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ABSTRACT

This study investigated the relationship between mentoring and organizational effectiveness. The study was premised within the context of 7 government agencies in Rivers State, from which data was generated using structured questionnaire from 46 participants. The relationship between mentoring and organizational effectiveness was tested using the Spearman's rank order correlation at a 95% confidence interval; thus a 0.05 level of significance. The results showed that at $P < 0.05$ for all hypotheses, all null hypotheses were rejected as the results showed that mentoring significantly correlates with organizational effectiveness measures – adaptability, goal attainment and service delivery. As such, it was concluded that the practice of mentoring within the examined agencies significantly enhances and contributes towards organizational effectiveness, thus enhancing outcomes of adaptability, goal attainment and service delivery. The study recommended that mentoring and the correspondence between supervisors and workers should be supported through the adoption of a strong framework which supports and encourages such relationships. This would provide a sense of recognition and importance to the workers and as such stimulate their desire to be more effective and useful to the organization.

Keywords: Mentoring, Goal Attainment, Service Delivery, Adaptability

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INTRODUCTION

Organization effectiveness is considered a multifaceted concept that occurs at different sectoral levels for industry, corporate and business sectional unit. However, as earlier noted, there is a necessity to target specific factors which contribute to effectiveness in a manner that matches context of the organisations with sector factors that can sustain effectiveness over the long term (Borrows, 2011). Whether public or private, the organization's survival is based on its ability to bring on board and sustain high quality workforce over a period of time. This is as many organisations are currently facing mounting pressures to ensure their sustainability, flexibility, and responsiveness to the increasing uncertainty and limitations in the economic world through adequate mentoring and development systems (Cynthia, 2013).

Mentoring is part of human resource management in line with the overall strategy of the organization (Hackett, 2009; Hodyett, 2004) it is also one of the most important available mechanisms to ensure that internal staffs of organization are being trained in order to meet the future workforce (Borrows, 2011). There may be a set of preparations and settings presented as organizational requirements for mentoring such as the commitment of senior management, organization, acceptance culture, financial and executive planning. Although mentoring in its most basic form reflects a process structured to determine future leaders but in fact, this type of management comes from human capital strategies as a voluntary process in order to ensure continuity of leadership in key positions who maintains knowledge capital for the future and encouraging people to develop (Guest, 2007). In societies where provision of vital social services is heavily dependent on the government, it is very important that the management of public agencies exhibit high level of effectiveness. Public sector managers should be placed at the centre of any research to make public agencies function effectively, because public agencies are the medium for good governance and delivery of public goods

and services. Incidentally, public agencies in Nigeria are deeply affected by poor levels of coordination, high operational gaps in their functions, and a lack of synchrony with the environment; and this negatively affects provision of public goods and services in Nigeria (Nwachukwu, 2006). Some of the challenges posed to effective management of public agencies lies in the inability to create strategies or plans for effective management of public sector organizations. This is usually shown in lack of competent staff and leadership of Nigerian public sector organizations, lack of support from stakeholders, lack of organizational independence, and political interferences among others (William, 2002; Urieto, 2004). Vance (2004), noted that the symptoms of organizational ineffectiveness crisis of public agencies could manifest in different ways such as high expenditure with little to no impact on the populace or society, persistent poverty, declining labour productivity, unemployment, poor investment decisions, deteriorating infrastructure, diminishing per capita income, hyperinflation, and declining standard of living.

Griffin (2007) agreed that mentoring is concerned with the desire to achieve organizational continuity through people, though their approaches may vary. While public sector mentoring seeks to achieve the goals of leadership and continuity of public agencies through people, effectiveness of public agencies relates to how the outcomes of such goals affect the public. Factors such as adaptability, goal attainment and service delivery reflect organizational effectiveness of public agencies. Unlike in business or private sector organizations, the effectiveness of public agencies is not often financially quantifiable (Kalu, 2011; Kolade, 2008). In view of the identified imperatives of mentoring for the effectiveness of organizations, this study built on an observed gap in content which had addressed its practice within government agencies in ascertaining the relationship between mentoring and organizational effectiveness of government agencies in Rivers State.

