

COMPETENCY MAPPING AS A DETERMINANT OF EMPLOYEES' PERFORMANCE IN EDO STATE LOCAL GOVERNMENT COUNCILS

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Abstract: The study examined competency mapping and employees' performance in Edo State Local Government Councils. It specifically investigated the relationship between core, functional, and leadership competencies and employees' performance. The study employed a correlational research design. The population of the study comprised of the 10,204 local government employees in Edo State. From the population of the study, 385 local government employees were sampled. The sample size was determined with Taro Yamane formulae of sample size determination. The sample size was taken with stratified random sampling technique. The instrument used for data collection was a structured questionnaire designed by the researchers. The instrument was validated by two researchers in the field of measurement and evaluation of the researchers' institutions. The reliability of the instrument was determined with test re-test, which yielded a correlation coefficient of 0.91. Data collected was analysed with mean and Pearson Product Moment Correlation Coefficient. Mean and Standard Deviation was used to analyse the research questions and Pearson Product Moment Correlation Co-efficient was used to test the hypotheses. Analysis of the data collected revealed a very strong relationship between core, functional, and leadership competencies and employees' performance. It was concluded that integrating core, functional, and leadership competencies into a unified mapping framework yields a positive shift in employee performance. Based on the findings of the study, it is recommended that: organizations should shift from generic, company-wide training to data-driven, precision upskilling; organizations should redesign performance review metrics to entirely eradicate subjectivity and appraisal bias; organizations should proactively build a resilient leadership pipeline using the combined data of all three mapping pillars.

Keywords: Competency mapping, core competency mapping, functional competency mapping, leadership competency mapping, employees' performance

Introduction

Employees performance is critical to organizational success, as it is a critical driver of organizations' productivity and profitability. According to Aguenza and Som (2018), employee performance is viewed as workers' productivity and efficiency in the workplace, generating valuable outputs for the organization. High-performing employees drive efficiency, foster innovation, and improve customer service, which secures a competitive advantage. However, there is significant evidence of poor performance among employees in the Nigerian public sector, characterized by low productivity, inefficiency, and poor service delivery. For instance, Ezeanyim, Nzewi and Nnabuiife (2019) opined that public sector has often been criticized for inefficiency, low productivity, and poor service delivery.

One of the main factors responsible for employee poor performance in public sectors in Nigeria is unclear expectations and goals, as they often underperform because they do not fully understand their roles, responsibilities, or the specific targets expected of them. Hence, there is need for competency mapping in public sectors.

Competency mapping is a strategic human resources process that identifies and defines the specific skills, knowledge, behaviours, and attributes required for employees to perform job roles effectively. It involves creating a detailed framework to align individual capabilities with organizational goals, enhancing talent management, performance, and training. According to Gulia (2017), competency mapping is an evolving human resources practice focusing on factors required for success at any job and matching it with skills of workforce available. It helps in identifying the strengths and weaknesses of an individual. Competency mapping is necessitated by misalignment in recruitment process of organizations. Key competencies mapped in organizations are core competencies, functional competencies, and leadership competencies.

Core competency mapping is the strategic human resources process of identifying, defining, and assessing the specific knowledge, skills, and behaviours required for success in particular roles. It links individual capabilities to organizational goals, enhancing recruitment, training, and performance management. Latha et al (2023) opined that core competency is knowledge or proficiency in each area. They can be evaluated by observing a person's behavior at work, while playing a sport or by revising a company's output. This structured approach creates a competency framework that distinguishes high performers, aids in succession planning, and ensures the right people are in the right positions.

Functional competency mapping is the process of identifying, defining, and measuring the specific technical skills, knowledge, and behaviours required to perform a particular job role effectively. Khushboo and Kaustav (2016) see functional competency as a specific knowledge or skill area that relates to successful performance of a job. It breaks down roles into specific, measurable activities to improve person-job fit, aid in performance management, and guide training. Functional competencies can offer organizations significant insight into productivity and developing effective competency based on training and offering more accurate measurement for what makes someone competent in a particular task.

