

**GHANA INSTITUTE OF JOURNALISM
MASTER OF ARTS IN PUBLIC RELATIONS**

**A HISTORICAL ANALYSIS OF GHANA'S POSTAL SYSTEM POST THE
INTERNET ERA**

**A THESIS SUBMITTED TO THE GHANA INSTITUTE OF JOURNALISM IN
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF A
MASTER OF ARTS DEGREE IN PUBLIC RELATIONS**

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DECLARATION

I hereby declare that the project work entitled “A Historical Analysis of Ghana’s Postal System Post The Internet Era” submitted to Ghana Institute of Journalism, is a record of an original work done by me under the guidance of Dr Rabiw Asante. Except for works of other authors which have been duly referenced, I also affirm that this work has not been submitted in whole or in part to any other educational institution for any purpose.

.....

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Date.....

.....

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(Student)

Date.....

DEDICATION

This work is dedicated to my family which is made up of my dad; Mr Eric Kumi Ntow, my mother, Madam Dora Nyarko and my siblings, Dan, Eunice and Esther Kumi for spurring me on to success. May God bless you all.

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ABSTRACT

It is not a disputable fact that the introduction of modern Information and Communications Technology (ICT) in communication has reduced the patronage of postal services in Ghana. For this reason this study focused on a comprehensive review approach to examine changes that taken place after the emergence of technology in communication, how Ghana's postal services have been affected by ICT, how ICT can be incorporated into the postal system and the importance of ICT in the postal system. It was discovered that change cannot be avoided in any society and for that matter the introduction of ICT into the communication sector should not be seen as a threat to collapse of the postal sector but rather an opportunity to improve postal service delivery. This was observed to be achieved through training and also the provision of tools and logistics to the sector. It was also discovered that though ICT has come to make communication easier and faster, not all areas in Ghana have access to internet and for that matter why the postal sector should not be neglected. It is therefore important that further studies should be conducted to help determine customers and staff opinion on how modern ICT can be incorporated into the postal sector to make the sector vibrant and quick in communication and information delivery.

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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

Information and communication technologies (ICTs, which encompass computers, software and telecommunications) are revolutionizing the way individuals, businesses and other parts of society communicate, work, bank and shop (Foster *et al.*, 2004). The Internet has opened up the world. Users can send and receive e-mails or log on to a website from anywhere on the globe, enjoying instant communication at negligible cost. It offers virtually free access to huge amounts of information and expert advice on almost any subject. Communications both inside and outside the organization have also become comparatively easier, facilitating greater cooperation within an enterprise.

The ICT revolution has had a considerable impact on the postal sector. Postal enterprises which are managed in the traditional government must have generally been late adopters of ICTs, partly because they are subject to fewer competitive pressures, compared with those that are expected to function as profit-making businesses (Castells, 2009).

However, today almost every postal enterprise, irrespective of whether it operates in a protected or open market, or whether it operates as a government corporation or as a private company, either uses or is keen to use ICTs in order to become more efficient, accessible and profitable (Foster *et al.*, 2004).

Information and Communications Technology (ICT) has an important role in the world since we are now in the information age era.

The world has now turned to a global village where technology is now the major medium used to communicate (Castells, 2009). Improvement in technology has helped provide diverse media of communication between people across different cultural and geographic backgrounds.

The quick and relatively cheap method of message delivered by technology has displayed the old traditional methods of communication. The media of communication in Africa has changed immensely since the inception of technology (Foster *et al.*, 2004).

Before ten years ago, message and communication media were done often through the mail system or through personal contact. At other times, the use of telephone was also employed (Fall, 1985). The frequency of people communicating through letters was at the peak making the traditional method of sending letters by post very active and the use of mobile phones or the internet were totally absent in the system (Rasanen, 2008). During this era, few immobile telephones were available and even these were usually used by top class personalities and government officials. This makes it clear to identify how important these were in the past.

Quaye (2011), was of the assertion that students in schools who are accommodated through the boarding system are able to interact with friends and families only through the method of letters. In his article, “Ghana Postal Service or Ghana Pilfering Service?” Quaye (2011), he studied to actually find out the number of pages mails and letters received from friends and family of students in schools could be able to occupy and awarded students who had majority. His work received great admiration from teachers because they reported that it helped to make students perform better during letter writing in examinations and tests. Quaye (2011), also reported that modern technological advancement such as the use of the internet reduces the usage of letters as a medium of communication between friends and family by a significant percentage of 87 aided by the introduction of computers in schools. The quick reduction of message delivery through letters was as a result of the fact that message delivery through the email system provides the opportunity for quick reply within few seconds. In the “Science lens in Special Days” article, it was found out that, in this modern regime of technological advancement where internet access has become a common activity, one of the countries in Sub-Saharan Africa that has received relatively very low patronage of postal

services is Ghana (Foster *et al.*, 2004). This could be attributed to the fast growth and adoption of ICT in Ghana.

Major cities in Ghana like Kumasi and Accra have resorted to the e-mail method as a medium of sending and receiving message thereby bringing to a dramatic reduction of the usage of the postal method. Though these are clear, it does not provide enough room to conclude that modern technology is the cause of low patronage of the postal system in Ghana. Foster *et al.*, (2004), was of the argument that despite the fact that the internet has caused a reduction in the patronage of the local postal system in some countries, this does not apply to all countries. He explained this by the fact in these countries people were able to have access to the internet by the help of the postal system. He therefore argued that the postal system was not competing with the internet but rather a channel to have access to internet services.

Despite these assertions, the case of Ghana is different because Ghana Post does not provide internet services but rather private entities and business firms and for that matter this has resulted in a high level of competition between internet services and the Postal system (World Bank & Universal Postal Union, 2001). In Busy Internet Café, one of the internet cafes in Accra, out of a total of 100 people who access the facility for online services, Foster *et al.* (2004), reported that about 80% of them went online to send and check emails, an activity which is in strong competition with Ghana's Postal Services. He concluded that Ghanaians use the internet mainly to communicate with family and friends and sometimes organisations in foreign countries. Internet services are on the increase each day in Ghana and are a potential threat to the survival of the country's postal system.

