

**EFFECT OF MENTORING ON THE QUALITY OF EMPLOYEE
PERFORMANCE IN ANAMBRA STATE CIVIL SERVICE**

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Abstract

Mentorship provides opportunity for a more knowledgeable person to guide and coach a less knowledgeable person to acquire more skills to develop their talents. Mentoring involves discussion, coaching, training counseling and supervision of less experienced staff to nurture and groom their skills and talents. The study examined mentoring and employee development (A study of Anambra state civil service, Awka. Specifically, the study seeks to ascertain the effect of coaching on the growth and development of critical skills needed by employees in Anambra State Civil Service. Determine the effect of mentoring on the quality of employee skills in Anambra State Civil Service. Ascertain the effect of supervision in use in Anambra State Civil Service on employee ability to fit future roles

and to identify the training and counseling on employee performance in Anambra State Civil Service. The study adopted survey research design. The study was carried out in Anambra State. The chi-square and inferential statistics was used to test the hypotheses at a varying degree of freedom (df) and 0.05 level of significance. The result of the study revealed that coaching has positive and significant effect on the growth and development of critical skills needed by employees in Anambra State Civil Service. Supervision has effect on the quality of employee skills in Anambra State Civil Service. Training in use in Anambra State Civil Service has effect on employee ability to fit future Roles counseling is a challenge on employee duty in Anambra State Civil Service. The study therefore concludes that mentoring has positive and significant effects on employee development in Anambra state civil service, Awka. The implication is that succession management has improved the growth and development of critical skills needed by employees in Anambra State Civil Service. Amongst the recommendations were that Anambra state civil service, Awka should ensure a flexible succession management process by avoiding heir apparent designations, frequently updating lists of high potentials based on project-based performance, and succession decisions should be based on a diverse pool of candidates. Anambra state civil service, Awka should ensure active manager participation in the organization's method of identifying and codifying high potential employees.

Key Words: Mentoring, Employee Performance, Anambra State, Civil Service

Introduction

Mentoring is the process for the informal transmission of knowledge, social capital and psycho-social support perceived by the recipient as relevant to work, career and talent development (Iwuno, 2025).

Mentorship is the act where experienced staff guide, coach, support and provide necessary professional advice to less-experienced ones. Mentorship is the act of coaching mentees in certain skills, giving them advice in drawing up personal development programmes, assisting in tracking projects through providing right directions, guidance on how to acquire the knowledge to carry out new tasks (Aakriti, 2023)..

Organizations are supported to have timely availability of experienced and diverse employees prepared to fill leadership positions as they become available. According to (Anamege, Umar and Umaru, 2021) such a succession programme will firstly prepare current and future employees to lead the organization in coming years secondly help us “grow our own” leadership rather than recruiting from outside the organization thirdly it establish guidelines and standards for selection and participation fourthly it help in achieving improved workforce capabilities and performance fifthly it increase professional commitment and retention of management positions and finally it focus on leadership continuity and improved knowledge shared and it leads to shift from job progression to job

expansion (Ahmed, 2021). Good succession management systems are easy to use. Winning systems are non-bureaucratic, uncomplicated processes-with a unified approach to ensure consistency and maintain objectivity across business units, organizational levels and geographic areas. The best systems are developmentally oriented rather than simply replacement oriented. Highly effective systems always actively involve the very top management in the organization. Senior executives view effective succession management as a tool for attracting and retaining talents (Amahwa & Egezza,2021).

A good succession system is effective at spotting gaps in talents and identifying important lynchpin positions. It does the job of monitoring the succession process, enabling the organization to ensure that the right people are moving into the right jobs at the right time and that gaps are being spotted early on.

The Public sector encompass the governmental agencies, ministries and parastatals that deliver services to members of the public. Dike and Onyekwelu (2018) opined that public sector organizations are indispensable machinery of government which serve as the platform for the formation and implementation of government policies and programmes. Furthermore, Dike and Onyekwelu stressed that civil service is a typical organization or body in the public sector and a very distinctive part of the economy. Civil servants are the employees in the governmental departments or agencies. Iwuno, & Uzor, (2025) asserted that the civil servants are workers employed by the government at different levels to perform some specific tasks or duties. Nwankwo and Oghogho (2020) added that employees of the government, civil servants are expected to serve under three major tiers of the government in a hierarchical order namely the federal, state and local governments.

