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Mentoring Programs and Survival of Deposit Money Banks in Port Harcourt, Nigeria

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ABSTRACT: This study investigated the relationship between mentoring programs and survival of Deposit Money Banks in Port Harcourt. The study adopted the cross-sectional survey in its investigation of the variables. Primary data was generated through self-administered questionnaire. The population of the study was 54 managerial staff of 18 Deposit Money Banks in Port Harcourt. There was no need for sampling as the entire population was used as a census. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics with the aid of Statistical Package for Social Sciences. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The study findings revealed that there is a significant relationship between mentoring programs and survival of Deposit Money Banks in Port Harcourt. The study recommends that management of Deposit Money Banks should provide mentoring programs as a crucial investment in their employee.

KEYWORDS: *Mentoring Programs, Survival, Adaptability, Dynamic Capabilities*

I. INTRODUCTION

Corporate survival is very crucial at this period of business turbulence. Maintaining a place in this competitive era becomes not only the responsibility of the owners or leaders of the organization but that of the employees. Employees are part of the company's resources which has been found to appreciate with time by knowledge gained, skills, abilities and experience. The success of business depends on collaboration and stakeholder interests have to be shared, they must be working for the same purpose, otherwise business will come to an end and new collaborations will be formed (Venkatarman, 2001). Survival in today's business environment demand innovation, creativity and improve in performances. Such is the over whelming challenges facing today's business managers. To compete successfully and to be productive, one must be able to survive first, especially in our fast changing chaotic world of global competition. Robbins and Coulter (2007) assert that when an organization develop the employees, the employees develop self-confidence, persistence, energy and a tendency toward risk taking, as they challenge existing knowledge and tries to create new products and services through the knowledge and experience they have acquired from their development programmes.

In today's business environment where competition is so fierce and change is fast, where technology can be short-lived and where customers demand more quality products and services at lower price, the survival, growth and effectiveness of organizations have become major causes of concern and tasks which management of organizations are striving hard to achieve. Organizations are now placing greater emphasis on developing their employees as employees are now seen as the life blood of organizations (Obiekwe, 2012) as well as tools in moving organization from where they are at present to where they want to be in the future (Nwaeke & Obiekwe, 2017). This is can be better achieved through employee mentoring programs.

Strategies for developing the capabilities of employees are an important part of any organization's overall corporate strategy. Organizations can no longer expect to be competitive unless they retain employees, inspire them, and support them to learn continuously. Mentorship programs are aimed at increasing productivity in organizations (Mundia & Iravo, 2014). Mentoring is frequently used in companies as a systemic solution to increase the performance of employees (Lisa, 2011). When senior organizational leaders retire, they take with them knowledge that is needed by organizations to continue to grow, be profitable, and sustain employee performance levels. This is because the senior leaders who believed in the organization vision, knowledge,

external and internal personal networks, skills and historical context will be lost when these individuals leave the organization (Peterson & Hicks, 2010). Therefore, the need to transfer this knowledge to the next generation of leaders, managers and other is important to sustain organizational survival.

Mentoring focuses on helping an individual acquire the skills necessary to do their job and possibly further their career (Zachary, 2012). The mentee sets the agenda based on their own development needs, and the mentor provides insight and guidance to help them achieve their desired goals (Thomas, 2011). A mentee is usually someone with little or no experience of either work in general or the type of work they are going to be doing in particular. Conversely, the mentor should be someone who has plenty of work experience in general and knowledge of how your business operates in particular (Ready, Conger, Hill & Stecker, 2010). A well-structured mentoring programme can benefit the organization in a number of ways by broadening the staff's insight, increasing productivity, improving the mentee's performance to engage the employees that can lead to better retention and performance levels (Orth, Wilkinson & Benfari, 2009). This gives the mentor a sense of responsibility and the satisfaction of passing on their knowledge builds relationships between the employees by encouraging the exchange of information and experience (Thomas, 2011). The benefits of the mentor to the mentees involves helping the mentees integrate better, increase their confidence, give the mentee a stronger awareness of the organization culture, allow the mentee to acknowledge their strengths and weaknesses, which can in turn lead to faster learning and improved employee performance (Ritchie & Genoni, 2012). The purpose of this study was to examine the relationship between mentoring programs and survival of Deposit Money Banks in Port Harcourt.

Furthermore, this study was also guided by the following research questions:

- i. What is the relationship between mentoring programs and adaptability of Deposit Money Banks in Port Harcourt?
- ii. What is the relationship between mentoring programs and dynamic capability of Deposit Money Banks in Port Harcourt?