Leadership competency mapping is the process of identifying, defining, and structuring the specific skills, behaviours, and knowledge required for effective leadership within an organization. It involves defining core leadership traits such as strategic thinking, decision-making, conflict resolution, and mapping them to roles to bridge skill gaps, improve hiring, and guide succession planning. Rohana and Abdullah (2017) see leadership competencies as the skills of a leader that contribute to superior performance. It creates a framework covering areas like strategic thinking, people management, and emotional intelligence that aligns leadership capabilities with business goals, aiding in recruitment, performance management, and succession planning.

The positive association between competency mapping and employee performance has been substantiated by several empirical studies. For instance, a study conducted by Rahul and Punit (2024) revealed that strategic integration of competency mapping in human resources practices can enhance workforce productivity and competitive advantage in the evolving banking sector. Similarly, a study conducted by Rama et al (2022) found that there exists a strong relationship among the competency variables and employee performance. Despite the positive relationship between competency mapping and employee performance, management of most government sectors often neglect competency mapping due its cost implication. It is against this background the study seeks to examine competency mapping as a determinant of employees' performance in Edo State civil service commission.

Statement of Problem

Employees are the most vital asset in any organization as they are the primary drivers of productivity, innovation, and customer satisfaction. They are the lifeblood that sustains operations and implements innovative ideas, directly impacting overall business performance, growth, and profitability. Thus, employee performance is supreme for organizational success. The performance of employees depends on the recruitment process, as the recruitment that prioritize transparency leads to higher productivity in organizations. Unfortunately, recruitments

in most public sectors in Nigeria are done by favouritism, as they are based on personal relationships such as family, friendship, or political affiliation, rather than on merit, qualifications, or experience. This practice is widely considered unethical as it violates principles of fairness and equality of opportunity. This in turn has led to incompetence and poor performance, marginalization of talent, high unemployment rate, erosion of morale and trust, systemic corruption, and inequality, and weakened institutional integrity in Nigeria. Countless scholars in the past have made several efforts towards reinforcing merit-based systems, enhancing transparency in the public sector, and strengthening regulatory oversight. Yet nepotism, cronyism, tribalism, and political patronage still dominate recruitment process in Nigerian public sectors. Thus, the need to examine competency mapping as a determinant of employees' performance in Edo State Local Government Councils.

Aim and Objectives of the Study

The aim of the study is to examine relationship between competency mapping and employees' performance in Edo State Local Government Councils. Specifically, the objectives of the study include the following.

1. To examine the extent to which core competency mapping related to employees' performance in Edo State Local Government Councils.
2. To ascertain the extent to which functional competency mapping connected to employees' performance in Edo State Local Government Councils.
3. To assess the extent to which leadership competency mapping linked to employees' performance in Edo State Local Government Councils.

Research Questions

1. To what extent core competency mapping related to employees' performance in Edo State Local Government Councils?
2. To what extent is functional competency mapping connected to employees' performance in Edo State Local Government Councils?
3. To what extent is leadership competency mapping linked to employees' performance in Edo State Local Government Councils?

Research Hypotheses

H01: Core competency mapping is not significantly related to employees' performance in Edo State Local Government Councils.

H02: Functional competency mapping is not significantly connected to employees' performance in Edo State Local Government Councils.

H03: Leadership competency mapping is not significantly linked to employees' performance in Edo State Local Government Councils.

Scope of the Study

The scope of the study is divided into three which are content, geographical, and unit scopes. The content scope is limited to the relationship between core competency mapping and employee performance, the connection between functional competency mapping and employee performance, and the link between leadership competency mapping and employee performance. The geographical scope is limited to Edo State Local Government Councils. The unit scope is limited to local government employees.

