sciendo
ISSN 1392-1142 (Print), ISSN 2335-8750 (Online)
ORGANIZACIJŲ VADYBA:
SISTEMINIAI TYRIMAI 2020.84
https://doi.org/10.1515/mosr-2020-0011

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The Effect of Mentoring on Employee Job Performance in the Nigerian Service Sector

The business world is changing due to the occupational climate and a large proportion of business executives that are bound to retire in the nearest future leading to an anticipated great loss of knowledge and performance. The paper seeks to evaluate job performance by considering the effect of mentoring on employee performance in the Nigerian service sector. Research focuses on finding out the level at which exposure, counseling, and role modelling affect employee performance in the Nigerian service sector.

Keywords: mentee, mentor, mentoring, employee performance.

Verslo pasaulis keičiasi dėl profesinio klimato kaitos, o artimiausioje ateityje, didelei daliai verslo vadovų pasitraukus iš darbo rinkos į pensiją, numatoma žinių ir rezultatų netektis. Šio tyrimo metu siekiama įvertinti darbo rezultatus, atsižvelgiant į mentorystės įtaką darbuotojų darbui Nigerijos paslaugų sektoriuje. Daugiausia dėmesio skirta išsiaiškinti, kokiu lygiu darbo nurodymai, konsultavimas ir vaidmenų modeliavimas daro įtaką darbuotojų darbui Nigerijos paslaugų sektoriuje.

Raktiniai žodžiai: mokinys, mentorius, mentorystė, darbuotojų darbas.

Introduction

Organisations, whether public or private have different kinds of resources, among which are human and material resources (Armstrong, 2009). The human resources are the employees of the organizations without whom other resources become redundant. M. H. Yarmohammadian (2006) cited by S. A. Ofobruku and N. P. Nwakoby (2015), states that Organizations are social systems where human resources are the most important factors for effectiveness and efficiency. Organizations need effective managers and employees to achieve their objectives and cannot succeed without the employees' efforts and better performance. Therefore, business leaders often assert that skilled and committed employees are the only sustainable source of competitive advantage (Mayfield, Mayfield, 2007). However, in pursuit of ensuring that the organization is strengthened with these experienced and committed employees, managers use tools such as training, motivation, and mentoring.

Mentoring is imperative in this age workplace where the business climate

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is evolving, and this is brought about by an expected movement of top executives, changing technology, and global competition. A significant number of these senior executives are aged between 46 to 64 years, and more than half of them are bound to retire in a couple of years (Callanan, Greenhaus, 2008). Where there are no mentoring approaches from top management or executives such as exposure, counseling, sponsorship, role modeling, and assignment given to the employees, the retiring executives take with them the knowledge and experience needed by the employees to improve the performance of the organization. This is because the organization's vision, culture, external and internal personal networks, skills, and historical context will be lost when the senior leaders who believed in these values leave the organization (Peterson, Hicks, 2010). Therefore, there is a need to transfer this knowledge to the next generation of leaders, managers, and others to maintain the organisation's performance. Therefore, mentoring is essential to address the loss of expertise and performance that is anticipated to occur.

Mentoring in the service sector ensures that the less experienced workers can adapt to the ways of an organisation (Monika, Nischay, 2017). Such employees are also able to deal with the stresses that come with their job.

The research object is mentoring and employee job performance in the Nigerian service sector.

The aim of the research is to study the extent to which mentoring has affected employee job performance in the Nigerian service sector.

The research methods. The study adopted the descriptive survey research design to conclude the extent to which mentoring affect employee job performance in the Nigerian service sector. Taro Yamane sample determination formula was used to determine the sample size and the quota sampling technique was also used in the distribution of the research instrument as it recognizes the existence of different groups in the population.

The objectives of the article are to evaluate of effect of mentoring on employee's job performance in Nigeria's service sector. The specific objectives are: to examine the effect of exposure on employee performance in the Nigerian service sector, to investigate the effect of counselling on employee performance in the Nigerian service sector, to examine the effect of role modelling on employee performance in the Nigerian service sector, to determine the combined effect of mentoring elements on employee performance in the Nigerian service sector.