The civil servants in Anambra State Civil Service render services to the populace. Ndema (2022) stressed that civil servants provide whole gamut of services and activities that are organized under government which serve the purpose of ensuring effective and efficient public administration in a given state. There is statutory age for mandatory retirement of civil servants in Anambra State Civil Service. Nwankwo and Oghogho (2020) pointed that the reform of the Civil Service has put the retirement age of the civil servants at 60 years or 35 years in service whichever comes first. Thus, skilled and experienced civil servants retire yearly and leave their offices vacant in the public sector. Tamunomiebi and Okwakpam (2019) noted that every organization is bound to experience the need for succession due to the absence of top executives either as a result of death, retirement and vacation or even disciplinary issues or gross misconduct of top executives; and as such is

required to have plans in place for replacements in the face of such eventualities or face process shock that can lead to grave consequences such as business closure. The retirement or unexpected departure of key civil servants can cause chaos or disrupt the programmes of the public sector without preparing others for the position. One of the means to prepare young and vibrant civil servants to fill the vacant offices of those who retire from active service is successive planning.

Anambra State Civil Service may be unsuccessful in identifying and developing potential internal talents for higher positions during retirement or exit of superior civil servants probably due to poor succession management and employee development. Okhawere, Chukwurah, Uzor, Iwuno and Chukwueloka (2020) reported that training and other development programmes are rarely organized for employees of Anambra State Civil Service. Furthermore, the authors stressed that in a situation where training and other development programmes are organized for employees, it is carried out without adequate regard to the skill required by them and thus leads to low morale and shortage of skilled manpower. It is difficult to fill positions that were suddenly vacated through resignation or retirement, when the existing employees of the civil service are rarely exposed to training, coaching, mentoring or career development programmes. The effectiveness of Anambra State Civil Service is threatened by poor mentoring and the quality of employee performance. In the realization of this, the present study seeks to examine the effect of mentoring on the quality of employee performance in Anambra state civil service

Statement of the Problem

It has been observed that Anambra State civil service is characterized by low morale in the sense that punctualities and dedication to work is no longer the priding administrative attitude of the civil service in a typical Nigeria. The survival of the public sector depends on the attraction, acquisition, retention and development of employees to prepare for meeting the present and future needs in the workplace. It seems that existing staff are ill-prepared to fill future positions in the public sector in Anambra State. It is worrisome that Anambra State civil service has been marred by failure to attract, recruit and retain suitable qualified staff. Anambra State Civil Service usually find it difficult to choose a successor to replace vacant positions should the need suddenly arise. In some cases, the person

expected to take over vacant position seem to be ill-prepared for the roles probably due to poor succession management practices. Olufemi, Afegbua and Etim (2020) noted that when retirement, death or turnover take place in the public sector in Nigeria, it takes a long period to find suitable replacements within the organization due to inadequate succession management strategy and employee development programmes.

Employees of Civil the Service are rarely exposed to training, mentoring, coaching programmes and career development to improve their competencies and knowledge prior to termination of appointment or retirement of superior staff. Kekeocha, Onyekwelu and Okeke (2022) observed that the civil service in Anambra State has become so constrained in terms of career development and employee embeddedness that it seems to be on the verge of collapsing, owing to difficulties in succession management for effective service delivery. The authors added that employee training and development in Anambra State civil Service is frequently ineffective and haphazardly done based on a poor assessment of organizational training needs. Ekanem, Umeh and Okeke (2022) noted that there is failure by the management of public the sector in Anambra State to identify the job rotation gaps for the areas to meet the future skills and knowledge needs of employees. The absence of effective succession management initiatives result in colossal loss to the public sector in the event of retirement or dismissal of key employees of Anambra State Civil Service. Some retired competent staff are replaced with unskilled employees due to the absence of job rotation, poor career development opportunities, insufficient coaching and mentoring programmes in Anambra State Civil Service. Replacing an experienced retired employee with a less-experienced staff could reduce the quality of service delivery in Anambra State Civil Service. Several studies have been conducted in different geographical location and organization on mentoring and the quality of employee performance (A study of Anambra state civil service created a gap in knowledge which the present study intends to fill.