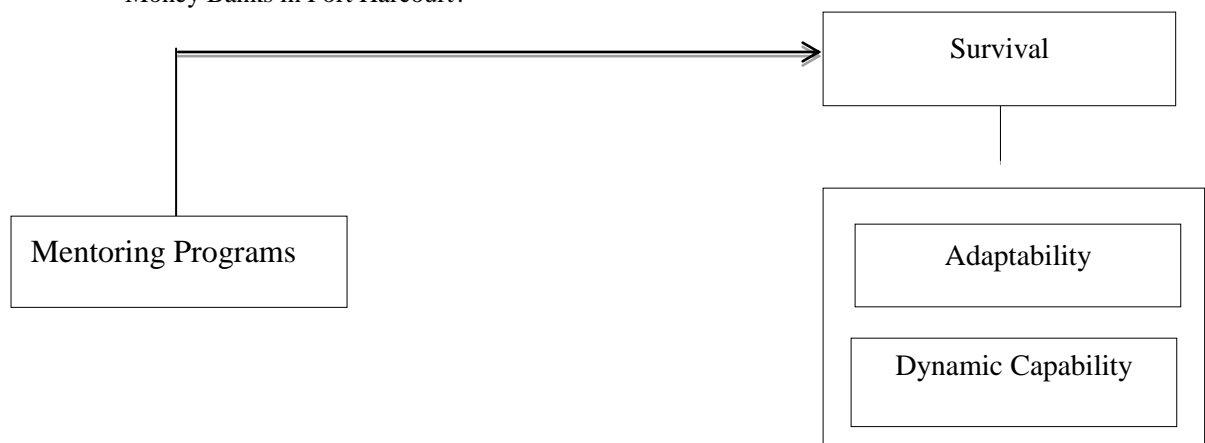


Fig.1 Conceptual framework for the relationship between mentoring programs and organizational survival
 Source: Desk Research (2020)

II. LITERATURE REVIEW

Theoretical Foundation

Mentorship Theory Mentorship theory was propounded by Nagrajan (2012). According to Glary (2010), mentorship come from the Greek word 'homers' meaning act of doing something on your own or by help of an advisor. It is a one on one relationship where employer uses a more experienced employee to give guidance to junior employees. The practice is increasingly seen as a critical skill for modern organizations and is considered to have achieved various objectives as well as individual participation. Mentorship is considered to be a help by one person to another in making significant transitions in knowledge, work or thinking capacity. It is the relationship between the senior management and the junior employees in order to provide guidance in the organization. It pushes an employee from one position to another and hence paramount to leadership position, it also give enough exposure to various activities of the organization hence individual commitment and competent.

Organizations that practices mentorship have high level of job satisfaction and employees are motivated to achieve the organizational objectives and goals (Nagrajan, 2012). Mentorship in research organizations can be emphasized by designing an ongoing employee relationship within the job setting (KALRO, 2014). It is a form of support relationship that occurs between the mentor and the mentee inform of dissemination of knowledge through

counselling, recommendation and through piece of advice (Brunnel et al., 2012). Employees, who are mentored in the organization, remain in the same environment irrespective of the prevailing conditions.

Mentoring

Clutterbuck (2002) defines mentoring as a help from one person to another through the sharing of knowledge and work idea. Mentoring is aimed at increasing employees' competence in the organization. Hish and Cater (2002) assert that mentors are persons who help to prepare and nurture others to perform optimally in future and in their careers. Mentoring is the use of experts who advice in self-development and educational problems. They direct and guide people/ employees in acquiring knowledge, competence and skills for a job by giving them both administrative and technical advice. They also try to proffer solutions to certain problems encountered initially by employees in the advancement of their career, as well as shaping values and projecting organizational culture and behaviour (Harris, 2008). It is necessary for mentors to be expert in a particular area so as to give sufficient support to individuals that are made to learn in the organization.

Mentoring is a process that can only be defined within a contextual setting. This is characterized by the relationship between a more knowledgeable individual and a less experienced individual. A mentor provides counseling, guidance, instructions, modeling, sponsorship and professional networking. Mentoring is a mechanism that allows personal, psychological and professional development. A mentoring relationship is a socialization and reciprocal relationship which transformation the identity of both the mentor and the mentee (Brockbank & McGill, 2006). Formal and informal mentoring have over time become an integral part of a human resource strategy which organizations seek to develop their human resources to achieve competitive success.