Literature review

Concept of a mentor

N. M. Godshalk and J. J. Sosik (2007) opined that a mentor is a person with experience and expertise, who is committed to providing better assistance and career mobility for the protégé. M. Murray (1991) also defined a mentor as one of the networks of individuals with equal or more significant experience than the protégé who can be a positive role model and provide emotional and career support. K. E. Kram and D. T. Hall (1996) cited by T. D. Allen (2007), asserts that mentors are pivotal in organizations as they make

sure there are transfer and continuation of information needed to prepare the junior colleagues for further organizational responsibilities. F. A. Arogundade (2013), cited by S. A. Ofobruku and N. P. Nwakoby (2015), also defined a mentor as the person that facilitates the personal and professional growth of an individual by sharing the knowledge and insight that have been learned through the years.

Concept of a mentee

M. Murray (2006) considers a mentee as a person with less experience and knowledge in a specific field or task that is aided by an expert. The mentee can also be described as an individual involved in a mentoring relationship who receives career support, protection, and advocacy from a mentor (Griffin, Ayers, 2005).

Concept of mentoring

Mentoring is the act or process of creating the opportunity to make mentees become better on the job. Mentoring is recognized as having a significant influence on business development. The primary function of mentoring is to promote the protégé's progress in specific areas and to facilitate success in business activities (Catherine, Mike, 2014). T. D. Allen (2007) says mentoring is a system of semi-structured guidance where one person or a group of people share their knowledge, skills, and experience to assist others in progressing in their own lives and careers. It is the professional relationships that allow an inexperienced individual who is called the mentee to be helped by another person called the mentor in developing specific skills and knowledge needed to improve the professional growth of the inexperienced people (Pertin, 2011). Mentoring relationships can produce positive development and better organisational results which can fail as a result of unrealistic goals (Murray, 2006).

It provides a forum to offer constructive, and frank advises to support the career development of the mentee, provides managers and executives with an effective and efficient way of assisting groups of employees to acquire the knowledge and skills to operate within a changing business environment, share their professional and personal skills and experiences (Griffin, Ayers, 2005) Mentoring is based upon encouragement, constructive comments, openness, mutual trust, respect and a willingness to learn and share, improve self-confidence and job competitiveness, enhance the diversity of the workforce.

S. Shea (2007) defined mentoring as a developmental, caring, sharing, relationship where one person devotes time and skills to increase another's growth, knowledge, and abilities. Mentoring links personal and professional growth to the development of the mentor, the protégé, and the organization (Barkham, 2005). Researchers consider mentoring a meaningful individual developmental relationship between a mentor and a protégé (Joiner, Bartram, Garreffa, 2004; Ragins, Scandura, 1999). According to B. Bozeman and M. K. Feeney (2007), mentoring is an act for the informal transmission of knowledge, social capital, and psychosocial support perceived by the recipient as relevant to work, career, or professional development.

Benefits of mentoring for the mentee

As a result of having a mentor, the mentee benefits from increased skills and knowledge, increased potential for career mobility and promotion, improved understanding of their roles in the organisation, insights into the culture and unwritten rules of the organisation and a supportive environment in which successes and failures can be evaluated in a non-confrontational manner (Bullis, Bach, 1989 cited by Allen, 2007).

Apart from these, the mentee also gains a smoother transition through management levels, a powerful learning tool to acquire competencies and professional experience, the potential for increased visibility, networking opportunities, and the development of professional skills and self-confidence. In the same line, mentoring creates recognition and satisfaction, empowerment, encourages different perspectives and attitudes to one's work, and develops a greater appreciation of the complexities of decision-making within the organisational framework (Bullis, Bach, 1989 cited by Allen, 2007). All these and more are a wide range of benefits accruable to a mentee in a mentoring relationship.

