

## EFFECTS OF MENTORING ON EMPLOYEES' PERFORMANCE IN SELECTED FAMILY BUSINESS IN ABUJA, NIGERIA

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### **Abstract**

Mentoring has presently become a strategy for human resource management, yet little is known on how it improves the employees' performance in family business. This research investigated the effects of mentoring on employees' performance in family business. The construction industry in Abuja was critically investigated. The study employed a survey research design using both quantitative and qualitative approaches. The population was the construction industry in Abuja. Responses from three hundred and sixty-seven construction employees were analysed. The data collected were analysed using Pearson correlation coefficient statistics technique. The findings of the study revealed that mentoring had positive effects on employees' performance; career support had 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 organisation. Employees respond better to career support in term of performance. The study concluded that mentorships had significant relationship with employee performance. The study recommends that for family business to sustain better employees' performance, the organisation should be encouraged to have a mentorship program for the employees of the organisation, which will result in better employees' performance for the business to achieve its objectives.

**Key Words:** Mentoring, Employees Performance, Family Business

### **1.1 Introduction**

Mentoring is among the few tools used/needed for preparing tomorrows' skilled employees and are also used to strengthen organizational capabilities, intelligence, build organisation knowledge, and sustain the organization competitive advantage (Adeyemi, 2013). Organisations whether public or private have two distinguishable resources; the human and material. The

former are the people, workforce, manpower or employee of such organisations without whom the latter becomes useless.

Mentoring covers the activities often designed and encouraged by management to develop its personnel and ensure that they improve and maintain the organisation's competitive advantage (Okurame, 2013). The interest in mentoring made Yarmohammadian (2006) state that organisations are social systems where human resources are the most important factors for effectiveness and efficiency. Organisations need effective managers and employees to achieve its objectives and cannot succeed without their personnel efforts and better performance.

Family businesses are pronounced in the business landscape in Africa and most developing countries and are widely recognized as instrumental and play a significant role in these economies both in terms of their contributions to employment, entrepreneurship, community development, economic growth and development (Acquaah, 2011). Family businesses are owner-oriented and managed ventures with family members predominantly involved in the administration, operations and strategic determination of corporate destiny (Poutziouris, 2001). It is estimated that two-thirds of all businesses worldwide are owned or managed by families (Gersick, Davis, McCollom, & Lensberg, 1997).

Family businesses play an important role to economies, employing majority of the workforce, creating most new jobs and generating a significant proportion of the gross domestic product (Astrachan & Shanker, 1996). Though family businesses are as important as they are driving force behind economic development, their survival rate is very low compared to non-family firms (Ellis & Ibrahim, 2006). It is estimated that less than one-third of family businesses survive into the second generation and only 13 percent survive through the third generation (Heck & Trent 1999; Ward, 1987; Beckhard & Dyer, 1983). This is attributed to poor mentoring practices though little has been said about it (Heck & Trent, 1999).

Human resource serves as the most vital resource for many industries, and the construction industry is not an exception. The construction industry relies on individuals from the bottom-up but none are as important as the executives that establish and guide their companies (Yankov & Kleiner, 2001). These critical individual leaders are a scarce resource in today's construction industry, development of these leadership skills requires time, planning, and preparation (Toor & Ofori, 2008). Human resources such as potential leaders are even more limited in small family companies that make up the majority of the construction companies (Schrader, 2006).

Many of these family companies today have an aging generation on the brink of retirement that has various levels of leadership responsibilities (Chavez, 2011). The contribution of the construction industry to national economy necessitates improved efficiency in the industry. About 69% of Nigeria's fixed capital formation is produced by the construction industry (Federal Office of Statistics, 1998). This shows the significance of the industry within the economy because the percentage above represents nearly 70% of the capital base of the national economy. In the 1990s, construction industry was one of the major contributors to Nigeria gross domestic product (GDP) (Federal Office of Statistics, 1996) while in 2013 its contribution dropped to 1.72% of the GDP (National Bureau of Statistics, 2014). This is an unsteady development and an indication of an ailing industry which demands prompt and adequate attention.

The mentoring of employees is an inevitable criteria that will positively impact the construction companies in the near future as proper preparation of their subordinate to improve performance is critical for all organisations. (He, Wang, Mei, and Lian, 2010). Construction companies can proactively prepare themselves for their leadership transition and minimize the negative impacts.

