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## **Effective Communication and Service Delivery in Nigeria Postal Service: A Study of Benin Zone, 2017-2022**

Nnamdi Azikiwe Journal of  
Political Science (NAJOPS).  
2025, Vol. 10(4)  
ISSN: 2992-5924  
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### **Abstract**

This study investigated the relationship between effective communication and service delivery in Nigeria Postal Service (NIPOST), focusing on Benin Zone between 2017 and 2022. Persistent inefficiencies, customer dissatisfaction, and organizational bottlenecks were linked to weak communication practices despite reforms and ICT adoption. Guided by the Systems Theory of Communication, the research employed a descriptive survey design with a mixed-method approach. Data were collected through questionnaires administered to 200 employees and 300 customers, alongside semi-structured interviews with management staff. Analysis using descriptive statistics, correlation, regression, and thematic review revealed that transparency, timeliness, feedback mechanisms, and ICT adoption significantly influenced service delivery outcomes. Transparency and timeliness emerged as the strongest predictors of customer satisfaction, while interviews highlighted gaps in internal communication and responsiveness to complaints. Employees emphasized timely directives to enhance efficiency, managers acknowledged ICT progress but admitted weaknesses in feedback systems, and customers valued SMS updates but criticized slow complaint resolution. The study concluded that communication was a strategic determinant of service delivery, shaping efficiency, accountability, and public trust, and recommended institutionalizing structured feedback mechanisms and expanding ICT integration with continuous staff training.

**Keywords:** Communication, Effective, Service, Service Delivery and NIPOST

### **Introduction**

Effective communication has long been recognized as a cornerstone of organizational success, particularly in service-oriented institutions. Communication serves as the medium through which information flows between management, employees, and stakeholders, thereby influencing the quality of service delivery (Robbins & Judge, 2019). In public service organizations such as the Nigeria Postal Service (NIPOST), communication is not only a managerial tool but also a determinant of customer

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satisfaction and institutional credibility. Between 2017 and 2022, NIPOST Benin Zone faced increasing pressure to modernize its operations and improve service delivery amidst growing competition from private courier services and digital communication platforms (Akinwale, 2020). This context underscores the importance of examining how communication practices impacted service delivery during this period.

Public service organizations operate within complex environments where communication effectiveness determines operational efficiency and stakeholder trust. Scholars argue that communication is both a strategic and operational resource, shaping employee behavior, organizational culture, and customer perceptions (Keyton, 2017). In the case of NIPOST, effective communication is essential for coordinating logistics, ensuring timely delivery of services, and maintaining accountability to stakeholders. The Benin Zone, being a critical operational hub, provides a unique case for analyzing how communication strategies influenced service delivery outcomes. This study situates communication within the broader framework of organizational performance, emphasizing its role in bridging gaps between management intentions and customer expectations.

Empirical studies have consistently shown that communication effectiveness correlates with service quality in public institutions. For instance, Adepoju and Oyewole (2019) found that poor communication practices in Nigerian public agencies often lead to delays, inefficiencies, and customer dissatisfaction. Similarly, Okoro (2021) emphasized that transparent and timely communication enhances stakeholder engagement and improves organizational reputation. Within NIPOST Benin Zone, the period 2017–2022 was marked by operational challenges, including infrastructural limitations and declining patronage, making communication a critical factor in sustaining service delivery. These empirical insights justify the need to investigate the extent to which communication practices influenced service outcomes in this context.

Despite the acknowledged importance of communication in organizational performance, evidence suggests that NIPOST Benin Zone struggled with communication inefficiencies during 2017–2022. Customers frequently reported delays, lack of timely updates, and inadequate stakeholder engagement, raising concerns about the effectiveness of official communication channels (Adebayo, 2020). Furthermore, management's communication strategies appeared inconsistent, with limited emphasis on feedback mechanisms and stakeholder involvement. These challenges raise critical questions: Did effective communication significantly impact service delivery in NIPOST Benin Zone during this period? Were stakeholders adequately engaged through communication to improve service outcomes? Did official communication channels ensure quality service delivery? Addressing these questions is essential to understanding the role of communication in public service institutions.

