
MENTORING EXPERIENCES OF NON-PROFESSORS OF SPORT MANAGEMENT IN SOUTHERN NIGERIAN UNIVERSITIES: AN EMPIRICAL EVIDENCE

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ABSTRACT: *The study investigated the mentoring experiences of non-professors of sport management in southern Nigerian universities, using cross-sectional survey design. Six research questions guided the study. The population was the entire non-professors of sport management in southern Nigerian universities which as well served as the sample. Data were collected using a structured questionnaire titled "Sport Management Mentoring Questionnaire (SMMQ)" with reliability coefficient of 0.983, established using Cronbach alpha. Data were analyzed using mean and standard deviation. It was found that non-professors of sport management in southern Nigerian universities never experienced formal mentoring, informal mentoring, traditional/face-to-face mentoring, e-mentoring, multiple mentoring, team mentoring, career mentoring, psychosocial mentoring, mentoring activities, initiation, cultivation, separation, and redefinition phase of mentoring. It was recommended among others that universities should formulate or review their mentoring policy and culture ensuring that non-professors have mentors immediately they are employed. A "Centre for Mentoring" especially for sport management should be established by the universities.*

KEY WORDS: Mentoring, non-professors, sport management, mentor, empirical.

INTRODUCTION

Mentoring is a means of human resource development in every organization. Garvey (2014) stated that mentoring activity has gained much momentum in private and public sector businesses, in small and large business enterprises, and within educational institutions and social contexts. Most successful people in different areas of endeavour can point to a mentor who was crucial to their career growth and success (Ramani, Gruppen & Kachur, 2006). Successful people in sport management have mentors who contributed to their success in the management of human and material resources in the sport society. According to Pitts and Stotlar (2013), sport management is the study and practice of all people, activities, businesses, or organizations involved in producing, facilitating, promoting, or organizing any product that is sport, fitness, and recreation related. This includes, for example, a company that manufactures sports equipment, clothing, or shoes; a person or company who offers promotional services for a sports organization; an organization charged with governing a sport; a person who represents a professional athlete as an agent; people who own and manage a sports facility; people who design and construct those sports facilities; a person who teaches golf; a company that manages the promotional merchandise and licenses for a sports event; and television companies that are involved in broadcasting sports events (Pitts & Stotlar,

2013). Mentoring is a dynamic, developmental relationship between two individuals, based on trust and reciprocity, leading towards the enhancement of junior members' psychological growth and career advancement, and towards achieving mutual benefits for the mentor, mentee and organization (Appelbaum, Ritchie & Shapiro, 1994). Resources for sports need to be managed effectively by sports managers who ought to have been mentored.

There are variations in categorization or classification of mentoring programmes. Popoola, Adesopo and Ajayi (2013) categorized mentoring into formal and informal mentoring, traditional or face-to-face mentoring, multiple mentoring, e-mentoring, and team mentoring. Kram (1985) classified mentoring functions into two separate but interrelated types, namely career functions and psychosocial functions. Mentoring in sport management can be formal or informal; face-to-face, multiple, e-mentoring, and team mentoring; and may be anchored on career and psychosocial functions between mentor and mentee(s). Mentored individuals reported to have received more promotion, higher salaries (Allen, Eby, Poteet, Lentz, & Lima, 2004); higher career and job satisfaction, greater expectations for advancement (Ragins & Kram, 2007), and career motivation, self-efficacy, higher rates of retention, and better perceptions of themselves as academics (Day & Allen, 2004; Gardener, Tiggerman, Keans & Marshall, 2007). Non-professors of sport management are expected to have been mentored. A non-professor is an academic staff who still has one or more rank(s) to climax his or her academic career as a professor in the university system, and includes associate professor or reader, senior lecturer, lecturer I, lecturer II, assistant lecturer, and graduate assistant. Non-professors of sport managements in universities are likely to benefit from mentoring programmes ranging from promotions, job and career satisfaction, job retention, reduced absenteeism, organizational goal attainment, and high professionalism in operations. It is imperative to find out if non-professors who are also expected to serve as mentors had experienced or are currently experiencing mentoring. The study explored the universities in the three geopolitical zones in southern Nigeria, namely south-east, south-south, and south-west geopolitical zone.

Aim and Objectives of the Study

The aim of the study was to find out mentoring experiences of non-professors of sport management in southern Nigerian universities. In specific terms the study seeks to:

1. determine the formal mentoring experiences among non-professors of sport management in southern Nigerian universities.
2. ascertain the informal mentoring experiences among non-professors of sport management in southern Nigerian universities.
3. establish the means/types of mentoring among non-professors of sport management in southern Nigerian universities.
4. determine mentoring functions experienced by non-professors of sport management.
5. ascertain the mentoring activities experienced by non-professors of sport management in southern Nigerian universities.
6. determine the phases of mentoring experiences among non-professors of sport management in southern Nigerian universities.

