

Employee & Work Environment Satisfaction Survey Report 2020



Employee & Work Environment Satisfaction Survey Report 2020

Kenya National Bureau of Statistics (KNBS)

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Abbreviations

CSO	County Statistical Officer
ESI	Employee Satisfaction Index
HR	Human Resources
KNBS	Kenya National Bureau of Statistics
SPSS	Package for Social Sciences

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EXECUTIVE SUMMARY

The Kenya National Bureau of Statistics (KNBS) commissioned Artful Eyes Productions Limited to conduct a survey on employee & work environment satisfaction. The consultant used a participatory and collaborative approach to carry out the survey.

The approach involved close collaboration with the KNBS through the participation of selected staff in responding to self-administered questionnaire. The consultant also conducted discussions with county offices members of staff.

The study targeted all the 428 employees of the Bureau to evaluate how satisfied they are in their work place. Data was collected remotely/online between September 22, 2020 and October 05, 2020 through self-administered questionnaire that was programmed on KoBo-collect-application. The consultant met with the County Statistical Officers (CSOs) in the 22 sampled county offices. The team was able to capture further insights from the CSOs during the visits. The data was coded, cleaned and analyzed using IBM SPSS Statistics 21 and MS Excel platforms.

Employees' Satisfaction Index was fairly high at 72 per cent which is a remarkable improvement compared to the 2014 survey results which stood at 64.2 per cent. This is an indication that employees enjoy working with the organization.

Table E1: Employee satisfaction index

Parameter	Overall index (%)
Remuneration and personal growth/development	64.9%
Staff Autonomy	80.2%
Management and leadership	76.3%
Conduciveness of work environment	70.9%
Occupational safety and sanitization	66.7%
Disability friendliness	69.9%
Gender sensitivity	78.4%
Overall satisfaction	72.5%

Individual composite indices including job satisfaction, management and leadership and conduciveness of work environment were also high at 70 per cent. There were however, indices that were comparatively low, less than 70 per cent including i) Pay, benefits, empowerment, training and development, employee involvement in decision making and ii) Occupational safety and sanitation.

CHAPTER 1: INTRODUCTION

1.1 Background

The Kenya National Bureau of Statistics (KNBS or the Bureau) is a Semi – Autonomous Government Agency established under the statistics Act 2006 to collect, compile, analyze and disseminate socio-economic statistics needed for planning and policy formulation in Kenya.

To enable it deliver on its mandate, The Bureau's structure has the following Directorates:

- Corporate Services;
- Statistical Coordination and Methods;
- Population and Social Statistics;
- Macroeconomic Statistics; and
- Production Statistics

All the Directorates are under the Director General's Office.

1.1.1 Vision:

To be a global leader in the provision of quality statistical services

1.1.2 Mission:

To provide, manage and promote quality statistical services through utilization of best practices for evidence-based decision-making

1.1.3 Mandate

The Statistics Act 2006 specifically mandates KNBS to:

1. Act as the principal agency of the government for collecting, analyzing and disseminating statistical data in Kenya;
2. Act as custodian of official statistics;
3. Conduct the Population and Housing Census every ten years, and such other censuses and surveys as the Board may determine;
4. Maintain a comprehensive and reliable national socio-economic

database;

5. Establish standards and promote the use of best practices and methods in the production and dissemination of statistical information across the NSS; and
6. Plan, authorize, coordinate and supervise all official statistical programmes undertaken within the National Statistical System (NSS).

1.1.4 Core Values

KNBS aims at providing quality statistical and sex disaggregated data, which is key to achieving excellence in performance levels based on the fundamental principles of official statistics. KNBS endeavors to create an organization that will promote;

- a) **Professionalism** - The Bureau deploys appropriate business processes and methods that facilitate and exhibit positive character and ethical standards informed by reliability, discretion, evenhandedness, and impartiality.
- b) **Integrity** - Transparency and accountability in the programmes and activities of the Bureau is emphasized at all times. The Bureau will adhere to the principles of good governance and conduct itself in a manner that meets the set ethical standards.
- c) **Confidentiality** - The Bureau has a fiduciary responsibility to protect and treat its sources of data with complete confidentiality and ensure that all data received is objectively and solely utilized for the intended purposes.
- d) **Customer Focus** - The Bureau commits itself to align its programmes to the expectations of its stakeholders and attain the highest standards in service delivery.

