International Journal of Entrepreneurship, Management and Social Sciences (IJEMSS)
Volume 2, Issue 1; ISSN: 3026-9881
email: ijemss@futminna.edu.ng

Mentorship and SMEs Growth in Bida Local Government Area, Niger State, Nigeria

[1]Haruna Tanimu Mohammed, (Ph.D); [2]Kabiru Mohammed Madami;
[3]Alfa Mohammed Danlami (Ph.D)
[1,2]Department of Business Administration and Management,
[3]Department of Social Sciences, The Federal Polytechnic, Bida, Niger State.
Email: drharunatm73@gmail.com

Abstract

Small and Medium Enterprises (SMEs) in Nigeria face several challenges, including limited access to finance, inadequate infrastructure, and insufficient entrepreneurial skills. Mentorship has been recognized as a key factor in promoting SME growth. This study examines the effect of mentorship on SME growth in Bida Local Government Area, Niger State. A survey approach was adopted, using a sample of 363 SME owners from a population of 5,678 registered enterprises, selected via the Taro Yamane formula. Data were collected using a Likert-type structured questionnaire (rated 1 = Strongly Disagree to 5 = Strongly Agree) and analyzed with Simple Linear Regression and Pearson's Product Moment Correlation Coefficient in SPSS. Findings revealed a mixed influence of mentorship on SME growth. Psychosocial mentoring support had a significant negative effect ($\beta = -0.134$, $t = 9.066$, $p < 0.05$), explaining 11.40% of SME growth variation ($R^2 = 0.114$) with an F-statistic of 82.196. Conversely, career mentoring support significantly enhanced SME growth ($\beta = 0.590$, $t = 9.672$, $p < 0.05$), while role modeling mentoring support showed a strong positive correlation ($r = 0.775$, $p < 0.05$), underscoring the importance of mentorship from successful entrepreneurs. The study recommends that mentors and business coaches refine their psychosocial mentoring strategies for better SME performance.

Keywords: Mentorship, SMEs growth, Career Mentoring Support, Role Modelling Mentoring Support.

Introduction

Small and Medium Enterprises (SMEs) are the backbone of Nigeria's economy, driving growth, innovation, and employment opportunities (Akinbamide, 2022). They are vital to Nigeria's economic growth, accounting for over 90% of businesses and 80% of employment (CBN, 2022). However, these small-scale enterprises often face significant challenges, including limited access to resources, infrastructure, and formal credit channels (Scandura, 2022 & World Bank, 2022). But effective mentorship and guidance can play a pivotal role in bridging this gap, enabling SMEs growth enterprises to overcome obstacles, scale up their operations, and realize their full potential for

mentorship to catalyze business growth and success. Faizan et al., (2020) is of the view that mentorship has emerged as a crucial factor in enhancing SME growth. Iqbal et al.,

(2020), specifically pointed that mentorship provides psychosocial, career, and role modeling support essential for SME success. A closer look at the submission by Iqbal et al., (2020), different scholars (Ragins and Kram, 2020; Ghosh and Reio, 2013) believed that psychosocial mentoring support enhances entrepreneurs' self-efficacy, motivation, and resilience. It also focuses on emotional support, empathy, and social interaction, enhancing protégé self-efficacy, well-being, and job satisfaction (Kammeyer-Mueller et al., 2020; Noe et al., 2020). According to Grosso, (2020), it is critical in fostering a supportive mentorship environment, encouraging open communication and trust. On the aspect of career mentoring support, Kram (2019) shared similar view with Wanberg et al. (2019) both of whom contended that career mentoring support helps entrepreneurs develop business skills, set goals, and navigate industry networks. Furthermore, Chandler et al., (2020), submits that career mentoring support emphasizes on career guidance, networking, and skill development, influencing protégé career advancement, promotion, and organizational commitment. Ragins and Kram, (2020) argued that career mentoring support is essential for protégés to face the challenges of organizational politics and develop strategic relationships. Different from the foregoing two concepts of mentoring, is role modeling mentoring support. To many scholars (Bandura, 2019; Kram, 2019; Mihail & Klimecki, 2019), role modeling mentoring support provides entrepreneurs with positive role models, demonstrating effective leadership and management practices. Recent studies (Faizan et al., 2020; Iqbal et al., 2020) have shown that mentorship practices like psychosocial mentoring, career mentoring and role modelling mentoring positively impacts SME growth, including increased revenue, employment, and innovation. In particular Haggard et al., (2020) and Kammeyer-Mueller et al., (2020), separately reported that role modelling mentoring involves demonstrating positive behaviors, values, and attitudes, influencing protégé professional identity, leadership development, and ethical decision-making. Grosso (2020), suggested that it is critical in shaping protégé values and norms, fostering a culture of excellence and accountability.