Research Questions

1. What are the formal mentoring experiences among non-professors of sport management in southern Nigerian universities?
2. What are the informal mentoring experiences among non-professors of sport management in southern Nigerian universities?
3. What are the means/types of mentoring among non-professors of sport management in southern Nigerian universities?
4. What are the mentoring functions experienced by non-professors of sport management in southern Nigerian universities?
5. What are the mentoring activities experienced by non-professors of sport management in southern Nigerian universities?
6. What are the phases of mentoring experiences among non-professors of sport management in southern Nigerian universities?

METHODS

A cross-sectional survey design was employed to study all the 52 non-professors of sport management in southern Nigerian universities. The population figure was gotten from the office of the Heads of Department of Human Kinetics and Health Education in southern Nigerian universities. All the 52 non-professors were used for the study as sample because the number is small and manageable. This is in line with Udo's (2004) assertion that if the population under investigation is small, it is appropriate to use the entire population.

A structured questionnaire was used as instrument to collect data for the study. The instrument was referred to as "Sport Management Mentoring Questionnaire (SMMQ)". The questionnaire comprised of two sections, A and B. Section A generated socio-demographic data of the respondents. Section B contained questions on mentoring experiences with weighted, polychotomous and modified Likert-type response options of "Always" (4 points), "Sometimes" (3 points), "Rarely" (2 points), and "Never" (1 point)".

The face and content validity of the questionnaire was established by five experts. A test re-test method was used to establish the reliability of the questionnaire. Twenty non-professors of other areas in Human Kinetics or Physical Education (i.e. Exercise physiology, Sport psychology, Sport sociology, recreation, etc.) in southern Nigerian universities were used to establish the reliability of the questionnaire. Cronbach alpha was used to establish the overall reliability coefficient of 0.983 for mentoring experiences; and subscale coefficients of 0.848 for formal mentoring; and 0.921 for informal mentoring; 0.891 for means/types of mentoring; 0.935 for phases of mentoring (0.965 for initiation phase, 0.885 for cultivation phase, 0.729 for separation phase, and 0.727 for redefinition phase); 0.960 for mentoring functions (0.946 for psychosocial function, and 0.912 for career function); 0.973 for mentoring activities. Out of 52 copies of questionnaire distributed to non-professors of sport management, only 42 copies were returned giving a return rate of 80.77 per cent. Descriptive statistics of mean and standard deviation were used for data analysis. In this study, the mean values for mentoring experiences were interpreted as follows: 1.00 – 1.49 "Never"; 1.50 – 2.49 "Rarely"; 2.50 – 3.49 "Sometimes" and 3.50 – 4.00 "Always".

RESULTS**Research Question 1**

What is the prevalence of mentoring among non-professors of sport management in southern Nigerian universities?

Table 1: Prevalence of formal mentoring among non-professors of sport management (N=42).

| S/n | Items | East | | South- South | | South- West | | South- | |
|-----|---|-----------|-----|-----------------|-----|----------------|-----|-----------|----|
| | | (n=11) | | (n=13) | | (n=18) | | | |
| | | \bar{x} | SD | \bar{x} | SD | \bar{x} | SD | \bar{x} | SD |
| 1 | I experienced or am experiencing mentoring in sport management that is controlled by the university. | 1.18 | .60 | 1.08 | .28 | 1.17 | .38 | | |
| 2 | I experienced or am experiencing pairing for mentoring in sport management done by the university. | 1.27 | .65 | 1.15 | .38 | 1.06 | .24 | | |
| 3 | The university stipulated or stipulates the time period for the mentoring in sport management between me and my mentor to last. | 1.09 | .30 | 1.23 | .44 | 1.11 | .32 | | |
| 4 | The university stipulated or stipulates the objectives to be achieved at the end of the mentoring in sport management between me and my mentor. | 1.27 | .47 | 1.08 | .28 | 1.06 | .24 | | |
| 5 | The university provided or provides full management support for the mentoring in sport management between me and my mentor. | 1.27 | .47 | 1.23 | .44 | 1.17 | .51 | | |
| | Grand mean | 1.22 | | 1.15 | | 1.11 | | | |
| | | 2 | | 5 | | 1 | | | |

