

The Effect of Mentoring on Employee Performance of Selected Small and Medium Scale Enterprises in Lagos State, Nigeria

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ABSTRACT : The study sought to establish the effect of mentoring on employee performance of selected small and medium scale enterprises in Lagos State, Nigeria. Despite various entrepreneurship programs such as apprenticeship, coaching, and Employee orientation engaged in by SMEs where an employee or apprentices is taught on how business processes flow, employees' performance among SMEs in Lagos State has been found to be poor with regards to employee productivity, employee commitment, and organisational citizenship behaviour. The study was anchored Equity theory. The study used a survey research design. The unit of analysis was owners/managers of registered SMEs in Lagos State. The target population was all the registered 8,396 SMEs in Lagos State. A sample of 370 owners/managers (respondents) was selected through simple random sampling. An adapted and structured questionnaire was used in collecting primary data. A pilot study was conducted to ensure the data collection tool is reliable. The collected data was analysed using inferential statistics with the help of Statistical Package for Social Sciences, version 26.0. The study found that through Apprenticeship training, the employees are able to improve their productivity. In addition, the study found that Coaching had a significant influence on Employee Commitment. The study also found that through employee orientation, the employees are able to improve their citizenship behaviour in the organisation. The paper recommends that the supervising agency of selected oil and gas upstream companies in Nigeria should develop policy guidelines aimed at expanding and improving efficiency of the companies to facilitate high organisational outcome through capability divestiture. The study recommended that SMEs owners in Nigeria should encourage mentoring of their employees through apprenticeship, coaching and orientation in relation to their previous efforts as this has been shown to improve employee performance.

KEYWORDS: *Mentoring, Employee Performance, Apprenticeship, Coaching, And Employee Orientation, SMEs, Lagos State*

I. INTRODUCTION

Employee performance is considered as instrumental to the growth and development of any organisation. Employees form part of the growth process of business organisations especially Small and Medium Scale Enterprises (SMEs) in that they provide the necessary results or outputs that will improve the performance level of these organisations. Indeed, it is the employees that produce the goods and services that make profit for the SMEs. Certain factors are attributed to the improvement in the performance of organisations such as reward, teamwork, career development and many other factors. However, despite the presumed positive contribution of employees to the growth and development of organisations, it has been observed that many employees especially among small and medium scale enterprises do not contribute positively to the organisation. Their performance level has not been commensurate with expected standards and this has been attributed to poor mentorship in the SMEs enterprises.

Globally, small businesses have had to battle with challenges of decline in employee performance. The Small and Medium Scale businesses in the United States of America (USA) have had to battle with different challenges due to poor service delivery of the employees and their commitment towards the work (Zuheir, 2018). Some of the identified challenges that has affected employee performance among these small businesses include poor mentorship training deficiency and poor interpersonal relationship in the organisation (Dialoke & Nkechi, 2017). According to Skripak, Cortes, and Walz, (2016), performance of employees in the Chinese SMEs sector is more individualized and this has reduced their productivity by 23%. Poor mentorship, poor orientation and lack of proper knowledge transfer have been pointed out as some of the causes of poor performance of employees in the sector. The Malaysian SME sector is not ruled out from the challenges that crop up as a result of poor employee performance., as it is observed that poor knowledge and work process

integration often make employees to contribute less to the growth and progress of the SMEs where they work. (Osman & Ibrahim, 2019).

In Africa, employee performance is regarded as one of the significant issues because it has affected the growth and development of small businesses in many of the African regions (Clayton & Nolutando, 2015). Lings (2014) pointed out that there is apparently a very high rate of business failure among SMEs, in South Africa. It is estimated that 40% of all new businesses in the country fail in their first year of existence, while 60% in the second year and 90% within the first 10 years from inception. Previous studies on mentoring in a South African context focused on profiling mentors (Martin 2008; Watson 2004), evaluating the effectiveness of mentoring programmes (Swanepoel, Strydom & Nieuwenhuizen 2010), perceptions of mentoring on venture growth (Ayer 2010) and self-efficacy (Cline 2011). Botha and Esterhuyzen (2012) suggest using keen, skilled small business owners as mentors to increase the existing number of mentors that can help emerging entrepreneurs to grow successful businesses. They established the willingness of small business owners to act as business mentors.

According to the Global Entrepreneurship Index (2017) published by the Global Entrepreneurship and Development Institute (GEDI), Nigeria has recorded a significant drop in global rankings of entrepreneurship within Sub-Saharan Africa from 4th in 2016 to 12th in 2017. With entrepreneurship being touted to be a viable solution to the problems of unemployment in Nigeria, this drop in entrepreneurship ranking poses a new challenge for fresh graduates within the country. It may therefore be inferred that there is either an increase in the rate of business failure or a stagnation/decline in the start-up of more business ventures in the country. While there are various external factors that may impede the start-up and success of business, it has been argued that, *ceteris paribus*, the innate entrepreneurial skills of nascent entrepreneurs are key factors that determine the growth and sustainability of small and medium enterprises (SMEs) in Nigeria (Osolor, 2016).

