



Social Media and Operational Performance of Nigerian Postal Service (NIPOST): Theoretical and Empirical Review

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Abstract: *This study summarizes and discusses literature-based research on the effect of social media on operational performance of Nigerian Postal Service (NIPOST). The study took a theoretical and empirical review approach as information were gathered through related published journal articles, test books, online resources, magazines, newspapers and some informed opinions. The study scope was theoretically and empirically reviewed with the aim of filling identified gaps in existing literature. The authors of this paper created a summary table to show earlier research on the subject including authors, research topics, data analysis method, research findings and identified gaps in this field. In light of the aforementioned, the researchers filled a knowledge gap.*

Keywords: *Social Media, Operational Performance, NIPOST.*

1.0 Introduction

Social media platforms and application tools are grouped into five types namely (i) Social networking: (Facebook, google+, Instant Messaging, Texting, Myspace, LinkedIn, Yammer, WhatsApp, Telegram); (ii) Blogging/Microblogging: (Blogger, Twitter, WordPress); (iii) Media sharing-image/video: (Instagram, YouTube, Blip, Vimeo, Flickr, Pinterest, Picassa, Livestream); and (iv) Collaboration: (Google docs, Wikipedia, Zoho, Survey monkey, Prezi, Edmodo, Slideshare, Wallwisher). Facebook, Twitter and Instagram are the most used open and public social media platforms and application tools currently available on NIPOST web page and were adopted for this study (Enwere, Asiabaka, Ogolo & Ugwu, 2024).

Candia, (2019) and Universal Postal Union, UPU, (2022) cited in Enwere *et al.*, (2024) defined postal services as services performed and facilities provided in connection with the collection, transmission and delivery by land or water or air of postal articles, issuance of postage stamps and the use of franking machines, the issuance and payment of money from one place to

another or address commonly known as money ordering. Postal services were further described in terms of items or postal articles that can fit through letter boxes including letters, postcards, newspapers, books, documents, pamphlets, periodicals, journals, patterns, sample packets, small packets, parcel packages or other articles tendered for dispatch or specified in the international postal union or in the license of an operator delivered by any carrier. Postal services include unaddressed mails, international mails, standard parcels and express and courier services.

The Nigerian Postal Service (NIPOST) is a commercial public enterprise, hundred percent federal government-owned under the direct supervision of the Federal Ministry of Communications and Digital Economy. The main purpose of its establishment is to provide effective, efficient, reliable and affordable postal services to her cherished customers within and outside Nigeria with the aid of appropriate technology and well-motivated workforce, timely delivery of mails, identifies mailing and postal needs of customers, distribute ordinary letters, handles parcels to the post for transmission and sends express letters to their destinations. NIPOST regulates and supervises the operations of private courier companies in Nigeria (www.nipost.gov.ng; UPU, 2021). NIPOST services consist of six commercial business units which are mails, counter services, EMS/parcel services, property and workshops, e-commerce and logistics and financial services (www.nipost.gov.ng).

Statement of the Problem

The data from a recent report released by National Bureau of Statistics (NBS) showed that NIPOST's revenue cumulatively fell by approximately 44 percent in four years i.e. NGN3.01 billion as revenue generated in 2022 when compared to NGN5.37 billion revenue earned in 2019. The same report also indicated that the number of post offices and postal agencies across Nigeria was 2,794 in 2021 and by the end of 2022, it had dropped to 2,251 showing a 19 percent decrease in number (NBS Annual Postal Service Data, 2019).

There are growing and aggressive competition with threats of market encroachment and takeover of NIPOST courier and parcels delivery segment operations from privately licensed operators in the transportation and courier delivery services like DHL, Fedex Redstar, UPS, Fenway, TNT and others. The rapid change in communication methods, customer loyalty and globalization are long-term challenges for NIPOST products and services to sustain in the market. There are also, the challenges of poor service delivery, high level of errors in sorting of mails, parcels, other packages and unwarranted delays in the delivery of mails and parcels to customers' addresses. NIPOST work environment have old and uncomfortable furniture, poor electricity supply and lighting, outdated tools and equipment, poor building infrastructure and dilapidated appearance.

2.0 Literature Review

Theoretical Frameworks

The study was anchored on three theoretical frameworks of administrative management theory, bureaucratic management theory and disruptive technologies theory.

