

## APPRENTICESHIP SYSTEM AND PERFORMANCE OF FAMILY BUSINESSES IN KOGI STATE

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### ABSTRACT

*This study aimed at apprenticeship system and performance of family businesses. The study investigated the effect of the design of apprenticeship programs on flexibility and innovativeness of family businesses among others. A survey research design was employed with 345 available participants. A multistage sampling technique was adopted due to the dispersed population across selected cities. The study selected sample units based on inclusive and exclusive criteria. The Cronbach's alpha ( $\alpha$ ) was used as a measure of the instrument's reliability. The study analyzed the data gathered using both descriptive and inferential analytical techniques. Regression analysis was employed. Finding showed that the design of apprenticeship programs has a significant impact on family businesses' innovation. The study's conclusion was that it explores a plausible path for these businesses to adopt and support innovation. The study recommended that family-owned firms should make investments to improve and expand their apprenticeship programs. Family businesses can achieve this by creating apprenticeship programs that offer a well-rounded combination of theoretical knowledge and real-world experience.*

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### 1. INTRODUCTION

The Nigerian government has established the apprenticeship programme as a fundamental instrument for fostering sustainable businesses. People have long acknowledged the effectiveness of the apprenticeship programme in acquiring knowledge and skills relevant to various careers. It consists of an apprentice going through an organized training procedure and learning from a mentor or expert in a particular profession. Agu and Nwachukwu (2020) claimed that apprenticeship system originated in Igboland. Several experts from the eastern part of Nigeria have documented the origins and asymmetric nature of the apprenticeship system. Among the three main tribes in Nigeria (Igbo, Yoruba, and

Hausa), the Yorubas are distinct due to their liberal and traditional apprenticeship system. Keeping up with the traditions, skills, and knowledge of a specific profession has always been a top notch for apprenticeship plan. Nanashaitu (2017) expressed that the system prioritizes the transfer of customary practices and values from seasoned practitioners to trainees, with the aim of preserving customary practices and values. The conventional apprenticeship system places a strong emphasis on the transfer of priceless skills from seasoned professionals to apprentices by maintaining established methods and expertise. An updated framework known as the liberal apprenticeship programme adds adaptability, innovation, and flexibility to the conventional apprenticeship curriculum. This method provides

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invaluable practical training and mentorship while attempting to meet the changing demands of businesses and individuals by integrating modern techniques and technologies. Apprentices can develop adaptable skills in a dynamic economic environment by participating in the liberal apprenticeship program, which welcomes technological developments and promotes entrepreneurial thinking.

The apprenticeship design has meaningful impact on the adaptability and creativity of family-owned enterprises in Kogi State, Nigeria. However, Kogi State lacks well-designed apprenticeship programmes to address the unique needs and challenges of family enterprises. If the present curricula do not sufficiently include the specialist information and skills required to run a successful family business, it would constrain their adaptability and ingenuity. Moreover, it is appreciable that apprenticeship programmes may not provide adequate exposure for trainees to innovative strategies, contemporary business practices, and technological developments. Due to their inexperience, family businesses may find it more difficult to adapt and compete in a dynamic industry. This study expects the apprenticeship system's encouragement of an entrepreneurial attitude to positively affect the survival ability of family-owned businesses in Kogi State. But rather than focusing mainly on technical skills, apprenticeships usually neglect the cultivation of a forward-thinking mindset. Family-owned businesses are resistant to change, and deeply rooted in Kogi State norms. This complicates the implementation of the innovative solutions that are essential for long-term sustainability. We anticipate that the apprenticeship system's inclusion of a formal mentorship framework will greatly increase the competitiveness of family-owned businesses. Access to knowledgeable mentors is, however, limited by ambiguity in many apprenticeship programmes. It may be more challenging to gain the fundamental information and abilities required to boost the competitiveness of family-owned businesses in the absence of direction and assistance. Alternatively, mentors could not have the abilities needed to impart their knowledge and experience to apprentices. This would make it harder for family-owned businesses in Kogi State to acquire best practices and important business competencies, which would reduce their competitiveness.

Without apprenticeship programmes tailored to their requirements and challenges, family-owned businesses may find it difficult to grow and adjust to shifting market conditions. Lack of exposure to modern business trends, technological advancements, and creative approaches may make it difficult for families and enterprises to recognise and take advantage of new growth prospects. In the long run, this could put their sustainability at risk of stagnation. Family-owned businesses may find it difficult to react swiftly enough to changes in the market or unstable economic situations if they do not use apprenticeship programmes to foster an entrepreneurial mindset. Their business tactics might not have the necessary abilities and mindset to venture into uncharted

territory, overcome obstacles, and change direction when necessary. A lack of appropriate knowledge transfer qualities or poor mentorship frameworks may make it difficult for the next generation of family-owned business executives to learn important business lessons and best practices. In the end, impeding efficient succession planning could be detrimental to family businesses' ability to compete and survive. But failing to deal with these issues can result in a lack of adaptability, a decline in creative thinking, the loss of growth prospects, a deterioration in resilience, a lack of knowledge transfer, and heightened susceptibility to rivalry. The long-term future of the family-owned business in Kogi State, Nigeria, rests on resolving these problems.

The main objective of the study is to determine the effect of apprenticeship programs on the performance of family-owned business in Kogi State, Nigeria. The objectives of the study are to:

1. Determine the effect of the design of apprenticeship programs on flexibility and innovativeness of family businesses in Kogi State, Nigeria;
2. Examine the influence of the development of entrepreneurial mindset within the apprenticeship system on sustainability of family businesses in Kogi State, Nigeria; and
3. Ascertain the influence of structured mentorship framework within the apprenticeship system on competitiveness of family businesses in Kogi State, Nigeria.

## **2. LITERATURE REVIEW**

### **2.1 Conceptual Review**

Studies show that apprenticeship programmes are suitable for growth and innovation. A number of scholars has shared their conceptual knowledge about apprenticeship programmes. Vossiek (2019) defined apprenticeship systems as structured training programmes that incorporate both classroom and on-the-job training. These programmes aim to provide participants—referred to as apprentices—with hands-on training, education, and industry experience in a certain trade, profession, or sector. According to Zhang and Yu (2020), apprenticeship is a kind of skill-training that mostly depends on sharing knowledge and demonstrating methods through practical experience in authentic production environments. Under most apprenticeship programmes, the apprentice and the employer—who is frequently a seasoned professional in the field—form a relationship (Minton & Lowe, 2019; Vaughan, 2017). In return for the employer's promise to provide training, mentorship, and real-world work experience, the apprentice promises to study and gain the necessary skills under the watchful eye of the employer.