Performance of employees have been predicted by several factors which include training, compensation, organisational support and mentoring. This study focuses mentoring and how it affects the performance of employees of selected SMEs in Lagos State Nigeria. Mentoring is important for entrepreneurs and small business owners to develop sustainable businesses that create jobs (Botha & Esterhuyzen 2012; Herrington & Kew 2015). Employees and owners of or small business owner is different and requires diverse types of mentoring support and skills (Memon, Rozan, Ismail, Uddin & Daud, 2015). Certain factors are attributed to the improvement in the performance of organisations such as reward, teamwork, career development and many other factors. However, despite the presumed positive contribution of employees to the growth and development of organisations, it has been observed that many employees especially among small and medium scale enterprises do not contribute positively to the organisation. Their performance level has not been commensurate with expected standards and this has been attributed to poor mentorship in the SMEs enterprises.

Mentoring is important for entrepreneurs and small business owners to develop sustainable businesses that create jobs (Botha & Esterhuyzen 2012; Herrington & Kew 2015). There is always the need for effective support mechanisms to be provided for all stages of the entrepreneurial process to advance the continued existence of businesses (St-Jean & Audet, 2012). This is where mentorship comes into the picture. Challenges encountered, such as selling, marketing and raising funds (Han, Benson, Chen & Zhang, 2014), require that the entrepreneur seeks external advice or mentorship in order to remain relevant and successful. Modern business mentoring has been identified as a possible panacea to global economic distress, organizational failure and poor business leadership succession plan (Egwu, 2012), many achievers stand on the shoulders of great men through mentorship but nowadays many youths and business men ignore the directives and guidance of those mentoring them and this result to poor performance in attitude, career and business outfits. It is sad and unfortunate to see people boycott and abscond from mentorship to start a personal venture and practice with insufficient knowledge and lack of proper training and these negatively affect the performance and resources management.

In Nigeria, various entrepreneurship programs such as apprenticeship have been engaged in by SMEs where an employee or apprentice is taught on how business processes flow (Anigbogu, Onwuteaka, & Okoli, 2019). In spite of all the efforts, to teach apprentices, the productivity level still is on the increase. Reasons for this is that poverty soars in Nigeria and the country have remained one of the highest in the world behind India, unemployment rate is also high (Ayegba & Omale, 2016). Presently, over 100 million Nigerians live below poverty line on less than US\$1 a day and with the percentage of the population in abject poverty rising from 54.7% in 2004 to 79% in 2018 (NBS, 2018). Above all, Nigeria's human development index (HDI) remains abysmally low at 0.453, much below world weighted average of 0.7 (UNDP, 2018). These challenges often negatively affect the processes of apprenticeship which reduces the level of productivity in these SMEs.

Efforts have been made by managers or supervisors amongst SMEs to provide the right coaching to employees, however the extent to which is done is not adequate, proper training and development are not provided, the right tools and strategies to enforce coaching are not adopted. (Ogah, 2018). However, despite this effort by management, the performance scorecards paint a different picture, and only less than 50% of frontline staff continuously achieves good ratings on their scorecards, month on month (Mwita, 2018). SMEs continue to lose on average 5% of sales frontline staff laid off due to poor performance and commitment levels. Despite these observations and an increasing need for improvement in employee commitment, coaching is at its lowest level and this has therefore led to poor commitment from employees, and lack of a sense of contribution to the organisation that they work in (Ehie&Muogboh, 2015).

The study by Obiora and Okpu (2014) has shown that SMEs owner/managers in Nigeria also fail to provide proper orientation for their apprentices or employees at the beginning of their entry into the organisation (Obiora&Okpu, 2014). This to an extent does not give apprentices and employees the clear understanding of how things are done in the organisation. It therefore does not give them room to take initiatives and do things on their own except they seek permission or directive from the boss or supervisor (Abiante, 2018). This is quite a challenge and needs to be looked into as employees are not given the chance to grow and engage in extra role behaviours due to lack of orientation on how things work in the organisation.

