



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

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ABSTRACT

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. 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. This study therefore 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 establish the effect of employee motivation on employee job satisfaction in textile manufacturing companies in Nairobi city county, Kenya. Descriptive research design was 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 concludes that employee training has a positive and significant effect on employee job satisfaction in textile manufacturing companies in Nairobi city county, Kenya. In addition, the study concludes that employee motivation has a positive and significant effect on employee job satisfaction in textile manufacturing companies in Nairobi city county, Kenya. Based on the findings, the study recommends that the 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.

Key Words: Career Development Practices, Employee Training, Employee Motivation, Employee Job Satisfaction In Textile Manufacturing Companies In Nairobi City County, Kenya

Background of the Study

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.

In today's competitive market, successful organizations regardless of size need employees who have the necessary knowledge and skills to make an effective contribution as drivers towards achieving a competitive edge in the organization. Therefore, vision of a competent, confident, loyal and valued workforce delivering high quality, person-centred service is rightly ambitious (Nasution, Mariatin, & Zahreni, 2018). Armstrong (2017) agrees and points out, that today's dynamic environment requires continuous professional and managerial development. In United States, Armstrong (2016) indicates that career development is of great importance to both the individual employee and the organization. This is so because there is interaction between the organization for which he/she works and the development of the organization through the employee's career. An employee develops his/her career through a continuous acquisition of managerial or professional skills and experience which may bring about rewards and promotion. Graham and Bennet (2019) agree with this and contend that career development involves higher

status and responsibilities which can take place in one organization or through movement between organizations or a combination of both. Employee could move from one institution to another not necessarily in the same career, but probably from one field to another or from one level to another (Robbins, 2018).

In Ghana, the result of the research by Dewi and Utama (2016) supports the statement which states that career development has positive and significant influence on performance. It means that, good career development system will increase employee performance. Patrick and Kumar (2018) also point out that career development will influence organizational performance which will eventually have an effect on the effectiveness of the organization itself. In Nigeria, Charity (2015) points out that career development has significant influence on employee performance. In this research, the researcher pointed out that it was important for a company or an institution which operates in banking to be focused on the improvement of career development in the company so that its employees' performance could increase and could curb the level of turnover.

The Kenyan textile and apparel value chain consists of input providers, yarn spinning companies, semi and wholly integrated weaving/knitting/dyeing/finishing mills and plants, and design and sewing firms. The sector is under the auspices of the MOIED and is supported by broad private sector associations and training institutes. Crucially, no single association exists to represent the apparel and textile sector as a whole vis-à-vis the government and each other (Mwiti, Moguche, & Rintari, 2021). The apparel sector in Kenya has a three-tiered structure: in the EPZ, there are 21 large companies, and outside the EPZ there are 170 medium and large companies and more than 70,000 micro and small ones. Raw materials and overheads are the main cost drivers of these firms. The government of Kenya's Vision 2030 identifies the garment and textile sector as a driver of industrialization. Currently, the sector contributes to 7 percent of the country's export earnings. Sub-Saharan Africa. Kenya. Textile, leather, garment, shoes, and textile services. It employed about 30 percent of the labour force in the national Cotton Farming Ginning Weaving & Knitting Dyeing & Finishing Garment Making manufacturing sector. The industry also supports the livelihoods of over 200,000 small-scale farmers by providing markets for cotton (Muthumbi, & Kamau, 2021).

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 Objective

General Objective

The general objective 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

Specific Objectives

- i. To assess the effect of employee training on employee job satisfaction in textile manufacturing companies in Nairobi city county, Kenya
- ii. To establish the effect of employee motivation on employee job satisfaction in textile manufacturing companies in Nairobi city county, Kenya

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. 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

Maslow's hierarchy of needs theory

One of the most often-quoted motivation theories is that of Abraham Maslow, which he introduced in 1943 (Van Niekerk, 1987). The basic tenet of the theory is that people are motivated by their quest to satisfy their needs, or deficiencies, which may be grouped in five categories, and that these needs occur in a specific hierarchy, where lower order needs have to be satisfied before those of a higher order nature (Gouws, 1995). Maslow (1968, p.153) asserted that "gratification of one basic need opens consciousness to domination by another"