The high incidence and availability of mobile phones and the quick access to the internet has reduced the usage of letters in the dissemination of information (Quay, 2011). This and many more reasons makes it expedient to bring to light through research how modern ICT and for that matter the internet affects Postal Services in Ghana.

1.2 Ghana's Postal Service History

It was in 1854 that it was found out that the establishment of Postal Services in Ghana was beneficial (Rasanen, 2008). It was after the United Kingdom postmaster general gave his support that the mail system of communication should be expanded to inhabitants of the countries under their colony. Although there was some form of mail system already, this was restricted to only the secretary of state of the British colonies and the Gold Coast government (Castells, 2009). The colonial secretary was the receiver of the mails which were sent occasionally. These mails which came in occasionally were handled by a colonial secretary residing in Cape Coast and his subjects who were based in Accra (Rasanen, 2008). After 6 years that is in 1860, the Gold Coast legislative council came out with a law to pre-pay postage on designated letters that are delivered through the post (Castells, 2009).

The first post office was built in Cape Coast, the then capital of the Gold Coast in 1873. Rowland Cole from Sierra Leone was chosen to control and manage (Rasanen, 2008). After the capital of the Gold Coast was changed from Cape Coast to Accra in 1874, there was another establishment of a post office in Accra and Peple, an emigrant was given an appointment to manage it (Rasanen, 2008). Another emigrant, William Wilberforce took over from Peple after his health condition could not allow him to continue his management role.

There was a reposting in 1879 and Rowland Coleman moved from Cape Coast and became in charge of the postal services in Accra. The Gold Coast was then made a member of the Universal Postal Union (UPU) in 1879 (Rasanen, 2008).

The UPU comprises a global monitoring organization of all postal works. After this there was formation of the Colonial Postmaster position in 1887 and this post then became 'Postmaster-General' whose work was to oversee postal services nationwide (Castells, 2009). After the '1888 Post Office Ordinance' was enacted, the office of the telegraph was moved to 'Public Work Department' to 'Post Office' (Castells, 2009). It was observed that fresh employees to

perform postal services were to be trained to help in professional work output and this necessitated the establishment of a postal school in 1912(Castells, 2009). There was training in various disciplines such as process and techniques in the operation the teleprinter and the morse.

It was a six month training program after which trained people got posted to district offices to obtain additional skills. Before 1972, all post offices worked as ‘Savings Bank Business’ till their functions were changed to Post ‘Office Savings Bank’ by the National Redemption Council Decree(NRCD)(Castells, 2009). There were subsequent modifications and the name was later changed to be known as ‘National Savings & Credit Bank (NSCB)’ but the post offices helped as assistances for banking operations(Castells, 2009).

There was growth of the postal organisation as time passed and ‘Ghana Postal Service’ was changed to ‘Ghana Postal Service Corporation’ after it became an independent organisation from the then ‘Ghana Post and Telecommunication Company’(Pinstov and Vanstone, 2001).. In August of 1995, this name became legally bounded by a parliamentary Act, 505(Castells, 2009).

In 1999, in the month of August, the ‘Ghana Postal Services Corporation’ became an organisation operating asone that is deemed limited by liability. This made the organisation to perform in similar lawful and supervisory working conditions like individual companies (Foster *et al.*, 2009).

The Ghana Postal Service is presently under management and operation of the Communication Ministry which is under the Ghana government. The implication of this history is that, Ghana Post has experienced changes and these can be attributed to political reasons. Income has been generated from postal services apart from the fact that it is the only institution rendering service as mailing internally and internationally.The question at stake is that ‘in this current modernisation where quicker and faster means of communication are

readily available, can Ghana Post be able to still maintain and compete for the role it plays as a mailing organisation?'

1.3 Problem Statement

There is presently a worldwide rivalry faced by the native postal means as there is readily available cheaper and faster mobile phones and courier services performing same role and functions as postal services quicker and cheaper (Pike, 2003).

People are of the perception that technology has slowly taken away the postal industry thereby making the postal system shunned due to alternative media of communication. It has been reported by Asante *et al.*, (2011), that there has been dramatic reduction in businesses of the old postal services and this is not different from work done by the World Bank and the Universal Postal Union (2011), where it was realised that technological advancements have made people to perceive that the postal sector is at the brink of collapsing. They were of the opposing view that this thought is too early to assert. They believe that the traditional postal system is very crucial to every growing economy.

Though the old postal system is sometimes seen as an ineffective method of mail delivery comparative to the email and fax systems, it is the widespread media for delivery of message (Pinstov and Vanstone, 2001). Their claim is buttressed by the contention that telecommunication network and the internet is not available in all topographical settings and for that matter the usage of the traditional postal system is what has been used in these areas. Taking into account the competition from different communication media, it becomes very expedient to have an idea of the present condition of Ghana's postal system. The core mandate of this study is to assist in the acquisition of information to help determine whether Ghana's traditional postal system still remains vibrant in the dissemination of mail and communication and also bring to light factors that are of detriment to the postal system and

for that matter are in strong competition and possible eradication of the role and purpose of existence of the postal system in Ghana.

1.4 The study Purpose/Significance

Information and Communications Technology (ICT) and Modern Technological Improvements are on the fastest means of transforming the facades of majority of firms and establishments that are usually involved in communication and information delivery, such as the move to the usage of the internet other than the postal system. In this era of this change, this study aims to aid in finding out how Ghana's postal system is responding to this change and also help identify the merits and demerits of technology on postal services.

In addition, this study will further help provide information to add to literature on matters that are in relation to the competition and controversies surrounding the traditional postal system and the use of technology in the dissemination of information.