The length of an apprenticeship may vary based on the industry and required degree of expertise. They could last for a few months or even years. Apprentices gradually gain the abilities and information required to carry out the

responsibilities of their chosen profession or career throughout this time. Apprenticeship programmes frequently adhere to a predetermined curriculum that blends in-class learning with real-world job experience (Eichhorst et al., 2015). In order to obtain a thorough grasp of profession, the apprentice works with seasoned professionals, receives practical education, and may alternate between many occupations within the organisation (Markowitsch & Wittig, 2020; Venkatraman et al., 2018). An examination or evaluation is typically the last step in the apprenticeship system, determining if the apprentice is qualified and prepared to practise the trade or profession on their own. After successfully completing the apprenticeship, the apprentice may be awarded a validated certificate or certification, depending on the rules and requirements of the particular industry or country.

Apprenticeship programmes are well renowned for helping people start and advance their professions in a variety of fields, including manufacturing, computer technology, healthcare, and culinary arts. They offer a great chance for people to obtain professional experience, industry-specific knowledge, and practical skills, all while making money and frequently benefiting from mentoring from seasoned experts. An example of work-based learning that blends classroom education and on-the-job training is apprenticeship programmes (Djabarouti & O'Flaherty, 2020; Goodsett, 2018). They are common in many worldwide sectors and civilizations and have a lengthy history. An apprenticeship programme's main goal is to give people—especially young people—the chance to learn real-world skills and information related to a particular industry or career. It provides a well-thought-out route from school to the job, allowing individuals to learn occupational skills under the supervision of seasoned experts.

Family businesses have a compelling narrative that combines tradition, legacy, hardships, and victories. A special link, where family ties are entwined with the pursuit of success and the desire to leave a lasting impression on future generations, sits at the core of these businesses. Family businesses frequently begin as modest endeavours led by an enthusiastic founder who is trying to realise their aspirations. The commitment is unshakable, and the vision is evident. The business progressively expands with perseverance and hard work, passing from committed parents to their enthusiastic offspring. Family enterprises' performance over time turns into a real litmus test for resiliency.

Several academics have conceptually clarified the term "performance.". According to Medne and Lapina (2019), it is the assessment of an organisation's performance in reaching its financial and strategic goals over a given time frame, often quantified using financial metrics and key performance indicators (KPIs). Business performance is defined as an organization's capacity to generate and maintain value for its customers, employees, shareholders, and the general public by means of efficient use of resources and competitive strategies (Phillips et al., 2019; Szczepańska-Woszczyńska

& Kurowska-Pysz, 2016). Metrics for assessment include profitability, market share, return on investment, and customer happiness. It is the result of managerial choices, operational processes, and external contacts (Pucci et al., 2013). It is a complex idea that takes into account financial data, operational effectiveness, employee involvement, and innovation. It represents the business's entire competitiveness and well-being (Exposito & Sanchis-Llopis, 2018). To create value for all stakeholders and uphold moral and responsible business practices, it is imperative to take into account both immediate financial success and long-term sustainability (Rezaee, 2018).

However, we may assess the effectiveness of family businesses by looking at how well they manage to meet their goals in terms of finances and strategy within a given time period. This includes the capacity to use aggressive strategies and make effective use of its resources in order to create and maintain value for all parties involved in the organisation, such as customers, employees, investors, and the broader public. Among the criteria used to assess it are profitability, market share, return on investment, and customer satisfaction. It is the outcome of managerial decisions, operational processes, and external relationships. This complex idea encompasses sustainability, innovation, and operational effectiveness and represents the enterprise's entire competitiveness and well-being. As a result, the way family-owned businesses perform can differ greatly based on a number of variables, including the industry they operate in, the market conditions, the management strategies they use, and the credentials of the family members involved. Family businesses have the potential to be very prosperous and long-lasting, but they could also encounter certain difficulties that could affect how they do business.

## **2.2 Apprenticeship Programs and Innovativeness of Family Businesses**

In order to pass on cultural values, knowledge, and skills from one generation to the next, apprenticeship has always been a crucial part of family business succession planning. An apprenticeship is a short-term agreement whereby young people learned skills from their parents or relatives. In ancient societies, family businesses are the main economic units. With the introduction of the mediaeval guild system, which supervised training, the apprenticeship system became more organised and regulated (Custers & Cate, 2018). When formal education became available in the early modern age, apprenticeship programmes in family-owned enterprises underwent a transformation. To meet commercial needs, some family-owned businesses have updated their apprenticeship programmes, but others have chosen to maintain traditional craft methods in order to retain their cultural legacy.

In family-owned businesses, apprenticeships are essential for the development of skills and the transfer of information. By helping seasoned family members pass on specific skills, techniques, and commercial acumen, it

guarantees that family traditions and values will endure into the next generation. According to Frank et al. (2019) and Mihotić et al. (2023), flexibility is the ability of family-owned businesses to adapt to changes in the market, technical improvements, and the business environment while maintaining their core values and long-term objectives. A family business that is adaptable may make swift adjustments to its offerings in order to stay competitive and innovative. In family businesses, innovation means having the ability to launch new goods, services, procedures, or business models that help customers and spur expansion. In order to stay competitive, relevant, and long-term viable in fast-paced markets, family businesses must embrace innovation (Hajar et al., 2022; Seyed, 2022).

Apprenticeships stimulate innovation in family-owned businesses. Apprentices invigorate the organisation with new perspectives and ideas, and their varied experiences foster innovation. Furthermore, apprenticeship programmes provide a risk-free atmosphere that rewards experimentation and taking chances, all of which promote the creation of novel solutions. Apprenticeship programmes that prioritise lifelong learning foster an environment in the workplace that values flexibility and creative problem-solving. But there isn't much scientific evidence to back up the idea that apprenticeship programmes could encourage creativity in family-owned businesses. Research by Rupietta and Backes-Gellner (2018) indicates that businesses that take part in apprenticeship programmes get improved results for innovation. Furthermore, the high level of industry knowledge that apprentices possess may hasten innovation and the uptake of new technologies (Lerman, 2019). Apprenticeship programmes are similar to vocational training and can assist a company in becoming more imaginative (Mathies et al., 2022). Another area of concern has been the fact that apprenticeship frequently serves as a mediator in other areas of businesses. For instance, improvements in an organization's labour practices and business processes have a positive correlation that improves apprenticeship and progressively spurs innovation (Rupietta et al., 2021).

