

## **Competency Mapping And Organizational Productivity: A study of Lafarge Cement Company, Calabar, Cross River State, Nigeria**

**Bassey Okon Ebong**

Grad. Student, Department of Business Administration, Akwa Ibom State University,  
Obio Akpa Campus.

---

**Citation:** Bassey Okon Ebong (2022) Competency Mapping and Organizational Productivity: A study of Lafarge Cement Company, Calabar, Cross River State, Nigeria, *International Journal of Business and Management Review*, Vol.10, No.4, pp.1-16

---

**ABSTRACT:** *This research was designed to ascertain the Effect of Competency Mapping and Organizational productivity in Lafarge Cement Company, Calabar. Survey Research Design was adopted for the study and a sample size of 174 was drawn. For the purpose of the study to be achieved, three hypotheses were formulated. The major instrument for data collection was a structured questionnaire administered to the respondents using simple random sampling technique. Data collected were analyzed using percentage and Pearson Product Moment Correlation. From the analysis, the result revealed that competency mapping has significant relationship with organizational productivity. Based on the findings, it is concluded that leadership competency has a significant effect on organizational performance. As a result of this, Management of Lafarge Cement Company should pay attention to various competencies under study as it improves the productivity of organization and also Management of Lafarge Cement Company should train employees to attain certain competencies as it improves the productivity of organization Lafarge Cement Company.*

**KEYWORD:** competency mapping, productivity, leadership, communication, negotiation

---

### **INTRODUCTION**

Competency mapping is a process through which one assesses and determines one's strengths as an individual worker and in some cases, as part of an organization. It generally examines two areas: emotional intelligence or emotional quotient (EQ), and strengths of the individual in areas like team structure, leadership, and decision-making. Large organizations frequently employ some form of competency mapping to understand how to most effectively employ the competencies of strengths of workers. They may also use competency mapping to analyze the combination of strengths in different workers to produce the most effective teams and the highest quality work Al-Areefi, Hassali,, Izham, (2013). Man power, both technical and managerial, is the most important resource of organization Al-Areefi, Hassali,, Izham, (2013). No other factor can be utilized efficiently without manpower. Thus, its mismatch with any of the factor will give rise to wastage of time, money and efforts, leading to loss of efficiency. Thus, it's very necessary to use this resource effectively. However, the most important resource is also the most difficult to manage Berio, (2005). The reason for this difficulty is that no two persons are similar. Each person is been endowed with different qualities, skills, attitudes, motives, knowledge etc. Moreover, these factors have an

imperative impact on their performance. Thus, selection and recruitment of employees forms one of the crucial functions of an Organization DeBejar, and Milkovich, (1986).

McClelland defined Competency as “an underlying characteristic of an individual that is causally related to criterion referenced effective and/or superior performance in a job or a situation.” “Competencies are generic knowledge motive, trait, social role or a skill of a person linked to superior performance on the job.” Hayes (1979) Competency mapping is an important function in the present day turbulent environment, and is an addition to knowledge management and learning organization initiatives. Competency refers to the intellectual, managerial, social and emotional competency. Competencies are derived from specific job families within the organization and are often grouped around categories such as strategy, relationships, innovation, leadership, risk-taking, decision making, emotional intelligence, etc. Competency mapping identifies an individual’s strengths and weaknesses in order to help them better understand themselves and to show them where career development efforts need to be directed. Lifelong learning will surely be one of the most important pieces in the set that employees will turn to again and again on their path to meaningfulness and purpose.

A Competency is something that describes how a job might be done, excellently. Competence only describes what has to be done, not how. Competency refers to the intellectual, managerial, social and emotional competency. It is a capacity of an individual that leads to the behavior, which meets the job demands within the parameters of the organizational environment and in turn brings about desired results. According to Boyatzis (1982) “A capacity that exists in a person that leads to behavior that meets the job demands within parameters of organizational environment, and that, in turn brings about desired results” Competency mapping is a process of identifying key competencies for a particular position in an organization, and then using it for job-evaluation, recruitment, training and development, performance management, succession planning, etc. It is an important resource in this environment, and is an addition to knowledge management and learning organization initiatives. It is designed to consistently measure and assess individual and group performance as it relates to the expectations of the organization and its customers.

Competency is sometimes thought of as being shown in action in a situation and context that might be different the next time a person has to act. In emergencies, competent people may react to a situation following behaviors they have previously found to succeed Akanauskiene, & Bartnikaite, (2006). To be competent a person would need to be able to interpret the situation in the context and to have a repertoire of possible actions to take and have trained in the possible actions in the repertoire, if this is relevant. Regardless of training, competency would grow through experience and the extent of an individual to learn and adapt. Competency mapping is a process of identification of the competencies required to perform successfully a given job or role or a set of tasks at a given point of time. It consists of breaking a given role or job into its constituent tasks or activities and identifying the competencies (technical, managerial, behavioral, conceptual knowledge and attitude and skills, etc.) needed to perform the same successfully Akanauskiene, & Bartnikaite, (2006).