Table 1 shows that non-professors of sport management in south-east ($\bar{x}=1.18$; $SD=.60$); south-south ($\bar{x}=1.08$; $SD=.28$), and south-west ($\bar{x}=1.17$; $SD=.38$) never experienced mentoring in sport management that is controlled by the university. Also, non-professors of sport management in south-east ($\bar{x}=1.27$; $SD=.65$); south-south ($\bar{x}=1.15$; $SD=.38$), and south-west ($\bar{x}=1.06$; $SD=.24$) never experienced pairing for mentoring in sport management done by the university. It is evident in the table that non-professors of sport management in south-east ($\bar{x}=1.09$; $SD=.30$); south-south ($\bar{x}=1.23$; $SD=.44$), and south-west ($\bar{x}=1.11$; $SD=.32$) never experienced the university stipulating the time period for the mentoring in sport management. Data in the table reveal that non-professors of sport management in south-east ($\bar{x}=1.27$; $SD=.47$); south-south ($\bar{x}=1.08$; $SD=.28$), and south-west ($\bar{x}=1.06$; $SD=.24$) never experienced the university stipulating the objectives to be achieved at the end of the mentoring in sport management. It could be seen that sport management non-professors of sport management in south-east ($\bar{x}=1.27$; $SD=.47$); south-south ($\bar{x}=1.23$; $SD=.44$), and south-west ($\bar{x}=1.17$; $SD=.51$) never experienced the university providing full management support for mentoring in sport management. The non-professors of sport management in south-east ($\bar{x}=1.22$); south-south ($\bar{x}=1.15$), and south-west ($\bar{x}=1.11$) never experienced formal mentoring.

Research Question 2

What is prevalence of informal mentoring among non-professors of sport management in southern Nigerian universities?

Table 2: Prevalence of informal mentoring among non-professors of sport management (N=42).

| S/n | Items | South-East | | South-South | South-West | |
|-----|---|------------|-----|-------------|------------|-----|
| | | (n=11) | | (n=13) | (n=18) | |
| | | \bar{x} | SD | \bar{x} | \bar{x} | SD |
| 1 | I and my mentor managed or manage the mentoring in sport management without university's interference. | 1.00 | .00 | 1.08 | 1.11 | .32 |
| 2 | The mentoring in sport management between me and my mentor had or has no university support. | 1.09 | .30 | 1.08 | 1.17 | .38 |
| 3 | The mentoring in sport management between me and my mentor had or has no time stipulated for the end of the relationship. | 1.18 | .40 | 1.08 | 1.22 | .55 |
| 4 | I and my mentor engaged or are engaging in mentoring in sport management due to mutual identification and understanding. | 1.09 | .30 | 1.15 | 1.33 | .59 |
| 5 | No external body initiated/paired or initiates/pairs me with my mentor for mentoring in sport management. | 1.18 | .40 | 1.23 | 1.17 | .38 |
| | Grand mean | 1.11 | | 1.12 | 1.20 | |

Data in the Table 2 reveal that non-professors of sport management in south-east ($\bar{x}=1.00$; SD=.00); south-south ($\bar{x}=1.08$; SD=.28), and south-west ($\bar{x}=1.11$; SD=.32) never experienced mentoring in sport management without university's interference. Also, non-professors of sport management in south-east ($\bar{x}=1.09$; SD=.30); south-south ($\bar{x}=1.08$; SD=.28), and south-west (\bar{x}

=1.17; SD=.38) never experienced mentoring in sport management that has no university support.

The table reveals that non-professors of sport management in south-east ($\bar{x}=1.18$; SD=.40); south-south ($\bar{x}=1.08$; SD=.28), and south-west ($\bar{x}=1.22$; SD=.55) never experienced mentoring in sport management that has no time stipulated for the end of the relationship. Also, non-professors of sport management in south-east ($\bar{x}=1.09$; SD=.30); south-south ($\bar{x}=1.15$; SD=.38), and south-west ($\bar{x}=1.33$; SD=.59) never experienced mentoring in sport management due to mutual identification and understanding. It could be seen in the table that non-professors of sport management in south-east ($\bar{x}=1.18$; SD=.40); south-south ($\bar{x}=1.23$; SD=.60), and south-west ($\bar{x}=1.17$; SD=.38) never experienced external body initiating or pairing for mentoring in sport management. The non-professors of sport management in south-east ($\bar{x}=1.11$); south-south ($\bar{x}=1.12$), and south-west ($\bar{x}=1.20$) never experienced informal mentoring.

Research Question 3

What are the means/types of mentoring among non-professors of sport management in southern Nigerian universities?

