

**SEARCHING THE WAYS TO SURVIVAL OF GOVERNMENT OWNED
POSTAL SERVICES IN THE FACE OF COMPETITION FROM
PRIVATELY OWNED SPEED COURIER & PARCEL SERVICE
PROVIDING ENTERPRISES OF BANGLADESH**

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Abstract

The government owned largest postal service network is seeking a turnaround from ineffective and dipping position of business as facing stiff competition from technology aided change of communication style and better managed private courier services of urban areas of Bangladesh. This paper analyzed the present situation of post offices with published facts and figures and primary data from urban citizens who are using/ not using post offices for different reasons and finally recommended some imperatives for rapid turnaround. Stratified probabilistic sampling was used to represents people of all walks of life for that descriptive-analytical research. It is inferred from the findings that people consider security, certainty and network for their valuable documents rather than charges. So depending solely on the low cost strategy post offices would not able to overcome the situation. For a rapid turnaround, post offices are to include all possible technology aided communication styles of people with efficiency, effectiveness and reliability.

Keywords: Post offices, Courier Services, Rapid Turnaround, Technology aided communication

1. Introduction

Postal Departments are providing postal services to the citizens worldwide for centuries. Bangladesh Post office is a govt. owned department dedicated to provide postal services to public. The main function of Post Office is to collect, transport and distribute the postal products. Bangladesh Post Office is providing speedy, reliable and regular service to the people of Bangladesh at a minimum charge. It is providing other services like parcel (domestic and international), registration, Money order, GPS, EMS (Electronic Money order Services), e-post etc.. It is also providing agency services as postal savings bank, Postal life Insurance, Saving Bond (sale and purchase), Prize Bond (sale and Purchase), Licensing of Radio & TV, Collection

of Vehicle tax, Renewal of Driving Licenses, Selling Revenue Stamp, Non-Judicial Stamp, Stamp printing & Distribute etc. Postal services are extended to all over the country to provide the services to all the people of Bangladesh in indiscriminative minimum charge. Different postal services except the agency services are also available internationally.

People had to depend on only post offices for their postal products for a long time as there was a restriction on other enterprises in providing such services in The Post Office Act 1898 (Hassan, 2009). With the advancement in technologies, people are increasingly using mobile, internet and speed courier to get better services that become a threat for survival of post offices by incremental losses year by year. The major functions of post office are diminishing because of the availability of alternative in urban area. The quality conscious people have more confidence on most reliable, speedy and sincere services of speed couriers and banks in the urban area. The better performance of privately owned enterprises of such services attracts the reliance of people and dipped the business of Postal services. Courier services of different scales are working in Bangladesh from regional to national to international level and they are getting customers' confidence by their services. The international courier services like DHL, Fed-Ex, UPS introduced most sophisticated computerized tracking system to strengthen the confidence of customers. But the unavailability of courier services in the rural area leaves no scope of alternative of postal services.

The opportunity searching firms take the opportunity of dissatisfaction of customers from the existing providers and organize their activities to fulfill the expectation of customers. Thus they want to create a loyal customer group by maximizing the values. The courier service company providing expanded their services to the most populated urban areas to satisfy the increasing demand of communicating with each other. But It is not possible for a profit oriented business concern to provide their services to all common people of Bangladesh who are scattered in different rural areas. The less populated areas have less demand of postal services that cannot satisfy the demand of profit from the operation of any company. So, the substitution of postal services is not replaced by private courier service providing enterprises in all over the country. This establishes the necessity of turnaround of postal services by removing the limitations of its operation. But the insincerity, mismanagement and poor execution of plans may make the turnaround strategy as ineffective. For that, the state of customers' reliance on postal service and speed courier services must be analyzed to find out the points of dissatisfaction accurately. The remedial and preventive measures are needed to most complex task of bringing back the lost customers and to retain the existing customers. Like the product marketers, service marketers consider all the elements the marketing mix with the additional elements of service marketing. The trend of customers is observed as shifting from loyalty of postal service to courier or other privately managed enterprises, so it is important to analyze the performance of Post Offices and reasons for popularity of private courier services to provide some imperatives for authority to implement to ensure the survival of post offices of Bangladesh.

