviour
Khchine et al. (2014) applied the UTAUT Model to determine the factors that explain the acceptance of a Webinar system in a blended learning course by the students. Results revealed that the students’ intention to use a Webinar was directly affected by Performance expectancy (practical academic performance), Effort expectancy (ease of use) and Facilitating conditions (technical and organizational support).

Moqbel (2012) conducted an empirical study to investigate the relevance of three key factors viz., perceived enjoyment, perceived ease of use and perceived usefulness in the acceptance of social networking sites by the employees. He opined that employees use social networking sites primarily due to fun and enjoyment and secondarily because they are easy to use.

Venkatesh et al (2012) proposed UTAUT 2 to study acceptance and use of technology in the context of consumers. Accordingly, the new model included three additional constructs into the original UTAUT, viz., Hedonic motivation, Price value and Habit. Akbar (2013) attempted to test the UTAUT in the context of a higher educational institution in Quta. Performance Expectancy, Effort Expectancy, Facilitating conditions and Attitudes towards using technology were found to be significant determinants of technology acceptance among the students.

Yoo and Huang (2011) investigated the acceptance of E-learning in the workplace among the employees of South Korea. The results revealed that Performance Expectancy, Attitudes and Anxiety were the strongest factors to influence the behavioural intention. On the other hand, Effort Expectancy, Facilitating Conditions and Social Influence did not affect the employees’ intentions to use E-learning. Alrawashdeh et al. (2012) studied technology acceptance in Jordan which identified six factors to have direct impact on the employees’ behavioural intention to use Web-based training system, viz., Facilitating conditions, Performance Expectancy, Effort Expectancy, System flexibility, System enjoyment and Social Influence. Moreover, System interactivity, System enjoyment, System flexibility and Facilitating conditions were found to affect the Performance Expectancy and Effort Expectancy.

Attuquayefio and Addo (2014) applied the UTAUT model in Ghana to explore the students’ attitudes towards adoption of ICT. It revealed that only Effort expectancy significantly influenced Behavioural intention to use ICT while Social Influence and Performance Expectancy did not appear significant, as is the effect of behavioural intention on Usage behaviour. However, Facilitating conditions significantly and directly influenced usage behaviour.

2.3 Studies on India post
Riyat (2008) made a SWOT analysis on the Indian Postal Services in order to present a precise scenario of the current working culture of India Post. The researcher has also suggested technological, social, cultural and economic changes, which if adopted, may augment the growth and development of the postal department in India.

Srinivasan (2006) aimed at exploring the saving habits of individuals, the level of awareness among the people towards post office saving schemes and the investors’ perceptions about investing in post offices. Potadar et al. (2015) has given an overview of the various key challenges to be faced by India Post and solutions thereof- Postal Privatization, Managerial Autonomy, Improvement in the quality of services and products, Providing training to the staff, Improvement in Parcel services, Tie-up with big e-commerce players, Customer awareness programs and Increasing banking services. Besides, it has been suggested to collect feedback timely from the postal employees, agents and customers.

Subrahmaniam (2010) aimed at checking the effectiveness of the training programmes imparted by India Post on the non-gazetted Group C and D employees. The training programmes turned out as partly futile. Giri (2014) has made an analysis of the various financial services offered by India Post with the help of technological innovation with special reference to Pondicherry Postal Division.

Jain et al. (2001) recommended reformation of the Indian Postal sector by removing the government controls on it and vesting it with operational and financial flexibility of a corporation. Suggestions were also made to make the department self-financing. Singh (2013) explained the evolution of India Post money order, its current status, and analysed the trends and suggestions for increasing its efficiency by using Mobile Banking as medium to integrate banking sectors with India Post.

2.4 Gap in existing literature

The extensive review of literature mentioned above brings into light the different studies on technology acceptance in various fields in India as well as abroad and the researches made in the Indian Postal sector. However, during the course of the review,

- In the Indian context few studies have been found that put emphasis on employees’ attitudes towards technology. The studies conducted in India concentrate more upon the consumers’ attitudes.
- Few studies have been found both in India and abroad which focuses on application of technology acceptance models in the Indian Postal department.
- Few studies have been found in the field of India Post that focuses on exploring the employees’ attitudes towards IT usage in the organization.
The present study, therefore, has been an attempt to fill the gap in the existing work and concentrate on the aforementioned areas within the purview of the Assam Postal Circle.