Physiological needs are related to basic survival, e.g. hunger or thirst. Safety needs do not only apply to physical safety and security, but also to a person's striving for personal security, such as a steady job. Social needs refer to friendship, love and social acceptance and support, whereas egotistical needs involve a person's desire to be respected by others and by him- or herself. Self-actualization occurs at the pinnacle of the needs hierarchy, as it represents a person's striving towards the full development of his potential, which is essentially never completely attained (Gouws, 1995). According to Maslow (1968), people always pursue what they do not yet have. Consequently, those needs that have already been satisfied, no longer provide motivation for action (Schultz & Schultz, 1998).

Over time, little empirical evidence has been produced to support the idea of a needs hierarchy, or the idea that as needs are satisfied, their importance diminishes (Baron et al., 2002). These shortcomings have been addressed in Alderfer's Existence-Relatedness-Growth (ERG) theory, which is an expansion of Maslow's theory. Alderfer condensed Maslow's five needs into three, which were termed 'Existence' (physical survival needs), 'Relatedness' (social needs) and 'Growth' (need for personal growth and development). Alderfer emphasized that these needs do not occur in a hierarchy, but rather on a continuum (Spector, 2003), and may in fact be experienced simultaneously (Alderfer, 1969). Alderfer's ERG theory has intuitive appeal, and is more directly applicable to employee motivation than Maslow's needs hierarchy theory. It also has greater empirical support (Wanous & Zwany, 1977). This theory was used to establish the effect of employee motivation on employee job satisfaction in textile manufacturing companies in Nairobi city county, Kenya.

Conceptual Framework

In this study, career development practices were measured using two constants namely employee training and employee motivation. The dependent variable was employee job satisfaction. The operationalization of the variables is shown in Figure 2.1.

Independent Variable

Dependent Variable

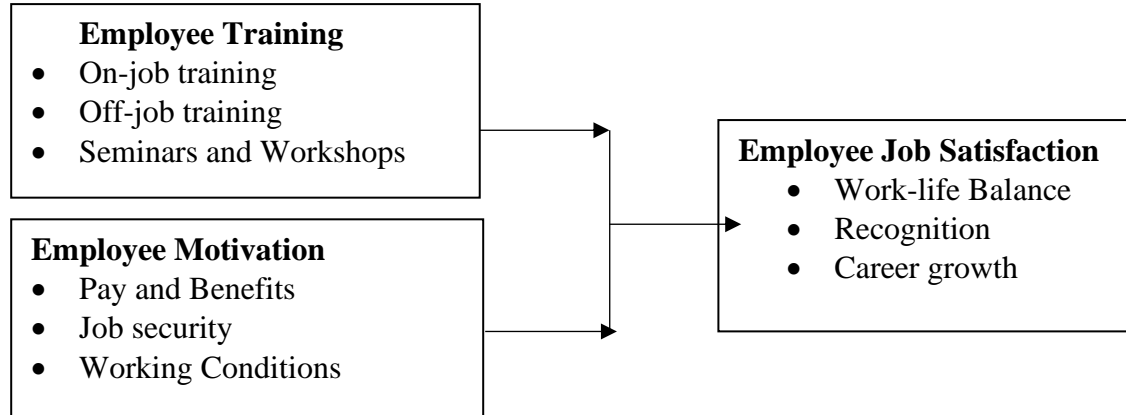


Figure 2.1: Conceptual Framework

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 Motivation

Employee motivation is defined as the level of energy, commitment, persistence, and creativity that workers bring to their jobs. It goes without saying that higher employee motivation leads to better engagement and productivity. Unsurprisingly, employee motivation has become one of the top priorities for most businesses (Verma, 2018). According to Al-Angari (2019) employee motivation is key to an organisation's success. It's the level of commitment, drive and energy that a company's workers bring to the role everyday. Without it, companies experience reduced productivity, lower levels of output and it's likely that the company will fall short of reaching important goals too.

