



Evaluating the Relationship between Mentoring and Entrepreneurship Development in South East, Nigeria

Orga, Christopher Chukwudi, (PhD)¹, Sunday, Nseobong George² and Ugwo, Calistus Ezekwe³

¹Department of Business Administration, Enugu State University of Science and Technology, Enugu Nigeria

²Department of Management, University of Nigeria, Enugu Campus, Nigeria

³Federal School of Statistics, Amechi-Uno, Enugu Nigeria

Publication Process

Date

Received

June 9th, 2020

Accepted

June 23rd, 2020

Published

July 31th, 2020

ABSTRACT

The study evaluated the relationship between mentoring and entrepreneurship development in the South East Nigeria. The specific objectives of the study were to determine the nature of relationship between career support and productivity of entrepreneurs in the South East Nigeria; examine the degree of relationship between psycho-social support and professional growth of entrepreneurs in the South East Nigeria; and ascertain the extent of relationship between knowledge transfer and skill acquisition of entrepreneurs in the South East Nigeria. The study adopted survey research design. The study was carried out in South East Nigeria. The population was three thousand, eight hundred and fifty-five (3,855) SMEs as provided by Small and Medium Enterprises Agency of Nigeria and NBS report (2019). Freund and Williams Statistical formula was used in determining the sample size of 373. The analysis of the data was based on simple description of the relevant statistical information. This included the construction and analysis of frequency distribution table of the type and number of responses which were converted into percentages. The findings showed that career support had, to a great extent, positive and significant relationship with productivity of entrepreneurs in South East Nigeria, that there existed, to a large degree, a positive and significant relationship between psycho-social support and professional growth of entrepreneurs in South East Nigeria, and that knowledge transfer had, to a great extent, positive and significant relationship with skill acquisition of entrepreneurs in South East Nigeria. It was concluded that mentoring, to a great extent, had positive and significant relationship with entrepreneurship development in the South East Nigeria. The study therefore recommended among others that mentoring should be based upon encouragement, frank advise, readiness to assist the mentee to acquire needed knowledge, skills and competencies so as to operate functionally in the dynamic business environment.

Keywords: Entrepreneurship development, knowledge transfer, Mentee, mentoring and Productivity.

1. Introduction

Competitive markets are one of the many effective ways of creating more and better jobs, higher incomes and prosperity which in turn leads to empowerment and economic independence. The increasing competition in business environments calls for the need for companies to mobilize resources and make adequate preparations to develop new approaches for expansion and growth of their businesses so as to contribute positively to the way business is carried out with a view to improving the economic conditions of the people and ensuring sufficient returns on investment to business owners (Gibbons, 2013). Mentoring is becoming a highly effective human resource development process (Onyeizugbe, in Chukwu and Uzochukwu, 2013). Many organizations have gone through or are currently going through increasing significant change. Generally, people in any organization react positively to change when they take responsibility for their own development (Mundia and Iravo, 2017). Good organisations also recognize the importance of the role they play in aiding people during period of change.

Mentoring is one way in which organisations can provide this assistance as there is a high degree of trust and mutual regard which will enable the person to become what he aspires to be by realizing his or her potential (Jacob & Ariya, 2015). Mentoring is recognized as an important contributor to building capacity within organization. The private sector drives innovation, investment and growth. Employers need to maximize the productivity of their human capital, while employees need to maximize their productive capacity in order to remain employable in an increasingly dynamic business environment. Today's organisations are embracing innovative mentoring practices to meet the increasing developmental challenges of today's worker knowledge. By creating a mentoring culture, the best organisations are going far beyond the rhetoric of "people are our most important asset" and are taking practical steps to nurture talent and improve learning, performance and retention (Abodunde, 2018). But what makes mentoring work well in the corporate environment is the realization that both the mentor and mentee need each other cooperatively for the good of the organization. The best mentoring situation is when both the mentor and mentee come into the relationship as volunteers (Adamu, 2012).

Mentoring is among the few tools used/needed for preparing tomorrow's skilled employees and are also used to strengthen organizational capabilities, intelligence, build organization's knowledge, and sustain the organization's competitive advantage (Oguejiofor & Umeh, 2017). Organisations, whether public or private, have two distinguishable resources: the human and material. The former is 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 organization's competitive advantage (Okurame, 2013). Odili, & Ona, (2017) 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. Mentoring was traditionally viewed as an important field of education and/or counseling, where a mentor was regarded as an old man who possessed wisdom and could be trusted to educate young men who had little experience (Egwu & Egwu, 2012). The word mentor, according to (Goodread.com (2016), is defines as "a wise, loyal advisor, a teacher or coach." Clutterbuck (2017) 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 Hall & Smith, (2009). Adamu (2012) 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 self of the full range of superior experience, knowledge, skills, or status of the other partner in all spheres of human endeavor (Okurame, 2013). Mentoring is very effective in the management of entrepreneurship in Nigeria

The relatively stable economic environment of the colonial and immediate post- colonial era in Nigeria produced a generation of educated elites whose mindset was shaped to seek and secure paid employment in the public sector of the economy. Employment in the private sector was accepted with a large measure of reluctance and as a waiting strategy (Onyeizugbe & Uzochukwu, 2013). Self-employment was held in ridicule. Higher educational institutions did not emphasize "Business mentoring for entrepreneurship development".

In the last twenty years, efforts to promote entrepreneurship development have resulted in the creation of a range of small business mentoring enterprise development programs (Goodread.com, 2016). There is no generally acceptable model, and different institutions including universities, technical colleges and enterprise agencies did

not provide a variety of entrepreneurship or small business mentoring courses (Hall & Smith, 2009). These mentoring programs are designed to motivate potential entrepreneurs, raise awareness of entrepreneurship generally, and help promote entrepreneurial learning. Other programs try to remove barriers and constraints to business success by providing managerial and technical skills and helping entrepreneurs prepare a viable business plan. The least of a type of mentoring system that can be seen are the legendary narratives of Master-Servant relationships that existed at the turn of the 20th century between tycoons and famed business men like Sir Lois Odumegwu Ojukwu of Nnewi and many of his drivers who later became masters and owners of fleets of vehicles.

Okoye (2016) argues that most entrepreneurship related policies and programs in Nigeria fall short of appropriate business mentoring frameworks. Some of the policies are poor and lack clear entrepreneurial learning vision and commitment which pose serious threats to entrepreneurship development in Nigeria. If the quadruple upon which the entrepreneurship development is founded is lost, then there is an urgent need for entrepreneurial learning programs in Nigeria. In view of the above, therefore, this study seeks to determine the relevance of mentoring on entrepreneurship development in the South East Nigeria.