Administrative Management Theory

The main advocate of administrative management theory was Henri Fayol, a French engineer and geologist and followed by other contributors such as Lyndall Urwick and E.L.F Brech. The

theory is focused on how to create an organisational structure with high efficiency and guidelines for managing complex organisations (Adeniyi & Olusoji, 2014; Lawal, 2012). This theory made a significant contribution to administrative management by stating what is considered to be the key activities of any industrial undertaking or organisation. This theory grouped these activities into six components which are: technical activities (production and operations), commercial activities (buying, selling and exchange), financial activities (search for optimum use of capital), safety and security activities (safeguarding persons and property/assets), accounting activities (providing financial information) and management activities (planning, organizing, leading and controlling). This theory was the first to identify the four specific activities or functions of management which are planning, organizing, leading and controlling (Kuye, Gbadamosi & Adeoye, 2010). The fourteen set of management principles: division of labour, authority, discipline, unity of command, unity of direction, subordination of individual interests to the general or common goals, remuneration, centralization, scalar chain (line authority), order, equity, stability of tenure of personnel, initiative and esprit de corps or teamwork or comradeship were products of this theory (Adeniyi & Olusoji, 2014). Since management is a skill that can be learnt and taught based on these underlying principles, administrative management is known to have developed policies, standards, processes, procedures, rules, guidelines and principles which managers can adhere to in order to achieve sound organisational structures and success (Kuye *et al.*, 2010). The Nigerian Postal Service (NIPOST) being a quasi-commercial enterprise fully owned by the federal government of Nigeria operates mainly on administrative management structures and principles.

Bureaucratic Management Theory

Max Weber is credited as the major contributor to the bureaucratic management theory. He developed the concept of bureaucracy as a formal system of organisation and administration designed to ensure efficiency and effectiveness (Adeniyi & Olusoji, 2014). According to Lawal. (2012), the main focus of this theory was on how management could be more consistent and as it was believed that bureaucratic structures can help remove the variability in managers with different skills, experiences and goals. The theory emphasized that there was need for strictly defined hierarchies in organisations which will clearly be governed by defined regulations and lines of authority especially for goal-oriented organisations with many employees. As stated by Mullins. (2011), the definition of tasks and responsibilities within the structure of management gave rise to a stable administration and standardization of work procedures irrespective of change in personnel holding the office. The promoters of this theory knew that the development of bureaucracies will be a means of introducing order and judiciousness in organisations.

The main characteristics of bureaucratic management theory propounded by Weber in 1947 are: continuous organisation of functions bound by rules, specified spheres of competence, hierarchical arrangements of offices (jobs), appointments to offices are made on grounds of technical competence, separation of officials from the ownership of the organisation, official positions exist in their right and job holders have no rights to a particular position or rules, and decisions and actions are formulated and recorded in writing (Adeniyi & Olusoji, 2014). Weber's bureaucratic management theory emphasized rationality, predictability, impersonality, technical competence and authoritarianism. However, Stewart cited in Adeniyi & Olusoji. (2014) summarized Weber's bureaucratic management theory features into four

main groups which are: specialization, hierarchy of authority, systems of rules and impersonality.

From the foregoing, it can be stated that Weber's bureaucratic management principles supports specialization of structures which ensures the predictability and stability of an organization. As stated by Lawal. (2012), most large and complex organisations have embedded Weber's bureaucratic management principles into their management systems. There is no large public or private organisation in Nigeria especially government ministries, departments, agencies, and parastatals including quasi-commercial enterprises like Nigerian Postal Service (NIPOST) that does not practice one form of bureaucratic principle or the other making it nearly impossible to correct its behaviour by learning from its errors because of highly rigid, inflexible and static procedures and rules known as red tapes.

Disruptive Technologies Theory

Disruptive Technologies Theory (DTT) was postulated by Clayton M. Christensen in 1997. The theory accounts for why many incumbent firms fail in the face of new technologies. The term disruptive technologies refer to destroying or disturbing attributes and commonly used to describe situations where firms lose their market dominance and may go into extinction because of the impact of overlooked new technologies in the market (Christensen, 1997). Also, technologies are said to be disruptive when their use result in a significant change in the cost of, or access to products and services that greatly changes how we gather information, make products or communicate. Disruptive technologies based products and services usually have the characteristics of being cheaper, simpler, small and frequently more convenient to use when introduced into the market. As a result, these products and services are in most cases valued by customers in the low-end segment of the market or new-market gain footholds. However, the performance of these disruptive technologies increase quite quickly overtime and eventually meet and in most cases surpass the requirement of the mainstream market, thereby replacing the incumbent technologies previously valued by mainstream customers. This pattern of attack from below is what characterizes the influence of disruptive technologies (Bayo & Red-Well, 2020). This implies that disruptive technologies arrive the market with very different attributes from the ones mainstream customers are known to value and they often perform badly along one or two dimensions that are particularly important to the mainstream customers but have other attributes that a few new and fringe customers value (Bayo & Red-Well, 2020).