This study is justified by the need to strengthen public service delivery in Nigeria through improved communication practices. As NIPOST continues to face competition from private courier services and digital platforms, effective communication remains a strategic tool for sustaining relevance and customer trust. By analyzing communication practices in Benin Zone, the study contributes to both academic discourse and practical policy reforms. It provides insights into how communication can be leveraged to enhance service delivery, stakeholder engagement, and organizational efficiency in public institutions. Moreover, the findings will inform managerial strategies aimed at revitalizing NIPOST's operations in the digital age.

The scope of this study covers communication practices and service delivery outcomes in NIPOST Benin Zone between 2017 and 2022. The significance lies in its potential to guide reforms in public service communication, offering lessons applicable to other government agencies. By situating communication within the broader discourse of organizational performance, the study highlights its role as both a managerial function and a determinant of customer satisfaction. Ultimately, the research underscores the importance of communication as a driver of institutional credibility, efficiency, and sustainability in Nigeria's public service sector.

## **Conceptual Review**

### **Effective Communication**

Effective communication is widely acknowledged as a vital tool for organizational success, as poor communication often leads to low productivity, customer loss, absenteeism, and workplace conflict (Ekeoea, 2016). Scholars emphasize that effective communication involves the clear, concise, confident, credible, and compelling exchange of ideas, often referred to as the 5Cs of communication (Mills, 2018). Its impact is evident in both public and private organizations, with studies showing that ineffective communication costs large companies millions annually, while effective communicators significantly improve organizational performance and shareholder returns. Pal (2022) further argues that communication is central to leadership effectiveness, noting that managers must master clarity, conciseness, courtesy, consistency, and compassion to lead successfully.

The importance of these communication skills is reflected in organizational practice, where clarity ensures that expectations are understood, conciseness saves time, courtesy fosters respect and trust, consistency builds stability, and compassion strengthens employee morale and loyalty. These elements collectively create a positive work environment and enhance organizational efficiency. Daramola et al.(2024) highlight that effective communication requires two-way interaction between management and employees, allowing freedom to ask questions, exchange ideas, and build collaborative relationships. Similarly, Fazrin and Norman (2024) emphasize that communication effectiveness is only possible when management and employees work together, underscoring its role as a line function essential for organizational cohesion.

Despite its recognized importance, ineffective communication remains a major challenge in modern management. Abba, Anazodo, and Okoye (2004) argue that communication failures are often at the root of industrial disputes, organizational conflict, and even institutional collapse. They stress that organizational success depends largely on the ability of personnel to communicate effectively both internally and externally. Supporting this view, Ezeala and Eziagu (2009) outline the benefits of effective communication, including facilitating management functions such as planning and organizing, achieving organizational objectives, linking people together, enabling organizational change, coordinating group activities, and promoting good labor-management relations. Thus, effective communication is not only a managerial skill but also a prerequisite for achieving organizational goals and sustaining long-term success.

## **Service Delivery**

Service delivery is widely recognized as the tangible expression of government responsibility and organizational performance, often defined as the provision of essential amenities such as electricity, water, housing, and healthcare. It represents the social contract between institutions and citizens, ensuring equitable access to resources that sustain human development (Ekejiuba & Ibrahim, 2024). In this sense, service delivery is not only about efficiency but also about fairness and inclusivity, linking it directly to social justice and national development.

Beyond basic provision, service delivery is increasingly understood through systems approaches that highlight its complexity and interconnectedness. Scholars argue that service delivery cannot be examined in isolation but must be analyzed as part of broader systems involving multiple actors, institutions, and feedback mechanisms (Mansoor & Williams, 2023). This perspective emphasizes adaptability, coordination, and holistic evaluation, suggesting that fragmented approaches undermine effectiveness. By adopting systems thinking, service delivery is framed as a dynamic process requiring continuous learning and integration of diverse stakeholder inputs.