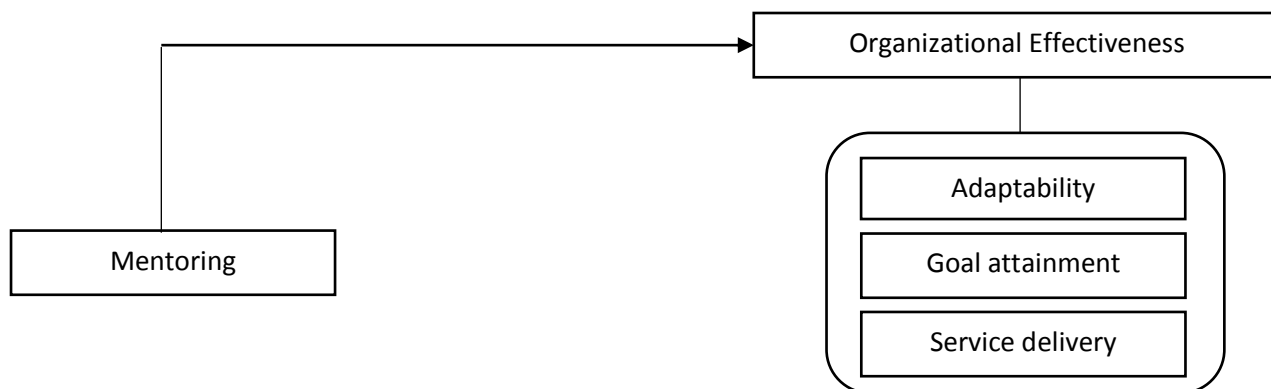


Figure 1: Conceptual framework of mentoring and organizational effectiveness

Source: Researcher's desk (2020)

The purpose of this study was to examine the relationship between mentoring and organizational effectiveness in Government Agencies in Rivers State.

The specific objectives included to:

- Ascertain the extent to which mentoring enhances adaptability of Government Agencies in Rivers State.
- Ascertain the extent to which mentoring enhances goal attainment of Government Agencies in Rivers State.
- Ascertain the extent to which mentoring enhances service delivery of Government Agencies in Rivers State.

The study aimed at providing answers to the following research questions:

- To what extent does mentoring impact on adaptability of Government Agencies in Rivers State?
- To what extent does mentoring influence goal attainment of Government Agencies in Rivers State?
- To what extent does mentoring impact on service delivery of Government Agencies in Rivers State?

LITERATURE REVIEW

Theoretical Foundation (Herzberg's Two-Factor Theory)

The relevance of the Herzberg two-factor theory to the subject of this study is informed by the fact that

management of organizations in implementing succession management looks out for those factors that will enhance the employee assumption of his new role as well as enhance his or her competence on the job, thus on assumption of office, the recognition for accomplishment, opportunity for growth and advancement and increased responsibility placed on the employee or manager will go a long way in enhancing his performance which in turn enhances the effectiveness of his organization (Baridam, 1999).

Mentoring

A mentor is a corporate manager who supervises, coaches and guides selected lower-level employees by introducing them to the right people and generally being their organizational sponsor (William, 2002). Mullin (2006) defines mentoring as a system of semi-structured guidance, whereby one person shares knowledge, skills and experience to assist others to progress in their own lives and careers. Mentors need to be readily accessible and prepared to offer help as the need arises within agreed bounds. In reality an informal type of mentoring goes on in most organizations on regular basis as older employees assist younger ones (Nwachukwu, 2006). Networking and having mentors is essential for succession management because it builds and develops managers by widening their knowledge and better understanding of the overall operations and to prepare for the task ahead. Mentoring program ensures improved succession management processes (Frey, 2009).