3.0 Rationale of the study

Organizational Behaviour is a branch of Management that is concerned with describing, understanding, predicting and controlling the behaviour of employees in an organization. As the business environment is dynamic and changing, the employees elicit various patterns of reactions to these changes. Understanding and predicting these reactions is really a challenging task for management.

In the recent years, IT has become an essential tool for introducing changes in businesses across many industries. The Indian Postal department is an instance in this regard. However, for an organization to enjoy the benefits of IT applications, it is imperative for the employees of that organization to accept it (Haderi, 2014, p. 64). This fact is more significant in the service oriented industries. The frontline (contact) employees directly influence customer satisfaction in the delivery of services. Technological transformation in the business operations calls for a continual demand on these employees to stay dynamic, upgraded and to acquire greater technological knowhow in order to adapt to the changing business environment. Thus, the technological changes may sometimes face resistance from the employees. Hence, it is very essential for an organization to identify the factors that influence its employees to adjust with the technological changes so that positive attitudes towards technology can be constructed in the minds of the employees.

Thus, this study shall have both theoretical and practical implications. From the theoretical perspective, it attempts to contribute to the pool of researches done in the field of behavioural sciences. It strives to provide useful insights into technology acceptance in the Indian Postal department. On the practical side, this study can serve as a piece of information for the Indian Postal department about the psychology of its employees towards the rapid IT changes taking place in the organization.

4.0 Objective of the Study

The study has been undertaken to analyse 7 factors, viz., Performance Expectancy, Effort Expectancy, Attitude towards IT, Social Influence, Facilitating Conditions, Self Efficacy and Anxiety (as obtained from the UTAUT Model developed...
Employees’ Acceptance of Information Technology in Post Offices by Venkatesh, Morris, Davis and Davis in 2003) with regard to their influence on the employees’ acceptance of IT in post offices.

5.0 Research Methodology

The study has been kept confined to all the Head post offices and Sub post offices falling under the jurisdiction of the Nalbari- Barpeta Division of the Assam Postal Circle. The study depicts the views of the Postal Assistants and the Post Masters at the Group C level working in the aforementioned post offices. Hence the population size for the present study has been found to be approx. 124 postal employees. The appropriate size of the sample has thus been found to be ranging between 92 and 97 by applying the Robert V. Krejcie and Daryle W. Morgan model for sample size determination. For convenience the sample size has been fixed to be 93 postal employees.

In order to reach the target sample, two stage random sampling procedure has been used. In the first stage, the Nalbari-Barpeta Division of the Assam Postal Circle has been divided into 63 post offices out of which 31 post offices has been chosen randomly (assuming the average number of postal assistants including the post masters at the Group C level to be 3 per post office). In the final stage, the ultimate sample has been formed by selecting all the employees (relevant for the present study) working in the post offices selected in the first stage. Although the sample size was fixed at 93 employees, during field visit the number of respondents turned out to be 96. Hence responses of 96 postal employees were obtained.

The data for the purpose of the study has been obtained with the help of both primary and secondary sources. Primary data has been obtained with the help of questionnaire and unstructured interviews as well. Secondary data has been obtained from the office of Meghdoot Bhavan, annual reports of India Post, books, journals and internet websites. The data collected has been analysed with the help of statistical techniques viz., Factor analysis and Regression. SPSS 20 software has been used to capture and analyse the data from the questionnaires.

6.0 Analysis and Discussion

Over the years several theoretical models have been developed in order to explain users’ behavioural intentions towards technology. The list includes the Theory of Reasoned Action (TRA); the Theory of Planned Behaviour (TPB); the Technology Acceptance Model (TAM); the Combined-TAM-TPB model (C-TAM-TPB); the
Motivational Model (MM); the Innovation Diffusion Theory (IDT) and others. The newest amongst them is the Unified theory of Acceptance and use of technology (UTAUT), developed by Venkatesh et al. (2003), which has been applied and empirically tested in different fields. Since its inception, UTAUT has been used in conducting many empirical studies.