Service delivery is also conceptualized as a measure of governance performance, with its quality reflecting the strength of institutions and accountability of leaders. Effective service delivery promotes transparency, responsiveness, and citizen trust, while failures often result in dissatisfaction and instability (Felekech & Guohua, 2020; Grindle, 2004). In Nigeria, reforms such as SERVICOM have sought to institutionalize service delivery as a benchmark for public sector efficiency, linking it to administrative capacity and policy implementation (Nwekeaku, 2020). At the organizational level, service delivery is further tied to customer satisfaction and service quality, with models such as SERVQUAL emphasizing reliability, responsiveness, assurance, empathy, and tangibles as critical dimensions (Parasuraman, Zeithaml, & Berry, 1988; Indra & Malleshwaran, 2021). Collectively, these perspectives highlight service delivery as a multidimensional concept spanning governance, systems, reforms, and customer experience that remains central to both public accountability and organizational success.

## **Empirical Review**

Adepoju and Oyewole (2019) carried out a comprehensive survey-based study across Nigerian public agencies to investigate the role of communication in organizational performance. Their methodology involved the administration of structured questionnaires to employees working in government parastatals, focusing on how communication practices influenced productivity, efficiency, and service delivery. The researchers employed descriptive statistics to summarize responses and regression analysis to establish the strength of the relationship between communication effectiveness and organizational outcomes. The findings revealed that poor communication practices were strongly associated with delays in service provision, inefficiencies in workflow, and reduced overall service delivery. Conversely, organizations that adopted structured communication channels such as clear reporting lines, feedback mechanisms, and transparent information-sharing systems recorded higher levels of productivity and improved customer satisfaction. The study concluded that communication is not merely a supportive function but a strategic determinant of organizational success, emphasizing that effective communication systems are indispensable for enhancing service delivery in public institutions.

Okoro (2021) carried out an empirical investigation into stakeholder communication within Nigerian public service institutions, focusing on how transparency and timeliness in communication influenced service delivery outcomes. His methodology combined qualitative and quantitative approaches: interviews were conducted with management staff to capture managerial perspectives, while surveys were administered to customers to assess their perceptions of communication practices. The mixed-method design allowed for triangulation of data, ensuring that both internal and external stakeholder views were represented. Findings revealed that transparent communication where information was openly shared and feedback mechanisms were encouraged significantly improved customer satisfaction and strengthened organizational reputation. Timeliness was also identified as a critical factor, as delays in communication often led to frustration among customers and inefficiencies in service delivery. Okoro concluded that communication practices directly influenced service delivery outcomes, emphasizing that stakeholder engagement through effective communication was not optional but a critical determinant of performance in the public sector. His study highlighted the need for Nigerian public institutions to institutionalize communication strategies that prioritize openness, responsiveness, and stakeholder involvement as a means of improving service delivery and sustaining public trust.

Adebayo (2020) examined communication practices in Nigerian public institutions using a mixed-method approach that combined quantitative and qualitative techniques to provide a holistic understanding of the subject. The quantitative aspect of the study involved the administration of structured questionnaires to a sample of employees across selected government agencies, while the qualitative component utilized focus group discussions to capture deeper insights into employee experiences and perceptions. Thematic analysis was employed to interpret the qualitative data, identifying recurring patterns and themes related to communication challenges, while correlation analysis was used to establish statistical relationships between communication practices and service delivery outcomes. The findings revealed that poor communication practices were strongly associated with low employee morale, disengagement, and reduced organizational efficiency, all of which negatively impacted service delivery. Employees reported that unclear directives, lack of feedback, and inconsistent communication from management created confusion and diminished their motivation to perform effectively. Conversely, institutions that adopted feedback mechanisms and encouraged open dialogue between management and staff experienced higher levels of employee commitment and improved service delivery outcomes. Adebayo concluded that communication is a critical determinant of organizational success, emphasizing that feedback systems and participatory communication structures are essential for enhancing employee engagement and ensuring efficient service delivery in Nigerian public institutions.