Literature Review and Theoretical Framework

Conceptual Clarification

Mentoring

Mentorship is the act where experienced staff guide, coach, support and provide necessary professional advice to less-experienced ones. Iwuno and & Uzor, (2025) pointed out that

mentorship is the act of coaching mentees in certain skills, giving them advice in drawing up personal development programmes, assisting in tracking projects through providing right directions, guidance on how to acquire the knowledge to carry out new tasks. Mentorship is the relationship between a senior employee and the junior ones in which the later is enlightened and coached about their jobs to improve their skills and knowledge. Egwakhe et al. (2022) noted that mentorship has so many advantages related to mentee talent management and organizational performance directly and indirectly by transferring information and knowledge assembled through many years of experience. Walbe (2019) referred to mentoring as a process for the informal transmission of knowledge, social capital and psycho-social support perceived by the recipient as relevance to work, career and talent development. Continuing, Walbe (2019) stressed that one of the ways to expand personnel collective skills, competences and maintain positive work attitudes and enhance talent management may be through mentorship.

Mentoring is the assistance, encouragement and support that experienced employees render to less-experienced ones through the sharing of knowledge, work or ideas. Omotunde and Alegbeleye (2021) defined mentoring as a developmental training process on the job that enables sharing of knowledge, skill and experience. According to Wobodo, Konya and Nwaeke (2020), mentorship is the free flow of tacit and explicit knowledge from the surplus end (mentors) to the deficit end (mentees) with the aim of equipping them with all the necessary practical and professional knowledge they need in managing the organization even when the (mentors) are long gone. It is a means of enhancing professional growth of less-experienced staff which in turn leads to talent development. Arome and Amah (2018) noted that mentoring is a managerial means used to complement learning on the job which enables junior staff to acquire necessary knowledge and skills. Suparjo and Endang (2019) noted that mentoring is a professional relationship in which an experienced employee (mentor) assists another less experienced employee (mentee) in developing specific skills and knowledge that will enhance his professional and personal growth.

Mentorship is a developmental relationship that enables less-experienced staff to improve their abilities and knowledge in organization. Gabriel, Biriowu, and Dagogo (2020) posited that mentoring encourages the less experienced employees to tap into the knowledge of

more experienced employees thereby leading to talent development and improvement in their performance. Mentoring allows the mentee to learn and to actively adapt to work environment thereby contribute to talent management. Ofobruku and Nwakoby (2015) stressed that mentoring is a process in which mature and more experienced managers share their wisdom and experience with the younger employees on a one on one basis. Mentorship is such a factor in that it promotes guidance on career development and role modeling which both contribute greatly to employee's talent development. AlHilali, AlMughairi, Kian and Karim (2020) pointed out that mentorship has proven to be critical methods of talent management and learning used to bring about change, develop efficiency, raise awareness, and change attitudes and behaviours of employees in organizations.

Employee Development

Employees are valuable resources that determine the success of organizations. Zakwai and Zakwai (2023) opined that the attainment of predetermined objectives of any organization rests on employees' effective and efficient performance of tasks in the workplace. Employees could be motivated and spurred to perform optimally through formulation and implementation of welfare schemes

Employee development is the practice of learning new skills and honing existing ones. With help from their employers, employees can take time to learn how to use new technologies and techniques, develop their knowledge of an industry or subject matter, and grow their competencies across different areas (Asikhia, Makinde, Egbuta & Onyia, (2019). Employee development means "the expansion of an individual's capacity to function effectively in his or her present or future job and work organization. The goal is not just to improve employee competencies, but also to reduce job insecurity, because your employees will be more confident when it comes to successfully managing changes in the event of crises or business turmoil. This is where human resources come into play. The **human resources department** of a company is responsible for planning, implementing, and managing the developmental process through various employee training and development programmes and strategies (Asrar, Azhar, & Hussain, 2018).