Different studies have been conducted on mentorship and employee performance in different contexts, organisations and countries (Walbe, 2020; Conrad, 2020; Sloan, Mikkelsen, & Văduva, 2020; Chatterjee, Dey, & Chaturvedi, 2021; Gatuyu, & Kinyua, 2020). Also, studies have been carried out on the linkage between coaching and employee commitment in other countries and organisations (Agwu & Luke, 2016; Osalor, 2016) as well as on the relationship between apprenticeship and employee productivity in different countries and organisations. However, the place of mentorship in the improvement of employee performance among small businesses in Nigerian has not been properly and adequately established thus leaving a gap that needs to be filled (Brimah, Rabi, Bamidele, & Sheu, 2020; Shuaib, & He, 2021; Isichei, Agbaeze, & Odiba, 2020). It is on this note that this study focuses on mentoring and how it affects the performance of employees of selected SMEs in Lagos State Nigeria.

II. LITERATURE REVIEW

Conceptual Review

Mentoring

According to Onyia, Asikhia, Egbuta & Makinde (2019) mentoring is defined as a traditional relationship between a senior, more experienced person (the mentor) and a junior or less experienced person (the protégé/mentee) for the purpose of teaching the junior employee about his or her job, of introducing the junior employee to contacts, to orient the employee to the industry and the organization, and to address social and personal issues that may arise on the job. Mentoring consist of sharing experience, listening with empathy, developing insight through reflection and professional friendship (Sachdeva, & Malhotra, 2015). Mentoring is a transactional process of transmitting information, advice, support and expertise from an experienced to a less-experienced individual. It is concerns with career enhancement, professional development, building and maintaining a professional network, increasing competence and self-esteem.

Employees who are mentored tend to stay longer with the organization, as they feel nurtured and valued, and this builds a desire for them to give back, thereby contributing to the overall success and growth of the company. Muzaffar, Abdul and Mohd (2016) assert that mentoring programme as related to mentees in business organizations increased productivity, opportunity of career and making advancement, enhancement of skill and knowledge, more confident, enhancement in the satisfaction of job, wellbeing, and motivation, decision making skills, abilities of leadership, developing leaders, making understanding related to product, customer, policies and politics, enhancement of creativity and innovation, and encouraging taking positive risk. In this study, mentoring will be measured using apprenticeship, coaching, and employee orientation.

Apprenticeship

Apprenticeship training is vocational training where a basic vocational or special vocational qualification is gained as a competence-based qualification. In this, one develops as an entrepreneur, develop the business and put what he learns into practice with the support of a mentor. Apprenticeships are an efficient and cost-effective way of building a workforce. Unfortunately, the Nigerian school system does not consider apprenticeship as a genuine path into a career (Ebiringa and Okorafor, 2010).

The mode of apprenticeship as a mean towards career building is usually one that is premised on either a difficulty in the level of livelihood, which is expressed as a family's inability to pay school fees and other formal educational levies or when an individual is perceived to do poorly in school. John and Cyril (2015) posit that the apprenticeship system in vocational trades seems to have one advantage over that of formal technical

education. This has to do with the amount of daily practical work done as compared to that of the technical colleges where both practical and theory, including some basic subjects, are taught.

Coaching

Managerial coaching is “a form of coaching that is provided by a supervisor or manager serving as a facilitator of learning (Ellinger et al., 2010). The manager or supervisor enacts specific behaviours that enable the employee to learn and develop thereby to improve performance”. The day-to-day interaction between supervisor and subordinates, individualized close contact with the supervisor, helping behaviour of a supervisor, is considered as a managerial activity to enhance learning, development, and job performance of the employees (Grant, 2006; Jones et al., 2016).

Workplace coaching is a one-to-one custom-tailored, learning and development intervention that uses a collaborative, reflective, goal-focused relationship to achieve professional outcomes that are valued by the coachee (Smither, 2011). Coaching is a learning and development approach that places the learner at the centre of the learning experience. Managerial coaching refers to an effective managerial practice that helps employees develop themselves and improve performance. As a higher-order construct, managerial coaching involves in two complementary sub-activities: guidance and facilitation. Guidance refers to the communication of clear performance expectations and the provision of feedback and suggestions regarding how to improve and performance outcomes, and facilitation refers to encouraging employees explore and evaluate new ideas and self-discover responses to solve challenges by themselves (Heslin et al., 2006; Hui et al., 2013).

Employee Orientation

Employee Orientation is a process that gives employees exposure on what they are likely to engage in the place of work, which calls for adjustment where need be to the task assigned. The process seeks to ensure that the employee familiarizes with the organizations culture, values, roles, skills, expectations among others (Crant&Fraser 2010). Employee Orientation as a continuous process allows employees to easily adjust where they can positively contribute to performance, more so where they perceive that they are supported by their supervisors (Bindle & Parker et al 2010). Majority of theorists among them, the social cognitive theorists, were of the opinion that employees are keener on taking personal initiative when convinced that they will be in charge of whatever they could be faced with.

