

## MENTORING AND EFFECTIVENESS OF FAST-MOVING CONSUMER GOODS MANUFACTURING FIRMS IN RIVERS STATE, NIGERIA

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### ABSTRACT

This study examined the relationship between mentoring and effectiveness of fast moving consumer goods manufacturing firms in Rivers State, Nigeria. The specific objectives of the study were to determine the relationship between the mentoring and the measures of organizational effectiveness (service quality and goal attainment.) This study was anchored on contingency theory. This study employed a cross-sectional survey research design. The population of the study was the 35 Fast Moving Consumer Goods manufacturing firms in Rivers State, Nigeria. As an organizational level study, the study was conducted as a census. Two managers were selected from each of the 35 Fast Moving Consumer Goods manufacturing firms making a total of seventy-five managers which served as the population elements. Structured questionnaire was the only source of data collection. Pearson Product Moment Correlation was used to analyze the data with the aid of Statistical Package for Social Science. Findings from the study revealed that mentoring has a significant and positive relationship with organisational effectiveness, as measured by service quality and goal attainment among fast-moving consumer goods manufacturing firms in Rivers State, Nigeria. The study concludes that mentoring is a critical driver of organisational effectiveness. By equipping employees with guidance and career support, mentoring fosters improved service delivery and facilitates the attainment of strategic goals within FMCG manufacturing firms. It is recommended among othersthat firms institutionalize comprehensive mentoring frameworks that incorporate both technical and psychological support components.

**Keywords:** Mentoring, Organizational Effectiveness, Service Quality, Goal Attainment.

## INTRODUCTION

All organizations strive for effectiveness, particularly in today's highly competitive environment. Regardless of size or market, companies endeavor to retain top-performing employees, recognizing their vital role in achieving organizational goals. To navigate the demands of modern markets, organizations are expected to foster strong and positive relationships with their workforce, guiding them toward purposeful task fulfillment (Nworgu, 2008). The understanding of organizational effectiveness has evolved significantly since the simplistic views of the 1950s (Robbins, 2012). Over time, various definitions have emerged to capture the multifaceted and contextual nature of effectiveness. From a research perspective, multiple evaluation criteria are necessary since organizational processes and outcomes must both be considered. Effective organizations are those that can successfully manage environmental uncertainties and resource dependencies (Field, 2002). These dynamics external conditions, adaptability, and internal capabilities shape organizational structures and strategies.

However, while many firms develop strategies to enhance performance and competitiveness, only a few fully acknowledge the significance of their leadership and succession practices. These elements can either propel organizations to greater levels of effectiveness or, if neglected, contribute to decline (Nworgu, 2008). Organizations must attract, retain, and develop talent, equipping them with the skills and support required to thrive in uncertain economic climates. Mentoring as a Succession planning strategy, ensures leadership continuity and responsiveness to sectoral demands (Borrows, 2011; Caudron, 1999).

Succession planning has been defined as a dynamic and ongoing process of identifying, assessing, and preparing leadership talent to meet future organizational needs (Nink & Fogg, 2006). It reflects a proactive organizational effort to sustain leadership from within and prepare for potential vacancies (Schmalzried & Fallon, 2007). For mentoring to contribute meaningfully to effectiveness, it must be integrated into the organization's overarching strategic human resource agenda (Beaver & Hot, 2004; Huang, 2001). This involves aligning leadership development with the long-term vision, cultivating internal talent pipelines, and securing executive and cultural commitment. Although past studies (Jackson, 2007; Borrows, 2011; Nwachukwu, 2010) have explored succession planning's impact on organizational survival, fewer have examined its influence on broader organizational effectiveness. This study thus fills a critical gap by investigating how mentoring as a dimension of succession planning contributes to the effectiveness of fast-moving consumer goods manufacturing firms in Rivers State.