1.2 Statement of the Problem

Human resource being the most vital factor of production requires mentoring program for organizational efficiency and effectiveness. Strategies for developing the capabilities of employees are an important part of any organisation'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. Mentoring programs are aimed at increasing productivity in organizations. Many organisations carry out mentoring programs because of impact on the employee performance.

Despite the innumerable usefulness with little or no criticisms of mentoring in the human and technological development of individuals which predisposes them to compete effectively internally and externally, it has a lot of hurdles and challenges to combat in Sub-Saharan Africa. Even the old but beneficial system of mentoring in South East is fast dying due to circumstances that might have been caused by environmental factors including lack of trust between the parties involved. Secondly, the apprenticeship system which also existed had long been bewildered with fraudulent practices such as modern slavery, dishonesty, lack of trust, cheating of all types and kinds.

In the absence of effective mentoring techniques, productivity, professional growth and skill acquisition of entrepreneurs are jeopardized and might lead to winding up of the business enterprises. It is against this backdrop that the study examined the relationship between mentoring and entrepreneurship development in the South East Nigeria.

1.3 Objectives of the Study

The main objective of the study was to evaluate the relationship between mentoring and entrepreneurship development in South East Nigeria. The specific objectives of the study were to:

- i. Determine the nature of relationship between career support and productivity of entrepreneurs in the South East Nigeria;
- ii. Examine the degree of relationship between psycho-social support and professional growth of entrepreneurs in the South East Nigeria;
- iii. Assess the extent of relationship between knowledge transfer and skill acquisition of Entrepreneurs in the South East Nigeria;

1.4 Research Questions

The following research questions were raised and answered in the study.

- i. What is the nature of relationship between career support and productivity of entrepreneurs in the South East Nigeria?
- ii. What is the degree of relationship between psycho-social support and professional growth of entrepreneurs in the South East Nigeria?

- iii. What is the extent of relationship between knowledge transfer and skill acquisition of entrepreneurs in the South East Nigeria;

1.5 Significance of the Study

The general understanding of this study would serve as a useful guide to Management, practitioners, corporate managers and most especially the entrepreneurs. It will help them to understand the application and usefulness of mentoring in their business policies, leadership styles, recruitment and selection, innovation and general development plans.

The study would also enable the SMEs to proactively respond to changes in their internal environment more effectively and enable to adopt better business strategy for their operations and development.

This study would equally enable all stakeholders in different entrepreneurship programs to understand that employing mentoring strategies would enable them achieve organizational growth and development. There is limited information on the strategies that make for SMEs sustainability in Nigeria. Small business owners have been instrumental in economic growth in emerging and developed economies. This research work would adequately supply this all-important information.

The findings of this study would enable the government to create better policies and regulations that will create enabling environment for entrepreneurial development and growth in the economy.

The findings will equally enable the society to be more informed about mentoring as it relates to Entrepreneurs development. This is so, given the fact they would also provide more knowledge concerning mentoring techniques, and reveal what makes mentoring differ from one Entrepreneurship firm to another.

The study has the potential to contribute to general knowledge of small business environment by offering understanding of the factors needed for business sustainability. The creation of jobs and employment opportunities through entrepreneurship development will contribute to the growth of the economy by providing job stability, financial security, and therefore the general well-being of the Nigerian people. The findings of this study will be beneficial to small business leadership by providing/supplying enough information for better decision making.

1.6 Scope of the Study

The study was centered on the relationship between mentoring and entrepreneurship development in South East Nigeria. The study covered only small and medium scale enterprises in South East Nigeria. The study also covered variables such as career support, psycho-social support, knowledge transfer

2. Literature Review

2.1 Conceptual Review

Mentoring

Clutterbuck (2011) 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 (Hall & Smith, 2009). Adamu (2012) 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 endeavor (Okurame, 2013).

Oduma (2012) posits that mentoring is a set of tailors- 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 (Abodunde, 2018).

Mentoring relationship involves exchange of wisdom, learning and development of skills and knowledge about the organization for the protege's career growth. (Hall & Smith, 2009) suggest two major dimensions of the mentoring relationship which are career support and psycho-social 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 protege's career (Hall & Smith, 2009)

Psycho-social support functions embrace the role modelling, friendship, counselling, acceptance, and confirmation of the mentee (Oguejiofor & Umeh, 2017). DeLong (2004) insists that knowledge transfer is a key mechanism for organization's success. Similarly, VonKrogh, (2000) emphasizes the importance of knowledge sharing. While Oduma (2012) insists that social processes played an important role in the transfer of tacit knowledge among members in an organization. However, it must be noted that workplace relationships such as mentoring could be fostered to promote transfer of tacit knowledge. Okoye (2016), in agreeing with the above assertion, stresses the importance of human resource development to organization's 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.

Odili & Ona, (2017). saw mentoring as helping the proteges work out personal problems and thereby enhancing the protege's self-image. The existence of interpersonal bond that fosters mutual trust enables the proteges 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 protege that both of them are highly valued employees and contributors to their organization. From the foregoing, career support can be seen as a lifelong series of activities that contribute to a person's career exploration, establishment, success and fulfillment.

Entrepreneurship

Entrepreneurship has traditionally been defined as the process of designing, launching and running a new business, which typically begins as a new business, such as a startup company, offering a product, process or service for sale or hire (Orga, 2016). Okoye (2016), assures that the word entrepreneurship may be described in terms of specific functions which the entrepreneur performs or in terms of characteristics and generally associated activities which the entrepreneur is expected to perform. Thus, from the definitions above, one can see that while defining the concept 'entrepreneurship,' emphasis was laid on a wide spectrum of activities such as self-employment of any sort; creation of organization; innovation applied to a business context; the combination of resources; identification and exploitation of opportunities within the economic system or market; the bringing together of factors of production under uncertainty. Entrepreneurship refers to all the processes and activities involved in establishing, nurturing and sustaining a business enterprise.

The term entrepreneur has been traditionally defined as a person who organizes and manages any enterprise, especially a business, usually with considerable initiative and risk (Onoh, Orga & Abraham, 2017). Rather than working as an employee, an entrepreneur runs a small business and assumes all the risk and rewards of a given business venture, idea, or goods or services offered for sale. The entrepreneur is commonly seen as a business leader and innovator of new ideas and business processes. Entrepreneur stand to be good at perceiving new business opportunities and they often exhibit bias towards finding new possibilities and seeing unmet market needs and pro-risk-taking attitude that makes them more likely to exploit the opportunities. This means that entrepreneurs are not averse to risk. Action marks entrepreneurs out.