Although human resources are the most critical resources in the construction industry (Yankov & Kleiner, 2001), research for sustaining and grooming skill manpower in the industry has been inadequate for the industry. These skilled manpower are really found in small family companies that make up the majority of the construction companies (Schrader, 2006). The small pool of capable manpower makes it more difficult to find qualified personnel, as such most of the personnel selected as successors in organisations require training and preparation to be capable in taking responsibility in the construction Industry (Toor and Ofori, 2008).

### 1.2 Statement of the Problem

Human resource being the most vital factor of production requires mentoring program for organizational efficiency and effectiveness (Solke and Chaudhary, 2011). Strategies for developing the capabilities of employees are an important part of any organization's overall strategy. Organizations can no longer expect to be competitive unless they mentor employees, inspire them, and support them to continuously improve their performance.

Mentorship programs are aimed at increasing productivity in organizations. However, many organizations carry out mentorship programs without evaluating or measuring its impact on the employee performance and therefore they are not able to determine the effectiveness of these programs, and whether they should be continued or not.

While many researchers in other continents like McLead, (2003) and Bell, (2002) have written on mentorship, there is limited research on the role of mentoring on employee performance in Africa and specifically in family business in Nigeria, a factor which requires an extensive research. The few researches available in management literature have explicitly tested mentoring as a means by which knowledge is transferred among individuals (Gallupe, 2001). Similarly, despite the emphasis by early mentoring researchers on the importance of knowledge sharing, modern researchers are just beginning to explicitly examine the linkages between mentoring and knowledge transfer (Lankau and Scandura, 2007)

Studies have shown that mentoring is most often hindered by multitudes of issues, such as: fear of retirement, fear of the unknown, fear of losing control, fear of death, lack of interests outside work, and a strong sense of personal attachment to the company (Ibrahim, Soufani, & Lam, 2001; Handler & Kram, 1988). Mentorship of subordinates for the company has also been found to be an area of contention in employees' performance. This has been corroborated by Rothwell (2010) who stated that mentoring subordinates are a large part to employees' performance and the lack of mentorship reduces the likelihood of better performance of employees.

In the construction industry, many firms do not have adequate skilled employee to cope with the large number of aging and retiring bosses or executives (Rubin, Powers, & Illia, 2007). This depicts how the business world is also confronted with issues of employees' performance. Yet, it is known that the success of an organization is connected to the adequacy of its leadership progression that stems from mentorship strategies (Sobol, Harkins, & Conley, 2007).

It is also estimated that less than one-third of family firms survive into the second generation and only 13 percent survive through the third generation (Heck & Trent, 1999; Ward, 1987; Beckhard & Dyer, 1983). It is against this background that the research work examined the effects of mentoring on employees' performance of family business in Nigeria.

Based on the research questions and objectives the following hypotheses were tested:

H01: There is no significant relationship between career support and employees' performance in Nigeria.

HO2: There is no significant relationship between psychosocial support and employees' performance.

Ho3: There is no significant relationship between knowledge transfer and employees' performance.

## 2.2 Concept of Framework

### 2.2.1 Mentoring

Arogundade (2013) defined a mentor as the person that facilitates personal and professional growth of an individual by sharing the knowledge and insight that have been learned through the years. Mentoring is a personal developmental relationship in which a more experienced or more knowledgeable person helps less experienced ones Kram, (1985). Ojedokun (2013) while citing Galbraith (2001) viewed mentoring as a process by which persons of superior rank, and prestige instruct, counsel, guide, and facilitate the intellectual and /or career development of persons identified as protégées. Mentoring is a close, developmental relationship between two people in which a partner willingly avails him /herself of the full range of superior experience, knowledge, skills, or status of the other partner in all spheres of human endeavour (Okurame, 2013). Bilesanmi (2013) posited that mentoring is a set of tailor- made advice and incentive that a more experienced staff, in an innovative way can offer less experienced members in a plethora way and on a range of competencies. Mentoring is therefore a process in which mature and more experienced managers share their wisdom and experience with the younger employees on a one on one basis. Mentoring is a method growing in use for establishing relationship between junior and senior employees, a method gaining popularity in facilitating both employee and management development in the organization (Russel, 2004).