Concept of Organizational Effectiveness

“Field said if you don’t know where you are going, you would not know when you get there” (Field, 2002). Effective organizations know exactly where they are going. Leaders at all levels know exactly what it takes to get there and they partner with their employees to set goals and measure success. Each functional unit within the organization understands how it interacts with the other units for individual and organizational success. According to Field (2002), Organizational effectiveness is the concept of how effective an organization is in achieving the outcomes the organization intends to produce. The idea of organizational effectiveness is especially important for non-profit organizations and most people who donate money to non-profit organizations and charities: they are interested in knowing whether the organization is effective in accomplishing its goals or not.

Adaptability

Adaptability is a multidimensional construct that encompasses a range of cognitive skills and behaviours that leaders develop in themselves and inculcate in their organizations through education, training, and experience. Developing organizations capable of adapting requires active leadership that fosters a culture that values collective adaptability. Leaders who establish rigid and inflexible organizational systems, processes, and activities stifle adaptive and creative individuals by suppressing new ideas and change (George, 2005).

Goal Attainment

When organizational goals are ambiguous it becomes very difficult and unclear for employees to achieve their targets or goals, hence it becomes important that goals are precisely clear so that employees understand the relationship between the activities that they undertake and the resulting performance of the organization. In addition, because the criteria for goal attainment are not easily understood the connection between individual effort and subsequent rewards becomes murkier. In these circumstances, employees are more likely to display low levels of engagement

because they are not certain whether investment in one activity or another will be time and effort well-spent (Fulman, 2005).

Service delivery

The State has a very important role to play in making available some essential public goods and services (henceforth to be called services only), which ensures certain minimum level of well-being to everyone in need of those. Financial and other resources under command of the State are always limited and, therefore, the services are to be delivered efficiently and effectively to ensure desired level of well-being to all the citizen and within as short time as possible (Field, 2002). The society has various forms of discrimination and deprivations, which should be reduced and, therefore, the resources should be so allocated that there is justice and equity in the outcome of all public services.

Mentoring and Organizational Effectiveness

Mentoring is an important aspect of succession management. A mentor may be a technical, industrial or business expert, someone who’s greater experience allows him to step back, view a situation or problem in context and draw upon his previous experience and expertise to help the mentee see bigger picture, evaluate it and draw an appropriate path through it towards an objective (Borrows, 2011). Borrows assert that facilitating the mentee to determine their own solutions is key to mentoring and in so doing the mentor aids the development of ideas through to innovation, and provides a rounder and more complete view of the world to complement the narrower perspective of the innovator. According to Borrows (2011) the role of the business mentor is to aid not just an innovative product, but product and / or service that people want to sell, want to buy and can be marketed at a profit, thus enhancing the effectiveness of their organization. Based on the review of literature stated above the following hypothetical statements are put forward:

Ho₁: There is no significant relationship between mentoring and adaptability of Government Agencies in Rivers State

Ho₂: There is no significant relationship between mentoring and goal attainment of Government Agencies in Rivers State

Ho₃: There is no significant relationship between mentoring and service delivery of Government Agencies in Rivers State

METHODOLOGY

This study adopted the cross-sectional survey design, because information elicited from various organizations at a particular time. 7 (seven) agencies were selected using the purposive sampling technique. These agencies were selected based on their pivotal and visible activities and functions within the State with regards the observable and quantifiable features of their progress in the development and revenue generation within the State. Participants for the study were also selected purposively in line with the unit of analysis which was the organization. Key positions addressed included, the office of the director, the administrative secretary as well as those of supervisors in charge of operations, accounting/audit, public relations, supplies and transportation, and finally human

resources/personnel; giving a total of 49 participants from the 7 identified public agencies. The population size was 49. This study adopted the census study of its population and as such addressed all 49 members of the identified population frame for the study. The scale used for this study had been previously judged reliable, however, reliability was verified through conformity test of internal consistency on the instrument with the study sample using Cronbach Alpha.