Mentoring has been an age-long activity since the ancient times. In defining mentoring, Emecheta (2007) posits that it is a relationship between a young person and an adult in which the adult provides the young person with support, guidance, and assistance as the younger person goes through difficult periods, faces new challenges, or work to correct earlier problems mentors according to Clarke (2000) teach, guide, help, counsel, and inspire their protégés (mentees). They have a big impact not only on their protégés but also on their organizations. Mentoring activity is multi-faceted.

According to Collins (1994) the activities of typical mentors revolve around the following: Teaching the job; counselling; endorsement of activities; sponsoring; protection; teaching politics career help; challenging tasks; friendship and demonstration of trust. From these useful insights, we decipher that mentoring is a relationship between a mentor and a mentee (protege) whereby the latter understudies the former both in a formal and in an informal way, for the purposes of acquiring certain skills and knowledge from the mentor. The management of organizations or companies in turbulent times is a challenge.

In a traditional sense, mentorship involves a process that brings together the inexperienced and experienced individuals in an attempt to enable the former to gain knowledge, self-confidence, skills as the other benefits from the later as they transit through the process (Gershenfeld, 2014). Allen (2007) argues that mentorship is a system of semi-structured guidance where one person or a group of people share their knowledge, skills and experience to assist others to progress in their own lives and careers. Over time, the definition of mentorship has evolved, with some theorists suggesting that mentorship must be voluntary relationship of equality, openness, and trust between the mentor and mentee (Coppola & Ledlow, 2010).

A mentor is a person who commands a certain degree of respect, either by virtue of holding a higher-level position, or because of age, expertise or experience doing the job (Noe, Greenberger & Wang, 2002). It also refers to someone who takes a special interest in a person, and in teaching that person skills and attitudes to help that person succeed. Clutterbuck & Klasen (2012) found out that mentorship has the net effect of enhancing the competence of mentee; provide psychological support, motivation and job satisfaction which enhances performance not only for the employee but the organization as a whole which may translate into a competitive advantage position to the organization. It is therefore necessary to appreciate the link between mentorship and knowledge identification, creation, transfer and application of knowledge in order to enhance employee competence and capability through acquisition of relevant skills, knowledge and decision making strategies. Mentorship has immense benefits to an organization besides being the key to improving project capability. While there is a reliance on personal knowledge, explicit knowledge and collaboration within the project external networks play a crucial role in terms of knowledge creation. These networks tend to be the informal networks of project team members when external knowledge or expertise is required (Jennex, 2007).

There are a number of reasons why organizations may benefit from encouraging and supporting mentoring relationships. Mentoring can be used for employee socialization, management development, succession planning, and diversity enhancement (Chao, 2007; Eddy, Tannenbaum, Alliger, D'Abate, & Givens, 2001). Likewise, mentoring may serve as a tool for career advancement or on-the-job training (Cummings & Worley, 1997). Therefore, mentoring may also be useful as an organizational retention strategy, as employees may be more likely to remain in organizations that offer developmental opportunities such as those provided through mentoring programs (Allen & O'Brien, 2006).

The mentoring literature highlights several important purposes or functions that mentoring relationships serve for protégés. The two primary functions are career-related support and psychosocial support (Kram, 1983). Career-related support is aimed at advancing the protégé's understanding of the organization and assisting with the protégé's career advancement. It may involve the mentor's provision of sponsorship, exposure/visibility, coaching, challenging assignments, and protection. Psychosocial support is aimed at developing the protégé's self-efficacy, self-worth, and professional identity. This type of support involves offering acceptance and confirmation, counseling, friendship, and serving as a role model for the protégé. While the mentoring functions described above are characterized by positive interactions for both the mentor and protégé, like other types of close relationships such as friendships, marriages, and parent-child relationships, mentoring is susceptible to relational problems (Eby, 2007).

Survival

Organization survival is successful organizations, which are capable of achieving their objectives and goals and maintain it over a long period of time (Nwosu 2014). The goal of organizational survival underpins all goals (Adewale 2011). The most objective way to measure survival in organizations is to observe their continuing existence (Sheppard 2016). Survival of the organization in a vibrant and competitive business environment depends on how effectively the organizations learn to adapt itself to the environment and capitalize on its resources fully both human and material (Lee 2006 in Akani 2015).

Balestrero and Udo (2013) believe that an organization's survival requires a rational, research based approach to creating a durable business strategy which should be designed to meet the needs of today's customers as well as positioning an organization to outperform while positively impacting society, the environment, community, and the bottom line. On their part, Koronis, and Ponis (2017) adopted a strategic view on organizational survival and argues that preparedness, responsiveness, adaptability and learning abilities constitute organizational drivers of resilience and a new direction on crisis management.