Motivated employees are an asset to an organization, they are directly proportional to an organization's success. Therefore, employee motivation is intangible, difficult to measure, and extremely difficult to control, but very easy to facilitate if done right. It's all about intention, intensity, and perseverance (Nderitu, 2017). Extrinsic motivation means an individual's

motivation is stimulated by external factors- rewards and recognition. Therefore, some people may never be motivated internally and only external motivation would work with them to get the tasks done. Intrinsic motivation means that an individual is motivated from within. He/she has the desire to perform well at the workplace because the results are in accordance with his/her belief system. Therefore, an individual's deep-rooted beliefs are usually the strongest motivational factors. Such individuals show common qualities like acceptance, curiosity, honor, desire to achieve success (Njeri, 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

Employee Motivation and Employee Job Satisfaction

Verma (2018) conducted a study on the importance of employee motivation & job satisfaction for organizational performance. This objective can be achieved by creating inspiring work environment which promotes and addresses employee need for growth and development. These factors although complex in nature and as they could not be addressed for individual employee basis as it may vary case to case it is important for HR to explore the common areas of intersection. Job satisfaction or employee motivation is studied not just to handle the turnover but also there are other adverse effects of dissatisfaction like absenteeism, low performance, lower morale, low contribution to the team, less coordination, less orientation towards organizational objective these could affect the organization capacity to compete in the highly competitive business environment.

Al-Angari (2019) examined the effects of incentive applications on the performances of employees in Riyadh Region Governorate. The researcher emphasized in the study that positive financial incentives do not satisfy the employees. Al-Wathnani (2018) also examined the impact of

incentives on the efficiency of work performance and job satisfaction in security organizations. According to the findings of the study, the most valued incentives by the employees are promotions, financial allowances, leaves, allowances for medical treatment and participation in decision making. The least valued incentives by the employees are verbal appraisal, letters of thanks and financial allowances for work at distant and isolated areas. Again, according to the results of the study, the most important incentive among all is the financial ones. Besides, non-financial incentives are also determined to be effective on the increase of performance and job satisfaction.

Nderitu (2017) conducted a study on the influence of employee motivation on job satisfaction: A case of government departments in Isiolo County, Kenya. The data was collected from a sample of two hundred employees within the four government departments that were sampled using the stratified random sampling and the simple random sampling methods. Primary data was collected through standard structured questionnaires and interviews to determine the influence of financial incentives, manager’s leadership style, promotions based on merit, qualifications and competence and staff capacity building on employees’ job satisfaction. Data was analyzed quantitatively. Quantitative research made use of techniques which produced quantifiable data inform of numbers and ensured that there is random sampling of the research participants to ensure representativeness. This study found that financial incentives was the greatest motivation factor towards employees’ job satisfaction followed by staff promotions based on merit and competence policy, then the leadership style of senior managers and finally employees capacity building.

RESEARCH METHODOLOGY

Research Design

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.

Target Population

This study target population was the textile manufacturing companies in Nairobi County. The apparel sector in Kenya has a three-tiered structure: in the EPZ, there are 21 large companies, and outside the EPZ there are 170 medium and large companies and more than 70,000 micro and small ones. These firms formed the unit of observation while unit of analysis was the management employees working in these organizations. Top managers play a critical role in decision making and defining the firm’s future. These managers were selected since they are directly responsible in the formulation, adoption and implementation of different strategies relating to career development.

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 20th January 2020 (KAM, 2020).

Table 3. 1: Target Population

Category	Target Population
Top Managers	67
Middle Level Managers	201
Lower Level Managers	335
Total	603

Sampling Frame

The sampling frame of the study was the 603 respondents from the 88 textile manufacturing companies.

5 Sample and Sampling Techniques

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 study’s total population is 603.

The formula used for arriving at the sample size is;

$$n = \frac{x^2NP(1 - P)}{(ME^2(N - 1)) + (x^2P(1 - P))}$$

Where:

n=sample size

x^2 =Chi-square for the specified confidence level at 1 degree of freedom

N=Population size (603)

P = is the proportion in the target population estimated to have characteristics being studied. As the proportion was unknown, 0.5 was used.

Chuan and Penyelidikan (2016) indicate that the use of 0.5 provides the maximum sample size and hence it is the most preferable.