- e) Innovation** -The Bureau is a learning organization that continuously embraces change to enhance creativity and innovation for value-addition in its business processes.
- f) Teamwork** - The Bureau embraces a collaborative culture at all levels in the implementation of its programmes. Inclusivity is upheld through adequate sensitization and effective engagement of stakeholders to enable

1.2 Objectives of the survey

The main objective of the survey was to establish the general employee satisfaction levels and assess employees work environment.

Specifically, the survey was to:

- Evaluate the extent to which employees are satisfied with respect to their duties and work environment;
- Assess the extent to which work environment is conducive to ensure optimal performance;
- Identify gaps that limits 100% satisfaction levels;
- Provide recommendations with clear actions to address the identified gaps.

1.3 Satisfaction Defined

Satisfaction refers to the attitudes and feelings employees have towards an institution they serve and or serves them, in this case KNBS. It embodies a system of beliefs that may have not been articulated. These beliefs are based on certain values, which are the foundation upon which attitude and behavior are also based. Satisfaction is derived from the psychological contract and encompasses the actions in which employees believe are expected of them, and what response they expect from their engagement relationships.

Satisfaction is concerned with assumptions, expectations, promises and mutual obligations. It creates attitudes and emotions that govern behavior. It is also implicit and dynamic as

it develops over time with accumulation of experiences, changing engagement conditions and re-evaluation of expectations. Thus, satisfaction may provide some indications of the answers to the two engagement relationship questions that individuals normally pose: "What can I reasonably expect from the organization? And what should I reasonably be expected to contribute in return?"

Satisfaction and engagement relationships are never quite fully understood by either party that gives or provides the services. From the employee point of view, the engagement relationship and the associated satisfaction may be based on: -

- How they are treated in terms of fairness, equity and consistency;
- Security of engagement; Scope to demonstrate competence;
- Career expectation and opportunity to develop skills;
- Involvement and influence;
- Trust in the management of the organization to keep their promises; and
- Safe working conditions.

From the engaging institution perspective, satisfaction may cover aspects of the engagement relationship such as:

- Competence,
- Effort,
- Compliance,
- Commitment and
- Loyalty.

1.4 Factors Affecting Satisfaction

The level of satisfaction is affected by both intrinsic and extrinsic motivating factors, the quality of supervision, and social relationship with the work groups and the degree to which individuals succeed or fail in their work. The discretionary behavior, which helps the organization to be successful is most likely to happen when employees are well motivated and feel committed to the organization and when the services give them high level of satisfaction.

1.5 Determining Satisfaction Levels

The degree to which employees are satisfied can be measured through surveys by obtaining opinions on key matters about an organization. The surveys often help address gaps on knowledge, attitudes, perception and practices. They may be conducted using any set or all of the following:

- Structured questionnaires
- Open ended interpersonal interviews
- Combinations of questionnaires and interviews, and
- Use of Focus Group Discussions

1.6 Significance of Satisfaction Surveys

KNBS has increasingly become aware that the reflection on satisfaction of their employees helps to attain their goals. It is noteworthy that through Performance Contracting, organizations are required to state what they intend to achieve in a given year, and are evaluated on these set targets.

Organizations also use service charters to inform the public what they believe in and how they provide their services. The extent to which the service charter has been implemented provides some perception about satisfaction levels. It is important to leave room for continuous improvement, based on independent feedback systems from stakeholder's attitude surveys.

1.7 Rationale for the study

KNBS is actively participating in the implementation of the wider Government of Kenya development policies that embrace, among other things, the Public Sector Reform Programmes. In this regard therefore, KNBS has set up internal structures to manage the reform initiatives necessary for enhanced efficiency and effectiveness in management. KNBS has developed specific management tools, such as the Strategic Plan and Service Delivery Charter. The tools incorporate specific results that the Bureau intends to achieve within a given time frame, and relevant strategies to achieve these results. In its endeavor to be an effective and efficient organization, KNBS is desirous to know the current satisfaction levels of employees.

It is in this light that Artful Eyes Productions Ltd was contracted through a competitive tendering process to conduct the Employee and Work Environment Satisfaction Survey. The survey will provide the basis for the evidence-based planning for the Bureau and become the basis for factual decision making and policy development.

Chapter 2: Methodology

2.1 Preliminary Activities

The preliminary activities are presented in a logical sequence as shown below:

- i. Mobilization and planning which involved resource mobilization.
- ii. Familiarization with KNBS assignment and kick off.
- iii. Determination of level of participation of identified KNBS staff.
- iv. Discussion on the scope and duration of work.
- v. Confirmation of the understanding of the objectives of the assignment.
- vi. Agreement on proposed approach and methodology.
- vii. Agreement on documents to be reviewed by the consultant.
- viii. Agreement on expected outputs and dates of submission.
- ix. Agreement on the report timelines.