1.5 Aim

This study aims at highlighting trends in the operations of Ghana Post in an era of advanced technology.

1.6 Specific objectives

Specifically, this study seeks to;

- i. Identify the various organizational changes made by Ghana Post to withstand the impact of Technology on its service delivery.
- ii. Help establish how Ghana Post have been affected by Information and Communication Technology Advancements
- iii. To evaluate appropriate organizational innovations and interventions being undertaken by Ghana Post to reduce adverse effects that posed by Information and Communication Technology Advancements

1.7 Research Questions

It is the aim of the study to help address the following questions:

1. Which organisational changes have taken place by Ghana Post to effectively meet the needs of customers in this new era of Information and Communication Technology Advancements?
2. Which of the services of Ghana Post has been affected by modern technological advancements and how?
3. What, if any, are the organizational interventions put in place to reduce if not totally eradicate the adverse effects of technological advancements on the services of Ghana Post?

1.8 Expected Outcome

At the end of the study it is expected that;

1. The organisational changes by Ghana Post to effectively meet the needs of customers in this new era of Information and Communication Technology Advancements will be identified.
2. The services of Ghana Post that has been affected by Information and Communication Technology Advancements and how these have been affected will be examined.
3. The appropriate organizational innovations and interventions undertaken by Ghana Post to reduce adverse effects that may be posed by Information and Communication Technology Advancements will be evaluated.

CHAPTER TWO

2.0 REVIEW OF RELATED LITERATURE

2.1 The Postal Business Market

The Universal Postal Union (UPU) gave a meaning to the postal market as 'Items that can fit through letterboxes, including packets delivered by any carrier'.

'This also involves mails that have not been addressed, international mail, standard parcels, as well as express and courier services'. Mails were classified into types by UPU and amongst these are as follows:

- i. 'Letters: These include addressed letters, large letters and small packets which are small enough to be posted through letter boxes'.
- ii. 'Unaddressed letters: This category is made up of items which can be posted through letter boxes but do not contain an address such as leaflets, catalogues, brochures and magazines'.
- iii. 'Express and courier: This is made up of items which are certain to arrive on a particular day or time, and/or which has a signature on delivery or track and trace facility'.
- iv. 'Standard parcels: These items are not guaranteed to be delivered by a particular time and cannot be posted through letter boxes'.
- v. 'Social mail: This is made up of mail coming from local customers like Christmas cards and Birthday cards'.

2.1 Reduction in Postal Sector

It has been labelled by The European Post Union (EPU) that the evolving agreement amid postal service workers is currently degenerating. Proof has shown that since 2005 that the quantities of letters rose to the peak, there has been continuous decline in numbers.

The unceasing reduction in the postal market for time past has been a record and thus an indication of significant change in the postal sector. It is therefore very important to analyse

and attend to the problems encountered by the communication and postal sector with a more holistic approach. People have been able to obtain substitutes for communication, advertisement of products and services and performing business transactions by using the internet, emailing system and messages through texts as done using facebook messenger, whatsapp, skype, to mention but few. Considering the above-mentioned alternative means of communication, it becomes an indisputable fact that a decline in the patronage of postal services becomes a factual probability.

2.2 Key Trends in Technological Advancement

It has been stated by Christensen that majority off the noticeable technological, social or behavioural factors having effect on the postal ecosystem were as a result of development in the trends of media and communication(Lawrence, 1990; Kotter,1996). The movement in communication from physical to digital has been an increasing and on-going process. Any minor change in technology causes a corresponding change in the dimension and rate of communication. Daily, private or public bodies are not only making efforts to make communications digital but also business transactions as well. There has been growth and advancement of the internet from bulk transmission media to individualised chats which has been due to proliferation of the social media. This has brought to the realisation of postal service providers that there is the need to find out ways of sustaining the postal business in the era of competitors and modern producers of electronic materials for communication who are difficult to be regulated nationally.

2.3 Theoretical Framework

2.3.1 The Theory of Organisational Change

The initial philosophies of organisational change were based on environmental factors that inspired institutions to adjust in reaction to outside ecological pressures and

prospects Greenwood and Hinings (1996). (Lawrence, 1990; Kotter, 1996). The most common causes of change emanated from major factors from the environment including changes in economy and politics, advancement of technology, quick extension in worldwide market as well as change of demographic and public structure (George and Jones, 2002). It therefore becomes clear that the need for change is necessitated by varieties of factors. Despite these, the core tune depicted by the various theories of change is that organisations are usually encountered by rigorous and varying environments hence the crucial to find ways of acclimatizing, changing or sometimes a drastic conversation to be able to live (Iles & Sutherland, 2001). Planned and emergent changes are some of the classifications by some theories of change. An exclusive case study can be obtained from the postal service taking into account the active and fast changing environment surrounding technology which determines its processes (Mintzberg, 1989 as cited in Iles & Sutherland, 2001). Changes that are intentional and are as a result of awareness and planned actions are described as being planned (Anderson *et al.*, 2008).

On the other hand, emergent changes appear unplanned and impromptu. Sometimes managers make deceptive decisions that have no correlation with emerging changes (Anderson *et al.*, 2008). Some of these decisions are based on unaware expectations about the organisation, its surroundings and the projections (Mintzberg, 1989 as cited in Iles & Sutherland, 2001). These inherent expectations order the way of the apparent different and distinct choices, resulting in influencing the modification procedure by 'drift' rather than by plan. In addition, external factors including behaviour of competitor, improvement in technology, economic factors, effect changes in a way that managers find it difficult to regulate (Iles & Sutherland, 2001).

With similar scope, the spread of communication media that is aided by technology can bring about emergent or planned change in postal services (Iles & Sutherland, 2001). People who

control the affairs of postal services would be unreceptive and that technological changes will be the key determining factor of fastness and route of postal services (Greenwood and Hinings, 1996).