ME=desired margin of Error (Expressed as a proportion)

$$n = \frac{1.96^2 603 * 0.5 * 0.5}{(0.05^2 * 603) + (1.96^2 * 0.5 * 0.5)}$$

$$n = 235$$

Table 3. 2: Sample Size

Category	Target Population	Sample Size
Top Managers	67	26
Middle Level Managers	201	78
Lower Level Managers	335	131
Total	603	235

The 235 respondents were chosen with the help of stratified random sampling technique. In this study the strata comprises of the 88 textile manufacturing companies in Nairobi County.

Data Collection Instrument

Data was collected using a self-administered semi-structured questionnaire. Semi-structured questionnaires were used since they enabled the researcher collect quantitative data. Questionnaires are a good method because they provide clarifications seek by respondents and they can be collected immediately after they are completed. Structured questionnaires are easy to administer, analyze and are economical in terms of time and money. A five-point Likert scale was used to measure all variables. The lowest rating of 1 signifies a low opinion by respondent while a high rating of 5 signifies a high rating by the respondents.

Pilot Study

A pilot test was conducted to determine validity and reliability of the data collection instrument. A pilot study is a small experiment designed to test logistics and gather information prior regarding a larger study, in order to improve the latter quality and efficiency. A pilot study can reveal deficiencies in the design of proposed experiment and procedure and these can be addressed before time and resources are expended on large scale studies. 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 Analysis and Presentation

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. For the quantitative reports, the tables consisted of mean and standard deviation values that were used to make interpretation of the analysis. Percentage, mean and standard deviation were used to show the frequency of responses. Tables were used to display the rate of responses and to facilitate comparison. Qualitative reports were presented in form of essay which was discussed as per the study objectives aligned with the theories and empirical study.

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%. The multiple regression model that was utilized

RESEARCH FINDINGS AND DISCUSSION

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 4.1 presents summary of findings obtained.

Table 4.1: 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
Aggregate Score	3.874	0.745

From the findings in Table 4.1, 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.

Employee Motivation

The second objective of the study was to establish the effect of employee motivation 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 or disagreed with statements on the effect of effect of employee motivation on employee job satisfaction. Table 4.2 presents summary of the findings obtained.

Table 4.2: Descriptive Statistics on Employee Motivation

Statement	Mean	Std. Dev.
Creating a positive work environment and culture can enhance employee motivation and ultimately lead to higher job satisfaction.	4.008	0.771
Employee motivation is a critical factor in improving job satisfaction within our organization	3.969	0.590
Lack of motivation can lead to decreased job satisfaction and higher employee turnover	3.969	0.563
Motivated employees are more likely to perform well and be productive in their work, resulting in higher levels of job satisfaction.	3.961	0.683
Providing incentives and rewards for employees can increase their motivation levels, leading to higher job satisfaction	3.921	0.586
Regular feedback and recognition for good performance can improve employee motivation and job satisfaction	3.858	0.663
Effective communication from management can help to motivate employees and increase their job satisfaction	3.843	0.706
Aggregate Score	3.933	0.652

The findings show that the respondents agreed on average that employee motivation affects job satisfaction as shown by an aggregate mean of 3.933 (SD= 0.652). Specifically, respondents agreed that creating a positive work environment and culture can enhance employee motivation and ultimately lead to higher job satisfaction (M= 4.008, SD= 0.771); that employee motivation is a critical factor in improving job satisfaction within their organization (M= 3.969, SD= 0.590); and that lack of motivation can lead to decreased job satisfaction and higher employee turnover (M= 3.969, SD= 0.563). They further agreed that motivated employees are more likely to perform well

and be productive in their work, resulting in higher levels of job satisfaction (M= 3.961, SD= 0.683); and that providing incentives and rewards for employees can increase their motivation levels, leading to higher job satisfaction (M= 3.921, SD= 0.586). In addition, they agreed that regular feedback and recognition for good performance can improve employee motivation and job satisfaction (M= 3.858, SD= 0.663); and that effective communication from management can help to motivate employees and increase their job satisfaction (M= 3.843, SD= 0.706).