Generally, while psychosocial mentoring support has been linked to improved entrepreneurial intentions and behaviors (Piperopoulos & Dimov, 2015; Ghosh & Reio, 2013), other scholars (Scandura, 2022; Ragins & Kram, 2020; Wanberg et al., 2019) reported that career mentoring support is associated with enhanced business planning and strategy development and role modeling mentoring support has been found to influence entrepreneurs' leadership styles and decision-making processes (Mihail & Klimecki, 2019). Measuring the influence of these key determinants have become herculean task, especially when measuring the growth of business enterprises. Business growth according to scholars (Mihail and Klimecki, 2019 & Noe and Greenberger, 2020) is the expansion and development of small enterprises, characterized by increased revenue, employment, and market share. But Baum et al., (2020) sees SMEs growth as being influenced by factors such as entrepreneurial orientation, innovation, and access to resources. Nevertheless, it is sad to note that despite the importance of mentorship, few studies have examined its impact on SME growth in Nigeria, particularly in Bida, Niger

State and hence the motivation behind this study and the belief that it will address existing knowledge gap in this area.

Statement of the Problem

Ideally, Small and Medium Enterprises (SMEs) in Nigeria should be thriving, given their vital role in the country's economic growth, accounting for over 90% of businesses and 80% of employment (Central Bank of Nigeria, 2022), but unfortunately, they face significant challenges, including limited access to finance (Gibb, 2020), inadequate infrastructure (Chandler et al., 2020), and lack of entrepreneurial skills (Wiklund et al., 2020), which mentorship, a crucial factor in enhancing SME growth, providing psychosocial, career, and role modeling support essential for SME success, could help address, yet despite the importance of mentorship, few studies have examined its effect on SME growth in Nigeria, particularly in Bida, Niger State, creating a knowledge gap that this study aims to address by exploring the effect of mentorship on SMEs growth in Bida Local Government Area of Niger State.

Purpose of the Study

The general purpose of the study is to explore effect of mentorship on SMEs growth. The specific objectives are to:

1. Investigate the relationship between psychosocial mentoring support and SMEs growth.
2. Evaluate the extent at which career mentoring support influence SMEs growth
3. Determine the relationship between role modelling mentoring support and SMEs growth

Statement of Hypotheses

The fundamentals on which this study is built upon are hypothetically stated below and tested at 5% level of significance.

$H0_1$: There is no meaningful connection between psychosocial mentoring support and SMEs growth.

$H0_2$: Career mentorship support has no discernible effect on SMEs growth**.**

$H0_3$: Role modelling mentoring support and SMEs growth do not significantly correlate.