Kupias and Peltola (2009) define orientation as the processes and support provided by the organization in order to help a new employee to learn to know the new organization and its members as well as the expectations and tasks related to the job. In other words, orientation is the process of helping the new employee to become an efficient and productive member of the organization as soon as possible by minimizing errors and simultaneously avoiding the costs of employee turnover by giving them a good first impression of the company.

Employee Performance

Baraka (2017) defined the term performance as “the undertaking of complex series of actions that integrate skills and knowledge to produce a valuable result; and a performer as an individual or a group of people engaging in a collaborative effort”. From this definition, employee performance can therefore be defined as an activity engaged by the employee to produce a viable or valuable outcome. Shahzadi, Javed, Pirzada, Nasreen and Khanam (2014) describe employee performance to involve the quality and quantity of output, present at work, accommodative and helpful nature and timeliness of output. Performance can be defined as the achievement of specified task measured against predetermined or identified standards of accuracy, completeness, cost and speed (Afshan, Sobia, Kamran, & Nasir, 2012).

Employee performance is gauged as a major although not the only prerequisite for future career advancement and success in the labour market (Sonntag&Frese, 2012). On the individual level, performance is critical as high performing employees are the ones that gain the promotion and generally have better career opportunities than low performing employees (Cross, 2013). The high relevance of individual performance is also reflected in work and organisational psychological research. According to the results of the study conducted by Yang (2014) rewarding employees based on individual performance (whether through direct bonuses or other forms of reward initiatives such as supervisory or management acknowledgement or appreciation) has a positive collection with the overall performance of an organisation). Employee performance in this study will be measured using employee productivity, employee commitment, and organisational citizenship behaviour.

Productivity is the rate at which a worker, organisation or nation turns out goods and services, the quantity produced, with the time, money and labour used to produce them (Hornby, 2010). The rate here refers to the speed at which goods or building facilities are produced. For a workforce to have productivity, there are simple factors that need to be followed. First, employees need to feel that they are not just workers in the organisation, but belong to the company (Skare, Kostelic, & Jozicic, 2013). One way of motivating the employees is by giving shares and incentives. It will make them work harder and produce quality work. They will increase their creativity levels and will develop new ideas on how to make the business grow.

Employee commitment is a multidimensional concept embracing an employee's desire to remain in an organization, willingness to exert effort on its behalf, belief in and acceptance of the values and goals of the organization (Adeola & Adebisi, 2016). Egwakhe (2016) defined employee commitment as the strong desire and willingness of an employee to remain in his organization regardless of stress, pressure and negative consequences. Bakhshi, Sharma and Kumar (2011) viewed employee commitment as the willingness of an employee to display high levels of effort and a strong desire to stay with the organization. Sharma, Bajpai and Holani (2011) asserts that employees are regarded as committed to an organization if they willingly continue their association with the organization and devote considerable effort to achieving organizational goals. Employee commitment is an essential behaviour for assessing the intention of employee to leave and employee contribution in organization (Hafiz, 2017). Adeola and Adebisi (2016) adopted the classification of employee commitment by Meyer and Allen into three components which includes affective, continuance and normative commitment. These components are also called "bases of commitment" and they are the most recent and commonly used measurement for employee commitment. Without commitment, the implementation of new ideas and initiatives will be compromised (John, et al., 2010).

The term organizational citizenship behaviour (OCB) includes some behaviours which are not imposed or stated in the job description of an employee, the behaviour is relatively a matter of individual choice, such that its negligence is not commonly penalized (Farahbod, Azadehdel, Rezaei, & Nezhadi, 2012). According to Organ (2008), organizational citizenship behaviour means that an individual works beyond the criteria and job descriptions determined by the organization and also makes extra voluntary effort in this regard (effort which was not included and defined in the official reward system of the organization). Organ (2008) further explained that, organizational citizenship behaviour (OCB) represents individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate, promotes the effective functioning of the organization. These set of behaviours are mutually beneficial to both employees and organizations (Olowookere, et al., 2015). However, researches have shown that this type of behaviour is desirable due to its positive effect on the organization and workers (Intaraprasong, Dityen, Krugkrunjit, & Subhadrabandhu, 2012). Some even consider the behaviour to be synergistic to the organization's performance (Noor, 2013).