Measures of Organizational Survival

Adaptability

Adaptability is the degree to which an organization has the ability to alter behavior, structures; and systems in order to survive in the wake of the environmental change (Denison, 2007). Adaptability entails translating the demands of business environment into action. Organizations as open systems exist in environment that is complex and uncertain. To survive and make profit, organizations need to adapt continuously to the different levels of environmental uncertainty (Amah & Baridam, 2012). Environmental uncertainty represents an important contingency for organization structure and internal behaviors (Daft, 1998). Organizations need to have the right fit between internal structure and the external environment. Adaptability has also come to be considered an important response option worthy of research and assessment, not simply in order to guide the selection of the best mitigation policies, but rather to reduce the vulnerability of groups of people to the impacts of change, and hence minimize the costs associated with the inevitable (Kane & Shogren, 2000; Smit & Pilifosova, 2001). Adaptability is an aspect of resilience that reflects, learning, flexibility to experiment and adopt novel solutions, and the development of generalized responses to broad classes of challenges (Walter, *et al.*, (2006). According to Bowden (1946) researching the past world war, adaptive capability is the ability or inclination of individuals or group to maintain an experimental attitude towards new situations as they occur and to act in terms of changing circumstances. Adaptability is addressed in this context through two approaches; socio environmental and organizational (McManus, Seville, Vargo & Brunson, 2008).

An organization's ability to adapt is at the heart of their ability to display resilient characteristics. Starr, Newfrock and Delurey (2003) discusses the importance of adaptation and notes that the aim is to create advantages over less adaptive competitors. This suggests that adaptability is also linked to competitiveness. Dalziell and McManus (2004) define adaptability as the engagement and involvement of organizational staff so that they are responsible, accountable and occupied with developing the organization's resilience through their work because they understand the links between the organization's resilience and its long term success. It is the

ability of the system to respond to the changes in its external environment and to recover from damage of internal structures with the system that affect its ability to achieve its purpose.

Dynamic Capability

Dynamic capability is defined as the organisational ability to create internal change and/or to respond to environmental turbulence. This is done through reconfiguring (creating, extending, and modifying) the organisational resource base (Eisenhardt & Martin, 2000; Zahra, Sapienza & Davidsson, 2006). The term 'dynamic' differentiates one capability (e.g. the operational ability to develop new products) from another form of ability (e.g. the ability to reform the way the organisation develops new products) (Zahra, Sapienza & Davidsson, 2006). In this example, the new routine for product development which is a new operational capability is distinguished from the ability to alter such capabilities which is labelled a dynamic capability. Dynamic capabilities do not directly concern the production of a good or the provision of a marketable service and therefore do not directly affect a firm's output (Helfat & Peteraf, 2009). They affect the productive process indirectly by integrating, reconfiguring, gaining, and releasing resources to respond to environmental turbulence or to create internal and external change (Eisenhardt & Martin, 2000).

Relationship between Mentoring Programs and Organizational Survival

Mentoring provides a mechanism for new practitioners to transfer the knowledge and skills learned in the classroom to real-world practice under the guidance of an experienced professional (Napolitano & Henderson, 2011). Mentorships allow new practitioners to set and achieve goals that build on what they already know but cannot yet achieve alone, gradually increasing their proficiency in practice until they are able to capably perform all required functions without guidance or supervision (Brockbank & McGill, 2006). In this regard, mentoring is used most often to help people transition between career stages. It is invaluable as a tool to support individuals who are being fast tracked or accelerated into more senior leadership roles, particularly as it can focus on developing the whole person and has a wider-angled lens than mentoring. Mentoring can promote mutual learning to challenge and stimulate employees at all levels within the organization (Cameron, 2007).

Mentoring is regarded as one of the best tools for reducing stress for novice staff, orientation to curriculum and promoting the creation of better norms of collegiality and collaboration (Sweeney, 2004). It helps in the resolution of challenges and predicaments, making it more likely that an individual attains their career goals and growth (Orth, Wilkinson & Benfari, 2009). The benefits of mentoring are based on a developmental social learning perspective which posits that behavior is learned in interaction with others, especially when they serve as models (Baldwin, 2002). In this regard, mentoring is especially valuable for the transmission of positive attitudes as mentors provide invaluable information on the mission and philosophies of the organization, help employees cope with career stress and give proper orientation towards workplace values (Payne, 2006).

