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Effect of Strategic Mapping on Performance of Transmission Company in Enugu Region of South East Nigeria.

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ABSTRACT

The study examined the effect of strategic mapping on performance of Transmission Company in Enugu Region of South East Nigeria. This study sought to examine the relationship between strategic vision mapping and operational efficiency of transmission company of Nigeria, investigate the impact of customer perspective mapping on service delivery of transmission company of Nigeria. The descriptive survey research design was adopted for the study. The population was 5640, out of which a sample size of 543 was realized using cochran formula at 5% error tolerance and 95% level of confidence. Data were collected through primary and secondary sources. Out of 543 copies of the questionnaire distributed, 509 copies (93.74%) were returned while 34 copies (6.26%) were not returned. The hypotheses were tested using simple linear regression and Pearson product moment correlation coefficient. The findings revealed that Strategic vision mapping has a significant effect on operational efficiency of transmission company of Nigeria ($r = .875$, $p < .05$). Customer perspective mapping has significant and positive effect on service delivery of transmission company of Nigeria ($r = 0.973$; $F = 1625.007$; $t = 40.311$; $p < 0.05$). The study concluded that The study concluded that The study concluded that Strategic mapping is crucial for organizations as it visually represents how different strategic goals are interconnected, facilitating alignment, communication, and effective execution of the overall strategy. The study recommended that Transmission company of Nigeria should adopt and practice Strategic vision mapping because that will impacts on organizational performance by clarifying strategic direction, enhancing communication, and fostering alignment among employees. It provides a visual representation of the organization's goals and how they connect, making it easier for everyone to understand their role in achieving those goals

Keywords: Strategic mapping, Performance; Customer perspective mapping; Strategic vision mapping

INTRODUCTION

Map is the activity or process of creating a picture or diagram that represents something: data mapping. A map is a physical or digital image of a particular area such as a city, a country, or a continent, showing its main features as they would appear. A map is a visual representation of an entire or a part of an area, typically represented on a flat surface. The work of a map is to illustrate (Collins dictionaries). Mapping is a transformation taking the points of one space into the points of the same or another space. Organizational Mapping enhances communication among teams and departments, clarifying their roles within the larger framework. This improved understanding of roles and responsibilities also bolsters decision-making processes.

Taylor & Francis (2017), posit that mapping is creating a connection or correspondence between elements in two different sets or structure. Here are a few contexts where mapping is commonly used in Geography and Cartography, Data and programming, Mathematics, Neuro Science and Biology and in Business and Strategy which involve identifying and visualizing relationships between ideas, process or goals. For instance, a process map or customer journey map outline the steps in a work flow or experience. In business and strategy, mapping is used to visually outline processes, relationship, or pathways that support strategic decision making and efficiency.

Organizational mapping is a process of visually representing an organization's structure, hierarchy, relationships, and processes. It provides a holistic view that helps stakeholders grasp the overall framework and dynamics of the organization. Organizational mapping is a crucial aspect of effective management and strategic planning within any company or institution. The creation of visual representations of an organization's structure and key components helps to provide a clear understanding of its inner workings, (Theseira, 2004).

Kaplan, Robert and David (1996) posit that strategic map is a diagram that documents the strategic goals being pursued by an organization or management team. Strategic Map, goes into further detail about how to describe and visualize the strategy using strategic maps. Strategic map is a device that promotes three stages of conversation during the strategy development, implementation and learning process. First to capture a strategy from a management team. To promote discussion amongst that team on the strategy, so they all leave the room telling the same story of their strategy. Secondly to communicate the strategy, focus organization efforts, and choose appropriate measures to report on an organization’s progress in implementing a strategy. Strategy map provides basis to review and potentially revise the strategy, (not simply the measures or targets) and support conversations and decision making, as the team learn from the strategy's implementation (Lueg, 2015). Creating a strategy map helps align organizational goals and guide decision-making throughout the strategy execution process. While it’s best to do so during the early stages of strategy implementation, it’s never too late to start.

Strategic mapping is an essential tool for organization to align their objectives with national goals, operational priorities and stakeholders expectations. A strategic map serves as a comprehensive and visually compelling framework that outlines an organization's strategic objectives and the interconnected relationships between various components. It represents a powerful tool in strategic planning, as it enables businesses to align their efforts, communicate their vision, and achieve their goals effectively. Strategic map facilitate alignment across departments and teams, ensuring that everyone in the organization is working toward common strategic objectives. This alignment is crucial for achieving a shared vision and avoiding conflicting priorities (Kaplan & Norton, 2004).

