

ENHANCING OFFICE AND INFORMATION MANAGERS JOB PERFORMANCE IN MANUFACTURING FIRMS THROUGH THE INSTRUMENTALITY OF CAREER MENTORING

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ABSTRACT

This study investigated the extent to which career mentoring influences job performance of Office and Information Managers in manufacturing firms in Rivers State. The study was carried out in 44 manufacturing firms in Rivers State. Descriptive survey design was adopted in the generation of data. The instrument for data collection used in this study was the questionnaire. The population of the study is 2,866 administrative staff and secretaries in the 44 manufacturing firms in Rivers State. The respondents to this research are the 351 secretaries and administrative staff which constituted the sample size obtained through Taro Yamene Sample Size Determination Formula. Descriptive statistics (mean, standard deviation, and percentages) were used as statistical tools for analysing the data, while simple linear regression analysis was used as statistical tools to test the hypotheses with the Statistical Package for Social Sciences (SPSS). The findings of this study revealed that career mentoring significantly and positively influences job performance of Office and Information managers in manufacturing firms in Rivers state. A number of recommendations were made, among which is that Manufacturing firms should take cognizance of the worth of career progression and provide such guidance to younger employees in order to improve employee outcomes in organizations.

Keywords: Career Mentoring, Instrumentality

INTRODUCTION

Office and information management as a profession is increasingly turning to mentoring programs to serve a variety of purposes in the manufacturing sector from career progression and psychological support to counteracting disadvantage. Hence, mentoring allows less experienced professionals to develop relationships with established professionals in their field who can provide advice on personal and career goals, introduce them to other practitioners in the professional community, and provide positive examples of ethical and masterful professional behavior (Zachary, 2012). In turn, mentees can provide their mentors with fresh perspectives and new ways of approaching established problems in the profession. Mentoring programs in the manufacturing sector can lead to the establishment of a mentoring culture within the sector. Establishing a culture of mentoring can encourage office managers at all ranks to provide mentoring to younger colleagues, help firms retain employees and increase motivation to remain in the profession (Wanberg et al., 2013). Mentoring has become a core strategy in leading and managing many firms in the manufacturing sectors today. Mentoring programs in the 21st century is no longer thought of in just the traditional pairing such as the teacher and student but now non-traditional relationships can be formed either electronically, with groups or peers, or a combination of several types. Many scholars cite Kram's seminar work on mentoring relationships within the corporate sector who delineated the four phases that mentors utilize during the mentoring process; to include initiation phase, cultivation phase, separation phase, and the redefinition phase. During this process, the mentee learns lessons that he/she can apply on their job and many others. According to Kram (2015), psychosocial functions presence in a mentoring experience can lead to an intensity of emotion which leads to self-transformation and development for both the mentor and the mentee.

Mentoring is frequently used in most institutions as a systemic solution to increase the performance of employees. Mentoring is essential in the 21st century workplace especially in manufacturing sector where there is a changing business climate, which involves an expected large exodus of executives, increase in the use of technology, and global competition. A large proportion of the executives are between the age of 46 to 64 years and more than 50% are bound to retire in a few years (Callanan & Greenhaus, 2018). When these people retire, they will take with them knowledge that is needed by the firm even a professional circle to continue to grow, be profitable, and sustain employee/member performance levels. This is because the senior professional colleagues who believed in the firms' vision, knowledge, external and internal personal networks, skills and historical context will be lost when these individuals leave the institutions (Peterson & Hicks, 2010). Therefore, the need to transfer this knowledge to the next generation of professionals, managers and others is important to sustain performance in a particular professional context. The major issue in every organization is centered on its performance; and this is the strive to continuously meet the expectations and requirements of the various stakeholders in different professional divide. As a result of this, most manufacturing firms set certain standards that could help them achieve their goals. On this note, organizational performance could be associated with the mentoring programs within a professional setting in the organization. It is against this background that this study investigated the influence of career mentoring of performance of office managers in manufacturing firms

Purpose of the Study

The main purpose of this study is to examine the influence of career mentoring on job performance of Office and Information Managers While specific objectives of the study sought to:

1. determine the extent to which career mentoring influences productivity of Office and Information Managers in manufacturing sector in Rivers State.
2. determine the extent to which career mentoring influences job effectiveness of Office and Information Managers in manufacturing sector in Rivers State.
3. determine the extent to which career mentoring influences commitment of Office and Information Managers in manufacturing sector in Rivers State.

