



**EFFECT OF CAREER DEVELOPMENT PRACTICES ON EMPLOYEE JOB SATISFACTION IN TEXTILE MANUFACTURING COMPANIES IN NAIROBI CITY COUNTY, KENYA**

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**ABSTRACT**

This study sought to examine the effect of career development practices on employee job satisfaction in textile manufacturing companies in Nairobi city county, Kenya. Specifically, the study sought to assess the effect of employee training on employee job satisfaction in textile manufacturing companies in Nairobi city county, Kenya, and to determine the effect of employee coaching and mentoring on employee job satisfaction in textile manufacturing companies in Nairobi city county, Kenya. Descriptive research design were adopted. The research focused on listed medium and large-scale textile manufacturing companies in Nairobi County, Kenya. There are 88 listed textile manufacturing companies in Nairobi County. The target population was 603 management employees working in the companies. The study's sample size was reached at using Krejcie and Morgan sample size determination formula. The 235 respondents were chosen with the help of stratified random sampling technique. Primary data was used in this study. The study used structured questionnaires to collect primary data. Twenty-three respondents were used for piloting to refine the data collection instrument and to ascertain validity and reliability of the study data collection. Content analysis was used to analyse qualitative data from open-ended questions while descriptive statistics and multiple regression was applied to analyse quantitative data from closed ended questions. The study findings were presented on tables and figures. The study found that employee training had a significant impact on job satisfaction. Also, coaching and mentoring significantly influenced job satisfaction. It was also found that coaching and mentoring are critical in enhancing employee job satisfaction in textile manufacturing companies in Nairobi city county, Kenya. Therefore, organizations should develop and implement effective strategies and programs to enhance these study variables, which can ultimately contribute to the achievement of organizational goals and objectives.

**Key Words:** career development practices, employee training, employee coaching and mentoring, employee job satisfaction

## INTRODUCTION

Job satisfaction is viewed as one of the important aspects of organization behaviour in both developed and developing countries (Randhawa 2017). Job satisfaction describes how content an individual is with his or her job. It is a relatively recent term since in previous centuries the jobs available to a particular person were often predetermined by the occupation of that person's parent. According to Ikechukwu *et al* (2017), job satisfaction is an individual's subjective viewpoint encompassing the way he/she feels about his/her job and the employing organization. Moreover, job satisfaction is the pleasurable emotional state that results from the achievement of job values (Courtney & Younkyoung, 2017). Each individual has different criteria for measuring job satisfaction.

Employee performance is very important for a company because the success of an organization is an output of its employees' performance. Robbins (2019) points out that a person's performance is not only influenced by his own internal factors such as motivation and capability but also by his opportunity to develop his career provided by the organization for him because career development will trigger him to improve his capability which will eventually have an effect on his performance in working (Amstrong, 2017). According to Nasution, Mariatin and Zahreni (2018), career development is an employee's perception on a sustainable process which is aimed to increase individual capability in order to achieve an intended career according to the procedures in an organization. According to Greenhaus, *et al.* (2016), career development is a continuous process of work life. Career development benefits not only the individual employee, but also the organization. The development of employees for future positions, an organization is assured of a supply of qualified, committed employees to replace the higher-level employ. In addition, a career development practice enables organizations to develop and place employees in positions compatible with their individual career interests, needs, and goals. This promotes employee satisfaction and optimal use of employee abilities. Moreover, career development helps to retain and motivate employees through the career development process; employees are assisted in setting realistic goals and to develop the required skills and abilities for target positions (Hall & Lorgan, 2019).

Career development practices are key strategic considerations for all organizations regardless of size, sector, market or profile. The development of the capacity and capability of the organization's managers has a fundamental impact on efficiency, effectiveness, morale and profitability of an organization. High performing organizations increasingly pay close attention to the validity of their recruitment practices and are becoming equally vigilant about developing their employees' career in order to ensure they achieve optimum performance both in the present and the future (Mwanje, 2010). Balaji (2018) emphasizes on the practice of providing internal promotions so as to create a feeling that career development offers good career growth opportunity.

### Problem statement

Employees are major assets of any organization; they play an active role towards company's success that cannot be underestimated. Equipping these unique assets through effective career development becomes imperative in order to maximize the job satisfaction (Muthumbi, & Kamau, 2021). Keiningham and Aksoy (2017), the long-term success of any company depends heavily upon the quality of its workers. The importance placed on how employees are valued and rewarded can make a considerable impact on the effectiveness and productivity of staff within the organization and consequently the performance of the organization. Many organizations are suffering from high turnover rates and down falls because they do not apply non-monetary rewards that may only need little effort (Aktar, Sachu & Ali, 2017). Despite organizations channeling

resources to boost organizational performance, there is still unawareness on how employee performance could increase when leaders together with the Human Resources Teams use non-financial incentives, the link between these incentives and employee performance as well as how they can be utilized effectively in the organization (Ngatia, 2016).