Enterprise Mentoring

Mentoring describes a relationship in which a person is supported through a learning or developmental journey. Orga & Nwoye (2016) state that it is about encouraging and supporting a new or existing business owner to make the most of themselves and their business. Mentoring is about mutual trust and respect. It is a two-way relationship in which both the mentor and mentee get the chance to learn new things and further their personal development.

The mentor probably has many life experiences from which the mentee can learn. Mentoring is also a great way for one's mentees to develop and improve their communication and leadership skills. Every relationship is different but

all mentoring relationships present the opportunity for both mentors and mentees to learn from each other. Lowbridge (2011) in his extensive work on enterprise mentoring, revealed that mentoring is just one type of business support, each of which is used in different circumstances and for different reasons. The main types of enterprise support are shown in the fig 1. What they all have in common is that the business owner or mentee is at the center.



Figure 1: Types of enterprise support services
Adapted from Odili and Onah (2017)

Enterprise mentoring as Lawbridge (2011) puts it, is a one-to-one relationship, usually over a set period of time, in which an established business person (mentor) provides consistent support, guidance and practical help for a less experienced person (mentee). It is a voluntary relationship which the mentee or the mentor can end a any time. It is a two-way process in which the mentors share their personal skills, knowledge, and experience with the mentees to enable them to explore their personal and professional situations, and in which the mentors and mentees work together to achieve predetermined goals and objectives.

An enterprise mentoring as enunciated by Mundia & Iravo (2017) is a relationship that gives the mentee an opportunity to receive medium-term or long-term personal or professional support. The relationship enables the mentee to explore his or personal or professional situation in order to develop strategies and goals that will have a positive impact on their business enterprise. The mentor should have the personal experience and skills to give the enterprise owner the right level of support, but it is equally important for the mentoring to be done in the most appropriate way. Mentoring is based on equality, openness and trust.

Above all, it should be very supportive. In a good enterprise mentoring relationship, the mentor encourages the enterprise owner to reflect on his or her personal and professional experiences, and shares his or her personal or professional or professional experiences. In this way, the enterprise owner is supported to devise new or more effective way to approach business problems and challenges. In line with the above the American Psychological Association in Okpara (2014) listed the characteristics of effective mentoring to include the “ability and willingness to;

- a. Value the mentee as a person;
- b. Develop mutual trust and respect;
- c. Maintain confidentiality;

- d. Listen both to what is being said and how it is being said;
- e. Help the mentee solve his or her own problem, rather than give direction;
- f. Focus on the mentee's development and resist the urge to produce a clone (replica/carbon copy).

It implies that mentoring like counseling is mentee-centered and not necessarily to take decisions for the mentees. The mentor would rather increase awareness of opportunities in the local community. Finally, enterprise mentoring is a way of enabling the mentee to gain the skills, knowledge and confidence to perform at a higher level, and of giving them access to impartial, non-judgmental guidance and support.

Types of Mentoring Relationship

Four types of mentoring relationship as identified by (Lowbridge (2011) include.

1. Face-to-face, one-to-one mentoring- The vast majority of mentoring is done face to face and usually on one-to-one basis. This allows the mentor to focus 100 percent on the challenges and issues of the individual mentee. The advantage of face-to-face individual mentoring is that the mentor can gather an enormous amount of information from both verbal and non-verbal communication. This is very suitable for new entrant into business.

2. Face-to-face group mentoring (Peer mentoring) - This type of mentoring is becoming more popular in enterprise mentoring and is often delivered as action learning sets. In this format, a small group of between six to eight business owners come together to discuss their challenges and issues. The group acts as a sounding board, taking on the role of the peer mentors to help individual members examine their issues from different perspectives. The advantage of this type of mentoring is that the group of peers can provide a number of different experiences and view points to help and support its members.

3. Telephone mentoring- Telephone mentoring is usually part of a blended mentoring approach, used in tandem with face-to-face mentoring. It is provided on a one-to-one basis, so has the advantage of being focused on the mentee's specific issues. This method is also extremely flexible.

4. E-mentoring- Like telephone mentoring, e-mentoring is often part of a blended mentoring approach, but it can also be used on its own. It is provided on a one-to-one basis and has the advantage of being able to focus on specific issues. The mentee can also provide a lot more written information than with other types of mentoring, which may allow the mentor more time to assimilate the information before deciding on potential options for a course of action. The above types of mentoring could be selected by a mentee or as a mentor could be arranged depending on the need.

Imperatives of Mentoring in Entrepreneurship for Economic Development of Nigeria

Mentoring in entrepreneurship has over the years contributed greatly to the overall economic development of societies. This is because most entrepreneurs acquire their skills through apprenticeship, training, counseling and so on. Entrepreneurs bring more entrepreneurs in an economy and they generate wealth which can also be reinvested. They also pay taxes (both income and personal) and other levies which is a source of government revenue for development.

The act of mentoring is often done consciously or unconsciously. However, the outcome is always helpful to the protegee. Mentoring is always like a master/student relationship. A master has acquired the necessary knowledge, experience and skill. Out of love, he spends time and energy to teach, encourage, motivate, direct and lead others to come up and become mature to forge ahead. By so doing, the products often adopt the same procedure by being there for others. This is why mentoring is a continuous process.

Mentoring facilitates entrepreneurship skills. In various sectors of human endeavor, someone has selflessly assisted somebody to achieve his or her aspirations. It is more apparent in academic, politics, business, leadership and others. It helps in improving productivity in individuals and brings about advancement of knowledge, availability of information, skill acquisition, increased ability, better management of resources, increase in sales, eradication of frustration and stress. All these contribute in the economic development of a country.

In the same vein, mentoring has solved the problem of training and retraining of individuals which is capital intensive. Payments for retraining are most often not easily afforded by an organization or individual. The young entrepreneur or the learner spends nothing but is continually learning, acquiring professional advice in a variety of ways and improving skill from mentors at minimal or no cost. The positive implication of this is usually reflected in the enhancement of production, distribution and consumption in an economy.