The UTAUT Model was proposed by Venkatesh, Morris, Davis and Davis in 2003 (UTAUT Wiki, 2015) by integrating eight user acceptance and motivation models namely, the Theory of Reasoned Action (TRA), the Technology Acceptance Model (TAM), the Motivation Model (MM), the Theory of Planned Behaviour (TPB), a combined theory of Planned Behaviour/Technology Acceptance Model (C-TPB-TAM), the Model of PC Utilization (MPCU), Innovation Diffusion Theory (IDT), and Social Cognitive Theory (SCT). Thus the model is believed to be more robust and comprehensive than other Technology acceptance models in evaluating and predicting technology acceptance (Venkatesh et al., 2003, cited in Taiwo and Downe, 2013, p. 48).

Since its publication in 2003, the UTAUT Model has been applied in a number of studies. The validity of the model has been tested in several cultures and organizational contexts. The UTAUT model has been applied to conduct research studies related to both academic settings and the workplace (Yoo and Huang 2011, p. 269). Numerous researches have been done on the cross-cultural acceptance of this model. A few of them includes a Study on Employees’ Acceptance and Use of Computers in Saudi Arabia (Al-Gahtani, Hubona and Wang, 2007), Educational Acceptance in Turkey (Gogus and Nistor, 2012), MP3 Player and Internet Banking in Korea (Im, Hong and Kang, 2011), among others. Besides, Akbar (2013, p. 3) proclaimed that the UTAUT has been tested in several organizational contexts such as Healthcare organizations (Venkatesh, Sykes and Zhang, 2011; Ifinedo, 2012), Business organizations (Anderson and Schwager, 2004), Government organizations (Zhan, Wang and Xia, 2011) and Educational institutions (Birch and Irvine, 2009).

On synthesizing the eight technology acceptance models, Venkatesh et al. (2003) in their paper first identified that there are seven fundamental constructs/variables which influence a user’s level of acceptance of technology (i.e., behavioural intention) and the ultimate use of the technology (i.e., behaviour), viz., Performance expectancy, Effort expectancy, Attitude towards using technology, Social influence, Facilitating conditions, Self-efficacy and Anxiety.

Table 1 presents the definition of each of the aforementioned construct as reported in the original UTAUT study (Venkatesh et al., 2003). However, after validating the original UTAUT Model, Venkatesh et al. (2003) in the later part of their study opined that there are four key factors that directly and significantly influence
user’s acceptance of technology, viz., Performance Expectancy, Effort Expectancy, Social Influence and Facilitating Conditions (the first three being direct determinants of usage intention and behaviour while the fourth one is the direct determinant of usage behaviour). Hence, the other three factors i.e Computer self-efficacy, Computer Anxiety and Attitude towards technology were subsequently dropped from the model. Moreover, the effect of the aforementioned four direct constructs is moderated by four other variables, namely, Age, Gender, Experience and Voluntariness of use. The working model for the present study is presented in Figure 1.

**Table 1: Definitions of the Constructs**

| Construct                        | Definition                                                                                               |
|----------------------------------|----------------------------------------------------------------------------------------------------------|
| a. Performance Expectancy (PE)   | The degree to which an individual believes that using the system will help him or her to attain gains in job performance |
| b. Effort Expectancy (EE)        | The degree of ease associated with the use of the system                                                  |
| c. Social Influence (SI)         | The degree to which an individual perceives that important others believe he or she should use the new system |
| d. Facilitating Conditions (FC)  | The degree to which an individual believes that an organizational and technical infrastructure exists to support use of the system |
| e. Computer self-efficacy (SE)   | Judgment of one’s ability to use a technology to accomplish a particular job or task. (Adapted from the Social Cognitive Theory) |
| f. Computer anxiety (ANX)        | Evoking anxious or emotional reactions when it comes to performing a behaviour (i.e. using the technology, Adapted from the Social Cognitive Theory) |
| g. Attitude towards using technology (AT) | An individual’s overall affective reaction to using a system                                           |