In a study conducted by ACCA on Talent Attraction and Retention in textile manufacturing companies, 65% of the survey respondents indicated that they intend to leave their organizations within 3 years of joining. It also pointed out that employees were not well motivated due to lack of non-financial rewards and hence the high turnover. Respondents consistently underlined the challenge of maintaining work-life balance, especially with their heavy workloads aggravated by inadequate resource allocation, dissatisfactory work produced by the clients and deadlines that are perceived to be unreasonable which in turn affects their efficiency and productivity. Respondents were also not convinced that their efforts have been adequately recognized by senior management in the firms as discerned from the compensation packages and policy, openness, transparency and timeliness of communication and so on (ACCA, 2018). Other grievances cited were improved working conditions and lack of adequate support for career progression and training to ensure efficiency of their work.

Many studies have reviewed the concept of career development. For instance, Irene, (2016) conducted a study on effects of career development on employee performance in the public sector: a case of National Cereals and Produce Board and found that career mentoring affects employee performance. Oduma, (2014) assessed the influence of career development on employee job satisfaction in the Public University, A case of Kenyatta University. He found that, career advancement and mentoring had a positive impact on employee job satisfaction in the public university in Kenya. Sarah (2010) evaluated career development and staff motivation in the banking industry: a case study of Bank of Uganda. Nevertheless, none of these studies focused on textile companies. To fill the highlighted gaps, the current study sought to examine the effect of career development practices on employee job satisfaction in textile manufacturing companies in Nairobi city county, Kenya.

### **Research Objectives**

- i. To assess the effect of employee training on employee job satisfaction in textile manufacturing companies in Nairobi city county, Kenya
- ii. To determine the effect of employee coaching and mentoring on employee job satisfaction in textile manufacturing companies in Nairobi city county, Kenya

## **LITERATURE REVIEW**

### **Theoretical Literature**

#### **Human Capital Theory**

Human capital theories have developed rapidly over time, different authors including Mincer (1958) to Ben-Porath (1967) laid their foundations in regard to this theory. Training is regarded as an investment, that involves costs and benefits. One perspective of this theory, is that knowledge and skills are acquired for improving the performance of employees resulting to improved/high performance of the organization as a whole. It is for this reason that an organization assesses its financial criteria that is guided by aspects such as the present value of employees, the internal rate of return and the anticipated future benefits before making a decision to invest in employees' training (Gunu *et al.*, 2019). Human capital theory views employee training and development as an investment rather than cost (Chung, 2019). This investment increases the intellectual capacity

of organizations. In line with the determinants of investment in human capital and rates of return of education and training, older employees are commonly excluded from training for economic reasons (Lazazzara *et al.*, 2016). This is because their time in the organization is limited/short compared to younger employees.

Becker (1962) studied two types of human capital operating in a perfectly competitive labour market; it was concluded that one type of human capital is general and can be transferred from one organization to another, which encourages employees to cover the costs of training and obtain all the benefits. The second type of human capital is regarded as specific to an organization and cannot be transferred to other organizations, which encourages an organization's management to provide training for the employees. Therefore, this theory differentiates between general skills that an employee may have from firm-specific skills that are needed in order for the employee to be productive at the particular organization. Nevertheless, the organizations are well willing to invest in skills that are firm-specific as it such cannot be transferred to other firms (Kessler & Lulfesmann, 2018). Semeyko (2016) stated the employer expects that after training employees, their knowledge, skills and motivation levels will be enhanced. The outcome of human capital is manifested through employee productivity or job performance (Ployhart, Nyberg, Reilly & Maltarich, 2018). Despite increase in earnings and growth of the organization, improved employee productivity, high levels of motivation and job satisfaction are also noted once an organization invests in employee education and training.

Training attempts to close the gap by bringing employees up to the desired standard or competence. The widespread investment in human capital creates the skill-base. The relevancy of this theory to this study is that formulation of training programs at the work place equips employees with vital skills and knowledge which enables them to be vital assets that help to achieve employee job satisfaction. Thus, the study used human capital theory to assess the effect of employee training on employee job satisfaction in textile manufacturing companies in Nairobi city county, Kenya

### **Resource Based View Theory**

The theory of the Resource Based View (RBV) is based on the view pertaining to the reasons as to why an organization is likely to succeed or fail. Barney (1991) posits that for an organization to maintain a competitive advantage over others and thus maintain a superior performance, it must be in possession of resources that are uncommon, valuable, not capable of imitation and irreplaceable. Therefore, RBV suggests that there are certain resources in the possession of an organization that have the potential to place it at a competitive edge, these resources are based upon VRIN framework.