2. Conceptual Framework & Literature Review

Successful service marketers provides bundle of benefits to the consumers (Enis, Roering, 1981); understand their target customers and provides the needed services (Fisher, 1986), pay attention to the associated tangibles (shostak, 77), effectively select, train, motivate and control the contact person(pride, Ferrel, 1987), analyze the steps to provide service and ability to customize for better decision, rely on publicity more (Rathmell 1974) and word of mouth, providing door to door service as in a high contact item. Of them the reliability of service regarding the speed and accuracy must increase the customers' loyalty. Repeat purchase is the main component of loyalty (Kandampully, 1998). Such loyalty would carry the word of mouth campaign.

The state owned enterprises are incurring loss every year after independence in 1972 and going to be dysfunctional in the face of privately owned enterprises. In 2010-11 the total loss of state owned enterprises was increased to TK 69,360 million from TK. 27,765 million of 2009-10. (Murshed, 2012). Like the state owned industries and other enterprises, the postal services in urban area is going to be dysfunctional in the face of competition from privately owned speed courier services. In the time of entry barriers of competitors, the efficiency of postal department is decreased and failed to compete with courier services as the trust, commitment and reliability was dipped. Trust is one party belief that another party will perform positively (Morgan and Hunt, 1994). The functioning of postal department for long time with negligence, mismanagement and insincerity has lost the trust of the customers. It is also failed to show commitment in their activities like sending the mail or objects to the correct person timely and accurately. Customers only make commitment to trustworthy partners (Read, 2009) from whom past benefits is received (Botha and Rensburg, 2010). The experience of customers from postal service leads to negative impact on trust and commitment, Further, lack of trust and commitment are the causes of losing the loyalty of consumers. Loyalty could ensure the repurchase of service from the same source (Oliver, 1999). This loyalty is also depends on the customer value of the postal service. The overall evaluation of the perceived value of the service and the sacrifice for that service leads to customer value (Noble and Griffith, 2005). The highest difference between the benefits and sacrifice maximize the value that attract the customers. The suffering of customers from the mismanagement and negligence of postal authority in their monopoly service minimized the difference.

Lovelock also identified the causes of failure of service rendering company by seven major gaps in the service quality in SERVEQUAL model as an extension of Zeithmal, Parasuraman and Berry (1990). These gaps are as follows:

Gap1- Not aware of customers expectations; Gap2- service quality standard; gap3-gaps in performance; gap4: mismatch between delivery of service and the promise; gap5: the difference between customers' expectation and perception about delivered service; gap6: the difference between the expectation and employees' perception about the expectation; and gap 7: The inconsistency between employees' and management perception. The widening of the gaps increases the dissatisfaction of customers and searching the ways to escape the service providers. This may happen in case of monopoly service providers' performance. There poor performance leads the customers to search for the alternative.

Govt. rendered postal services are extended to all over the country through 9886 offices and 39000 strong workforces (Azad, 2013). The monopoly postal services is challenged by the privately owned speed courier enterprises in urban areas. That is threatening the survival of the department as it is incurring losses of around Tk. 200 millions in every recent year (Azad, 2013). The mail and money order services has come to almost zero because of people confidence on most reliable, speedy and sincere services of speed couriers and banks (Mizanur 2014). Customers, who are conscious about quality of service, must depend on courier services in the urban area (Rahman and Sultana, 2009). But the people of remote areas must depend on age old postal services as the courier services are not available (Care, 2007). Courier service providing companies took the chance of business from the backlogs of post offices and targeted to create a loyal customer group and a loyal customer purchase frequently from a company (Dagmar Recklies, July 2006). The initiatives of turnaround of post offices such as post-e-services of 8300 rural post offices are failing due to insincerity, corruption and inefficiency of officials (Mizanur 2014). As postal service is a high contact service where consumers' presence is needed at the initial and termination of service (Lovelock, 1984) so the confidence of consumers must be revived for the expected turnaround The perception of service quality of post offices and the courier services may answer the question of the reasons of accepting or rejecting the offers of both the public and private enterprises.

Sylhet is one of the seven divisional cities of Bangladesh with .4 million of population out of 16 million of total population of Bangladesh. It is a remittance flooded region with high living standard of populations that require more products and services. All necessitates more demand of exchanging mail and parcels through postal and courier services. All the dominating national and international courier service providing companies have their operation by multiple branches in that city. People of different professions are living at that country with their various scale and quantities of demand of postal items. By analyzing their perceptions and expectations, the pinpointing of the limitations and imperatives may be possible by quality researches. To know the imperatives for that turnaround, the researchers are bound to analyze the customers' perceptions regarding the service quality of govt. owned postal department and privately owned speed courier service providing companies.