Mentoring relationship involves exchange of wisdom, learning and development of skills and knowledge about the organization for the protégé's career growth (Akinbobola, 2013). Noe (1988); Kram (1983) suggested two major dimensions of the mentoring relationship which are career support and psychosocial support functions. Career support function include sponsorship, coaching, exposure to important contacts and resources, visibility, facilitating protection of the mentee and assignment of challenging work to enhance the protégé's career (Noe, 1988; Kram, 1983). Psychosocial support functions embrace the role modelling, friendship, counselling, acceptance, and confirmation of the mentee (Clutterbuck, 2004; Kram 1983).

Knowledge transfer according to DeLong (2004), knowledge transfer is a key mechanism for organizations success. Similarly Von Krogh, (2000) emphasizes the importance of knowledge sharing. While Becerra Fernandez and Sabherwal (2001) found that social processes played an important role in the transfer of tacit knowledge among members in an organization.

According to Nonaka and Takeuchi (2001), workplace relationships such as mentoring should be fostered to promote transfer of tacit knowledge. Wright, (2003), stresses the importance of human resource development to organization success. Mentorship is such a factor in that it promotes guidance on career development and role modelling which both contribute greatly to employee's development.

While citing Kram (1985) Ojedokun (2011) saw mentoring as helping the protégées work out personal problems and thereby enhancing the protégées' self-image. The existence of interpersonal bond that fosters mutual trust enables the protégées to identify with their mentors to offer their support and counsel needed. The mentor applies active listening and rapport skills that enables both individuals to address their concerns. The mentor reinforces with the protégé that both of them are highly valued employees and contributors to their organization. Career support

is a lifelong series of activities that contribute to a person's career exploration, establishment, success and fulfilment (Dessler, 2011).

Haven gone through several literatures on mentoring and definitions given to mentorship by scholars, this research study agreed with the definition given by Arogundade (2013). Based on the above, in this study mentorship is conceptualized as a process where the person (mentor) facilitates professional growth of an individual (mentee) by providing career support, psychosocial support and knowledge transfer learned through the years.

Family businesses, which bring together so starkly the economic and noneconomic realities of organizational life (Ibrahim and Ellis, 1994), offer a particularly attractive site for understanding how the confluences of economic and noneconomic considerations affect strategic decisions. Selznick, (1957), family business entrepreneurs are unique in that they seek to build businesses that are also family institutions. How founders of family businesses go about establishing and developing organizations for the purpose of creating enduring family legacies and economic value should be of interest to the field of entrepreneurship. Perpetuating these legacies require the venture to manage family succession, which besides necessitating the replacement of the founding entrepreneur, often involves changes in strategy and/or structure. Such changes might re-invoke a liability of newness (Stinchome, 1965), with profound implications for organizational survival and growth. Therefore, it is not much of a stretch in our view to assert that succession is often an entrepreneurial problem.

Families in business have an opportunity to create a lasting legacy that brings with it a sense of accomplishment and a strong sense of pride. Building on the efforts of their forefathers is a strong motivator for subsequent generations to become stewards of the family business and carry it to new heights in the name of the family (KPMG, 2011).

#### 2.4. Theoretical Framework

The following are the theoretical framework adopted for the study:

Theoretical perspective on monitoring:

Theories are important for the practitioner and the scientist because they provide rational an explicit framework in which to organize information and to guide research (Miller, 1989; Lunsford, 2007). Indeed, knowledge is advanced with researchers collecting data to prove or disprove theories (Kukla, 1989).

Mentoring theory claims that the mentor is able to help the protégé develop a sense of competence, confidence and self-esteem through the provision of psychological support (Allen & Day, 2002). This view is clarified by the principles of social learning theory. According to Bandura (1997) "Learning would be laborious, not to mention hazardous, if people had to rely solely on the effects of their own actions to inform them on what to do. Fortunately, most human behaviour is learned observationally through modelling: from observing others, one forms an idea of how new behaviours are performed, and on later occasions this coded information serves as a guide for action"

Simply put, the process of mentoring is facilitated by the protégé observing and modelling the behaviour of the mentor in the relevant social context. Merriam and Carafarella (1999) further express the relevance of the social learning theory in reference to mentoring by stating "Social learning theories contribute to adult learning by highlighting the importance of social context and explicating the process of modelling and mentoring". In the same vein, the social cognitive theory supports the understanding of the mentoring theory. It states that knowledge can be enhanced by a close identification between the observer and the model as obtained between a

protégé and a mentor. With adequate identification a connection that enables imitation is initiated. Bandura (1989) explains that behaviour, cognition and personal factors interact to produce the desired behaviour. The mentoring relationship is thus a reflection of how observation, imitation and identification of the mentor by the protégé are directed expertly to bring about a change in attitude, outlook and values in the protégé.

