RESEARCH ARTICLE

BON VIEW PUBLISHING

Motives and Personal Characteristics Mapping as Determinants of Employee Retention in the Civil Service of Selected States in Nigeria

Henry Osahon Osazevbaru[1,*], Rowland Akpolo[1] and Anthony Anyibuofu Kifordu[1]

[1]Department of Business Administration, Delta State University, Nigeria

Abstract: This study investigated the effect of motives and personal characteristics on employee retention in the civil service of selected states in the Niger Delta, Nigeria. The cross-sectional survey research design was used, and the questionnaire was the main instrument of data collection. The questionnaire was administered to six hundred (600) respondents, of which five hundred and twenty-four (524) were fully retrieved. The study sampled civil servants in three (3) states, which include Delta, Edo, and Rivers States. Data obtained were analyzed via descriptive, post-estimation, and inferential statistical tools. The multiple regression results revealed that motives (t-value = 5.2; P = 0000 < 0.05) and personal characteristics (t-value = 6.91; P = 0000 < 0.05) significantly and positively affect employee retention. It was recommended that motives and personal characteristics should be considered as vital components of strategic human resource management. In addition, regulatory bodies such as the Civil Service Commission should improve competency mapping on employee motives and personal characteristics. This can be realized by introducing new ways of mapping (intrinsic, extrinsic, social, achievement motivations, etc.) of employees during the phases of selection and placement of employees. This study contributes to knowledge using human capital theory in explaining the relationship between mapping and employee retention and also establishes that motives and personal characteristics significantly influence the level of employee retention.

Keywords: competency mapping, creativity, human resource manager, human capital theory, work-related outcomes

1. Introduction

One of the biggest challenges facing organizations today is the management of employees including retaining them. It is a predominant issue human resource managers are confronted with. Human resource management (HRM) is a procedure of hiring suitable employees and training them so that they can be resourceful assets to the organization [1]. It is essential for human resource practitioners to map skills with job descriptions to acquire a resourceful workforce [2, 3]. Thus, ascertaining and mapping the employability skills and competencies have become vital tasks for human resource managers.

Broadly, competency mapping is a procedure of identifying the essential capabilities of an organization and capacities within it [4].

According to [5], competency mapping acknowledges the qualities and deficiencies of employees to enable them to understand and demonstrate where career improvements are required for adequate coordination. It is not just the employees that an organization seeks to retain but their competencies because it is cumbersome for organizations to replace the competencies of existing employees.

Retaining employees is indispensable for organizations. Retaining a talented workforce is a critical management concern in both public and private organizations [6]. To retain a formidable workforce, it is vital to map competencies as retaining employees is not enough to have a talented workforce, but competency mapping is the key [7]. This is because employee retention, as noted by [8], is the willingness of employees to show altruistic behavior in an organization.

According to [9], employee retention via reward and recognition can assist an organization to retain employees for a specific period of time. If the competencies of employees are harnessed efficiently and job roles are well assigned, it would help management retain talents for longer periods. In contemporary societies, there is a huge demand for competent employees; this has brought about fierce competition and a scramble for the most talented employees [10].

Mapping combines knowledge, skills, and characteristics, leading to increased work-related outcomes [11, 12]. Notably, there are numerous dimensions of competency mapping such as ability, skills, behavior, motives, personal characteristics, and commitments. Shivanjali and Singh [13] as well as [14] opined that competency mapping has found its usage in varied human resource development functions such as selection, career planning, leadership development, performance appraisal, and succession planning, among others.

Furthermore, organizations have realized that attracting and retaining the best talent insulate them from the risk of losing employees to competitors. A recent survey by [15] revealed that at least 80% of chief executive officers agreed that the top agenda for progressive organizations is employee retention via competency mapping. Accordingly, [15] observed that the rate of employee retention

*Corresponding author: Henry Osahon Osazevbaru, Department of Business Administration, Delta State University, Nigeria. Email: osazevbaruho@delsu.edu.ng

translates to the number of employees retained by an organization over a period of time and that the higher the employee retention rates, the better for the organizations because it will translate into financial savings, time, and a benchmark for evaluating organizational success.