Table 3: Means/types of mentoring among non-professors of sport management (N=42).

| S/n | Items | South-East | | South-South | South-West | |
|-----|--|------------|-----|-------------|------------|----------|
| | | (n=11) | | | (n=13) | (n=18) |
| | | \bar{x} | SD | | \bar{x} | SD |
| 1 | I and my mentor engaged or are engaging in face-face/traditional mentoring in sport management. | 1.0 9 | .30 | | 1.0 8 | .28 |
| 2 | I and my mentor engaged or are engaging in e-mentoring in sport management (i.e. through computer internet, email, etc.) | 1.2 7 | .64 | | 1.3 1 | .63 |
| 3 | I and my mentors engaged or are engaging in multiple mentoring in sport management (i.e. having many mentors). | 1.1 8 | .40 | | 1.0 8 | .28 |
| 4 | I and my mentor engaged or are engaging in team mentoring in sport management (i.e. having many mentees at a time). | 1.2 7 | .47 | | 1.0 8 | .28 |
| | Grandmean | 1.2 0 | | | 1.1 4 | |
| | | | | | | 1.1 7 |

Table 3 shows that the non-professors of sport management in south-east ($\bar{x}=1.09$; SD=.30); south-south ($\bar{x}=1.08$; SD=.28), and south-west ($\bar{x}=1.28$; SD=.57) never experienced face-face/traditional mentoring in sport management. Also, non-professors of sport management in south-east ($\bar{x}=1.27$; SD=.64); south-south ($\bar{x}=1.31$; SD=.63), and south-west ($\bar{x}=1.06$; SD=.24) never experienced e-mentoring in sport management (i.e. through computer internet, email, etc.). It is evident in the table that non-professors of sport management in south-east ($\bar{x}=1.18$; SD=.40); south-south ($\bar{x}=1.08$; SD=.28), and south-west ($\bar{x}=1.11$; SD=.32) never experienced multiple

mentoring in sport management (i.e. having many mentors). Data in the table reveal that non-professors of sport management in south-east ($\bar{x}=1.27$; $SD=.47$); south-south ($\bar{x}=1.08$; $SD=.28$), and south-west ($\bar{x}=1.22$; $SD=.55$) never experienced team mentoring in sport management (i.e. having many mentees at a time). The non-professors of sport management in south-east ($\bar{x}=1.20$); south-south ($\bar{x}=1.14$), and south-west ($\bar{x}=1.27$) had never experienced traditional/face-to-face mentoring, e-mentoring, multiple mentoring, and team mentoring.

Research Question 4

What are the mentoring functions among non-professors of sport management in southern Nigerian universities? Data answering research are contained in Table 4a and 4b.

Table 4a: Career mentoring functions among non-professors of sport management (N=42).

| S/n | Items | South-East (n=11) | | South-South (n=13) | | South-West (n=18) | |
|------------|---|----------------------|-----|-----------------------|-----|----------------------|-----|
| | | \bar{x} | SD | \bar{x} | SD | \bar{x} | SD |
| 1 | I received or am receiving sponsorship in sport management from my mentor. | 1.18 | .40 | 1.08 | .28 | 1.17 | .38 |
| 2 | I received or is receiving exposure-and-visibility in sport management from my mentor. | 1.09 | .30 | 1.08 | .28 | 1.17 | .38 |
| 3 | I received or am receiving coaching in sport management from my mentor. | 1.09 | .30 | 1.31 | .63 | 1.17 | .38 |
| 4 | My mentor gave or is giving me protection in sport management. | 1.36 | .81 | 1.31 | .63 | 1.33 | .69 |
| 5 | I received or am receiving challenging work assignments in sport management from my mentor. | 1.18 | .60 | 1.15 | .38 | 1.11 | .32 |
| Grand mean | | 1.18 | | 1.19 | | 1.19 | |

Data in the Table 4a reveal that non-professors of sport management in south-east ($\bar{x}=1.18$; $SD=.40$); south-south ($\bar{x}=1.08$; $SD=.28$), and south-west ($\bar{x}=1.17$; $SD=.38$) had never experienced sponsorship in sport management from a mentor. Also, non-professors of sport management in south-east ($\bar{x}=1.09$; $SD=.30$); south-south ($\bar{x}=1.08$; $SD=.28$), and south-west ($\bar{x}=1.17$; $SD=.38$) had never experienced exposure-and-visibility in sport management from my mentor. The table reveals that non-professors of sport management in south-east ($\bar{x}=1.09$; $SD=.30$); south-south ($\bar{x}=1.31$; $SD=.63$), and south-west ($\bar{x}=1.17$; $SD=.38$) never experienced coaching in sport management. Also, non-professors of sport management in south-east ($\bar{x}=1.36$; $SD=.81$); south-south ($\bar{x}=1.31$; $SD=.63$), and south-west ($\bar{x}=2.11$; $SD=.65$) never experienced protection in sport management from a mentor. It could be seen in the table that non-professors of sport management in south-east ($\bar{x}=1.18$; $SD=.60$); south-south ($\bar{x}=1.15$; $SD=.38$), and south-west ($\bar{x}=1.11$; $SD=.32$) never experienced challenging work assignments in sport management from the mentor. The non-professors of sport management in south-east ($\bar{x}=1.18$); south-south ($\bar{x}=1.19$), and south-west ($\bar{x}=1.19$) never experienced career mentoring functions.