Mentoring plays major role in updating the competencies (that is knowledge, attitude and skills) of a beginning entrepreneur. It helps in creating insight into current practices and also in creating awareness of the different issues in the profession. A mentor must be on ground to supervise, co – ordinate, guide, counsel and direct young entrepreneurs. This means that mentoring brings about an accelerated learning. Oguz and Aydin (2012) are of the opinion that rational decision by some leaders in industries and government are often made based on mentors` advice. Some of the benefits of mentoring are: efficiency and professional growth. This is because mentors sharpen their coaching, leadership and communication skills as they advise and motivate their mentees, which they can in turn apply to their day – to – day work.

Mentees gain more self-confidence from mentoring and get advancement in their aspiration. Mentoring as a matter of fact is like learning in the course of teaching and yet the learner acquires knowledge. Each of them in the actual fact is improving in the acquisition of skills and competencies which helps the society in general in repositioning production and service delivery thereby contributing in the overall development of the society.

2.2 Theoretical Review

Theories of entrepreneurship and mentoring are necessary to appreciate the conjectures about the subject area under investigation. We therefore need to understand how entrepreneurship works by looking at how things and events are related and hence the probable direction of causality. We shall examine existing theories of entrepreneurship and make a choice of the best for the study.

Penrose (1959) as quoted in Udu, Udu and Eze (2008:33) propounded the Resources Based theory of entrepreneurship which holds that entrepreneurship is facilitated when there are capabilities and resources which the entrepreneur either possesses or can acquire and deploy in sustainable manner. The above theory indicates that a good understanding of the resources/potentials through good vision, intuition and creative act will lead an entrepreneur to choose a particular industry where resources are as Onwuka and Ile (2006:7) put it “valuable, rare and hard to succeed”. He/she will above all, be able to enjoy long term competitive advantage and economic success.

No doubt without sustainable competitive advantage, entrepreneurial successes are ephemeral; competitors will take away the successful outcome of the initial effort. Where there are resources that are valuable, rare, and hard to copy and non-substitutable at the disposal of the entrepreneur, he/she succeeds. Jimngang (2004:45) lists the resources that are useful and insists that they should be applied in the right mix. The resources according to Jimngang (2004) are physical resources, reportorial resources, organizational resources, intellectual and human resources and technological resources. The resource-based theory of entrepreneurship therefore means that entrepreneurship can be facilitated when there are capabilities and resources which the entrepreneur either has or can acquire and deploy in a sustainable manner.

Another theory of entrepreneurship is the psychological theory. The theory was made popular by Joseph Schumpeter (1934), David McClelland (1961) and Hagen Everett (1963). Schumpeter (1944) sees entrepreneurship as the strength of will to achieve power, and criticizes Max Weber’s idea of entrepreneurship as a function of social, cultural or religious factors - Udu, Udu and Eze (2008:35). Schumpeter sees entrepreneur as someone with very strong will to achieve power which could easily be realized or satisfied by high acquisition of money. Schumpeter finally sees an entrepreneur as a special or extraordinary person in society. This means that the motivating force for the entrepreneur is power and it could be satisfied with money.

McClelland however, states that the major reason compelling people to move into entrepreneurship is the need for achievement. Onwuka (2009:25) borrowing from McClelland suggests that a society with many people who have high need for achievement will likely have many entrepreneurs and that the reverse will be the case with contented or lazy society. She also states that child rearing practices could lead to the production of entrepreneurs. We may conclude here that psychological variable called need for achievement determines economic development of any society and hence the level of entrepreneurial development.

Everett (1963) propounds the theory of social changes and states that creativity and innovation are the main bases for entering entrepreneurship. Everett agrees with McClelland on the need for achievement as motivating factor for entrepreneurship but adds that law, order, autonomy and excellence are other important factors. This means that a trader who does not create or modify existing product, service or method is an entrepreneur. Contributing also to the psychological theory of entrepreneurship, Law and McMullan (1988) see entrepreneurship as emanating from one's belief in his/her capabilities to commence and complete things and events through his/her own actions. This is also called locus of view and means internal assessment one makes of himself/herself. The psychological theory of entrepreneurship can also be called the trait approach. It falls short because it believes all entrepreneurs have the same traits or should have the same traits. However, analysis of the theory is useful in identifying similarities among entrepreneurs.

Another theory of entrepreneurship is the sociological theory. This theory was made popular by Weber (1949), Cochran (1965) and Young (1970) – the theory states that entrepreneurs are created by social, cultural and religious variables found in the society. Max Weber sees a positive correlation between accumulation of wealth and religious belief. He is of the opinion that Protestants cherish high profit generation and wealth accumulation more than the Muslims and Catholics. Udu, et al (2005:39) while analyzing the views of Cochran (1965), accept that cultural values, role expectation and social factors are the key elements in the origin of entrepreneurship in a society. This means an acceptance that the environment of an individual to a great extent determines the entrepreneurial urge of such individual. This also means that the individual as well as the society place an urge and force the individual into entrepreneurship.

Young (1971) believes that entrepreneurial behaviors are caused by inter-group relations. He believes in change based on society's incorporation of reactive groups. He believes that if a group sees itself as not doing well in comparison to another, it will work harder and the need to work harder and measure up will bring in creativity, innovation, vision and plain work. The foregoing sociological theory indicates that the entrepreneurial drive is caused by negative displacement, transition, position pull, perception of desirability and perception of feasibility. It is interesting how far an individual will go with economic resources with all the attitude and pressure by the society to achieve entrepreneurial success.

The next school of thought is the economic school. The proponents were Pananek (1965), Itarris (1967), and Yanamura (1968). The theory states that the reasons for people becoming entrepreneurs are purely economic. This theory accepts the resource-based approach and further goes to emphasize the principle of demand and supply. The school further explains that the supply of entrepreneurial services is a function of social-psychological variables and to some extent the past amount of training received and the demand for talents and what is needed in the society (Onwuka, 2009:48). However, the need is a function of investment opportunities that are created in the society. The more business opportunities that are created in the society, the more the individuals who would want to exploit such opportunities at a profit (Idemobi, 2005:61). The economic school simply emphasizes that while there are psychological variables such as need for achievement, religious and cultural variables, and child rearing practices, or even natural talents that are pushing an individual into entrepreneurship, if the demand for what such individual has or can do is non-existent, or low he/she will either lose interest or relocate to another place where the demand for what he offers is available, provided the resources are there.