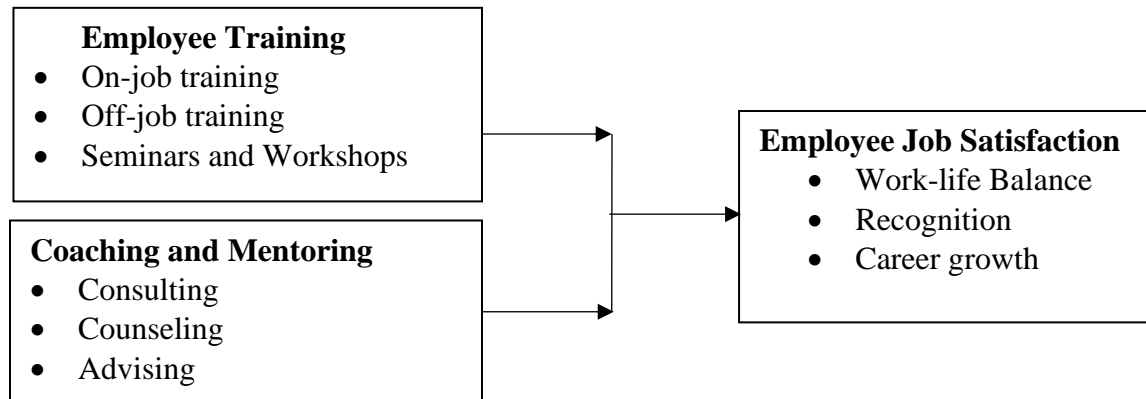
VRIN is an acronym that stands for (i) Valuable which refers to resources that add value to an organization, (ii) Rarity which refers to resources that cannot be easily found in possession by the potential competitors in the market place, (iii) Imperfect imitability which refers to the inability of an organization without the possession of the advantageous resources being able to acquire the resources and (iv) Non-substitutability which refers to the degree to which a resource cannot be replaced by another (Hwang & Min, 2013). Resources that are deemed valuable, should enable an organization to maintain high sales, low cost of operations, increased profit margins. Furthermore, resources are deemed valuable when they make an organization see the need of implementing strategies that will improve their efficiency. This theory was used to assess the effect of employee coaching and mentoring on employee job satisfaction in textile manufacturing companies in Nairobi city county, Kenya.

## Conceptual Framework

A conceptual framework is a research tool intended to assist a researcher to develop awareness and understanding of the situation under scrutiny and to communicate this. When clearly articulated, a conceptual framework has potential usefulness as a tool to assist a researcher to make meaning of subsequent findings (Tromp & Kombo, 2006). In this study, career development practices were measured using four constants namely employee training, employee coaching and mentoring, employee motivation, and career planning. The dependent variable was employee job satisfaction. The operationalization of the variables is shown in Figure 2.1.

### Independent Variable

### Dependent Variable



**Figure 1: Conceptual Framework**

### Employee Training

Armstrong (2016) demarcated training as a systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job. According to the Flipp (2018), "training is the act of increasing knowledge and skills of an employee for doing a particular job". The term 'training' indicates the process involved in improving the aptitudes, skills and abilities of the employees to perform specific jobs. Training helps in updating old talents and developing new ones. It is vivid that training will enhance the skill sets of employees. Hence, it is evident that training and development plays a vital role in the successful functioning of the organization.

Carrying out training and development will facilitate in addressing gaps in performance which will in turn assist in achieving the KPIs. Tahir (2016) identified that there is a positive relationship between training and development and employee performance. As per him, one major reason for employees to underperform is when they are not aware of what they have to do. It can be mentioned that when employees are clear as to what is expected of them and possess the skills and competencies to do so, job performance will consequently increase.

### Employee Coaching

Employee coaching is considered one of the first steps to improve performance within an organization. These programs are implemented to give employees the opportunity to develop specific skills to become more proficient when performing required tasks. For any organization, coaching is a critical component of success. Employee coaching opens up doors and opportunities for your employees to build in-demand skills that can help your organization thrive (Nkomo, Thwala & Aigbavboa, 2018).

Informal coaching usually sprouts once an organization has established a strong coaching culture. Instead of transactional relationships, managers and their direct reports shift into an evolving relationship, one that is a constant development of skills. But oftentimes, the coaching culture stems from having programmatic culture deeply embedded into the fibers of an organization. Implementing a formal employee coaching program like BetterUp can help establish a much-needed foundation for behavior and mindset changes (Adeogun *et al*, 2018).