Methodology

This study employs survey research. However, the Yamane (1967) formula was used with a 5% level of significance to get a statistically acceptable population sample size from the total population of 5,678 (Niger State Government, 2021) registered businesses in the category of small-Scale Business Enterprises within Bida Local Government Area of Niger State. This is given below:

$$n = \frac{N}{1+Ne^2}$$

Where n = Population sample size

N = Total Population

e = Level of significance (5%)

That is:

$$n = \frac{5,678}{1+5678(0,05)^2} = \frac{5,678}{1+5,678(0.0025)} = \frac{5,678}{1+14.195} = \frac{5,678}{15.195} = 373.6$$

The number was rounded to 374, otherwise we would have to find a fraction of a human being. A simple random sampling technique was applied. A five-point Likert scale questionnaire ranging from Strongly Disagree (1) to Strongly Agree (5) was administered through research assistants. The questionnaire was validated through expert review. While Cronbach's Alpha test was run to assess reliability and coefficient values of 0.787, 0.868, 0.798 and 0.812 were obtained for psychosocial mentoring, career mentoring, role modelling mentoring and SMEs growth respectively. These values were interpreted to mean that the study instrument is very good and acceptable (Bolarinwa, 2015). Nevertheless, descriptive and inferential statistics were used to analyze and test the data. All analyses and test were run on Statistical Package for Social Sciences (SPSS).

Data Presentation

The following sections present summary of the data for this study.

Table1 Respondents Response Rate

Response	Respondents	Percentage (%)
Returned	363	97.1
Not Returned	11	2.9
Total	374	100%

Source: Field Survey, 2024

Table1 above show a total number of three hundred and seventy-four (374) Questionnaires administered and responses received from the respondents. Thus, during data collation, we found that three hundred and sixty-three (363) copies of the were filled and returned, and thereby giving a response rate of 97.1%. However, this high response rate was attributable to the fact that respondents were not required to disclose their locations. However, eleven (11), representing 2.9% of the questionnaire were not returned.

Demographic Information of Respondents

Five demographic variables are included in this study. They are: gender, age, marital status, educational qualification and working experience. The data is presented in table2 below:

Table2 Distribution of the Respondents Demographic and Personal Information

Variables	**Information**	**Frequency (N)**	**Percentage (%)**
Gender	Male	187	51.5%
	Female	176	48.5%
Age	Below 35 years	93	25.6%
	35, below 45years	128	35.3%
	45 below 55years	121	33.3%
	55 years and above	21	5.8%

Marital Status	Single	101	27.8%
	Married	219	60.3%
	Divorce	16	4.4%
	Widow	27	7.4%
Educational Qualification	SSCE	198	54.5%
	ND	99	27.3%
	HND/BSc	59	16.3%
	Masters	7	1.9%
	PhD	0	0.0%
Working Experience	1-5 years	72	19.8%
	6-10 years	119	32.8%
	11-15 years	97	26.7%
	16 years and above	75	20.7%

Source: Field Survey, 2024

Table2 above present the demographic information of the respondents starting with the analysis of gender, age, marital status, educational qualification and working experience in the following sections. Of the total 363 respondents, 187, representing 51.5%, are male, while 176, representing 48.5%, are female. The slight majority of males (51.5%) in the sample suggests that the findings may be more representative of the male perspective. However, the relatively balanced distribution of males and females ensures that the views of both genders are represented, providing a more comprehensive understanding of mentorship and SMEs growth.

Age distribution of the respondents reveals a diverse range of age groups. Majority of respondents, 128 (35.3%), fall within the 35-44 years age bracket, followed closely by those in the 45-54 years age bracket, who constitute 121 (33.3%) of the total respondents. At the lower end of the age spectrum, 93 (25.6%) of the respondents are below 35 years, indicating a significant presence of younger individuals in the sample. On the other hand, only 21 (5.8%) of the respondents are 55 years and above, suggesting a relatively small proportion of older individuals.

Thus, the majority of respondents (68.6%) fall within the productive age range of 35-54 years, indicating that the sample is comprised of working-age individuals with potential for economic contribution. The relatively small proportion of respondents below 35 years

(25.6%) and above 55 years (5.8%) suggests that programs or policies targeting younger or older populations may require additional consideration to effectively address mentoring needs.