#### Mentoring As Synonym of Social Learning

The social learning theory and mentoring are synonymous and popular concepts which have been around for centuries. Bandura's (1976) social learning theory is a popular approach for explaining skills acquisition in individuals. The theorist emphasized the part played by models in transmitting specific behaviour, attitudes and emotional responses in different circumstances, indicating that there is much more to learn through role modelling than classical or operant conditioning. It explains that people learn new behaviour through observational learning, suggesting that if an individual observes pleasant, favourable outcome or consequences in the observed behaviour, they most likely imitate, and adopt the behaviour themselves. Therefore, by watching the behaviour of other people, we are capable of learning many behavioural patterns. Every individual has at one time or the other watched and tried to imitate actions of others in the performance of a task. This is particularly true when such activities involve social interaction and interpersonal communications. Bandura proposed that we observe others perform an action and then rehearse them until we become comfortable performing them when there is a need for it. The application of the social learning principles to the training and development of individuals were labelled a long time ago as behavioural modelling technique (Goldstein & Sorcher, 1974).

Mentoring is a training strategy that is especially consistent with the tenets of the social learning theory (Ross-Gordon, 1998). The role modelling aspect of the psychosocial functions of mentoring particularly reinforces the theorist's argument that modelling is a social learning technique that guides peoples' actions and makes learning less laborious. Mentoring is a practice of pairing inexperienced individuals with more experienced persons for them to 'learn the rope'. When a protégé 'learns the rope', he or she watches the experienced person perform different tasks with a view to re-enacting them.

Mentors teach their inexperienced counterpart ways that yield superior results through modelling. As role models, they are also parent-like figures who reflect the optimal traits and behaviour needed to attain success in life (Hunt & Michael, 1983). Beyond mere watching, the role modelling function of mentor provides a protégé with opportunities for questioning their mentors on what they have seen him or her do. On the basis of clarifications offered to them, protégé learn and become more like their mentors in actions, attitude and emotional response to issues. The rationale for the acclaimed benefits of mentoring is usually based on the premise that behaviour is learned in interaction with individuals who serve as models (Baldwin, 1992). Protégé may develop leadership skills from their interaction with mentors, becoming able to influence and motivate others.

The social approach to the investigation of mentoring equally argued that relationships with superiors or supervisors have significant impact on the learning behaviour of protégé. Mentors are models that transmit invaluable information to their partners and through which they gain proper orientation towards work/life values. At work or at play, the role modelling function of a mentor in a developmental relationship is an important source of skill transfer to protégés. Further than this, mentoring is a close relationship.

Social psychologists explain that a close relationship involves strong and frequent interdependence between partners (Kelleys et al, 1983; Rusbult & Van Lange, 1996). This eventually creates a situation where partners become an expansion of the other or a mirror image of one another (Aron, Paris & Aron, 1995). Their thoughts, emotions and behaviour influences one another, creates feelings of intimacy and companionship. True to this argument, protégés in mentoring relationships, often than not, become replicas of their mentor's attitudes and behaviour. From the foregoing, it is easy to see how mentoring is similar to the social learning theory.

#### Mentoring As a Social Exchange Relationship

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 fulfil the desires of each other. Their behaviour 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). Unlike a formal contract, the terms of a psychological contract between individuals are perceptual, usually implicit and subjective, and may not be shared by both parties (Willems, et al, 2003; Kabar and Barrett, 2010). This raises the potential for the perception of contract violation from either of the two parties involved in a relationship.

On the basis of 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 et al., 2003). The social context perspective therefore views mentoring as an exchange relationship in which partners' exchange reward that strengthens the relationship. Individuals involved in a dyadic relationship become obligated to act favourably in response to convert fulfilment by the other party (Rousseau, 1989; 1990).

#### 2.3 Empirical framework

Mundia and Iravo (2014) investigated Role of Mentoring Programs on the Employee Performance in Organisations, the study highlights that the mentoring program is an important employee development method practiced in successful organizations. The ability of mentors either informally or formally to implement the mentoring program activities may lead to higher employees performance. Stratified random sampling was used to select the subjects included in the sample. The data was analysed qualitatively and quantitatively by use of descriptive and inferential statistics to measure the formulated objectives so as to establish the relationship between the independent and dependent variables.