DATA ANALYSIS AND RESULTS

Survey results revealed a success outcome of 46 out of 49 distributed questionnaire copies. The analysis on the hypotheses of the study was carried out using the Spearman's rank order correlation coefficient. Hypotheses were herein tested at a 95% confidence and significance was fixed at a 0.05 level of significance where $PV < 0.05$ would imply significant associations between the study variables and a falsification of the null hypothesis, and $PV > 0.05$ would imply an insignificant level of association between the study variables and an acceptance of the null hypothesis. Where $P < 0.05$ rejected the null hypothesis; Where $P > 0.05$ accept the null hypothesis.

Table 1: Mentoring and the measures of organizational effectiveness

		Mentor	Adapt	Goal	Service
Mentor	Correlation Coefficient	1.000	.272	.313*	.509**
	Sig. (2-tailed)	.	.067	.034	.000
	N	46	46	46	46
Adapt	Correlation Coefficient	.272	1.000	.690**	.472**
	Sig. (2-tailed)	.067	.	.000	.001
	N	46	46	46	46
Goal	Correlation Coefficient	.313*	.690**	1.000	.687**
	Sig. (2-tailed)	.034	.000	.	.000
	N	46	46	46	46
Service	Correlation Coefficient	.509**	.472**	.687**	1.000
	Sig. (2-tailed)	.000	.001	.000	.
	N	46	46	46	46

Source: Survey data, 2020

Ho₁: There is no significant relationship between management development and adaptability in Government Agencies in Rivers State

The relationship between mentoring and adaptability was revealed to be significant given the observed correlation: 0.272 and a p-value of .000 which was less than 0.05. The correlation value showed a strong and significant relationship between both variables even at a 99% confidence interval also implying a 0.01 level of significance. The hypothesis of no relationship was rejected based on the decision rule of $P < 0.05$. We therefore rejected the null hypothesis and restated the mentoring is significantly associated adaptability.

Ho₂: There is no significant relationship between mentoring and goal attainment in Government Agencies in Rivers State

The relationship between mentoring and goal attainment was revealed to be significant given the observed correlation: 0.313 and a p-value of .000 which was less than 0.05. The correlation value showed a strong and significant relationship between both variables even at a 99% confidence interval also implying a 0.01 level of significance. The hypothesis of no relationship was rejected based on the decision rule of $P < 0.05$. We therefore rejected the null hypothesis and restated the mentoring is significantly associated goal attainment.

Ho₃: There is no significant relationship between mentoring and service delivery in Government Agencies in Rivers State

The relationship between mentoring and service delivery was revealed to be significant given the observed correlation: 0.509 and a p-value of .000 which was less than 0.05. The correlation value showed a strong and significant relationship between both variables even at a 99% confidence interval also implying a 0.01 level of significance. The hypothesis of no relationship was rejected

based on the decision rule of $P < 0.05$. We therefore rejected the null hypothesis and restated the mentoring is significantly associated service delivery.

DISCUSSION OF THE FINDINGS

This relationship was observed to be significant at a significance level of 0.05. The evidence of the result indicated that there is a substantial level of association between mentoring and measures of organizational effectiveness (adaptability, goal attainment and service delivery). This reiterated the position of previous studies which affirmed the relationship between supportive relationships between supervisors and their subordinates and the functionality of the organization. The study affirmed to the position of Robbin (2009) on the role of mentoring on the performance of the workers and as such the overall functionality and effectiveness of the organization. This is as Rothwell (2006) opined that workers relationships with their supervisors, especially that which is supportive is beneficial to the organization. Activities related to mentoring significantly impact on the extent to the organization is effective in the sense of its level of adaptability, goal attainment and service delivery outcomes.

CONCLUSION AND RECOMMENDATION

This study concluded that the practice of mentoring within the examined agencies significantly enhances and contributes towards organizational effectiveness, thus enhancing outcomes of adaptability, goal attainment and service delivery.

The study recommended that mentoring and the correspondence between supervisors and workers should be supported through the adoption of a strong framework which supports and encourages such relationships. This would provide a sense of recognition and importance to the workers and as such stimulate their desire to be more effective and useful to the organization.

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