## **Empirical Review**

### **Employee Training and Employee Job Satisfaction**

Gammanpila and Kodisinghe (2018) conducted a study on the Impact of Training and Development on Employee Performance of Apparel Industry in Sri Lanka. The researchers carefully chosen three leading apparel sector companies in Sri Lanka for this study. The reason for selecting this research topic is that it was identified that apparel companies were facing issues where employees make errors and delays and their performance has significantly reduced. It was identified that there are mistakes and delays from machine operators' side which affects target achievement, thereby shipment delays to the end customer. Over the last year, there was an error rate of 5 percent which causes a massive waste of materials and fabric. Key performance indicator achievement fell by 10 percent which hit revenue adversely and this has led to customers delaying payments and moving on to competitors who are more punctual. This demonstrates the importance of training and development which will reduce errors, mistakes and delays. The independent variables considered were orientation training, coaching, job rotation, mentoring and continuous job training while the dependent variable was employee performance in the apparel industry. A structured questionnaire was used to gather data which was distributed to 210 respondents who were selected on convenience sampling. The findings denoted that there is a strong positive impact of all independent variables on the dependent variable.

Hivarkar and Dadas (2016) conducted a study on the impact of training on workers' productivity in textile industry – a case study of “victory fashions”. A simple random sample was adopted in selecting 30 respondents from the populations of 120 from the company. A structured questionnaire and personal interview was used to collect the responses. The data was analysed using tables and percentages and found that the training and employee productivity correlates positively. Training has a positive impact on workers' productivity as it improves their skills, capabilities and knowledge which help them to perform their job better than before. Training makes workers feel motivated and increase their confidence to perform better

Bhanudas (2021) conducted a study on the impact of training and development on satisfaction level of employees in manufacturing industries. The goal of this research was to analyze the influence of quality of work life aspects on the overall happiness of the workers. A sample of 154 workers from manufacturing industry was gathered and studied objectively. The study established that Employees who worked nights and weekends have expressed their displeasure about the lack of a transit option. Due to the lack of parking space, many workers are unsatisfied with the parking facility, which in turn leads to car damage. Refreshments are not given for people who often remain late because of their jobs. The well-being of the company and the positive attitude and behavior of workers can only be achieved if people are satisfied with their jobs. In addition, happier workers provide better care and suffer fewer physical and mental health issues. As a result of their job and work environment, staff nurses are susceptible to stress

## Employee Coaching and Mentoring and Employee Job Satisfaction

Adeogun *et al* (2018) conducted a study on perceived effect of coaching and mentoring on employee job performance among academic staff in university of Ibadan, Oyo State, Nigeria. The data was analysed using Chi square and Pearson Product Moment Correlation. The mean age of the respondents was 51 years while 66.3% were between ages 51-70 years, 52.3% were female and 50.2% were married. The average year of experience of the respondents was 18.1 years while majority (79.1%) of the respondents has obtained their PhD degree. On challenges facing coaching and mentoring, respondents identified mentee unwillingness to be mentored ( $x=2.84$ ), and non conducive environment for coaching and mentoring ( $x=2.67$ ) as the major constraints, while the least constraint was time and workload pressure ( $x=2.03$ ). Many (62.1%) of the respondents have high job performance level. There was significant relationship between respondents' marital status and job performance ( $P \leq 0.05$ ). The study concluded that coaching and mentoring influence employees' job performance positively among academic staff in academic institutions and recommended that provision of good work-environment for coaching and mentoring of academic staff should be provided by university management.

Nkomo, Thwala and Aigbavboa (2018) conducted a study on the influences of mentoring functions on job satisfaction and organizational commitment of graduate employees. The study was mainly a literature review, with a special focus on the impact of mentoring functions on job satisfaction and organizational commitment of employees within organizations. The data used in the report was mainly qualitative, based on the content analysis, and historical data. The study indicated that career development and role modelling functions have a positive effect on the job satisfaction and organizational commitment of new entry employees. However, the psychosocial support function was incapable of providing adequate explanation for these work outcomes. The study suggest that graduate managers should improve the career development and role modelling functions of mentoring in order to enhance the job satisfaction, organizational commitment of new entry graduates employees

Ndugu (2016) conducted a study on the effect of mentoring on employee career success in Nairobi's star rated hotels. The objective of this study was to determine the effect of mentoring on career success in Nairobi hotels and primary data was used to achieve the stated research objective. The respondents in this study were Human Resource Managers in the 156 hotels in Nairobi. Being in a position where they interact with they are in charge of human resource development, the respondents were able to provide firsthand information on mentoring and career success. Descriptive statistics; frequencies and percentages were used to analyze respondents' demographic data. To establish the relationship between mentoring and career success in Nairobi hotels, regression analysis was used; mentoring was the independent variable and career success as the dependent variable. The results show that holding all other factors constant, a unit increase in the mentoring function, will lead to 0.345 unit increases in the scores of the career success among staff in the hotel industry. The probability value of 0.607 indicates that mentoring affect the career success among staff in Nairobi's star rated hotels. The research concluded that there is a relationship between mentoring and employee career success in Nairobi's star rated hotels.