In a business and work environment, performance is to how effectively an individual, team, or organization achieves its goals and objectives. It is typically measured based on key performance indicators (KPIs), targets, and outcomes. It also refers to how well an individual or team achieves their assigned tasks and responsibilities, measured against predetermined standards, speed, and cost. Performance encompasses both the what (achievements and results) and the how (processes, behaviors, and skills used to achieve results). For a business to achieve its goals: Performance is about meeting or exceeding established targets and objectives. The organisation Effectiveness and Efficiency, it involves not only completing tasks but also doing so effectively and efficiently, using resources wisely. Performance is often measured through specific metrics and data, allowing for evaluation and improvement (Kotter,1996).

Statement of the Problem

Strategic maps help to connect the organisation and big overarching goals to specific actionable steps. Strategic maps can span across all the department and areas of the organisation, providing detailed information about how different team will contribute to the organisational objectives. This helps ensure everyone is on the same page about the business goals and expectations. Employee engagement increases when everyone can clearly see how their role contributes to the organisation's overall success. Having a strategic mapping that is not supervised to ensure that the people concerned follow the mapping, might make the strategic meaningless.

When strategy map is misaligned, the most obvious outcome is a loss of productivity from the staff. If the workers do not understand the goal of the company, either because of poor truancy, gap in communication, non-availability of resources to achieve work objectives, lack of funds, logistics or workers not being able to effectively realize them, then the initiatives of the company would not get its desired results. At the extreme end of the scale, ineffective strategy can leave your staff in a state of inertia and unable to achieve meaningful

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company progress. It will then lead to wasted time and wasted financial resources on initiatives that don't truly bring value to the business. The work delivered has little to no positive impact on the business, because it doesn't contribute to the company's overall strategy. This low productivity, unattainable goals and work undelivered, will necessitate the study on strategic mapping and performance company

Objectives of the Study

The aim is to investigate the effect of strategic mapping on performance of transmission company in Enugu Region of South East Nigeria. However, the specific objectives are to:

To examine the relationship between strategic vision mapping and operational efficiency of transmission company of Nigeria.

To investigate the impact of customer perspective mapping on service delivery of transmission company of Nigeria**.**

Research Questions

The following research questions guided the study.

What is the relationship between strategic vision mapping and operational efficiency of transmission company of Nigeria.

To what extent does customer perspective mapping affect service delivery of transmission company of Nigeria**.**

Research Hypotheses

The following alternate hypotheses guided the study

Ha:1 There is no relationship between Strategic vision mapping and operational efficiency of transmission company of Nigeria.

Ha: 2 Customer perspective mapping has effect on service delivery of transmission company of Nigeria

Strategic Mapping

Lopez (2020), Posit that strategic mapping serves as a comprehensive and visually compelling framework that outlines an organization's strategic objectives and the interconnected relationships between various components. It represents a powerful tool in strategic planning, as it enables businesses to align their efforts, communicate their vision, and achieve their goals effectively. Strategy maps help businesses visualize their goals and see how decisions can impact all areas of the organization.

Strategic mapping is a visual representation of an organization's strategy. It is used to align goals, initiatives, and resources, ensuring that all activities contribute to the overall objectives of the organization. Typically, strategy maps are part of strategic management frameworks like the Balanced Scorecard (BSC), developed by Kaplan and Norton. Strategic maps provide a clear view of your overarching organizational goals and objectives. With a well-rounded strategy map, you can see how your various goals connect and influence one another—and you'll be able to take actionable steps toward those goals.

Strategic Vision

The relationship between strategic vision mapping and operational efficiency is a critical element for organizations, especially those in complex sectors like electricity transmission. This objective of examining this relationship in the context of the Transmission Company of Nigeria (TCN) touches on various core concepts of strategic management, organizational behavior, and performance optimization. To explore this, it is essential to understand key terms such as strategy, strategic vision, strategic vision mapping, and operational efficiency, and how they interconnect within a large-scale organization like TCN. Strategic vision mapping is an essential process that translates this abstract vision into actionable steps. It involves the creation of a visual or conceptual map that outlines the key components of the strategic vision and how they align with operational activities. A strategic vision map often includes the organization's mission, values, objectives, and performance indicators, along with an analysis of the internal and external environments. It serves as a communication tool, ensuring that all employees and stakeholders understand the long-term goals of the organization and how they can contribute to achieving them (Kaplan & Norton, 2001).