The study established that mentorship programs play an important role in employee performance and are enhanced through knowledge transfer, career development guidance and skills enhancement in mentoring.

Okediji, Nnedum, & Enwongo (2013) carried out a research study on mentoring and the work related outcome constructs. The study deals with mentoring relationship relevance in the field of organizational behaviour. It explores the theoretical functionalism of effective mentoring ideology in the academic literature the plausible influence of mentoring relationship were underscored in the conceptual exploration of mentoring with core work related outcome variables. Academic efforts to synthesize mentoring as the organizational catalyst that selectively enhance the integration of the individual into the focal work organization and improve

employees' performance were agreed to rest on career support and psychosocial support, the both were investigated and analyzed, the study concludes that mentoring improve employees performance.

Ofovwé & Eghafona, (2011) studied mentors and mentoring amongst academic staff in Nigerian Tertiary Institutions, the research presents an overview of mentorship with particular focus on mentors and mentoring amongst academic staff in Nigerian Tertiary institutions with special reference to University of Benin, Edo state. In addition to quantitative data, case studies and life histories were employed to showcase the state of mentoring in University of Benin. The findings of the study show that senior faculty naturally is more comfortable with the tenets of mentoring and are more likely to mentor others for better employees' performance. The study makes a case for the need to foster a culture of mentoring in academia as a viable means of promoting professional development and employees' performance.

Venter et al (2007) stated that family businesses are amongst the small and medium-sized enterprises that are known for creating jobs and economic wealth globally and are becoming the dominant form of enterprise in developed and developing countries around the world. Maas et al (2005) further stated that the importance of family businesses in all ethnic groups is increasingly recognized in South Africa – not only in terms of their supportive role to promote economic growth and development, but also because of the important contribution they make towards the society stability of South Africa, hence reducing poverty and illiteracy.

Poza (2007) contended that the unique advantage and characteristics shared by the family members in the family business, place them in competitive advantage over non-family businesses. Family members have shared vision about the business, history, sense of identity, trust, commitment, and care for and are loyal to each other and their businesses (Daba, 2007; Poza, 2007; & Friedman, 1998). Bork (1993); Morris, Williams, Allen and Avilla (1997) stated that family members are more committed to each other's welfare and future. Many scholars such as Venter and Boshoff (2006) and Sharma (1997) opined that family ties and strong working relationships are vital to the longevity of a family business.

Kenyon-Rouvinez and Ward (2005) stated that family businesses are the most prevalent and pervasive forms of business throughout history. Chua, Chrisman and Sharma (1999) maintain that family businesses are ever-present within the global economy as over 60 % of all businesses are classified as family business and arguably dominate the economic landscape. Carrigan and Buckley (2008) indicated that family business research takes the position that family firms possess certain unique characteristics related to their governance, ownership, management and vision.

Kenyon-Rouvinez and Ward (2005) indicated that 50 to 90% of the Gross Domestic Product in all free market economies is represented by family-owned businesses. In Holland, small family businesses represent 75% of all companies in the country whereas in the United States, small family firms generate 65% of employment and in India, it was discovered that sixteen family groups made up to 65% of all private sector assets and fifteen family groups in Chile represent more than 50% of the market value on the Santiago stock exchange (Kenyon & Ward, 2005).

Maas et al. (2005) asserted that the family business can only be at the heart of socio-economic growth if they operate within a healthy competitive environment. Van der Merwe (1998) stated that family businesses have been making a positive contribution towards the South African economy for the last 300 years. Ackerman (2001) estimated that 80% of business in South Africa could be classified as family businesses and that these businesses comprise 60% of the

companies listed on the Johannesburg Security Exchange. We can deduce that family businesses play a critical role in economic growth and wealth creation in the world.

Maaset al (2005) contended that family businesses make a substantial contribution towards the global economy. It is estimated that 70% to 90% of businesses in the United States of America and Western Europe can be classified as the family businesses. More than 50% of the total workforces in these regions are employed by the family businesses. In addition, family businesses are responsible for 40% to 60% of the gross domestic product in these regions.