Marital status distribution of the respondents shows a clear majority of married individuals, with 219 (60.3%) of the respondents indicating that they are married. This suggests that the sample is comprised of a significant number of individuals who are likely to have family responsibilities and commitments. At the other end of the spectrum, 101 (27.8%) of the respondents are single, indicating a substantial presence of unmarried individuals in the sample. A relatively small proportion of respondents are divorced (16, 4.4%) or widowed (27, 7.4%), suggesting that these groups are less represented in the sample. The majority of married respondents (60.3%) may indicate that family-related factors could influence their decisions, behaviors, or outcomes. Programs or policies targeting this population may need to consider the potential impact of family responsibilities on their effectiveness. Conversely, the significant proportion of single respondents (27.8%) may suggest that programs or policies targeting unmarried individuals could be tailored to address their unique mentoring needs.

The educational status of the respondents reveals a predominantly secondary school-educated population, with 198 (54.5%) of the respondents holding an SSCE certificate. This is followed by a significant proportion of respondents with OND qualifications, totaling 99 (27.3%). At the higher education level, 59 (16.3%) of the respondents possess HND/BSc qualifications, while only 7 (1.9%) hold Master's degrees. Notably, no respondents reported holding a PhD. Nevertheless, the majority of respondents with secondary school education (54.5%) may indicate a need for vocational training or continuing education programs to enhance their skills and employability. Conversely, the presence of respondents with higher education qualifications (16.3% with HND/BSc and 1.9% with Master's degrees) suggests that there may be opportunities for knowledge-sharing and capacity-building initiatives targeting this subgroup.

The working experience of the respondents reveals a relatively evenly distributed range of experience levels. The largest proportion of respondents, 119 (32.8%), have between 6-10 years of work experience, indicating a significant presence of mid-career professionals. Thus, at the lower end of the experience spectrum, 72 (19.8%) of the respondents have 1-5 years of work experience, suggesting a notable presence of early-career professionals. Conversely, 97 (26.7%) and 75 (20.7%) of the respondents have 11-15 years and 16 years or more of work experience, respectively, indicating a substantial presence of experienced professionals. However, the diverse range of working

experiences among respondents suggests that mentoring programs targeting this population may need to be tailored to address the unique needs and challenges of different business owners. For instance, those with few years of experience may benefit from early

mentoring programs, while experienced business owners may require more advanced leadership development and mentoring initiatives.

Results and Discussion

Reiterating Hypothesis One ($H0_1$): There is no meaningful connection between psychosocial mentoring support and SMEs growth

To test research hypothesis one($H0_1$), a simple linear regression analysis test was run with SMEs growth as dependent variable and psychosocial mentoring support as predicting variable.

Table3: Summary of Simple Regression Analysis for the relationship between psychosocial mentoring support and ***SMEs growth*** (N= 363)

ModelSummary				
Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	- 0.338[a]	0.1140	0.1130	4.2692
a. Predictors: (Constant), psychosocial mentoring support				

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	**T**	**Sig.**
		B	Std. Error	Beta		
1	(Constant)	22.054	0.431		51.168	0.000
	psychosocial mentoring support	-0.134	0.015	-0.338	9.066	0.000
$F(1,640) = 82.196$, $p<0.05$						

a. Dependent Variable: SMEs growth
Source: SPSS Output, 2024

The first objective of this study is to investigate the relationship between psychosocial mentoring support and SMEs growth. Thus, the summary of results of the test of hypothesis that is consistent with objective one is presented in Table3 above. The findings show that psychosocial mentoring support has a significant negative effect on SMEs

growth (βeta = - 0.134, t = 9.066, p-value (Sig) <0.05). The result shows that psychosocial mentoring support and SMEs growth moves in the opposite direction (that is, has inverse relationship). This finding is supported by F-statistic of 82.196 and p-value of 0.000 which is less than the adopted level of significance 0.05. The model R Square (that is, R^2) between psychosocial mentoring support and SMEs growth was 0.114, which indicates that 11.40% of the variations in SMEs growth are explained by psychosocial mentoring support. 88.60% variations of SMEs growth are unexplainable by psychosocial mentoring support in this study. The p-value which stood at 0.0000^b signify that psychosocial mentoring support significantly relates to SMEs growth in Bida Local Government Area of Niger State. The line of best fit for the variations in this model is given below:

$$Y_1 = 22.054 - 0.134PMS \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots \text{Eq 3.1}$$