### **Statement of the Problem**

In today's contemporary business environment, It is very difficult task for employees to identify their task, goals and level of commitment regarding their competencies. Due to such deficiencies employee turnover, poor productivity and weak reward recognition system develop. Competent employee is very important and essential element for organization as well as for individual, so in today's business scenario competency mapping is used to enhance role-efficacy among employees and it also generate productivity improvements, waste elimination and diverse skill development to sustain in competitive advantage. In this age of continuous improvement, competency mapping is supposed as a backbone of every developing organization. In every competitive organization, competency mapping has been done through well-defined characteristics and list of competencies or abilities needed to accomplished goals effectively (Yuvaraj, 2011). The purpose of this research is to investigate the relationship between Competency Mapping and Organizational Productivity. Variable under study includes Competency Mapping as the independent variables which is further disintegrated into leadership competency, communication competency and negotiation competency and organizational productivity as dependent variables

### **Objectives of the Study**

The main objective of this study is to ascertain the impact of competency mapping and organizational productivity. Other specific objectives include:

- i. To examine the relationship between leadership competency and organizational productivity in Lafarge Cement Company, Calabar.
- ii. To examine the relationship between communication competency and organizational productivity in Lafarge Cement Company, Calabar..
- iii. To examine the effect negotiation competency has on organizational productivity in Lafarge Cement Company, Calabar.

### **Research Questions**

The following research questions were formulated:

- i. What is the relationship between leadership competency and organizational productivity in Lafarge Cement Company, Calabar.?
- ii. How does communication competency relate with organizational productivity in Lafarge Cement Company, Calabar?
- iii. How does negotiation competency affect the organizational productivity in Lafarge Cement Company, Calabar.

### **Research Hypotheses**

**HO<sub>1</sub>:** There is no significant relationship between leadership competency and organizational productivity in Lafarge Cement Company, Calabar.

**HO<sub>2</sub>:** There is no significant relationship between communication competency and organizational productivity in Lafarge Cement Company, Calabar.

**HO<sub>3</sub>:** Negotiation competency does not affect organizational productivity in Lafarge Cement Company, Calabar.

## LITERATURE REVIEW

### Concept of Competency

According to Evarts (1988), competency as an underlying characteristic of a manager which causally relates to his/her superior performance in the job. According to Jacobs (1989), it is an observable skill or ability to complete a managerial task successfully. Homby and Thomas (1993) defined competency as the ability to perform effectively the functions associated with management in a work situation. In the recent years, many meanings and new labels have evolved through common usage for the terms 'competence' and 'competency' (Strebler et al., 1997). Usually, the term 'competency' has been used to refer to the meaning expressed as behaviors that an individual needs to demonstrate, while the term 'competence' has been used to refer to the meaning expressed as standards of performance (Hoffmann, 1999). Gary Holmes & Nick Hooper (2000) claimed that core competency is one of a range of concepts that deal with the idea of essential skills to support personal development, employability, and socialization. The research applied the management concept of core competence to post-compulsory education. Robert Zaugg & Norbert Thom (2002) established that organizational success can be achieved only through the establishment of implicit competencies in human resource management, organizational development and knowledge management.

Tobias & Albert. (2003) presented a formalization for employee competencies which was based on a psychological framework separating the overt behavioral level from the underlying competency level. On the competency level, employees draw on action potentials which in a given situation produce performance outcome on the behavioral level. The Skills Management approach was suggested to ensure that employee competencies are managed in-line with the future needs of an organization. In the process of Skills Management, required individual competencies are defined in terms of required skills and knowledge, management skills and social and personal skills which were derived from job requirements and were influenced by the core competencies. As a result, a number of job profiles, sometimes also called 'competency models', are obtained.

**Competency Mapping:** Ongoing and unrelenting economic, social and technological changes have spurred the need for flexible, skilled workers who can help their organizations succeed and sustain a competitive advantage. To be relevant within organizations and indispensable to clients and customers like, workplace learning and performance professionals must continually reassess their competencies, update their skills and have the courage to make necessary changes. Businesses and managing business has and will always be complex. There is no denying the need to perform through a combination of utilizing predictive or forecasting tools, techniques and methods, yet without trivializing the need to sustain and drive a motivated high performing workforce. The company's need to sustain in a competitive environment, gave rise to the need to understand and learn to establish the context of competency mapping. Competency Mapping determines the extent to which the various competencies related to a job are possessed by a job holder.