Neubauer and Lank (1998) indicated that one of the most significant factors determining the continuity prospect of the family business from one generation to the next is whether the mentoring process is properly planned. Aronoff and Ward (1995) concurred that many entrepreneurs dislike formal succession planning. Maaset al (2005) and Ibrahim and Ellis (2004) concurred that formal mentoring program enhance the probability that the smooth transfer from one generation to the next can be achieved in best interest of the family as well as the business, the easier and more successful the transition, the better the chances of survival and the long-term profitability. Venter (2003) stated that well-considered and planned succession maximise the chance of finding a competent successor which result in smooth transition of leadership between the generations.

Family businesses make an important contribution to the economic growth and wealth creation in the world (Basu, 2004; Ibrahim et al., 2001). Astrachan and McMillan (2003) stated that in Germany, 60% to 90% of all forms of businesses can be classified as family businesses. The live-span of family business is however; often relatively short, as only a limited number survive the transition to the second generation, and hardly one-third even into the third (Beckhard& Dyer, 1983; Neubauer& Lank, 1998).

### 2.3 Mentorship and Employee Performance

Considering the views of several others scholars, Avery (2008), states that, during the past four decades, the impact of mentorship on employee performance has been a topic of interest among academics and practitioners working in the area of mentoring. I agreed with the above positions as in the construction industry, skills are characterised as 'hands on', which provides stress, intervention, and control of operations and interactions between members at all levels in the organisation. This according to Mullins (1998) is due largely to the widespread believed that mentorship can affect the performance of employee and more so mentorship is considered by some researchers to be particularly important in achieving organisational goals, and in working performance among subordinates.

Several reasons indicate that, there are relationships between mentorship and employees performance. The first reason, relates to today's intensive, dynamic markets feature innovation based competition, price performance, rivalry, decreasing returns, and the creative destruction of existing competence, scholars and practitioners view are of the opinion that effective mentorship can facilitate the improvement of employees performance when organisations face these new challenges (Avery 2008).

Understanding the effects of mentorship on employees' performance (Zhu et al, 2005 in Avery 2008) posit that, it is also important because leaders are viewed by researchers as mentors with key driving forces for improving employees' performance; Effective mentorship to them is seen as a potent source for management development and sustained competitive advantage for organisational performance improvement.

According to Mehra et al (2006) in Avery (2008) when some organizations seek efficient ways to enable them to outperform others, a long standing approach is to focus on the effects of mentorship. This is because mentors are believed to play a pivotal role in shaping collective norms, helping teams cope with their environments and coordinating collective actions.

### 3.1 Research Design

The study adopted survey design. The decision was made because research design constitutes the blue print for collection, measurement and analysis of data. The study involved finding effects between the variables as well as to test the hypotheses.

### 3.2 Population and Sampling Technique

The population targeted all the 9 dually registered indigenous family construction companies operating in Abuja, to represent the total population, reasons is that they were registered consistently from 2004-2013 with the council for registration of builders in Abuja.

Name of Company	Numbers of employees
ZEBERCED LIMITED	790
HABIBU ENGINEERING	750
BNL AND CONSTRUCTION LIMITED	670
SAGETO NIGERIA LIMITED	365
VISION NIGERIA LIMITED	340
ETEH AROSUKU NIGERIA LIMITED	360
DESTINY NIGERIA LIMITED	150
OFFAL AND SONS NIGERIA LIMITED	140
S AND M NIGERIA LIMITED	120
Total	3685

SOURCE: Field Survey, 2015

Based on the above population, the sample size for this study was determined using Araoye (2004). This formula is used where the population size for the study is known. Thus it is stated, as shown below:

$$n = \frac{Z^2 PQ}{e^2}$$

Where,

n = desired sample size;

Z = the standard normal deviation set as 1.96, which is 95% confidence level

P = the proportion in targeted population size

Q = 1.0 - P

e = degree of accuracy desired set at 0.05 Level of precision required;

Substituting into the formula,

$$n = 361$$

A stratified sampling method was adopted so as to give a fair representation to the designated organizations using the proportionality formula thus:

$$Q = \frac{A}{N} \times n$$

Where:

Q = the number of questionnaire to be allocated to each segment

A = the proportion of each segment

N = the total population of all the segments

n = the estimated sample size used in the study

Organizations	A	Q
ZEBERCED LIMITED	790	77
HABIBU ENGINEERING	750	73
BNL AND CONSTRUCTION LIMITED	670	66
SAGETO NIGERIA LIMITED	365	36
VISION NIGERIA LIMITED	340	33
ETEH AROSUKU NIGERIA LIMITED	360	35
DESTINY NIGERIA LIMITED	150	15
OFFAL AND SONS NIGERIA LIMITED	140	14
S AND M NIGERIA LIMITED	120	12
TOTAL	3685	361

Source: Field survey 2015

Though three hundred and sixty one is statistically right for the study, three hundred and sixty seven questionnaires were distributed and collected from respondent for the study made up of employees.