Benefits of mentoring for the mentor

As a result of being a mentor, the person enjoys opportunities to test new ideas, enhanced knowledge of other areas of the agency, renewed enthusiasm for their role as an experienced person (Levinston, 1978 cited by Griffin, Ayers, 2005). Beyond these, mentors have a higher level of recognition of their worth and skills through encouragement to take on a mentoring role; they have access to challenging discussions with people who have fresh perspectives and who are not already part of the organizational thinking (Ball, 1989 cited by Godshalk, Sosik, 2007).

The mentors also have opportunities for cultural awareness, improved understanding of employment equity management principles, and develop a more profound appreciation of their behaviour (Rogers, Taylor, 1997). In the same vein, the mentor benefits from improved ability to share experience and knowledge, renews their enthusiasm for the role of expert, obtains a greater understanding of the barriers experienced at lower levels of the organization, enhances skills in coaching, counselling, listening, and modeling and develops and practices a more personal style of leadership (Moorhead, Girffins 2004).

Concept of employee performance

Employee performance is another construct in literature in the field of organisational study which every organization must pay attention to. Employee performance refers to how an organization's workforce behave in the workplace and how well they perform the job duties obligated to them (Donohoe, 2019). It may also refer to work effectiveness, quality, and efficiency at the task level. A positive employee performance inevitably justifies the existence of any organization while it is the opposite of an organization with poor employee performance. Therefore, the whole concern of organization should



Fig. 1. **Conceptual model**

Source: adapted from N. Ramesh (2015).

be the performances of its employees have put in place relevant factors and conditions that will enable them to perform.

Employee performance is a consistent demonstration of the type of work behaviour and results that are deemed necessary to support the organization's strategic objectives and desired corporate culture (Shield, 2007 cited by Catherine, Mike, 2014). According to F. Karakas (2010) who explained that the term employee performance signifies an individual's work achievement after exerting required efforts on the job which is associated with meaningful work, engaged profile, and compassionate colleagues/employers around. Employee performance is about the organization realizing its purpose, meeting its goals and objectives efficiently and effectively through its employees. Thus, Armstrong and Baron (1998) cited by R. Ratnawat and P. C. Jha (2014) had been prompted to conclude that good performance of employees leads to good organizational performance which is an indicator of their success.

This study is based on the assumptions adapted from N. Ramesh, (2015) that mentoring is an important Strategic Human Resource Management tool for enhancing employee performance. Mentoring approaches like exposure, counselling, and role modelling help to enhance employee performance.

Theoretical review

The social exchange theory

The social exchange theory was propagated by George Homans in 1958. The theory is based on the social-psychological, sociological, and philosophical views on human relationships (Allen, Ebby, 2011). These views are derived from behaviouralism and utilitarianism which are still evident in the relationship between individuals today. This is because humans engage in many exchanges daily as they participate in activities within groups, organizations, networks, and institutions that we inhabit. The social exchange theory provides the conceptual basis for understanding the process through which mentoring is initiated and sustained.

The theory suggests that individuals exist in an exchange relationship that is strengthened to the extent that both parties are willing to fulfill the desires of each other. Their behavior is largely influenced through psychological contract – an

employee's perception of what they expect from their organisation in return for their perceived contributions to it (Rousseau, 1995; Robinson, 1996 cited by Ofobruku, Nwakoby, 2015).

Homans' focus was on distributive justice, reward, and punishment. Homans defined social exchange as the exchange of tangible or intangible activity that the two parties involved considered rewarding. This theory explains the relationship between the mentor and their mentee and why they choose to enter that relationship (Herman, Huang; Lam, 2013). The two individuals are bound to benefit from the relationship eventually with the mentee expecting career success and the mentor recognition for his/her success. Thus, a mentoring relationship is a mutually beneficial relationship (Colquitt, Baer, Long; Halvorsen-Ganepola, 2014).