Hypotheses

The following hypotheses stated in the null form were used to guide the study.

H₀₁: Career mentoring does not have any significant influence on productivity of Office and Information Managers in manufacturing sector in Rivers State.

H₀₂: Career mentoring does not have any significant influence on job effectiveness of Office and Information Managers in manufacturing sector in Rivers State.

H₀₃: Career mentoring does not have any significant influence on commitment of Office and Information Managers in manufacturing sector in Rivers State.

Conceptual Framework

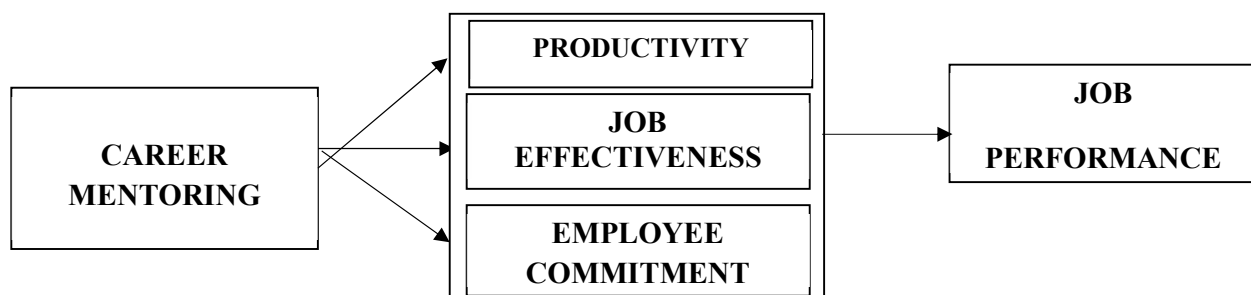


Fig 1 Conceptual Framework on career mentoring and job performance

METHODOLOGY

The research design adopted in this study by the researcher was the descriptive survey design. This type of research design was adopted for three reasons:

1. The research was carried out in different firms at the same point in time
2. The research involved the testing of hypotheses
3. This study analyses the perception of respondents and the association between two variables

The population of the study is 2,866 admin staff and secretaries in the 44 manufacturing firms in Rivers State (Rivers State Ministry of Commerce and Industry Directory (2020) and <https://www.directory.org.ng/list-manufacturingandproduction?st=rivers>).

This study was guided by the stratified random sampling blended with purposive sampling. The study involved 351 participants as a sample size of the respondents within the area of study. The sample size was determined by using the Taro Yamane's Sample Size Determination Formula to get the representative sample of the respondents from the target population. The formula and the working of the sample size for this study is stated thus:

$$S = \frac{N}{1 + N(e)^2}$$

(Baridam, 1999 in Nwankwo, 2013, p.108)

Where: N = Population size; S = Sample Size; e = level of Significance (0.05)

Bowley (1926) proportional allocation formula was used to allocate sample size for each institution.

The Bowley's proportional allocation statistical techniques is as stated below.

$$nh = (Nh/N)n$$

Where: nh= the sample size for stratum h, n= total sample size, Nh= the population size for stratum h, N= the total population.

The working of the population for each stratum is as shown

Summary of sample

s/n	Position	Sample Proportion
1	Secretaries	174
2	Admin Staff	177
	Total	351

The study used questionnaire as instrument to collect from the respondents. The questionnaire was titled "Career mentoring and Office and Information Managers' Performance Questionnaire (CMOIMPQ)". The instrument was divided into different sections where each section aimed at eliciting information and generating data on the presence or absence of each variable in the study. The instrument was designed on a 4-point scale, rating Very High Extent (VHE), High Extent (HE), Moderate Extent (ME) and Low Extent (LE). The responses were scored as follows: Very High Extent (VHE)=4, High Extent (GE)=3, Moderate Extent (ME)=2, and Low Extent (LE)=1 respectively.

The selected respondents were contacted and informed of the research project and what it seeks to achieve. The respondents were all well-educated and could read and understand the questionnaires with little guidance. To ensure uniformity, the questions were mostly close ended. The data collected from the field were organized in relation to the research variables. Data were systematically analysed by using SPSS. The approach was used especially in analysing the data that was collected through the questionnaire. In addition, the hypotheses were tested using simple regression analysis.