Contrary to this, planned change acceptance procedures would include an aware and practical effort by management to find out the present condition of the postal service to ensure that activities that are put in place are needed by customers in this present generation where there are alternative media of communication and improvement in technology (Iles & Sutherland, 2001).

The processes of change are also some of the criteria employed by other theories in the classification of change. 'This has resulted in the discovery of some classes of change such as radical, convergent, revolutionary and evolutionary change' (Iles & Sutherland, 2001). Clear cut distinction exists between the various change types. As convergent and radical changes are different, so does revolutionary and evolutionary change. Greenwood and Hinings (1996), observed that convergent change entails adjusting the current positioning of the organisation. This implies that the existing tradition and acceptable norms of the organisation is kept unchanged while small changes are carried out in order to make it cope with current situations. 'Radical organizational change or frame bending' on the contrary entails total disintegration from an existing location and redefining the organization (Cummings and Worley, 2005). For this reason, it becomes vital to determine nature of change and change in organization with respect to the extent in which the organizational change occurs and the rate of change. Cummings and Worley (2005), reported that, regardless of its velocity, organizational change is the transfer of the organisation from an old state to a newly accepted and modified state with the hope to achieve effectiveness and efficiency. These changes may be in the form of periodic or uninterrupted development activities caused by organisations reacting to drivers of change from external sources. Changes that occur revolutionarily are led

by technological improvements such as 're-engineering, restructuring, and innovation' (George & Jones, 2002).

Re-engineering entails the central reconsidering and drastic reshape of activities of business to obtain vivid enhancement in serious, modern procedures of result such as price, value, service, and quickness (Hammer & Champy, 1993). In times when an organisation encounters rapid decline in output, managers try as much as possible to reshape measures and working strategies. Lowering this to the case of Ghana Post, the organisation can be in a continuous state of being beneficial and active going forward by reconsidering and re-branding of its services so ensure that it produces a total change in rate of service delivery quality, cost and modernising service (George & Jones, 2002).

The embrace of modern technological advancement to improve service delivery is one of the major ways the organisation can stay in business. The company should be innovative by usage of skills available and assets to create new goods and services in order that the company can be able to meet the current demand and requirements of customers (Jones, 1988 as cited in Chen *et al.*, 2010).

Considering the present declining state of postal services and continuous reduction of quantities of mails, (International Post Corporation, 2002), the postal service requires a total revamp of the entire organisational working conditions, know-how, motivation, tools and logistics as well as in service training on technological application in postal services to increase rate of service delivery (Anderson *et al.* (2008).

Organizational modification is a drastic programme that reveals extensive renewal through the whole institution. As a replacement for additional procedures, institutional managers use a more thorough method where constant training and acquisition of knowledge are core to ways and methods of work. The organisations become totally transformed by creating and

applying current missions, visions, norms, values and principles that depict a dynamic constant learning organisation (Anderson *et al.*, 2008).

The basis of this theory is that changed organisations actively push being innovative to a state where it is seen as the main driver of change in the bigger environment. In these present times, theories on organisational change have constantly stressed on the function of the growing technological era as the major precursor of change in many institutions. In Barnes (2004) opinion, considering the present fast growth of technology a more ready- to- learn working class and the change of prescribed working conditions, technology is becoming an unavoidable tool on institutional culture.

The main subject matter in the dispute that occurs in the originations driven by change in organisations' theory is dependent on the grounds that the fundamental method in attaining organisational attractiveness is contained in connecting with the importance of technology. The application of ICT can help achieve organisational goals in a simple, easier and faster manner. To add more to this claim, Dejonckheere and Van Hootegem (2001), reported a number of case studies where the application of ICT fast-tracked positive modification of the organisation particularly ones related to business growth, product branding and improvement in provision of services.

For this reason, it becomes very clear that the post service is not an exception of organizations that become very vibrant and improve their service delivery by the adoption of modern technology as this will be a great asset to help in the showcase of their products, services, etc. Also position of customer on service delivery can be influenced by innovation and a restructure of organisational policies and changes in the principles governing the employment of workers (Dejonckheere & Van Hootegem, 2001).

In addition, assisting structural alteration, advocates of the ICT allowed administrative modification philosophy to pressure the effect of contemporary ICT on organisational revitalization and upgrading. Flecker *et al.* (2000:4), reported that “ICT is widely interpreted as an incentive for comprehensive changes in the organisation of companies and working processes”. It must be made very clear that it is not an easy journey to achieve organizational change in these modern times of advancements in technology, institutions such as the postal services must manage to cope and adapt to the process in order to know the importance, cope and move with the changing environment technologically.

2.3.2 Theory of Change Management

A number of theories relating to organisational change portray the view that ‘change is a normal, organized, and systematic process’. Dawson (1996), hypothesised that in ideal living situations, change in organisation is messy, usually entailing unstable aspirations, intermittent activities, shocking occurrences and unplanned mixtures of modifications and results. To better understand change, it is important that it is viewed from a myriad changing and active systems within the institutions where it occurs. In the opinion of Dawson (1996), change management is a multifaceted process and has two main vital components.

Firstly, it is important to find, discover or if possible test the suppositions that trigger administrative judgments.

Secondly, it is important to understand that change in organisation can be expedited by well thoughtful and critically analysed designs, delicate execution stages and being aware that it cannot be set away from the consequences of destiny, indecision and probability (Dawson, 1996).

Mullins (2002), found out that though organisations have to become accustomed to their surroundings to live successfully, they have the tendency of feeling at ease operating in

therules and methods communicated to manage current circumstances. This makes them create ways to resist the change and is comfortable living on their customs and traditions.

There are several reasons for resistance to change and for that matter why changes presented are not likely to survive (Nassejje, 2001).This makes it very clear Ghana Post can affect any change in their working conditions in response to technological advancements only if they recognizes the importance of such change.