Skills development is any activity or programme designed to enable employees to up-date and grade their knowledge and competencies. According to Obi and Shuaibu (2021), staff skills development refers to all policies, procedures and activities geared toward developing the knowledge and competencies of employees for high effectiveness and efficiency in an organization. It is a learning activity which is directed towards inculcating the desirable values and attitude to meet the job requirements in an organization. Every employee of an organization is constantly required to upgrade, and update in his or her knowledge and keep abreast with the rapid changing society through skills development programmes. Abdulrahman and Mshelia (2022) noted that skills development is the act of raising the knowledge and skill of an employee for executing a particular job. Skills development of employees could be attained through different methods such as on the job workshop, seminars, conferences, job coaching, refresher courses, symposium, mentoring and job rotations among others. The overall benefits of skills development of employee are increased motivation, high morale, enhanced job performance and improvement of their productivity.

Productivity is the ability of workforce to produce maximum outputs with optimal inputs. Anochie, Okereafor and Bashir (2023) defined employee productivity as the ratio of inputs to outputs used in the manufacturing process. The inputs include financial, time, technological and other material resources. Uzochukwu, Nwankwo and Okafor (2023) defined employees' productivity as the efficiency of a group of workers. They added that productivity may be evaluated in terms of the output of an employee in a specific period of time. If fewer inputs are used by employees to more outputs, they are considered to be productive. According to Idigo (2023), employee's productivity is the maximization and utilization of the available resources towards accomplishment of the goals of an organization with minimum time and expenses. The author added that high productivity indicates that resources are efficiently and effectively utilized and waste is minimized in the organization. Employees need to be motivated to put their best efforts in ensuring judicious use of the limited inputs to achieve optimum outputs through welfare scheme and skill development.

Employees in Anambra State civil service tend to be irregularly exposed to training programmes. Chukwurah, Uzor, Iwuno and Chukwueloka (2020) observed that apathetic attitude of management towards the skills development of civil servants contribute to the decline in the competencies of manpower to cope with the challenges that arise from change and innovations in the public sector in Anambra State.

The ultimate goal of developing employees is to boost the existing competencies of every employee, while creating new skills to support your organization's goals. We define competencies as "a broad set of observable, measurable attributes that are predictive of effective performance in a job or role." Employee development goes far beyond formal, structured learning. It also includes mentorship, career coaching, stretch projects, job shadowing, or even work exchanges. Employee growth and development means helping employees to explore their interests and passions, build professional competencies and grow in the career direction that's right for them. Done right, it means their future successes can directly help your company succeed. Their knowledge fuels your company's goals, while benefiting them individually for years to come (Azotani, Onuorah, & Ojukwu, 2020).

Skill Development

Skill development is the process of acquiring knowledge and aptitude required to effectively execute specific tasks in the workplace. Vincent (2020) noted that skill development refers to the practice of providing training, workshops, coaching, mentoring, or other learning opportunities to inspire, challenge, and motivate employees to perform the functions of their position to the best of their abilities and within standards set by local, state, federal and private organization. It is the act of upgrading and advancing the competencies and proficiencies of employees in an organization.

Skills development is any activity or programme designed to enable employees to up-date and grade their knowledge and competencies. According to Obi and Shuaibu (2021), staff skills development refers to all policies, procedures and activities geared toward developing the knowledge and competencies of employees for high effectiveness and efficiency in an organization. It is a learning activity which is directed towards inculcating

the desirable values and attitudes to meet the job requirements in an organization. Karim (2019) referred to skills development as the programmes designed to educate employees on the general rules of an organization, to provide them technical knowledge which is considered significant to the eradication of imperfections at work and effective completion of jobs.