2.2 Sources of Information

The consultant was aware that information on KNBS services is of specific importance to the Employee & Work Environment Satisfaction survey. Primary data was collected through questionnaire and field visits, while secondary data was obtained from the following KNBS documents.

- Strategic Plan
- Service charter
- Annual reports
- Human Resources manuals
- Code of conduct
- Dissemination policy
- Previous survey reports

2.3 Respondents

The survey targeted the entire population of 428 (Head office and County offices) KNBS employees. The consultant managed to get feedback from 304 employees giving a response rate of 71.1 per cent.

2.4 Field Organization

In the context of COVID-19 pandemic and considering the safety of the research participants and the researchers, the survey was largely conducted remotely between September 22, 2020 and October 05, 2020 through internet-based method. An online questionnaire programmed on KoBO-collect-application was used to collect the primary data. The link to the survey was emailed to all KNBS staff which was easily accessed through smart phones, laptops or personal computers. The questionnaire consisted of 20 questions based on the attributes related to employee's satisfaction. The respondents were given clear instructions on how to access questionnaire and online submission once completed. The consultants sent reminder emails to all the targeted respondents and made follow up calls to the County Statistical Officers (CSOs). For follow ups, the consultants also visited 22 out of the 47 counties. The team was able to get further insights from the CSOs during these visits. The counties were: Kiambu, Nyeri, Laikipia, Isiolo, Meru, Embu, Kirinyaga, Kajiado, Machakos, Kitui, Kisumu, Kakamega, Bungoma, Kitale, West Pokot, Mombasa, Narok, Bomet, Kericho, Nakuru, Kilifi and Nairobi.

2.5 Data Collection Tools

Employee and Work Environment satisfaction questionnaire was the main data collection tool used to capture primary data. The tool is attached in the Appendix and its description and contents are depicted in Table 2.1 below:

Table 2.1 Description and content of data collection tool

Tool	Contents
Employee & Work Environment Satisfaction questionnaire	<p>Section A: Personal Information</p> <p>Section B: Remuneration and personal growth/development</p> <p>Section C: Staff Autonomy</p> <p>Section D: Management and leadership</p> <p>Section E: Conduciveness of work environment</p> <p>Section F: Occupation safety and sanitization</p> <p>Section G: Disability friendliness</p> <p>Section H: Gender sensitivity</p> <p>Section I: Drug abuse and abuse</p> <p>Section J: National Cohesion and integration</p>

2.6 Data Collection, Entry and Analysis

Data was collected electronically using employee satisfaction questionnaires and field visits to the sampled 22 Counties.

Before the analysis, data provided was checked for reliability to demonstrate the relationship between satisfaction scores and the true scores. Using Cronbach's alpha, reliability is calculated using the variance of individual items and covariance's between the items. The research is reliable for the value of Cronbach's alpha reaching more than 0.6 (Kasmadi, 2014). This validity test was measures by a software, IBM SPSS Statistic 20 and the values found were more than 0.6 (remuneration 0.93, autonomy 0.89, management and leadership 0.86, conduciveness of work environment 0.83, occupational safety and sanitization 0.83, disability friendliness 0.69 and gender sensitivity 0.78) implying that the tool used for the survey was reliable as the items were consistent with what they were measuring. The data was coded, cleaned and analyzed in IBM SPSS Statistics 20 and MS Excel platforms.

After analysis the consultant came up with an overall satisfaction index (SI), which is a composite figure of all indices in the study and measures the extent to which the respondents are satisfied. It is a weighted composite index that has values ranging from 0 to 100. It is used to measure the responses to one or more questions (factors) that ask about the same idea. The index is obtained by SPSS using the principle of weighted average method as follows: The frequencies (tallies) for different agreement levels are obtained and then multiplied by the respective weights for every factor under investigation. The sum of the product obtained is divided by the sum of tallies for every factor to obtain a mean score within the Likert scale. This mean score is then multiplied by index interval to enable presentation of results in percentages.

2.7 Deliverables

The consultant presented the final report to the client in both hard (printed) and electronic version.

Chapter 3: Survey Findings

3.1 Personal Information

3.1.1 Gender

Close to two thirds of employees that responded to the questionnaire were male as depicted in the figure below.