Based on the psychological contract approach to the exchange relationship between individuals, fulfilling the implicit contract or the mere perception of a partner that the other party can and is willing to meet its obligations creates the motivation to help each other (Eisenberger, Aselage 2003 cited by Ofobruku, Nwakoby, 2015).

The social context perspective, therefore, views mentoring as an exchange relationship in which partners' exchange rewards that strengthen the relationship. Individuals involved in a dyadic relationship become obligated to act favourably in response to convert fulfillment by the other party (Rousseau, 1989; 1990 cited by Ofobruku, Nwakoby, 2015).

Empirical review

N. Ramesh (2015) researched the effects of coaching and mentoring on employee performance in the United Kingdom to analyze the extent of employee performance concerning coaching and mentoring. The survey design (Cross-Sectional) method and quantitative approach were adopted for the research. The results from the correlation and regression analysis of the data gathered for the study revealed that there is a high level of employee performance concerning coaching and mentoring. Also, coaching shows a significant effect on overall organisational performance, but mentoring does not.

W. N. Morena, D. T. Wellington and O. A. Clinton (2018) carried out a study on the influences of mentoring functions on job satisfaction and organizational commitment of graduate employees in South Africa. The study examined the effects of mentoring functions on job satisfaction and organizational commitment. The data used in the study was mainly qualitative, based on the content analysis, and historical data. The study indicated that career development and role modeling functions have a positive effect on the job satisfaction and organizational commitment of new entry employees.

M. Mittal and N. K. Upamannyu (2017) conducted a study examining the influence of mentoring on organizational commitment and performance in India to evaluate mentoring, organizational commitment, and performance of faculty members working in various educational institutions in the Gwalior region. The survey method was adopted for the study and linear regression was used in the

analysis. The result of the study showed that mentoring is negatively related to organizational commitment while mentoring is positively related to organizational performance. The study suggested that organizational commitment may not be achieved through mentoring but organisational performance can be attained through mentoring.

G. Izlem (2017) conducted a study on mentoring to career satisfaction: the roles of distributive justice and organizational commitment in Turkey to establish the relationship among mentoring, distributive justice, organizational commitment, and career satisfaction to reveal the mentoring effects at individual and organizational levels. Survey method was used and Primary data was gathered using a questionnaire distributed to 300 participants. The study established that mentoring has a positive relationship with distributive justice and positively influences employees' organizational commitment. The research concluded that organizational commitment is positively affected by distributive justice and organization is likely to have committed employees when it executes mentoring programs and supports an equal and just working environment, which then results in employees being satisfied with their career.

O. A. Mba and R. L. Godday (2015) researched to study the impact of coaching and mentoring in the Nigeria liquefied natural gas Company limited, bonny. The research question addressed whether mentoring improves employees' job skills and develops their potential for better performance and reduces employee turnover. stratified sampling technique was employed in collecting data through survey method from 370 employees using stratified random sampling. The result of the study indicated that there is a significant relationship between mentoring and job performance and reduce employee turnover.

S. A. Ofobruku and N. P. Nwakoby (2015) examine the effect of mentoring on employee's performance in Nigeria. The data from three hundred and sixty-seven construction employees were collected and analyzed for the study. The result of the study concluded that mentorship had a significant relationship with the employee's performance.

Methodology

The descriptive survey research design was used in this study where the population comprised of Guest Services Staff (Supervisors, Front Desk Officers, Porters, Waiters, and House Keepers) of Park Inn by Radisson and Green Legacy Resort totaling 460 according to information obtained from the Human Resource Departments of the hotels (2019) and the sample size was drawn from this population. The sample size for the study was 250 using the Taro Yamane sample determination formula and the quota sampling technique was used in the distribution of the research instrument as it recognizes the existence of different groups in the population.

The primary data used for the study was sourced and gathered from a well-structured questionnaire and the collected data was thereafter coded and entered using the Statistical Package for Social Sciences (SPSS) and Microsoft Excel. This software assisted the researcher in the analysis of the descriptive statistics, which involves

the correlation and regression model as the researcher believes it makes it possible to investigate the relationships and effect of interest. The responses to questionnaires were analysed and categorized according to the study objectives.