Every employee of an organization is constantly required to upgrade, and update in his or her knowledge and keep abreast with the rapid changing society through skills development programmes. Abdulrahman and Mshelia (2022) noted that skills development is the act of rising the knowledge and skill of an employee for executing a particular job. Skills development of employees could be attained through different methods such as on the job training, seminars, conferences, job coaching, refresher courses, symposium, mentoring and job rotations among others. Similarly, Osiesi, Odobe, Sanni, Adams, Oke, Omokhabi and Okorie (2021) stressed that staff skills development programmes are orientation, on-the-job training, in-house training, seminars and instructor-led-training. In the same vein, Agubosim and Nwuba (2021) identified staff skills development programmes to include conferences, workshops, inductions seminars, and orientation for new staff, refresher courses and in-service training among others.

Skills development assist employees refine their thoughts and expand their knowledge for improving their job performance. Bello, Oni, Dauda and Ochepe (2022) defined job performance as the series of responsibilities assigned to an employee and how well that employee does to execute these roles.

According to Akintoye and Ofobruku (2022), job performance is how a member of staff performs their duties, completes required tasks, and behaves in the workplace. Nyong, Onyeike and Meenyinikor (2021) asserted that professional skills development of employees is targeted at their acquisition of knowledge and capacities needed to perform their responsibilities effectively and efficiently. Gadi and Lauko (2019) stressed that it is the duty of every organization to raise the employees' job performance through the implementation of training. The author added that when employees know that their organizations have interest in developing their skills through providing training programmes, they become committed to achieving high performance in their tasks.

The overall benefits of skills development of employees are increased motivation, high morale, enhanced job satisfaction and improvement of their job performance. Gadi and Lauko (2019) noted that skills development of employees through effective training programmes help them to get up to date with innovative technological advancements, and to gain complete command of the competencies and skills required to perform at a particular job without errors and mistakes. Skills development enables employees to meet the demands of their jobs. Abazie (2021) stressed that skills development enables members of staff to gain requisite information or develop attitude to carry out their duties for effective job performance. Skills development boosts morale of employees and induce positive attitude toward their jobs for effective job performance. Skills development of employees keeps abreast with new knowledge to meet particular needs of their responsibilities and thereby contribute to high job performance. Skills development makes employees well-prepared for performing their duties.

Empirical Literature

Alagbe, Sam and Odonye, (2024) 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.

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.

Alghamdi and Jabeen (2020) conducted a study on the relationship between mentoring and employee performance in organizations in Saudi Arabia. The primary aim was to examine the correlation between mentorship and employee performance in firms in Saudi Arabia. The study utilized a quantitative research approach and data was gathered via a survey. The study's population consisted of employees from Saudi Arabian organizations. A convenience sampling strategy was employed to choose a sample of 150 employees. The data were gathered through the utilization of a self-administered questionnaire. The data was analyzed using regression analysis in the research. The findings demonstrated that mentoring exerts a favorable and substantial impact on the performance of employees inside firms in Saudi Arabia.

Shambare et al. (2019) conducted a study on the relationship between mentoring and employee performance in the South African hospitality industry. The objective of the study was to investigate the correlation between mentorship and employee performance within the hospitality sector in South Africa. The study employed a quantitative research approach, with data being gathered via a survey. The study's population consisted of employees within the South African hotel sector. A convenience sampling strategy was employed to choose a sample of 200 employees. The data were gathered through the utilization of a self-administered questionnaire. The data was analyzed using regression analysis in the research. The findings indicated that mentoring exerts a favorable and noteworthy impact on the performance of employees within the hospitality sector of South Africa. The research proposed the use of mentorship programs in the South African hotel sector as a means to improve employee performance. However, the study employed a limited sample size and a convenience sampling approach, thus Tellez et al. (2019) conducted a study in Mexico to investigate the impact of mentoring on employee performance. The objective of the study was to examine the impact of mentoring on the performance of employees in Mexico. The study employed a quantitative research approach and data were gathered via a survey. The study's population consisted of

employees from Mexican organizations. A convenience sampling strategy was employed to choose a sample of 234 workers. The data were gathered through the utilization of a self-administered questionnaire. The data was analyzed using regression analysis in the research. The findings indicated that mentoring exerts a favorable and noteworthy impact on the performance of employees inside Mexican firms.