A disruptive technology can be said to differs from a sustaining technology in the sense that disruptive technology is new and creative and replaces or has the effect of discontinuing current technology, thereby making the current technology redundant, therefore, destroying the current technology while the sustaining technology entails development of current technologies but on a continuous basis. The result of innovation in terms of sustaining technologies is that the current technologies are better and have added improvements. Sustaining technologies are those technologies that foster improved product performance. Sustaining technologies create innovations that are modifications of, or improvements to, or replacements for existing products currently used within a firm.

According to Yu & Hang. (2010), innovation research and especially technological innovation research together with Schumpeter's creative destruction theory led to Christensen's

disruptive innovation theory, which was first labelled as disruptive technologies, highlighting the fact that at first disruptive technology mainly concerned products by their design and not the business model. By implications, understanding sustaining technologies is the basis to understanding the theory of disruptive technologies. Therefore, on the theoretical perspective, disruptive technologies theory as explored in this study captured the link between social media and operational performance of NIPOST commercial business units in Rivers State and the introduction of new internet-based products and services.

Empirical Framework

In establishing the empirical gaps, this study reviewed related previous studies within and outside the contexts of NIPOST.

Social Media and Operational Performance

The research work done by Vadivel, Sequeira, Sakkariya & Boobalan. (2021) studied the impact of lean service practices, workplace environment and social practices on the operational performance of India's postal service industry. The study used a survey research design, convenience sampling technique and Partial Least Square-Structural Equation Modelling (PLS-SEM) with the support of R programming. The results showed that there was a positive and significant impact of lean service practices (LSP), lean workplace environment practices (LWEP) and lean social practices (LSOP) on operational performance of India's postal service industry.

A study by Olatunde. (2021) evaluated the impact of social media (Twitter, Facebook and Instagram) on consumer behaviour in Nigeria using a quantitative-based cross-sectional survey research design, purposive sampling technique, descriptive methods of percentage and mean and inferential methods of Pearson Product Moment Correlation Coefficient (PPMCC) and Multiple Linear Regression Analysis. The study established that most respondents were all more likely to buy and/or sell on social media than on any other channels of physical place. The results showed that social media (Twitter, Facebook and Instagram) had no significant impact on consumer purchase decision in Nigeria while on the other hand, the findings showed that social media (Twitter, Facebook and Instagram) had a significant association with the shopping decisions of both older and younger consumer segments in Nigeria.

Also, Nurfarida, Sarwoko & Arief. (2021) in their study examined the impact of social media adoption on customer orientation and small and medium enterprises (SMEs) performance using a quantitative research approach with convenience sampling technique and Structural Equation Modelling and Partial Least Square (SEM-PLS). Their study found that social media positively moderate the effect of customer orientation on SMEs performance. The study equally showed that the influence of customer orientation on SME performance was stronger with the use of social media because it helps businesses understand customer needs and wants, thereby creating value.

Again, Umar, Marcel & Salihu. (2020) investigated the effect of human resource practices on quality service delivery in Nigerian Postal Service (NIPOST) in Adamawa State, Nigeria. The researchers used survey descriptive research design, simple random sampling technique for data collection and multiple regression analysis to test the research hypotheses. The results of the study showed that employee training and development practices, compensation

management practices and performance management systems have positive and significant effect on quality service delivery in NIPOST Adamawa State while recruitment and selection practices, and employee safety, health and welfare do not have significant effect on quality service delivery in NIPOST Adamawa State.

Also, Erakpoweri & Edafe. (2020) in their study on does inefficiency affects service delivery in Nigeria? A case of Nigerian Postal Service (NIPOST) in Benin City, Edo State. The researchers employed survey descriptive research design, simple random sampling technique and chi-square method of data analysis established that management activities result in poor service delivery at NIPOST post offices and postal agencies in Benin City, Nigeria while motivation increases workers interest towards service delivery at NIPOST post offices and postal agencies in Benin City, Nigeria.

Subali, Hadiwidjojo & Sumiati. (2020) worked on the influence of information technology (IT) on the operational performance of medium scale business entities in east Java, Indonesia. The research adopted explanatory research approach, 5-points Likert scale structured questionnaire for data collection while descriptive statistics and Partial Least-Square Structural Equation Modelling (PLS-SEM) as methods of data analysis. The study found that information technology resources integration has significant positive impact on the competitiveness of medium scale business entities because they are able to produce significant operational performance from the integration of information technology capability factors which are IT and business strategic alignment factors, IT adoption and IT assimilation.

Meanwhile, Candia. (2019) carried out a study on why postal services matter in e-commerce development in Uganda. The study adopted a systematic review of existing literature and found that Uganda Postal Limited does not involve the private postal services operators in policy making related to e-commerce.