Results and discussion of findings

Demographic analysis

Table 1 shows that out of a targeted 250 respondents, 233 responded to the questionnaires which gave a response rate of 93%.

Test of hypotheses

The study was based on the premise that mentoring functions influence employee performance from which four hypotheses were set to guide the study as highlighted earlier in the study. To establish the statistical significance of the respective hypotheses, regression analysis was used to test direct effects.

$H_0$1: There is no significant effect of exposure on employee performance in the Nigerian service sector.

Table 2 showed that there is a significant relationship but weak effect of exposure on employee performance (R = .267, R^2 = .072, N = 233; P < .01). The independent variable being exposure accounted for a variation of about 7.2% in employee performance. The implication of this is that a 1% change in exposure will result in a 7.2% change in employee performance. Hence, it could be deduced that exposure positively influences employees' performance in the Nigeria service sector though with weak variation in this study.

$H_0$2: Counselling does not significantly affect employee performance in the Nigerian service sector.

Table 3 revealed that counselling has a significant relationship but weak effect on employee performance (R = .278, R^2 = .077, N = 233, P < .01). This implies that the predictor variable is counselling accounted for a variation of about 7.7% in employee performance. The implication of this is that a 1% change in counselling will result in a 7.7% change in employee performance. Hence, it could be deduced that counselling positively influences employee performance in the Nigeria service sector though with weak variation in this study.

$H_0$3: Role modelling does not significantly affect employee performance in the Nigerian service sector.

Tables 4 showed that role modelling significantly relate with and affect employee performance but in a weak dimension (R = .299, R^2 = .089, N = 233; P < .01).

Table 1. **Response rate**

Hotel	Target respondent	Response	Response rate (%)
Park Inn	100	92	92%
Green Legacy	150	141	94%
Total	250	233	93%

Source: Researcher's Field Survey (2019).

Table 2. **The model estimated result of the effect of exposure on employee performance**

Variable	Mean	Std. Dev.	N	R	R2	P	Remark
Exposure	3.98	.838	233	.267a	.072	.000b	Sig
Employees performance	4.06	.640					

Source: SPSS Output (2019).

Table 3. **The model estimated result of the effect of counselling on employee performance**

Variable	Mean	Std. Dev.	N	R	R2	P	Remark
Counseling	3.78	.778	233	.278a	.077	.000b	Sig
Employees performance	4.06	.640					

Source: SPSS Output (2019).

This implies that the explanatory variable being role modelling accounted for a variation of about 8.9% in employee performance. The consequence of this is that a 1% change in role modelling in the service sector will result in an 8.9% change in employee performance. Hence, it could be deduced that role modelling positively influences employee performance in the Nigeria service sector however with weak variation in this study.

$H_0$4: There is no significant combined effect of mentoring on employee performance in the Nigerian service sector

Table 5 demonstrates that the model has a good fit based on the F* Ratio and P values for the variables from the analysis of variance (F = 8.676, P < .01). This means that the variables as a whole are statistically significant and the linear combination of exposure, counselling, and role modelling significantly affects employees'

Table 4. **The Model estimated result of the effect of role modelling on employee performance**

Variable	Mean	Std. Dev.	N	R	R2	P	Remark
Role Modeling	3.97	.820	233	.299a	.089	.000b	Sig
Employees performance	4.06	.640					

Source: SPSS Output (2019).

Table 5. **The model estimated result of the combined effect of exposure, counselling and role modelling on employee performance**

Variables	F- Ratio	Sig of P	R	R2	Adj R2	B	T	P
Exposure	8.676	.000	.319	.102	.090	.070	.736	.463
Counselling						.121	1.359	.176
Role Modelling						.167	1.694	.092

Source: SPSS Output (2019)

performance. The independent/predictor variables jointly accounted for a variation of about 9.0% in employee performance. The following shows the various relative contributions of the independent variables combined: exposure (β = .070), counselling (β = .121), role modelling (β = .167). It can be concluded that all the independent variables, (exposure, counselling and role modelling) jointly predict employee performance though with weak variation in this study. Hence, hypotheses $H_0$1, $H_0$2, $H_0$3, and $H_0$4were rejected.