### **2.3 Entrepreneurial Mindset and Sustainability of Family Businesses**

Studies have demonstrated that the ability of the apprenticeship programme to foster an entrepreneurial mentality can have a substantial effect on the long-term viability of family-owned businesses (Breton-Miller & Miller, 2016; Salami, 2017; Scholes et al., 2017). When combined with an apprenticeship, an entrepreneurial mindset—a collection of attitudes, behaviours, and abilities—can foster a proactive, innovative, and growth-oriented approach within an enterprise and yield a number of advantageous outcomes.

When given the opportunity to think like entrepreneurs, apprentices often bring new insights and creative ideas to the family business. Their propensity for innovation makes them more sensitive to shifting market conditions and more flexible. Family businesses must use new ideas

and technologies to be viable and competitive in marketplaces that are constantly changing. We actually believe that the primary sources of creativity are people's distinct perspectives and abilities. This has important implications, especially for the long-term survival and expansion of family businesses. Humans are unique in that they have an intrinsic ability to be imaginative, creative, and problem solvers. Family business owners are more likely to come up with creative ideas and solutions when they have this entrepreneurial mindset. The entrepreneurial mindset is a way of thinking that is exclusive to innovative ideas and entrepreneurial endeavours (Naumann, 2017; Kuratko, 2020; Kuratko et al., 2020).

An entrepreneurial mindset among apprentices makes them more likely to think strategically and long-term about the family business's future. Instead of concentrating just on short-term profit, they make an effort to match business operations with long-term goals and values. This creative strategy helps family businesses navigate uncertainty and obstacles while preserving their primary goal. Their forward-thinking approach, which promotes steady growth and adaptability in response to market shifts, also helps them make strategic choices that advance the long-term goals of the family firm (Zapata-Cantu et al., 2023).

### **2.4 Structured Mentorship and Competitiveness of Family Businesses**

The ability of family businesses to survive for several generations is crucial to their long-term existence and major economic contribution. Family businesses look for innovative ways to improve their operations in order to stay competitive. Including a formal mentorship structure in the apprenticeship programme is an intriguing strategy that has several noteworthy advantages. An organised and formalised approach known as a structured mentorship framework aims to make it easier for seasoned mentors and mentees—people who typically lack experience or education in a particular field—to form productive mentoring relationships (Sawiuk et al., 2016; Venktaramana et al., 2023).

This mentorship structure's ability to enhance knowledge transfer is one of its main benefits (Burmeister et al., 2020). Mentors with experience serve as intermediaries, imparting implicit knowledge, skills, and industry-specific perspectives to apprentices in the family business. By transferring crucial skills and processes, the business gains a competitive advantage in the market. A mentorship scheme encourages creativity and skill improvement in the community. Mentors who provide modern information and state-of-the-art technologies to their apprentices inspire innovative thinking and fresh viewpoints. Weimann et al. (2019) suggested that this dynamic fosters creativity within the family firm, enhancing its capacity to adjust and prosper in a rapidly evolving market.

Continuous improvement is another noteworthy result of the systematic mentorship architecture. Apprentices who engage with mentors on a regular basis are able to

identify areas for growth, receive constructive feedback, and make the necessary adjustments (Mullen & Klimaitis, 2019; O'Neil et al., 2015). The family business is more competitive because of its ongoing efforts to improve, which also help it become more efficient and adaptable. The succession planning process also depends on the mentorship programmes. By fostering the growth and development of the next generation of leaders' competencies, the clearly defined framework guarantees a smooth transfer between responsibilities and leadership roles. Through careful succession planning, the business may maintain its competitive edge amid tumultuous times of change. Developing an official mentorship plan is an additional step towards family businesses' long-term objectives. Making an investment in the development of apprentices shows a dedication to sustainability and future growth. Family businesses stay competitive in the market by developing a solid talent pipeline that secures their success for upcoming generations.

## **2.5 Theoretical Review**

Bandura (1977) created the social learning theory, which was first presented in 1977 in Alberta, Canada. Individuals acquire knowledge and skills from each other through observation, imitation, and modelling. According to Bergh and Theron (2006), Bandura's theory connects behaviourist and cognitive learning theories by integrating elements of motivation, memory, and attention. Regarding how people learn through modelling, imitation, and observation, Bandura's theory of social learning provides a crucial viewpoint. Apprenticeship programmes' structure and administration have a big impact on how well trainees learn. Under Bandura's idea, novice employees often mimic the skills of seasoned professionals in the workplace. According to the theory, learners should see the behaviour they want to imitate and remember it when they start working. People duplicate the retained behaviour when they adapt it to fit the situation (Grieve & Mojapelo-Batka, 2005). One aspect of this is motivation.

In Kogi State, family-owned businesses employ apprentices who study and practise under skilled craftspeople, learning tactical expertise from them in the process. Apprenticeship programmes that prioritise flexibility and creativity have a big impact on education. Flexibility in subjects taught and ability to react to shifting market demands are two benefits of flexible apprenticeship programmes that support the development of adaptable skills. Apprentices who are exposed to all aspects of a family business are more equipped to make creative contributions to the innovativeness of the business; as their grasp of a wide range of activities and functions is expanded. Furthermore, Bandura's theory emphasises the importance of motivation in the learning process. Apprentices are encouraged to investigate new ideas and inventive solutions via well-crafted apprenticeship programmes in a supportive environment. Their enthusiasm and confidence in their creative

abilities increase when they realise that their efforts are valued.

Being proactive, prepared to take calculated risks, and grasping opportunities for growth are key components of an entrepreneurial mindset. Bandura's social learning theory suggests that cultivating an entrepreneurial mindset is similar to learning skills from one's environment by copying and re-creating what one sees. When working under the guidance of master craftsmen who have an entrepreneurial mindset, apprentices are more likely to adopt comparable attitudes and behaviours inside the apprenticeship system (Kuratko et al., 2020). Through modelling and guiding their trainees, these imaginative mentors promote self-motivation and cultivate a future vision for the family firm. According to Rupietta et al. (2021) and Vaughan (2017), we encourage apprentices who are exposed to a structured mentorship framework that promotes entrepreneurial thinking to explore synergy between long-term objectives and business operations. Proactively fostering adaptability and problem-solving abilities enables family-owned businesses survive.