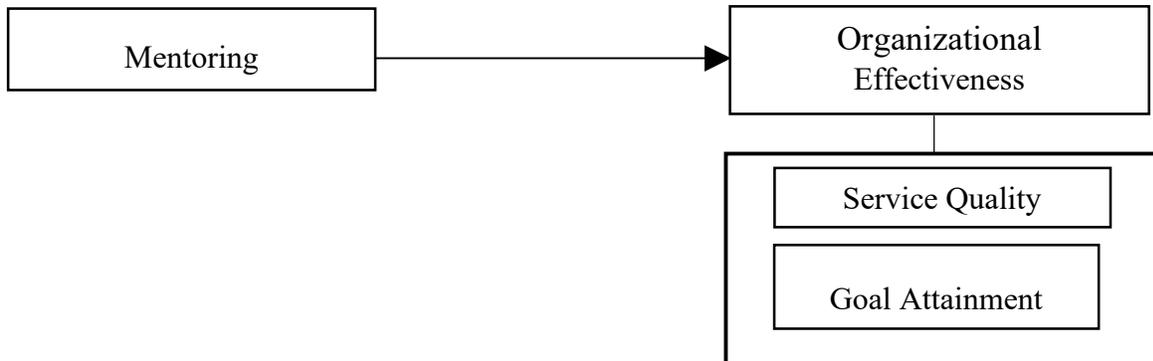
The specific objectives are:

- i. Examine the relationship between mentoring and service quality of fast moving consumer goods manufacturing firms in Rivers State, Nigeria.
- ii. Examine the relationship between mentoring and goal attainment of fast moving consumer goods manufacturing firms in Rivers State, Nigeria.

### Conceptual Framework

The conceptual framework in figure 1 shows the relationship between mentoring and effectiveness. As shown in the framework, the predictor variable is mentoring. While the

criterion variable is organizational effectiveness and measured with increased service quality and goal attainment.



**Figure 1:** The relationship between mentoring and effectiveness

**Source:** Desk Research, (2025) based on the work of David (2008), while measures of organizational effectiveness are sourced from the work Walter, (2006)

### Research Questions

In line with the research objectives, the following research questions were raised:

- i. What is the relationship between mentoring and service quality of fast moving consumer goods manufacturing firms in Rivers State, Nigeria?
- ii. What is the relationship between mentoring and goal attainment of fast moving consumer goods manufacturing firms in Rivers State, Nigeria?

### Statement of Hypotheses

**H<sub>01</sub>:** There is no significant relationship between mentoring and service quality of fast moving consumer goods manufacturing firms in Rivers State, Nigeria.

**H<sub>02</sub>:** There is no significant relationship between mentoring and goal attainment of fast moving consumer goods manufacturing firms in Rivers State, Nigeria.

## LITERATURE REVIEW

### Theoretical Review

This study was based on Contingency Theory as its theoretical foundation.

### Contingency Theory

The contingency approach to management originated from the work of John (1958), who sought to determine whether organizational principles could be derived from empirical practice. His study of 203 manufacturing firms in South Essex, England, categorized production systems into batch, mass, and process production. John observed a strong correlation between organizational

structure and the type of production process employed, concluding that technology significantly influenced managerial patterns and overall satisfaction. This early insight laid the foundation for the contingency theory, which posits that there is no one-size-fits-all approach to management; instead, the most effective organizational structure depends on the specific conditions and technologies in place.

Building on this premise, contingency theory argues that optimal organizational design, including succession planning, must align with internal subsystems and external environmental factors (Paauwe, 2008). It underscores that the success of succession management hinges on the adaptability of leadership styles and structural arrangements to situational demands. Rothwell (2010) contributed to this view by proposing the Leader-Match concept, emphasizing the importance of matching leadership styles to appropriate contexts for effective performance. This theoretical lens is especially pertinent to fast-moving consumer goods manufacturing firms in Rivers State, where varying organizational and market conditions demand tailored succession planning strategies. The study leverages this framework to highlight how responsive, context-specific planning can enhance organizational effectiveness, service quality, and long-term competitiveness in a dynamic economic landscape.

## **Conceptual Review**

### **Mentoring**

Mentoring, as defined by Ojedokun (2013), is a structured process in which experienced individuals guide and support the intellectual and professional growth of protégés, fostering a mutually beneficial relationship grounded in trust, knowledge sharing, and skill transfer (Okurame, 2013). It may be initiated formally through organizational initiatives or develop informally through personal connections, and serves various purposes including cultural orientation, personal and career development, and expanding opportunities for underrepresented groups (Gunn, 2009). Mentoring is distinct from counseling or coaching in that it emphasizes future learning and long-term development rather than addressing past influences or short-term goals (Andrea, 2019). Research supports its positive impact on employee performance, as mentoring improves job satisfaction and organizational commitment by clarifying roles and promoting career direction (Chaudhry et al., 2020). Moreover, it equips employees with the tools and feedback needed to overcome challenges, build competencies, and improve performance (Vidyasagar & Sujatha, 2021; Ojeaga & Okolocha, 2020), making it a vital strategy for personal growth and organizational success.