Discussion of findings

This study examined the effects of mentoring on employee performance in the service sector in Nigeria. The respondents reported that they experienced forms of mentoring function at their places of work. The researchers were able to link the mentoring levels in the hotels to the employee performance that the employees reported. The first objective sought to establish whether exposure had any effect on employee performance. The results showed that exposure had a positive and significant but weak effect on employee performance. It was therefore concluded that when exposure is used in the service sector, the employees were more likely to perform better. The second objective sought to establish whether counselling had any effect on employee performance. Results showed that counselling had a positive and significant but weak effect on employee performance.

It was therefore concluded that when counselling was adopted in the firms under study the employees were more productive. The third objective sought to establish whether role modelling had any effect on employee performance. Hypothesis testing results showed that role modelling had a positive and significant but weak effect on employee performance. It was therefore concluded that role modelling does have a positive effect on employee performance.

These findings are in line with the view and position of the social exchange theory in the process of acquiring and maintaining certain behaviours based on environmental and personal factors. The current results also relatively agree with some earlier studies and are consistent with previous findings (Mba, Godday 2015; Ofobruku, Nwakoby, 2015; Ramesh, 2015; Cherono, Towett, Njeje 2016; Monika, Nischay, 2017) except that the current results are weak compared to the previous one mentioned but all are positive and significant.

The results of this study also indicate the highest mentorship function that affect employee performance is role modelling (R^2 = .089, P < .01), followed by counselling (R^2 = .077, P < .01), then exposure (R2 = .072, P < .01).

The fourth objective sought to establish whether the combined mentoring functions affect employee performance. The results showed that the combined mentoring functions have a positive significant effect but weak on employee performance going by the combined probability value. It was therefore concluded that mentoring functions when combined have a significant effect on employee performance. The result also indicated that mentoring functions combined yield better result (R^2 = .102, Adj.R^2 = .090, P < .01) when compared with the functions' individual effects. These findings,

therefore, imply that mentoring functions for employee performance would be better achieved if the functions are jointly implemented in the Nigeria service sector.

Conclusion and recommendations

Mentoring is the professional relationship in which an experienced individual who is called a mentor helps another person called a mentee in developing particular knowledge and skills which can improve the personal and professional growth of less-experienced people. The study had been able to confirm that mentoring functions influence the performance of employees in the Nigeria's service sector. The value of the probability of the independent variables is seen to be generally statistically significant and well behaved. The study, however, concluded that the combined mentoring functions have a significant effect on employee performance and that role modelling showed the highest variation followed by counselling and then exposure based on the result of the regression analysis.

This study also showed that mentoring is one of the determinants of the performance of employees in Park Inn by Radisson and Green Legacy Resort, Abeokuta though in a weak form. These research findings are consistent with the empirical findings of the various studies carried out by researchers on the topic of mentoring and employee performance as indicated in the discussion of findings. This shows that mentoring positively leads to employee performance in the Nigeria's service sector.

Guided by the results of this study, it is recommended that the service sector should ensure that their junior employees are allowed adequate measures to relate with and be exposed to relevant people and information towards gathering the needed work experience, also counselling should be considered as a tool for building desired behaviours in people towards achieving an expected level of performance and the researchers also recommends that organisations should have people within its leadership whom others look up to as role models and desire to emulate as this would ensure the sustainability of certain qualities in the work environment. Also, for effective and efficient employee performance, the service sector should consider combining two or more mentoring functions at a time.

Suggestion for further studies

The current study investigated the effect of mentoring on employee performance in the Nigerian service sector using the hotel industry. Further study is needed to find out how different mentoring functions mediate improved employee performance in other industries within and outside service sectors. Also, more constructs should be adopted as measurements of mentoring beyond those in this study as this would help further researches to cover items beyond this study.