2.2 Theoretical Review

The study was anchored on equity theory developed by Adams (1965) and presented by Spector (2008). The theory creates the possibility of having a workforce that are mentored equitably. There is no bias in the approach to providing mentorship for the employees of an organisation. Thus, to ensure improved employee performance, employees must perceive that the mentoring process is based on equity and fairness without recourse to bias, partiality or favouritism. Theory advances the reduced exploitation of workers, source of motivation and better interrelations between workers. This helps in ensuring that the workforce is kept viable and ready to add extra in terms of performance improvement. Equity theory shows how fairly employees want to be treated and compensated for their contributions to the success of the organisation. This theory is based on three assumptions; those employees develop beliefs about what constitutes a fair and equitable return for their contributions to their jobs. It assumes that employees tend to compare what they receive in exchange to their contribution from their employers to what co-employees receive from their employers. Equity theory holds that when employees believe that their own treatment is not equitable in relation to what they perceive others to be making; they will be forced to do something about such inequity in the workplace leading to the negative outcomes like job dissatisfaction, lack of commitment and difficulty in expressing their citizenship behaviors. Other theories are good however they fail to provide a balance between work and expectations of employees in relation to each other. Equity theory provides such capability and that is why it is adopted as the focus theory for the study.

2.3 Empirical Review

Apprenticeship and Employee Productivity

Mubashar (2016) carried out a study on the impact of training and mentoring on employee performance – Empirical analysis of Public and Private Universities 'members of Islamabad. The study had one major objective which was to examine the relationship between training, mentoring and employee performance. The study finding shows that employee training and mentoring influence employee performance.

Carla (2008) researched the effects of mentorship on job satisfaction among military academicians in the United States of America. The study examined the effect of mentoring relationship on job satisfaction and faculty members' perceptions of the effectiveness of the mentoring relationship. The study made use of primary data sourced through questionnaires. The study sample was drawn from military and civilian faculty located at the United States Air Force Academy. Out of the six hundred and fourteen solicited participants, one hundred and sixteen responded. Correlation analysis was used to test the hypotheses. Findings suggest that faculty members with mentors had higher levels of job satisfaction than faculty members without mentors. The perceptions of

protégés with regard to the effectiveness of the mentoring relationship on job satisfaction did not reveal significant results. Cheronon, Towett, and Njeje (2016) studied the influence of mentorship practices on employee performance in small manufacturing firms in Garissa County, Kenya. The broad objective of this study was to determine the influence of mentorship practices on employee performance in small manufacturing firms. A cross-sectional survey design was used in the study and questionnaires were administered to collect data. Both descriptive and inferential statistics were used to arrive at conclusions on the relationships between study variables. Multiple regression analysis was used to test the set hypotheses and construct the model of interest. The study established a significant relationship between leadership mentorship, innovative mentorship, knowledge transfer mentorship, talent development mentorship and the performance of the employees.

Ofobruku and Nwakoby (2015) researched on effects of mentoring on employee's performance in selected family businesses in Abuja, Nigeria. The study objective focused on the effects of mentoring on employee performance in family businesses. The construction Industry in Abuja was critically investigated. The study employed a survey research design using both quantitative and qualitative approaches. Responses from three hundred and sixty-seven construction employees were analyzed. The data collected were analyzed using the Pearson correlation coefficient statistics technique. The findings of the study revealed that mentoring had positive effects on employee performance and that career support had a more positive effect on employees' performance than psychosocial support. This research concluded that performances among employees are based on the degree of mentorship program put in place in the organization. Employees respond better to career support in terms of performance.

Odili, Adim and Keremah (2020) examined mentoring programs and survival of Deposit Money Banks in Port Harcourt, Nigeria. 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 following hypotheses is therefore formulated:

H₀₁: Apprenticeship does not have a significant effect on employee productivity of selected Small and Medium Scale Enterprises (SMEs) in Lagos State, Nigeria.

Coaching and Employee Commitment

Kalkavan and Katrinli (2014) examined the direct effects of managerial coaching on the employees' job performance, job satisfaction, ambiguity of roles, and satisfaction with the managers. In addition to this, the effects of role ambiguity on job satisfaction, job performance and satisfaction with the manager; the effects of job satisfaction on career commitment, job performance and organizational commitment have been investigated. The study has been conducted on the 'Insurance Industry' in Turkey. Findings showed that the managerial coaching behavior in the insurance sector had a positive effect on the better understanding of the role by employees (role clarity), satisfaction with work, career commitment, performance of the employee at work and the organizational commitment. At the same time, it was specified that a clear perception by the employee about his/her role had a positive effect on the career commitment, organizational commitment and employee's performance at work.

Kim et al. (2016) investigated the effects of leaders' managerial coaching on employees' organizational citizenship behavior (OCB), creativity, and task performance. This study also examined the mediating role of intrinsic motivation and self-efficacy recognizing the subordinate's attitude and cognition as essential elements of behavioral changes. They used data from a total of 386 supervisor-subordinate dyads in South Korea. The study found that leaders' coaching is associated with OCB directly, but a direct impact of coaching on creativity and task performance was not supported. The results also showed that intrinsic motivation partially mediates the effect of coaching on OCB, and fully mediates the effect of coaching on creativity and task performance. Self-efficacy played a role as a full mediator between coaching and task performance. Nyfoudi (2017) theorized the concept of a team's managerial coaching quality and draw on social cognition so as to examine the role of a team's collective business knowledge and line manager's learning goal orientation. He used dual-source survey data involving 242 office workers (60 managers and 182 team members) and employ a moderated mediation model to test the team-level hypotheses. The findings demonstrate that when the line manager's learning goal orientation is high rather than low, the collective business knowledge of the team fully mediates the relationship between coaching quality and team performance. In view of the foregoing, it is hypothesized that:

H₀₂: Coaching has no significant influence on Employee Commitment of selected Small and Medium Scale Enterprises (SMEs) in Lagos State, Nigeria.