### 3.3 Method of Data Collection

The method applied in gathering the data used for the answering the questions raised in this study was primary and secondary methods, the primary method was questionnaire, the questionnaire items was raised from the literature review, objectives of the study, observations and (perceived) problems identified in the course of this research. The questionnaire format was constructed by the researcher under the tutelage and guidance of the research supervisor who subjected the instruments to theoretical and practical validity, In order to make provision for reliability of the questionnaire as a major instrument in this research study, the test-re-test reliability method was adopted by this study. The questionnaires were pre-tested by administering 40 copies to employees. The reliability of responses to the items of the instruments was analysed using cronbach coefficient alpha aided with the use of spss 17. The reliability coefficient shows that the questionnaire yield 0.75, which indicates that the instrument is reliable. While the secondary sources comprises books, government-publications, official documents, magazines, journals, seminars, articles/monographs, and internet which have relevant contributions to the study.

#### 3.4 Procedure for data analysis and model specification

In order to confirm the theoretical and practical values of results, correlation coefficient as statistical tools were utilized in this study to analysed the data generated and the above statistical tools was helpful in discovering relationships among the variables which form the theme of this study. These were computed with the computer aided Microsoft Statistic Package for Social Science (SPSS) statistically, the models specified for the analysis are presented below:

The model specification to test hypotheses one and two are

Pearson Product- moment Correlation coefficient:

$$r = \frac{n\sum xy - \sum x \sum y}{\sqrt{[(n\sum x^2 - (\sum x)^2)(n\sum y^2 - (\sum y)^2)]}}$$

Where:

r = correlation coefficient

n = Sample size

x = Average response of first test

y = Average response of second test

#### 4.1 Data presentation and analysis

The total number of three hundred and sixty seven questionnaires administered by the researcher was received sound, and these were considered for the study.

Table 4:1 Distributed and Return of the questionnaires

Table 4:1 Distributed and Return of the questionnaires

Organisation	Frequency	Percent	Valid Percent	Cumulative Percent
Valid S & M	13	3.5	3.5	3.5
Offal & Sons	15	4.1	4.1	7.6
Destiny Nigeria	16	4.4	4.4	12.0
Vision Nigeria	34	9.3	9.3	21.3
EtehArosuku	36	9.8	9.8	31.1
Sageto Nigeria	37	10.1	10.1	41.1

Zeberced Limited	77	21.0	21.0	62.1
Habibu Engineering	73	19.9	19.9	82.0
BNL & construction	66	18.0	18.0	100.0
Total	367	100.0	100.0	

Source: field survey 2015

Table: 4.1 above shows that 100% of the distributed copies of the questionnaire were returned

#### 4.2 Mentoring and Employees Performance

Ho1: There is no significant relationship between mentoring (career support) and employee performance.

Table 4:2 Show result of analysis of hypothesis one

		Employees performance	Career support
Employees performance	Pearson Correlation	1	.946**
	Sig. (2-tailed)		.000
	N	367	367
Career support	Pearson Correlation	.946**	1
	Sig. (2-tailed)	.000	
	N	367	367

Table 4.2 above indicates that when Career support was correlated with employees' commitment the significance value produced was 0.000. The significance value of 0.000 was lesser than 0.05.

## 4.4 Mentoring and Employees performance

Ho2: There is no significant relationship between mentoring (Psychosocial support) and employee performance.

Table: 4:3 Show result of analysis of hypothesis two

		Employees performance	Psychosocial support
Employees performance	Pearson Correlation	1	.603**
	Sig. (2-tailed)		.000
	N	367	367
Psychosocial support	Pearson Correlation	.603**	1
	Sig. (2-tailed)	.000	
	N	367	367

## 4.4 Mentoring and Employees Performance

Ho3: There is no significant relationship between mentoring (knowledge transfer) and employees' performance.