The civil service is the instrument of government for the implementation and administration of public policies and programs. It is therefore not partisan of any political party. In Nigeria, the civil service is constitutionally created; therefore, across all states of the federation, the constitutional provisions for structure and mode of operation are adhered to [16], and [17] have identified certain problems facing the Nigerian civil service. The top-ranking ones are poor attitude to work, political interference, excessive bureaucracy, weak governance structure, poor performance management, and over-bloated staff structure.

Undoubtedly, performance management and monitoring in the Nigerian civil service are ill-defined, salaries are not encouraging, and working conditions are poor. The work processes are routine and not challenging, hence unattractive to the best brains. More often than not, the government in power uses civil service employment as an empowerment program and a way to reward party loyalists. All these affect employee retention in the civil service. Clearly, to instill excellence, integrity, innovation, and transparency into the civil service, an investigation into competency mapping is warranted.

Usually, the lack of employee retention in the civil service has had adverse effects on their service delivery quality. It becomes vital to comprehend that employees can only be retained if their competencies are mapped, developed, and used in the right direction. While several studies have been carried out on competency mapping, the majority of the studies have focused on linking competency mapping to organizational or employee performance. Consequently, there is a dearth of literature on the effects of competency mapping on employee retention. In addition, prior studies on competency mapping have focused on other sectors other than the civil service, which is the core of the public sector. Hence, this study sought to bridge this gap by examining the effects of motives and personal characteristics mapping on employee retention in the civil service of selected states in Nigeria.

Arising from the above objectives of the study, the following hypotheses were formulated: (i) there is no significant relationship between motives mapping and employee retention. (ii) There is no significant relationship between personal characteristics mapping and employee retention.

2. Literature Review

2.1. Concept of motives and personal characteristics mapping

Human resource managers are consistently bewildered by how best to retain competent employees. For this reason, the concept of competency mapping is gaining acceptance in HRM especially in public sector organizations. Competency mapping identifies both the strengths and weaknesses of employees in order to assist employees understand themselves better and show where career development efforts need to be directed. According to [13], competency mapping is not done for organizations' permanent employees only, but it is also done for nonpermanent employees to identify specific skills that will make them more valuable to the organization [1].

The management literature identified varied competency mapping measures; fundamental among them include ability, commitment, skills, behavior, personal characteristics, and motives [11, 13, 14]. In this study, two competency mapping measures were explored, namely: motives and personal characteristics. Motives mapping refers to observable traits needed to perform a specific job in the most valuable and efficient way. It is the identification of employees' enthusiasm, commitment, energy, and creativity levels expected by employers in a specific job role. Motives encompassed but not limited to those intrinsic, extrinsic, social, achievement, and power motivations. A study by [13] showed that motives mapping is responsible for employee retention.

Personal characteristics are inbuilt traits, abilities, or aptitude skills employees are expected to possess on the job. Personal characteristics include self-motivation, integrity, stern communication skill, dedication, emotional intelligence, teamwork, leadership skill, creativity, and the willingness to learn. The studies by [11, 14], as well as [13], showed that mapping of personal characteristics contributes to employee retention.

2.2. Employee retention

Employee retention, as noted by [4], is the capacity of an organization to retain or keep its workforce. Employee retention entails talent management, which involves the use of an integrated set of activities toward ensuring that organizations attract, retain, motivate, and grow a talented workforce required now and in the future [18]. The prime goal of employee retention is to avert the loss of capable employees, which could adversely affect organizational performance and service delivery.

Shivanjali and Singh [13] submits that the main aim of employee retention is to avert the loss of a skilled workforce due to higher costs in recruiting and training new ones when existing ones quit the organization. Szafrański et al. [9] showed that a lack of employee retention negatively impacts organizational success. According to [19] as well as [11], there are varied ways of retaining employees such as empowering employees, openness, career growth, recognition, fair compensation scheme, and constant communication between employers and employees.

Overall, the retention rate is the number of employees held by an organization. According to [10], the employee retention rate is a threshold for assessing an organization's ability to have reduced costs on recruitment and training. There are two main components of employee retention, namely, creativity and novelty. Creativity portrays the development of new ideas helpful in providing solutions to ongoing problems, while novelty consists of developing new business ideas. Thus, employees are usually retained either on the basis of creativity or novelty [12, 15].