The findings above are consistent with Katzell and Thompson (2019) that motivation has been identified as a key factor in influencing job satisfaction. Motivation can be achieved through various means such as rewards, recognition, and a positive work environment (Hackman & Oldham, 2016). The strong agreement among respondents on this statement suggests that textile manufacturing companies in Nairobi City County should prioritize employee motivation as a means of enhancing job satisfaction.

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 ± 0.29 then the relationship between the two variables is small, if it is $r = \pm 0.3$ to ± 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 4.3 presents correlation analysis findings for this study.

Table 4.3: Correlations Coefficient

		Employee Job Satisfaction	Employee Training	Employee Motivation
Employee Job Satisfaction	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	201		
Employee Training	Pearson Correlation	.789**	1	
	Sig. (2-tailed)	.000		
	N	201	201	
Employee Motivation	Pearson Correlation	.792**	.540	1
	Sig. (2-tailed)	.004	.400	
	N	201	201	201

The Pearson correlation analysis conducted in Table 4.3 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 analysis further indicates a strong positive correlation between employee job satisfaction and employee motivation ($r = 0.792$, $p < 0.05$). This finding is consistent with previous research that has shown a significant positive relationship between employee motivation and job satisfaction (Hassan & Ahmed, 2017). Employee motivation is vital in enhancing job satisfaction, as it affects employees' attitudes and behaviors towards their jobs. When employees are motivated, they feel engaged, satisfied, and committed to their work.

The findings from the correlation analysis indicate that these career development practices (employee training and employee motivation) are important drivers of employee job satisfaction in textile manufacturing companies in Nairobi city county, Kenya. However, to determine the extent to which each variable affects employee job satisfaction, multiple regression analysis was conducted.

Regression Analysis

The nature of relationship between independent variables (employee training and employee motivation) and dependent variable (employee job satisfaction) was assessed through a multiple regression analysis. The summary of results is presented in sub-sections below.

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 and employee motivation. The results were as presented in Table 4.4.

Table 4.4: Model summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.829 ^a	0.687	0.628	3.22158

a. Predictors: (Constant), employee training and employee motivation

From the findings in Table 4.9, 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 and employee motivation. 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 4.10.

Table 4.5: ANOVA Results

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	46.248	2	23.124	31.9657	0.024
	Residual	70.888	198	0.358		
	Total	117.136	200			

a. Dependent Variable: Employee Job Satisfaction

b. Predictors: (Constant), employee training and employee motivation.

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 4.6: Beta Coefficients of Study Variables**

Model	Unstandardized Coefficients		Standardized	T	Sig.
	B	Std. Error	Coefficients		
1 (Constant)	1.466	.357		4.103	.000
Employee Training	.282	.065	.115	4.388	.007
Employee Motivation	.240	.060	.190	4.000	.008

a. Dependent Variable: Employee Job Satisfaction

From the coefficients findings in table 4.11, the regression model becomes:

$$\text{Employee Job Satisfaction} = 1.466 + 0.282 (\text{Employee Training}) + 0.240 (\text{Employee Motivation})$$

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 findings further showed that employee motivation has a positive coefficient of 0.240, which means that for every unit increase in employee motivation, employee job satisfaction is predicted to increase by 0.240 units. The influence was significant as indicated by a p-value (0.008) which was less than the selected level of significance (0.05). This finding is in line with previous research (Suliman & Iles, 2020; Ahearne et al., 2015) that has found a positive relationship between employee motivation and job satisfaction.

Conclusions

The study concludes that employee training has a positive and significant effect on employee job satisfaction in textile manufacturing companies in Nairobi city county, Kenya. Findings revealed that on-job training, off-job training and seminars and workshops influences employee job satisfaction in textile manufacturing companies in Nairobi city county, Kenya.

In addition, the study concludes that employee motivation has a positive and significant effect on employee job satisfaction in textile manufacturing companies in Nairobi city county, Kenya. Findings revealed that pay and benefits, job security and working conditions influences 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 employee motivation and job satisfaction, as well as a positive impact of employee motivation on job satisfaction. Therefore, organizations should develop and implement effective employee motivation strategies to enhance their job satisfaction and overall performance. These strategies may include recognition and

reward programs, effective communication and feedback channels, and adequate compensation and benefits packages.

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