### **Organizational Effectiveness**

Organizational effectiveness is a multifaceted and often debated concept within organizational theory, frequently equated with goal attainment, as highlighted by Etzioni (1964, cited in Bernard, 2015), and widely supported through empirical models such as the goal model (Prince, 1968). Definitions have evolved to reflect diverse perspectives: Petersen and Plenborg (2018) emphasize alignment among strategy, structure, processes, people, and culture; Kim (2020) stresses adaptability and innovation; Marshall (2022) integrates sustainability and ethics; Brooks and Mendoza (2023) focus on technological integration; and Chen (2024) presents a systems view, underscoring the interconnectedness of organizational subsystems. Collectively, these definitions underscore that effectiveness is not merely about achieving goals, but doing so in a way that is adaptive, sustainable, and strategically aligned. As Richard, Hodgetts, and Fred (2003) note, effectiveness results from managerial and organizational processes that guide

organizations toward their goals, serving as a vital benchmark for measuring performance, identifying strengths and weaknesses, and fostering continuous improvement.

### **Measures of Organizational Effectiveness**

#### **Service Quality**

Service quality is a multidimensional concept that reflects the degree to which a service meets or exceeds customer expectations, and it has been widely examined across various sectors. Parasuraman et al. (2014) define service quality as the gap between expected and perceived service, identifying reliability, assurance, tangibles, empathy, and responsiveness as core dimensions. Chen (2018) views service quality as a subjective judgment of excellence, emphasizing individual perceptions, while Smith and Liu (2019) contextualize service quality in the digital era, highlighting the importance of technology, such as usability and information quality, in shaping service experiences. Taylor and Baker (2020) stress the critical role of empathy in service delivery, particularly in high-contact settings, and Gonzalez and Bello (2021) introduce the influence of cultural values, suggesting that service quality perceptions are shaped by cultural expectations. Moreover, recent research by Nguyen (2020) underscores the growing importance of technology such as CRM in businesses and LMS in schools in personalizing service delivery and improving stakeholder engagement.

#### **Goal Attainment**

Goal attainment, a key component of organizational effectiveness, refers to the successful realization of specific objectives set by an organization and reflects the effectiveness of its strategies and processes. Locke and Latham (2015) define goal attainment as the deliberate effort by individuals or groups to achieve specific aims within a set timeframe, highlighting its role as a motivational and directional force in organizational behavior. Robbins and Judge (2019) emphasize the importance of aligning individual and organizational goals to boost productivity and cohesion, noting that clear and consistent communication is vital for effective goal pursuit. Hellriegel, Jackson, and Slocum (2019) further describe goal attainment as the realization of desired outcomes, stressing the need for ongoing monitoring and adaptation in response to environmental changes. Stajkovic and Luthans (2018) highlight the psychological drivers of goal attainment, such as motivation and self-efficacy, and assert that confidence and a supportive environment enhance individuals' likelihood of achieving organizational targets.

#### **Empirical Review**

Alagbe, Sam and Odonye (2024) study examined the effect of workplace mentoring on employees' performance in private universities in Abuja, Nigeria. This is to evaluate the effect of Pedagogy and Psychological support on employee performance. The study adopted a survey research design, targeting a population of 2,118 employees from various private universities in Abuja. A sample size of 370 participants was determined using the Fisher formula. Data were collected through a questionnaire and analyzed using statistical regression techniques. These results indicate that psychological support has a statistically significant positive relationship with employees' performance, while Pedagogy does not demonstrate a significant relationship. The findings of this also highlight the importance of effective psychological support programmes and services in private universities in Abuja. It is recommended that these institutions prioritize developing and implementing such programmes to enhance employee performance.

Odunayo (2022) study established the effect of mentoring on employee performance of selected small and medium scale enterprises in Lagos State, Nigeria. The study was anchored on Equity theory. The study used a survey research design. The unit of analysis was owners/managers of registered SMEs in Lagos State. The target population was all the registered 8,396 SMEs in Lagos State. A sample of 370 owners/managers (respondents) was selected through simple random sampling. An adapted and structured questionnaire was used in collecting primary data. A pilot study was conducted to ensure the data collection tool is reliable. The collected data was analysed using inferential statistics with the help of Statistical Package for Social Sciences, version 26.0. The study found that through Apprenticeship training, the employees are able to improve their productivity. In addition, the study found that Coaching had a significant influence on Employee Commitment. The study also found that through employee orientation, the employees are able to improve their citizenship behaviour in the organisation.