Having weighed the theories of entrepreneurship, it is clear that inter-connection exists among the theories. There are resource based, psychological, sociological and economic reasons or approaches for entrepreneurship. It is therefore not proper to look at entrepreneurship with a single-factor approach. Entrepreneurship thrives because of resource availability, psychological factors and also due to demand and supply of offerings. This study therefore short of advocating a complex theory approach, adopted a theoretical approach that fairly captures the essence of the Nigerian society, which is the economic theory of entrepreneurship. This theory sees entrepreneurship development as the result of interplay of variables such as resource availability and economic factors which effect and affect investment opportunities in a mentoring subordinate.

2.3 Empirical Review

Jacob & Ariya (2015) examined the Effects of Mentoring on Employees' Performance in Selected Family Business in Abuja, Nigeria. 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 analyzed. The data collected were analyzed 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 psycho-social support. This research concluded that performances among employees are based on the degree of mentorship program put in place in the organization. Employees respond better to career support in 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 organization should be encouraged to have a mentorship program for the employees of the organization, which will result in better employees' performance for the business to achieve its objectives.

Odili & Ona (2017) carried out a study on Enterprise Mentoring: An Indispensable Strategy for Entrepreneurship Development in Nigeria. There is a difference between knowing how and knowing what. This is also true in entrepreneurship development in Nigeria. Entrepreneurship has been taught as a compulsory course in almost all the tertiary institutions in Nigeria for some time now, but unemployment is growing by the day. This, no doubt affects economic growth and development. The economy which has officially be in recession must be brought back on track and quickly too. As a result, this paper examines enterprise mentoring as an indispensable strategy for entrepreneurship development in Nigeria. The paper adopts the narrative textual case study (NTCS) a social science research method that relies on information and data from several sources for problem identification and problem solving. The paper posits that mentoring entrepreneurs in Nigeria though very necessary is low and weak for those intending to start up in business. The paper draws conclusion and makes recommendation among others that institutions of learning should bring mentoring to the front burner in the curriculum of entrepreneurship.

Chukwu and Uzochukwu (2013) carried out a study on Business Mentoring and Entrepreneurship Development in Selected States of Nigeria. The study noted that there exists a hiatus between teaching and practice of Entrepreneurship Development in Nigeria. This exacerbates unemployment, affects the nation's gross domestic product as a well as economic growth and development. As a result, this paper examined business mentoring as a panacea for entrepreneurship development

in Nigeria. The study was limited to six states selected from six geopolitical zones of the country. Guided by Social Cognitive Career Theory (SCCT) as well as Behavioral-Elastic Model, the research sought to ascertain if there was a positive relationship between effective learning and entrepreneurship development. In pursuance of the objective of the study, the cross-sectional survey research design was adopted. A sample of 131 individuals selected from the various states was used for the study. One research question and one hypothesis were formulated to guide the study. A structured questionnaire was designed to elicit data from the respondents. Personal interviews were also conducted with some selected members of the sample. A pilot study was conducted using a test-retest method to establish the reliability of the research instrument. The validity of the research instrument was also tested. Pearson Product Moment Correlation was used for testing the hypothesis and t-test was used for testing the level of significance of correlation coefficient at 5% error and 3 degrees of freedom. Among others, the findings of the research reveal that there is a positive relationship between effective learning and entrepreneurship development in Nigeria; and that one can acquire entrepreneurial skills through mentoring. It is recommended that National University Commission should as a matter of urgency introduce business mentoring in University Curriculum and should be backed by relevant policy; and there is a need for additional research into the long-term impact of mentoring relations vis- a- vis cost benefit analysis of the program.

Orogu & Nafiu (2014) examined the impact of coaching and mentoring in the Nigeria liquefied natural gas company limited, bonny. The research question addressed the extent at which improved employees job performance/reduced employee's turnover is influenced by the implementation of coaching and mentoring program in the Nigeria liquefied natural gas company limited, bonny. It views coaching and mentoring as learning relationships that improve employees' job skills and develop their potentials for better performance. The core aspect of the study is the use of cross-sectional survey research design in generating the required primary data. The place of study is the bonny industrial area of the Nigeria liquefied natural gas company while the duration of study is between December 2013 and November 2014. A sample of 370(184 Direct staff, 150 Contract staff and 36 Seconded staff) respondents determined at 5% level of significance for sample error, using Yamane's formula, was selected from a population of 4,895 employees using stratified random sampling method for the purpose of questionnaire administration. The results indicated that implementation of coaching and mentoring program in the Nigeria liquefied natural gas company limited bonny, to a large extent influenced improved employees'

performance(74.32% response rate) and reduced employees turnover(67.57% response rate).It therefore recommends among others: sustenance of the current coaching and mentoring program, regular appraisal of employees job skill requirements, continuous staff development, regular improvement of employees' condition of service and sustenance of current team building efforts/ incentive scheme.

3. Methodology and Data Analyses

The research employed survey research design. Survey research is used to gather the opinions, beliefs and feelings of selected groups of individuals. The survey is one in which a group of people or items are studied by collecting and analyzing data from only a representative of the population of study. In other words, only a part of the population is studied and findings are expected to be generalized to the entire population. A research design is a framework which is created to find answers to the research questions and test hypothesis. Sources of data for this study were primary and secondary data. The primary data primary data were collected through the use questionnaire, observation and personal interview administered on the respondents. Secondary data is the data readily available from other sources including literature, industry surveys, database etc. sources for the secondary data were textbooks, journals and the internet.

The study was carried out in the South Eastern Nigeria. The South Eastern Nigeria is inhabited by people whose indigenous language is Igbo. They are regarded as the most commercial or business minded people in Nigeria.

The population of the study was made up of the owners of registered small and medium scale business enterprises in the South Eastern Nigeria. The Target population is Three thousand eight hundred and fifty-five (3,855) SMEs as provided by Small and Medium Enterprise Agency of Nigeria and NBS report. Freund and Williams Statistical formula was used in determining the sample size of 373. Because of the nature of the study and the research method (survey) already adopted, the researcher used questionnaire as the only measuring instrument in this study. The questionnaire was considered as the most appropriate measuring instrument because the researcher was dealing with respondents who are scattered in various areas of South Eastern Nigeria.

Experts in research believe that instrument used for the collection of data could be valid only when it collects what it was intentionally designed for. That is, it achieves the purpose for which it was constructed. Based on the above, the content of the questionnaire was validated by three experts in measurement and evaluation in Enugu State University of Science and Technology (ESUT). Their expertise in research work makes it possible for them to judge the extent to which the questionnaire can measure what it was designed to do. This ensured the "face validity" of the questionnaire. Thus, corrections and modification were made before giving out the questionnaire to the respondents.