Competency mapping is a process used by an HR expert to identify and list out competencies that are most relevant and significant to carry out job in an effective manner. Although the definition of competency mapping given here refers to individual employees and job holders,

companies also map competencies but from a different perspective (Garrett, 2007). Most popular strategies used by companies to map the competencies include core competencies required for company's success, business unit competency sets, position specific competency sets and competency sets defined for each job holder. Once the identification of competencies is done, competency profiling is prepared which will set the expected key competencies for a job. Expected or required competencies are matched against the actual competencies of a job holder. The process of identifying the gap between expected and actual competencies is referred to as Competency Mapping. It has been proved by various scholars that every individual has competencies but is different in terms of combination and degree of competencies differs from individual to individual. Hence, organizations have to identify the critical basic competencies required for individual employees to deliver their best in the organization. The importance of mapping the competencies proves critical for organizational success.

Competency mapping process is designed to consistently measure and assess individual and group performance as it relates to the expectations of the organization and its customers. It is used to identify key attributes (knowledge, skills, and behavior attributes) that are required to perform effectively in a job or an identified process. Competency Mapping juxtaposes two sets of data. One set is based on organizational workflow and processes and it starts with the clear articulation of workflow and processes, including all quality and quantity requirements, inputs and outputs, decision criteria, and most important, internal and external customer requirements. The other set of data is based on individual and group performance capabilities. It is collected through the utilization of a variety of assessment tools and procedures (which may include a robust 360-degree feedback process) to assess the extent to which individuals and groups can consistently demonstrate over time the competencies required to meet expectations.

Despite the growing level of awareness, competency-based Human Resource (HR) still remains an unexplored process in many organizations. The underlying principle of competency mapping is not just about finding the right people for the right job. The issue is much more complex than it appears, and most HR departments have been struggling to formulate the right framework for their organizations. Mapping the individual competencies really gives individual a clear sense of true marketability in today's job market since someone who knows their competencies can compare them with the ones required for a position of interest. Many companies which use competency based interview for recruiting will later use the same competencies to encourage career development, training, management development, performance management and succession planning.

Ramakrishnan (2006) discovered that competency mapping is identified an individual's strengths and weaknesses in order to them better understand themselves and to show them where career development efforts need to be directed. It is used to identify key attributes required to perform effectively in a job classification. Ashok (2008) explained that Competency mapping is the process of identifying key competencies for a particular position in an organization. Once this process is complete, the map becomes an input for several other HR processes such as job-evaluation; recruitment; training and development; performance management; and succession planning. For competency mapping to be productive, the

organization has to be clear about its business goals in the short- as well as long-term and the capability-building imperatives for achieving these business goals. The process starts from as macro an endeavor as understanding the vision and mission of the organization and how that translates into specific, time-bound business goals.

**Leadership Competency:** The concept and definition of leadership and style may differ from one person, or situation, to the other. The word “leadership” has been used in various aspects of human endeavour such as politics, businesses, academics, social works, etc. Previous views about leadership show it as personal ability. Messick and Kramer (2004) argued that the degree to which the individual exhibits leadership traits depends not only on his characteristics and personal abilities, but also on the characteristics of the situation and environment in which he finds himself. Since human beings could become members of an organization in order to achieve certain personal objectives, the extent to which they are active members depends on how they are convinced that their membership will enable them to achieve their predetermined objectives. Therefore, an individual will support an organization if he believes that through it his personal objectives and goals could be met; if not, the person’s interest will decline. Leadership style in an organization is one of the factors that play significant role in enhancing or retarding the interest and commitment of the individuals in the organization. Thus, Glantz (2002) emphasizes the need for a manager to find his leadership style.

The extent to which members of an organization contribute in harnessing the resources of the organization equally depends on how well the managers (leaders) of the organization understand and adopt appropriate leadership style in performing their roles as managers and leaders. Thus, efficiency in resources mobilization, allocation, utilization and enhancement of organizational performance depends, to a large extent, on leadership style, among other factors. Akpala (1998) identifies attitude to work, leadership style and motivation as some of the factors that exert negative effect on organizational performance in Nigeria. Leadership has been identified as an important subject in the field of organizational behaviour. Leadership is one with the most dynamic effects during individual and organizational interaction. In other words, ability of management to execute “collaborated effort” depends on leadership capability. Lee and Chuang (2009), explain that the excellent leader not only inspires subordinate’s potential to enhance efficiency but also meets their requirements in the process of achieving organizational goals.

**Communication competency:** Ramah (1985) defines communication as “the transmission and reception of ideas, feelings and attitudes verbally or non-verbally to produce a favourable response”. Draft (2000) defines communication as “the process by which information is exchanged and understood by two or more people usually with the intention to motivate or influence behavior”. Communication refers to the exchange of information between a sender (source) and a receiver (destination) so that it is received, understood and leads to action (Obamiro, 2008). Obilade (1989) defines communication as “a process that involves the transmission of message from a sender to the receiver. Folarin (2003) defines communication as “any means by which a thought is transferred from one person to another”.