Employee Orientation and Organisational Citizenship Behaviour

Kavoo-Linge and Kiruri (2013) studied the effect of placement practices employee performance using staff of small service firms in the information technology sector in Kenya. Placement which implied orientation was studied in terms of orientation policy, guidance, initial training, bonding and providing job information. Correlational results of the study established strong association between employee placement and job performance. Kebenei (2014) studied effects of orientation (orientation) programs on employee job performance with staff of Eldoret water and sanitation as units of analysis. Descriptive findings of the study indicated that orientation programs enhanced employee job performance. This was because orientation provided new employees with information, conveyed employers' expectations relieving the new employees' anxieties about the job and built workplace relationships by allowing two-way interactions.

Shahazadi and Naveed (2016) conducted a research on Impact of trainings on organizational employee performance where five organizations were selected from corporate sector of Pakistan in order to collect and analyze the data. Sample size of 201 were selected and questionnaires were distributed through convenient sampling technique to the respondents. SPSS 16.0 was used for regression analysis in order to find the relational impact of training with employee performance. In findings, trainings showed the positive relationship impact on performance of those employees who were engaged in training activities in the selected sectors in Pakistan. Ndibe (2014) studied the effect of employees training on organizational performance his study aimed at identifying the effects of employee training on organizational performance with special emphasis on the process and procedure of selecting employee for training. The survey research was carried out in Enugu State, Nigeria. The population used for the study was 694 staff of Nigerian Bottling Company and 7UP Bottling Company. Sample size was determined using Yamane (1964) formula. A sample size of 254 was drawn. The study made use of primary and secondary data which were collected using questionnaire administered to the 254 staff of the selected Organization, Personnel records and annual reports of the selected Organizations were used for secondary data. Statistical Package for the Social Sciences (SPSS), was used to analyze the data and person product moment correlation coefficient and the one-sample test were used to test the hypotheses formulated in the study. Findings from the study reveal that the extent to which unsystematic approach of employee training affected organizational productivity and there is a very strong positive relationship between employee perception of training and organizational performance. He also found that the extent to which employee training alone affects organizational performance was low, however, when other variables like training design, training delivery style were considered, its effect became significant. Ndibe (2014) concludes that if the right employees are sent on training through the systematic training procedure of identifying and selecting employees for training, there would be a significant improvement on the organizational performance. He recommends that a mechanism should be created for proper assessment and evaluation of employee performance after training as this will ensure that only employees who require training are sent on training. Based on discrepancy on employee orientation and its impact on organisational citizenship behaviour, it is hypothesized that:

H₀₃: Employee orientation has no significant effect on organisational citizenship Behaviour of selected Small and Medium Scale Enterprises (SMEs) in Lagos State, Nigeria.

III. METHODOLOGY

This study adopted survey research design. The population of the study is given as 8,396 SMEs generally in Lagos State as at 2017 Nigerian Bureau of Statistics (NBS) and Small and Medium Enterprises Development Association of Nigeria (SMEDAN) collaborative study. Lagos was based on the proximity, access to needed information and in addition, Lagos is the most important city in Nigeria in terms of commerce and trade. Sample size of 370 was ascertained using Research Advisors table of sample size. An adapted and structured questionnaire was used to gather information from respondents. Validity of the instrument was determined using content and construct validity while the Cronbach alpha was used to ascertain the reliability of the instrument which yielded coefficient alpha of 0.763, 0.779, 0.701, 0.721, 0.759, and 0.768 for Apprenticeships, Coaching, Employee Orientation, Employee Productivity, Employee Commitment, and Organisational Citizenship Behaviour respectively which are all above the 0.7 recommended threshold by Sekaran (2006). The constructs indicated adequate levels of internal consistency with these scores. The variables were measured with five items each; on a six-point Likert scale ranging from Strongly agree (SA) = 6, Agree (A) = 5, Partially Agree (PA) = 4, Partially Disagree (PD) = 3, Disagree (D) = 2, to Strongly Disagree (SD) = 1 similar to the one adopted by Rayat and Kelidbari, 2017, Santos, Barriga, Jugend, and Cauchick-Miguel (2019). Bivariate Regression Analysis (BRA) was used to analyze the hypothesis with the aid of Statistical Package for Social Sciences, version 26.0 for windows.