### 2.3. Link between motives mapping, personal characteristics mapping, and employee retention

Competency mapping is a multifaceted concept that has been extensively linked to numerous work-related outcomes (e.g., performance, productivity, quality of service, turnover, retention rates, etc.). While studies on competency mapping are abundant in most developed countries, there is scant evidence on whether competency mapping influences the level of employee retention in the Nigerian civil service.

Arising from the above, organizations have strived to create the competence needed to assist them in identifying the skills needed to become successful and gain a competitive advantage. Shivanjali and Singh [13] asserted that for organizations to be able to retain a talented workforce, they must be able to locate the employees'

innate and learned abilities that can make them perform better in a job role.

Ashokkumar and Vanitha [1] found that competency mapping offers direction to employees and organizations; this enables them to plan developmental programs and needs for the employees. Other studies [3, 5, 6, 8–10, 12] have equally shown that mapping positively and significantly affects employee retention and other work-related outcomes. In view of the foregoing, the conceptual model for this study is as shown in Figure 1.

Figure 1
Conceptual model
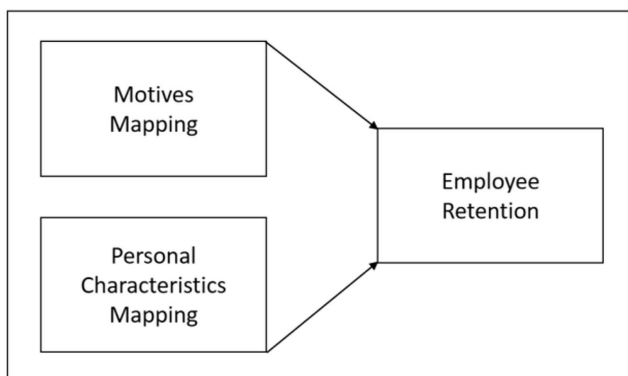
2.3.1. Motives mapping and employee retention

Jain and Gandhi [14] studied how motives competency mapping affects employee retention and found via regression analysis that there is a significant positive impact of competency mapping on employee retention.

Lafave et al. [20] examined how the teaching of motives competency mapping can influence assessing undergraduate-informed practices. Questionnaire was the data collection instrument, and data obtained from the survey were analyzed via descriptive and inferential statistical techniques. Findings indicated that the teaching of competency mapping can influence assessing undergraduate-informed practices significantly and positively.

Rotich [3] investigated the influence of motives competency mapping on the retention of employees in the Kenyan service sector using an exploratory design. Questionnaire was used, and data were analyzed using descriptive and inferential statistical tools. The regression model showed that competency management practices impact positively and significantly on the retention of employees of service organizations in Kenya.

Manju et al. [21] investigated the effect of motives competency mapping on employee performance and effectiveness among IT companies in Coimbatore. The study ascertained how competency mapping effectiveness and employees' field and expertise align with their performance. One hundred and twenty respondents were sampled, and simple percentage and the analysis of variance (ANOVA) statistical techniques were employed. Findings indicated that competency mapping effectiveness and employee's field and expertise had a significant effect on employee performance.

Johansson and Wallo [22] explored the interaction between motives competence mapping and employee retention. Data obtained from the questionnaire survey were analyzed via descriptive and inferential statistical techniques. Findings indicated that mapping affects employee retention significantly and positively.

Shivanjali et al. [13] examined whether motive competency mapping influences employee retention in Kenya. Questionnaire

AQ1

was administered, and data obtained were analyzed using correlation, regression, and structural equation modeling. Findings showed that motive mapping significantly influences employee retention.

A study by [23] on motive competency mapping and employee retention in Sri-Saravana industries, Coimbatore, was carried out using an aggregate sample of 150 respondents. Data obtained were analyzed using simple percentage, chi-square, and one-way ANOVA. Findings indicated that motive mapping significantly influences the level of employee retention in Coimbatore.

Awasthi and Kumar [12] examined whether motives competency mapping serves as a strategic tool in improving employee performance. The goal of which was to see how various competency mapping tools are useful in managing employee performance. Competencies mapping measures employed were knowledge, skill, motives, attitudes, and traits, and a sample of 300 respondents was obtained from a field survey. The principal component analysis results revealed that while competency mapping measures of knowledge and skill had a significant positive influence on employee performance, competencies mapping measures of motives, attitudes, and traits had a low significant positive influence on employee performance.