Coming to the realisation to change is only the initial stage and for that matter managers of the service ought to take into accountany form ofresistance that is likely to occur from stakeholders such service consumers,staff, and providers of services. George & Jones (2002), recommended a three-step method that will facilitate fruitful, effective and efficient transformation of an organisation as ‘unfreezing, moving and freezing’.Unfreezing begins when staff understands problems of the organisation and the mission that inspires them to transform. Traditionally unfreezing goes through three distinct stages.

First is to have adequate evidence to support that the present state of the organisation is not the best.

In the second stage, this situation has to have a direct impact on the organisational goals in that; it must provokemembers’ immediate needs.

Lastly, is to come out with a resolution that will aid in decreasing if not totally eradicate members’ anxious condition and opposition of the change(Schein, 1992).

It is important that managers in the postal sector understand the unfreezing stage of the change process and have in mind that the invention of technological advancement has contributed to a drastic decline of the quantity of the old mail(Nader, 2004). Also the reduction in volumes of the traditional mail is bringing about the disappearance of the postal services as reported by the International Post Corporation(2002), and for that matter Asher, Callan & Marsh (2010), wereof the assertion that to thrive is to introduce technology into the

postal system in order to cope with the current rivalry posed by the present technological age. Moving involves undertaking activities to cause organisational change to a desired state. This is complex process that entails setting of aspirations, asking for aid, obtaining resources, design and performance (Chen *et al.*, 2010).

The moving stage in the case of Ghana Post would demand that there is a total change of course of the postal services. Development of products and services that require current and modern communication technology would be required, including enablement of staff to be able to use modern technological advancements through effective training and making available the necessary capital, tolls and logistics required to achieve these.

To cause stability of the change during the moving stage is what is termed 'freezing'. All stakeholders of a firm have in common some form of hidden unified way of reasoning and analysing situations. For this reason, there is the likelihood that the organisation may return to old ways of doing things if freezing fails to be done.

Ghana Post point of freezing would encompass making of current guidelines, changing fresh conduct of staffs, strengthening suitable reactions, all in an effort to co-opt the fresh standards or modern service method into the tradition of the organization (Chen *et al.*, 2010).

The popular identifiable objective of organizational change in the postal sector that needs amendment to warrant accomplishment of the transformation agenda in the age of scientific improvement comprise idea, tactic, values, arrangement, scheme, manufacture technology, and management style (Yang, Zhuo, & Yu, 2009).

When an organisation like the postal service undergoes change, its core values should be identified in order that it can be well-kept in the process of change. Strategy is the organization's mission as well as the process and necessary resources that are to be taken into account in decision-making (Chen *et al.*, 2010).

It is necessary that the mission of postal services in this time should focus on staying significant through the provision of products and services that is technologically motivated which is the resource that forms as the basis of the process of change.

The complete postal system which comprises official procedures, rules and measures such as prize scheme, performance assessment means, aims and financial plan arrangement that are used to drive the institution needs to be appraised in the presence of the alterations that the establishment strive to inculcate (Chen *et al.*, 2010).

Lastly, the type of leaders has an effect on the rate of change because young energetic leaders welcome changes brought about by technology than older colleagues (Chen *et al.*, 2010). So far as there is technological improvement and communication, organizations must note that change will be an unceasing process and for that matter organizations that are able to change and act faster become most successful. Despite this, leaders of organisations who forestall and discover the future are great winners because they become leaders, others become followers while those who fail to adapt naturally exit the system. Successful organisational change methods are many. Institutions that continuously re-examine their ways of life are able to respond to the rate and difficulty of change, adjust, make effort to acquire knowledge and quickly perform. However, static organisations are adamant and always make efforts to control and prevent change in their vicinities; they fail to change.

It therefore becomes crucial that managers in the postal sector should try as much as possible to incorporate technology into their working environments because this is an important incentive to improve productivity (Burnes, 2004).

CHAPTER THREE

3.0 METHODOLOGY

3.1 Study Area Description

The study will be conducted in Accra Metropolitan Assembly (AMA), Ghana. In the north, the University of Ghana bounds AMA, Tema Township to the east, in the west the Korle

Lagoon and the Gulf of Guinea bounds the metropolitan assembly in the south. This is shown in figure 3.1 below.

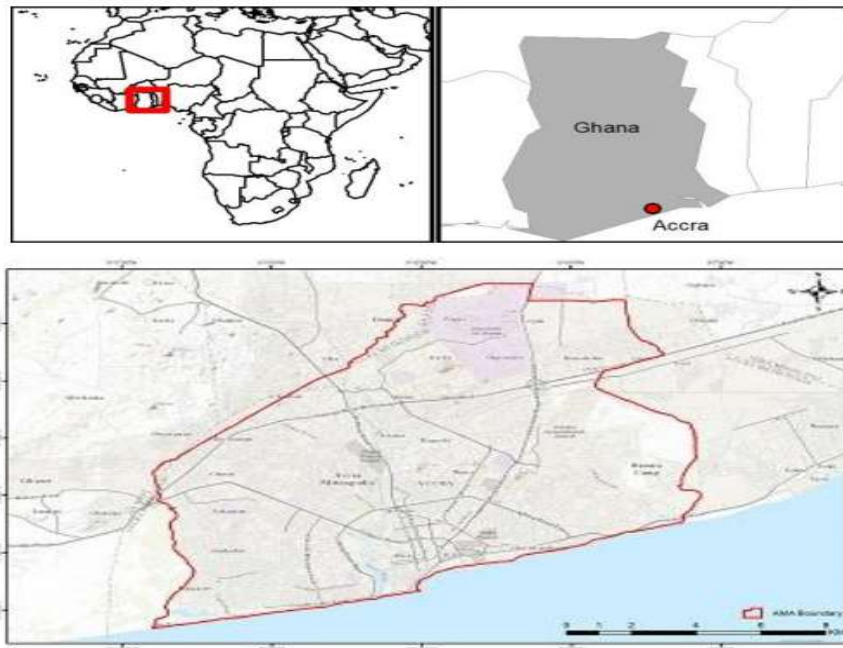


Figure 3.1: Map of Accra Metropolitan Assembly

Source: (Owusu, 2018)

The nature of the land is undulating in certain parts. Elevation is higher as 240m above sea level and other parts is about 60 m above sea level (Owusu, 2018). The district with high level of urbanisation in the Greater Accra region is AMA.