Furthermore, Dodokh & Al-Maaitah. (2019) in their study of impact of social media usage on organizational performance in the Jordanian Dead Sea Cosmetic sector used component-based Partial Least Square – Structural Equation Model (PLS-SEM) as data analysis tool. The research findings showed that there is a strong positive impact of implementing and using social media on organizational performance in terms of rapid adaptation, cost reduction, and innovation.

However, the study of Ibekwe *et al.*, (2019) on social media adoption and performance of telecommunication firms in Nigeria: From innovation diffusion theory to technology acceptance model. The study used Partial Least Square – Structural Equation Model (PLS-SEM) for data analysis. The findings of the study unravelled an encouraging link between social media adoption and the three components of performance which are profitability, service quality and cost efficiency.

A study on the effects of social media adoption on SMEs' performance in United Arab Emirate (UAE) carried out by Ahmad, Abubakar & Ahmad. (2019) used a quantitative survey design and structured questionnaire for data collection. The data collected from the field work were analysed using Partial Least Square-Structural Equation Modelling (PLS-SEM). The results showed that social media adoption had no effect on SMEs' performance.

Meanwhile, Mbugua & Namada. (2019) in their study examined effect of information technology integration on operational performance Kenya's public health sector level five hospitals in Kenya. The study also examined the moderating role of public procurement to the relationship between information technology integration and operational performance. The study was empirically tested using a causal, non-experimental, and cross-sectional research design, simple random sampling technique, closed-ended semi-structured questionnaire with 5-point Likert scale. Mixed research method of qualitative and quantitative techniques and regression analysis were carried out based on data from 164 respondents. The researchers found that information technology integration had a significant effect on operational performance of Kenya's public health sector. The study also established that public procurement had a significant moderating influence on the relationship between information technology integration and operational performance of Kenya's public health sector. The research findings showed that there is a strong positive impact of implementing and using social media on organizational performance in terms of rapid adaptation, cost reduction, and innovation.

Again, the study carried out Baridam & Govender. (2019) on ICT Influence on the Healthcare sector in the Niger Delta region, Nigeria used descriptive statistics and Pearson Product Moment Correlation Coefficient (PPMCC) analytical tool for data analysis. Results obtained indicated low-level adoption rates of ICT application in healthcare delivery and a need for an enabling policy. The study confirmed the low levels of healthcare delivery in the Niger Delta region of Nigeria and the importance of an ICT policy in the healthcare sector to improve efficiency.

However, Akpan *et al.*, (2018) investigated social media usage and firm performance of selected telecommunication firms in Rivers State, Nigeria based on a sample size survey of 76 persons determined from a population of 95 employees comprising customer service personnel, supervisors, and managers from four telecommunication firms in Port Harcourt, Nigeria. The data collected with the aid of structured questionnaire were analysed using Pearson's Product Moment Correlation Coefficient (PPMCC) in Statistical Package for the Social Science (SPSS) version 22. The results showed positive and robust linkage between social media usage and profitability; social media usage and market share. The researchers concluded that telecommunication firms in Nigeria should embrace social media platforms or social networking sites for advertisement and promotion of their products and services and customer service related activities for optimal performance outcomes.

The research work carried out by Murat, Zwingina & Opusungi. (2018) examined the effect of social media on employees' performance among small and medium enterprises (SMEs) in north-central zone of Nigeria. The study adopted survey research design, proportionate sampling technique, regression and correlational analysis as well as mean in analysing the data with the aid of IBM Statistical Package for the Social Science (SPSS) version 25. The study found that there was a positive association between social media (Facebook, Twitter and YouTube) and employees' commitment among SMEs in north-central zone of Nigeria. The study also established that Facebook is significant in enhancing employees' performance in terms of employees' commitment in north-central zone of Nigeria while YouTube and Twitter are insignificant in enhancing employees' commitment among SMEs in north-central zone of

Nigeria. The study concluded that there was insignificant relationship between social media and employee performance among SMEs in north-central zone of Nigeria.

Also, the study on postal services in the conditions of fourth industrial revolution carried out by Otsetova & Otsetova-Dudin. (2018) using systematic theoretical literature review approach concluded that the postal sector should embrace technology and innovation by adapting their organizational processes to digital business solutions in order to respond to the rapid evolution of the customer needs and remain competitive as the new digital means are not able to substitute the physical delivery but they can enhance their process efficiency and flexibility thereby reducing the transaction costs.

Again, Amade. (2017) studied the impact of social media in achieving effective communication in construction project delivery in Owerri, Nigeria using simple random technique and Structural Equation Modelling-Partial Least Square (SEM-PLS) techniques. The study established that the use of social media (Facebook, Blogs and RSS Feeds, Instant Messaging, Twitter and YouTube) positively affect effective communication in construction project delivery in Owerri, Nigeria.