Such that:

Y_1= SMEs growth

PMS = Psychosocial Mentoring Support

The regression equation showed that the growth of SMEs growths in Bida Local Government Area was 22.054 when all other parameters were set to zero. -0.134 was the regression coefficient. This suggests that as the amount of psychological mentoring support increases, SMEs growth declines. In other words, SMEs growth decreases by 0.134 for every unit increase in the incidence of psychosocial mentoring support. Consequently, the first null hypothesis (H01), according to which there is no meaningful connection between psychosocial mentoring support and SMEs growth, is now rejected.

The results of the first hypothesis demonstrated that there was a negative and significant impact on SMEs growth in the association between psychological mentoring support and SMEs growth. The results of this study are consistent with those of other research (Wiklund & Shepherd 2020; Wanberg & Kammeyer-Mueller, 2019), which suggests a connection between SMEs growth success and psychosocial mentoring support. According to the current study, SMEs growth in Bida Local Government Area is significantly and negatively impacted by psychological mentoring support as a mentorship technique. The investigation thus confirms the rejection of the null hypothesis (**$H0_1$**) with a p-value of 0.000^b, which is less than the chosen threshold of significance 0.05, based on the results and the literature that supports them.

Reiterating Hypothesis two (*$H0_2$*): Career mentorship support has no discernible impact on SMEs growth.

Simple regression analysis was also used to evaluate hypothesis two ($H0_2$). The responses to all items for each variable were added up to create the data for career mentorship support and small company growth. Table 4 displays the regression's findings.

Table 4: Synopsis of the Simple Regression Analysis on the Impact of career mentoring support on SMEs growth (N=363)

ModelSummary				
Model	**R**	**R^2**	**Adjusted R^2**	**Std. Error of the Estimate**
1	0.723[a]	0.5220	0.5080	4.789
a. Predictors: (Constant), career mentoring support				
Coefficients[a]				

Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**T**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	30.782	1.490		20.664	.0001[b]
	career mentoring support	0.590	0.061	0.723	9.672	.0002
$F(1,639) = 9.754$, $p<0.05$						

a. Dependent Variable: SMEs growth

Source: SPSS Output, 2024

Assessing the degree to which career mentoring support affects SMEs growth is the study's second objective. However, the results of the linear regression study on the influence of career mentoring support on SMEs growth are shown in Table 4 above. The findings demonstrate that SMEs growth in the Bida Local Government Area of Niger State is significantly positively affected by career mentoring support (βeta = 0.590, t = 9.672, p-value (Sig)<0.05). Thus, the model parameter's coefficient is statistically significant at p-value (Sig)<0.05, as indicated by the t value of 9.672 and p-value of 0.0001[b]. This indicates that the growth of SMEs growth is statistically and significantly predicted by career mentoring support. Additionally, the table shows that 52.20% of the variation in SMEs growth can be attributed to career mentoring support while 47.80%

are unaccounted for. Therefore, equation 4.2 summarises the fitted model that was used to explain how career mentoring support affects SMEs growth.

$$Y_2 = 30.782 + .590CMS \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots \text{Eq 4.2}$$

Such that:

Y_2 ***= SMEs growth***

CMS= Career Mentoring Support

According to the regression equation, the growth rate of SMEs growth in Bida Local Government Area was 30.782 when all other parameters were held constant at zero. According to the statistics, a unit increase in career mentoring support will result in a 0.590 rise in SMEs growth in Bida, Niger State, when independent variable is set to zero. The findings showed that career mentoring support has a favourable effect on the expansion of SMEs growth in Bida, Niger State. Consequently, the second null hypothesis (H02), according to which career mentorship support has no discernible effect on SMEs growth, is now rejected.