Review of Related Literature

Conceptual Review

Employees' Performance

Employee performance is the effectiveness, quality, and efficiency with which an employee executes job duties, meets targets, and contributes to organizational goals. It involves measuring productivity, behavior, and goal achievement to drive results, enhance morale, and guide development through appraisals and feedback. Al Mehrzi and Singh (2016) see performance is the result or level of success of a person during a certain period in conducting tasks compared to various possibilities, such as work standards, targets or targets or predetermined criteria that have been mutually agreed upon. Yang et al. (2016) state that performance is basically what employees do or do not do. According to Shmailan (2016), employee performance is an action what employees do in conducting the work done by the company. Performance in conducting its functions is not independent but always relates to employee job satisfaction and the level of reward given, and influenced by individual skills, abilities, and traits.

Competency Mapping

A competency map is a visual framework that identifies, lists, and organizes the specific knowledge, skills, behaviours, and attitudes required for roles within an organization. It acts as a guide for talent management, performance evaluation, training, and succession planning by pinpointing skill gaps and aligning employee capabilities with business objectives. According to Awasthi and Kumar (2016), competence is an ability to conduct or perform a job or task that is based on skills and knowledge and is supported by the work attitude required by the job. Jadav and Trivedi (2023) see competency mapping serves an important and innovative management tool designed to give competitive advantage to a company in terms of people, process, and organization. In a related development, Sanghi (2025) sees competency mapping involves identifying and assessing the skills, behaviours, and attributes required for effective performance in specific roles. The capacity of a person to exceed the expectations of both internal and external customers and stakeholders is referred to as being competent for the job. All human resource apps are built on the competency framework. Talent induction, management development, appraisals, and training are all human resources functions that result in noticeably superior outcomes.

Core Competency Mapping

Core competencies refer to those qualities that organizations uphold as distinctive qualities that give them competitive advantage over others. These are values that give an organization its uniqueness and are embedded in the Vision and Mission statements of the organization to which all employees are supposed to conform to and uphold. Nzewi, Onwuka, and Bupo (2018) see organization's core competencies as those traits, values, skills, knowledge, qualities, and aptitudes that makes the organization uniquely different from others. According to Srivastava (2022), core competencies as those capabilities of an organization that help it to build competitive advantage like planning, decision making, work standards, communication, and teamwork. Core competency mapping is a strategic human resource tool that identifies and documents the essential skills, behaviours, and knowledge necessary for employees to perform their roles effectively, aligning individual capabilities with organizational goals. It acts as a bridge between corporate strategy and employee performance, aiding in recruitment, training, and talent development.

Functional Competency Mapping

Functional competency mapping is the strategic process of identifying, defining, and measuring the specific skills, knowledge, behaviours, and attitudes required to perform a particular job role effectively. It acts as a bridge between individual employee capabilities and organizational goals, directly influencing performance, training needs, and career development. According to Khushboo and Kaustav (2016), functional competencies are the functional human attributes that are required to perform a task or job. The scholars further opined that the constituent factors that comprise the functional competencies are business awareness, business skills, functional knowledge, and technical knowledge. Competency of business awareness is the set of human attributes that is required to take business decisions for achieving business objectives. Business skills competency is the set of human attributes that is required to effectively perform the functional business processes. Functional knowledge competency is the set of humans at tributes that is required for performing the functional responsibilities

effectively. Technical skills competency is the set of human attributes that is required to effectively carrying out the technical responsibilities of the job position.

Leadership Competency Mapping

Leadership competency mapping is the process of identifying, defining, and measuring the specific skills, behaviours, and knowledge required for effective leadership roles. It creates a framework that matches individual capabilities with organizational goals, assisting in talent acquisition, performance assessment, and professional development. Mohamad and Abdullah (2017) see leadership competencies as the skills of a leader that contribute to outstanding performance. They further stipulated that Leadership competencies are associated with a leader's skills that contribute to a superior performance.