According to AMA (2015), Accra has a lot of commercial activities occurring there and harbours majority of the headquarters of many businesses and organisations in the country and this is not different from the headquarters of Ghana Post. Also, Ghana Post customers in the AMA will also be interviewed to ascertain their knowledge on modern technical advancement and how it affects their patronage of postal services.

The second set of respondents will be selected from Ghana Post Headquarters in the AMA; the head of all Ghana Post Offices in the country.

3.1.1 Population

According to Ghana Statistical Service (2012), in the Greater Accra Region, the most urbanized district is AMA. Out of an estimated total population of 1,848,614, 887,673(48.02%) are males and 960,941(51.98%) are females.

The Headquarters of Ghana Post is made up of a total population of 502 workers from the 11 different departments. Out of this number,320 (63.7%) of them are males and the remaining 182 (36.3%), females.While 297 (92.8%)of the males are permanent workers, 23 (7.2%) are on contract. In addition, 168 (92.3%) out of the 182 females are permanent workers and the remaining 14 (7.7%) females are also on contract (Ghana Post Headquarters, 2020).

3.1.2Vegetation and Climate

The main vegetation in theAMAis the Coastal Savannah. This is in three main zones; made up grassland,coastal lands and shrubs. The shrub lands are found commonly around the Western and the northern endnear to Aburi Hill where short tress are dominant plant population.In the grassland areas, the vegetation is no different from what occurs found in the forest floor of disturbed forests where the grasses are densely distributed(Owusu, 2018).

The average annual rainfall is about 730mm, which falls primary during the two rainy seasons.Temperature varies slightly throughout the year (AMA, 2018). Relative humidity is very high with the minimum daily being 65% and 95% at night.

3.1.3 Socio-economic conditions

Accra, as Ghana's capital has contributed greatly in the development of the nation's economy.AMA, a district in Accra, is a host of many industries, financial, educational, health, telecommunication institutions to mention but few (AMA, 2015). Due to this there are a lot of employment opportunities in the metropolis and thus this has encouraged massive rural-urban migration to the area making it the densely populated district in Ghana

(AMA,2015). The larger number of businesses operating in the district has contributed massively to generation of revenue to the Assembly through taxation and property rates (AMA, 2015).

The district also harbours one of the best educational and health institutions in the country.

3.2 The Study Research Design

‘This is a layout that directs the carrying out of a study and how data obtained would be analyzed (Bryman, 2001). In operation, it is a procedure for collecting and analyzing data. The type of data to be collected and analyzed forms the type of research design to be employed. These may include issues such as understanding the behavior of a particular group or the study of a particular case (Bryman, 2001).

This means, social science research encompasses a variety of research designs depending on the environment of the study. In this study, the case study method will be used to have a thorough assessment of Ghana’s postal services in an era of Information Communications Technology (ICT) advancement.

3.3 Sampling Method and Sample Size

Non-probability method of sampling was used.

For the purposes of this study, purposive sampling method will be used to select the first set of respondents who will be residents in the AMA who have had some form of transaction with Ghana Post. This method will help find the specific target groups that are basically people who have one way or the other transacted any form of business with Ghana Post. The second set of data will also be obtained from staff of Ghana Post headquarters in the AMA. Within the headquarters of Ghana Post, snowball sampling method will be used to select respondents who work within the 11 various departments. This sampling method will be employed because a worker in one department will easily help locate other workers within the same department to help facilitate the data collection process.

According to Israel (1992), the selection of a sample size (**n**) for a study depends on the population (“**N**”) and the level of precision or the sampling error (“**e**”) to be tolerated.

Sample size (**n**) = $\frac{N}{1+N(e)^2}$, *n* stands for the sample size, *N* is the population size and *e* is the sampling error (Israel, 1992).

For the first set of data that will be obtained from customers of Ghana Post, data on customers will be taken based on particulars taken during transactions as can be found in receipts and record keeping documents. Sample size for customer respondents will depend on number of people who have undertaken posting activities over the past five years.

For the second set of data from Ghana Post headquarters, the total number of workers in the 11 departments currently stands at 502 (Ghana Post, 2020). Using a sampling error of 10% (90% confidence level), 83 respondents will be selected for the study. For this reason 7 respondents will be selected from each of the 11 departments and 6 other respondents who are managers of any of the 11 departments will be randomly selected for the study because they have general idea of the entire departmental roles and as well are key informants.

3.4 Data Collection

3.4.1 Structured interview

‘In a study that encompasses the study of conduct and customs, where data will be collected by questionnaire containing close or open ended questions, it is termed structured interview. (Bryman, 2001)’. This method of the interview will be employed because it will allow for precise intended information designed to achieve expected outcome. It will also prevent deviation of respondents from the subject matter. Also, it inspires regularization that involves seeking of answers from well designed questions.

In this work, primary data will be collected from both customers and staffs of Ghana Post in the AMA. This will help provide adequate and varying information on how both customers

and staff view the impact of ITCAs on the activities of the organisation. This is very crucial because it will help provide an opportunity to obtain information that will help in making informed decisions related to the organisation to enhance both customers and workers satisfaction.

Primary data will be obtained from structured interviews through questionnaires where the researcher will seek for responses from respondents through answering of questions that will be either directed by the researcher or self-answered by respondents themselves. Questionnaires will contain both closed and open-ended questions. The number of questions each respondent answers will remain the same throughout the study. The method of data collection will be an interview granted "face to face" or phone calls where necessary. Where respondents are literate as in the case of Ghana Post workers, they will be given the opportunity to respond to the questionnaire on their own.