3. Objectives

The primary objective of the research is to search the ways of survival of Government Owned Postal Services in the face of stiff competition from privately owned enterprises of Bangladesh and ensure a turnaround.

The specific objectives are:

1. To study the performance of Post Offices of Bangladesh regarding the numbers of post offices, its growth rate and the growth rate of its main activities.
2. To study the status of using post offices and courier services by the respondents of Sylhet City.
3. To study the reasons of using post offices in this declining stage by the citizens of Sylhet City.
4. To study the reasons of not using postal services by the citizens of that city.
5. To recommend some imperatives to be adopted to make a turnaround of Post Offices of Bangladesh.

4. Research methodology

Research design: The research is study the performance of Post Office and the ways to ensure the survival of Post Office of Bangladesh. So, it is the research of descriptive- analytical by nature.

Sampling design: The secondary and primary data based research designed to collect the primary data from four broad categories of professional by stratified probabilistic sampling.

Data collection: The primary data was collected from four broad categories of professional; businessmen, employees, students and housewives by well designed structured questionnaire and interview of the respondents when necessary. The secondary data were collected from websites, articles, books, journals, magazines and newspapers etc.

Interpretation of data: The data was processed by SPSS 19 and Microsoft Excel 2007 to get the insights and interpretations of the output of SPSS and excel were made by the researchers through their analytical skills. The reasons for using/not using post offices by the professionals are analyzed by testing the following hypotheses:

Hypothesis 1: There is no significant difference among professionals in the reasons for using post offices.

Hypothesis 2: There is no significant difference among professionals in identifying the reasons of not taking the services of post office.

Some recommendations are made through the interpretation and logical viewpoints of the researchers.

Profile of Respondents:

Items	Description	Number	Percent
Home District	Same District	178	59.33
	Other Districts	122	40.67
	Total	300	100
Family Staying	At Same District	197	65.67
	At Other District	103	34.33
	Total	300	100
Profession	Businessmen	40	13.33
	Employment	133	44.33
	Students	117	39.00
	Housewives	10	3.33
	Total	300	100.00

Among the 300 respondents there were businessmen, employees, students and housewives, who have to use post office and or courier for their exchange of paper documents and money. Of them 59.33% are the residents of same districts and the rest 40.67% are of other districts. Generally for professional cause 65.67% families of the respondents are residing at same districts and the rest are staying at other districts.

5. Findings

Number of Post Offices of Bangladesh proportionate to the Populations: To assess the network of Post offices, it is important to find out the ratio of population and post offices in different regions of Bangladesh. Table 1 illustrated the ratio of post offices and population in different regions.

Table 1 Number of Post Offices in Bangladesh by divisions proportionate to Population

Former Divisions	Population	Total Post Offices including GPO, Branch offices	Population: Branch
Dhaka	39044716	2325	20691
Chittagong	32229727	2545	16245
Khulna	22878947	2834	9537
Rajshahi	30201873	2182	16082
Total	124355263	9886	15262

Source: Statistical Year Book 2010 and Calculated Field.

This is established by table 1 that, for every 15000 people there is one post office. In densely populated area this ratio is higher that is one post office serve more people but in comparatively less densely populated one post office can serve less people. It depends on the capacity to cover geographical area. As the branches of courier services are only concentrated in the urban area because of profitability prospects due to more exchanges of letters, goods and money by the urban people, so the govt. owned post offices must serve the needs of rural people. In the time of widespread use of mobile phone and mobile banking, people of rural area are getting some relief of exchanging ideas, opinion and soft copy of documents and money by the use of them. But for the hard copies and products, they must depend on post offices.

Growth of Post Offices: As the courier services providing private enterprises are mushrooming in the urban important areas of Bangladesh, So it is important to study the status of Post Offices in respect of growth in number. This is illustrated in Table 2 to have more insights.

Table 2 Growth of Post Offices over the years under Study

95-96	96-97	97-98	98-99	99-00	00-01	01-02	02-03	03-04	04-05	04-05	04-05	05-06	06-07	07-08	CAGR
8923	9093	9245	9401	9539	9697	9843	9859	10007	9886	9887	9872	9872	9872	9882	0.0068

Source: Statistical Yearbook 2010 and Calculated Field

Though the population growth rate of the country is %, establishment of post offices by the government to fulfill the need of postal services of the population is not proportionately increased (growth rate of post offices is 0.68 %). This is due to the fact that the functional horizon of post offices is minimized as mobile and online technology fulfilled a major portion of requirement of people.