Ogunyemi (2020) investigated communication channels in Nigerian universities and parastatals through a case study approach designed to capture both institutional practices and managerial perspectives. His methodology involved the use of document reviews, including internal memos, policy statements, and communication records, alongside semi-structured interviews with administrators and senior staff. This combination allowed him to triangulate data and assess how communication systems were structured and implemented across different institutions. The findings revealed that official communication systems such as standardized reporting lines, formalized meeting structures, and documented feedback mechanisms significantly improved coordination and service efficiency. These systems reduced duplication of efforts, minimized misunderstandings, and enhanced accountability by ensuring that information flowed consistently from management to staff and vice versa. Institutions with weak or

informal communication practices, on the other hand, experienced delays, inefficiencies, and poor service outcomes. Ogunyemi concluded that structured communication channels were not only beneficial but essential for effective service delivery in public institutions, stressing that communication should be institutionalized as a strategic management tool rather than treated as a routine administrative function.

Felekech and Guohua (2020) conducted a comparative study of communication practices in African public sectors, focusing on how communication influences governance and service delivery outcomes. Their methodology combined surveys distributed to public sector employees across multiple African countries with interviews conducted among senior management officials to capture both employee and managerial perspectives. The data collected were analyzed using regression techniques to test the relationship between communication effectiveness and governance indicators such as transparency, accountability, and responsiveness. The findings revealed that effective communication was inseparable from good governance, as participatory communication practices where employees and citizens were actively engaged in decision-making processes significantly improved transparency and enhanced service delivery. Institutions that encouraged two-way communication and feedback mechanisms were found to be more responsive to citizen needs and better able to maintain accountability. Conversely, communication failures, such as lack of clarity, delays, or exclusion of stakeholders, often undermined accountability and eroded citizen trust in public institutions. The study concluded that communication is not merely a supportive tool but a fundamental pillar of governance, stressing that without effective communication, service delivery in public institutions is likely to remain inefficient and untrustworthy.

Nwekeaku (2020) analyzed the SERVICOM reforms in Nigeria using a documentary review and survey of public service employees. The study employed descriptive statistics to evaluate the impact of reforms on service delivery. Findings revealed that communication was central to improving service delivery, as reforms emphasizing communication accountability led to better responsiveness to citizens' needs. The research concluded that communication was a critical driver of reform success in the Nigerian public sector.

Ezeala and Eziagu (2009) conducted an empirical study on communication in organizational management using questionnaires administered to employees in manufacturing and service organizations. The study employed chi-square tests to analyze the relationship between communication and organizational change. Findings demonstrated that effective communication facilitated organizational change, improved labor-management relations, and enhanced coordination of group activities. The authors concluded that communication was critical in achieving organizational objectives.

Pal (2022) investigated the link between communication skills and leadership effectiveness using a survey of managers across different industries. The methodology involved factor analysis to identify key communication skills and regression analysis to test their impact on service delivery outcomes. Findings showed that managers who practiced clarity, conciseness, courtesy, consistency, and compassion achieved better service delivery outcomes. Pal concluded that communication was directly tied to organizational success and leadership effectiveness.

Abba, Anazodo, and Okoye (2004) studied organizational communication and conflict management in Nigeria using a case study approach that focused on selected public institutions. Their methodology

combined qualitative and documentary techniques: they conducted interviews with managers and employees to capture firsthand experiences of communication challenges, and they reviewed documents related to industrial disputes, including arbitration records and organizational reports. This triangulation of data provided a comprehensive view of how communication practices influenced workplace relations and service delivery. The findings revealed that ineffective communication was consistently at the root of industrial disputes, creating misunderstandings, mistrust, and breakdowns in collaboration between management and staff. These communication failures often escalated into organizational collapse, with institutions unable to maintain service delivery standards or resolve conflicts effectively. The study emphasized that poor communication not only disrupted internal operations but also weakened external service delivery, leading to dissatisfaction among stakeholders and the public. Abba, Anazodo, and Okoye concluded that effective communication systems characterized by clarity, openness, and feedback mechanisms were essential for preventing disputes, sustaining institutional stability, and ensuring reliable service delivery in Nigerian public institutions.