A study by [24] was undertaken on motives competency mapping as a driver of growth in Indian industries. A sample of 1,400 respondents was employed, and findings from the regression results revealed that competency mapping (skills and motive) had a significant positive influence on industry growth in India.

2.3.2. Personal characteristics mapping and employee retention

Ashokkumar and Vanitha [1] evaluated the role of personal characteristics competency mapping and the performance of employees of Atlas Export Enterprises in Malaysia. Questionnaire was used as an instrument of data collection, and data obtained were analyzed using a regression statistical tool. Findings indicated that personal characteristics mapping offers direction to employees and organizations to plan developmental programs and needs.

Gatakaa and Lumwangi [2] studied the effect of personal characteristics competency mapping on the retention of employees in Kenyan public universities. Data obtained were analyzed using descriptive and inferential statistical techniques, and the study established that competency mapping positively and significantly influences employee retention in Kenyan public universities.

Similarly, Szafrański et al. [9] explored the relationship between personal characteristics competency mapping and performance of IT specialists in the period of Industry 4.0. Multiple regression results revealed a significant positive relationship between competency mapping and IT specialists' performance.

Rao et al. [19] examined how personal characteristics competency mapping of frontline employees affects organizational success. The study found via regression analysis that when frontline employees are mapped for competency, organizational success is enhanced.

Alexander and Shalini [25] assessed how personal characteristics competency mapping affects employee retention. Questionnaire was the main data collection instrument, and data obtained from the survey were analyzed via descriptive and inferential statistical techniques. Findings indicated that competency mapping significantly and positively influences the level of employees' retention.

Coombe et al. [26] studied the implications of personal characteristics mapping competency on the performance of public health curriculum design. Questionnaire was the main data collection instrument, and data obtained from the survey were analyzed via descriptive and inferential statistical techniques. Findings

revealed that competency mapping can contribute significantly to the performance of public health curriculum design.

Szafrański et al. [9] modeled how personal characteristics competency mapping can be used in influencing employee retention of IT specialists in the era of Industry 4.0. Questionnaire was the main data collection instrument, and data obtained from the survey were analyzed via descriptive and inferential statistical techniques. Findings indicated that competency mapping can be employed in enhancing employee retention of IT specialists significantly and positively.

Saxena et al. [27] studied how personal characteristics competency mapping approach can be used to identify high-performers among disaster management professionals. Questionnaire was the main data collection instrument, and data obtained from the survey were analyzed via descriptive and inferential statistical techniques. Findings indicated that a competency-based approach can be used to identify high-performers among professionals in disaster management.

Estrada et al. [28] studied how a competency-guided personal characteristics approach can improve the physician–scientist curriculum. Questionnaire was the data collection instrument, and data obtained from the field survey were analyzed via descriptive and inferential statistical tools. Findings indicated that a competency-guided approach can contribute significantly to improving the physician–scientist curriculum.

Jaiswal et al. [29] investigated how personal characteristics and self-image competency mapping variables influence employee retention. Questionnaire was the main data collection instrument, and data obtained from the survey were analyzed via descriptive and inferential statistical tools. Findings revealed that competency mapping influences employee retention the most significantly and positively.

Monari [8] examined the impact of personal characteristics competency mapping on the retention of employees of telecommunication companies in Kenya using a descriptive survey design. Data were obtained from a questionnaire, and the obtained data were analyzed via descriptive and inferential statistical tools. Findings established that competency mapping positively and significantly influences employee retention in Kenya.

2.4. Theoretical framework

This study is hinged on human capital theory (HCT). The theory is a paradigm that is used to evaluate the influence employees may have on an organization. Kurgat [6] noted that HCT explains the value additions created by employees, and the threshold upon which future employees and organizational plans are structured in order to enhance the effectiveness of competency mapping vis-à-vis increased employee retention. The HCT considers employees as assets and accentuates that investments by organizations in their employees would generate returns.

Consequently, the HCT reinforces the notion of human capital management. It is closely linked with a resource-oriented perception of organization. According to HCT, sustained competitive advantage is realized when organizations have a talented workforce that cannot be substituted by competitors or rivals [12]. According to the HCT, knowledge, skills, abilities, and other elements required from a workforce that can be achieved via competency mapping are needed in retaining a talented workforce.