Growth of Important Activities of Post Offices: The most important activities of Post Offices are dispatching the letters, parcels and money orders. These activities must suppose to grow in an increasing rate proportionate to the growth rate of populations. As the post offices are facing stiff competitions of private courier service companies and development of communication technologies, so the growth rate of activities of post offices is to be analyzed. The activities of post offices with growth rate and other statistical outputs are given in Table 3.

Table 3 Number of Letter, Parcels and Money Order Booked Through Different Post Office

Year	No. of Regd. Letter Booked (000 Nos.)			No. of Regd. Parcels Booked (000 Nos.)			Money Orders
	Insured	Ordinary	VP	Insured	Ordinary	VP	(000) Number
1995-96	4	13377	293	127	10368	238	3426
1996-97	35	13968	114	181	945	315	3588
1997-98	22	14945	126	194	2501	172	3882
1998-99	17	14957	118	199	1267	191	4371
1999-00	11	14861	166	213	1177	184	3426
2000-01	10	15797	141	215	1339	154	3274
2001-02	17	16331	114	265	1267	187	3519
2002-03	15	14529	130	264	1358	218	3488
2003-04	16	17662	157	259	1531	221	3755
2004-05	29	16618	184	302	1694	247	4705
2005-06	24	13134	146	265	1614	182	3480
2006-07	17	9907	65	259	531	332	3338
2007-08	12	8820	65	223	798	64	2877
2008-09	53	7835	82	265	902	90	2298
CAGR	0.189018	-0.03521	-0.08178	0.050516	-0.15092	-0.06308	-0.026401943
Mean	20.14286	13767.21	135.7857	230.7857	1949.429	199.6429	3530.5
SD	12.35287	2957.776	57.40836	46.00866	2468.628	73.06015	577.6907277

Source: Statistical Yearbook 2010 and Calculated Field.

By analysis table 3, it is found that up to 2009, the growth in insured letter is increased by 18.90% but the ordinary letter and VP is decreasing. Similarly insured parcel service is increased by 5% but the ordinary and VP parcel service is decreased at the rate of 16% and 6% respectively. The money order service is also decreased by 2.64% yearly because of urban peoples' dependency on courier services. But the situation is changed more with the widespread use of mobile phone, internet, android mobile and introduction of mobile banking etc. The growth rates in those items are supposed to be declined more.

5.1 Use style of post offices and courier services

The researchers intended to examine the present practice of the urban people for their postal services to know their interest, confidence and reservation. The findings are presented in Table 4.

Table 4 Use style of post offices and courier services by the respondents

Item Received & Sent Through Post office/Courier	Letter & letter documents	104	34.67
	Parcels	175	58.33
	Money	21	7.00
	Total	300	100
Sent Items through Courier	Personal	142	47.33
	Official	158	52.67
	Total	300	100
Use of Post Office for Sending Items In a Month	00 times	27	09.00
	01 Times	269	89.67
	02 Times	4	01.33
	03 Times	0	00.00
	Total	300	100
Use of Courier Service for Sending Items In a Month	01 times	90	30.00
	02 Times	115	38.33
	03 Times	81	27.00
	04 Times	13	4.34
	06 Times	1	0.33
	Total	300	100

Source: Field survey conducted from June 2013-September 2013.

People have to send and receive letters and letter documents from others for exchange of feelings, ideas and information, to send or receive parcels of products like different samples, and products for personal consumption or business purpose, to send or receive money to any person he likes without the formalities of accounts opening for personal and or business purposes. The respondents use both post office and couriers for the mentioned reasons. Of total use, 34.67% use of post Office/courier is for letter and or letter documents, 58.33% use are for parcels of products and documents and 7% is for money purpose. The reasons may be broadly categorized into two types; personal and official. Some govt. office has bindings to use post office and as the courier services do not cover the large rural areas of Bangladesh, so there are uses of post offices mainly in those reasons. But courier services are now largely used by citizens of urban areas and the private and dynamic organizations in exchanging between courier services covered areas. It is found from the study, people of urban areas are using courier services 47.33% for personal causes and 52.67% for organizational causes where the uses of post office is 23.25% for personal and 76.75% for institutional purposes. The surveyed persons revealed the fact that, 89.67% of them used post office for receiving or sending purpose only one time, 1.33% uses two

times and 9.00% uses zero times on an average on an average per month where the uses of couriers services by then 30%, 38.33% and 0% respectively. Moreover, on an average three times, four times and even six times per month users are found 27%, 4.34% and 33%. It is due to the fact that the businesspersons and employees of more transacting organizations use courier services more than the non- business people. It can be inferred from the findings that uses of courier services are more frequents in that services covering urban areas.