Theoretical Framework

Resource-Based Theory

The resource-based theory was primarily propounded by Birger Wernerfelt (1984) and later developed by Jay Barney (1991), who popularized the framework of value, rarity, inimitability, organization to explain how firm resources drive competitive advantage. It shifted focus from external market positioning to internal resources. The resource-based view is a strategic management framework that determines a firm's sustainable competitive advantage by analysing its internal, rather than external, resources and capabilities. It posits that unique, valuable, rare, and difficult-to-imitate resources drive superior, long-term performance.

Resource based view theory plays very significant roles in the relationship between competency mapping and employees' performance. It provides the framework for linking employee competencies directly to organizational strategy, ensuring performance efforts align with high-level goals. Competency mapping allows firms to identify and develop capabilities that are valuable, rare, inimitable, and non-substitutable, which are critical for sustainable performance. The framework focuses on leveraging unique human resources, enabling firms to treat employee skills as a competitive tool rather than just a cost. Competency mapping aids in talent management functions like selection, training, and succession planning, which directly affect employee and organizational performance. Mapping provides evidence-based data to assess employees' proficiency, setting better performance targets and aligning HR strategies with productivity improvements.

Empirical Review

Nzewi, Onwuka, and Bupo (2018) conducted a study on core competencies and performance management process of the selected private secondary schools in Port Harcourt. The need to ascertain whether these organizations employ their core competencies during their performance evaluation process led to this study. Survey research design was employed for the study. Two research questions were raised, and one hypothesis was tested at 0.05 level of significance. The population of the study was 210 workers in the two privates' secondary schools that were selected for the study (Graceland International Secondary School and Blessed Children Academy High School). The entire population was used for the study. Structured questionnaire was used for data collection. The reliability of the instrument, tested through split-half method, were 0.61 and 0.71 for sections B and C, respectively. Mean and Standard deviation was used to answer the research questions while Z-test was used to test the hypothesis. The findings of the study revealed that the respondents agreed that employees' performance was measured by the outcomes of their effort, by the behavioural characteristics that led to those outcomes, and not by how closely related they were with top management or by how long they have been working in the organization.

Sarboini et al (2018) conducted a study on the influence of leadership, compensation, and competence on employee performance of Banda Aceh Public Health Office. The purpose of this research is to know the influence of leadership, compensation, and competency either partially or simultaneously on employee performance of Banda Aceh Public Health Office. The study population is all over Government Employees that works on Banda Aceh Public Health Office, amounting to eighty-four (84) employees. The entire population is

sampled because the population is affordable or less than one hundred (100). Data collection is done by distributing questionnaires (questionnaires). Primary data are then analysed by using multiple linear regressions. The results of the study explain the leadership significantly influences the performance of employees in the Public Health Office of Banda Aceh. Compensation has a significant effect on employee performance of Banda Aceh Public Health Office. Simultaneously leadership, compensation and competence have a strong and positive relationship with employee performance at Banda Aceh Public Health Office. The role of leadership, compensation, and competence in influencing employee performance at Banda Aceh Public Health Office also more dominant than other variables outside the model.

Asamoah and Boafo (2019) conducted a study on how core competency promotes organizational performance, a study of Chase Petroleum in Ghana. The population of the study comprised 31 managers and employees of Chase Petroleum Ghana Limited. The total population of the study was used which makes a census study. The primary data collection tool was structured questionnaire structured to reflect the study's objectives and questions. Quantitative approach was used in analysing the data using Statistical Package for the Social Science version 20.0. Regression analysis was used to examine the relationship between the variables of the study. The findings of the study revealed that core competency is not significantly related to organizational growth. Hence, the result indicated that core competency does not have any significant influence on organizations performance.

Sudhashini, Neeta and Ilangovan (2021) conducted a study on the influence of leadership competencies on employee performance in Malaysian businesses due to the limited studies available in the Malaysian context. This research may have an impact on the implementation of policies that would facilitate the training of leaders to enhance these competencies. Furthermore, this study would allow scholars to have a deeper understanding of the different competencies needed in a leader to enhance employee performance. The study used a deductive approach with questionnaires distributed online to 200 employees in Selangor. SPSS was used to conduct the data analysis and in studying the relationships between the three leadership competencies and employee performance in Malaysia. The results of the study showed that cognitive intelligence, emotional intelligence, and social intelligence all had significant positive relationships with employee performance. The study found that employees in Malaysia want a leader who has all three of these leadership competencies, especially during a time of crisis, which is the scientific novelty of this study. Implications of the research findings are presented as well.