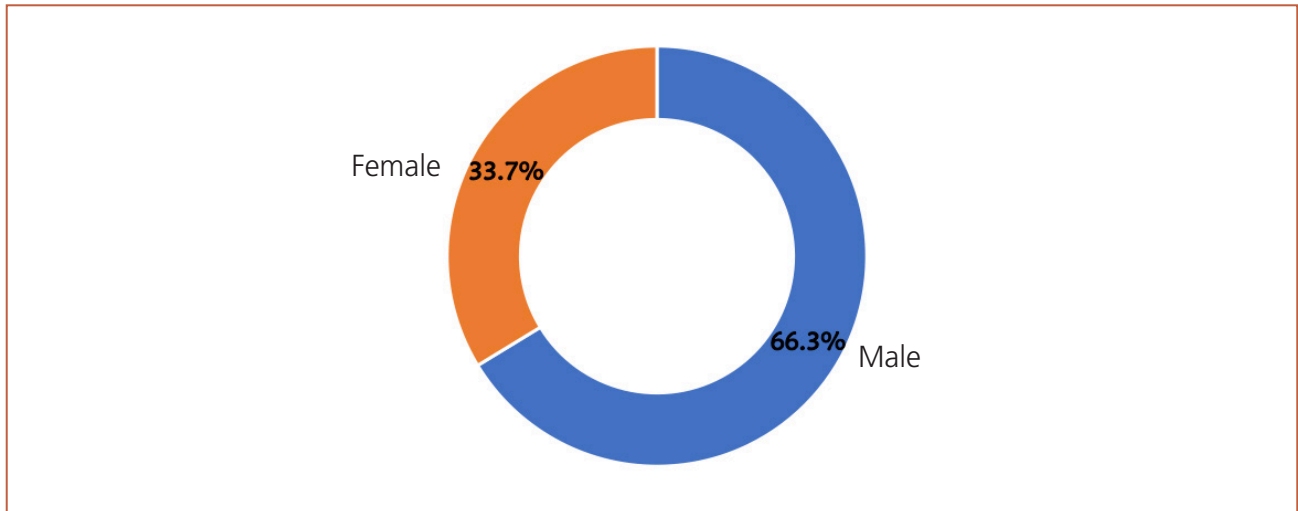


Figure 3.1: Gender of employees

3.1.2 Age range

According to the data provided, female employee's proportion has been decreasing over the years as age increases. Between 18 and 24 years, female to male ratio is 50-50, but between 56 to 64 years, the number of female employees reduced to 22 per cent.

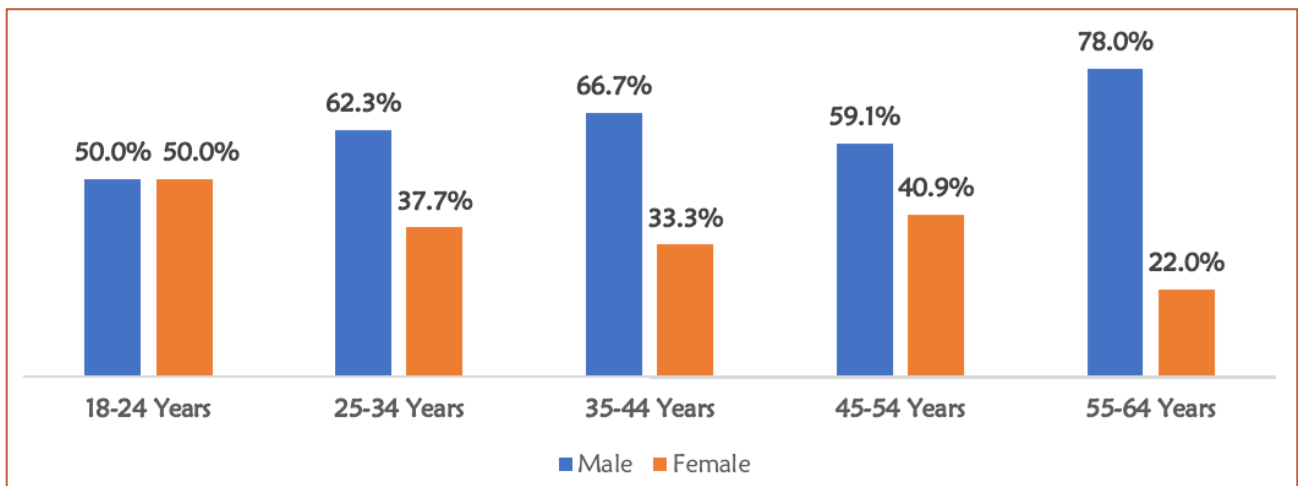


Figure 3.2: Employee age range by gender

3.1.3 Length of employment

KNBS appears to be a stable employer with over half of all employees having worked at the institution for 10 or more years, while slightly more than a third have been in employment for up to 5 years.