## RESEARCH METHODOLOGY

The descriptive research design was employed where data was collected one point in time. Creswell and Creswell (2017) notes that a descriptive survey seeks to obtain information that describes existing phenomena by asking questions relating to individual perceptions and attitudes. This study target population was the textile manufacturing companies in Nairobi County. The research focused on listed medium and large-scale textile manufacturing companies in Nairobi

County, Kenya. There are 88 listed textile manufacturing companies in Nairobi County, Kenya which are registered members of the Kenya Association of Manufacturers (KAM) as of 20<sup>th</sup> January 2020 (KAM, 2020).

The sampling frame of the study was the 603 respondents from the 88 textile manufacturing companies. The study's sample size was reached at using Krejcie and Morgan sample size determination formula (Russell, 2013). Using this formula a representative sample was obtained. The 235 respondents were chosen with the help of stratified random sampling technique. Data was collected using a self-administered semi-structured questionnaire. A pilot test was conducted to determine validity and reliability of the data collection instrument. The responses from respondents were used to adjust and refine questionnaire accordingly. According to Mugenda and Mugenda (2017) the pretest sample should be between 1% and 10% depending on the sample size.

Data obtained from the field was coded, cleaned, and entered into the computer for analysis using the SPSS version 25. The data was summarized in order to see emerging trends and issues around specific themes, which are dependent on the variables and objectives. Presentation of data was done in form of quantitative and qualitative reports which was presented in forms of tables and essay. Descriptive statistical included frequency, percentages, mean and standard deviation. Inferential statistical analysis to be used was multiple regression and correlation analysis. The significant of each independent variable was tested at a confidence level of 95%.

## RESEARCH FINDINGS AND DISCUSSION

Out of the 235 questionnaires distributed, 201 were completed and returned, representing a response rate of 85.5%. According to Mugenda and Mugenda (2013), this response rate is excellent for data analysis and reporting. They further explained that a response rate of 50% is justifiable for analysis and publishing, with 60% considered good, while a rate of 70% or above is considered excellent.

### Descriptive Analysis

#### Employee Training

The first objective of the study was to assess the effect of employee training on employee job satisfaction in textile manufacturing companies in Nairobi city county, Kenya. Respondents were therefore asked to indicate the extent to which they agreed with statements on the effect of employee training on employee job satisfaction in their organization. Table 1 presents summary of findings obtained.

**Table 1: Descriptive Statistics on Employee Training**

Statement	Mean	Std. Dev.
Employees' training needs are identified through a formal approach like using training need analysis survey or through performance appraisal system	3.984	0.678
Training programmes implemented usually address training needs of the individual employee, department or organisation at large	3.984	0.678
The organization had an established training section that manages employee training	3.898	0.665
Employees who are promoted after undergoing training are likely to have high morale and are more efficient than those who do not undergo such training	3.772	0.847
The organization gives priority to training programmes that have the highest cost-benefits	3.732	0.859
<b>Aggregate Score</b>	<b>3.874</b>	<b>0.745</b>



From the findings in Table 1, respondents agreed on average on the statement on the effect of employee training on employee job satisfaction as shown by an aggregate mean of 3.874 (SD= 0.745). Specifically, the findings showed that the respondents agreed that employees' training needs are identified through a formal approach like using training need analysis survey or through performance appraisal system (M= 3.984, SD= 0.678); and that training programmes implemented usually address training needs of the individual employee, department or organisation at large (M=3.984, SD= 0.678). They further agreed that the organization had an established training section that manages employee training (M= 3.898, SD= 0.665); that employees who are promoted after undergoing training are likely to have high morale and are more efficient than those who do not undergo such training (M= 3.772, SD= 0.847); and that their organization gives priority to training programmes that have the highest cost-benefits (M= 3.732, SD= 0.859).