Osazevbaru, Akpolo, and Kifordu (2025) conducted a study on the influence of ability and skill mapping as dimensions of competency mapping on employee retention in civil service commission in Bayelsa and Cross-Rivers States, South-South, Nigeria. Cross-sectional survey design was employed. The study population comprised 389 employees of civil service commission in the selected states and a sample of 197 was obtained via probabilistic sample size determination formulae. A structured questionnaire was the major data collection instrument. Questionnaire was administered on the 197 respondents out of which 187 copies were retrieved. Data obtained were analysed using descriptive, diagnostic, and inferential statistical methods. The multiple regression results showed that ability mapping and skill mapping significantly and positively influence employee retention.

Ramahdani, Anita and Efendi (2025) examined the extent to which technical skills contribute to increasing employee productivity at PT Sumber Bara Abadi, considering the role of the work environment as a mediating variable. The research approach is quantitative, using the Structural Equation Modelling (SEM) method with the Partial Least Squares (PLS) technique. The population in this study includes all 70 permanent employees of the company, where the entire population was used as the sample through a census technique due to its limited size. Data collection was conducted using a questionnaire designed to assess aspects of technical skills, work environment, and productivity levels. The analysis results indicate that technical skills have a positive and significant influence on productivity, as well as on the work environment. Additionally, the work environment was also found to have a significant impact on employee productivity. Other findings confirm that technical skills indirectly influence productivity through the mediation of the work environment.

Methodology

The study employed a correlational research design. The population of the study is made up of 10,204 local government employees of the 18 local government areas of Edo State. From the total population of the study. 385

local government employees were sampled. The sample size was determined with Taro Yamane formulae of sample size determination. The sample size was taken with stratified random sampling technique. The instrument used for data collection was a structured questionnaire designed by the researchers. The instrument was validated by two researchers in the field of measurement and evaluation of the researchers' institutions. The reliability of the instrument was determined with test re-test, and a correlation coefficient of 0.91 was obtained which is highly reliable. Data was collected through physical contact with the respondents. data collected was analysed with mean and Pearson Product Moment Correlation Coefficient. Mean and Standard Deviation was used to analyse the research questions and Pearson Product Moment Correlation Co-efficient was used to test the hypotheses. Decision for the analysis of the research questions was taken by comparing the calculated mean scores with criterion mean score of 2.5. Calculated mean scores above criterion mean were upheld while calculated mean scores below the criterion mean were retracted. However, the results of the tested hypotheses were interpreted based on Dana (2001) correlation decision framework. The decision framework include: 0.00-0.19 (very weak); 0.20 – 0.39 (weak); 0.40 – 0.59 (moderate); 0.60 – 0.79 (strong); 0.80 – 0.99 (very strong); and 1 (perfect).

Results

Analysis of Research Questions

Research question one

To what extent core competency mapping related to employees' performance in Edo State Local Government Councils?

In response to research question one, items 1 to 4 of the questionnaire administered to the respondents were analysed using Mean. The summary of the analysis is presented in table 1 below.

Table 1: Analysis of the extent core competency mapping relates to employees' performance.