Table 3.1: Length of employment

Duration of employment in years	Percent
< 1 year	5.6
1- 5 years	34.8
5-10 years	7.4
>10 years	52.2

3.1.4 Employee Satisfaction Index

The employee satisfaction index was 72.5 per cent which is a remarkable improvement compared to the 2014 survey results which stood at 64.2 per cent. This is an indication that KNBS is striving to ensure its employees are contented, working with the organization. The lowest parameters in the satisfaction index were in pay, benefits, personal development and decision-making (64.9 per cent), occupational safety and sanitization (66.7 per cent) and in disability friendliness (69.9 per cent), while the highest were in overall job satisfaction (80.2 per cent), Gender sensitivity (78.4 per cent) and in management and leadership (76.3 per cent).

Table 3.2: Employee satisfaction index

Parameter	Overall index (%)
Remuneration and personal growth/development	64.9%
Staff Autonomy	80.2%
Management and leadership	76.3%
Conduciveness of work environment	70.9%
Occupational safety and sanitization	66.7%
Disability friendliness	69.9%
Gender sensitivity	78.4%
Overall satisfaction	72.5%

3.1.5 Remuneration and personal growth/development

The satisfaction index in this dimension was 64.9 per cent. Opportunities for advancement, involvement in decision-making and staff capacity development appear to be the least scored in this category. However job security, supervision and compensation for employees scored highly. This indicates that global level systems and structures exist and function optimally,

Table 3.3: Remuneration and personal growth/development

Parameter	Percentage
Compensation of employees	70.1
Opportunity for advancement	49.9
Staff Benefits	68.0
Friendly work environment	64.6
Training and development	57.8
Performance evaluation Staff management	64.8
Supervision	71.1
Work culture	64.3
Job security	82.4
Flexibility in job performance	69.7
Employees involvement in decision making	51.0
Overall	64.9

3.1.6 Staff Autonomy

The satisfaction index on Staff autonomy stands at 80.2 per cent. Within this category, the area that need attention is involvement in decisions that affect individual work output. This is a critical area of autonomy in which the staff feel involved, engaged and valued by the organization. They feel a level of ownership in both their work and the organization. The staff should be informed on what is going on in their divisions and be encouraged to be innovative.

Table 3.4: Staff autonomy

Parameter	Percentage
I feel encouraged to come up with new and better ways of things	72.8
My work gives me a feeling of personal accomplishment	82.6
I have the tools to do my job	79.8
In my job description, I have clearly defined quality goals	86.3
The Bureau does an excellent job of keeping employees informed about matters affecting us.	78.3
My job makes good use of my skills and abilities	79.4
My supervisor/manager visibly demonstrates a commitment to performance	86.0
I'm satisfied with the information I receive from management on what is going on in my division	71.9
I'm satisfied with my involvement in decisions that affect my work	67.1
Considering everything, I'm very satisfied with my job	80.1
I believe my job in KNBS is secure	89.3
Nobody in KNBS prevents me from doing my best everyday	84.3
My job description in KNBS is clear	84.4
Overall	80.2

3.1.7 Management and Leadership

Within this category, the areas that employees strongly agreed with had to do with medical cover, schemes and facilities, while the lowest scores related to managements relationship with employees in terms of flexibility to new ideas, work life balance, optimal use of employee skills and sensitivity to employee concerns. Other issues that scored poorly related to clarity in personal growth in the organization.

Table 3.5: Management and leadership

	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree
KNBS management is flexible and open to change	7.3%	14.0%	12.9%	41.6%	24.2%
KNBS appreciates balancing work and personal life of its employees	9.6%	11.2%	11.2%	37.6%	30.3%
KNBS management recognizes and makes use of its employees' abilities and skills	10.7%	11.2%	16.3%	35.4%	26.4%
KNBS management is sensitive to employees' concerns	9.0%	12.9%	12.9%	42.1%	23.0%
The management communicates to us frequently	12.4%	7.9%	5.6%	34.8%	39.3%
KNBS gives priority to internal promotion	20.2%	11.8%	14.6%	30.9%	22.5%
I have clearly established a career path at KNBS	17.4%	9.0%	12.9%	30.9%	29.8%
Promotion channel in KNBS is clear	28.1%	13.5%	12.9%	24.2%	21.3%
All KNBS staff have access to good medical cover	1.1%	1.1%	1.1%	13.5%	83.1%
I am satisfied with the medical scheme	1.1%	2.2%	2.2%	18.0%	76.4%
There are enough medical facilities for KNBS staff	1.1%	0.6%	4.5%	24.2%	69.7%

The figure below provides a summary of combined scores for each parameter within the management and leadership. This shows clarity in terms of promotions, path towards job advancement, and internal promotion strategies are areas that need attention.