---

Communication is the process by which any person or a group shares and impacts information with/to another person (or group) so that both people (or groups) clearly understand one another (Soola, 2000). Not just giving information, it is the giving of understandable information and receiving and therefore, the transferring of a message to another party so that it can be understood and acted upon (Ode, 1999). Ugbojah (2001) defines communication as “the process which involves all acts of transmitting messages to channels which link people to the languages and symbolic which are used to transmit such messages. It is also the means by which such messages are received and stored. It includes the rules, customs and conventions which define and regulate human relationship and events”. In its simplest form, however, communication is the transmission of a message from a source to a receiver or the process of creating shared meaning (Baran, 2004:4). It has been shown that there exists various definitions for communication, as there are different disciplines. While some definitions are human centred, others are not. For example, communication system may incorporate computers, as well as less sophisticated reproducing devices such as photocopiers. A photocopier may see communication as meaning different thing from the way a marketer preconceives it. Similarly, a gospel preacher may think communication is something, which is of course different from what a journalist thinks it is. Therefore, there is no single definition of communication agreed upon by scholars. Psychologists, sociologists, medical practitioners, philosophies and communication specialists, all define communication based on their orientations and perspectives.

**Negotiation Competency:** Negotiation is a process in which two or more interdependent parties engage in a give and take exchange in search of a mutually acceptable settlement (Lewicki, Saunders, and Barry 2011: 3). It is a particular type of social interaction, one in which parties cooperate to reach a solution, but one in which they simultaneously compete for resources or strive for incompatible ends. As a classic example, in a buyer–seller negotiation, both the buyer and the seller want the sale to be made, but the buyer typically wants to pay less money, while the seller wants the buyer to pay more money. The nature of this mixed cooperative and competitive situation poses a dilemma in that parties typically avoid full disclosure of information for fear of being exploited, but they also must share some priorities and preferences to avoid escalating disagreement. Because the two parties need each other to achieve their own goals, they choose to work together to find a mutually agreeable solution.

Furthermore, negotiation is a process that changes over time through mutual adjustment; that is, one party acts and the other reacts, creating twists and turns in the interaction that shape the direction of the process. As with conflict, negotiation interaction develops its own momentum over time – one that can lead parties to become rigidly committed to their positions, spiral out of control, and escalate toward no settlement (Rubin, Pruitt, and Kim 1994). An integral feature of negotiation is its outcome. Hence, gaining an understanding of how the mutual adjustment process works and how to achieve win–win outcomes is a key negotiation competence. Win–win, as opposed to lose–lose outcomes, results from both parties achieving their goals while win–lose settlements meet the desires of only one party. Thus, the competencies discussed in this chapter are aimed at reaching win–win or mutually beneficial agreements. Overall, as a particular type of social interaction, negotiation is a

process in which two or more interdependent parties search for an acceptable agreement in the distribution of resources or the resolution of a dispute or problem.

### **Concept of Productivity**

According to Mathis and John (2003), productivity is a measure of the quantity and quality of work done, considering the cost of the resources used. The more productive an organization, the better its competitive advantage, because the costs to produce its goods and services are lower. Better productivity does not necessarily mean more is produced; perhaps fewer people (or less money or time) was used to produce the same amount. McNamara (2003) further states that, results are usually the final and specific outputs desired from the employee. Results are often expressed as products or services for an internal or external customer, but not always. They may be in terms of financial accomplishments, impact on a community; and so whose results are expressed in terms of cost, quality, quantity or time. He further notes that measuring productivity involves determining the length of time that an average worker needs to generate a given level of production. You can also observe the amount of time that a group of employees spends on certain activities such as production, travel, or idle time spent waiting for materials or replacing broken equipment. The method can determine whether the employees are spending too much time away from production on other aspects of the job that can be controlled by the business. Employee productivity may be hard to measure, but it has a direct bearing on a company's profits. An employer fills his staff with productivity in mind and can get a handle on a worker's capabilities during the initial job interview. However, there are several factors on the job that help maximize what an employee does on the job (Lake, 2000). Brady (2000) state that, perhaps none of the resources used for productivity in organizations are so closely scrutinized as the human resources. Many of the activities undertaken in an HR System are designed to affect individual or organizational productivity. Pay, appraisal systems, training, selection, job design and compensation are HR activities directly concerned with productivity. Bernardin, (2007) continues to state that controlling labour costs and increasing productivity through the establishment of clearer linkages between pay and performance are considered to be key human resource management (HRM) component of competitive advantage. In addition, increased concerns over productivity and meeting customer requirements have prompted renewed interest in methods designed to motivate employees to be more focused on meeting (or exceeding) customer requirements and increasing productivity.