A test- retest method was used in the study to ensure the reliability of the questionnaire. The researchers gave out the sample questionnaire to twenty (20) respondents on two separate occasions after two weeks' interval. The coefficient of reliability was determined using Pearson's Product Moment of Correlation Coefficient. The reliability coefficient was 0.8, which was good. The analysis of the study was based on simple description of the relevant statistical information. This included the construction and analysis of simple frequency distribution table of the type and number of responses which were converted into percentages. Analysis of data was done using mean and percentages.

4. Data Presentation, Analysis and Discussion of Results

Data Analysis

Research question One: What is the nature of relationship between career support and productivity of entrepreneurship in the South East Nigeria?

Table 4.1: The nature of relationship between career support and productivity of entrepreneurship in the South East Nigeria

S/n	Items	SA	A	U	DA	SD	FRE Q	Mean	Decision
1	Career support is a facilitator for the acquisition of entrepreneurial skills among Nigerians	160 (44%)	175 (48%)	5 (1%)	10 (3%)	10 (3%)	360	4.3	Accepted
2	Entrepreneurial skills lead to effective learning rooted in Career support	140 (39%)	180 (50%)	20 (5%)	10 (3%)	10 (3%)	360	4.1	Accepted
3	Career support leads creativity and innovative skills in the mentees	190 (53%)	100 (28%)	10 (3%)	40 (10%)	20 (6%)	360	4.4	Accepted
4	Career support creates opportunities to reflect upon and articulate their role for maximum productivity	200 (55%)	100 (28%)	10 (3%)	25 (7%)	25 (7%)	360	4.1	Accepted
5	Career support improves understanding of employment equity management principle which leads to increase productivity	150 (42%)	160 (44%)	10 (3%)	20 (5%)	20 (6%)	360	4.2	Accepted

Source: Field Survey, 2020

Table 4.1 shows the mean distribution of opinions of the respondents on the nature of relationship between career support and productivity of entrepreneurship in the South East Nigeria. With regards to item one, the data show that 160 (44%) of the respondents strongly agreed; 175 (48%) of the respondents agreed; 5 (15%) of the respondents were undecided; 10 (3%) of the respondents disagreed; and 10 (3%) of the respondents strongly disagreed. The mean score of 4.3 is a strong indication that majority of the respondents accepted that career support was a facilitator for the acquisition of entrepreneurial skills among Nigerians in the South East.

On item two, 140 (39%) respondents strongly agreed, 180 (50%) of the respondents agreed, 20 (5%) of the respondents were undecided, 10 (3%) of the respondents disagreed and 10 (3%) of the respondents strongly disagreed. The high mean of 4.1 is an indication that majority of the respondents strongly agreed with the proposition that entrepreneurial skills led to acquired effective learning rooted in career support.

In item three, 190 (53%) of the respondents strongly agreed, 100 (28%) of the respondents agreed, 10 (3%) of the respondents were undecided, 40 (10%) of the respondents disagreed while 20 (6%) of the respondents strongly disagreed. The high mean score of 4.4 implied that majority of respondents agreed that career support increased creativity and innovative skills in the mentees.

For item number four, 200 (55%) of the respondents strongly agreed, 100 (28%) of the respondents agreed, 10 (3%) of the respondents were undecided, 25 (7%) of the respondents disagreed while 25 (7%) strongly disagreed. The high mean score of 4.1 implied that majority of respondents agreed that career support created opportunities to reflect upon and articulate their role for maximum productivity. For item five, the high mean of 4.2 depicted that majority of respondents agreed that career support improved understanding of employment equity management principle and led to increase productivity.

Research question two: What is the relationship between psycho-social support and professional growth of entrepreneurship in the South East Nigeria?

Table 4.2: The relationship between psycho-social support and professional growth of entrepreneurs in the South East Nigeria

s/n	Item	SA	A	UD	DA	SD	Total	Mean	Decision
-----	------	----	---	----	----	----	-------	------	----------

1	Role modelling, to a large degree, improves the professional growth of entrepreneurs	120 (33%)	170 (47%)	20 (6%)	20 (6%)	30 (8%)	360	4.0	Accepted
2	Friendship, to a large degree, creates the sense of urgency for professional growth of entrepreneurs	160 (44%)	150 (41%)	20 (6%)	20 (6%)	10 (3%)	360	4.1	Accepted
3	Counselling, to a large degree, enables entrepreneurs to gain relevant skills	155 (43.1%)	116 (32.1%)	29(8.1%)	30 (8%)	30 (8%)	360	4.0	accepted
4	Acceptance, to a large degree, is the key mechanism for entrepreneurs	170 (47%)	100 (28%)	20 (6%)	30 (8%)	40 (11%)	360	4.2	Accepted

Source: Field Survey, 2020

Table 4.2 shows the mean distribution of opinions of the respondents on relationship between psycho-social support and professional growth of entrepreneurship in South East Nigeria. With regards to item one, the data show that 120 (33%) respondents strongly agreed, 170 (47%) agreed, 20 (6%) were undecided, 30 (8%) agreed and 30 (8%) strongly agreed. The mean score is 4.0 is an indication that majority of the respondents accepted that role modeling improves the professional growth of entrepreneurs.

On item two, 160 (44%) respondents strongly agreed, 150(41%) agreed, 20(6%) were undecided, 20(6%) disagreed and 10(3%) strongly disagreed. The low mean of 4.1 is an indication that majority of the respondents accepted that friendship creates the sense of urgency for professional growth of entrepreneurs.

With reference to item three, 155(43.1%) of the respondents strongly agreed, 116(32.2%) agreed, 29(8.1%) undecided, 30(8.3%) disagreed while 30(8.3%) strongly disagreed. The result shows a low mean score of 4.1 implied that majority of respondents accepted that counselling enables entrepreneurs to gain relevant skills. For item number four, 170(47%) of the respondents strongly agreed, 100(28%) agreed, 20(6%) undecided, 30(8.3%) disagreed while 40(11%) strongly disagreed. The result shows a high mean score of 4.2 which implied that majority of respondents accepted that its acceptance is the key mechanism for entrepreneurs.

Research question three: What is the nature of relationship between knowledge transfer and skill acquisition of entrepreneurship in the South East Nigeria?