*Source: Venkatesh et al. 2003, cited in Akbar 2013, p. 8*

**Figure 1: Factors influencing employees’ acceptance of IT**
For the purpose of the present study, the responses have been obtained from the target population with the help of a 7 point Likert scale consisting of 31 items measuring all the constructs, namely, Performance Expectancy (PE), Effort Expectancy (EE), Social Influence (SI), Facilitating Conditions (FC), Self-efficacy (SE), Anxiety (ANX), Attitude (AT) and Behavioural Intention (BI). The items incorporated have been adapted from the scale used by Venkatesh et al. (2003) and modified to fit the context of the present study. The items measuring the constructs have been coded as PE1, PE2, PE3, PE4, EE1, EE2, EE3, EE4, SI1, SI2, SI3, SI4, FC1, FC2, FC3, FC4, SE1, SE2, SE3, SE4, ANX1, ANX2, ANX3, ANX4, AT1, AT2, AT3, AT4, BI1, BI2 and BI3. Although previously validated scales for all the constructs have been used, the reliability of the scales has been again tested using Cronbach’s Alpha.

To check whether the questions measure the variables correctly, Cronbach’s Alpha has been calculated through reliability analysis in SPSS, which is given in Table 2. The table reveals that the reliability of the questionnaire is quite high (as the Cronbach’s Alpha for every variable is above 0.7).

Table 2: Summary of Reliability Test - Cronbach’s Alpha

| Variables | Cronbach’s Alpha |
|-----------|------------------|
| PE        | 0.97             |
| EE        | 0.97             |
| SI        | 0.87             |
| FC        | 0.84             |
| SE        | 0.82             |
| ANX       | 0.96             |
| AT        | 0.75             |
| BI        | 0.70             |

Source: Self compilation from field survey

Then a factor analysis has been conducted to reduce the data for convenience. A principal component analysis has been done (KMO= 0.56) and the data has been rotated according to Varimax method which has extracted 5 factors with eigen values greater than 1 and they together accounted for 91% of the total variance (as shown in Table 3).
After analysing the item loadings (as given in Table 4), the factors have been named as Factor 1 (EE/SE), Factor 2 (SI/ANX), Factor 3 (BI), Factor 4 (PE/FC) and Factor 5 (AT).

Table 3: Total Variance Explained

| Component | Initial Eigenvalues | Extraction Sums of Squared loadings | Rotation Sums of Squared loadings |
|-----------|---------------------|-------------------------------------|----------------------------------|
|           | Total               | % of variance | Cumulative % | Total | % of variance | Cumulative % | Total | % of variance | Cumulative % |
| 1         | 9.455               | 37.820        | 37.820       | 9.455 | 37.820        | 37.820       | 6.608 | 26.432        | 26.432       |
| 2         | 4.749               | 18.996        | 56.815       | 4.749 | 18.996        | 56.815       | 4.393 | 17.572        | 44.004       |
| 3         | 4.060               | 16.241        | 73.056       | 4.060 | 16.241        | 73.056       | 4.267 | 17.067        | 61.070       |
| 4         | 3.101               | 12.406        | 85.462       | 3.101 | 12.406        | 85.462       | 4.145 | 16.580        | 77.651       |
| 5         | 1.450               | 5.800         | 91.262       | 1.450 | 5.800         | 91.262       | 3.403 | 13.611        | 91.262       |

Extraction Method: Principal Component Analysis
Source: Self compilation from field survey

Table 4: Item Loadings

| Factors   | Item indicators | Loadings (> 0.60) |
|-----------|-----------------|-------------------|
| Factor 1(EE/SE) | EE1    | 0.932             |
|           | EE2    | 0.972             |
|           | EE3    | 0.978             |
|           | EE4    | 0.977             |
|           | AT4    | 0.638             |
|           | SE1    | 0.688             |
|           | SE3    | 0.919             |
|           | SE4    | 0.717             |
| Factor 2(SI/ANX) | SI1    | 0.979             |
|           | SI2    | 0.979             |
|           | SE2    | 0.600             |
|           | ANX1   | 0.729             |
|           | ANX2   | 0.756             |
|           | ANX3   | 0.775             |
|           | ANX4   | 0.722             |
| Factor 3(BI)  | BI3    | 0.852             |
|           | FC3    | -0.726            |
| Factor 4(PE/FC) | PE3   | 0.890             |
|           | PE4    | 0.920             |
|           | FC1    | -0.667            |
|           | FC4    | -0.859            |
Out of these 5 extracted factors, Factor 1, Factor 2, Factor 4 and Factor 5 are independent factors and Factor 3 is the dependent factor for the purpose of the present study. Thus, in order to study the influence of these independent factors on the dependent factor, a regression analysis has been performed. The results of the regression analysis have been presented in Table 5.