Parasuraman, Zeithaml, and Berry (1988) developed and empirically tested the SERVQUAL model, which has become one of the most influential frameworks in service quality research. Their methodology involved large-scale surveys of customers across diverse service industries, including banking, telecommunications, and retail, to capture perceptions of service delivery. Using factor analysis, they identified five critical dimensions of service quality: reliability, responsiveness, assurance, empathy, and tangibles that consistently shaped customer satisfaction. Regression analysis was then employed to test the impact of these dimensions on overall service quality and customer loyalty. The findings demonstrated that communication practices were central to each of these dimensions: reliability depended on clear and consistent communication of promises, responsiveness required timely feedback, assurance was built through confident and credible communication, empathy was expressed through personalized interactions, and tangibles were reinforced by the clarity of information provided about physical facilities and services. The study concluded that effective communication was not just a supportive element but a core driver of customer satisfaction and service delivery quality. By providing a structured and measurable framework, SERVQUAL has been widely adopted in both public and private organizations to evaluate and improve service delivery, making it a cornerstone of empirical research in service management.

In sum, the empirical reviews collectively highlight the central role of communication in shaping organizational performance and service delivery across Nigerian public institutions and beyond. Adepoju and Oyewole (2019) demonstrated through surveys and regression analysis that poor communication leads to inefficiencies and delays, while structured channels enhance productivity and customer satisfaction. Okoro (2021), using interviews and surveys, found that transparency and timeliness in communication significantly improve stakeholder trust and organizational reputation. Adebayo (2020), through a mixed-method design, revealed that unclear directives and lack of feedback reduce employee morale and engagement, undermining service delivery, whereas participatory communication fosters commitment. Ogunyemi (2020), employing case studies and interviews, showed that official communication systems reduce duplication of efforts and strengthen accountability. Similarly, Felekech and Guohua (2020) established through comparative surveys and regression analysis that participatory communication is inseparable from good governance, with failures eroding citizen trust. Nwekeaku (2020) emphasized, through documentary reviews and surveys, that reforms like SERVICOM succeed

only when communication accountability is prioritized. Ezeala and Eziagu (2009) found via chi-square analysis that effective communication facilitates organizational change and labor-management relations. Pal (2022), using factor and regression analysis, linked clarity, conciseness, courtesy, consistency, and compassion in communication to leadership effectiveness and improved service delivery. Abba, Anazodo, and Okoye (2004), through case studies and interviews, revealed that communication failures are often at the root of industrial disputes and institutional collapse. Finally, Parasuraman, Zeithaml, and Berry (1988), through large-scale surveys and factor analysis, established the SERVQUAL model, showing that communication practices underpin critical dimensions of service quality such as reliability, responsiveness, assurance, empathy, and tangibles. Together, these studies underscore that effective communication is not merely supportive but a strategic determinant of organizational success, employee engagement, governance quality, and customer satisfaction.

Finally, the literature highlights transparency, timeliness, feedback, and participatory communication as essential, there is little exploration of how **ICT adoption and digital communication tools** interact with traditional communication systems to influence service delivery outcomes. Given Nigeria's ongoing reforms and the integration of ICT in public institutions, this omission represents a significant limitation, as modern service delivery increasingly depends on digital platforms and real-time communication.

## Methodology

This study employed a mixed-method research design, integrating both qualitative and quantitative approaches to provide a comprehensive understanding of how effective communication impacted organizational effectiveness in NIPOST Benin Zone between 2017 and 2022. The qualitative aspect involved interviews and documentary evidence to capture in-depth insights, while the quantitative aspect utilized structured questionnaires to generate measurable data that supported the study's arguments (Creswell, 2012). The area of study was restricted to NIPOST Benin Zone, South-South Nigeria, chosen for convenience and relevance, as it represents a critical operational hub of the Nigerian Postal Service. The population of the study comprised the entire workforce of 1,140 staff members, subdivided into four strata: top management, middle management, low management, and other staff. Stratified random sampling was adopted to ensure representativeness, with one out of every two staff selected from each stratum, resulting in a sample size of 570 respondents. This probability sampling method enhanced the reliability and generalization of the findings.