| S/N | Item | VHE (4) | HE (3) | LE (2) | VLE (1) | Total Score | Sample Size | Mean (\bar{x}) | Remark |
|-----|--|--------------------|--------------------|-------------------|------------------|----------------|----------------|-----------------------|-----------------|
| 1 | I share ideas clearly, structure my written messages professionally, and actively listen to my colleagues. | 123 492 | 88 264 | 92 184 | 82 82 | 1022 | 385 | 2.65 | Accepted |
| 2 | I support my team members, share resources willingly, and work to resolve workplace conflicts constructively. | 121 484 | 106 318 | 86 172 | 72 72 | 1046 | 385 | 2.72 | Accepted |
| 3 | I maintain a positive attitude and adjust my working style quickly when organizational priorities or tools change. | 166 664 | 96 288 | 83 166 | 40 40 | 1158 | 385 | 3.01 | Accepted |
| 4 | I look beyond surface issues to find the root cause of a problem before recommending actionable solutions. | 77 308 | 186 558 | 84 168 | 38 38 | 1072 | 385 | 2.78 | Accepted |
| | Grand Mean | 122 488 | 119 357 | 86 172 | 58 58 | 1075 | 385 | 2.79 | Accepted |

Source: field survey, 2026

The above table that analysed the extent core competency mapping related to employees’ performance in Edo State Local Government Councils revealed a calculated grand mean of 2.79, which is greater than the criteria mean of 2.50 (**2.79 > 2.50**). Since the calculated grand mean is greater than the criteria mean, it is accepted that to a high extent, core competency mapping is related to employees’ performance in Edo State Local Government Councils.

Research question two

To what extent is functional competency mapping connected to employees’ performance in Edo State Local Government Councils?

In response to research question one, items 5 to 8 of the questionnaire administered to the respondents were analysed using Mean. The summary of the analysis is presented in table 2 below.

Table 2: Analysis of the extent functional competency mapping connects to employees’ performance.

| S/N | Item | VHE (4) | HE (3) | LE (2) | VLE (1) | Total Score | Sample Size | Mean (\bar{x}) | Remark |
|-----|---|-------------------|--------------------|-------------------|------------------|----------------|----------------|-----------------------|-----------------|
| 5 | I possess the specialized knowledge, tools, and technical skills necessary to perform my daily job duties. | 94 376 | 186 558 | 62 124 | 43 43 | 1101 | 385 | 2.86 | Accepted |
| 6 | I strictly follow standard operating procedures and departmental workflows to ensure consistent output quality. | 100 400 | 142 426 | 82 164 | 61 61 | 1051 | 385 | 2.73 | Accepted |
| 7 | I accurately interpret and use department-specific data, metrics to guide my daily work decisions. | 94 376 | 188 564 | 60 120 | 43 43 | 1103 | 385 | 2.86 | Accepted |
| 8 | I run thorough quality checks on my work deliverables before passing them to the next stage or stakeholder. | 88 352 | 172 516 | 68 136 | 57 57 | 1061 | 385 | 2.76 | Accepted |
| | Grand Mean | 94 376 | 172 516 | 68 136 | 57 57 | 1085 | 385 | 2.77 | Accepted |

Source: field survey, 2026

The above table that analysed the extent is functional competency mapping connected to employees’ performance in Edo State Local Government Councils revealed a calculated grand mean of 2.77, which is greater than the criteria mean of 2.50 (**2.77 > 2.50**). Since the calculated grand mean is greater than the criteria mean, it is accepted that to a high extent, functional competency mapping is connected to employees’ performance in Edo State Local Government Councils.

Research question three

To what extent is leadership competency mapping linked to employees’ performance in Edo State Local Government Councils?

In response to research question one, items 9 to 12 of the questionnaire administered to the respondents were analysed using Mean. The summary of the analysis is presented in table 3 below.

Table 3: Analysis of the extent leadership competency mapping connects to employees’ performance.

| S/N | Item | VHE (4) | HE (3) | LE (2) | VLE (1) | Total Score | Sample Size | Mean (\bar{x}) | Remark |
|-----|---|--------------------|--------------------|-------------------|------------------|----------------|----------------|-----------------------|-----------------|
| 9 | I connect my daily tasks and team goals directly to the company’s long-term vision. | 94 376 | 188 564 | 60 120 | 43 43 | 1103 | 385 | 2.86 | Accepted |
| 10 | I delegate tasks effectively, giving others the authority and trust to execute them. | 121 484 | 106 318 | 86 172 | 72 72 | 1046 | 385 | 2.72 | Accepted |
| 11 | I handle workplace disagreements constructively to maintain team harmony. | 166 664 | 96 288 | 83 166 | 40 40 | 1158 | 385 | 3.01 | Accepted |
| 12 | I take ownership of my performance outcomes, whether they meet targets or fall short. | 132 528 | 132 396 | 59 118 | 62 62 | 1104 | 385 | 2.87 | Accepted |
| | Grand Mean | 128 512 | 131 393 | 72 144 | 54 54 | 1103 | 385 | 2.86 | Accepted |