The study findings agree with a study by Li et al. (2020) found that training and development programs have a significant positive effect on job satisfaction. Similarly, a study by Oladipo and Falola (2018) found that employees who receive regular training and development opportunities have higher job satisfaction levels than those who do not. This is because training and development programs enhance employees' skills and competencies, leading to improved performance and increased job satisfaction.

### Coaching and Mentoring

The second objective of the study was to determine the effect of employee coaching and mentoring on employee job satisfaction in textile manufacturing companies in Nairobi city county, Kenya. Respondents were therefore asked their level of agreement or disagreement with statements on effect of employee coaching and mentoring on employee job satisfaction. Table 2 presents summary of findings obtained.

**Table 2: Descriptive Statistics on Coaching and Mentoring**

Statement	Mean	Std. Dev.
Informal coaching is more effective than formal coaching programs for building a coaching culture within our organization.	3.961	0.717
Employee coaching programs has helped employees develop specific skills to become more proficient when performing required tasks	3.961	0.583
A strong coaching culture has led to evolving relationships between managers and their direct reports, resulting in constant development of skills.	3.921	0.730
Implementing a formal employee coaching program has established a much-needed foundation for behavior and mindset changes	3.874	0.678
Employee coaching programs has improved job satisfaction for our employees	3.874	0.745
Employee coaching is a critical component for improving performance within our organization	3.827	0.817
Employee coaching programs has helped build in-demand skills that has helped our organization thrive	3.685	0.698
<b>Aggregate Score</b>	<b>3.872</b>	<b>0.710</b>

The findings in Table 2 shows that the respondents agreed on average on the statements that coaching and mentoring affects job satisfaction of employees as shown by an aggregate mean of 3.872 (SD= 0.710). Specifically, the respondents agreed that informal coaching is more effective than formal coaching programs for building a coaching culture within their organization (M= 3.961, SD= 0.717); that employee coaching programs has helped employees develop specific skills to become more proficient when performing required tasks (M= 3.961, SD= 0.583); and that a strong coaching culture has led to evolving relationships between managers and their direct reports, resulting in constant development of skills (M= 3.921, SD= 0.730). Respondents were

further in agreement that implementing a formal employee coaching program has established a much-needed foundation for behavior and mindset changes ( $M= 3.874$ ,  $SD= 0.678$ ); and that employee coaching programs has improved job satisfaction for their employees ( $M= 3.874$ ,  $SD= 0.745$ ). They further agreed that employee coaching is a critical component for improving performance within their organization ( $M= 3.827$ ,  $SD= 0.817$ ); and that employee coaching programs has helped build in-demand skills that has helped our organization thrive ( $M= 3.685$ ,  $SD= 0.698$ ).

The findings above agree with Aujla et al., (2018) that coaching and mentoring are important career development practices that have been linked to employee job satisfaction. The findings in Table 4.4, which indicate that respondents agreed on average on the statements that coaching and mentoring affect job satisfaction of employees, are consistent with previous studies. This suggests that coaching and mentoring should be incorporated into the career development programs of textile manufacturing companies in Nairobi city county to enhance employee job satisfaction.

### Employee Job Satisfaction

The main focus of this study was to examine the effect of career development practices on employee job satisfaction in textile manufacturing companies in Nairobi city county, Kenya. Respondents were therefore asked their opinion on employee job satisfaction in their companies. Table 3 presents summary of the findings obtained.

**Table 3: Descriptive Statistics on Employee Job Satisfaction**

Statement	Mean	Std. Dev.
Motivating employees through recognition and reward programs significantly enhances their job satisfaction and lead to higher productivity levels	3.746	0.746
Effective communication and feedback channels within the organization enhance employee job satisfaction	3.716	0.755
Adequate compensation and benefits packages are important factors in enhancing employee job satisfaction.	3.672	0.637
Adequate training and development opportunities lead to improved employee job satisfaction.	3.537	0.502
Implementing effective career development practices can enhance employee engagement, which in turn leads to higher job satisfaction and better overall organizational performance.	3.530	0.780
Effective career planning can enhance employee job satisfaction by helping employees identify their career goals and providing a clear path for career progression within the organization	3.836	1.081
<b>Aggregate Score</b>	<b>3.654</b>	<b>0.741</b>

The findings in Table 3 show that the respondents agreed on average with the statements about employee job satisfaction as shown by an aggregate mean of 3.654 ( $SD= 0.741$ ). The findings specifically show that the respondents agreed that motivating employees through recognition and reward programs significantly enhances their job satisfaction and lead to higher productivity levels ( $M= 3.746$ ,  $SD= 0.746$ ); that effective communication and feedback channels within the organization enhance employee job satisfaction ( $M= 3.716$ ,  $SD= 0.755$ ); and that adequate compensation and benefits packages are important factors in enhancing employee job satisfaction ( $M= 3.672$ ,  $SD= 0.637$ ).