### **REVIEW OF RELEVANT LITERATURE**

Jennifer & et. al. (2006) explored the competencies required for a project manager to be effective in the workplace. Delphi technique was used to identify what competencies do experienced project management professionals believe are necessary for an effective project manager. The authors organized 117 success factors into nine categories, eight of which included competencies that could be addressed effectively in an educational and training program. Problem-solving expertise, leadership skills, context knowledge, communication skills were identified as most important and required competencies for the project managers.

R.Yuvaraj (2011) in his study titled 'Competency Mapping: A Drive for Indian Industries' has referred to Competency Mapping as a process of identifying key competencies for an



organization, the jobs and functions within it. Competency mapping is important and is an essential activity. Every well-managed firm should have well defined roles and list of competencies required to perform each role effectively. Competency mapping identifies an individual's strengths and weaknesses in order to help them better understand themselves and to show them where career development efforts need to be directed.

Farah (2009) in qualitative discussion identified that the performance of companies depends mostly on the quality of their human resource. For obvious economic and business reasons, organizations have always been concerned about the competence of its people. Kodwani (2009) has focused on: Performance is the mantra of today's business organization. People with right competencies are the key to superior performance. Competencies are the set of such skills and abilities (technical as well as behavioral), which are required for desired level of performance. Rice (2006) in his study on the leadership development among healthcare executives in the U.S. found that competency-based leadership development does not just drift, however it intentionally focuses on clear career aspirations. Meanwhile, he stressed that disciplined approach to career growth will enhance the organization's performance and he believes along with these career planning for health leaders would set as innovative strategies for development.

Velayudhan and Maran (2009), conducted their study for assessing the competencies possessed by the employees in an unbiased manner, also to find out the gap between the present competencies and expected competencies of the employees at HCL Technologies, Chennai. The study conclusively revealed the positive relationship between male and female employees in all the aspects of competency mapping, also they identified a positive relationship between the qualifications of the three groups and all the fifteen aspects covered in the study. The t-test analysis also revealed that there is significant difference between the two groups of employees on personal effectiveness. Significance differences were found between married and unmarried group of employees in HCL on Functional expertise, Innovation, Customer service, Analytical thinking, Motivation.

### **Theoretical Framework**

This study is based this two theories Human Capital Theory, and Social Exchange Theory (Set)

#### **Human Capital theory**

Human Capital theory as proposed Adam Smith (1723-1790) in Teixeira (2002) has the central idea that people are fixed capitals just like machines because they have skills and useful abilities that has genuine cost and yields profits. According to Armstrong (2006), people and their collective skills, abilities and experience, coupled with their ability to deploy these in the interests of the employing organization, are now recognized as making a significant contribution to organizational success and also constituting a significant source of competitive advantage. Human capital is said to refer to the stock of productive knowledge and skills possessed by workers. Boldizzon (2008) adds that, the concept of human capital is semantically the mixture of human and capital.

Indeed, many literatures review show that human capital affects various components. Woodhall (2001) asserts that the investment of human capital is more effective than of physical capital. Through the investment in human capital, an individual acquires knowledge and skills which can easily be transfer to certain goods and services. Considering that accumulation of knowledge and skills takes charge of important role for that of human capital, there is a widespread belief that learning is a core factor to increase the human capital.

### **Social Exchange Theory (Set)**

Social exchange theory (SET) is one the most influential conceptual paradigms in organizational behavior. Despite its usefulness, theoretical ambiguities within SET remain. As a consequence, tests of the model, as well as its applications, tend to rely on an incompletely specified set of ideas. The authors address conceptual difficulties and highlight areas in need of additional research. In so doing, they pay special attention to four issues: (a) the roots of the conceptual ambiguities, (b) norms and rules of exchange, (c) nature of the resources being exchanged, and (d) social exchange relationships. Social exchange theory (SET) is among the most influential conceptual paradigms for understanding workplace behavior. Its venerable roots can be traced back to at least the 1920s (e.g., Malinowski, 1922; Mauss, 1925), bridging such disciplines as anthropology (e.g., Firth, 1967; Sahlins, 1972), social psychology (e.g., Gouldner, 1960; Homans, 1958; Thibault & Kelley, 1959), and sociology (e.g., Blau, 1964). Although different views of social exchange have emerged, theorists agree that social exchange involves a series of interactions that generate obligations (Emerson, 1976). Within SET, these interactions are usually seen as interdependent and contingent on the actions of another person (Blau, 1964). SET also emphasizes that these interdependent transactions have the potential to generate high-quality relationships, although as we shall see this only will occur under certain circumstances. SET's explanatory value has been felt in such diverse areas as social power (Molm, Peterson, & Takahashi, 1999), networks (Brass, Galaskiewicz, Greve, & Tsai, 2004; Cook, Molm, & Yamagishi, 1993), board independence (Westphal & Zajac, 1997), organizational justice (Konovsky, 2000), psychological contracts (Rousseau, 1995), and leadership (Liden, Sparrowe, & Wayne, 1997), among others.