Gap in Literature

The review of empirical literature has shown that there is conflicting and mixed findings on the nexus of succession management and employee development programmes in Nigeria. However, Edeminam, (2021); Chukwuemeka and Agu, (2021); Ajayi and Edewusi, (2020); Naeem, (2017) have found that succession management have adverse effect on employee development programmes of developing countries including Nigeria. Other authors posit that succession management have positive effect on employee development programmes (Ndieupa, 2018; Ndieupa, 2018; Chinonso- Karen & Akujuobi, 2021).

The literature reviewed failed to address how succession management affects employee development, specifically in Anambra State Civil Service. Again, most of these studies were done outside Anambra State Civil Service, Awka.

The conflicting position and shortcomings have contributed to the knowledge gap in the literature which called for further investigation on succession management and employee development programmes in the Anambra state civil service system.

Theoretical Framework

Leadership Model Succession Theory

This study is anchored on the Leadership Model Succession Theory which was developed by John C Maxwell in 1999. This is a leadership theory that encourages organization or an entity to groom the next chief executive from within the organization's own ranks as opposed to looking outside the organization. It supports raising future leaders of the organization from inwards. John C Maxwell developed the leadership model theory in 1999 in his book titled "Developing the leader within you". This will see to it that succession of leadership is covered and ensures that successors of retiring employees are mentored before the dismissal of the outgoing leaders. The organization should also mentor potential candidates under the wing of incumbent leaders. To prevent conflicts that may arise during this process, they should ensure that there is a swift transformation in leadership without hitches and questions (Ibrahim, Soufani, & lam, 2001). Planned succession of leadership in an organization will promote continued operation of businesses even if the founders are no longer actively involved in its operation.

Research Design

Survey research design was adopted for the study. The study was carried out in Anambra State using the State Civil Service, Awka. The population of this study constituted all the 6,953 civil servants in Anambra State. The questionnaire, oral interview and documented data as earlier stated formed the research instrument for generating data for the study.

Data collected was analyzed using frequencies, percentages, mean, standard deviation and t-test which was presented in table forms. The t-test statistic was used in testing the null hypotheses. For decision on the hypotheses, if p-value is equal to or less than level of significant value of 0.05, the null hypothesis will be rejected, but if p-value is greater than level of significant value of 0.05, the null hypotheses will not be rejected. The SPSS package version 25 was used in data analysis.

Data Analysis

Test of Hypotheses

The hypotheses testing involves a set rules that leads to a decision in the acceptance or rejection of a given phenomenon. The tool that is used here is Chi-square (χ^2). Chi-square is a method that measures the discrepancies existing between the observed and expected frequencies.

Hypotheses One

1. **H₀:** Coaching has no effect on the growth and development of critical skills needed by employees in Anambra State Civil Service

H₁: Coaching management has no effect on the growth and development of critical skills needed by employees in Anambra State Civil Service

Hypothesis 1, table.1

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	342.000 ^a	4	.000
Likelihood Ratio	460.502	4	.000
Linear-by-Linear Association	50.159	1	.000
N of Valid Cases	342		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 13.72.
(Computation from SPSS 25 Analysis).

From the table.1 above, the result showed that coaching has positive and significant effect on the growth and development of critical skills needed by employees in Anambra State Civil Service.

Decision Rule

$V(1, 4) = 342.000$,

If p value $<$ is less than 0.05, you reject the null hypotheses and accept the alternate hypotheses.

The study therefore accepts the alternate hypotheses and submits that coaching has effect on the growth and development of critical skills needed by employees in Anambra State Civil Service.

Hypotheses Two

H₀: Supervision has no effect on the quality of employee skills in Anambra State Civil Service

H_i: Supervision has effect on the quality of employee skills in Anambra State Civil Service

Hypothesis 2, table .2

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	342.000 ^a	4	.000
Likelihood Ratio	415.507	4	.001
Linear-by-Linear Association	57.148	1	.030
N of Valid Cases	342		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 13.72.
(Computation from SPSS 25 Analysis).