Further, respondents agreed that adequate training and development opportunities lead to improved employee job satisfaction ( $M= 3.537$ ,  $SD= 0.502$ ); that implementing effective career development practices can enhance employee engagement, which in turn leads to higher job satisfaction and better overall organizational performance ( $M= 3.530$ ,  $SD= 0.780$ ); and that

effective career planning can enhance employee job satisfaction by helping employees identify their career goals and providing a clear path for career progression within the organization ( $M=3.836$ ,  $SD=1.081$ ).

Recognition and reward programs have been shown to improve employee motivation and job satisfaction, leading to increased productivity and better organizational performance (Robbins & Judge, 2019). Effective communication and feedback channels facilitate employee engagement, enhance job satisfaction, and improve organizational performance (Saks, 2017). Adequate compensation and benefits packages are critical in attracting and retaining talented employees, enhancing their job satisfaction, and improving organizational performance (Dessler, 2017).

Training and development opportunities are important in enhancing employee job satisfaction and facilitating career growth (Robbins & Judge, 2019). Effective career development practices, such as employee coaching and mentoring, have been shown to enhance employee engagement, job satisfaction, and organizational performance (Saks, 2017). Career planning is also critical in helping employees identify their career goals, providing a clear path for career progression, and enhancing their job satisfaction (Dessler, 2017).

### Correlation Analysis

The correlation coefficient is a widely used tool in statistical analysis to quantify the strength and direction of the relationship between two variables. It can help researchers understand the degree to which changes in one variable are related to changes in another. If the correlation values are  $r = \pm 0.1$  to  $\pm 0.29$  then the relationship between the two variables is small, if it is  $r = \pm 0.3$  to  $\pm 0.49$  the relationship is medium, and when  $r = \pm 0.5$  and above there is a strong relationship between the two variables under consideration. Table 4 presents correlation analysis findings for this study.

**Table 4.1: Correlations Coefficient**

		Employee Job Satisfaction	Employee Training	Coaching and Mentoring
Employee Job Satisfaction	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	201		
Employee Training	Pearson Correlation	.789**	1	
	Sig. (2-tailed)	.000		
	N	201	201	
Coaching and Mentoring	Pearson Correlation	.763**	.354	1
	Sig. (2-tailed)	.000	.070	
	N	201	201	201

The Pearson correlation analysis conducted in Table 4 shows a strong positive correlation between employee job satisfaction and employee training ( $r = 0.789$ ,  $p < 0.05$ ). This implies that as employee training increases, employee job satisfaction also increases. This finding is consistent with previous research that has shown a positive relationship between employee training and job satisfaction (Albrecht et al., 2015; Noe et al., 2010). Employee training is essential in developing skills and knowledge necessary for employees to perform their jobs effectively. Thus, providing adequate employee training can result in increased job satisfaction as employees feel more competent and confident in their roles.

The correlation analysis also shows a strong positive correlation between employee job satisfaction and coaching and mentoring ( $r = 0.763$ ,  $p < 0.05$ ). This finding is consistent with previous research that has shown coaching and mentoring to be effective in enhancing job satisfaction (Bono et al.,

2019). Coaching and mentoring provide employees with guidance, support, and feedback necessary for their personal and professional development. As a result, employees feel valued and appreciated, leading to increased job satisfaction.

### Regression Analysis

#### Model Summary

The model summary was used to determine the variation employee job satisfaction in textile manufacturing companies in Nairobi city county, Kenya due to changes in employee training, employee coaching and mentoring, employee motivation and career planning. The results were as presented in Table 5.

**Table 5: Model summary**

R	R Square	Adjusted R Square	Std. Error of the Estimate
.829 <sup>a</sup>	0.687	0.628	3.22158

a. Predictors: (Constant), employee training, employee coaching and mentoring

From the findings in Table 5, the R square is 0.829. This implies that there was 82.9% variation in employee job satisfaction in textile manufacturing companies in Nairobi city county, Kenya that was explained by changes in employee training, employee coaching and mentoring, employee motivation and career planning. The remaining 17.1% implies that there are other factors influencing employee job satisfaction in textile manufacturing companies in Nairobi city county, Kenya that were not discussed in this study.

#### Analysis of Variance

ANOVA is used to test the significance of the model. In this study, significance of the model was tested at 95% confidence interval. This means that p-value less than 0.05 means that the model is significant. The results of the analysis are presented in Table 6.