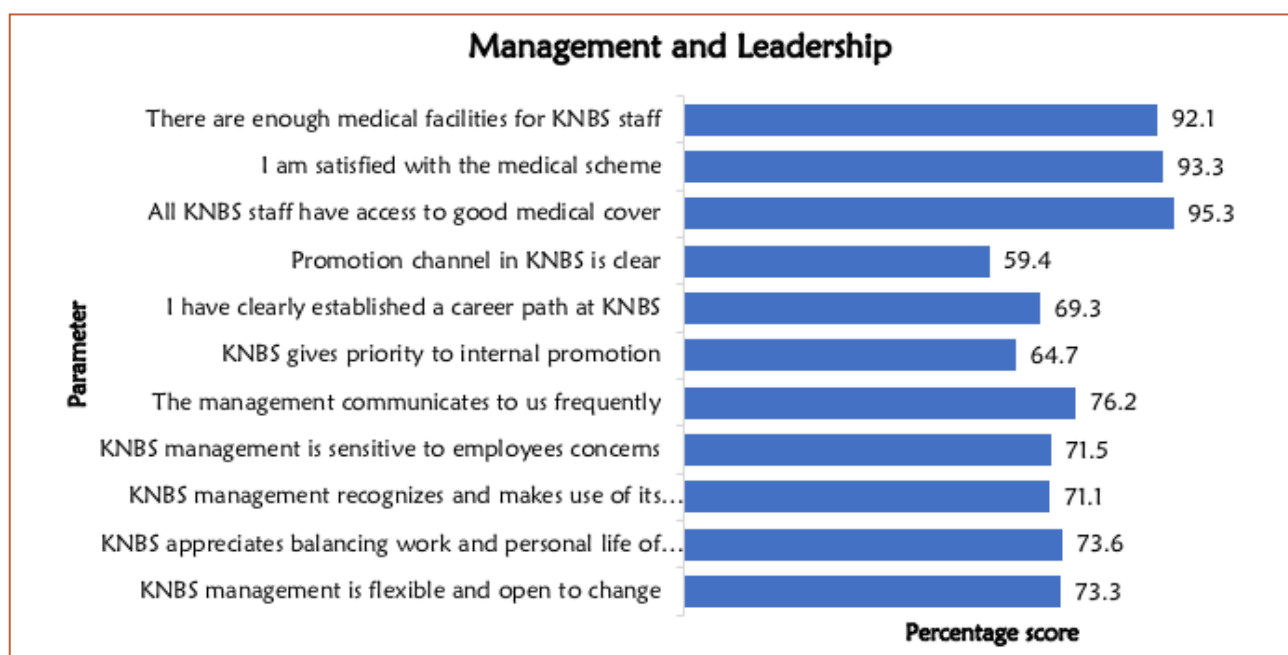


Figure 3.3: Management and leadership - individual scores

Qualitative interview data suggests that in order to boost staff morale, KNBS needs to consider listening and attending to employee worries and concerns, fairness in promotions and acknowledge personal initiatives. Communication between management and staff need to be open and conducive.

The key complaint among those that were dissatisfied with their jobs was lack of career advancement through promotions. One staff stated that s/he had been in the same grade for more than 12 years.

3.1.8 Conducive work environment

The satisfaction index in this dimension was 70.9 per cent, which is fairly good. The elements of conducive work environment that were satisfactory to employees included availability/access to office equipment, reasonable workloads and availability of modern technology to improve operating efficiency. The least satisfactory parameters that were necessary to enable a conducive work environment included lack of open work environment, poor/unavailable protective gear, and furniture.