Source: field survey, 2026

The above table that analysed the extent leadership competency mapping linked to employees’ performance in Edo State Local Government Councils revealed a calculated grand mean of 2.86, which is greater than the criteria mean of 2.50 (**2.86 > 2.50**). Since the calculated grand mean is greater than the criteria mean, it is accepted that to a high extent leadership competency mapping has a linked with employees’ performance in Edo State Local Government Councils.

Testing of Hypotheses

Hypothesis one

Null Hypothesis (H01): Core competency mapping is not significantly related to employees’ performance in Edo State Local Government Councils.

Alternative Hypothesis (HA1): Core competency mapping is significantly related to employees’ performance in Edo State Local Government Councils.

In response to research hypothesis one, items 1 to 4 and items 17 to 20 of the questionnaire administered to the respondents were analysed using Pearson Product Moment Correlation Coefficient. The summary of the analysis is presented in table 5 below.

Table 5: Pearson Product Moment Correlation Coefficient Table for Testing Hypothesis two

| Variables | Mean (\bar{x}) | Std. Dev. | N | r | Remark |
|-------------------------|--------------------|-----------|-----|------|--------------------------------------|
| Core Competency Mapping | 2.79 | 1.50 | 385 | 0.92 | Very Strong Significant Relationship |

| | | | | | |
|------------------------|------|------|--|--|--|
| Employees' Performance | 2.81 | 0.97 | | | |
|------------------------|------|------|--|--|--|

Source: field survey, 2026

The above table provides the computational outcomes for the Pearson's Product Moment Correlation Coefficient between core competency mapping and employees' performance employees' performance in Edo State Local Government Councils. The analysis revealed a correlation coefficient (r) of 0.92. Considering Dana's correlation decision framework, the null hypothesis is rejected while the alternative hypothesis is upheld. Meaning core competency mapping is significantly related to employees' performance in Edo State Local Government Councils.

Hypothesis two

Null Hypothesis (H02): Functional competency mapping is not significantly connected to employees' performance in Edo State Local Government Councils.

Alternative Hypothesis (HA2): Functional competency mapping is significantly connected to employees' performance in Edo State Local Government Councils.

In response to research hypothesis one, items 5 to 8 and items 17 to 20 of the questionnaire administered to the respondents were analysed using Pearson Product Moment Correlation Coefficient. The summary of the analysis is presented in table 6 below.

Table 6: Pearson Product Moment Correlation Coefficient Table for Testing Hypothesis two

| Variables | Mean (\bar{x}) | Std. Dev. | N | R | Remark |
|-------------------------------|--------------------|-----------|-----|------|--------------------------------------|
| Functional Competency Mapping | 2.76 | 0.97 | 385 | 0.90 | Very Strong Significant Relationship |
| Employees' Performance | 2.81 | 0.97 | | | |

Source: field survey, 2026

The above table provides the computational outcomes for the Pearson's Product Moment Correlation Coefficient of the connection between functional competency mapping and employees' performance in Edo State Local Government Councils. The analysis revealed a correlation coefficient (r) of 0.90. Going by Dana's correlation decision framework, the null hypothesis is rejected while the alternative hypothesis is upheld. Meaning Functional competency mapping is significantly connected to employees' performance in Edo State Local Government Councils.

Hypothesis three

Null Hypothesis (H03): Leadership competency mapping is not significantly linked to employees' performance in Edo State Local Government Councils.