**Table 6: ANOVA Results**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	46.248	4	11.562	31.9657	0.024
Residual	70.888	196	0.3617		
Total	117.136	200			

a. Dependent Variable: Employee Job Satisfaction

b. Predictors: (Constant), employee training, employee coaching and mentoring

The model's statistical significance is evaluated by comparing the value of F calculated with the value of F critical at (4,196) from f-statistics table. When F calculated value exceeds the value of F critical, the model is said to be statistically significant and can be used for testing the relationships between independent and dependent variables of the study. The results in table 4.10 show that the value of F calculated is 31.9657 while the F statistics tables show that the value of F critical is 2.3719. F calculated value exceeds F critical value implying that the model is statistically significant. The p-value of 0.024 is less than the selected significance level of 0.05, which indicates that the model as constituted is fit for predicting employee job satisfaction in textile manufacturing companies in Nairobi city county, Kenya.

## Beta Coefficients

**Table 7: Beta Coefficients of Study Variables**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.466	.357		4.103	.000
Employee Training	.282	.065	.115	4.388	.007
Coaching and Mentoring	.384	.099	.349	3.872	.001

a. Dependent Variable: Employee Job Satisfaction

From the coefficients findings in table 7, the regression model becomes:

$$\text{Employee Job Satisfaction} = 1.466 + 0.282 (\text{Employee Training}) + 0.384 (\text{Coaching and Mentoring})$$

The study found that employee training has a positive coefficient of 0.282, which means that for every unit increase in employee training, employee job satisfaction is predicted to increase by 0.282 units. The influence was found to be significant since the p-value (0.007) was less than the selected level of significance (0.05). This finding is consistent with previous studies (Chen & Choi, 2008; Hameed & Waheed, 2011) that have found a positive relationship between employee training and job satisfaction.

The study also found that coaching and mentoring also has a positive coefficient of 0.384, which indicates that for every unit increase in coaching and mentoring, employee job satisfaction is predicted to increase by 0.384 units. The relationship between the two variables was found to be significant since the p-value (0.001) was less than the selected level of significance (0.05). This finding is consistent with previous research (Chen & Choi, 2018; Noe, 2018) that has found a positive relationship between coaching and mentoring and job satisfaction.

## Conclusions

The study aimed to investigate the effect of employee training on employee job satisfaction in textile manufacturing companies in Nairobi city county, Kenya. Results revealed a significant and positive correlation between employee training and job satisfaction. Moreover, regression analysis found that employee training had a significant impact on job satisfaction. Thus, the study concluded that employee training is an essential factor in enhancing employee job satisfaction in textile manufacturing companies in Nairobi city county, Kenya.

The study also aimed to examine the impact of coaching and mentoring on employee job satisfaction in textile manufacturing companies in Nairobi city county, Kenya. Findings showed a significant positive correlation between coaching and mentoring and job satisfaction. Regression analysis also revealed that coaching and mentoring significantly influenced job satisfaction. Therefore, the study concluded that coaching and mentoring are critical in enhancing employee job satisfaction in textile manufacturing companies in Nairobi city county, Kenya.

## Recommendations

The study found a significant positive correlation between employee training and job satisfaction, as well as a positive impact of employee training on job satisfaction. Therefore, organizations should invest in employee training programs to enhance their job satisfaction and overall performance. The training programs should be well-designed and customized to meet the specific needs of employees.

The study found a significant positive correlation between coaching and mentoring and job satisfaction, as well as a positive impact of coaching and mentoring on job satisfaction. Therefore, organizations should provide coaching and mentoring programs to their employees to enhance their job satisfaction and overall performance. The coaching and mentoring programs should be designed to provide employees with guidance, support, and feedback to help them develop their skills and abilities.

### **Recommendations for Further Studies**

The study was limited to textile manufacturing companies in Nairobi City County, Kenya. Therefore, it is recommended that future research should be conducted in other counties in Kenya to establish whether the findings of this study can be generalized to other areas. Additionally, the study only focused on career development practices as a predictor of employee job satisfaction. Future research should consider exploring other factors that may influence employee job satisfaction such as compensation, leadership styles, and organizational culture.

Also, this study only focused on the direct relationship between career development practices and employee job satisfaction. Future research could explore the mediating effects of other factors such as employee engagement, organizational commitment, and job involvement, to establish whether they mediate the relationship between career development practices and employee job satisfaction.

In addition, the study used a descriptive research design, which limits the ability to establish causality between the variables. Therefore, future research could adopt a cross-sectional or longitudinal research design to establish causal relationships between career development practices and employee job satisfaction over time. Additionally, future research could use a mixed-methods approach to provide a more comprehensive understanding of the relationship between career development practices and employee job satisfaction.

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