Customer Perspective

Customer perspective mapping is an essential tool for organizations to better understand their customers' needs and expectations, thereby aligning their operations with these demands. This mapping process involves capturing, analyzing, and organizing the various dimensions of customer viewpoints, which can range from service expectations, perceived value, satisfaction levels, and overall experiences. Customer perspective, in the context of service delivery, is a framework that involves understanding the needs, expectations, and experiences of the customers from the viewpoint of the service provider (Kaplan& Norton 1992). This perspective is often part of strategic management frameworks, such as the Balanced Scorecard, which emphasizes the importance of looking at the business from the customers' point of view to ensure that organizational efforts align with customer needs (Kaplan & Norton, 1992). In the case of TCN, customers include not only end-users, such as households and businesses, but also other stakeholders, including governmental bodies, regulatory agencies, and other power sector players. Therefore, mapping the customer perspective for TCN involves analyzing the entire ecosystem of customer relationships, both directly and indirectly related to the company's service delivery

Organisational Performance

Organizational performance is the ability of an organization to reach its goals and optimize results (Richard, Devinney, Yip, & Johnson, 2009). In today's workforce, organizational performance can be defined as a company's ability to achieve goals in a state of constant change. Organizational performance is the ability of an organization to effectively use resources and processes to achieve goals, improve the communication pipeline, and optimize results.

Operational Efficiency

Operational efficiency, in this context, refers to the optimal use of resources to achieve organizational goals while minimizing waste and inefficiency. It is about doing more with less, increasing productivity, reducing costs, and improving the quality of service. For TCN, operational efficiency is crucial in ensuring that power is transmitted effectively and reliably, without unnecessary delays, losses, or disruptions (U.S. Department of Energy. 2015). This involves not just technical aspects like equipment maintenance and grid management, but also organizational factors like employee training, operational workflows, and technological adoption. It is a key performance indicator (KPI) for any company, particularly in the energy sector, where service reliability is paramount (Barney, 1991)

Service Delivery

Service delivery, which encompasses the processes by which a company provides its services to its customers, is fundamental to the success of any organization. For TCN, service delivery refers specifically to the efficient, reliable, and timely transmission of electricity across Nigeria's national grid (Adenikinju, 2020). It includes ensuring that power is transmitted from generation plants to distribution companies and subsequently to end consumers. Service delivery also involves handling issues related to transmission losses, maintenance of infrastructure, customer complaints, and overall grid reliability. In the context of TCN, service delivery is often challenged by infrastructural deficits, underinvestment, outdated technology, and a rapidly growing population that demands more power, thus placing increasing strain on the system.

Theoretical Review

The study is guided on the following theories and they will explain how strategic mapping affects the Transmission company of Nigeria.

Systems Thinking Theory

Peter Senge and others propounded system thinking theory: Author of The Fifth Discipline, which popularized Systems Thinking in organizational learning. Systems thinking is a way to approach issues by looking at them as systems. Rather than considering only how to solve an immediate problem, you consider how all of the pieces connect to make the whole. Systems Thinking provides a powerful framework for addressing complex, real-world problems by looking at the bigger picture and recognizing interdependencies. A systems thinker is someone who is able to look at a complex system and consider its interconnectedness and interdependencies, not just its isolated components.

Effective systems thinkers usually have an open mind and think holistically, rather than rely on a predictable formula or a linear approach. Marticek says those who operate from a systems thinking perspective. The application of systems thinking is used across a wide range of fields and industries, especially business, healthcare and education. The University of Phoenix degree and certificate programs in these areas integrate systems thinking into the curriculum to help ensure that you are equipped to tackle the challenges ahead by envisioning workable solutions.

Systems Thinking Theory is an interdisciplinary approach to understanding and solving complex problems by viewing them as part of a broader, interconnected whole rather than isolated parts. It focuses on how elements within a system interact, influence each other, and contribute to the behavior of the system as a whole. This theory is widely applied across disciplines such as management, engineering, environmental science, and healthcare. Systems Thinking emphasizes understanding the system as a whole rather than merely analyzing individual components.

The whole is greater than the sum of its parts, as interactions between components create emergent properties. Elements within a system are interconnected, meaning that changes in one part of the system can ripple through and affect others. Positive Feedback Loops amplify changes (e.g., economic growth leading to investment, which fuels further growth). Negative Feedback Loops stabilize the system (e.g., a thermostat regulating temperature). Systems Thinking identifies and analyzes system boundaries, which determine what is included or excluded from the analysis. Encourages innovative, holistic problem-solving. Helps identify unintended consequences of actions. Supports long-term, sustainable decision-making.