5.2 Reason for not using Post Office by Different Professionals

The reasons for using post office are identified by the focus group study as vast network and less costly. Courier services are profit oriented, so they cover only densely populated urban areas. People have no alternative but to use post office for two of the mentioned reasons. The survey was done by mentioning five reasons of using post offices; vast network, less cost, reliable, secured and speed but answers were confined to only mentioned two reasons. The result is presented in the table 5.

Table 5 Reasons for Using Post Office by Different Professionals

			Reason postoffice		Total
			Network	Less Costly	
Profession	Business	Count	19	21	40
		% within Profession	47.5%	52.5%	100.0%
	Job Holder	Count	68	65	133
		% within Profession	51.1%	48.9%	100.0%
	Student	Count	65	52	117
		% within Profession	55.6%	44.4%	100.0%
	Housewives	Count	3	7	10
		% within Profession	30.0%	70.0%	100.0%
Total		Count	155	145	300
		% within Profession	51.7%	48.3%	100.0%

Source: Field survey conducted from June 2013-September 2013.

Both reasons contributed equally for the uses of Post Offices by professionals under survey. Of them, 51.7% favored post offices for vast network and 48.3% for cost savings. Housewives consider cost saving more than networks (70% vs. 30%). Other professionals expressed their opinion almost equally. So, it is inferred that the survivals of post offices now depends on the two reasons only. Nobody considered other mentioned vital reasons of using post office, like security, certainly and speed. But these reasons are considered as most important for survival of any enterprise. Though, the vast network of post office is the vital reason for using its services by the respondents. The less cost no longer ensures the survival of such service because people are ready to spend more for exchanging their valuable documents timely with certainty. The researchers have logical reasons to examine whether any significant difference between the professionals in reasons for using post offices' services. To know the answer, the following hypothesis is tested by Chi-Square Tests:

H_0 = There is no significant difference among professionals in the reasons for using post offices.

H_a = There is significant difference among professionals in the reasons for using post offices.

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.882 ^a	3	.410
Likelihood Ratio	2.927	3	.403
Linear-by-Linear Association	.085	1	.770
thN of Valid Cases	300		

The Chi-Square test accepted the null hypothesis as the p-value is found as .770 (>.05), so it is established that there is no significant difference in the reasons of using post offices by different professionals. That is they are using post office for taking the advantages of vast network and less costs in using the services.

Alternatively, it is proved that people are not using the courier services due to the limitations of them in providing vast network in exchanging the letters, documents, products and transferring money in minimum costs.

Reasons for using alternatives of post offices (not using post offices) by different professionals of urban areas: In postal services customers considers five most important factors; security (around 100% probability that the items are protected from any kind of loss), Certainty (assurance of getting the sent items by the proper receivers in time & in proper form), speed (the sent items are received in smallest possible time), network (covering all the receivers in the network of service) and cost (comparatively less charges imposed by the service providing firm). The acceptance-rejection criterion of such enterprises depends on the statistics of the determining factors. The failure of enterprises in ensuring these factors is not accepted by the customers. The researchers want to determine the reasons for considering alternative of post offices by the majority of urban citizens to determine the limitations of post offices. But out of the five factors the respondent identified only two as the limiting factors of acceptability of the services of post offices; insecurity and uncertainty. The findings are illustrated in Table 6.

Table 6 Reasons for Not Using Post Office by Different Professionals

			Reason NotPostoffice		Total
			Insecurity	Uncertainty	
Profession	Business	Count	30	10	40
		% within Profession	75.0%	25.0%	100.0%
	Job Holder	Count	73	60	133
		% within Profession	54.9%	45.1%	100.0%
	Student	Count	61	56	117
		% within Profession	52.1%	47.9%	100.0%
	Housewives	Count	3	7	10
		% within Profession	30.0%	70.0%	100.0%
Total		Count	167	133	300
		% within Profession	55.7%	44.3%	100.0%

Source: Field survey conducted from June 2013-September 2013.