IV. DATA ANALYSIS AND RESULTS

The researchers distributed a total of 370 copies of questionnaire to the respondents, out of which 336 copies were rightly filled and returned to the researcher. The response rate of the participants to the questionnaire administered is 90%. The high response rate was traced to the data collection method of prior notification of the

selected SMEs, use of research assistants, researcher's personal follow up calls to clarify issues and prompt the participants to fill and return the research instrument early. The analysis was conducted by using the inferential statistics (BRA) and the results of the analysis are presented in Table 1 -3.

Hypothesis Testing

Hypothesis 1

H₀₁: Apprenticeship does not have a significant effect on employee productivity of selected Small and Medium Scale Enterprises (SMEs) in Lagos State, Nigeria.

Table 1: Summary of regression of the effect of apprenticeship on employee productivity of the selected small and medium scale enterprises in Lagos State, Nigeria

Variables	B	T	Sig	R	R ²	Std. Error of the Estimate
Constant	8.348	9.631	.000	.735 ^a	.540	2.509
Apprenticeship	.662	18.866	.000			
a. Dependent Variable: Employee Productivity			F (1,304) = 355.932			

Source: Field Survey, 2022

The result on Table 1 revealed that, Apprenticeship significantly affects employee productivity of selected Small and Medium Scale Enterprises (SMEs) in Lagos State, Nigeria with a coefficient and probability value of $\beta = 0.662$, and $p < 0.05$ respectively. This indicated that, an increase in Apprenticeship will improve employee productivity of selected Small and Medium Scale Enterprises (SMEs). The coefficients of determination (R^2) of 0.540 indicated that, about 54% of variation or change in employee productivity of selected Small and Medium Scale Enterprises (SMEs) is attributable to Apprenticeship and the remaining 46% is due to other factors not captured in the model. The coefficient value indicated that, 1-unit increase in Apprenticeship will lead to 0.662 increase in employee productivity. The F -statistics of F -stat = 355.932, $p < 0.05$ revealed that, the variable specified fit the model well and it is suitable for policy making. Based on these results, the null hypothesis one (H_01) which states that Apprenticeship does not have a significant effect on employee productivity of selected Small and Medium Scale Enterprises (SMEs) in Lagos State, Nigeria was rejected. This finding concurs with the Mubashar (2016) which indicated that employee training and mentoring influence employee productivity. The findings also agree with the empirical research done by Cheronon, Towett, and Njeje (2016) who found a significant relationship between leadership mentorship, innovative mentorship, knowledge transfer mentorship, talent development mentorship and the productivity of the employees. Further these findings agree with other researchers who found that faculty members with mentors had higher levels of job satisfaction than faculty members without mentors (Carla, 2008).

Hypothesis 2

H₀₂: Coaching has no significant influence on Employee Commitment of selected Small and Medium Scale Enterprises (SMEs) in Lagos State, Nigeria.

Table 2: Summary of regression of the effect of coaching on employee commitment of the selected small and medium scale enterprises in Lagos State, Nigeria

Variables	B	T	Sig	R	R ²	Std. Error of the Estimate
Constant	7.159	7.782	.000	.705 ^a	.450	2.813
Coaching	.700	18.850	.000			
a. Dependent Variable: Employee Commitment			F (1,304) = 355.325			

Source: Field Survey, 2022

Table 2 revealed that, Coaching has a positive and significant effects employee commitment of selected Small and Medium Scale Enterprises (SMEs) in Lagos State, Nigeria with a coefficient and probability value of $\beta = 0.700$, and $p < 0.05$ respectively. This implied that, an improvement in Coaching will improve employee commitment of selected Small and Medium Scale Enterprises (SMEs). The coefficients of determination (R^2) of 0.450 implied that 45% of the variation or change in employee commitment of selected Small and Medium Scale Enterprises (SMEs) is described by Coaching and the remaining 55% is due to other factors not captured in the model. The coefficient value indicated that, 1-unit increase in Coaching will lead to 0.662 increase in employee commitment. The association was regarded significant since p value 0.000 was below significant level of (0.05). This means, improvement in Coaching enhances employee commitment of selected SMEs. The F -statistics of F -stat = 355.325, $p < 0.05$ revealed that, the variable specified fit the model well, and it could be used to predict the effect of Coaching on employee commitment of selected Small and Medium Scale Enterprises (SMEs) in Lagos State. Based on these results, the null hypothesis two (H_02) which states that Coaching has no significant influence on Employee Commitment of selected Small and Medium Scale Enterprises (SMEs) in Lagos State,

Nigeria was rejected. The findings conform with the Kalkavan and Katrinli (2014) finding that managerial coaching behavior in the insurance sector had a positive effect on the better understanding of the role by employees (role clarity), satisfaction with work, career commitment, performance of the employee at work and the organizational commitment. At the same time, it was specified that a clear perception by the employee about his/her role had a positive effect on the career commitment, organizational commitment and employee's performance at work.