Kumari and Sahu (2022) examined the influence of mentoring on employee performance. The research seeks to examine the impact of mentorship on employee performance within the Indian banking industry. The study employed a quantitative research approach and gathered data using a survey. The study's population consisted of workers working in the Indian banking industry. A convenience sampling strategy was employed to pick a sample of 384 employees. The data were gathered through the utilization of a self-administered questionnaire. The data gathered was analyzed using descriptive statistics and multiple regression analysis. The findings demonstrated that mentoring exerts a favorable and substantial impact on the performance of employees within the Indian banking industry. The study suggested that firms should promote mentorship programs since they enhance employee performance. Nevertheless, the study did not employ a random sampling approach, thereby compromising the generalizability of the findings.

## METHODOLOGY

This study adopted a Cross-sectional survey design. The population of the was the 35 Fast Moving Consumer Goods – FMCG manufacturing firms in Rivers State, Nigeria. Due to the limited population of thirty-five FMCG manufacturing firms in Rivers State. The study adopted a census approach by including all 35 companies as the sample. However, for the purpose of questionnaire administration, two managers from each of the thirty-five (35) FMCG companies totaling seventy (70) management staff constituted the population element for this study. Data for this study were collected through primary sources. The primary data were raw data that were obtained through the use of questionnaire, which formed the nominal data that were used for data analysis. To ensure the validity of the instruments for this study, the content and face validity was adopted. The researcher used the measure of internal consistency dimension for the reliability by using Cronbach Alpha. as presented in table 1. This study employed inferential statistical analyses using SPSS version 27. Pearson Product Moment Correlation was applied to test bivariate hypotheses at a 0.05 significance level. A total of 70 questionnaires distributed to respondents across the fast moving consumer goods manufacturing firms in Rivers State, 66 copies were successfully retrieved, representing a high response rate of 94.3%. Only 4 copies were not retrieved, accounting for 5.7% of the total distributed. Importantly, all 66 retrieved copies were deemed valid and suitable for use in the analysis, reflecting a usable response rate of 94.3%.

**Table 1 Cronbach's Alpha for Constructs**

S/N	Construct	Number of Items	Cronbach's Alpha
1	Mentoring	4	0.824
2	Service Quality	4	0.825
3	Goal Attainment	4	0.853

**Source:** SPSS Output, 2025

From the results of the test of reliability, it can be seen that the Cronbach's Alpha reliability values for each of the constructs were greater than 0.7. Therefore, the constructs are reliable.

## DATA ANALYSIS AND DISCUSSION OF FINDINGS

### Bivariate Analysis

The Pearson Product Moment Correlation was used to test the hypotheses at 95% level of confidence and a (0.05%) level of significance in order to draw conclusion and make generalization to the study population.

### Mentoring and Effectiveness Measures

Table 2 shows the result of correlation matrix obtained for mentoring and effectiveness measures. Also displayed in the table is the statistical test of significance (p - value), which makes us able to answer our research question and generalize our findings to the study population.

**Table 2: Correlations for Mentoring and the Measures of Effectiveness**

		Mentoring	Service Quality	Goal Attainment
Mentoring	Pearson Correlation	1	.664**	.729**
	Sig. (2-tailed)		.000	.000
	N	66	66	66
Service Quality	Pearson Correlation	.664**	1	.890**
	Sig. (2-tailed)	.000		.000
	N	66	66	66
Goal Attainment	Pearson Correlation	.729**	.890**	1
	Sig. (2-tailed)	.000	.000	
	N	66	66	66

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Source:** SPSS Output, 2025

**Research Question 1:** What is the relationship between mentoring and service quality of fast moving consumer goods manufacturing firms in Rivers State, Nigeria?

The Pearson Product Moment Correlation analysis assessing the relationship between mentoring and service quality in fast-moving consumer goods (FMCG) manufacturing firms in Rivers State, Nigeria revealed a correlation coefficient of  $r = 0.664$ , suggesting a strong and positive relationship between the two variables. This result implies that enhancements in mentoring practices such as structured guidance, career support, and skill development are associated with

significant improvements in service quality, as employees receiving consistent mentoring are more likely to exhibit higher competence and customer-focused performance. The coefficient of determination ( $r^2 = 0.441$ ) indicates that approximately 44.1% of the variation in service quality can be attributed to mentoring activities, with the remaining 55.9% potentially influenced by other external or organizational factors. Furthermore, the hypothesis testing in Table 3 shows that the relationship is statistically significant ( $p = 0.000 < 0.05$ ), leading to the rejection of the null hypothesis (which stated that no significant relationship exists between mentoring and service quality) and the acceptance of the alternate hypothesis. Thus, the study establishes a significant and meaningful link between mentoring and enhanced service delivery in FMCG manufacturing firms across Rivers State.