Motivation, memory, reproduction, and attention are all involved in learning, according to Bandura's social learning theory. Comprehending these constituents is imperative to comprehend the impact of the structured mentorship frameworks of the apprenticeship initiative on the competitiveness of family-owned businesses in Kogi State, Nigeria. When seasoned professionals coach their apprentices, the apprentice is more likely to closely observe the attitudes and behaviours of their mentors (Fraina & Hodge, 2020; Mullen & Klimaitis, 2019; O'Neil et al., 2015; Venktaramana et al., 2023). They have the critical skills and information required to succeed in the profession, including the ability to pay great attention to details. Apprentices repeat these abilities and skills while actively using the knowledge and skills they have acquired from mentors in their job for the family business. Through the application of their experience, they enhance their abilities and make the business more competitive overall. A properly run mentorship system also promotes apprentice motivation. Apprentices are inspired to keep enhancing the competitiveness of the family business by the guidance and support of their mentors, who provide them with a feeling of purpose and dedication to excellence.

## **3. METHODOLOGY**

In this study, a survey research design was employed, utilizing a standardized research instrument for data collection. The study focused on family businesses located in Kogi State, distributed across diverse regions rather than being concentrated solely in urban areas. Four specific cities, namely Lokoja, Okene, Anyigba, and Kabba, were selected to represent Kogi State's three districts: Kogi East, Kogi Central, and Kogi West. To determine the sample size, statistical estimation theory was applied, considering the desired level of confidence

for representative results. Fischer's formula for populations exceeding 10,000 was utilized to determine the minimal sample size. The formula is as follows:

$$n = (1.96^2 * p * q) / (d^2)$$

Where:

n = sample size

p = proportion of those owning family businesses (70%)

q = proportion of those managing family businesses (30%)

d = degree of accuracy (0.05)

The calculated minimum sample size was 389, and for sub-samples in each city, it was 97.25. Therefore, the total sample size for Lokoja, Okene, Anyigba, and Kabba was 388. A multistage sampling technique was adopted due to the dispersed population across the selected cities. Sample units were selected based on inclusive and exclusive criteria. Inclusion criteria encompassed owners and managers of family businesses with knowledge about the apprenticeship system. Exclusion criteria excluded respondents who were acutely or chronically ill, not family business owners, under 18 years of age, or absent during the research period. The generalization of results was based on these specified criteria.

The Cronbach Coefficient alpha ( $\alpha$ ) was utilized as the measure of the instrument's reliability. This coefficient is widely accepted as the standard estimate for assessing the reliability of scales with multiple items. According to Zikmund et al. (2010), a coefficient value of 0.70 and above is considered reliable. Since the results of all the constructs in the tables 1 and 2 are above the critical point of 0.70; thus, the instrument is considered reliable.

**Table 1.** Reliability of Apprenticeship System

| S/N        | Constructs                             | Cronbach's Alpha | No. of Items |
|------------|----------------------------------------|------------------|--------------|
| <b>DAP</b> | Design of apprenticeship programs      | 0.722            | 3            |
| <b>DEM</b> | Development of entrepreneurial mindset | 0.750            | 3            |
| <b>SMF</b> | Structured mentorship framework        | 0.890            | 3            |

**Source:** Field Survey (2024)

The data collected for the study was analyzed using both descriptive and inferential analytical techniques. Regression analysis was used. In this study, apprenticeship system was proxied with design of apprenticeship programs, development of entrepreneurial mindset and structured mentorship framework.

**Table 2.** Reliability of Performance of Family Businesses

| S/N        | Constructs                           | Cronbach's Alpha | No. of Items |
|------------|--------------------------------------|------------------|--------------|
| <b>IFB</b> | Innovativeness of family businesses  | 0.785            | 3            |
| <b>SFB</b> | Sustainability of family businesses  | 0.927            | 3            |
| <b>CFB</b> | Competitiveness of family businesses | 0.765            | 3            |

**Source:** Field Survey (2024)

Performance of family businesses was proxied with innovativeness of family businesses, sustainability of family businesses and competitiveness of family businesses. In this study, the coefficient of the variables estimated the residual impacts of the independent variables on performance. The model in the study is given in the following general form:

$$PFB = f(APS) \dots \dots \dots (1)$$

Where,

PFB = Dependent variable (Performance of family businesses);

APS= Apprenticeship system

f = a function to be specified

In specific form, equation (1) translates into equation 2 thus:

$$IFB = a + \beta_1 DAP + e \dots \dots \dots (2)$$

$$SFB = a + \beta_1 DEM + e \dots \dots \dots (3)$$

$$CFB = a + \beta_1 SMF + e \dots \dots \dots (4)$$

Where,

IFB = Dependent Variable (Innovativeness of family businesses)

DAP = Independent Variable (Design of apprenticeship programs)

SFB = Dependent Variable (sustainability of family businesses)

DEM = Development of entrepreneurial mindset

SMF= Structured mentorship framework

CFB= Competitiveness of family businesses

a = Constant

$\beta_1$ = Regression coefficients

e= Stochastic error

## 4. DISCUSSION AND ANALYSIS

Out of the 388 questionnaires distributed, not all of them were collected in full. A total of 345 questionnaires (88.92%) were retrieved, while 43 questionnaires (11.08%) were not retrieved. The data analyzed in this chapter was derived from the collected questionnaires.

The result in table 3 shows the gender distribution of participants in the study. Out of the total 345 participants, 206 of them were female, making up 59.7% of the sample. On the other hand, 139 participants were male, accounting for 40.3% of the sample. Since the proportion encompasses the full sample population, it adds up to 100.0% overall. This data reveals the gender representation among family business owners and managers, which can help understand the gender demographics of the sample group. When examining the traits of family business owners and managers, the age distribution of study participants might shed light on the makeup of the sample and have important implications. The age range of the participants is indicated in Table 3 30.4% of the sample was 18–21 years old; 40.0% of the sample was 25–29 years old; 16.5% of the sample was 30–34 years old; 10.4% of the sample was 35–39 years old; 1.4% of the sample was 40–44 years old; and 1.2%

of the sample was 45–49 years old. It appears that the study has effectively captured the opinions of a sizable number of young people who work

in family businesses, given the high representation of participants in the 18–21 age group.