Hypothesis 3

H₀₃: Employee orientation has no significant effect on organisational citizenship Behaviour of selected Small and Medium Scale Enterprises (SMEs) in Lagos State, Nigeria.

Table 3: Summary of regression of the effect of employee orientation on organizational citizenship behaviour of the selected small and medium scale enterprises in Lagos State, Nigeria

Variables	<i>B</i>	<i>T</i>	<i>Sig</i>	<i>R</i>	<i>R</i> ²	Std. Error of the Estimate
Constant	4.901	5.247	.000	.775 ^a	.601	2.537
Employee Orientation	.808	21.374	.000			
a. Dependent Variable: Organizational Citizenship Behaviour				F (1,304) = 456.867		

Source: Field Survey, 2022

Results in Table 3 revealed that, employee orientation has a significant positive effect on organisational citizenship behaviour of selected Small and Medium Scale Enterprises (SMEs) in Lagos State, Nigeria with a coefficient and probability value of $\beta = 0.808$, and $p < 0.05$ respectively. This implied that, an improvement in Employee orientation will improve organisational citizenship behaviour of selected Small and Medium Scale Enterprises (SMEs). The coefficients of determination (R^2) of 0.601 implied that 60.1% of the variation in organisational citizenship behaviour of selected Small and Medium Scale Enterprises (SMEs) is attributed to Employee orientation and the remaining 39.9% is due to other factors not captured in the model. The coefficient value indicated that, 1-unit increase in Employee orientation will lead to 0.808 increase in organisational citizenship behaviour. The effect was regarded significant since p value 0.000 was below significant level of 0.05). This means, improvement in employee orientation enhances organisational citizenship behaviour of selected SMEs. The *F*-statistics of *F*-stat = 456.867, $p < 0.05$ revealed that, the variable specified fit the model well, and it could be used to predict the effect of Employee orientation on organisational citizenship behaviour of selected Small and Medium Scale Enterprises (SMEs) in Lagos State. Based on these results, the null hypothesis three (H_{03}) which states that Employee orientation has no significant effect on organisational citizenship Behaviour of selected Small and Medium Scale Enterprises (SMEs) in Lagos State, Nigeria was rejected. The findings conform with the Kavoo-Linge and Kiruri (2013) finding that association exists between employee placement and job performance. The finding also supported the findings of Shahazadi and Naveed (2016) who studied impact of trainings on organizational employee performance where five organizations were selected from corporate sector of Pakistan. The study illustrated that trainings showed the positive relationship impact on performance of those employees who were engaged in training activities in the selected sectors in Pakistan.

V. CONCLUSIONS AND RECOMMENDATIONS

The objective of the study was to determine the effect of mentoring on employee performance among selected SMEs in Lagos State, Nigeria. Mentoring within the context of this study was disaggregated into apprenticeship, coaching, and employee orientation while employee performance was proxied by employee productivity, employee commitment, and organisational citizenship behaviour. Overall, study concludes that mentoring programmes have significant effect on employee performance of selected SMEs in Lagos State, Nigeria. The study found that through Apprenticeship training, the employees are able to improve their productivity. In addition, the study found that Coaching had a significant influence on Employee Commitment. The study also found that through employee orientation, the employees are able to improve their citizenship behaviour in the organisation. Henceforth, the study recommends that SMEs owners in Nigeria should encourage mentoring of their employees through apprenticeship, coaching and orientation in relation to their previous efforts as this has been shown to improve employee performance. Also, the study recommends that SMEs owners should ensure that management and structuring of mentoring plans should follow systematic and clearly laid out procedures which are tenable and feasible given the stability of the external environment and the threat of such to the stability and harmony of the organization. In addition, mentoring practices such as apprenticeship, coaching and orientation should be based on realistic and standard methods in accordance with institutional benchmarks, indices and procedures and should likewise conform to ethical valuations and practices.

SUGGESTION FOR FURTHER STUDIES

The general objective of this study was to investigate effect of mentoring on employee performance among selected SMEs in Lagos State, Nigeria. Nonetheless, this study was only limited to one state (Lagos State). Hence, the study recommends that further studies ought to be performed on effect of mentoring on employee performance in other states in Nigeria. The study also found that 45% of the variation in employee commitment in selected SMEs could be well explained by coaching. Therefore, this study recommends further studies ought to be carried out to account for other factors affecting employee commitment.

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