### **METHODOLOGY**

A survey research design approach was adopted for the study. For the purpose of this study, a total population of two hundred (560) consisting of male and female staff of Lafarge Cement Company, Calabar is used and this was ascertained using judgmental which is also regarded as purposive sampling techniques. Furthermore, a purposive sampling is applicable to this study because the respondents are unique hence; it gives a wider view selection of the respondents of the study at ease effort. Primary and secondary data were used and the primary data were generated through firsthand information gathered from the entrepreneurs in Uyo metropolis in Akwa Ibom State. Secondary data were sourced from both published and unpublished papers and records on issues that border on the subject matter under study. Data collected from primary sources were further analyzed with the Regression Analysis to ascertain the effect that exist between the independent and dependent variables. The test will be carried out at a 95% Confidence interval, with 5% (0.05) level of significance. The

reliability was determined through the Cronbach alpha reliability test. The resulting coefficient for 16 items was 0.614. Since the result co-efficient was above the threshold of 0.5, the instrument was ascertained reliable and adopted for the study.

## Testing of Hypotheses

### Hypothesis One

There is no significant relationship between leadership competency and organizational productivity in Lafarge Cement Company, Calabar.

**Table 1 Correlation between leadership competency and organizational productivity in Lafarge Cement Company, Calabar.**

		leadership competency	Organizational Productivity
leadership competency	Pearson Correlation	1	.723**
	Sig. (2-tailed)		.000
	N	166	166
Organizational Productivity	Pearson Correlation	.723**	1
	Sig. (2-tailed)	.000	
	N	166	166

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

From Table 1, the correlation (r) value of 0.723 indicates that there is a positive relationship between leadership competency and organizational productivity in Lafarge Cement Company, Calabar. Also, since the p-value (0.000) is less than the level of significance of 0.01 (2 tailed). Therefore, the null hypothesis rejected. This means that there is a significant relationship between competency and organizational productivity in Lafarge Cement Company, Calabar.

### Hypothesis Two

There is no significant relationship between communication competency and organizational productivity in Lafarge Cement Company, Calabar.

Pearson Product Moment Correlation Analysis was used to analysis the data in order to determine the relationship between the variables using Statistical Package Social Science (SPSS version 21).

**Table 2: Correlation between communication competency and organizational productivity in Lafarge Cement Company, Calabar.**

		communication competency	Organizational Productivity
communication competency	Pearson Correlation	1	.663**
	Sig. (2-tailed)		.000
	N	166	166
Organizational Productivity	Pearson Correlation	.663**	1
	Sig. (2-tailed)	.000	
	N	166	166

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

From Table 2, the correlation(r) value of 0.663 indicates that there is a positive relationship between communication competency and organizational productivity in Lafarge Cement Company, Calabar. Also, since the p-value (0.000) is less than the level of significance of 0.01 (2 tailed). Therefore, the null hypothesis rejected. This means that there is a significant relationship between communication competency and organizational productivity in Lafarge Cement Company, Calabar.

### Hypothesis Three

There is no significant relationship between negotiation competency and organizational productivity in Lafarge Cement Company, Calabar.

Pearson Product Moment Correlation Analysis was used to analysis the data in order to determine the relationship between the variables using Statistical Package Social Science (SPSS version 21).

**Table 3: Correlation between Negotiation Competency and Organizational Productivity in Lafarge Cement Company, Calabar.**

		Negotiation Competency	Organizational Productivity
Negotiation Competency	Pearson Correlation	1	.645**
	Sig. (2-tailed)		.000
	N	166	166
Organizational Productivity	Pearson Correlation	.645**	1
	Sig. (2-tailed)	.000	
	N	166	166

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

From Table 3, the correlation(r) value of 0.645 indicates that there is a positive relationship between negotiation competency and organizational productivity in Lafarge Cement Company, Calabar. Also, since the p-value (0.000) is less than the level of significance of

0.01 (2 tailed). Therefore, the null hypothesis rejected. This means that there is a significant relationship between motivation competency and organizational productivity in Lafarge Cement Company, Calabar.

## **DISCUSSION OF FINDINGS**

The first objective was to examine the relationship between leadership competency and organizational productivity in Lafarge Cement Company, Calabar. From Table 1, the correlation (r) value of 0.723 indicates that there is a positive relationship between leadership competency and organizational productivity in Lafarge Cement Company, Calabar. Also, since the p-value (0.000) is less than the level of significance of 0.01 (2 tailed). Therefore, the null hypothesis rejected. This means that there is a significant relationship between competency and organizational productivity in Lafarge Cement Company, Calabar.