In another study, Dzandu *et al.*, (2016) examined the effects of social media adoption on University Students' Performance in Ghana by using survey research design, structured self-administered questionnaire, reliability and validity tests performed on collected data while data were analysed using multiple regression technique. The researchers used perceived usefulness and perceived ease of use as dimensions of social media adoption and found that perceived usefulness predicts 18.1% of the changes in University Students' performance while perceived ease of use predicts 17% of the variations in performance.

Also, Malik, Asif & Wali. (2016) studied the role of social media on consumer preferences in selected Pakistani firms aimed at unravelling the role of social media on the buying behaviours which leads to bigger market share. The study followed quantitative research design, while data were collected from 300 graduate students from public universities in Peshawar, Pakistan with structured questionnaire. The data were analysed using Pearson Product Moment Correlation Coefficient (PPMCC) in Statistical Package for the Social Science (SPSS) version 20. The researchers found that there is a significant relationship between social media and buying behaviour which increases market share of the firms. The researchers concluded that firms in Pakistan can boost their market share by including social media technology platforms and applications in their business strategies.

The study of Mbanaso, Dandaura, Ezeh & Iwuchukwu. (2015) on the use of social networking service among Nigerian youths between ages 16 and 25 years. The study used descriptive statistics as method data analysis. The study found that social media may have severe impact on young people who have no form of restraints with consequences of huge distractions and privacy intrusions.

Ankrah. (2015) carried out a study on the impact of technology on postal services in Ghana using survey research design approach, census sampling technique, structured questionnaire for data collection and Statistical Package for the Social Science (SPSS) for data analysis. The study found that the use of technology improved data processing and IT skills of employees

at Ghana postal services. The study concluded that the birth of internet technology has a negative impact on postal services in Ghana, the use of technology resulted to increase in the organizational efficiency and productivity of Ghana postal services and the use of technology has given rise to innovative products and services in Ghana postal services sector.

Furthermore, Alarcon-del-Amo, Rialp & Rialp. (2015) in their study investigated the impact of social media adoption on performance of Spanish exporting firms. The researchers utilized frequency of use by exporting firms as a proxy to measure social media usage. The study found that frequency of use has a significant positive effect on the financial performance of Spanish exporting firms. The study concluded that owners of exporting firms in Spain should know that their performance can be influenced by social media usage and should include social media technology platforms and applications in their marketing, customer relations, advertisement and promotions strategies.

The study conducted by Nwazor & Godwin-Maduike. (2015) on the effect of social media on academic performance of business education students in south-east, Nigeria. The researchers used survey research design, multi-stage and convenient sampling techniques, structured questionnaire for data collection and descriptive statistics for data analysis. The results showed that the students of business education in south-east Nigeria use Facebook more than any other social networking site mostly to keep in touch with themselves. Research findings were based descriptive statistics that limits generalization of research findings.

The study on the relationship between resources and operational performance of high performance manufacturing projects in the electronics, machinery and transportation industries in Austria carried out by Flynn, Picasso and Paiva. (2012). The study identified human resources, technology and proprietary equipment as dimensions of resources and quality, delivery, flexibility and cost as measures of operational performance. The researchers used survey research design, structured questionnaire to collect data from a sample of 291 plants from three different industries: electronics, machinery and transportation located in eleven countries from different continents of the world. The data obtain were analysed using descriptive and inferential methods. The findings of the study showed that technology was the only resource significantly related to all four operational performance measures.

Furthermore, Parveen. (2011) carried out a case study on the use of social networking site (Facebook) in creating awareness among the Library and Information Science Professionals of University Libraries. The study adopted descriptive research design and method of analysis. The study found that most library and information science professionals are connected to one another by Facebook to share experiences, views and participated in creating awareness as one of the largest social platforms in the world for sharing real time information which allows users to interact and collaborate with others in social media dialogue as creators of user generated content in a virtual community, in contrast to websites where users are limited to passive viewing of content that was created for them.

Also, the study carried out by Oyeyemi. (2011) on the influence of email usage on generation and postage of mails by NIPOST in South-West Geopolitical zone of Nigeria. The study which adopted a descriptive survey research design established that 91.7% of respondents

offices and postal agencies in the South-West Geopolitical zone of Nigeria. It also found that 82.1% of the respondents had not sent personal letters through the post offices and postal agencies for over five years instead they relied on short message service (sms), emails, phone calls to contacts and chat with friends and relatives. The study went further to reveal that the use of email had brought about increased generation and delivery of parcels. It concluded that email use had brought about the introduction of improved new range of services by NIPOST in South-West Geopolitical zone of Nigeria.