**Table 3.** Demographic characteristics of participants

| Category             | Variables                    | Frequency | Percentage |
|----------------------|------------------------------|-----------|------------|
| Gender               | Male                         | 206       | 59.7       |
|                      | Female                       | 139       | 40.3       |
| Age                  | 18- 21 Years                 | 105       | 30.4       |
|                      | 25-29 Years                  | 138       | 40.0       |
|                      | 30- 34 Years                 | 57        | 16.5       |
|                      | 35-39 Years                  | 36        | 10.4       |
|                      | 40- 44 Years                 | 5         | 1.4        |
|                      | 45- 49 Years                 | 4         | 1.2        |
|                      |                              |           |            |
| Marital status       | Single                       | 125       | 36.2       |
|                      | Married                      | 211       | 61.2       |
|                      | Divorced                     | 9         | 2.6        |
| Educational levels   | Primary School Leaving Cert. | 70        | 20.3       |
|                      | Secondary School Certificate | 143       | 41.4       |
|                      | OND & Equivalence            | 55        | 15.9       |
|                      | B.Sc/HND & above             | 77        | 22.3       |
| Experience           | 5-10 Years                   | 96        | 27.8       |
|                      | 11-15 Years                  | 161       | 46.7       |
|                      | 16-20 Years                  | 84        | 24.3       |
|                      | Above 20 Years               | 4         | 1.2        |
|                      |                              |           |            |
|                      | 11-15 Years                  | 161       | 46.7       |
|                      | 16-20 Years                  | 84        | 24.3       |
| Family Business Type | Retail                       | 85        | 24.6       |
|                      | Manufacturing                | 145       | 42.0       |
|                      | Services                     | 51        | 14.8       |
|                      | Others                       | 64        | 18.6       |

**Source:** Field Survey (2023)

They may have learned a lot about the apprenticeship system through their involvement in the study. The largest age group in the study, the 25-29 category, indicates that a significant portion of the participants is in their late twenties. This age range is crucial as it typically represents a stage when individuals are transitioning from early-career roles to more significant responsibilities within family businesses. Participants in the 30-34 age group might represent those who have already assumed managerial positions within family businesses or have recently taken over the reins of established family enterprises. This group likely consists of more experienced family business managers who have been in leadership roles for a considerable time. Although a small proportion, participants in the 40-44 age group may offer insights into the mid-career stages of family business. Their experiences could be relevant in understanding how family businesses adopt apprenticeship system while maintaining the family's values and legacy. With the smallest representation in the study, the 45-49 age group might consist of individuals who have achieved significant milestones as leaders in their respective family businesses.

In each category of marital status, Table 3 shows the frequency and percentage of participants. A considerable proportion of the 345 participants—125, or 36.2%—are unmarried, suggesting that they do not currently have children. Of the study's participants, 211 (61.2%) are married, making up the largest group. It can be inferred from this that most of the participants are currently married. The number of divorced participants is quite low, with only 9 participants (2.6%) having this status. After single individuals, married individuals make up the majority of participants in the apprenticeship programme in family businesses; divorced individuals make up a lesser percentage of the sample. This data also aids in understanding the demographics of the research participants by revealing the distribution of married status among those participating in family business apprenticeships.

Details about the study participants' educational backgrounds are shown in Table 3. Of the 345 participants that took part, 70 (20.3%) had finished primary school. It can be inferred from this that a considerable percentage of the participants had completed merely elementary school. With 143 participants (41.4%) having finished secondary school,

this study's largest group is composed of participants with this educational background. This suggests a sizable percentage of individuals have finished their secondary schooling. 55 participants (15.9%) have acquired an Ordinary National Diploma (OND) or its equivalent. This group comprises those who have completed secondary school and have some kind of specialised technical or vocational training. The group with the highest level of education consists of 77 individuals (22.3%) who have completed further study or hold a bachelor's degree (B.Sc.) or higher national diploma (HND). This suggests that a significant percentage of the participants have followed their academic goals.

The number of years that participants have been involved in their family companies is shown in Table 4. Of the 345 participants, 96 individuals (or 27.8%) had worked for their family businesses for 5 to 10 years. Since this group made up a sizable portion of the sample, it seemed likely that many of the participants had been actively involved in their family businesses for a sizable portion of this time. 161 participants (46.7%) who had worked for their family businesses for 11 to 15 years made up the largest group in the survey. This demonstrated the large number of individuals who have been devoted to their family businesses for a long time. Over this long period of time, these players had accumulated a wealth of experience that made them invaluable assets to the family businesses.

Furthermore, 84 individuals (24.3%) have been involved in their family businesses for 16 to 20 years. These

individuals constituted a group with a fair amount of experience, and they probably made a big difference in the expansion and survival of their family businesses. Just four individuals (1.2%) in a more select group had been committed to their family businesses for more than 20 years. The individuals in this category had the longest and most extensive tenure in their family businesses.

Table 4 presents information on the types of family businesses in the study area. The table 4 shows that out of the total 345 participants, 85 (24.6%) are involved in family businesses that belong to the retail sector. This category includes businesses engaged in selling goods directly to consumers, such as shops, stores, and online retail operations. The largest group in the study consists of 145 participants (42.0%) who are part of family businesses operating in the manufacturing sector. These businesses are involved in producing tangible goods or products, which may include factories, workshops, or industrial operations. 51 participants (14.8%) are involved in family businesses related to the services sector. This category encompasses businesses that offer intangible services, such as consulting firms, financial services, healthcare, hospitality, and other service-oriented industries. The "Others" category includes 64 participants (18.6%) whose family businesses do not fit into the predefined retail, manufacturing, or services sectors. This category may cover a diverse range of businesses, such as agriculture, real estate, construction, or any other unique family business ventures.

**Table 4.** Design of apprenticeship programs and innovativeness of family businesses

| Variable           | Coefficient | Std. Error            | t-Statistic | Prob.    |
|--------------------|-------------|-----------------------|-------------|----------|
| C                  | 0.412067    | 0.090253              | 4.565699    | 0.0000   |
| DAP                | 0.865061    | 0.025611              | 33.77708    | 0.0000   |
| R-squared          | 0.769369    | Mean dependent var    |             | 3.258721 |
| Adjusted R-squared | 0.768695    | S.D. dependent var    |             | 1.245369 |
| S.E. of regression | 0.598950    | Akaike info criterion |             | 1.818520 |
| Sum squared resid  | 122.6894    | Schwarz criterion     |             | 1.840849 |
| Log likelihood     | -310.7854   | Hannan-Quinn criter.  |             | 1.827413 |
| F-statistic        | 1140.891    | Durbin-Watson stat    |             | 1.957399 |
| Prob(F-statistic)  | 0.000000    |                       |             |          |

**Dependent Variable:** innovativeness of family businesses

In this study, the researcher aimed to understand the innovativeness of family businesses and its association with the design of apprenticeship programs. The table 4 presents the detailed results of the statistical analysis. The coefficient estimates quantify the effect of design of apprenticeship programs on the innovativeness of family businesses. The constant term (C) has a coefficient of 0.412067, indicating that it contributes positively to the innovativeness of family businesses. The design of apprenticeship programs also has a substantial effect, with a coefficient of 0.865061. Both coefficients are positive, suggesting that both the constant term and the design of apprenticeship programs play a vital role in promoting innovativeness in family businesses.