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The paper submitted: August 20, 2020
Prepared for publication: December 10, 2020

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MENTORYSTĖS POVEIKIS DARBUOTOJŲ DARBO REZULTATAMS NIGERIJOS PASLAUGŲ SEKTORIUJE

Santrauka

Verslo pasaulis keičiasi dėl profesinio klimato kaitos, o artimiausiu metu, daliai verslo vadovų pasitraukus į pensiją, numatoma didelė žinių ir rezultatų netektis. Mentorystė yra būtina sąlyga šiame amžiuje dėl sparčiai besivystančios verslo aplinkos, besikeičiančių technologijų, pasaulinės konkurencijos bei dėl aukščiausiųjų vadovų senėjimo jiems pasitraukiant iš darbo rinkos. Šio tyrimo tikslas buvo nustatyti mentorystės įtaką darbuotojų darbui Nigerijos paslaugų sektoriuje.

Šiam tyrimui atlikti buvo taikomas aprašomasis metodas, tyrime dalyvavo 460 („Park Inn by Radisson" ir „Green Legacy Resort", Abeokutoje) darbuotojų. Remiantis pirminiais duomenų rinkimo metodais buvo sudarytas klausimynas, kuris, taikant kvotos atrankos metodiką, buvo pateiktas 250 pasirinktų respondentų iš 460, naudojant Taro Yamane imties nustatymo formulę. Surinkti duomenys buvo statistiškai išanalizuoti naudojantis SPSS (angl. *Statistical Package for the Social Sciences)* programine įranga.

Nustatyta, kad visus kitus veiksnius palaikant pastovius, padidinus poveikį, konsultavimą ir vaidmenų modeliavimą (mentorystės funkcijas), Nigerijos paslaugų sektoriaus darbuotojų darbas padidėtų atitinkamai 0.072, .077 ir .089 vienetais. Mentorystės funkcijos kartu duoda geresnį rezultatą (Rdshhhm2 = .102, Adj. R2 = .090 (angl. *Adjusted R square*), P <.01)), lyginant su individualia mentorystės funkcijų įtaka, nors ir silpnos formos.

Buvo nurodyti keturi tikslai: 1) nurodymai turėjo reikšmingą efektą darbuotojų darbo našumui; nurodymai turėjo teigiamą, bet silpną darbuotojų

darbo atlikimo efektą. Buvo padaryta išvada, kad paslaugų sektoriuose nurodymai padeda darbuotojui dirbti geriau; 2) nustatyta, kad konsultavimas turi teigiamą, bet mažą įtaką darbuotojų darbo atlikimui; 3) nustatyta, kad yra teigiama, bet nedidelė įtaka darbuotojų darbo atlikimui; 4) kompleksinės mentorystės funkcijos turi įtakos darbuotojų darbui, ir iš gautų rezultatų matyti, kad jos funkcijos, atsižvelgiant į bendrą tikimybės vertę, daro teigiamą reikšmingą, tačiau nedidelę įtaką darbuotojų darbo atlikimui. Tyrimo metu buvo padaryta išvada, kad mentorystė turi reikšmingą įtaką darbuotojų darbo atlikimui Nigerijos paslaugų sektoriuje.

Rekomenduojama, kad būtų konsultuojama norint sukurti norimą žmonių elgesį, norint pasiekti numatytą veiklos lygį, o žmogiškųjų išteklių plėtros departamentai turėtų dėti daugiau pastangų, kad mentorystė būtų viena iš žmogiškųjų išteklių plėtros priemonių, naudojama ugdant darbuotojų įgūdžius, žinias ir gebėjimus. Be to, norint užtikrinti veiksmingą ir efektyvų darbuotojų darbą, paslaugų sektorius turėtų apsvarstyti galimybę derinti dvi ar daugiau mentorystės funkcijų vienu metu.