Empirical Review

Muogbo (2013) in the study "The Impact of Strategic Management on Organisational Growth and Development (A Study of Selected Manufacturing Firms in Anambra State) Department Of Business Administration Anambra State University Igbariam Campus Nigeria. The study investigated the impact of strategic management on organizational growth and development of selected manufacturing firms in Anambra State. 63 respondents selected from 21 manufacturing firms across the three senatorial zones of Anambra State were sampled (3 from each firm). The study used descriptive statistics (frequencies, mean, and percentages) to answer the four research questions posed for the study. The Chi-Square was used to test the three hypotheses that guided the study. Results from the analysis indicated that strategic management is not common among the manufacturing firms in Anambra State; that the adoption of strategic management has significant effect on competitiveness and also influences manufacturing firms; that strategic management has effect on employee’s performance and that its adoption has significantly increased organizational productivity of manufacturing firms; also, it enhances structural development of manufacturing firms. The study thus concluded that though strategic management is not yet a common business practice among manufacturing firms in Anambra State, it has been identified as veritable tool for improving the competitiveness, performance levels, and structural development of manufacturing firms in Anambra State in particular and Nigeria in general. The researcher recommended that entrepreneurial centre and business schools in Nigeria should incorporate strategic management principles into their curricula. This will engender sound managerial know-how and boost the performance and competiveness of firms in Nigeria. Also, further studies should be carried out in Nigeria to investigate the causes on non-adoption of strategic management in Anambra State in particular and Nigeria in general. The causes of this when known and curbed, will enable small and medium scale industries in Nigerian to become more competitive in boosting the development of Nigerian economy.

Mohamad &Rokaya (2020) in the study "The Effect of Strategic Human Resources Management (SHRM) on Organizational Excellence" Problems and Perspectives in Management 18(4) DOI: 10.21511/ppm. 18(4). 2020.05 License CC BY 3.0 Jadara University. Human resources at different levels are the executives of organizational tasks toward excellence. Missing the track of human resources will leave the organization behind. The objective of this research is to investigate the effect of SHRM components on organizational excellence. The study was applied to industrial organizations in Industrial City in Northern Jordan. A quantitative approach was used to accomplish the objectives. A questionnaire was used to collect data. The questionnaire was composed of three parts: the first part designed to collect demographic data, the second part designed to collect information about SHRM (recruitment, training, development, and career development), the last part designed to collect information about organizational excellence. A simple random sample of 120 organizations' managers was studied. The results showed that the data collection tool was reliable. The results showed that training was of high concern by managers to reach excellence, followed by organizational development, then career development, and the least evaluation was for recruitment. The SHRM components affect the components of organizational excellence (customer satisfaction, technology deployment, product quality, and competitiveness) ($p < 0.05$). Recruitment was the highest contributor to organizational excellence related to technology deployment, product quality, and competitiveness, but customer satisfaction was affected by development and career development. The study recommended that the organization connect the SHRM strategy with the other organization activities that lead to excellence with the recruitment process's concentration as it affects the products of the organizations.

Abukar & Mohyadin (2019) in the study, "The Effect of Strategic Human Resource Management On Employee Satisfaction": (Case Study: Somali Meat Company In Mogadiahu Somalia) University Of Somalia (Unison). The achievement of any company is directly connected to the satisfaction of the employees who represent that company, that retaining people is critical to the accomplishment of any organization. The main purpose of this study was to determine the effect of strategic human resource management on employee satisfaction in Somali Meat Company. The specific objectives of the study were to examine human resources management from employee promotions, employee commitment, and employee retention on employee satisfaction. The study population of 142 comprised all staff in Somali Meat Company. Non-probability sampling technique was used for managerial and non-managerial staff but 105 calculated as the sample size using Solvent's formula. Data collection was done by a face-to-face personal filled in questionnaire method. The purpose of research is the numerical representation of the relevant data by coding and to analyze the data the researcher used Statistical Package for the Social Science (SPSS) version 20. Based on the findings in objective one presented that there is positive significance relationship between strategic human resource management and employee promotions which was indicated by Pearson correlation coefficient ($r= 0.594$ and $p<= 0.05$). The findings in objective two presented that there is positive significance relationship between strategic human resource management and employee commitment which was indicated by Pearson correlation coefficient ($r= 0.745$ and $p <= 0.05$). The findings in objective three presented that there is positive significance relationship between strategic human resource management and employee retention which was indicated by Pearson correlation coefficient ($r= 0.462$ and $p <= 0.05$) of Somali meat company in Mogadishu, Somalia. It is suggested that managers to be trained to use strategic human resources management and along with the increasing need for new skills and competencies of strategic human resources management as a result of changes in community, strategic human resources management training program is more important than ever. The research is based on the conceptualization so the better results can only be achieved through effect strategic human resource management and proper system in the organization.

