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Journal Name:	British Journal of Economics, Management & Trade
Manuscript Number:	2013_BJEMT_6311
Title of the Manuscript:	HR Competencies: Understanding the Impact on HR and Organizational Performance in Saudi Arabia
Type of the Article	Empirical study

General guideline for Peer Review process:

This journal's peer review policy states that <u>NO</u> manuscript should be rejected only on the basis of '<u>lack of Novelty'</u>, provided the manuscript is scientifically robust and technically sound.

To know the complete guideline for Peer Review process, reviewers are requested to visit this link:

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PART 1: Review Comments

	Reviewer's comment	Author's commant (if agreed with reviewer
	Reviewer 5 Comment	Author's comment (if agreed with reviewer, correct the manuscript and highlight that part in
		the manuscript. It is mandatory that authors
		should write his/her feedback here)
<u>Compulsory</u> REVISION comments	1. The abstract should include the results of study.	
	2. The manuscript lacks of research framework.	
	3. There have no clear definitions for each	
	dimension.	
	4. The methodology is too simple to explain the	
	managerial implication of results.	
	5. The sample data collected from different periods	
	that should inspect it the differences or not.	
	6. The sample size is too small.	
	7. The manuscript didn't discuss the structure of	
	questionnaire and the operation definition of	
	each construct.	
	8. The sample distributed from position is	
	employee (32) and manager (14). But employees	
	are not suitable to analyse the topic of issue.	
	9. How the sample comes from?	
	10. The manuscript should define the hypotheses	
	and use suitable method to test the result.	
	The table 12 is not listed in research topic.	
Minor REVISION comments	1. What is the difference between HRM and HRD?	
MINOI REVISION Comments	2. Line 29 argue change to argued	
	3. The manuscript didn't discuss the performance of HR	
	competency.	
	4. The definition of competence which located in line	
	39 is not suitable.	
	5. Parts of sentences are repeat, such as line 93-97, line	
	120-128.	
	6. Part of tables and figures are the same meanings. It's	
	redundancy.	

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Optional/General comments	

Note: Anonymous Reviewer

Created by: EA Checked by: ME Approved by: CEO Version: 1.6 (07-06-2013)