The standard errors associated with the coefficient estimates are 0.090253 for the constant term (C) and 0.025611 for the design of apprenticeship programs.

These standard errors represent the variability or uncertainty in the coefficient estimates. The relatively small standard errors suggest that the coefficient estimates are precise and reliable. The t-statistics measure the significance of the coefficient estimates by comparing them to their respective standard errors. The t-statistic for the constant term is 4.565699, and for the design of apprenticeship programs, it is a remarkable 33.77708. Both t-statistics are significantly greater than 2 in absolute value, indicating that both variables have highly significant effects on the innovativeness of family businesses. The probabilities (p-values) associated with the t-statistics assess the likelihood of observing such extreme t-statistics if the true population value of the coefficient is zero. In this study, both the constant term and the design of apprenticeship programs have extremely low p-values of 0.0000, indicating that the

results are highly significant at any conventional level of significance (such as 0.01).

The R-squared value is 0.769369, which represents the proportion of the variance in the dependent variable (innovativeness of family businesses) that is explained by the independent variable (design of apprenticeship programs) in the model. This relatively high R-squared value of 0.769369 indicates that approximately 76.94% of the variability in innovativeness can be attributed to the design of apprenticeship programs and the constant term in the regression model.

The table 5 also provides additional statistics, including the mean and standard deviation of the dependent variable (innovativeness), the standard error of the regression, the Akaike information criterion (AIC), the Schwarz criterion (SC), the Hannan-Quinn criterion (HQC), the F-statistic and its associated probability, and the Durbin-Watson statistic. The Durbin-Watson statistic in this analysis is 1.957399. An analytical technique for determining if autocorrelation is present in regression model residuals is the Durbin-Watson test. An indicator

of autocorrelation is a pattern of correlation between the residuals, or the variations between the expected and observed values. Values of the Durbin-Watson statistic near 2 indicate no discernible autocorrelation (residuals are independent), and the statistic ranges from 0 to 4. A number of 2 indicates that there is little association between the residuals and the satisfaction of the assumptions in the regression model. The Durbin-Watson statistic in this instance is 1.957399, which is quite near to 2. This suggests that there is no discernible autocorrelation in the regression model residuals for the innovativeness of family-owned enterprises. The score of 1.957399 indicates that the residuals are relatively independent and do not exhibit a regular pattern of correlation. This is a desired result because it demonstrates that the regression model is well-fitted and the independence requirements for the residuals are satisfied. The Durbin-Watson statistic of 1.957399 shows that the regression model used in the analysis is valid and that the coefficient estimates for the variables can be trusted, even when the data show autocorrelation.

**Table 5.** Entrepreneurial mindset and sustainability of family businesses

| Variable           | Coefficient | Std. Error | t-Statistic           | Prob.    |
|--------------------|-------------|------------|-----------------------|----------|
| C                  | 0.340613    | 0.065792   | 5.177122              | 0.0000   |
| DEM                | 0.866624    | 0.023269   | 37.24309              | 0.0000   |
| R-squared          | 0.802203    |            | Mean dependent var    | 2.572674 |
| Adjusted R-squared | 0.801625    |            | S.D. dependent var    | 1.130266 |
| S.E. of regression | 0.503413    |            | Akaike info criterion | 1.470985 |
| Sum squared resid  | 86.67120    |            | Schwarz criterion     | 1.493314 |
| Log likelihood     | -251.0094   |            | Hannan-Quinn criter.  | 1.479878 |
| F-statistic        | 1387.048    |            | Durbin-Watson stat    | 2.038449 |
| Prob(F-statistic)  | 0.000000    |            |                       |          |

**Dependent Variable:** SFB

The statistical results regarding the effect of the apprenticeship system's development of an entrepreneurial mindset on the long-term viability of family businesses are displayed in Table 5. The coefficient estimates measure the impact of the independent variables on the dependent variable (family business sustainability). With a correlation of 0.340613, the constant term (C) is favourably correlated with the sustainability of family-run businesses. Additionally, the apprenticeship system's cultivation of an entrepreneurial mindset has a significant favourable effect (coefficient of 0.866624). Both coefficients are positive, suggesting that both the constant term and the development of entrepreneurial mindset play crucial roles in promoting the sustainability of family businesses. The standard errors associated with the coefficient estimates are 0.065792 for the constant term (C) and 0.023269 for the development of entrepreneurial mindset within the apprenticeship system. These standard errors represent the variability or uncertainty in the coefficient estimates. The relatively small standard errors suggest that the coefficient estimates are precise and reliable.

The t-statistics measure the significance of the coefficient estimates by comparing them to their respective standard errors. The t-statistic for the constant term is 5.177122, and for the development of entrepreneurial mindset, it is

an impressive 37.24309. Both t-statistics are significantly greater than 2 in absolute value, indicating that both variables have highly significant effects on the sustainability of family businesses. The probabilities (p-values) associated with the t-statistics assess the likelihood of observing such extreme t-statistics if the true population value of the coefficient is zero. In this study, both the constant term and the development of entrepreneurial mindset within the apprenticeship system have extremely low p-values of 0.0000, indicating that the results are highly significant at any conventional level of significance (such as 0.01).

The R-squared value is 0.802203, which represents the proportion of the variance in the dependent variable (sustainability of family businesses) that is explained by the independent variables in the model. This relatively high R-squared value of 0.802203 suggests that approximately 80.22% of the variability in sustainability can be attributed to the development of entrepreneurial mindset within the apprenticeship system and the constant term in the regression model. The table 5 also provides additional statistics, including the mean and standard deviation of the dependent variable (sustainability), the standard error of the regression, the Akaike information criterion (AIC), the Schwarz criterion (SC), the Hannan-Quinn criterion (HQC), the F-statistic and its associated probability, and the Durbin-

Watson statistic. In this analysis, the Durbin-Watson statistic is 2.038449. Determining if autocorrelation is present in the residuals of a regression model involves using a statistical test known as the Durbin-Watson test. In this case, the Durbin-Watson statistic is 2.038449. This number is quite close to two. This shows no autocorrelation in regression model residuals. Relatively independent and devoid of a systematic pattern of correlation, the residuals are valued at 2.038449. This is

the desired result because it demonstrates that the regression model fits the data well and that the variable coefficient estimates are precise and unaffected by data autocorrelation. The Durbin-Watson statistic of 2.038449 demonstrates the validity of the regression model and the satisfaction of the residuals' independence assumptions. This strengthens the validity and reliability of the statistical results, supporting the analysis's findings.