Mentoring affords the transfer of skills which inexperienced staff can apply in diverse professional circumstances, promotes productive use of knowledge, clarity of goals and roles, career success, career growth, salary increases and promotions, career and job satisfaction (Okurame, 2012). Mentoring provides a cost-effective way to facilitate the transfer of practical skills and knowledge from experienced professionals to new professionals, while still maintaining the high standard of quality needed for proficiency in a discipline (Lipman-Blumen, 2011).

Based on the foregoing, the study hypothesises thus:

- H₀₁:** There is no significant relationship between mentoring programs and adaptability of Deposit Money Banks in Port Harcourt.
- H₀₂:** There is no significant relationship between mentoring programs and dynamic capability of Deposit Money Banks in Port Harcourt.

III. METHODOLOGY

Primary data was generated through self-administered questionnaire. The population of the study was 54 managerial staff of 18 Deposit Money Banks in Port Harcourt. There was no need for sampling as the entire population was used as a census. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics with the aid of Statistical Package for Social Sciences. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The table below shows the reliability outcomes:

Table 1: Reliability Coefficients

S/No	Dimensions/Measures of the study variable	Number of items	Number of cases	Cronbach's Alpha
1.	Mentoring	4	45	0.777
2.	Adaptability	4	45	0.702
3.	Dynamic Capability	4	45	0.743

Source: SPSS Output

IV. DATA ANALYSIS AND RESULTS

The Spearman Rank Order Correlation coefficient is calculated using the SPSS 23.0 version to establish the relationship among the predictor variable and the measures of the criterion variable. We start by showing the evidence of relationship using a scatter graph as shown below:

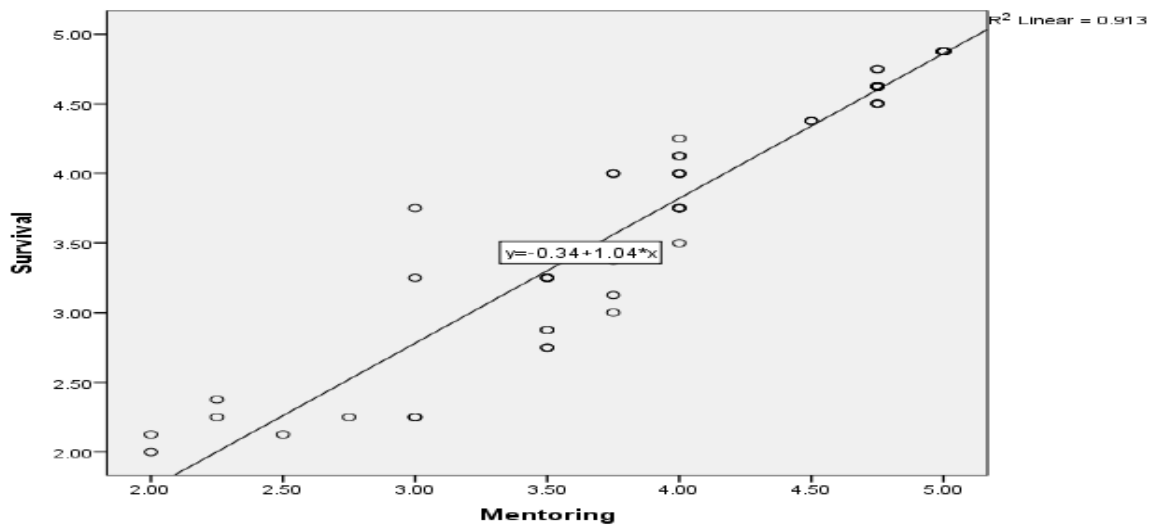


Figure 1 Scatter plot and regression line for the relationship between mentoring and survival

The scatter plot graph in figure 1 shows at R² (0.913) linear line depicting a very strong viable and positive relationship between the two constructs. The implication is that an increase in mentoring at the same time brings about an increase in the level of survival. The scatter diagram has provided vivid evaluation of the closeness of the relationship among the pairs of variables through the nature of their concentration. The positive relationship is evidenced by the pattern of the points moving upwards from left to right. This positive relationship indicates that a higher value of the dependent variable is associated with higher values of the independent variable.

Table 2: Correlation for Mentoring and Adaptability

			Mentoring	Adaptability
Spearman's rho	Mentoring	Correlation Coefficient	1.000	.823**
		Sig. (2-tailed)	.	.000
		N	47	47
	Adaptability	Correlation Coefficient	.823**	1.000
		Sig. (2-tailed)	.000	.
		N	47	47

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

Source: SPSS Output

Ho₁: There is no significant relationship between mentoring and adaptability of Deposit Money Banks in Port Harcourt.