Table 4b: Psychosocial mentoring functions among non-professors of sport management (N=42).

| S/n | Items | East | | South- South | | West | |
|-----|---|---------------------|-----|---------------------|-----|---------------------|--------|
| | | (n=11) \bar{x} | SD | (n=13) \bar{x} | SD | (n=18) \bar{x} | S D |
| 1 | My mentor offered or is offering acceptance and confirmation in sport management to me. | 1.18 | .40 | 1.15 | .38 | 1.11 | .32 |
| 2 | My mentor provided or is providing counseling in sport management to me. | 1.09 | .30 | 1.15 | .38 | 1.17 | .38 |
| 3 | My mentor provided or is providing friendship in sport management to me. | 1.36 | .67 | 1.08 | .28 | 1.17 | .51 |
| 4 | My mentor served or is serving role-modeling in sport management to me. | 1.09 | .30 | 1.15 | .38 | 1.17 | .51 |
| | Grand mean | 1.18 | | 1.13 | | 1.16 | |

It is evident in Table 4b that non-professors of sport management in south-east ($\bar{x}=1.18$; SD=.40); south-south ($\bar{x}=1.15$; SD=.38), and south-west ($\bar{x}=1.11$; SD=.32) never experienced offer of acceptance and confirmation for mentoring in sport management. Also, non-professors of sport management in south-east ($\bar{x}=1.09$; SD=.30); south-south ($\bar{x}=1.15$; SD=.38), and south-west ($\bar{x}=1.17$; SD=.38) never experienced counseling in sport management from a mentor. It is evident in the table that non-professors of sport management in south-east ($\bar{x}=1.36$; SD=.67); south-south ($\bar{x}=1.08$; SD=.28), and south-west ($\bar{x}=1.17$; SD=.51) never experienced a mentor providing friendship in sport management. Data in the table reveal that non-professors of sport management in south-east ($\bar{x}=1.09$; SD=.30); south-south ($\bar{x}=1.15$; SD=.38), and south-west ($\bar{x}=1.17$;

SD=.51) never experienced a mentor serve as role-model in sport management. The non-professors of sport management in south-east ($\bar{x}=1.18$); south-south ($\bar{x}=1.13$), and south-west ($\bar{x}=1.16$) never experienced psychosocial mentoring functions.

Research Question 5

What are the mentoring activities among non-professors of sport management?

Table 5: Mentoring activities among non-professors of sport management (N=42).

| S/n | Items | South-East (n=11) | | South-South (n=13) | | South-West (n=18) | |
|-----|---|----------------------|-----|-----------------------|-----|----------------------|-----|
| | | \bar{x} | SD | \bar{x} | SD | \bar{x} | SD |
| 1 | My mentor encouraged or is encouraging me to attend academic sport management and its allied conferences and seminars. | 1.36 | .67 | 1.08 | .28 | 1.17 | .51 |
| 2 | My mentor taught or is teaching me how to handle sport management or other leadership positions. | 1.09 | .30 | 1.15 | .38 | 1.17 | .51 |
| 3 | My mentor taught me or is teaching me how to manage sport clubs. | 1.27 | .65 | 1.08 | .28 | 1.06 | .24 |
| 4 | My mentor taught me or is teaching me how to manage fitness centres. | 1.18 | .40 | 1.08 | .28 | 1.17 | .38 |
| 5 | My mentor exposed or is exposing me to membership of professional sport management and its allied associations. | 1.09 | .30 | 1.15 | .38 | 1.06 | .24 |
| 6 | My mentor taught or is teaching me how to conduct sport management researches and publish them. | 1.09 | .30 | 1.08 | .28 | 1.22 | .43 |
| 7 | My mentor taught or is teaching me how to teach and evaluate students and athletes. | 1.09 | .30 | 1.15 | .38 | 1.28 | .57 |
| 8 | My mentor taught or is teaching me how to manage classroom situations. | 1.18 | .40 | 1.31 | .48 | 1.28 | .46 |
| 9 | My mentor taught or is teaching me how to manage sports programmes (e.g. intramural, extramural, interscholastic, adapted sports programmes, etc.). | 1.09 | .30 | 1.23 | .44 | 1.22 | .43 |
| | Grandmean | 1.16 | | 1.15 | | 1.05 | |