Data collection was carried out using both primary and secondary sources. Primary data came from interviews and questionnaires administered to staff and stakeholders, while secondary data were obtained from published reports, journals, company records, newsletters, and internet sources. The instruments used were carefully validated through pilot testing to ensure clarity, relevance, and reliability. For data analysis, the chi-square statistical technique was employed to test the hypotheses, as it is suitable for comparing observed and expected frequencies in categorical data (Kohout, 1974; Okeke, 1997). This method allowed the researcher to generalize findings from the sample to the larger population, thereby providing robust conclusions about the role of communication in service delivery within NIPOST Benin Zone. Ethical considerations such as informed consent, confidentiality, and voluntary participation were observed to ensure credibility and integrity of the research process.

### Data Presentation and Discussions of findings

The sample size is 570 and 500 were returned. Data were collected from a sample of 200 employees and 300 customers across NIPOST offices in Benin Zone. Quantitative data were analyzed using descriptive statistics (frequency distributions, means, and percentages) and inferential statistics (correlation and regression analysis). For instance, regression analysis tested the hypothesis that effective communication significantly predicts service delivery outcomes. Qualitative data from interviews were analyzed thematically, highlighting recurring issues such as delays in information flow, lack of feedback mechanisms, and the role of technology in communication.

### Data Presentation

Table 1: Employee Perceptions of Communication Practices (n = 200)

Communication Dimension	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)
Transparency in communication	45	30	10	10	5
Timeliness of information flow	40	35	15	7	3
Feedback mechanisms	38	32	12	12	6
Use of ICT tools (emails, SMS, tracking)	50	28	10	8	4

**Interpretation:** Most employees agreed that transparency and ICT tools were strong aspects of communication, but feedback mechanisms were weaker, with 18% expressing dissatisfaction.

Table 2: Customer Satisfaction with Service Delivery (n = 300)

Service Delivery Indicator	Very Satisfied (%)	Satisfied (%)	Neutral (%)	Dissatisfied (%)	Very Dissatisfied (%)
Timely parcel delivery	35	30	15	12	8
Accuracy of information provided	40	32	10	10	8

Responsiveness to complaints	28	30	20	12	10
Use of ICT for tracking	42	30	12	10	6

**Interpretation:** Customers were most satisfied with ICT-based tracking systems and accuracy of information, but responsiveness to complaints was a weak area, with 22% dissatisfied.

#### Regression Analysis (Communication → Service Delivery Outcomes)

Predictor Variable	Beta Coefficient	Significance (p-value)	Interpretation
Transparency	0.42	0.001	Strong positive effect
Timeliness	0.37	0.003	Significant positive effect
Feedback Mechanisms	0.29	0.010	Moderate positive effect
ICT Adoption	0.34	0.005	Significant positive effect

**Interpretation:** Transparency and timeliness were the strongest predictors of improved service delivery, while ICT adoption also contributed significantly.

#### Interview Discussions (Qualitative)

**Employee Perspective** One staff member explained that delays in receiving directives from management often created bottlenecks in service delivery. For example, when instructions about parcel routing or customer complaint handling arrived late, frontline workers struggled to respond promptly, leading to customer dissatisfaction. The employee emphasized that clear and timely communication not only made their work easier but also reduced stress and confusion among staff. They noted that when management provided updates through structured channels such as weekly briefings or ICT-based notifications employees felt more empowered to act decisively. The staff member concluded that effective communication was directly tied to morale: “When communication is clear and timely, our work becomes easier and customers are happier. It motivates us to put in our best because we know exactly what is expected.”

**Management Perspective** A manager highlighted the strides NIPOST had made in adopting ICT tools such as SMS notifications and parcel tracking systems, which significantly improved communication with customers. These innovations allowed customers to receive real-time updates on their parcels, reducing uncertainty and enhancing trust in the service. However, the manager candidly admitted that internal communication remained a challenge. Employees often felt their concerns were not adequately

addressed, and feedback loops between staff and management were weak. This gap created frustration among workers and sometimes led to inefficiencies in service delivery. The manager reflected: “ICT tools have improved communication with customers, but internally, we still struggle with feedback systems. Employees feel their concerns are not always heard, and this affects their commitment.” The perspective underscores that while technological adoption has modernized external communication, internal communication structures require strengthening to sustain organizational efficiency.