Asad, Muhammad and Waqas (2016) did a study of Relationship between Customer Focus and Organizational Performance in the Telecommunication Organizations of Pakistan**.** The purpose of this study was to explore the relationship between quality culture and organizational performance with mediating effect of competitive advantage and moderating effect of human resource. It has been observed that telecommunication companies of Pakistan are facing tough contest and no empirical research has been known to be conducted in Pakistan within the context of quality culture, organizational performance with a mediating effect of competitive advantage and a moderating effect of human resource. The literature review has exposed seven characteristics of quality culture like; employee involvement, senior management leadership, effect of CEO, supplier partnership, customer focus, teamwork, and open corporate culture. 500 questionnaires were circulated in telecommunication companies and

250 received back of which 207 were valid. To examine the validity and reliability of data collected, different statistical techniques and tools have been applied like; Cronbach's alpha, factor analysis, Pearson correlation, and multiple regression. Results of these statistical techniques have revealed that there is positive and significant association between independent variable (quality culture) and dependent variable (organizational performance). Mediating variable (competitive advantage) also shown reliable connection but moderating variable (human resource) has not created optimistic results.

Mohammad and Zhang (2021) did a study on the effect of customer mapping on financial performance in service firms: The mediating role of service innovation. Theoretical research model was investigated via structural equation modeling (SEM) using 686 survey responses from the service industry. The findings of the structural equation model indicated that customer mapping is positively related to financial performance and service innovativeness respectively. And service innovativeness was found as a partial mediating effect, which means that the service innovativeness intervenes for some part but not all of the relationships between customer orientation and financial performance

Research Method

The study was carried out using survey design. Primary data was obtained through the use of interviews, questionnaire and observations while Secondary data were obtained from books, journals, and the internet. *The descriptive survey research design was adopted for the study. The population was 5640, out of which a sample size of 543 was realized using cochran formula at 5% error tolerance and 95% level of confidence. Out of 543 copies of the questionnaire distributed, 509 copies (93.74%) were returned while 34 copies (6.26%) were not returned*. The instrument used for data collection was questionnaire structured in 5-point Likert scale and validated with the content validity of face to face approach. The reliability test was done using test-retest method. The result gave a reliability coefficient of 0.77, indicating a high degree of consistency. The two hypotheses formulated were tested at 0.05 level of significance. Simple linear regression was used to test hypotheses one while hypothesis two was tested using Pearson product moment correlation coefficient. A computer aided Microsoft special package for social science (SPSS) was used to aid analysis

Data Analysis and Discussion

The data obtained from the field were presented and analyzed with descriptive statistics to provide answers to the research questions while the corresponding hypotheses were tested with Pearson's Correlation and Linear regression at 0.05 alpha level

Table 4.2: Responses on Strategic vision mapping

Table. Respondents' Perceptions of Strategic Vision

S/No.	Questionnaire Items	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
1	Our organization has a clearly defined strategic vision.	200 (39.29%)	287 (56.39%)	10 (1.96%)	9 (1.77%)	3 (0.59%)	509
2	Employees are aware of the company's long-term strategic goals.	215 (42.23%)	273 (53.63%)	9 (1.77%)	7 (1.38%)	5 (0.98%)	509
3	Strategic priorities are consistently communicated to all staff.	189 (37.13%)	306 (60.11%)	7 (1.38%)	5 (0.98%)	2 (0.39%)	509
4	Leadership regularly aligns departmental actions with strategic goals.	208 (40.86%)	289 (56.78%)	3 (0.59%)	6 (1.19%)	3 (0.59%)	509
5	The company's strategic vision guides daily operational decisions.	306 (60.11%)	180 (35.36%)	5 (0.98%)	8 (1.57%)	10 (1.96%)	509

Source: Fieldwork, 2026

Item 1 of table 4. 2 Indicates that 200(39.29%) of the respondents strongly agreed with the Statement that our organization has a clearly defined strategic vision. 287(56.39%) agreed,10(1.96%) were undecided,9(1.77%)

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disagree that our organization has a clearly defined strategic vision while 3 (0.59%) of the respondents strongly disagreed with the statement.

Item 2 of the table 4.2 states that employees are aware of the company's long-term strategic goals. 215 (24.23%) strongly agreed with the statement, 273(53.63%) agreed, 9(1.77%) were undecided, 7(1.38%) disagreed that employees are aware of the company's long-term strategic goals while 5(0.98%) strongly disagreed with the statement.

