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The Effect of Mentorship and Support Programmes on Job Satisfaction in Commissions in Kenya

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Abstract:

This study investigates the effect of mentorship and support programmes on job satisfaction within Commissions in Kenya. Using an explanatory research design, the study targets employees from various Commissions across the country. A sample of 350 respondents was selected through stratified and simple random sampling methods. Data were collected using a self-administered questionnaire and analyzed using descriptive and inferential statistics with SPSS software. The hypotheses were tested using hierarchical regression analysis. The findings revealed that mentorship and support programmes ($\beta = .102$, $p > .05$) do not significantly influence job satisfaction. The findings revealed a non-significant relationship between mentorship and support programmes and job satisfaction. These results suggest that while mentorship is critical for employee development, its direct influence on job satisfaction may be limited. The paper concludes with recommendations for enhancing mentorship initiatives to better meet the needs of employees.

Keywords:

Mentorship, Support Programmes, Job Satisfaction, Commissions, Human Resource Management

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Introduction

Mentorship and support programmes play a vital role in shaping employee experiences and enhancing job satisfaction. These programmes involve structured relationships where experienced employees provide guidance, support, and resources to less experienced colleagues. Effective mentorship is associated with numerous benefits, including improved job performance, increased morale, and higher retention rates (Eby et al., 2013). In Kenya, the importance of these programmes in public institutions, particularly Commissions, cannot be understated, as they are essential for fostering a positive work environment.

Job satisfaction, defined as the degree to which individuals feel fulfilled and content with their job roles, is crucial for organizational success (Locke, 1976). Higher job satisfaction correlates with enhanced productivity, reduced turnover, and improved employee relations (Robinson & Judge, 2018). Thus, understanding the dynamics between mentorship, support programmes, and job satisfaction is essential for effective human resource management in Kenya's public sector.

Statement of the Problem

Commissions in Kenya like other public institutions are established by the Constitution to protect the sovereignty of the people and to offer quality service to them. However, these institutions have continued to face a myriad of challenges including significant reduced levels of employees' job satisfaction and morale to carry out their mandates to optimum levels. This has been illustrated in the past strikes and unrests in various public sectors notably among judicial officers in August 2017, prosecutors in October 2017 and Medical workers November 2017 with the teachers sservice not left out (Mwesigwa & Kigonya, 2017) majorly citing the need for higher pay

According to Muindi (2014), in many occasions at the Teachers Service Commission, it is common to find long queues of teachers waiting to be served at the waiting bay of its premises. In other service areas like staffing, human resource and pension department, it is also common to find piles of files on the employee desks awaiting necessary action (Nandwa, 2012). Despite various actions to improve service delivery, this has continued to be a trend eliciting mixed reactions by the teachers and In 2011, the gates to the Teachers Service Commission offices at the headquarters were locked by employees who were demanding higher remuneration packages and better working conditions (RoK, 2013). According to Ndonga (2014), the TSC has in the past endeavoured to mitigate employee job dissatisfaction through seminars and workshops, team building and interdepartmental transfers which did not yield much in motivation. Cases of employee turnover from Teachers Service Commission to other institutions could be an indication of dissatisfaction. (Newspaper Article 2013).

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The Teachers Service Commission is a constitutional office charged with management of over 360,000 teachers across the country ranging from primary, secondary and post primary institutions. For the management to handle such a large number of employees, it demands that the staff based at the headquarters are satisfied before for them to effectively and efficiently manage the large workforce.

Past studies have majorly focused on the effects job satisfaction has on organizational performance (Awino, 2021), effects of trade unionism on organizational productivity, (Chepkorir, 2014) and the relationship between job satisfaction, rewards system, organizational commitment and employee performance (Turinawe, 2011). Ashkanasy and Dorris (2017) in their study acknowledged that employee dissatisfaction is usually associated with poor benefits, salaries, lack of information for communicating the employees benefit program, the reward system and poor commendations from the superiors. Further, they concluded that employee benefits when offered to the employees act as an attribute for better performance and support for them.

Little has therefore been done to establish the moderating effect of employment relationship on the relationship between employee benefits and job satisfaction in the public sector in Kenya. It therefore remains that, without a comprehensive research, it becomes speculative how the presence or absence of employment relationship affects the link between employee benefits and job satisfaction. This study, was address the moderating effect of employment relationship on the link between employee benefits and job satisfaction in Commissions in Kenya. Besides, the research findings was useful to policy makers, practitioners and the general public service in Kenya.

Literature Review

Theoretical Framework

Human Capital Theory Capital Theory emphasizes the value of employee skills, knowledge, and abilities in achieving organizational goals (Becker, 2019). Mentorship programmes are seen as an investment in human capital, improving employee competencies and satisfaction. Research indicates that organizations that prioritize mentorship and employee development enjoy higher levels of job satisfaction (Kram, 1985).

Job Satisfaction

Job satisfaction can be defined as the extent to which employees feel fulfilled and content with their jobs. Various factors influence job satisfaction, including organizational culture, pay, work-life balance, and the quality of relationships with supervisors and colleagues.