However, there will be clarifications on questions which may not be well understood by respondents. Questionnaires for both customers and staff of Ghana Post can be found in appendix 1 and 2 respectively of this document respectively.

3.4.2 Secondary data

Data from secondary sources used for this study will be obtained from existing literature on work related to postal services in Ghana which will include the history of postal services in Ghana and work related to postal services in Ghana and how technology affects these services. Secondary data will also be collected from the headquarters of Ghana Post. Also any information pertinent for the success of this research that will be available in the AMA will also be employed.

3.5 Analysis of Data

The Statistical Package for Social Sciences (SPSS) and Microsoft Excel will be analytical tools employed in the analysis of the data and the results will be presented in tables,

charts and other statistical analysis significant for the interpretation of the results. This software will be employed because it has been specifically designed to analyse data such as one used in this research. Chi-Square tests and other non-parametric test will be conducted to ascertain differences and similarities between customers and staff perceptions on impact of technology postal services in Ghana. There will be comprehensive review of related literature in this study to help ascertain the trend of postal service functionality in Ghana.

CHAPTER FOUR

4.0 CONCLUSION

After a comprehensive historical analysis of Ghana's postal system post the internet era the following conclusions can be drawn:

- i. Ghana's postal system can be traced back to the colonial era when ordinary citizens/Ghanaians could not even access postal services.
- ii. The use of modern ICT in communication in quicker and faster ways have reduced dramatically customer patronage of postal services in Ghana.

- iii. Although modern ICT advancement has brought about faster and quicker media of communication, this is not the case of all geographical locations in Ghana because some areas are faced with poor telecommunication network. This therefore makes the traditional postal system still important.
- iv. The introduction of ICT into the postal system is a great incentive to combat the competition between modern ICT and the traditional postal system.
- v. Inadequate funding, lack of tools and logistics, lack of staff training and resistance to change commonly occurred as key reasons for inability to integrate ICT into Ghana's postal system.
- vi. The postal sector must be able to change to new ways of doing things since change is common to organisational development.

It is therefore very necessary that further studies be carried out to identify strategies used by Ghana Post to mitigate the negative effects posed by the usage of modern ICT in communication and information delivery.

Further study should also be undertaken to examine customers current patronage of postal services and as well as perceptions on how ICT can be incorporated into the postal system in improve work delivery.

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APPENDIX 1

GHANA INSTITUTE OF JOURNALISM

MASTER OF ARTS IN PUBLIC RELATION

QUESTIONNAIRE FOR GHANA POST CUSTOMERS ON

SECTION B: Identification Of The Various Organizational Changes Ghana Post Has Gone Through In Response To Information And Communication Technology Advancements (ICTAS)

5. Are you aware of services and product upgrade of Ghana Post with respect to improved technology since the emergence of ICTAs?
- A. Yes [] B. No [] C. No idea []
6. If your answer to 5 above is yes, what do you think are some of these upgrades?
- A. Improvement in EMS systems [] B. Improvement in financial management systems and record keeping [] C. Improvement in customer services in terms of communication [] D. Change of organisational data storage media []
- E. Usage of technology in facilitating delivery of letters and parcels [] F. Usage of mobile money services in the payment of Postal Bills and forms [] G. Development of app or track systems to track and monitor the present destination of sent mails, parcels and letters [].Development of website for customers to track sent items []
- I. No idea []
7. To what extent has these changes in 6 above affected customers' patronage of postal services?
- A. Smaller extent [] B. Larger extent [] C. No change of extent of effect []
- D. No idea [] E. Not applicable []
8. What do you think is the cause of change of organisational mode of performance of products and services?
- A. To provide equal quick and fast services as performed by ICTAs []
- B. To upgrade and expand the organisation's duties and services []
- C. To improve working conditions of staff []
- D. No idea []

E. E. Not applicable []

SECTION C: Examination Of How (ICTAs) have affected Ghana Post Services

9. Do you think modern ICTAs has affected your patronage of postal services?

A. Yes [] B. No [] C. No idea

10. If yes to 9 above, how are these effects?

A. Positive effects [] B. Negative effects [] C. Both positive and negative effects [] No effect [] Not applicable []

11. How has modern ICTAs affected your patronage of postal services?

A. Increased patronage of postal services [] B. Decreased patronage of postal serves [] C. Not affected patronage of postal services D. No idea []

12. Do you know of some products or services provided by modern ICTAs that have reduced your patronage of postal services?

A. Yes [] B. No [] C. No idea []

13. If yes to 12 above, mention some product(s) and/or service(s) provided by modern ICTAs that have reduced your patronage of postal services.

A. Relatively quicker and cheaper media of message or information delivery by technological advancement eg. emails, whatsapp, etc[]

B. Relatively cheaper bills and charges on services provided by ICTAs[]

C. Relatively higher assurance of receipt of information by recipient as compared to posting services where letters or parcels may get misplaced[]

D. ICTAshave no reduction on my patronage of postal services []

E. Other.....

14. Which of these services rendered by Ghana Post do you think have been most affected by modern ICTAs?

- A. Posting of letters and mails [] B. Posting of parcels [] C. Purchase of admission forms [] D. None [] E. Not applicable []

15. In your own opinion, how do you think low patronage of postal services will affect Ghana Post and the country at large?

- A. Reduction in revenue generated by posting letters, parcels, buying of school form, etc. []
- B. Reduction in employment rate []
- C. Effect on students' performance in letter writing during examinations []
- D. No effect []
- E. No idea []
- F. Other.....

SECTION C: Evaluation Of Appropriate Organizational Innovations And Interventions

Undertaken To Reduce Adverse Effects Posed By ICTAs On Postal Services.

16. Are you aware of any intervention Ghana post has undertaken to reduce the effects posed by the ICTAs on your patronage of postal services?