Data in the Table 5 reveal that non-professors of sport management in south-east ($\bar{x}=1.36$; SD=.67); south-south ($\bar{x}=1.08$; SD=.28), and south-west ($\bar{x}=1.17$; SD=.51) never experienced

encouragement to attend academic sport management and its allied conferences and seminars from a mentor. Also, non-professors of sport management in south-east ($\bar{x}=1.09$; $SD=.30$); south-south ($\bar{x}=1.15$; $SD=.38$), and south-west ($\bar{x}=1.17$; $SD=.51$) never experienced how to handle sport management or other leadership positions from a mentor. The table reveals that non-professors of sport management in south-east ($\bar{x}=1.27$; $SD=.65$); south-south ($\bar{x}=1.08$; $SD=.28$), and south-west ($\bar{x}=1.06$; $SD=.24$) never experienced how to manage sport clubs from a mentor. Also, non-professors of sport management in south-east ($\bar{x}=1.18$; $SD=.40$); south-south ($\bar{x}=1.08$; $SD=.28$), and south-west ($\bar{x}=1.17$; $SD=.38$) never experienced how to manage fitness centres from a mentor. It could be seen in the table that non-professors of sport management in south-east ($\bar{x}=1.09$; $SD=.30$); south-south ($\bar{x}=1.15$; $SD=.38$), and south-west ($\bar{x}=1.06$; $SD=.24$) never experienced exposure to membership of professional sport management and its allied associations from a mentor. It is evident in Table 5 that the non-professors of sport management in south-east ($\bar{x}=1.09$; $SD=.30$); south-south ($\bar{x}=1.08$; $SD=.28$), and south-west ($\bar{x}=1.22$; $SD=.43$) never experienced how to conduct sport management researches and publish them from a mentor. Also, non-professors of sport management in south-east ($\bar{x}=1.09$; $SD=.30$); south-south ($\bar{x}=1.15$; $SD=.38$), and south-west ($\bar{x}=1.28$; $SD=.57$) never experienced how to teach and evaluate students and athletes from a mentor. It is evident in the table that non-professors of sport management in south-east ($\bar{x}=1.18$; $SD=.40$); south-south ($\bar{x}=1.31$; $SD=.48$), and south-west ($\bar{x}=1.28$; $SD=.46$) never experienced how to manage classroom situations from a mentor. Data in the table reveal that non-professors of sport management in south-east ($\bar{x}=1.09$; $SD=.30$); south-south ($\bar{x}=1.23$; $SD=.44$), and south-west ($\bar{x}=1.22$; $SD=.43$) never experienced how to manage sports programmes (e.g. intramural, extramural, interscholastic, adapted sports programmes, etc.) from a mentor. The non-

professors of sport management in south-east ($\bar{x}=1.16$); south-south ($\bar{x}=1.15$), and south-west ($\bar{x}=1.05$) never experienced mentoring activities.

Research Question 6

What are the phases of mentoring among non-professors of sport management in southern Nigerian universities? Data answering the above research question are presented in Table 6a – 6d.

Table 6a: Initiation Phase of mentoring among non-professors of sport management (N=42)

| S/n | Items | East | | South- South | | South- West | | South- West | |
|-----|--|-----------|-----|-----------------|-----|----------------|-----|----------------|----|
| | | \bar{x} | SD | \bar{x} | SD | \bar{x} | SD | \bar{x} | SD |
| 1 | I was or have been into mentoring in sport management with my mentor for 6 months to 1 year. | 1.18 | .40 | 1.15 | .38 | 1.06 | .24 | | |
| 2 | I and my mentor learnt or are learning each other's personal style and work habit for mentoring in sport management. | 1.27 | .47 | 1.38 | .51 | 1.22 | .43 | | |
| 3 | There was or are positive and idealized thoughts between me and my mentor for mentoring in sport management. | 1.09 | .30 | 1.08 | .28 | 1.17 | .38 | | |
| | Grandmean | 1.18 | | 1.20 | | 1.15 | | | |

Table 6a shows that non-professors of sport management in south-east ($\bar{x}=1.18$; SD=.40); south-south ($\bar{x}=1.15$; SD=.38), and south-west ($\bar{x}=1.06$; SD=.24) never experienced mentoring in sport management with a mentor for 6 months to 1 year. Also, non-professors of sport management in south-east ($\bar{x}=1.27$; SD=.47); south-south ($\bar{x}=1.38$; SD=.51), and south-west ($\bar{x}=1.22$; SD=.43) never experienced learning each mentor's personal style and work habit for mentoring in sport management. It is evident in the table that non-professors of sport management in south-east (\bar{x}

=1.09; SD=.30); south-south ($\bar{x}=1.08$; SD=.28), and south-west ($\bar{x}=1.17$; SD=.38) never experienced positive and idealized thoughts with a mentor for mentoring in sport management.