The result of the analysis showed that supervision has effect on the quality of employee skills in Anambra State Civil Service.

Decision Rule

$V(1, 4) = 342.000$,

If p value $<$ is less than 0.05, you reject the null hypotheses and accept the alternate hypotheses.

The study thus reject the null hypotheses and accept the alternate hypotheses which means that supervision has effect on the quality of employee skills in Anambra State Civil Service

Hypotheses Three

H₀: Training in use in Anambra State Civil Service has no effect on employee ability to fit future roles

H_i: Training management programs in use in Anambra State Civil Service has effect on employee ability to fit future roles

Hypothesis 3, table 3

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	342.000 ^a	4	.010
Likelihood Ratio	431.561	4	.004
Linear-by-Linear Association	59.314	1	.001
N of Valid Cases	342		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 13.72.
(Computation from SPSS 25 Analysis).

From the table 3 above, the result showed that training in use in Anambra State Civil Service has effect on employee ability to fit future roles.

Decision Rule

$V(1, 4) = 342.000$, If p value < is less than 0.05, you reject the null hypotheses and accept the alternate hypotheses.

The study thus reject the null hypotheses and accept the alternate hypotheses implies that training in use in Anambra State Civil Service has effect on employee ability to fit future roles

Hypotheses Four

H₀: Counseling is not a challenge on employee duty in Anambra State Civil Service.

H_i: Counseling is a challenge on employee duty in Anambra State Civil Service.

Hypothesis 4, table 4.

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	342.000 ^a	4	.021
Likelihood Ratio	489.519	4	.007
Linear-by-Linear Association	58.973	1	.008
N of Valid Cases	342		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 13.72.
(Computation from SPSS 25 Analysis).

The result of the analysis revealed that counseling is a challenge on employee duty in Anambra State Civil Service.

Decision Rule

$V(1, 4) = 342.000$, If p value < is less than 0.05, you reject the null hypotheses and accept the alternate hypotheses.

The study thus rejects the null hypotheses and accept the alternate hypotheses means that counseling is a challenge on employee duty in Anambra State Civil Service

Conclusion

The study examined the effect of mentoring on the quality of employee performance in Anambra State Civil Service. The study showed that coaching has positive and significant effect on the growth and development of critical skills needed by employees in Anambra State Civil Service. Supervision has effect on the quality of employee skills in Anambra State Civil Service. Training in use in Anambra State Civil Service has effect on employee ability to fit future Roles counseling is a challenge on employee duty in Anambra State Civil Service

The study therefore concludes that mentoring has positive and significant effects on employee development in Anambra state civil service, Awka. The implication is that succession management has improved the growth and development of critical skills needed by employees in Anambra State Civil Service.

Recommendations

Amongst the recommendations is that Anambra State Civil Service should ensure a flexible and fluid succession management process by avoiding heir apparent designations, frequently updating lists of high potentials based on project-based performance, and basing succession decisions on a diverse pool of candidates. Create organization-wide forums (e.g. leadership academy) for exposing high potentials to multiple stakeholders, including senior executives and board members. Establish a supportive organizational culture through active CEO and senior management participation in development programs and performance appraisal and reward systems that reinforce managerial engagement; and evaluate the effectiveness of leadership development practices through empirical studies that model program theory and assess knowledge, behavior, and results outcomes. Develop the organization's mentor network by fully engaging all managers in mentoring relationships with direct reports and high potential employees in other work units. Ensure active manager participation in the organization's method of identifying and codifying high potential employees. Fully engage managers at all levels in leadership development activities, including teaching courses and creating project-based learning experiences (e.g. stretch assignments and action-learning projects) for high potentials. Management should institute a development program for employees who have the potential to be leaders. Current employees who demonstrate leadership potential can be prepared over two to four years. Given the support, training and development opportunities over a sufficient period, potential leadership can be ready when the transition time arrives.

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