Meanwhile, Asiabaka. (2010) worked on access and use of Information and communication technology (ICT) for administrative purposes by Principals of Government Secondary Schools in Nigeria. Descriptive statistics were used for data analysis. The research findings revealed that majority of the Principals never used the broadcast/audio-visual and telecommunication/computer technologies for administrative purposes. Furthermore, the research findings showed that

Based on the reviewed empirical studies related to the influence of social media on operational performance within and outside the contexts of Nigerian postal service industry, none was carried out in Nigerian Postal Service (NIPOST) commercial business units in Rivers State indicating empirical gaps in scope and geography which motivated this study.

S/No	Author(s)	Research Topic	Data Analysis Method	Research Findings	Identified Gaps
1	Vadivel, S. M., Sequeira, A. H., Sakkartivas, R. R. & Boobalan, K. (2021).	Impact of Lean Service, Workplace Environment and Social Practices on Operational Performance of India Postal Service Industry.	The data analysis was performed by partial least square based structural equation modelling (PLS-SEM) with the support of R programming.	The research findings showed that there is positive and significant impact of Lean Service System on Operational Performance of India's Mails in the National Service Hub business.	The study was a case study within a hub in a region and cannot be generalized in other sectors and countries.
2	Olatunde, O. (2021).	The Impact of Social Media (Twitter, Facebook and Instagram) on Consumer Behaviour in Nigeria.	Data collected were analysed through Correlation Coefficient and Multiple Linear Regression analysis.	The study findings showed that social media networks (Twitter, Facebook and Instagram) had no significant association with consumer purchase decision in Nigeria.	The research lacks quantitative data and has small sample size.
3	Nurfarida, I. N., Sarwoko, E & Arief, M. (2021).	The Impact of Social Media Adoption on Customer Orientation and SME Performance: An Empirical Study in Indonesia.	The study used Structural Equation Modelling and Partial Least Square (SEM-PLS) for data analysis.	The results showed that social media positively moderate the effect of customer orientation on SMEs performance. The findings of this study equally showed that the influence of customer orientation on SME performance was stronger with the use of social media because it helps businesses understand customer needs and wants, thereby creating value.	The study employed convenience sampling technique.
4	Umar, H. J., Marcel, D & Salihu, M. L. (2020).	Effect of Human Resource Practice on Service Delivery in Nigerian Postal Service (NIPOST) in Adamawa state.	The study used inferential statistics for data analysis.	The findings of the research showed that employees training and development practices, compensation management practices and performance management systems have significant positive effect on service delivery in Nigerian Postal Service while recruitment and selection practices as well as employee safety, health and welfare do not have significant effect on service delivery in Nigerian Postal Service.	The study involved only five local government areas of the state.
5	Erakpoweri, J & Edafe, G. M., (2020).	Does Inefficiency Affects Service Delivery in Nigeria? A case study of Nigerian Postal Service (NIPOST) in Edo State.	The study employed descriptive and chi square techniques for the analysis.	The study found that management activities results in poor service delivery at NIPOST, Benin City. It also finds that motivation increases workers interest towards service delivery at NIPOST Benin City.	Case study design adopted by the study was not suitable for making inferences and generalization.
6	Subali, S, B, W., Hadiwidjoto, D & Sumiati, S. (2020).	The influence of information technology on the operational performance of medium scale business entities in East Java.	The method of data analysis was descriptive statistics and Partial Least Square – Structural Equation Mode (PLS-SEM).	The research findings showed that information technology has a positive and significant impact on the competitiveness of medium scale business entities in East Java.	The research was carried out amongst medium scale business entities in East Java thus findings cannot be generalized in other sectors and countries.
7	Candia, E. (2019).	Why Postal Services Matter in E-Commerce Development in Uganda.	The method used was a systematic review of existing literature.	The study found that Uganda Postal Limited does not involve the private postal services operators in policy making related to e-commerce.	This study was a theoretical review and lacks empirical foundation.