Results

H₀₁: Career mentoring does not have any significant influence on the productivity of Office and Information Managers in manufacturing sector in Rivers State.

Table 4.13: Simple Regression Analysis showing influence of productivity of Office and Information Managers in manufacturing sector in Rivers State.

Correlational Analysis									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.759 ^a	.575	.574	.39253	.575	445.904	1	329	.000
Analysis of Variance									
Model			Sum of Squares	Df	Mean Square	F	Sig.		
1	Regression		68.703	1	68.703	445.904	.000 ^b		
	Residual		50.691	329	.154				
	Total		119.394	330					
Coefficients									
Model			Unstandardized Coefficients		Standardized Coefficients	t	Sig.		
			B	Std. Error	Beta				
1	(Constant)		.998	.107		9.360	.000		
	CarrerMentoring		.679	.032	.759	21.116	.000		

Source: SPSS Output from Field Survey (2021)

A simple regression model showing influence of career mentoring on productivity in manufacturing firms in Rivers State, Nigeria was presented in Table 4.13. To answer the research question, the value of $R=0.759$, $p < 0.05$ as shown in the correlational analysis tells us that career mentoring has high positive and significant relationship with productivity in manufacturing firms in Rivers State. This implied that the extent of relationship between career mentoring and productivity was to a high extent. The Value of R^2 of 0.575 (known as the coefficient of determination) tells us that 57.5% of productivity in the manufacturing firms could be explained by the institution of effective career mentoring while the remaining 42.6% could be accounted for by other variables not considered in the study. The Adjusted R^2 of 0.574 is close to the R^2 value of 0.575 meaning that the model is fit for making generalization. Therefore, career mentoring has positive and significant impact on productivity. The ANOVA in the regression analysis ($F = 445.904$, $p < 0.05$) implies the dependability and appropriateness of career mentoring in examining the productivity in the manufacturing firms. This implied that the regression model predicts the dependent variable significantly well. Thus, explained that there is no significant outlier (from the line of best fit) between the predictor (career mentoring) and productivity in manufacturing companies in Rivers State.

The result in the coefficient table showed that when all the variables of the study are held constant, productivity at the manufacturing firms will be at the intercept which is .998. it further showed that while all other factors held constant a unit change in career mentoring results in 0.679 increase in organizational performance at the manufacturing firms. The t-statistics ($t = 21.116$, $p < 0.05$) showed that career mentoring significantly predicts productivity at the manufacturing firms in Rivers State. Based on this result the null hypothesis one was rejected.

H₀₂: Career mentoring does not have any significant influence on the job effectiveness of Office and Information Managers in manufacturing sector in Rivers State.

Table 4.14: Simple Regression Analysis showing influence of career mentoring on job effectiveness of Office and Information Managers in manufacturing sector in Rivers State.

Correlational Analysis									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.674 ^a	.455	.453	.35197	.455	274.407	1	329	.000
Analysis of Variance									
Model			Sum of Squares	Df		Mean Square	F		Sig.
1	Regression		33.994	1		33.994	274.407		.000 ^b
	Residual		40.757	329		.124			
	Total		74.752	330					
Coefficients									
Model			Unstandardized Coefficients		Standardized Coefficients	T		Sig.	
			B	Std. Error	Beta				
1	(Constant)		1.660	.096		17.360		.000	
	CarrerMentoring		.478	.029	.674	16.565		.000	

Source: SPSS Output from Field Survey (2021)

A simple regression model showing influence of career mentoring on job effectiveness in manufacturing firms in Rivers State, Nigeria was presented in Table 4.14. To answer the research question, the value of $R=0.674$, $p < 0.05$ as shown in the correlational analysis tells us that career mentoring has high positive and significant relationship with job effectiveness of office and information managers in manufacturing firms in Rivers State. This implied that the extent of relationship between career mentoring and productivity was to a high extent. The Value of R^2 of 0.455 (known as the coefficient of determination) tells us that 45.5% of job effectiveness in the manufacturing firms could be explained by the institution of effective career mentoring while the remaining 54.5% could be accounted for by other variables not considered in the study. The Adjusted R^2 of 0.574 is close to the R^2 value of 0.575 meaning that the model is fit for making generalization. Therefore, career mentoring has positive and significant impact on job effectiveness.