**Customer Perspective** A customer shared their experience of receiving SMS updates when parcels arrived, describing it as a positive step that improved transparency and reduced anxiety about delivery timelines. They appreciated the convenience of ICT-driven communication, which made NIPOST’s services feel more reliable. However, the customer expressed dissatisfaction with complaint handling, noting that responses to lodged complaints often took too long. This delay created the impression that customer concerns were not prioritized. The customer remarked: “I appreciate the SMS updates when my parcel arrives, but when I lodge a complaint, it takes too long to get a response. Communication should not only be about updates but also about listening to customers.” This perspective highlights the dual nature of communication in service delivery: while updates and notifications are important, responsiveness and empathy in addressing customer concerns are equally critical to building trust and satisfaction.

### **Analysis and findings**

The analysis demonstrates that communication is not merely a supportive function but a strategic determinant of service delivery in NIPOST. Effective communication fosters transparency, accountability, and responsiveness, which are essential for public trust in service institutions. The integration of ICT tools has modernized communication, reducing delays and enhancing customer experience. However, challenges such as bureaucratic bottlenecks, inadequate training, and resistance to change still hinder optimal communication practices. The study logically concludes that improving communication systems through training, adoption of modern ICT, and institutionalizing feedback mechanisms will significantly enhance service delivery in NIPOST’s Benin Zone. The data reveal that effective communication is a critical determinant of service delivery in NIPOST’s Benin Zone. Quantitative findings show that transparency, timeliness, and ICT adoption significantly improve service delivery outcomes, while weak feedback mechanisms undermine employee morale and customer satisfaction. Qualitative insights reinforce these findings, with employees emphasizing the importance of timely directives, managers acknowledging ICT improvements but admitting feedback gaps, and customers highlighting responsiveness as a key area needing improvement.

The findings revealed that poor communication practices such as unclear directives, delays in information dissemination, and weak feedback systems were directly linked to inefficiencies, customer dissatisfaction, and reduced service delivery. Conversely, offices that adopted structured communication channels, including ICT-based platforms (emails, SMS notifications, and digital tracking systems), recorded higher customer satisfaction and improved organizational efficiency. Employees reported that participatory communication, where management actively sought input from staff, enhanced morale and commitment. Customers emphasized that timely updates on postal services, especially regarding parcel tracking and delivery schedules, were critical to their satisfaction.

## Conclusion and Recommendations

The study on *Effective Communication and Service Delivery in NIPOST, Benin Zone (2017–2022)* revealed that communication practices are central to organizational performance and customer satisfaction. Using a descriptive survey design with both quantitative and qualitative methods, the research established that transparency, timeliness, feedback mechanisms, and ICT adoption significantly influence service delivery outcomes. Data analysis showed that while ICT tools such as SMS notifications and parcel tracking improved external communication with customers, internal communication gaps particularly weak feedback systems and delayed directives undermined employee morale and efficiency. Interviews reinforced these findings: employees stressed the importance of timely directives, managers acknowledged ICT progress but admitted shortcomings in staff engagement, and customers appreciated updates but criticized slow complaint resolution. Overall, the study concluded that communication is not just supportive but a strategic determinant of service delivery, directly shaping efficiency, accountability, and public trust in NIPOST.

## Recommendations

1. **Institutionalize Feedback Mechanisms:** NIPOST should establish structured two-way communication systems, such as regular staff forums, digital feedback platforms, and customer complaint dashboards, to ensure that both employees and customers feel heard and responded to promptly.
2. **Strengthen ICT Integration and Training:** While ICT tools have improved external communication, their full potential can only be realized if employees are adequately trained to use them effectively. NIPOST should invest in continuous ICT training and expand digital platforms to cover both customer service and internal communication, thereby enhancing responsiveness and efficiency.

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