8	Dodokh, A & Al-Maaitah, M. A. (2019).	Impact of Social Media Usage on Organizational Performance in the Jordanian Dead Sea Cosmetic Sector.	The method of data analysis was component-based Partial Least Square – Structural Equation Model (PLS-SEM).	The research findings showed that there is a strong positive impact of implementing and using social media on organizational performance in terms of rapid adaptation, cost reduction, and innovation.	The research focused on Cosmetic sector in the Jordanian Dead Sea and findings cannot be generalized to other sectors and countries.
9	Ibekwe, U. J., Agbaeze, E. K., Nwakoby, N. P., Abner, I. P., Kelvin-Iloafu, L. E & Akpan, E. E. (2019).	Social Media Adoption and Performance of Telecommunication Firms in Nigeria: From Innovation Diffusion Theory to Technology Acceptance Model.	The study used Partial Least Square – Structural Equation Model (PLS-SEM) for data analysis.	The study findings unravelled an encouraging link between social media and the three components of performance which are profitability, service quality and cost efficiency.	The study was based only on inferential statistics.
10	Ahmad, S. Z., Abubakar, A. R & Ahmad, N. (2019)	Social Media Adoption and Its Impact on Firm Performance: The Case of the United Arab Emirates (UAE)	Data were analysed using Partial Least Square – Structural Equation Model (PLS-SEM)	The research findings revealed that social media adoption had no effect on SMEs' performance in United Arab Emirates	Case study design adopted by study does not support generalizability of research finding and inferential statistics.
11	Mbugua, A. U & Namada, J. M. (2019).	Information Technology Integration Effect on Operational Performance of Kenya's Public Health Sector.	The study used mixed method of qualitative and quantitative techniques and regression analysis.	The researchers found that information technology integration had a significant effect on operational performance of Kenya's public health sector. The study also established that public procurement had a significant moderating influence on the relationship between information technology integration and operational performance of Kenya's public health sector. The research findings showed that there is a strong positive impact of implementing and using social media on organizational performance in terms of rapid adaptation, cost reduction, and innovation.	The study was based only on level five hospitals in Kenya.
12	Baridam, B. B & Govender, I. (2019).	ICT Influence on the Healthcare sector in the Niger Delta region: ICT policy at an organizational level.	Descriptive statistics, and Pearson correlation coefficient were used for data analysis.	Results obtained indicated low-level adoption rates of ICT application in healthcare delivery and a need for an enabling policy. The study confirmed the low levels of healthcare delivery in the region and the importance of an ICT policy in the healthcare sector to improve efficiency.	The study lacks theoretical anchorage.
13	Akpan, E. Etim., Ibekwe, U., Worju S. C & Nwangwu, C. E. (2018).	Social Media Usage and Firm Performance: Reflections from the Nigerian Telecommunication Sector.	The Pearson Product Moment Correlation Coefficient statistical technique was used to analyse data collected.	The study revealed that social media usage has a significant positive correlation with performance measures of profitability and market share.	The study was based only on inferential statistics.
14	Murat, A., Zwingina, T. C & Opusunju, M. I. (2018).	Effect of Social Media on Employee Performance in Small and Medium Enterprises in North Central Region of Nigeria.	The study used regression and correlation as well as mean in analyzing the data.	The study found that there was insignificant relationship between social media and employees performance among SMEs in North Central Region of Nigeria.	The research was carried out amongst Small and Medium Enterprises in North Central Nigeria and findings cannot be generalized in Public Enterprise.
15	Otsetova, A., & Otsetova-Dudin, E. (2018).	Postal services in the conditions of fourth industrial revolution.	The method used was systematic theoretical review.	The study established that postal operators are diversifying and providing new e-services to their customers. E-post services are communication services delivered to customers via ICT means, such as: postal electronic mailbox, electronic stamp, online direct mail, hybrid mail, postal address validation, address change online, track and trace, electronic notifications, applications on mobile devices, bills management, electronic money transfer, e-commerce web-based customer service and contact, etc.	This study was a theoretical review and lacks empirical foundation.
16	Amade, B. (2017).	The Impact of Social Media in Achieving Effective Communication in Construction Project Delivery.	Data were analysed using inferential statistics via the means of Partial Least Squares (PLS) modelling technique.	The study results indicate that the use of Facebook, Blogs and RSS feeds, instant messaging, Tweeter and YouTube positively affects effective communication in construction project delivery in Owerri.	This study only made use of inferential statistics.
17	Dzandu, M. D., Boateng, H., Agvemang, F. G & Quansah, F. (2016).	Social media adoption among university students: The role of gender, perceived usefulness and perceived ease of use.	Data was analysed using multiple regression.	The research findings indicate that perceived usefulness and perceived ease of use significantly predict social media adoption. However, there is no significant difference between males and females on adoption of social media.	Convenience sampling technique was used limiting generalization of research findings.
18	Malik, F., Asif, M & Wali, S. (2016).	The role of social media on consumer preferences in selected Pakistani firms.	The data were analysed using Pearson's Product Moment Correlation Coefficient (PPMCC) with the help of Statistical Package	The researchers found that there is a significant relationship between social media and buying behaviour which increases market share of the firms.	This study only made use of inferential statistics.