Alternative Hypothesis (HA3): Leadership competency mapping is significantly linked to employees' performance in Edo State Local Government Councils.

In response to research hypothesis one, items 9 to 12 and items 17 to 20 of the questionnaire administered to the respondents were analysed using Pearson Product Moment Correlation Coefficient. The summary of the analysis is presented in table 7 below.

Table 7: Pearson Product Moment Correlation Coefficient Table for Testing Hypothesis two

| Variables | Mean (\bar{x}) | Std. Dev. | N | R | Remark |
|-------------------------------|--------------------|-----------|-----|------|--------------------------------------|
| Leadership Competency Mapping | 2.86 | 1.03 | 385 | 0.90 | Very Strong Significant Relationship |
| Employees' Performance | 2.81 | 0.97 | | | |

Source: field survey, 2026

The above table provides the computational outcomes for the Pearson's Product Moment Correlation Coefficient of the connection between leadership competency mapping and employees' performance in Edo State Local Government Councils. The analysis revealed a correlation coefficient (r) of 0.90. Going by Dana's correlation decision framework, the null hypothesis is rejected while the alternative hypothesis is upheld. Meaning leadership competency mapping is significantly linked to employees' performance in Edo State Local Government Councils.

Discussion of Findings

The analysis of the first research question and hypothesis revealed that core competency mapping is significantly related to employees' performance in Edo State Local Government Councils. This finding agrees with the outcome of Nzewi, Onwuka, and Bupo (2018). According to Nzewi, Onwuka, and Bupo (2018), employees' performance is measured by the outcomes of their effort, and the behavioural characteristics that led to those outcomes, not by how closely related they were with top management or by how long they have been working in the organization. However, the finding disagrees with the outcome of Asamoah and Boafo (2019) study, whose study revealed no significant relationship between core competency and organizational performance. The variation in the two findings may be due to difference in the geographical scope of the studies, as the previous study was conducted in Ghana and the present study was conducted in Nigeria.

The analysis of the second research question and hypothesis revealed that functional competency mapping is significantly related to employees' performance in Edo State Local Government Councils. This finding agrees with the studies of Osazevbaru, Akpolo, and Kifordu (2025) and Ramahdani, Anitra and Efendi (2025). According to Osazevbaru, Akpolo, and Kifordu (2025), ability mapping and skill mapping significantly and positively influence employee retention. Also, Ramahdani, Anitra and Efendi (2025) confirmed that technical skills or functional skills indirectly influence productivity through the mediation of the work environment.

The analysis of the third research question and hypothesis revealed that leadership competency mapping is significantly related to employees' performance in Edo State Local Government Councils. This finding agrees with the outcome of Sarboini et al (2018) and Sudhashini, Neeta and Ilangovan (2021). Sarboini et al (2018) found in their study that leadership, compensation, and competence have a strong and positive relationship with employee performance. In a related development, Sudhashini, Neeta and Ilangovan (2021) revealed in their study that leaders' cognitive, emotional, and social competences have significant positive relationships with employee performance.

Conclusion

The study revealed very strong significant relationship between core, functional, and leadership competency mapping and employee performance. This emphasizes that structured talent frameworks are direct drivers of organizational success. Rather than acting as mere administrative human resources tools, these three pillars of competency mapping create a synergistic effect that directly elevates productivity, role clarity, and execution. The empirical evidence confirms that integrating core, functional, and leadership competencies into a unified mapping framework yields a positive shift in employee performance. The strong statistical correlation proves that when

employees understand exactly what behaviours, technical skills, and leadership traits are required of them, and are evaluated objectively against them, their performance output peaks.

Recommendations

Based on the findings of the study, it is recommended that:

1. Organizations should shift from generic, company-wide training to data-driven, precision upskilling.
2. Organizations should redesign performance review metrics to entirely eradicate subjectivity and appraisal bias.
3. Organizations should proactively build a resilient leadership pipeline using the combined data of all three mapping pillars.

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