In item 3 of the table 4.2189(37.13%) of the respondents strongly agreed that strategic priorities are consistently communicated to all staff,306 (60.11%) agreed, 7(1.38%) were undecided, 5(0.89%) disagreed while 2(0.39%) strongly disagreed that strategic priorities are consistently communicated to all staff

In item 4 of the table 4.2208(40.86%) of the respondents strongly agreed that leadership regularly aligns departmental actions with strategic goals,289 (56.78%) agreed, 3(0.59%) were undecided, 6(1.19%) disagreed while 3 (0.59%) strongly disagreed that leadership regularly aligns departmental actions with strategic goals

In item 5 of the table 4.2306(60.11%) of the respondents strongly agreed that the company's strategic vision guides daily operational decisions,180 (35.36%) agreed, 5(0.89%) were undecided, 8(1.57%) disagreed while 10 (1.96%) strongly disagreed that the company's strategic vision guides daily operational decisions

Table 4.3: Responses on operational efficiency

Table. Respondents' Perceptions of Operational Efficiency

S/No.	Questionnaire Items	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
6	Tasks are completed with minimal delays or rework.	250 (49.12%)	237 (46.56%)	7 (1.38%)	9 (1.77%)	6 (1.18%)	509
7	The organization effectively utilizes resources (time, manpower, tools).	210 (41.26%)	278 (54.62%)	6 (1.18%)	7 (1.38%)	8 (1.57%)	509
8	Workflow processes are streamlined and well-coordinated.	289 (56.78%)	206 (40.47%)	7 (1.38%)	5 (0.98%)	2 (0.39%)	509
9	Employees meet their operational targets consistently.	308 (60.51%)	183 (35.95%)	3 (0.59%)	6 (1.18%)	9 (1.77%)	509
10	Operations are managed in a cost-effective manner.	106 (20.83%)	380 (75.09%)	5 (0.98%)	8 (1.57%)	10 (1.96%)	509

Source: Fieldwork, 2026

Item 6 of table 4. 3 Indicates that 250(49.129%) of the respondents strongly agreed with the Statement that tasks are completed with minimal delays or rework. 237(46.569%) agreed,7(1.38%) were undecided,9(1.77%) disagree that tasks are completed with minimal delays or rework while 6 (1.18%) of the respondents strongly disagreed with the statement.

Item 7 of the table 4.3 states that the organization effectively utilizes resources (time, manpower, tools).. 210 (41.26%) strongly agreed with the statement, 278(54.62%) agreed, 6(1.18%) were undecided, 7(1.38%) disagreed that the organization effectively utilizes resources (time, manpower, tools). while 8(1.57%) strongly disagreed with the statement.

In item 8 of the table 4.3289(56.78%) of the respondents strongly agreed that workflow processes are streamlined and well-coordinated,206 (40.47%) agreed, 7(1.38%) were undecided, 5(0.89%) disagreed while 2(0.39%) strongly disagreed that workflow processes are streamlined and well-coordinated

In item 9 of the table 4.3308(60.51%) of the respondents strongly agreed that employees meet their operational targets consistently,183 (35.95%) agreed, 3(0.59%) were undecided, 6(1.19%) disagreed while 3 (0.59%) strongly disagreed that employees meet their operational targets consistently

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In item 10 of the table 4.3106(20.83%) of the respondents strongly agreed that operations are managed in a cost-effective manner,380 (75.09%) agreed, 5(0.98%) were undecided, 8(1.57%) disagreed while 10 (1.96%) strongly disagreed that operations are managed in a cost-effective manner

Table 4.4 Responses on Customer perspective mapping

Table. Respondents' Perceptions of Customer Focus

S/No.	Questionnaire Items	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
11	The organization collects feedback from customers to shape strategic plans.	205 (40.28%)	285 (55.99%)	10 (1.96%)	7 (1.38%)	2 (0.39%)	509
12	Customer needs are considered in designing internal processes.	200 (39.29%)	276 (54.22%)	21 (4.13%)	9 (1.77%)	3 (0.59%)	509
13	Customer satisfaction is a key focus of our strategic goals.	59 (11.59%)	439 (86.24%)	4 (0.79%)	5 (0.98%)	2 (0.39%)	509
14	The company tracks customer-related KPIs (e.g., satisfaction, loyalty).	311 (61.10%)	190 (37.33%)	3 (0.59%)	3 (0.59%)	2 (0.39%)	509
15	Frontline employees understand how their roles affect customer outcomes.	198 (38.90%)	288 (56.58%)	7 (1.38%)	8 (1.57%)	8 (1.57%)	509