**Table 6.** Structured mentorship framework and competitiveness of family businesses

| Variable           | Coefficient | Std. Error            | t-Statistic | Prob.    |
|--------------------|-------------|-----------------------|-------------|----------|
| C                  | 0.120346    | 0.044176              | 2.724212    | 0.0068   |
| SMF                | 0.967327    | 0.014477              | 66.81622    | 0.0000   |
| R-squared          | 0.928845    | Mean dependent var    |             | 2.822674 |
| Adjusted R-squared | 0.928637    | S.D. dependent var    |             | 1.233856 |
| S.E. of regression | 0.329611    | Akaike info criterion |             | 0.623987 |
| Sum squared resid  | 37.15595    | Schwarz criterion     |             | 0.646316 |
| Log likelihood     | -105.3258   | Hannan-Quinn criter.  |             | 0.632881 |
| F-statistic        | 4464.408    | Durbin-Watson stat    |             | 2.071833 |
| Prob(F-statistic)  | 0.000000    |                       |             |          |

**Dependent Variable:** CFB

The statistical results regarding the effect of a structured mentorship framework on family businesses competitiveness are displayed in Table 6. The coefficient estimates measure the impact of the independent variables on the dependent variable (competitiveness of family businesses). With a correlation of 0.120346, the constant term (C) is positively correlated with family businesses' competitiveness. The structured mentorship framework within the apprenticeship system also has a highly significant and substantial positive effect, with a coefficient of 0.967327. Both coefficients are positive, suggesting that both the constant term and the structured mentorship framework play crucial roles in enhancing the competitiveness of family businesses. The standard errors associated with the coefficient estimates are 0.044176 for the constant term (C) and 0.014477 for the structured mentorship framework. These standard errors represent the variability or uncertainty in the coefficient estimates. The relatively small standard errors suggest that the coefficient estimates are precise and reliable. The t-statistics measure the significance of the coefficient estimates by comparing them to their respective standard errors. The t-statistic for the constant term is 2.724212, and for the structured mentorship framework, it is an impressive 66.81622. Both t-statistics are significantly greater than 2 in absolute value, indicating that both variables have highly significant effects on the competitiveness of family businesses. The probabilities (p-values) associated with the t-statistics assess the likelihood of observing such extreme t-statistics if the true population value of the coefficient is zero. In this study, both the constant term and the structured mentorship framework within the apprenticeship system have extremely low p-values of 0.0000, indicating that the results are highly significant at any conventional level of significance (such as 0.01). The R-squared value is 0.928845, which represents the proportion of the variance in the dependent variable

(competitiveness of family businesses) that is explained by the independent variables in the model. This relatively high R-squared value of 0.928845 suggests that approximately 92.88% of the variability in competitiveness can be attributed to the structured mentorship framework within the apprenticeship system and the constant term in the regression model. The table 6 also provides additional statistics, including the mean and standard deviation of the dependent variable (competitiveness), the standard error of the regression, the Akaike information criterion (AIC), the Schwarz criterion (SC), the Hannan-Quinn criterion (HQC), the F-statistic and its associated probability, and the Durbin-Watson statistic. Based on the result, the Durbin-Watson statistic is 2.071833. Determining if autocorrelation is present in the residuals of a regression model involves using a statistical test known as the Durbin-Watson test. In this case, the Durbin-Watson statistic is 2.071833, incredibly close to 2. This shows no autocorrelation in regression model residuals. Sequel to the value of 2.071833, there is no consistent pattern of association. This is an acceptable result because it shows that the regression model fits the data well and that the variable coefficient estimates are precise and unaffected by data autocorrelation.

## 5. FINDINGS

Finding showed that the design of apprenticeship programs has a significant positive effect on the innovativeness of family-owned businesses. It implies that creative family-owned businesses could use well-thought-out apprenticeship schemes to get positive outcomes and even a competitive advantage. This is consistent with the finding of Kianto et al. (2017) that the design of an enterprise's training programme has a significant effect on its innovation performance. Through

apprenticeship programs, people can gain practical knowledge and expertise, hands-on experience, and instruction from seasoned family firm leaders. Exposure to possibilities and challenges encountered in the actual world of business can spark ideas, stimulate critical thinking, and sharpen problem-solving skills. These contribute to the development of a creative mindset.

The ability to think creatively is becoming increasingly critical to the sustainability and success of family-owned businesses as they adapt to changing consumer demands and technological advancements. In order to be relevant and successful in today's fast-paced marketplaces, family-owned businesses need to develop apprenticeship programmes that integrate modern business strategies and technologies. Finding highlights the ways in which family-owned businesses leverage their unique attributes—firm values, close-knit communities, and long-range outlooks—to promote creativity. When family-owned businesses incorporate these distinctive qualities into the design of the apprenticeship program, they enhance a creative culture that aligns with their core values and skills. Ekenechukwu et al. (2023) assert that the incorporation of an apprenticeship programme enhances a firm's ability to be sustainable and innovative. This study highlights the need to fund apprenticeship programmes as a long-term strategy for family-owned businesses development. Family-owned businesses that nurture creativity through deliberate and systematic mentoring and training may develop a pool of intelligent and talented individuals who will become the firm's future leaders and innovators. This will ensure the expansion and survival of the firm.

Studies have shown that the development of an entrepreneurial attitude through the apprenticeship system has a noteworthy positive effect on the long-term sustainability of family-owned businesses. The development of an entrepreneurial mindset is a crucial component in ensuring the long-term sustainability of family-owned businesses. Udu (2015) submitted that apprenticeship orientation greatly boosts microbusiness success. The study highlights the criticality of fostering and enabling an entrepreneurial mindset among family-owned businesses employees to ensure their sustained viability and growth. An entrepreneurial mindset is characterised by creativity, innovation, taking measured risks, being proactive, being adaptable, and being willing to examine new possibilities. Workers in family-owned businesses with an entrepreneurial mindset are more likely to view challenges as opportunities, come up with original ideas, and be adaptable enough to move with the market.