Table 3.6: Satisfaction with conducive work environment

Parameter	Level of satisfaction				
	Very dissatisfied	Dissatisfied	Fair	Satisfied	Very satisfied
KNBS has created an open work environment for its employees	7%	7%	28%	33%	25%
Staff are not overworked	9%	9%	24%	21%	37%
My workload is reasonable	5%	10%	16%	27%	42%
Staff induction at KNBS is adequate	8%	16%	21%	24%	31%
I am provided with the necessary working materials/tools for my work	7%	11%	26%	24%	31%
KNBS has appreciate modern technology to improve internal operating efficiency	2%	3%	19%	37%	40%
I have no difficulty in using office equipment	3%	2%	11%	24%	60%

A protective gear is available when needed	25%	17%	21%	17%	20%
Furniture in my work station is comfortable	15%	13%	20%	23%	29%
Offices at KNBS have adequate furniture	15%	16%	19%	24%	26%
Furniture's are repaired on time	26%	24%	22%	13%	15%
There is no office congestion at KNBS	19%	8%	18%	17%	38%

The figure below further illustrates the combined individual elements within conducive work environment, and clearly shows that while staff have access to other office equipment and modern technologies, there appears to be shortfalls in furniture, and in protective gear.

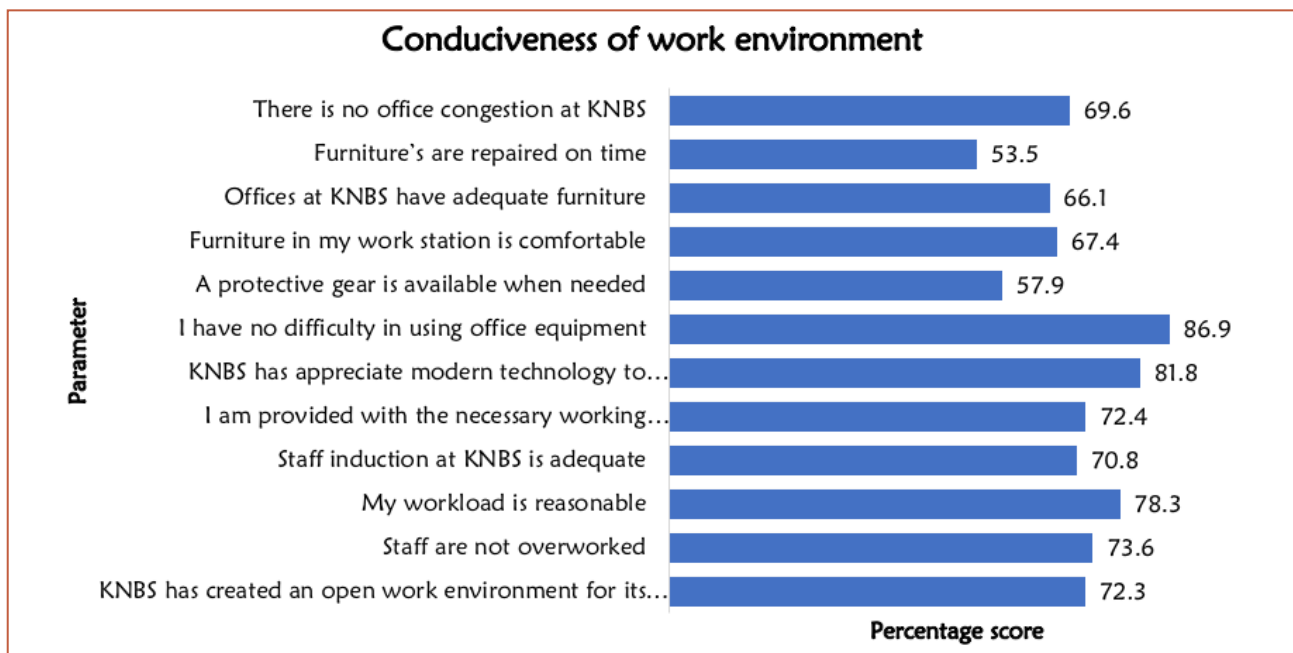


Figure 3.4: Conduciveness of work environment

3.1.9 Occupational safety and sanitization

In terms of occupational safety, the satisfaction score was 66.7 per cent. The areas that employees were least satisfied included inadequate training on safety, lack of a safety committee, first aid kits, and response to fire emergency as indicated in the table and figure below. Employees were slightly satisfied with office and washroom cleanliness, availability of soap and water, and well-marked emergency exits.