3. Methodology

This study used cross-sectional survey design to obtain relevant information from fragmented individuals (civil service employees in selected states) on how motives and personal characteristics mapping influence employee retention. The study population comprised all civil servants in three selected states of Delta, Edo, and Rivers. Due to the large population of the study, both the Taro Yamane formula and the Bowley proportional sample size formula were employed in obtaining a sample size of six hundred (600) respondents. This constitutes the unit of analysis.

The study used a questionnaire in obtaining perceptions of employees on how motives and personal characteristics mapping influence the retention of employees. The structured questionnaire was used, and it was designed using five-point Likert scales as follows: 1 = strongly disagree and 5 = strongly agree, which showed the level of their disagreement or agreement on the questionnaire items. Items on mapping were adopted from the works of [13] as well as [1]. On the other hand, employee retention items were adapted from the works of [2]. In addition, the questionnaire was administered on a face-to-face basis.

A pilot test was done using 10% of the sample size of the study, thus amounting to sixty (60) respondents who did not form part of the investigation. The data collected in the pilot test were correlated using the Cronbach alpha test as shown in Table 1. All the coefficient values were above 0.6, implying that the research instrument is reliable [30].

Table 1
Cronbach alpha coefficients

Variables	Coefficients
Employee Retention (EMPRET)	0.80
Motives (MOVS)	0.76
Personal Characteristics (PERCHA)	0.67

In this study, the dependent variable is employee retention, while the independent variables are motives mapping and personal characteristics mapping. In view of this, a multiple regression model was estimated as follows:

$$EMPRET = f(MOVS, \ PERCHA) \qquad (1)$$

$$EMPRET = \beta_0 + \beta_1 MOVS + \beta_2 PERCHA + \varepsilon \qquad (2)$$

where EMPRET is employee retention, MOVS is motives mapping, PERCHA is personal characteristics mapping, β_0 is the intercept, $\beta_1 – \beta_2$ are regression coefficients, and ε is error term.

Data obtained were analyzed as follows: descriptive statistics (simple percentages, frequency counts, mean, standard deviation, minimum and maximum values, and Pearson correlation), post-estimation statistics (variance inflation factor (VIF)), and inferential statistics (multiple regression model). The analysis was carried out with the aid of STATA 13.0.

4. Results

Presented in Table 2 are biodata of respondents; six hundred (600) copies of the questionnaire were administered, of which five hundred and twenty-four (524) were retrieved. The result indicated that 307 (58.6%) and 217 (41.4%) of the respondents were male and female, respectively: an indication that most of the respon-

Table 2
Biodata of respondents

Variables	Items	Number = 524	Percent
Gender	Male	307	58.6%
	Female	217	41.4%
	Total	524	100%
Age Brackets	25–30 years	62	11.8%
Marital Status	31–35 years	99	18.9%
Educational qualification	36–40 years	201	38.4%
	41–45 years	59	11.3%
	46–50 years	50	9.5%
	51–55 years	38	7.3%
	Above 56 years	15	2.8%
	Total	524	100%
	Married	338	64.5%
	Single	176	33.6%
	Divorced	10	1.9%
	Total	524	100%
	OND	46	8.8%
	B.Sc./HND	313	59.7%
	M.Sc./MBA	127	24.2%
	Others	38	7.3%
	Total	524	100%

dents were males. The analysis also revealed that 62 (11.8%) and 99 (18.9%) of the respondents are within age brackets 26–30 years and 31–35 years, respectively, while 201 (38.4%) and 59 (11.3%) are 36–40 years and 41–45 years, respectively; the remaining respondents 50 (9.5%), 38(7.3%), and 15(2.8%) fall within age brackets 46–50 years, 51–55 years, and 56 years and above, respectively.

It was observed that 338 (64.5%) and 176 (33.6%) are married and single, respectively, while a few of the respondents indicated divorced 10 (1.9%). It was also shown that 46 (8.8%) and 313 (59.7%) of the respondents had obtained OND and B.Sc./HND qualifications, respectively, while 127 (24.2%) had obtained M.Sc./MBA. This clearly indicates that the respondents are educated and able to comprehend the items in the questionnaire.