From the result in the table above, the correlation coefficient shows that there is a positive relationship between mentoring and adaptability. The *correlation coefficient* 0.823 confirms the magnitude and strength of this relationship and it is statistically significant at $p\ 0.000 < 0.05$. The correlation coefficient represents a high correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate accepted. Thus, there is a significant relationship between mentoring and adaptability of Deposit Money Banks in Port Harcourt.

Table 3: Correlation for Mentoring and Adaptability

			Mentoring	Adaptability
Spearman's rho	Mentoring	Correlation Coefficient	1.000	.804**
		Sig. (2-tailed)	.	.000
		N	47	47
	Adaptability	Correlation Coefficient	.804**	1.000
		Sig. (2-tailed)	.000	.
		N	47	47

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

Source: SPSS Output

Ho₂: There is no significant relationship between mentoring and dynamic capability of Deposit Money Banks in Port Harcourt.

From the result in the table above, the correlation coefficient shows that there is a positive relationship between mentoring and dynamic capability. The *correlation coefficient* 0.804 confirms the magnitude and strength of this relationship and it is statistically significant at $p\ 0.000 < 0.05$. The correlation coefficient represents a high correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate accepted. Thus, there is a significant relationship between mentoring and dynamic capability of Deposit Money Banks in Port Harcourt.

V. DISCUSSION OF FINDINGS

The test of hypotheses shows that there is a very strong positive relationship between mentoring and survival of Deposit Money Banks in Port Harcourt. This finding however supports the views of Emecheta (2007) who posits that it is a relationship between a young person and an adult in which the adult provides the young person with support, guidance, and assistance as the younger person goes through difficult periods, faces new challenges, or work to correct earlier problems mentors according to Clarke (2000) teach, guide, help, counsel, and inspire their protégés (mentees). They have a big impact not only on their protégés but also on their organizations. Mentoring activity is multi-faceted.

According to Collins (1994) the activities of typical mentors revolve around the following: Teaching the job; counselling; endorsement of activities; sponsoring; protection; teaching politics career help; challenging tasks; friendship and demonstration of trust. From these useful insights, we decipher that mentoring is a relationship between a mentor and a mentee (protege) whereby the latter understudies the former both in a formal and in an informal way, for the purposes of acquiring certain skills and knowledge from the mentor. The management of organizations or companies in turbulent times is a challenge.

Allen (2007) argues that mentorship is a system of semi-structured guidance where one person or a group of people share their knowledge, skills and experience to assist others to progress in their own lives and careers. Over time, the definition of mentorship has evolved, with some theorists suggesting that mentorship must be voluntary relationship of equality, openness, and trust between the mentor and mentee (Coppola & Ledlow, 2010). (Mathewman, Clutterback & Ragins 2012) established that mentorship has a large number of outcomes for the mentor, the protégé and the organization. Protégé outcomes include career advancement, success and satisfaction whilst mentors can benefit from increased promotion rates, rejuvenation and the acquisition of useful information. Furthermore, organizational outcomes include increased employee motivation, better job performance and increased competitive advantage. Clutterback and Klasen (2012) found out that mentorship has the net effect of enhancing the competence of mentee; provide psychological support, motivation and job satisfaction which enhances performance not only for the employee but the organization as a whole which may translate into a competitive advantage position to the organization. It is therefore necessary to appreciate the link between mentorship and knowledge identification, creation, transfer and application of knowledge in order to

enhance employee competence and capability through acquisition of relevant skills, knowledge and decision making strategies. Mentorship has immense benefits to an organization besides being the key to improving project capability. While there is a reliance on personal knowledge, explicit knowledge and collaboration within the project external networks play a crucial role in terms of knowledge creation. These networks tend to be the informal networks of project team members when external knowledge or expertise is required (Jennex, 2007).

VI. CONCLUSION AND RECOMMENDATIONS

Mentoring programs are an invaluable tool to support individuals in developing their capacities. Mentoring should be fully implemented to increase employee productivity, reduce mistakes and produce quality work. The conclusion of this study from the study was that training is a significant predictor of survival of Deposit Money Banks in Port Harcourt.

The study recommends that the management of Deposit Money Banks should provide mentoring programs as a crucial investment in their employee. Deposit Money Banks need to adequately provide mentoring programs which should be optimized to encourage job motivation. This may enhance employee productivity.

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