			for the Social Science (SPSS) version 20.		
19	Mbanaso, U.M., Dandaura, E.S., Ezeh, G.N & Iwuchukwu, U.C. (2015).	The use of social networking service among Nigerian youths between ages 16 and 25 years.	The method data analysis was descriptive statistics.	The study found that social media may have severe impact on young people who have no form of restrains with consequences of huge distractions and privacy intrusions.	Study conclusions were established on descriptive statistics which limit application of outcomes to other sectors.
20	Ankrab, E. (2015).	The Impact of Technology on Postal Services in Ghana.	Descriptive statistics and Chi-Square were used in analysing the data.	The findings revealed that technology has improved the data processing at Ghana Post and staff member are giving frequent IT training. Also, the birth of the internet has a negative effect on postal services, organizational efficiency and productivity have increased as a result of technology and technology has given rise to innovative products and services in Ghana Post.	Research findings were based descriptive statistics and less powerful non-parametric Chi-Square test that limits generalization of research findings.
21	Alarcón-del-Amo, M. C., Rialp, A & Rialp, J. (2015).	The effect of social media adoption on Spanish exporting firms' performance.	The method of data analysis used was Structural Equation Modelling (SEM).	The study findings showed that social media usage, measured in terms of frequency of use by the exporting firm, has a significant positive effect on the firm's perceived financial performance.	This research only made use of inferential statistics.
22	Nwazor, J. C & Godwin-Maduikwe, C. C. (2015).	Social Media and Academic Performance of Business Education Students in South-East Nigeria.	The data collected were analysed using frequencies and percentages.	Research findings showed that the students of business education in south-east Nigeria use Facebook more than any other social networking site. The students' use it mostly to keep in touch with themselves.	Research findings were based descriptive statistics that limits generalization of research findings.
23	Flynn, B. B., Picasso, F. G & Paiva E. L. (2012).	Resources and Operational Performance: An Empirical Assessment.	Data obtained were analysed using descriptive statistics and inferential statistics.	The study established that technology was the only resource that was significantly related to all four operational performance measures.	The data used for analysis was cross-sectional which does not allow viewing effects of the development of resources over time.
24	Parveen, N. (2011).	Use of Social Networking Site (Facebook) in making awareness among the Library and Information Science Professionals of University Libraries of U.P: A Case Study.	Descriptive statistics were used in analysing the data obtained.	The study found that most library and information science professionals are connected to one another by Facebook to share experiences, views and participated in creating awareness as one of the largest social platforms in the world for sharing real time information which allows users to	The research findings were based on descriptive statistics only.

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				interact and collaborate with others in social media dialogue as creators of user generated content in a virtual community.	
25	Oyeyemi, O.O. (2011).	The influence of Email Use on Generation and Postage of Mails by NIPOST in South-West Geopolitical Zone of Nigeria	Descriptive statistics were used in data analysis.	The study revealed that e-mail use has drastically reduced the age-long habit of people sending mails through the post offices in the South-West geopolitical zone. Within the last five years, majority of the respondents had not sent personal letters by post instead they relied on SMS, e-mail and phone calls to contact and chat with relatives and friends. The study revealed that the use of e-mail had brought about increased generation and delivery of parcels within the last five years.	The study findings were based descriptive statistics only that limits generalization of research findings.
26	Asiabaka, I. P. (2010).	Access and Use of Information and Communication Technology (ICT) For Administrative Purposes by Principals of Government Secondary Schools in Nigeria.	Descriptive statistics were used in data analysis.	The research findings revealed that majority of the Principals never used the broadcast/audio-visual and telecommunication/computer technologies for administrative purposes. Furthermore, findings also showed that majority of the principals used print technology for various administrative purposes.	The research findings were based descriptive statistics that limits generalization of research findings.

Table 1. Summary of empirical literature and gaps identified.

Source: Authors Desk Review, 2023.

3.0 Methodology

The study took a theoretical and empirical review approach. Secondary sources of information were used from published journals, text books, online resources, magazines, newspapers and other informed observations. The study was generalized on Nigerian Postal Service (NIPOST).

4.0 Conclusion

The theoretical and empirical connections of the effect of social media on operational performance of Nigerian Postal Service (NIPOST) was reviewed holistically. This study reviewed the theoretical and empirical literature on the effect of social media on operational performance of NIPOST in general with respect to administrative management theory, bureaucratic management theory and disruptive technologies theory. The study clearly identified how the theoretical foundations are linked to NIPOST management structures and styles on the face of disruptive influence of social media. The study as well created a summary table of existing research on the subject including authors, research topics, data analysis method, research findings and identified gaps in this field. In light of the aforementioned, the researchers filled a knowledge gap.

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