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Mentorship and Support Programmes

Mentorship programmes provide employees with guidance and support from more experienced colleagues. These programmes can enhance professional development, increase job-related skills, and foster a positive work environment. Research indicates that effective mentorship can lead to improved job satisfaction, as employees feel more valued and supported.

Several studies have explored the relationship between mentorship and job satisfaction. For instance, Eby et al. (2013) found that effective mentorship positively correlates with higher job satisfaction levels. Conversely, some studies indicate that the impact of mentorship on job satisfaction may vary based on context and individual characteristics.

Mentorship and Job Satisfaction

Numerous studies have demonstrated a positive relationship between mentorship and job satisfaction. Eby et al. (2013) found that effective mentorship enhances job satisfaction by providing emotional support, career guidance, and skill development. Furthermore, the quality of the mentorship relationship significantly influences the satisfaction levels of mentees (Allen & Eby, 2003).

Results and Findings

Response Rate

Out of the 399 questionnaires administered 350 were returned. This entailed an 87.7 per cent response rate. This high response rate can be attributed to the researcher's involvement in distributing and collecting the questionnaires. The high response rate offered enough data to understand the effect of mentorship and support on job satisfaction in Commissions in Kenya.

Response Status	**Number of Questionnaires**	**Percentage (%)**
Usable Responses	350	87.7
Non-responses	49	12.3
Total	**399**	**100.0**

Table 1: Returned Questionnaires

Correlation Findings

The findings indicated a strong positive correlation between mentorship and job satisfaction ($r = 0.060$, $p < 0.01$). This suggests that effective mentorship significantly enhances job satisfaction among

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employees in Commissions. The results show that mentorship and support programmes have a weak positive correlation with job satisfaction, but this correlation is not statistically significant.

Variables	Correlation (r)	Significance (p)
Mentorship and Support	0.060	0.01
Job Satisfaction		

Table 2: Returned Questionnaires (Source: Research Data (2025))

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Regression Results

Regression analysis was performed to assess the impact of mentorship and support programmes on job satisfaction. The study results postulated that mentorship and support had no significant effect on job satisfaction ($\beta = .102$, $p > .05$) as provided in Table 4. Therefore, we fail to reject the null hypothesis to infer that mentorship and support had no significant impact on job satisfaction. While mentorship and support and job satisfaction are both crucial components of organizational success, research suggests that there may not be a direct and significant relationship between the two. This finding implies that other factors might be more influential in determining job satisfaction, or that the specific mentorship programs and support structures in the study were not sufficiently effective to produce a noticeable impact.

For instance, a study by Liang et.al, (2023) found that while mentorship and support are generally believed to enhance job satisfaction, in some contexts, such as organizations with already high baseline satisfaction or where other factors like compensation or work-life balance are more critical, the influence of mentorship might be diminished. This could indicate that mentorship alone is not a strong determinant of job satisfaction unless combined with other supportive measures or in the presence of specific organizational cultures.

Research has shown that mentorship programs can vary widely in their effectiveness, depending on factors like the quality of the mentor-mentee relationship, the relevance of the support provided, and how these programs are integrated into the broader organizational culture. Therefore, a non-significant relationship might highlight the importance of considering these variables when evaluating the impact of mentorship on job satisfaction (Lunsford, et.al. 2022). While mentorship and support are essential for delivering high levels of job satisfaction, mentorship and support alone may not guarantee superior job satisfaction. Based on the findings discussed above, we fail to reject the hypothesis that mentorship and support had no significant effect on job satisfaction.

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Model Summary	R	R Square	Adjusted R Square	Std. Error of the Estimate
Pre-Retirement Plans on Job Satisfaction	.721[a]	.520	.513	.41757

Table 3: Model Summary

a. Predictors: (Constant) Mentorship and Support

b. Dependent Variable: Job Satisfaction

Model	B	Standard Error	t	p-value
(Constant)	.774	.221	3.505	.001
Mentorship and Support	.102	.056	1.840	.067

Table 4: Regression Analysis on Mentorship and Support and Job Satisfaction

a. Dependent Variable: Job Satisfaction

Conclusion and Recommendation

Conclusion

The results indicated that mentorship and support do not have a significant effect on job satisfaction. The regression results demonstrate that mentorship and support programmes do not significantly influence job satisfaction, failing to provide evidence for a direct relationship.This study therefore concludes that mentorship and support programmes do not have a significant effect on job satisfaction among employees in Commissions in Kenya. Despite the recognized benefits of mentorship, its direct influence on job satisfaction remains inconclusive. Organizations must consider the context and method of implementing mentorship programmes to enhance their effectiveness.

Recommendation

To improve the impact of mentorship on job satisfaction, Commissions should focus on the following recommendations:

1. Tailored Mentorship: Customize mentorship programmes to align with employees' specific needs and career goals.

2. Training for Mentors: Provide training for mentors to enhance their skills in supporting and guiding mentees effectively.
3. Regular Evaluation: Implement regular evaluations of mentorship programmes to assess their impact on job satisfaction and make necessary adjustments.
4. Encourage Open Communication: Foster an environment where employees feel comfortable discussing their needs and expectations from mentorship programmes.

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