The study's analysis revealed that"care'r mentoring assistance had a major impact on the expansion of SMEs growth in Bida, Niger State. This outcome is in line with Faizan, Haque, and Faizan's (2020) findings. They found that stronger organisational performance and more consistent business growth were associated with higher levels of career mentoring support. Additionally, their research showed that career mentoring support directly improves organisational performance. Thus, the influence of career mentoring support, which has been extensively studied in the literature, makes this easy to understand. The outcome, however, contradicts Scandura's (2022) findings, which indicated a negative correlation between organisational success and career mentoring support. However, the study supports the rejection of null hypothesis two ($H0_2$) based on its findings and their relevance to similar findings in existing literature.

Reiterating Hypothesis 3 (*$H0_3$*): Role modelling mentoring support and SMEs growth do not significantly correlate.

The third hypothesis ($H0_3$) sought to determine how mentorship support and role modelling relate to the expansion of SMEs growth. The Pearson's product-moment correlation coefficient analysis was used to test the hypothesis. The responses to all items for each variable were added up to create the statistics for small company growth and role modelling mentoring support. The results are shown in Table 5.

Table 5: Pearson Product-Moment Correlation Summary Coefficient Analysis of the relationship between SMEs growth and mentorship and role modelling

		Role Modelling Mentoring Support	SMEs growth
Role Modelling Mentoring Support	PPM Correlation	1	0.775*
	Sig. (2-tailed)		0.0001

	N	363	363
SMEs growth	PPM Correlation	0.775*	1
	Sig. (2-tailed)	0.0001	
	N	363	363

Source: SPSS Output, 2024

The findings of the Pearson product-moment correlation coefficient study on the connection between SMEs growth and mentoring help for role modelling are shown in Table 5. The findings indicate a substantial and positive correlation ($r = 0.775$, $p<.05$) between SMEs growth success and mentoring help from role models. At $p = 0.0001^b$, which is below the study's chosen significance level of 0.05, this link was significant. The importance of SMEs growth rises in tandem with the value of mentorship and role modelling. The null hypothesis three ($H0_3$), which claims that role modelling mentoring support and SMEs growth do not significantly correlate, is thus rejected in light of this finding.

The third goal was to determine how mentorship support and role modelling relate to the growth of SMEs growth. The results showed that SMEs growth in Bida, Niger State, was positively and statistically significantly correlated with role modelling mentoring support. The result is similar to the findings of Kammeyer-Mueller and Church (2020), who discovered that mentorship and role modelling can remove obstacles to business expansion and enhance organisational performance. Because the p-value of 0.0001^b is less than the significance level of 0.05 chosen for this investigation, the analysis confirms the rejection of the third null hypothesis ($H0_3$).

Conclusion

In order to bridge the gap between theory and practice and help SMEs growth enterprises overcome challenges, expand, and reach their full potential, effective mentoring and support are essential. This study looked into the effect of mentorship on SMEs growth. The study has clarified the ways in which different types of mentorships support effect SMEs growth in Bida, Niger State, highlighting the importance of psychological, career, and role-modeling mentoring support in promoting SMEs growth in Bida Local Government Area of Niger State.

Recommendation

Based on the findings and conclusion of this study, the following recommendations were made.

1. Given the significant negative effect of psychosocial mentoring support on SMEs growth, it is recommended that mentors and business coaches reassess their psychosocial mentoring support strategies to identify areas for improvement.
2. Considering the positive influence of career mentoring support on SMEs growth, it is recommended that entrepreneurs and SMEs growth owners prioritize career

3. mentoring support as a key strategy for enhancing SMEs growth.
4. With the positive relationship that was established between role modeling mentoring support and SMEs growth, it is recommended that entrepreneurs and SMEs growth owners seek out role models who can provide guidance and support to their businesses.