Table 3
Descriptive statistics

Variables	Mean	Std. dev.	Min. value	Max. value
Employee Retention	2.71	0.7341	1	5
Motives	2.55	0.9042	1	5
Personal Characteristics	2.60	0.8600	1	5

Table 3 reveals that the variables of motives mapping and personal characteristics mapping had mean scores of 2.55 and 2.60, while employee retention scored 2.71. This implies that respondents perceived that mapping is somewhat practiced as a way of retaining employees. The standard deviation values are low, meaning that the respondents are unanimous in their responses. The minimum value for all variables is 1, while the maximum value is 5, implying that respondent's opinion ranges from strongly disagree to strongly agree.

Table 4 reveals that the Pearson coefficients are 0.0359 (motives) and 0.0447 (personal characteristics). The results indicate that there is a positive relationship between the two independent variables and employee retention. In other words, the higher the

Table 4
Pearson correlation

Variables	Employee retention	Motives	Personal characteristics
Employee Retention	1.0000		
Motives	0.0359	1.0000	
Personal Characteristics	0.0447	0.0482	1.0000

level of motive and personal characteristics mapping, the higher the level of employee retention.

Table 5
Variance inflation factor

Variables	VIF	1/VIF
Motives	1.22	0.8196
Personal Characteristics	1.31	0.7633
Mean VIF	1.27	

Table 5 shows the VIF, which was used to test for multicollinearity between the independent variables. The VIF for the individual variables (1.22 and 1.31, respectively) and the mean VIF (1.27) are all less than the benchmark value of 10. This is an indication of the absence of multicollinearity problem in the formulated model. Thus, the model is well fitted.

Table 6 shows the multiple regression result arising from the estimation of Equation (2). The coefficient of motive mapping (MOVS) is 0.2383 and is positive. Clearly, this variable has a positive influence on employee retention. The statistical significance of this variable, as judged from the probability of the t-statistic, shows that it is statistically significant ($P = 0.000 < 0.05$). In a similar fashion, the coefficient of personal characteristics mapping is positive

Table 6
Multiple regression results for motives mapping, personal characteristics mapping, and employee retention

F-Value = 18.44
Prob-F = 0.000
R-Squared = 0.800
R-Squared Adjusted = 0.700

Parameters	Coefficients	t-value/probability
Personal Characteristics (PERCHA)	0.3490	6.91 (0.000)
Motives (MOVS)	0.2383	5.22 (0.000)
Constant	0.3484	12.47 (0.000)

Note: Probability values in brackets.

(0.3490) and statistically significant ($P = 0.000 < 0.05$). Therefore, the two explanatory variables have a positive and significant impact on employee retention.

The joint effect of the independent variables measured by the coefficient of determination (R^2) is 0.80, indicating that the mapping variables jointly explained about 80% of the systematic variations in employee retention. Hence, the model of competency mapping and employee retention provides a good fit to the data since the unexplained variation is just 20%. This position is supported by the F-value, which is 18.44 with a prob-value of 0.000. Since the prob-value is less than the 0.05 significance level, it implies that the mapping variables (motive and personal characteristics) significantly affect employee retention.

4.1. Discussion of results

From the results in Table 6, motive mapping has a positive and significant effect on employee retention in the Nigerian civil service. Accordingly, the statistical hypothesis of no significant relationship between motives and employee retention was rejected. Similarly, it was also found that personal characteristics mapping has a significant and positive effect on employee retention. Again, the hypothetical proposition of no significant relationship between personal characteristics and employee retention was rejected.

The R^2 and F-statistics support the statistical significance of the explanatory variables. In public sector organizations, retaining a talented workforce is a critical issue because employees form a major part of any organization. Overall, the findings of this study support prior studies by [3, 5, 8, 9,13], as well as [10] who established that competency mapping significantly and positively affects employee retention and other work-related outcomes.

5. Conclusion and Policy Recommendations

This study examined the effect of motives and personal characteristics competency mapping on employee retention in the Nigerian civil service of some selected states. The study emanates from the backdrop of the pressure on human resource managers to map skills with job descriptions, to retain and maintain employees who are resourceful. Using the results obtained from the multiple regression models, it was concluded that motives and personal characteristics mapping positively and significantly affect employee retention. The policy implication of this is that when human resource managers

are able to identify the motives and personal characteristics (intrinsic, extrinsic, social, achievement motivations, integrity, dedication, emotional intelligence, leadership skill, creativity, and willingness to learn), it can help them retain a talented workforce that can make them realize organizational goals.