**Research Question 4:** What is the relationship between mentoring and goal attainment of fast moving consumer goods manufacturing firms in Rivers State, Nigeria?

The Pearson Product Moment Correlation analysis examining the relationship between mentoring and goal attainment in fast-moving consumer goods (FMCG) manufacturing firms in Rivers State, Nigeria revealed a correlation coefficient of  $r = 0.729$ , indicating a strong and positive relationship between the two variables. This suggests that as firms enhance mentoring initiatives such as structured career guidance, skill development, and ongoing professional support, there is a corresponding improvement in achieving organizational goals. Employees who benefit from effective mentoring tend to be more motivated, capable, and aligned with strategic objectives, contributing meaningfully to productivity, operational efficiency, and overall performance outcomes. The coefficient of determination ( $r^2 = 0.531$ ) indicates that about 53.1% of the variation in goal attainment can be attributed to mentoring practices, while the remaining 46.9% may be due to other organizational dynamics not captured in this study. Additionally, the statistical significance test in Table 3 shows a p-value of 0.000, which is less than the 0.05 threshold, confirming that the relationship is statistically significant. Therefore, the null hypothesis stating no significant relationship between mentoring and goal attainment is rejected, and the alternate hypothesis is accepted, establishing a significant association between mentoring and the realization of organizational goals in FMCG manufacturing firms across Rivers State.

## Discussion of Findings

### Mentoring and Effectiveness of Fast Moving Consumer Goods Manufacturing Firms in Rivers State, Nigeria

The study's findings on mentoring and organizational effectiveness in fast-moving consumer goods (FMCG) manufacturing firms in Rivers State, Nigeria reveal that the implementation of structured mentoring programs significantly contributes to enhanced organizational performance. These programs, which offer guidance, skill-building, and emotional support to employees, were found to improve employee productivity, engagement, and satisfaction—key indicators of organizational effectiveness. Firms that invest in and align mentoring initiatives with strategic objectives tend to achieve better operational outcomes, sustain competitive advantage, and foster a work culture that supports continuous development. This underscores the value of mentorship as an integral component of workforce management in driving effectiveness across organizational functions.

Furthermore, the findings resonate with previous empirical studies. For instance, Alagbe, Sam, and Odonye (2024) found that psychological support through workplace mentoring positively influenced employee performance in private universities in Abuja, although pedagogical mentoring showed no significant effect. Similarly, Odunayo (2022) reported that apprenticeship and coaching practices in small and medium enterprises in Lagos State significantly enhanced employee commitment, productivity, and organizational citizenship behavior. These studies collectively reinforce the view that mentoring has a powerful impact on employee outcomes. The findings are also supported by Systems Theory, which conceptualizes organizations as interconnected subsystems. From this perspective, mentoring acts as a key subsystem that influences and interacts with others, contributing to the holistic functioning and effectiveness of the organization. By embedding mentoring within broader organizational systems, FMCG firms in Rivers State can achieve sustainable improvements in performance and competitiveness.

### CONCLUSION AND RECOMMENDATIONS

Drawing from the findings, it can be concluded that mentoring serves as a vital mechanism for enhancing the effectiveness of fast-moving consumer goods manufacturing firms in Rivers State, Nigeria. Structured support, guidance, and development opportunities through mentoring contribute meaningfully to employee performance, organizational productivity, and the realization of strategic objectives. Integrating mentoring initiatives into broader organizational systems strengthens alignment with goals, fosters resilience, and sustains a competitive edge in the dynamic business environment. Based on the findings of the study, the following two recommendations are proposed:

1. Fast-moving consumer goods manufacturing firms in Rivers State should strengthen and institutionalize mentoring frameworks that emphasize both technical guidance and psychological support to improve service quality. Mentoring activities such as apprenticeship and skill-based support can enhance employee competence, leading to more consistent and customer-focused service delivery.
2. Firms should align mentoring programs with organisational goals by integrating them into performance management systems. This alignment ensures that employees not only develop professionally but also contribute meaningfully to the achievement of strategic targets, thereby improving overall goal attainment.

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