The second objective was to examine the relationship between communication competency and organizational productivity in Lafarge Cement Company, Calabar. From Table 2, the correlation(r) value of 0.663 indicates that there is a positive relationship between communication competency and organizational productivity in Lafarge Cement Company, Calabar. Also, since the p-value (0.000) is less than the level of significance of 0.01 (2 tailed). Therefore, the null hypothesis rejected. This means that there is a significant relationship between communication competency and organizational productivity in Lafarge Cement Company, Calabar.

The third objective was to examine the relationship between leadership competency and organizational productivity in Lafarge Cement Company, Calabar. From Table 3, the correlation(r) value of 0.645 indicates that there is a positive relationship between negotiation competency and organizational productivity in Lafarge Cement Company, Calabar. Also, since the p-value (0.000) is less than the level of significance of 0.01 (2 tailed). Therefore, the null hypothesis rejected. This means that there is a significant relationship between motivation competency and organizational productivity in Lafarge Cement Company, Calabar.

## **CONCLUSION**

Competency is a set of knowledge, skills and attitudes required to perform a job effectively and efficiently and it describes what has to be done. From the above study it can be concluded that competency mapping is definitely a new era in the field of productivity. It promises economical use of the most important resource, human capital by ensuring the best suitable job to the person. It also ensures individuals growth and development. An individual can map his or her competencies and find the job which suits him the most. In simple words it not only ensures the best person is recruited and placed in the best job suitable to the person, but also through training and appraisal makes the less competent person into more proficient.

### Recommendations

As a result of the various findings emanating from the study, the following recommendations are hereby made:

Management of Lafarge Cement Company should pay attention to various competencies under study as it improves the productivity of organization.

Management of Lafarge Cement Company should train employees to attain certain competencies as it improves the productivity of organization.

### Reference

- Abdullah, A. H. (2011). The development of HR practitioner competency model perceived by Malaysian HR practitioners and consultants: a structural equation modeling (SEM) approach. *International Journal of Business and Management*, 6(11), 240-254.
- Akanauskiene, I. Bartnikaite, E. (2006), *Managerial competence, The attitude of Lithuanian managers, Problems and perspectives in management, Vol. 4 (2)*.
- Al-Areefi, M. A., Hassali, M.A., Izham, M. (2013). Physician's perception of Medical representative in Yemen: a qualitative study. *BMC Health Services Research*. 1-8.
- Armstrong, S. (2006). Competency Mapping Measuring Scale.
- Anishe 2011 (2009), Competency mapping in knowledge based organizations: *International Journal of management( IJM)ISSN 0976 –6367(Print) ISSN 0976 –6375(Online) Volume 3, Issue 2, pp. 279-290*
- Ashoks (2008), 'Competency Based performance improvement: a strategy for organizational Change'. Amherst:HRD-12.
- Balaji. S., Vimala D. (2012). A study on competency mapping in Adecco Service 14rganizations, Chennai. *Asia Pacific Journal of Marketing and Management Review*, 1(3), 39-45.
- Berio G. (2005). Knowledge Management for Competence Management, Proceedings of I-KNOW 05.
- Baron, E. (2004). The Impact of Organizational Communication on Public and Non-profit Managers' Perception of Red Tape: *A paper delivered at the 10<sup>th</sup> National Public*
- Barnard, C. (1970). *Competency and human resource management*. Retrieved from <http://bdigital.ufp.pt/bitstream/10284/357/1/Competency%20and%20Human%20Resource%20Management.pdf>
- Bernardin, D. D. (2007). *Competency-Based Performance Improvement: A Strategy for Organizational Change*. HRD Press, Inc., 22 Amherst Road, Amherst, MA 01002.
- Celia, J & Karlhick (1982) *Analysis on Literature Review of Competency International Review of Business and Economics Vol.2 pp*
- Cemusca & Dima, B. (2007), "A resource based view of the firm", *Strategic Management Journal, Vol. 5 No. 3, pp. 171-80*
- DeBejar, G., &Milkovich, G. (1986). *Human resource strategy at the business level: Relationships between strategy and performance components*. Personnel/Human Resource Division of the National Academy of Management for presentation at its 46<sup>th</sup> meeting in Chicago, IL.
- Draft,I.(2000). Internal communication crisis and its impact on Organization's
- Emerson, D.N. (1976). *Basic Econometrics*, (4th Ed.). McGraw Hill.
- Evarts H. F. (1988). *The competency program of the American Management Association, Journal of Management and Development*, 7, 48-56.