Table 4.3: The nature of relationship between knowledge transfer and skill acquisition of entrepreneurship in the South East Nigeria

s/n	Item	SA	A	UD	DA	SD	Total	Mean	Decision
1	Knowledge transfer, to a great extent, is a key mechanism for organizations success	140 (39%)	140 (39%)	20 (6%)	30 (8%)	30 (8%)	360	4.0	Accepted
2	Social processes, to a great extent, played an important role in the transfer of tacit knowledge among members in an organization	150 (42%)	140 (38%)	10 (3%)	40 (11%)	20 (6%)	360	4.1	Accepted
3	Mentoring, to a great extent, fostered to promote transfer of tacit knowledge improves skill acquisition of entrepreneurship	155 (43.1%)	116 (32.2%)	29(8.1%)	30 (8%)	30 (8%)	360	4.1	Accepted
4	Mentoring to a great extent, promotes guidance on career development and role modelling which both contribute greatly to employee's development.	110 (30%)	160 (44%)	10 (3%)	60 (17%)	20 (6%)	360	4.0	Accepted
5	Mentoring, to a great extent, helps the protégées work out personal problems and thereby enhance the protégées' self-image	117 (32%)	153 (42%)	10 (3%)	60 (17%)	20 (6%)	360	4.0	Accepted

Source: Field Survey, 2020

Table 4.3 shows the mean distribution of opinions of the respondents on the extent of relationship between knowledge transfer and skill acquisition of entrepreneurship in the South East Nigeria. With regards to item one, the data show that 140 (39%) respondents strongly agreed, 140(39%) agreed, 20 (6%) were undecided, 30 (8%) disagreed and 30 (8%) strongly disagreed. The mean score was 4.0 which indicated that majority of the respondents accepted that knowledge transfer, to a great extent, was a key mechanism for organization's success.

On item two, 150 (42%) respondents strongly agreed, 140 (38%) agreed, 10 (3%) were undecided, 40 (11%) disagreed and 20(6%) strongly disagreed. The high mean of 4.1 was an indication that majority of the respondents accepted that social processes, to a great extent, played an important role in the transfer of tacit knowledge among members in an organization.

With reference to item three, 155(43. %) of the respondents strongly agreed, 116(32.2%) agreed, 29(8.1%) undecided, 30(8.3%) disagreed while 30(8.3%) strongly disagreed. The result shows a high mean score of 4.1, which implied that majority of respondents accepted that mentoring, to a great extent, fostered to promote transfer of tacit knowledge and improved skill acquisition of entrepreneurs. For item number four, 110 (30%) respondents strongly agreed, 160 (40%) agreed, 10 (3%) were undecided, 60 (17%) disagreed and 20(6%) strongly disagreed. The high mean of 4.0 depicted that respondents accepted that mentoring, to a great extent, promoted guidance on career development and role modelling which both contribute greatly to employee's development. For Item five, 117 (32%) respondents strongly agreed, 153 (42%) agreed, 10 (3%) were undecided, 60 (17%) disagreed and 20(6%) strongly disagreed. With the mean of 4.0 it showed that the respondents accepted that mentoring, to a great extent, helped the protégées work out personal problem and thereby enhanced the protégées' self-image.

Discussion of Results

The results of analysis revealed that career support had a positive significant relationship with productivity of Entrepreneurs in the South East Nigeria. This finding agrees with Hall & Smith, (2009) who noted that the major function of mentoring is to promote the mentee's development in specific areas and to facilitate success in business activities. That mentoring and business development offers a wide range of benefits such as welfare, satisfaction, development, progress, feeling rejuvenated in career development, learning how to use new technologies, becoming aware of business issues, methods, strategies or perspectives that are vital to business.

It was discovered from the analysis of research two that there was, to a large degree, positive significant relationship between psycho-social support and professional growth of entrepreneurs in the South East Nigeria. The finding is supported by the Jacob & Ariya (2015) who found out that mentoring had positive effects on employees' performance; career support had more positive effect on employees' performance than psycho-social support. They concluded that performances among employees are based on the degree of mentorship program put in place in the organization. Employees respond better to career support in term of performance. The study concluded that mentoring had significant relationship with employee performance.

From research question three, it was found that knowledge transfer had a positive significant relationship with skill acquisition of entrepreneurs in the South East Nigeria. The finding is in tandem that with that of Chukwu & Onyeizugbe (2013) who found a positive relationship between effective learning and entrepreneurship development in Nigeria; and that one can acquire entrepreneurial skills through mentoring.

5. Summary Findings, Conclusion and Recommendations

Summary of Findings

The following are the summary of findings:

- i. Career support had, to a great extent, positive and significant relationship with productivity of entrepreneurs in the South East Nigeria.
- ii. Psycho-social support had, to a large degree, positive and significant relationship with professional growth of entrepreneurs in the South East Nigeria.
- iii. Knowledge transfer had, to a great extent, positive and significant relationship with skill acquisition of entrepreneurs in the South East Nigeria.

Conclusion

Based on the findings, it was concluded that career support, psycho-social support, and knowledge transfer had significant and positive relationship with productivity, professional growth and skill acquisition of entrepreneurs in the South East Nigeria. Performances among entrepreneurs are based on the degree of mentoring program put in place in the organization. Employees respond better to career support in terms of performance. It is affirmed that the support of a mentor with suitable skills, knowledge and experience together with access to appropriate expertise elsewhere represents an effective support system. Mentoring creates room for more inter-personal relationship and interaction.

Recommendations

The following recommendations were made;

- i. That for entrepreneurship development to sustain better employees' performance, organisations should be encouraged to have a mentoring program for the employees, for that will invariably result into better employees' performance for the achievement of the organizations' set objectives.
- ii. That entrepreneurs should seek to encourage mentors and mentees to develop strong relational quality as key component of successful mentoring in other to improve professional growth.
- iii. That mentoring should be based upon encouragement, frank advise, readiness to assist the mentee to acquire needed knowledge, skills and competencies so as to operate functionally in this our ever-changing business environment.