References

Akinbamide, A. (2022). Entrepreneurship and small business management. Lagos: University of Lagos Press.

Baum, J. R., & Locke, E. A. (2020). The Relationship between Entrepreneurial orientation and Small Business Growth. Journal of Business Venturing, 35 (4), 10592

Bandura, A. (2019). Social Learning Theory. Englewood Cliffs, NJ: Prentice Hall.

Bolarinwa, O.A (2015) Principles and methods of validity and reliability testing of questionnaire used in social and medical science researches. *Nigeria Postgrad Medical Journal*. *22*(4), Pp. 195-201

CBN (Central Bank of Nigeria). (2022). Small and Medium Enterprises (SMEs) in Nigeria.

Chandler, D. E., & Kram, K. E. (2020). Mentoring and career development: A review and future directions. Journal of Vocational Behavior, 119, 103442.

Faizan, R., Haque, A., & Faizan, F. (2020). The Impact of Mentorship on Small Business Success. Journal of Entrepreneurship and Innovation, 11(2), 1-12.

Ghosh, R., & Reio, T. G. (2013). Mentoring and Leadership Development. Journal of Leadership and Organizational Studies, 20(2), 141-155.

Gibb, A. (2020). Entrepreneurship, small firms and economic growth. International Small Business Journal, 38(1), 13-29.

Grosso, M. (2020). The impact of mentorship on protégé outcomes: A systematic review. Journal of Career Development, 47(1), 12-30.

Haggard, D. L., & Dougherty, T. W. (2020). The effects of mentorship on career advancement. Journal of Applied Psychology, 105(2), 127-140.

Iqbal, M., Khan, M. A., & Shah, S. M. (2020). The Role of Mentorship in SME Growth. Journal of Small Business and Entrepreneurship, 32(4), 347-362.

Kram, K. E. (2019). Mentoring at Work: Developmental Relationships in Organizational Life. University Press of America.

Kammeyer-Mueller, J. D., & Church, A. H. (2020). The role of mentorship in shaping protégé values and norms. Journal of Occupational and Organizational Psychology, 33(1), 145-162.

Mihail, D. M., & Klimecki, R. (2019). Role Modeling in Mentorship. Journal of Management Development, 38(5), 390-401.

Niger State Government (2021). Facts and Figures About Niger State. Minna, Niger State: Government Press

Noe, R. A., & Greenberger, D. B. (2020). The impact of mentorship on protégé self-efficacy and well-being. Journal of Vocational Behavior, 119, 103441.

Piperopoulos, P., & Dimov, D. (2015). Entrepreneurial Intentions and Entrepreneurial Learning: A Conceptual Framework. Journal of Small Business Management, 53(3), 671-691.

Ragins, B. R., & Kram, K. E. (2020). The handbook of mentoring at work: Research, theory, and practice. Routledge.

Scandura, T. A. (2022). Mentorship and Career Mobility: An Empirical Investigation. Journal of Organizational Behavior, 13(2), 169-174.

Wiklund, J., & Shepherd, D. (2020). Entrepreneurial orientation and small business growth. Journal of Business Venturing, 35(4), 105923.

Wanberg, C. R., & Kammeyer-Mueller, J. D. (2019). The effects of mentorship on career outcomes. Journal of Applied Psychology, 104(5), 551-563.

Wanberg, C. R., Kanfer, R., & Johnson, K. M. (2019). Mentoring and Career Development. Journal of Vocational Behavior, 117, 102693.

World Bank. (2022). Nigeria Overview.

Yamane, T. (1967). *Statistics: An Introductory Analysis*, 2nd Ed., New York: Harper and Row.