The ANOVA in the regression analysis ($F = 274.407$, $p < 0.05$) implies the dependability and appropriateness of career mentoring in determining the job effectiveness of Office and Information Managers in the manufacturing firms. This implied that the regression model predicts the dependent variable significantly well. Thus, explained that there is no significant outlier (from the line of best fit) between the predictor (career mentoring) and job effectiveness in manufacturing companies in Rivers State. The result in the coefficient table showed that when all other variables are held constant, job effectiveness in the manufacturing firms will be at the intercept which is 1.660. it further showed that while all other factors held constant a unit change in career mentoring results in 0.478 increase in organizational performance at the manufacturing firms. The t-statistics ($t = 16.565$, $p < 0.05$) showed that career mentoring significantly predicts job effectiveness at the manufacturing firms in Rivers State. Based on this result the null hypothesis one was rejected.

H₀₃: Career mentoring does not have any significant influence on commitment of Office and Information Managers in manufacturing sector in Rivers State.

Table 4.15: Simple Regression Analysis showing influence of career mentoring on commitment of Office and Information Managers in manufacturing sector in Rivers State.

Correlational Analysis									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.902 ^a	.813	.812	.26263	.813	1429.367	1	329	.000
Analysis of Variance									
Model			Sum of Squares	Df	Mean Square	F	Sig.		
1	Regression		98.591	1	98.591	1429.367	.000 ^b		
	Residual		22.693	329	.069				
	Total		121.284	330					
Coefficients									
Model			Unstandardized Coefficients		Standardized Coefficients	T	Sig.		
			B	Std. Error	Beta				
1	(Constant)		.425	.071		5.958	.000		
	CarrerMentoring		.813	.022	.902	37.807	.000		

Source: SPSS Output from Field Survey (2021)

A simple regression model showing influence of career mentoring on commitment of Office and Information Managers in manufacturing firms in Rivers State, Nigeria was presented in Table 4.15. To answer the research question, the value of $R=0.902$, $p < 0.05$ as shown in the correlational analysis tells us that career mentoring has a very high positive and significant relationship with commitment of office and information managers in manufacturing firms in Rivers State. This implied that the extent of relationship between career mentoring and commitment of Office and Information Managers was to a high extent. The Value of R^2 of 0.813 (known as the coefficient of determination) tells us that 81.3% of job effectiveness in the manufacturing firms could be explained by the institution of effective career mentoring while the remaining 18.7% could not be accounted for. The Adjusted R^2 of 0.812 is close to the R^2 value of 0.813 meaning that the model is fit for making generalization. Therefore, career mentoring has positive and significant impact commitment of Office and Information Managers

The ANOVA in the regression analysis ($F = 274.407$, $p < 0.05$) implies the dependability and appropriateness of career mentoring in determining the job effectiveness of Office and Information Managers in the manufacturing firms. This implied that the regression model predicts the dependent variable significantly well. Thus, explained that there is no significant outlier (from the line of best fit) between the predictor (career mentoring) and job effectiveness in manufacturing companies in Rivers State. The result in the coefficient table showed that when all other variables are held constant, job effectiveness in the manufacturing firms will be at the intercept which is .425. it further showed that while all other factors held constant a unit change in career mentoring results in 0.813 increase in organizational performance at the manufacturing firms. The t-statistics ($t = 37.809$, $p < 0.05$) showed that career mentoring significantly predicts job effectiveness at the manufacturing firms in Rivers State. Based on this result the null hypothesis one was rejected.

Discussion of Findings

The study investigated the extent to which career progression guidance affect the measures of Office and Information Managers' Job Performance. The result of the study revealed a statistically significant relationship between the predictor and independent variables. i.e. career progression guidance had a significant influence on all the measures Office and Information Managers' Job

Performance. The significance test between career progression guidance and Office and Information Managers' Job Performance showed that there was a statistically significant relationship between the tested variables. The result further revealed that the existence career progression guidance practices will positively increase Office and Information Managers' Job Performance in manufacturing firms in Rivers State. Hence, it was revealed that career progression guidance practices statistically predicts Office and Information Managers' Job Performance which implied that the absence of career progression guidance practices will negatively influence Office and Information Managers' Job Performance in manufacturing firms in Rivers State.