**Table 5: Regression Coefficients**

| Model          | Unstandardized Coefficients | Standardized Coefficients | t     | Sig.  | 95% Confidence Interval for B |
|----------------|-----------------------------|---------------------------|-------|-------|------------------------------|
| (Constant)     | -3.944                      | 1.618                     | -2.437| .017  | -7.160 to -.728             |
| Factor 1 (EE/SE) | -.086                      | .081                      | -.095 | 1.069 | -.246 to .074              |
| Factor 2 (SI/ANX) | .388                       | .050                      | .646  | 7.729 | .000* to .487              |
| Factor 4 (PE/FC) | 1.236                      | .221                      | .458  | 5.584 | .000* to 1.676            |
| Factor 5 (AT)  | .179                       | .143                      | .100  | 1.251 | .214 to -.105             |

*Source: Self compilation from field survey

Thus the above table reveals that out of the 4 independent factors, Factor 2 (SI/ANX) and Factor 4 (PE/FC) significantly influence the dependent factor i.e Factor 3 (BI). In other words, Performance Expectancy, Facilitating Conditions, Social Influence and Anxiety are the significant factors that have an impact on the behavioural intention of the postal staff to accept and use technology in post offices. The more the employees expect that IT usage will improve their work performance, the more they will be willing to accept the introduction of IT at their workplace. Timely and adequate provision of necessary operating equipment, guidance and support thereof also greatly influences the employees’ intentions to accept IT in their workplace. When one notices the people around him/her working on IT, he/she also urges to do the same, thereby substantiating the importance of social factors in affecting one’s attitude towards IT. A person’s anxiety also motivates him to work on IT in order to overcome his fear. However, Factor 4 i.e Performance Expectancy and Facilitating Conditions is the most influential one.
The remaining factors i.e. Factor 1 (EE/SE) and Factor 5 (AT) do not have any influence on the employees’ behaviour to use IT.

7.0 Findings and Conclusion

a) Performance Expectancy and Facilitating Conditions together named as Factor 4 positively influences the postal employees’ intention to accept IT in post offices.

b) Social Influence and Anxiety together named as Factor 2 also positively affects the postal employees’ intention towards IT.

c) Effort Expectancy and Self Efficacy together named as Factor 1 and Attitude named as Factor 5 do not have any significant effect on the postal employees’ behavioural intentions towards IT.

On the basis of the results derived from the present study, it can be concluded that the management of an organization has a vital role to play in convincing its employees to accept IT in the workplace. Attempts should be made on the part of management to instil the benefits of IT in the minds of its employees and also help them realize it. Besides, the employees shall also be provided with adequate and timely equipment, knowledge and support from the organization for satisfactory and smooth operation on IT. Any inconvenience in this regard will compel the employees to dislike the introduction of IT. Moreover, Society is also an important catalyst in this process. In other words, society’s acceptance of IT will augment the success rate of IT in the organizations. Lastly, the usual phenomenon of anxiety acting as a hindrance towards IT acceptance is not applicable in case of the postal employees of Nalbari-Barpeta division. In this study, anxiety has emerged as a motivating factor to learn working on IT for those who experience fear in operating it. These findings attempt to add to the existing knowledge base of behavioural sciences.

Endnotes

1. As obtained from the Establishment Branch, Meghdoot Bhawan, Guwahati.
2. Krejcie, R., & Morgan, D. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30(3), 607-610.
3. As obtained from the Establishment Branch, Meghdoot Bhawan, Guwahati.

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