Source: Fieldwork 2026

Item 11 of table 4. 4 Indicates that 205(40.28%) of the respondents strongly agreed that the organization collects feedback from customers to shape strategic plans, 285(55.99%) agreed,10(1.96%) were undecided,7 (1.38%) disagree while 2(0.39%) strongly disagreed that the organization collects feedback from customers to shape strategic plans

Item 12 of the table 4.4 states that customer needs are considered in designing internal processes. 200 (39.29%) strongly agreed with the statement, 276(54.22%) agreed, 21(4.13%) were undecided, 9(1.77%) disagreed while 3 (0.59%) strongly disagreed that customer needs are considered in designing internal processes

In item 13 of the table 4.4,59(11.59%) of the respondents strongly agreed that customer satisfaction is a key focus of our strategic goals ,439(86.24%) agreed, 4(0.79%) were undecided,5(0.98%) disagreed while 2(0.39%) strongly disagreed that customer satisfaction is a key focus of our strategic goals

In item 14 of the table 4.4,311(61.10%) of the respondents strongly agreed that the company tracks customer-related KPIs (e.g., satisfaction, loyalty 190 (37.33%) agreed, 3(0.59%) were undecided, 3(0.59%) disagreed while 2(39%) strongly disagreed that the company tracks customer-related KPIs (e.g., satisfaction, loyalty

In item 15 of the table 4.4,198(38.90%) of the respondents strongly agreed that frontline employees understand how their roles affect customer, 288 (56.58%) agreed, 7(1.38%) were undecided, 8(1.57%) disagreed while 8(1.57%) strongly disagreed that frontline employees understand how their roles affect customer

Table 4.5 Responses on service delivery

Table. Respondents' Perceptions of Service Delivery

S/No.	Questionnaire Items	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
16	Services are delivered to customers promptly and reliably.	405 (79.57%)	85 (16.70%)	10 (1.96%)	7 (1.38%)	2 (0.39%)	509
17	There are few complaints about our service quality.	300 (58.94%)	176 (34.58%)	21 (4.13%)	9 (1.77%)	3 (0.59%)	509
18	Customers consistently receive the support they need.	59 (11.59%)	439 (86.24%)	4 (0.79%)	5 (0.98%)	2 (0.39%)	509

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19	There are mechanisms to quickly respond to service disruptions.	411 (80.75%)	90 (17.68%)	3 (0.59%)	3 (0.59%)	2 (0.39%)	509
20	Customers view the organization as dependable and efficient.	298 (58.55%)	188 (36.94%)	7 (1.38%)	8 (1.57%)	8 (1.57%)	509

Source: Fieldwork 2026

Item 16 of table 4. 5 Indicates that 405(79.57%) of the respondents strongly agreed that services are delivered to customers promptly and reliably. 85(16.70%) agreed,10(1.96%) were undecided,7 (1.38%) disagree while 2(0.39%) strongly disagreed that services are delivered to customers promptly and reliably

Item 17 of the table 4.5 states that there are few complaints about our service quality. 300 (58.94%) strongly agreed with the statement, 176(34.58%) agreed, 21(4.13%) were undecided, 9(1.77%) disagreed while 3 (0.59%) strongly disagreed that there are few complaints about our service quality

In item 18 of the table 4.5, 59(11.59%) of the respondents strongly agreed that customers consistently receive the support they need,439(86.24%) agreed, 4(0.79%) were undecided,5(0.98%) disagreed while 2(0.39%) strongly disagreed that customers consistently receive the support they need

In item 19 of the table 4.5, 411(80.75%) of the respondents strongly agreed that there are mechanisms to quickly respond to service disruption,90 (17.68%) agreed, 3(0.59%) were undecided, 3(0.59%) disagreed while 2(39%) strongly disagreed that there are mechanisms to quickly respond to service disruption

In item 20 of the table 4.5, 298(58.55%) of the respondents strongly agreed that customers view the organization as dependable and efficient, 188 (36.94%) agreed, 7(1.38%) were undecided, 8(1.57%) disagreed while 8(1.57%) strongly disagreed that customers view the organization as dependable and efficient

Hypothesis One

Hi: Strategic vision mapping has a significant effect on operational efficiency of transmission company of Nigeria

Ho: Strategic vision mapping does not has a significant effect on operational efficiency of Transmission Company of Nigeria

Table 4.6 Descriptive Statistics

	Mean	Std. Deviation	N
Strategic vision mapping	1.5029	.82677	509
Operational efficiency	1.5344	.65905	509

Table 4.7 Correlations

		Strategic vision mapping	Operational efficiency
Strategic vision mapping	Pearson Correlation	1	.875**
	Sig. (2-tailed)		.000
	N	509	509
Operational efficiency	Pearson Correlation	.875**	1
	Sig. (2-tailed)	.000	
	N	509	509

**. Correlation is significant at the 0.01 level (2-tailed).

Table 4.6 shows the descriptive statistics of the strategic vision mapping and operational efficiency with a mean response of 1.5029 and std. deviation of 0. 82677 for strategic vision mapping and a mean response of 1.5344 and std. deviation of 0. .65905 for operational efficiency and number of respondents (509). By careful observation of standard deviation values, there is not much difference in terms of the standard deviation scores. This implies that there is about the same variability of data points between the dependent and independent variables.