Table 4:4 Show result of analysis of hypothesis three

		Employees performance	Knowledge transfer
Employees performance	Pearson Correlation	1	.735**
	Sig. (2-tailed)		.000
	N	367	367
	Pearson Correlation	.735**	1

Knowledge transfer	Sig. (2-tailed)	.000	
	N	367	367

#### 4.5 Discussion of Findings

This study examines the effects of mentoring on employees' performance

The hypothesis one stated that, there is no significant relationship between mentoring (career support) and employee performance. The result of the analysis in table 4.2, show strong positive correlations between mentoring (career support) and employees performance at  $r = .946^{**}$ .

The significance value is less than 0.05, which means that the variation explained by the model is not due to chance. Based on the result shown in table 4.2 we reject the null hypothesis and accept that there is a significant relationship between mentoring (career support) and employees' performance. These findings are in line with the view of and position of social learning theory in the transmission of knowledge and skills from older and more experience hands. The current results also agree with some of earlier studies and are consistent with previous findings (Ofovwe&Eghafona, 2013; Okediji, Nndum&Enwongo, 2013).

The hypothesis two postulated that, there is no significant relationship between mentoring (Psychosocial support) and employee performance.

The result of the analysis in table 4.3, show strong positive correlations between mentoring (Psychosocial support) and employee performance and employees motivation at  $r = .603^{**}$ .

The significance value is less than 0.05, which means that the variation explained by the model is not due to chance. Based on the result shown we reject the null hypothesis and accept that there is a significant relationship between mentoring (Psychosocial support) and employee performance, where mentoring (Psychosocial support) have significant positive relationship with employees' performance. The findings of this study agree with some of earlier studies. The current results are consistent with previous findings (Ofovwe & Eghafona, 2013; Okediji, Nndum & Enwongo, 2013).

The third hypothesis stated that, there is no significant relationship between mentoring (knowledge transfer) and employees' performance. The result of the analysis in table 4.4, show strong positive correlations between mentoring (knowledge transfer) and employees performance at  $r = .735^{**}$ .

The significance value is less than 0.05, which means that the variation explained by the model is not due to chance. Based on the result shown in table 4.4 we reject the null hypothesis and accept that there is a significant relationship between mentoring (knowledge transfer) and employees' performance. These findings are in line with the view of and position of social learning theory in the transmission of of knowledge and skills from older and more experience hands. The current results also agree with the earlier study and indings (Mundia and Iravo (2014).

#### 5.1 Summary

The objective of this research study was to examine the effects of mentoring on employees' performance in the construction, family business in Abuja, Nigeria. The empirical findings and result show that mentoring (Career support, psychosocial support and knowledge transfer) have positive effects on employees' performance. The study further revealed that all mentoring has positive relationship with employees' performance and career support has more positive

relationship on employees' performance to their organisation as confirmed by the result of the tested hypotheses.

### 5.2 Conclusion

This study was primarily carried out to examine the effects of mentoring on employees' performance in family business within the construction industry in Abuja, Nigeria. The study provided an insight into the relevance of mentoring on employees' performance in the workplace and family business. However, the study showed that although Mentoring and employees performance had positive relationship more so, career supports had strongly positive relationship with employees' performance in family business within the construction industry in Abuja, Nigeria.

The above implies that improve employees performance is necessary for business success, organization therefore need understand how mentoring affects employees performance, the ability of the leaders and management to effectively improve employees performance in today's business organizational is traceable to effective mentoring programmes. The extents at which organizations are able to imbibe the culture of mentoring as a key to employees performance will determine their sustainability in the competitive market and improve employees performance.

### 5.3 Recommendations

The following recommendations are put forward based on the findings and conclusions as solution:

For better employees' performance in organisation and for family business to take competitive advantage in the ever challenging business environment, leaders and managers in this industry should adopt the mentoring of employees, through career support, knowledge transfer and psychosocial support of employees, that have strong positive effects on employees performance in achieving the organization objectives.

The family business should continue to take the issue of mentorship (career support, knowledge transfer and psychosocial support for improve employees' performance) seriously as a way of improving on employees' performance to their organisation.

The institution of mentoring programme in business and organizations will go a long way in achieving a much needed stronger and focused oriented employee's performance that will enable the organisation achieve her objective.

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