On the basis of the findings, recommendations were given as follows: competency management should be considered as a vital component of strategic HRM for enhancing employee retention. This can be achieved by ensuring that strategic human resource managers consider motives and personal characteristics during the selection, recruitment, placement, and career development phases of employees.

This study contributes to knowledge by using HCT in explaining the link between competency mapping and employee retention. Also, the study contributes to knowledge by establishing that competency mapping variables of motives and personal characteristics significantly and positively influence the level of employee retention in the Nigerian civil service.

Ethical Statement

This study does not contain any studies with human or animal subjects performed by any of the authors.

Conflicts of Interest

The authors declare that they have no conflicts of interest to this work.

Data Availability Statement

The data that support this work are available upon reasonable request to the corresponding author.

Author Contribution Statement

Henry Osahon Osazevbaru: Methodology, Resources, Writing – review & editing, Supervision, Project administration. **Rowland Akpolo:** Conceptualization, Validation, Formal analysis, Investigation, Writing – original draft. **Anthony Anyibuofu Kifordu:** Resources, Data curation, Visualization.

References

[1] Ashokkumar, P., & Vanitha, P. (2023). A study on the role of competency mapping among employees with special reference to Atlas export enterprises. *International Journal for Multidisciplinary Research*, *5*(3), 1–45. https://doi.org/10.36948/ijfmr.2023.v05i03.3136

[2] Gatakaa, J., & Lumwangi, N. (2023). Competency mapping and its influence on employee retention in public chartered universities in Kenya: A case study of Jomo Kenyatta University of Agriculture and Technology. *International Journal of Management and Commerce Innovations*, *11*(1), 258–264. https://doi.org/10.5281/zenodo.8089624

[3] Rotich, R. (2020). Influence of competency management on employee retention in service provider organizations in Kenya. *European Journal of Human Resource Management Studies*, *4*(2), 66–92.

[4] Vijh, G., Sharma, R., & Agrawal, S. (2022). Effect of competency on employee performance and the mediating role of commitment: An empirical investigation in the IT industry. *Journal of Information and Optimization Sciences*, *43*(7), 1573–1587. https://doi.org/10.1080/02522667.2022.2128518

[5] Kaur, J., Madaan, G., Qazi, S., & Bhalla, P. (2023). An explorative factor analysis of competency mapping for IT professionals. *Administrative Sciences*, *13*(4), 98. https://doi.org/10.3390/admsci13040098

[6] Kurgat, A. C. (2016). Talent management and its importance for today's organizations in Kenya perspective; a critical review. *International Journal of Advances in Management and Economics*, *5*(5), 1–8.

[7] Nair, V. V. (2018). A study of competency mapping of employees in banking sector (with special reference to branches of HDFC Banks in Kannur District. *International Journal of Scientific Research*, *7*(1), 7–10.

[8] Monari, D. (2021). Competency mapping and its influence on employee retention in the telecommunication industry in Kenya. *International Journal of Education and Research*, *9*(7), 37–48.

[9] Szafrański, M., Gütmen, S., Graczyk-Kucharska, M., & Weber, G. W. (2022). Modelling IT specialists competency in the era of Industry 4.0. In *Innovations in Mechatronics Engineering* (pp. 257–269). https://doi.org/10.1007/978-3-030-79168-1_24

[10] Gowrishankka, R. V., & Iyyappan, K. (2017). A study on effectiveness of competency mapping in IT industry. *International Journal of Scientific Research*, *6*(5), 524–525. https://www.doi.org/10.36106/ijsr

[11] Samuel, M. O., & Chipunza, C. (2009). Employee retention and turnover: Using motivational variables as a panacea. *African Journal of Business Management*, *3*(8), 410–415. https://doi.org/10.5897/AJBM09.125

[12] Awasthi, S., & Kumar, S. (2016). Competency mapping: A strategic tool in managing employee performance. *Research Journal of Social Science & Management*, *6*(1), 57–65. https://www.researchgate.net/publication/316664305

[13] Shivanjali, M. S., & Singh, T. (2019). Competency mapping: A strategic perspective in employee retention. *International Journal of Recent Technology and Engineering*, *8*(2), 3890–3898. https://doi.org/10.35940/ijrte.A2196.078219

[14] Jain, V. K., & Gandhi, B. (2021). A practical approach to competency mapping. *International Journal of Creative Research Thoughts*, *9*(1), 3281–3295.