Table 4.7 is the Pearson correlation coefficient for strategic vision mapping and operational efficiency. The correlation coefficient shows 0.875. This value indicates that correlation is significant at 0.05 level (2tailed) and implies that there is a significant positive relationship between strategic vision mapping and operational efficiency (r = .875). The computed correlations coefficient is greater than the table value of r = .195 with 507 degrees of freedom (df. = n-2) at alpha level for a two-tailed test (r = .875, p< .05). However, since the computed r = .908, is greater than the table value of .195 we reject the null hypothesis and conclude that There is a positive and significant relationship between Strategic vision mapping and operational efficiency of transmission company of Nigeria. (r =. 875, P<.05).

Hypothesis Two

Hi: Customer perspective mapping has effect on service delivery of transmission company of Nigeria**.**

Ho: Customer perspective mapping does not has effect on service delivery of transmission company of Nigeria**.**

Table 4.8 Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	973[a]	.762	.762	.32211	.143
a. Predictors: (Constant), customer perspective mapping					
b. Dependent Variable: Service delivery					

Table 4.9 ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	168.606	1	168.606	1625.007	.000[b]
	Residual	52.605	507	.104		
	Total	221.210	508			
a. Dependent Variable: Service delivery						
b. Predictors: (Constant), customer perspective mapping						

Table 4.10 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.480	.029		16.426	.000
	customer perspective mapping	.697	.017	.973	40.311	.000

a. Dependent Variable: Service delivery

R = 0.973

R^2 = 0. 762

F = 1625.007

T =40.311

DW = 0. 143

Interpretation:

The regression sum of squares (168.606) is greater than the residual sum of squares (52.605), which indicates that more of the variation in the dependent variable is not explained by the model. The significance value of the F statistics (0.000) is less than 0.05, which means that the variation explained by the model is not due to chance.

R, the correlation coefficient which has a value of 0.973, indicates that there is positive relationship between customer perspective mapping and service delivery. R square, the coefficient of determination, shows that 76.2% of the variation in the service delivery is explained by the model.

With the linear regression model, the error of estimate is low, with a value of about .32211. The Durbin Watson statistics of 0.143, which is not more than 2, indicates there is no autocorrelation.

Customer perspective mapping coefficient of 0.973 indicates a positive significance between customer perspective mapping and service delivery, which is statistically significant (with t = 40.311). Therefore, the null hypothesis should be rejected and the alternative hypothesis accordingly accepted. Thus customer perspective mapping has significant and positive effect on service delivery of transmission company of Nigeria Customer perspective mapping has significant and positive effect on service delivery of Nigeria (r = 0.973; F= 1625.007; t =40.311; p<0.05) of transmission company of Nigeria (r = 0.973; F= 1625.007; t =40.311; p<0.05)

SUMMARY OF FINDINGS

The findings at the end of this study include the following

Strategic vision mapping has a significant effect on operational efficiency of transmission company of Nigeria (r = .875, p< .05).

Customer perspective mapping has significant and positive effect on service delivery of transmission company of Nigeria (r = 0.973; F= 1625.007; t =40.311; p<0.05)

CONCLUSION

The study concluded that Strategic mapping is crucial for organizations as it visually represents how different strategic goals are interconnected, facilitating alignment, communication, and effective execution of the overall strategy. It clarifies the cause-and-effect relationships between objectives, ensuring that all levels of the organization are working towards the same goals, fostering innovation, and enhancing decision-making

RECOMMENDATIONS

Based on the findings of this study and the conclusions, the following recommendations were

i. Transmission company of Nigeria should adopt and practice Strategic vision mapping because that will impacts on organizational performance by clarifying strategic direction, enhancing communication, and fostering alignment among employees. It provides a visual representation of the organization's goals and how they connect, making it easier for everyone to understand their role in achieving those goals

ii. Transmission company of Nigeria should Customer Perception Mapping is in place because it provides insights that can guide decisions across various business functions. By using them effectively, companies can sharpen their market position and better meet customer expectations.

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