- A. Yes [] B. No [] C. No idea []

17. If your answer to 14 above is yes, what do you think are some of the interventions?

- A. Introduction of the Digital Address System for quick and easy identification and delivery of goods and services to customers []
- B. Training of staff on the usage of ICT to facilitate postal services []
- C. Collaboration with telecommunication networks and the media to help in the advertisement of new services. []
- D. Introduction of speed links services []
- E. No intervention []
- F. Not applicable []

G. Other.....

Additional information:.....

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APPENDIX 2

**GHANA INSTITUTE OF JOURNALISM
MASTER OF ARTS IN PUBLIC RELATION**

**QUESTIONNAIRE FOR GHANA POST STAFF ON
THE POSTAL SYSTEM IN AN ERA OF INFORMATION AND COMMUNICATION
TECHNOLOGY (ICT) ADVANCEMENT,
THE CASE OF ACCRA METROPOLITAN ASSEMBLY**

I am a final year graduate student from the Ghana Institute of Journalism and as part of the institutional requirements, I am undertaking a study to examine the impact of Information and Communication Technology Advancements (ICTAs) on Ghana Post Services. This study is for academic purposes only and no other use. I pledge that information provided will be kept confidential and will serve only for the purpose of this study and nothing beyond. Please spare me few minutes of your time to help me obtain the necessary information for this study. Thank you.

Respondent (Optional): Interviewer:

Date:

Tel. Number(s) (optional):

SECTION A: Demographic Characteristics Of Respondents

Indicate your response by a tick (✓) to the alternatives and write out responses where applicable. Multiple responses to a question are accepted. No option selected is incorrect. It is a representation of one's opinion.

1. Age group (years): A. 20 and below [] B. 21-30 [] C. 31- 40 [] D. 41-50 [] E. 51 – 60 [] F. 61 and above [].
2. Gender: A. Male [] B. Female [].
3. Level of education: A. Basic [] B. Senior High/Voc/Tech [] C. Tertiary [] D. Other.....

4. Department: A. Compliance [] B. Finance [] C. Corp Services []
 D. HR and Administration [] E. Customer Service [] F. Special projects
 [] G. Operations [] H. Commercial [] I. EMS and Quality
 Mgt [] J. Financial Service [] K. I.T []

SECTION B: Identification Of The Various Organizational Changes Ghana Post Has Gone Through In Response To Information And Communication Technology Advancements(ICTAs)

5. Has there been any upgrade in your organisational products and services in terms of informational technology since the emergence of ICTAs?
 A. Yes [] B. No [] C. No idea []
6. If answer to 5 above is yes, what are some of these upgrades?
 A. Improvement in EMS systems [] B. Improvement in financial management systems and record keeping [] C. Improvement in customer services in terms of communication [] D. Change of organisational data storage media []
 E. Usage of technology in facilitating delivery of letters and parcels [] F. Usage of mobile money services in the payment of Postal Bills and forms [] G. Development of app or track systems to track and monitor the present destination of sent mails, parcels and letters [] H. Development of website for customers to track sent items []
 I. No idea []
7. In your opinion, to what extent has these changes in 6 above affected your customers' patronage of postal services?
 A. Smaller extent [] B. Larger extent [] C. No change of extent of effect []
 D. No idea [] E. Not applicable []
8. What do you think is the cause of change of your organisational mode of performance of duties and services?

- A. To provide equal quick and fast services as performed by ICTAs []
- B. To upgrade and expand the organisation's duties and services []
- C. To improve working conditions of employees []
- D. No idea []
- E. E. Not applicable []

SECTION C: Examination Of How Ghana Post Services Have Been Affected By (ICTAs)

9. Do you think modern ICTAs have affected customer patronage of postal services?
- A. Yes [] B. No [] C. No idea
10. If yes to 9 above, how are these effects?
- A. Positive effects [] B. Negative effects [] C. Both positive and negative effects [] D. No effect [] E. Not applicable []
11. How has modern ICTAs affected your customers' patronage of your services?
- A. Increased patronage of postal services [] B. Decreased patronage of postal serves [] C. Not affected patronage of postal services D. No idea []
12. What are some of the services and innovations brought about by modern ICTAs that have reduced your customers' patronage of postal services?
- A. Relatively quicker and cheaper media of message or information delivery by technological advancement eg. emails, whatsapp, etc []
 - B. Relatively cheaper bills and charges on services provided by ICTAs []
 - C. Relatively higher assurance of receipt of information by recipient as compared to posting services where letters or parcels may get misplaced []
 - D. ICTAs have no reduction on customer patronage of postal services []
 - E. Other.....

13. Which of these services you render do you think have been most affected by modern ICTAs? A. Posting of letters and mails [] B. Posting of parcels [] C. Purchase of admission forms [] D. None [] E. Not applicable []
 Other.....

14. In your opinion, how has low patronage of postal services affected Ghana Post and the country at large?

- A. Reduction in revenue generated by posting letters, parcels, buying of school form, etc. []
- B. Reduction in employment rate []
- C. Effect on students' performance in letter writing during examinations []
- D. No effect []
- E. No idea []
- F. Other.....

SECTIONC:Evaluation Of Appropriate Organizational Innovations And Interventions Undertaken To Reduce Adverse Effects Posed By ICTAs

15. Do you think Ghana post has undertaken some steps to reduce the effects posed by the ICTAs on patronage of postal services? A. Yes [] B. No [] C. No idea []

16. If your answer to 14 above is yes, what are some of the interventions taken?

- A. Introduction of the Digital Address System for quick and easy identification and delivery of goods and services to customers []
- B. Training of staff on the usage of ICT to facilitate postal services []
- C. Collaboration with telecommunication networks and the media to help in the advertisement of new services. []
- D. Introduction of speed links services []
- E. No intervention []

F. Not applicable []

G. Other.....

Additional information:

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