[15] Puli, J., & Sagi, S. (2022). Competency mapping building a competent workforce through human resource information system. *Journal of Information and Optimization Sciences*, *43*(7), 1885–1899. https://doi.org/10.1080/02522667.2022.2140261

[16] Akinola, A. B. (2017). Problems and prospects of civil service system in Nigeria's fourth republic. *Direct Research Journal of Social Science and Educational Studies*, *4*(1), 1–7. https://doi.org/10.26765/DRJSSES

[17] Anieti, N.U., Ebong, I. B., & Edemidiong, E. E. (2021). Organisational culture and civil service performance in Nigeria: A study of Akwa Ibom State Ministry of Education (2010-2021). *International Review of Management and Business Research*, *10*(3), 53–72. https://www.researchgate.net/publication/355602712

[18] Ramola, S., & Rangnekar, S. (2020). Understanding relationship between talent acquisition, competency mapping and performance management and appraisal. *International Journal of Management*, *11*(5), 1735–1749. https://doi.org/10.34218/IJM.11.5.2020.162

[19] Rao, M. M., Shankar, A. U., & Rao, M. B. (2022). Competency mapping of front-line staff: Key for success in the organized retail sector. *Journal of Contemporary Issues in Business and Government*, *28*(1), 288–312.

[20] Lafave, L. M., Yeo, M., & Lafave, M. R. (2021). Concept mapping toward competency: Teaching and assessing undergraduate evidence-informed practice. *The Journal of Competency-Based Education*, *6*(2), e1242. https://doi.org/10.1002/cbe2.1242

[21] Manju, S., Jayanthi, D., & Kowsala, N. (2020). Competency mapping: A study among the ITES employees in Coimbatore. *International Journal of Science Research*, *3*(4), 99–107.

[22] Johansson, P. E., & Wallo, A. (2020). Exploring the work and competence of interactive researchers. *Journal of Manufacturing Technology Management*, *31*(8), 1539–1559. https://doi.org/10.1108/JMTM-09-2018-0307

[23] Prabha, A. (2018). A study on competency mapping with special reference to Sri Saravana industries, Coimbatore. *International Journal for Research in Engineering Application & Management*, *3*(11), 27–34. https://doi.org/10.18231/2454-9150.2018.0025

[24] Yuvaraj, R. (2011). Competency mapping: A drive for Indian industries. *International Journal of Scientific & Engineering Research*, *2*(8), 1–7.

[25] Alexander, B. D., & Shalini, P. (2022). Bibliometric analysis of competency mapping through Web of Science and Scopus. *Journal of Positive School Psychology*, *6*(5), 7077–7092.

[26] Coombe, L., Severinsen, C. A., & Robinson, P. (2022). Mapping competency frameworks: Implications for public health curricula design. *Australian and New Zealand Journal of Public Health*, *46*(5), 564–571. https://doi.org/10.1111/1753-6405.13253

[27] Saxena, S., Gujral, H. K., & Pathak, S. (2022). A study of competency-based approach to identify high performers among disaster management professionals. *Studies of Applied Economics*, *40*, 1–12. https://doi.org/10.25115/eea.v40iS1.6051

[28] Estrada, L., Williams, M. A., & Williams, C. S. (2022). A competency-guided approach to optimizing a physician-scientist curriculum. *Medical Science Educator*, *32*(2), 523–528. https://doi.org/10.1007/s40670-022-01525-w

[29] Jaiswal, S., Deshbhratar, A., Chakravais, A., Waghmare, A., & Sable, S. (2020). Skill & competency mapping system (SCMS).

Annals of the Romanian Society for Cell Biology, *24*(2), 212–221.

[30] Osazevbaru, H. O., & Amawhe, P. E. (2021). Empirical narratives on workplace environment and employee performance nexus: New evidence from the knowledge industry. *Journal of Academic Research in Economics*, *13*(3), 422–441.

QUERIES