References

- Abodunde, M.S (2018). Mentoring and Its Influence on Career Development of Academic Members of Selected Tertiary Institutions in Oyo State, Nigeria. *6(1): 1-9*.
- Adamu, A. A. (2012). Entrepreneurship education in furniture craft skills training for self-reliance in a democratic Nigeria. A paper presented at the 9th Annual National Conference of National Association for Promotion of Studies in Religious Education, Language and General Studies (NAPSRELGS).
- Chukwu, B. I. and Uzochukwu, O. O (2013). Business mentoring and entrepreneurship development in selected states of Nigeria. *Journal of Economics and Sustainable Development*. Retrieved from www.iiste.org. 18th September, 2016.
- Clutterbuck, D. (2001). Quiet transformation: The growing power of mentoring. *Mt Eliza Business Review*, Summer/Autumn, 47-52.
- Egwu, U. Egwu (2012). Business Mentoring and Macroeconomic Development in Africa: Strategies and Options. Being a Lead paper presented at an International Conference on Business Mentoring and Macroeconomic Development in Africa: Strategies and Options organized by the Development of Business Administration, Nnamdi Azikiwe University Awka, Nigeria.
- Gibbons, A. (2013). The coaching & mentoring network articles. Obtained from www.coachingnetwork.org.uk/informationportal/ Articles/viewArticle.asp?artId=54. Retrieved 2nd October, 2016.
- Goodread.com (2016). The mind is not a vessel to be filled, but a fire to be kindled. Obtained from <http://www.goodread.com/quote/32595-the-mind-is-not-a-vessel-to-filled-but>. Retrieved 7th August, 2016.
- Hall, M. and Smith, D. (2009). "Mentoring and Turn Over Intentions in Firms" *Accounting Organization and Society Journal* 8P 108 – 117.
- Jacob, S. & Ariya, D. A. (2015). Teaching entrepreneurship education in tertiary institutions and the disposition of social studies students towards self-reliance in Plateau State, Nigeria. *International Journal of Education and Research*. 5(2) 272-280. Retrieved 21st August, 2016, available in <http://www.ijern.com/journal/2015/October-2015/09.pdf>
- Jacob, S. & Ariya, D. A. (2015). Teaching entrepreneurship education in tertiary institutions and the disposition of social studies students towards self-reliance in Plateau State, Nigeria. *International Journal of Education and Research*. 5(2) 272-280.
- Jimngang G. Y. (2004) *The Culture of Entrepreneurship – Rising from the Scratch to Fame*, Douak Cameroon: Treasurer Books Co. Ltd.
- Lowbridge, R. (2011). *An introduction to enterprise mentoring*. Obtained from www.mentorsme.co.uk/images/uploads/unction-to-Enterprise-mentoring-2011.pdf. Retrieved 15th September, 2015.
- Merriam, S. (1983). 'Mentors and Protégés: A Critical Review of the Literature,' *Adult Education Quarterly*33(3); 162
- Miller, D. (1993). Some organizational consequences CEO succession. *The Academy of Management Journal*, 36(3), 644-659.
- Mundia and Iravo (2017). Role of Mentoring Programs on the Employee Performance in Organisations, A Survey of Public Universities in Nyeri County, Kenya. *International Journal of Academic Research in Business and Social Sciences*, 4(8). 10-19.
- Odili, S. O. & Ona, A. O. (2017). Enterprise Mentoring: An Indispensable Strategy for Entrepreneurship Development in Nigeria. *Nigerian Journal of Business Education (NIGJBED) Volume 4(1),1-16*

- Oduma, C. A. (2012). *Fundamentals of entrepreneurial education*. Abakaliki: Catholic Communication Link.
- Oguejiofor, C. & Umeh, U. F. (2017). Mentoring in Entrepreneurship: Imperative for Nigeria's Economic Development. *Nigerian Journal of Business Education (NIGJBED) 4(1)*, 1-9.
- Oguejiofor, C. S & Ezeabasilli, A. C. C. (2014). Imperatives of vocational education and sustainable development in Nigeria. *African Research Review, 8 (1)*, 42-52.
- Oguz, A. & Aydin, U. (2012). Education system in knowledge society and model of innovative entrepreneurs. *Procedia social and behavioural sciences 47*; 619-623.
- Okoye, A. C. (2016). Business education as a tool for socio-economic growth in Nigeria: challenges and a way forward. *Global Journal of Applied Management and Social Science, 2*; 212-216.
- Okpara, F. (2014). Workshop and Networking Towards Enhancing Entrepreneurship Culture. *A Paper Presented at the TETFund organized Capacity Building Workshop on Entrepreneurship Education and Training in Public Tertiary Institutions held in November/December in the 6 geo-political zones.*
- Okuramen D. (2016). Career outcomes of job experience and gender occurrence of mentoring. *Ibadan Journal of the Social Sciences. 2(4)*.111–119.
- Okurame, D.E. (2013). Mentoring in the Nigerian Academia: Experiences and challenges. *International Journal of Evidence Based Coaching and Mentoring. 2008*;6.
- Onoh, C. E. C, Orga, C. C. & Abraham, D (Ed) (2017) *Introduction to entrepreneurship development (theory) eds* Enugu: Cheston Agency Press
- Onwuka E. M. and Ile C. M. (2006) *Entrepreneurship Development (Conceptual, Theoretical and Practical Framework)*. Ekwulobia: Jossy Printing Press.
- Onwuka, E. M. (2005) "Development and Validation of Entrepreneurship Skill Assessment Inventory (A Study of Youth Corp Members in Anambra State)" *Unpublished Ph.D. Thesis, UNIZIK.*
- Onyeizugbe, M. & Uzochukwu, E. (2013). Entrepreneurship Education as an Imperative for Self – Reliance. A Paper Presented at Tansian University, Oba, Anambra State on Students` Orientation Week, November 2011.
- Orga, C. C. (2016). Discrimination as a determinant of unfair treatment in the workplace: Evidence from Nigerian television Authority (NTA), Enugu, *IDOSR Journal of Current Affairs in Social Sciences,2(1)*, 10-22.
- Orga, C.C.& Myah, P.C. (2016). Investigating the relationship between operational risk management practices and construction project delivery performance in Arab Contraction Company. *IDOSR Journal of Current Affairs in Social Sciences,2(1)*, 31-46.
- Orga, C.C.& Nwoye, I.U. (2016). Examination of factors affecting succession in family businesses in south East, Nigeria. *Journal of Current Issues in Arts and Humanities, 2(1)*, 84-105.
- Orogun, J.J., and Nafiu, A. T. (2014). An Exploratory Study of Igbo Entrepreneurial Activity and Business Success in Nigeria as the Panacea for Economic Growth and Development. *International Journal of Scientific and Technology Research 3(9)*, 12-23.
- Schooley, C, Moore, C. and Vitti, R. (2010) *Drive Employee Talent Development through Business Mentoring Programs*, Cambridge: Forrester Research Inc Ibadan: University Press.
- Udu, A. A.; Udu G.O.C. and Eze, F.C. (2008) *Entrepreneurship*, Enugu: Rhyce Kerex Pub