The respondents informed that the constraints of post office services are limited in two of the factors in almost equal proportion. But insecurity (55.7%) is a little bit more alarming than the uncertainty (44.3%). Housewives are considering the factor uncertainty as more alarming than insecurity. But the other three categories of respondents perceive insecurity as more alarming than the uncertainty. Businessmen consider insecurity significantly more than uncertainty as they have to send goods, documents to their recipients. But whether the difference

in opinion regarding that limiting factors among professional is significant or not can be tested by the Chi-Square test. The researchers developed the following hypothesis for that purpose:

H_0 = There is no significant difference among professionals in identifying the reasons of not taking the services of post office.

H_a = There is significant difference among professionals in identifying the reasons of not taking the services of post office.

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.351 ^a	3	.025
Likelihood Ratio	9.735	3	.021
Linear-by-Linear Association	7.044	1	.008
N of Valid Cases	300		

a. 1 cells (12.5%) have expected count less than 5.
The minimum expected count is 4.43.

As discussed earlier about the significant difference of opinion among professional, the Chi-Square test established the fact that there is a significant difference between the opinions of professionals regarding the reasons for not using the service of postal department as the p value is .008 i.e. <.05.

6. Results and Discussion

Post offices of Bangladesh are serving all the populations by collecting, transporting and distributing postal products in minimum indiscriminative charges. At present one post office is serving around 9000-20000 people in different regions (Table 1). The post offices are committed to provide speedy, reliable and secured service but people are not relying on the services of post offices and trying to make a substitute by privately owned Courier Services. The growth of the courier services is very high but the growth rate of post offices is very insignificant (Table 2). This is due to the fact that the growth rate of different main activities (letter, parcel and money order) is not increasing satisfactorily (Table 3). The uses of courier services by the people of urban areas is higher than that of post offices (Table 4). In this declining stage, people are using post offices only for vast network and minimum indiscriminative cost in almost equal proportion (Table 5). There is no significant difference between the four broad categories of professionals in identifying the reasons of using post offices. That is all are using post offices for same reasons (Table 6). Identifying the reasons for using courier services or not using post offices, it is found that professionals are not using post office fearing the insecurity and uncertainty (Table 7). But there is difference among professionals regarding these problems (Table 8). It is inferred that minimum cost charged by post offices for different services would not attract the populations for a long time. People are giving more emphasize on other reasons like; insecurity, uncertainty, and network coverage. The network coverage is unparallel in the case of post offices, because it is not possible for profit-oriented privately owned courier services to cover whole Bangladesh. But irresponsibility's of govt. employees in post office and related transport services fade away the confidence of citizens on the services of post offices regarding the security of their valuable items and certainty of getting the items by the recipients in time. It is proved again by the numbers of sending items by the post offices over 15 years in Table 3, where the insured letters and parcels has a increasing growth rates but general letters, parcels, money orders are facing decline growth rate.

6.1 Managerial Implications of the study result

Considering all the situations, it is recommended for a turnaround of Post Office services as follows:

- a. Include the demanded communicative services of citizens of the present world like mobile banking, ATM cards, electronic money transfer services with better software and satisfactory, committed and competitive customer services, even conditional cash transfer among the account holders of postal mobile banking.
- b. Facilitates people by scanning, composing, emailing and printing of documents and ensuring fast communication between senders and recipients.
- c. Implementing cost-effective methods of different operations of post offices.
- d. Ensuring faster and reliable transporting facilities for post offices.
- e. Effective complain handling, identify the responsible persons and compensate properly and timely the loser person if necessary.

The imperatives could be followed by other state owned enterprises who are not coping with the well managed private enterprises.

6.2 Conclusions

This important research about turnaround of dipped post offices in the face of stiff competition from technologies and privately owned courier services focuses the strength and limitations and suggested some ways to get the reliable, speedy and indiscriminative postal services in minimum charges. It is established that courier services is not able to be a substitute of well networked post offices. So post offices must ensure efficient, effective and demanded services of present world.

6.3 Limitation of that Study

This study has the limitation of taking the opinion of only urban people of a particular city of Bangladesh that has special characteristics of non-resident Bangladeshi people, so the result cannot be generalized for all the under developing countries but the area with similar feature. The stratification of people of different income level and of different status and the enterprises of different philosophy are not depicted in that study.

6.4 Further Study

Such researches could be carried by taking the representing samples from representing areas of developing economy like Bangladesh where the basic need of postal items for all the people of the country must be ensured. Besides consideration of different factors like income level, education of people and the demand of different enterprises could be made in further researches.

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