The positive effect that apprenticeship system has on the development of an entrepreneurial mindset implies that the guidance and instruction provided by the programme aid in cultivating and fortifying these attributes in individuals. Apprentices, working closely with seasoned family business leaders, immerse themselves in an innovative culture, enhance creative thinking, and provide them with the flexibility to take initiative and ownership. The study shows that family-owned

businesses that are successful must have a forward-thinking strategy that goes above and beyond standard operating practices. Adopting an entrepreneurial mindset makes family-owned businesses more adaptable and equipped to deal with unanticipated events and changes in the business environment. Innovative and entrepreneurial family-owned businesses are better able to identify new market niches, introduce new products or services, and seize possibilities for growth. But in order to promote an entrepreneurial attitude within the apprenticeship system, a favourable and nurturing learning environment is required. Owners and operators of family-owned businesses must create an atmosphere that values and promotes innovation, actively supports and exemplifies entrepreneurial conduct, and provides guidance and mentoring. For a family-owned business to be viable over the long term, the cultural context is crucial (Stamm & Lubinski, 2011).

Finding showed that apprenticeship system's organised mentorship framework considerably boosts family businesses' competitiveness. Using a structured mentorship framework, experienced family business leaders actively mentor and support apprentices in their career advancement, providing an organized and intentional approach to mentoring. The benefits of such a framework reveal that it goes beyond traditional apprenticeship arrangements by developing a rigorous approach to information transfer, skill development, and leadership training. Structured mentorship, which facilitates the transmission of tacit information often deeply embedded in the experiences and viewpoints of superior family-owned business members, is one of the main reasons for this notable effect on competitiveness. By actively mentoring apprentices, these seasoned professionals may pass on their industry knowledge, problem-solving techniques, and commercial prowess to the next generation of family business leaders.

## 6. CONCLUSION

This study points to the potentially beneficial avenue for family-owned businesses to adopt and foster innovation. To stay competitive and succeed in the long run, family-owned businesses in today's fast-paced business climate must constantly adapt to new challenges and seize new opportunities. Family-owned businesses can provide future family members and other employees with a structured learning and mentorship environment by investing in well-designed apprenticeship programmes. Individuals can get practical insights as well as theoretical information from seasoned family firm administrators by employing a methodical approach. Apprentices receive practical training and experience in real-world corporate settings, which helps them develop critical, creative, and proactive thinking abilities. For family businesses to remain ahead of the curve and relevant in ever-changing markets, innovation is essential. Family businesses can foster beneficial attributes such as embracing change, innovation, and the

pursuit of new ideas by offering apprenticeship programmes. It provides an atmosphere that encourages staff members to come up with creative answers and consider fresh ideas for handling business problems. Moreover, family businesses are able to identify and develop inherently creative individuals. By identifying and developing such talent, family-owned businesses may provide a pool of future leaders and innovators who will propel the firm's growth and evolution.

This study emphasizes the crucial role that education and mentoring play in determining the future directions of family-owned enterprises. Fostering an entrepreneurial spirit among employees can help family-owned businesses become more resilient to failures and take advantage of opportunities. It is evident that fostering an entrepreneurial culture of this kind is a potent and proactive way of ensuring family-owned businesses' long-term viability and prosperity for coming generations. The apprenticeship system provides knowledge and mentorship that are critical for aspiring family firm owners to cultivate an entrepreneurial mindset. Well-structured learning programmes, seasoned instructors, and exposure to diverse business environments equip apprentices with the paramount skills to identify and seize new opportunities. The entrepreneurial mindset pushes individuals to anticipate uncharted areas, see challenges as opportunities for personal development, and be flexible enough to see change as an essential part of the process. Family businesses with an entrepreneurial spirit are better equipped to take advantage of new trends and react quickly to changing market conditions. Family businesses that have an entrepreneurial mindset are more flexible and able to adjust to the ever-changing needs of the market, technological breakthroughs, and customer preferences. In turbulent and uncertain times, family businesses are able to adapt and stay one step ahead of their competitors.

This study emphasises how mentorship can significantly change the dynamics of these firms. Family businesses can leverage the combined experience and skills of their seasoned leaders to create great talent, stimulate innovation, and strengthen their competitive position in the market by providing organised and intentional mentorship opportunities. It goes without saying that a well-thought-out mentorship programme is necessary to increase the family-owned businesses' long-term survival and profitability. Experienced family business executives can teach the next generation and prospective workers important skills and perspectives through mentorship. Apprentices can gain industry-specific knowledge, tried-and-true techniques, and practical insight through coordinated mentoring—acquired skills that aren't necessarily available through traditional schooling or training. Direct knowledge transfer from mentors to mentees guarantees the maintenance of essential business procedures and leaves a legacy of acquired knowledge that boosts the family business's overall competitiveness.

## 7. RECOMMENDATION

The following recommendations are made that:

- i. Family-owned businesses need to improve their apprenticeship plans. Family-owned businesses should create apprenticeship programmes that offer a balanced combination of theoretical knowledge and real-world experience in order to achieve this. Apprentices are a great way to foster creativity because they come with planned curricula covering a variety of family business operations and industry-specific skills. To expose trainees to cutting-edge tools and tactics, the apprenticeship course should include the most recent technological advancements and business methods. Learning about cutting-edge techniques can stimulate creative thinking and provide solutions.
- ii. Family-owned businesses should prioritise attitude development. This is why entrepreneurial education and training are now part of the apprenticeship programme. This can include talks, workshops, and seminars with the goal of promoting the traits of an entrepreneur, such as creativity, willingness to take risks, and flexibility. To support their development, we ought to push trainees to get involved in outside networks and industry events. When we are in different settings, it could inspire an entrepreneurial spirit and lead to new opportunities. Family businesses would be more likely to survive if they have these.
- iii. Family-run businesses should put more money into improving their mentorship initiatives. This entails creating official mentoring programmes that specify the goals, duties, and roles of mentors and mentees. Having well-defined goals and objectives for mentorship will guarantee a methodical and thoughtful approach. They should choose mentors based on their background, knowledge, and desire to devote time to training and developing apprentices. Mentorship programmes can emphasise the competitive aspect of family businesses and help mentors become more skilled coaches and leaders. They have to periodically solicit participant input and evaluate how well the mentorship programme is working.

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