These findings indicates that career progression guidance plan for Office and Information Managers play a vital role in building commitment which results to retention of Office and Information Managers. Therefore, organizational establishment plan for Office and Information Managers play a vital role in building commitment which results to their retention. More so, providing career progression guidance opportunities restrict Office and Information Managers from leaving the organization and increases loyalty. Also, the findings of this study further prove that talented Office and Information Managers are very determined and they expect a high level for development of their career as they demand the help of the organization to attain it. Hence, they will stay in the firm only if the employer gives them every opportunity to develop their potential. In agreement to this view, the findings of Chux-Nyeche (2021) shows that 21st century Office and Information Manager who is technological inclined has a better prospect as against the 19th century confidential secretary. With the changes in the business world, personal desires are also changing. Office and Information Managers start to give importance not only to financial satisfaction, but also to moral satisfaction. Given these issues, organizations that apply career management efficiently such as promotion and transfer opportunities, education and development opportunities, working conditions have become very essential for workers. Nowadays, people do not content with only promotion and wage increases, they also seek for psychological satisfaction and personal awareness in the organizational structure. It is usual for every person to wish to be successful and energetic in his or her career and demand more power, respect and income. However, if the organization fails or becomes unable to fulfil the workers' desires, organizational culture may be disrupted, and stress may increase. Especially in the Office and Information Managers' first years in an organization, their eagerness and enthusiasm to work decrease through time and they may wish to continue their career in a different sector or workplace if they realize that their goals about the job will not be achieved. On the other hand, the Office and Information Managers try to gain experience by creating a balance between their expected commitment and their present commitment. Beyond all that, if the Office and Information Managers experience career obstacles and think that they will not be able to progress, their stress is triggered and this results in alienation from the job, loss of motivation, boredom and loss in commitment. Employee development is crucial in keeping and improving the abilities of both Office and Information Managers and the organization. An essential basis in perceived investment in employee development is that it produces situations where Office and Information Managers think that their organizations appreciate their contribution and mind their employability.

Application of career progression guidance programs in organizations, enabling an increase in the contribution of the Office and Information Managers to the organization by supporting the personal development of them and ensuring Office and Information Managers' Job Performance has partial effects on satisfaction. Chen, et al. (2014) found a relationship between the career progression guidance programs and job satisfaction, and professional development and productivity.

In the literature review part, it is seen that professional progress lines become clear, the Office and Information Managers' promotion possibilities increase, and they may also benefit from the increase in their status and income by career progression guidance programs. The benefits of providing training and assistance to Office and Information Managers about career planning, conducting personal career planning, creating a career path for the employee reflect to Office and Information Managers' job effectiveness. According to the results, however, career progression

guidance programs in organizations affect the level of employee's productivity, hence, improving Office and Information Managers' Job Performance.

CONCLUSIONS

This study was primarily carried out to examine the effects of career mentoring on Office and Information Managers' Job Performance in manufacturing firms in Rivers State. The research uncovers consequences and usefulness of career mentoring in an organization. The findings also revealed that career mentoring is very important for improving employee job performance in the organizations. Thus, the study provided an insight into the relevance of career mentoring on Office and Information Managers' Job Performance. However, the study showed that although Career mentoring and Office and Information Managers' Job Performance had positive relationship more so, role modelling had highly positive relationship with Office and Information Managers' Job Performance in manufacturing firms in Rivers State. The above implies that improved career mentoring practices are necessary for business success, organizations therefore, need to understand how career mentoring affects Office and Information Managers' Job Performance, the ability of the leaders and management to effectively improve Office and Information Managers' Job Performance.

RECOMMENDATIONS

Based on the findings of the study and conclusions drawn from the study, the following recommendations are made:

1. This study suggests that the employee career training system should be re-arranged and those who are congruent with the aims and values of manufacturing industry should be encouraged to study and hired in these sectors.
2. Administrators should encourage communication and inter-personal relationship among Office and Information Managers, their adaptation to workplace and should take some necessary precautions for being formed the environment of healthy communication. Besides, they should find physiological and moral factors to increase Office and Information Managers' Job Performance to the organization.
3. It is suggested that the top management should give more attention to make a direct relationship between managerial coaching and Job Performance of Office and Information Managers.

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