The non-professors of sport management in south-east ($\bar{x}=1.18$); south-south ($\bar{x}=1.20$), and south-west ($\bar{x}=1.15$) are never into initiation phase of mentoring.

Table 6b: Cultivation Phase of mentoring among non-professors of sport management (N=42)

| S/n | Items | South-East (n=11) | | South-South (n=13) | | South-West (n=18) | |
|-----|--|----------------------|-----|-----------------------|-----|----------------------|-----|
| | | \bar{x} | SD | \bar{x} | SD | \bar{x} | SD |
| 1 | My mentor provided or is providing me with challenging work in sport management. | 1.09 | .30 | 1.31 | .63 | 1.06 | .24 |
| 2 | I and my mentor strengthened or are strengthening interpersonal bond between each other for mentoring in sport management. | 1.18 | .40 | 1.31 | .48 | 1.22 | .43 |
| 3 | There were or are least conflicts and uncertainty between me and my mentor during mentoring in sport management. | 1.27 | .65 | 1.15 | .38 | 1.06 | .24 |
| 4 | I was or have been into mentoring with my mentor for 2 - 5 years. | 1.27 | .65 | 1.15 | .38 | 1.06 | .24 |
| 5 | There was or is mutual exchange and reciprocity between me and my mentor for mentoring in sport management. | 1.36 | .67 | 1.08 | .28 | 1.06 | .24 |
| | Grandmean | 1.23 | | 1.20 | | 1.09 | |

Table 6b shows that non-professors of sport management in south-east ($\bar{x}=1.09$; SD=.30); south-south ($\bar{x}=1.31$; SD=.63), and south-west ($\bar{x}=1.06$; SD=.24) never experienced provision of challenging work in sport management from a mentor. Also, non-professors of sport management in south-east ($\bar{x}=1.18$; SD=.40); south-south ($\bar{x}=1.31$; SD=.48), and south-west ($\bar{x}=1.22$;

SD=.43) never experienced strengthened interpersonal bond with a mentor for mentoring in sport management. It is evident in the table that non-professors of sport management in south-east (\bar{x} =1.27; SD=.65); south-south (\bar{x} =1.15; SD=.38), and south-west (\bar{x} =1.06; SD=.24) never experienced conflicts and uncertainty with a mentor during mentoring in sport management. Also, non-professors of sport management in south-east (\bar{x} =1.27; SD=.65); south-south (\bar{x} =1.15; SD=.38), and south-west (\bar{x} =1.06; SD=.24) never experienced mentoring with a mentor for 2 - 5 years. It is evident in the table that non-professors of sport management in south-east (\bar{x} =1.36; SD=.67); south-south (\bar{x} =1.08; SD=.28), and south-west (\bar{x} =1.06 ; SD=.24) never experienced mutual exchange and reciprocity with a mentor for mentoring in sport management. The non-professors of sport management in south-east (\bar{x} =1.23); south-south (\bar{x} =1.20), and south-west (\bar{x} =1.09) are never into initiation phase of mentoring.

Table 6c: Seperation phase of mentoring among non-professors of sport management (N=42).

| S/ n | Items | South-East (n=11) | | South-South (n=13) | | South-West (n=18) | |
|---------|---|----------------------|-----|-----------------------|-----|----------------------|-----|
| | | \bar{x} | SD | \bar{x} | SD | \bar{x} | SD |
| 1 | The mentoring relationship in sport management between me and my mentor has terminated. | 1.09 | .30 | 1.31 | .48 | 1.17 | .38 |
| 2 | There were or are differences and conflicts in mentoring relationship in sport management between me and my mentor. | 1.18 | .40 | 1.08 | .28 | 1.06 | .24 |
| 3 | There is break-up in mentoring relationship in sport management between me and my relationship. | 1.18 | .60 | 1.15 | .38 | 1.06 | .24 |
| | Grandmean | 1.15 | | 1.18 | | 1.10 | |