- Farah Naqvi (2009). Competency Mapping and managing talent, *The Icfaiian journal of management research*, 8(1), 85-94.
- Folaria, T. (2003) *Oxford University Press, New York, p. 142. Retrieved from*<http://www.cultsock.ndirect.co.uk/>.
- Fry, A. (2003). Sustainable Competitive Advantage with Core Competence: A Review, *Global Journal of Flexible Systems Management, Dec*
- Mehra, Smith, Dixon & M Robertson (2006). Competency Mapping: A Strategic Tool In Employee Recruitment, *Abhinav International Monthly Refereed Journal of Research in Management & Technology Vol. 4 No. 1, pp 27-33*
- Messick, L. & Kramer S. (2004), *Management Development*. First Edition, McGraw Hill Publishers. London
- Mclagan, E. P. (1989). Employee development through self-development in three retail banks. *Personnel Review*, 29(4), 491-508.
- McNamara, G. S. (2003). *Employee development, commitment and intention to turnover: a test of 'employability' policies in action. Human Resource Management Journal*, 16(2), 173-192.
- Nigam S. Bani-Hani, Faleh, Abdelgader AlHawary (2009) : "The Impact of Core Competencies on Competitive Advantage: Strategic Challenge", *International Bulletin of Business Administration ISSN: 1451-243X Issue 6 (2009)*
- Nitin Girdharwal & Ajay Pal Singh. (2007). A study of Physicians behavior toward Marketing of Pharmaceutical products, *Pharmainfo*, 5(6), 138-154.
- Nick. R- (2000), 'The Competent Manager: A model for effective Performance'. New York Wiley – 6.
- Obamiro, J.K. (2008). *Management Principles & Strategies*, Lagos: Pumak Nigeria Limited.
- Obilade, L. E (1989). "Communication in Schools" *Nwadiani on Educational Management for Sub-Saharan African*. Benin City: Nigerian Society for Educational Planning (NSEP).
- Ode, G. A. (1999). *Marketing research: Methodological foundations (5th ed.)*. London: the Dryden Press
- Purcell, R.S. and Norton, D.P. (2004), "Using the balanced scorecard as a strategic management system", *Harvard Business Review*, Vol. 74 No. 1, pp. 75-85
- Ramah. (1985). *Communicating Effectively*. Boston: McGraw-Hill.
- Ramakrishan. W.F. (2006),. 'Applied Psychology in Human Resource Management'. Englefield Cliffs; N.J. Prentice Hall –
- Rice, D.H. (2011). PMP® certification as a core competency: Necessary but not sufficient. *Project Management Journal*, 42(1), 31-41.
- Sanghi, S. (2009). Building Competencies. *Industrial Management*, 51(3).
- Srividya, C. H., & Basu, N. T. (2001). Creating value for employees: investment in employee development. *The International Journal of Human Resource Management*, 14(6), 981-1000.
- Schramm, P. (1965). *Understanding Mass Communication*. Boston: Houghton Mifflin.
- Selmer, J. C. (2004). Required Human Resource Competencies in the future: A Framework for developing HR Executives in Hong Kong. *Journal of World Business*, 39(4), 324-336.

- Seong Kook Kim, J.-S. H. (2005). The relationship between salesperson competencies and performance in the Korean Pharmaceutical Industry. *Management Review*, 16(2), 259-271.
- Spencer, L. M., & Spencer, S. M. (1993). *Competence at work: Models for superior performance*. New York: John Wiley & Sons.
- Strebler, T., Hunt, J., & Schroder, H. (1997), 'Managerial competencies: Fact or fiction?' *Business Strategy Review*–26.
- Stugdill, K. (1957), "Asset stock accumulation and sustainability of competitive advantage", *Management Science*, Vol. 35 No. 12, pp. 1504-11.
- Tobias G, & Albert (2002), 'Implementing your strategic plan: How to turn intent into effective action for sustainable change'. New York. American Management Association-10.
- Ugbojah, J. (1999). *The relationship between subjective and objective company performance measure in research. Further empirical evidence*. *Marketing Bullion*, 10, 65 – 75.
- Valagudham and Maram (2009) *Developing management competencies for fast – changing organization, Career Development International, Vol.4, No.6, pp.336-339*.
- Venkatoraman, S. (1997), "Uncertain limitability: an analysis of inter-firm differences in efficiency under competition", *Bell Journal of Economics*, Vol. 13 No. 2, pp. 418-38.
- William Z., B (1988). The dynamics of value creation: mapping your intellectual performance drivers. *Journal of Intellectual Capital*,5(2), 312-325.
- Woodhall, B.F. (2001). An Empirical Study on Effect of Transformational Leadership. *IOSR Journal of Business and Management (IOSR-JBM)*, 38-44.
- Yuvaray, J. R., & Lindsay, W. M. (2011). The management and control of quality.