Table 6c shows that non-professors of sport management in south-east ($\bar{x}=1.09$; $SD=.30$); south-south ($\bar{x}=1.31$; $SD=.48$), and south-west ($\bar{x}=1.17$; $SD=.38$) never experienced a terminated mentoring relationship in sport management with a mentor. Also, non-professors of sport management in south-east ($\bar{x}=1.18$; $SD=.40$); south-south ($\bar{x}=1.08$; $SD=.28$), and south-west ($\bar{x}=1.06$; $SD=.24$) never experienced differences and conflicts in mentoring relationship in sport management with a mentor. It is evident in the table that non-professors of sport management in south-east ($\bar{x}=1.18$; $SD=.60$); south-south ($\bar{x}=1.15$; $SD=.38$), and south-west ($\bar{x}=1.06$; $SD=.24$) never experienced a break-up in mentoring relationship in sport management with a mentor. The non-professors of sport management in south-east ($\bar{x}=1.15$); south-south ($\bar{x}=1.18$), and south-west ($\bar{x}=1.10$) are never into separation phase of mentoring.

Table 6d: Redefinition phase of mentoring among non-professors of sport management (N=42)

| S/n | Items | South-East (n=11) | | South-South (n=13) | | South-West (n=18) | |
|-----|---|----------------------|-----|-----------------------|-----|----------------------|-----|
| | | \bar{x} | SD | \bar{x} | SD | \bar{x} | SD |
| 1 | The mentoring in sport management between me and my mentor has developed into peer or friendship mentoring. | 1.09 | .30 | 1.15 | .38 | 1.06 | .24 |
| 2 | I and my mentor have re-united in mentoring in sport management after separation. | 1.18 | .60 | 1.08 | .28 | 1.11 | .32 |
| 3 | I appreciate my mentor but no longer depend on him or her for mentoring in sport management. | 1.09 | .30 | 1.38 | .65 | 1.28 | .46 |
| | Grandmean | 1.12 | | 1.20 | | 1.15 | |

Table 6d shows that non-professors of sport management in south-east ($\bar{x}=1.09$; $SD=.30$); south-south ($\bar{x}=1.15$; $SD=.38$), and south-west ($\bar{x}=1.06$; $SD=.24$) never experienced mentoring in sport management with a mentor that has developed into peer or friendship mentoring. Also, non-professors of sport management in south-east ($\bar{x}=1.18$; $SD=.60$); south-south ($\bar{x}=1.08$; $SD=.28$), and south-west ($\bar{x}=1.11$; $SD=.32$) never experienced a break-up in mentoring relationship in sport management with a mentor.

and south-west ($\bar{x}=1.11$; $SD=.32$) never experienced a re-unity in mentoring in sport management after separation. It is evident in the table that non-professors of sport management in south-east ($\bar{x}=1.09$; $SD=.30$); south-south ($\bar{x}=1.38$; $SD=.65$), and south-west ($\bar{x}=1.28$; $SD=.46$) never experienced appreciating a mentor without depending on him or her for mentoring in sport management. The non-professors of sport management in south-east ($\bar{x}=1.12$); south-south ($\bar{x}=1.20$), and south-west ($\bar{x}=1.15$) are never into redefinition phase of mentoring.

DISCUSSION OF FINDINGS

The findings that the non-professors of sport management in southern Nigerian universities never experienced formal mentoring, informal mentoring, traditional/face-to-face mentoring, e-mentoring, multiple mentoring, team mentoring, career mentoring, psychosocial mentoring, mentoring activities, initiation, cultivation, separation, and redefinition phase of mentoring are surprising because there are some universities that emphasize and encourage mentoring. However the finding is in disagreement with Anafarta and Apaydin (2015) who reported that majority (92%) of the faculty member in Turkey do not continue the mentoring relationship following the completion of graduate studies. Again, 8% of the faculty members do not continue the mentoring relationship, and 10.8% of the respondent never had a mentor. Faculty members reported that they received no mentoring during their academic life. The finding that non-professors never experienced mentoring suggests that Hunt and Michael (1983) model of mentoring, and O'Neil and Wrightsman's (2001) sources of variance theory which incorporates mentorship factors, parameters, correlates, and tasks should be harnessed as way of having a full understanding of why non-professors never experienced mentoring.

CONCLUSION

Based on the findings of the study, it was concluded that non-professors of sport management in southern Nigerian universities never experienced mentoring.

RECOMMENDATIONS

1. The university authorities should formulate or review their mentoring policy and culture ensuring that non-professors of sport management have mentors immediately they are employed.
2. A “Centre for Mentoring” especially for sport management should be established by the universities.
3. Awards should be given to the best mentors and mentees of sport management by the Department and university as a way of encouraging mentoring.
4. Seminar and workshops on mentoring should be organized by the university for all academic staff.

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