Table 3.7: Occupational safety and sanitation

Parameter	Level of satisfaction				
	Very dissatisfied	Dissatisfied	Fair	Satisfied	Very satisfied
Offices are cleaned as required	11%	9%	17%	24%	39%
Emergency exits are well marked and accessible	16%	12%	13%	18%	41%
I know how to react in-case of fire emergency	20%	14%	19%	16%	31%
KNBS has a safety committee	15%	15%	30%	19%	21%
There are no cases of theft at KNBS	15%	8%	28%	20%	29%
I have seen First Aid kit at KNBS	33%	8%	15%	14%	30%
Safety of documents is guaranteed	11%	15%	22%	25%	27%
KNBS provides adequate training on safety	25%	22%	24%	15%	14%
Washrooms are cleaned regularly	15%	10%	17%	24%	34%
Facilities in the KNBS's washrooms are functional	17%	12%	14%	26%	31%
Soap and water is available in KNBS's Washrooms	18%	14%	8%	22%	38%



Figure 3.5: Occupational safety and sanitization

3.2.0 Disability friendliness

The satisfaction index in this dimension was 69.9 per cent which is fairly good indicating great satisfaction on how the organizations handles Persons living with Disabilities (PWDs). The organization provides a quick assistance to PWDs, and are able to access points of service within the organization. The members of staff indicated that they have been adequately sensitized on how to handle PWDs. However, it appears that persons with disabilities are not able to safely access washroom facilities in KNBS offices.

Table 3.8: Disability friendliness at KNBS offices

Parameter	Level of satisfaction				
	Very dissatisfied	Dissatisfied	Fair	Satisfied	Very satisfied
It is easy for persons with disabilities to access points of service at KNBS	16.9%	12.4%	15.2%	18.0%	37.6%
People with disabilities get quick assistance at KNBS when in need	8.4%	7.9%	18.0%	21.9%	43.8%
Washrooms can be easily used by persons with disabilities	25.8%	11.8%	15.2%	18.0%	29.2%
I have been adequately sensitized by KNBS on handling the persons with disability	15.7%	12.9%	14.6%	16.9%	39.9%

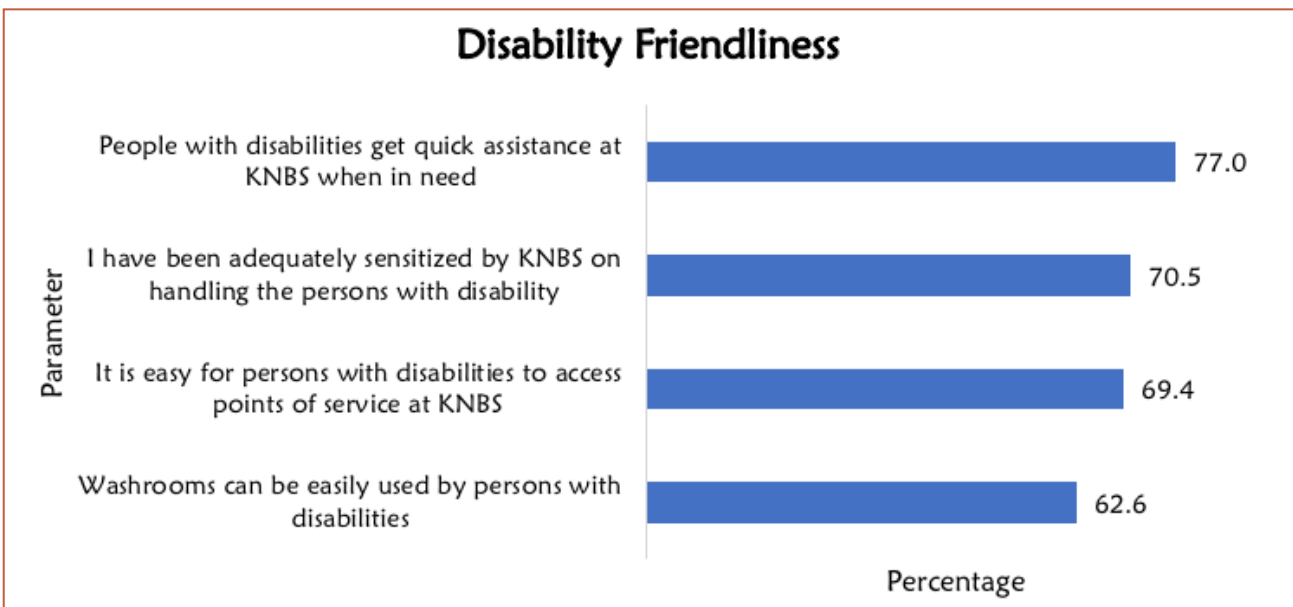


Figure 3.6: Disability friendliness

3.2.1 Gender sensitivity

The satisfaction index on gender stands at 78.4 per cent which was quite satisfactory and need to be maintained. This indicates a high level of gender sensitivity in KNBS as attested by the high levels of satisfaction with most of the parameters except dominance by one gender. According to the responses, members of staff from both sexes are accorded equal opportunities and enough facilities. Policies and practices at the organization are reportedly gender responsive.

Table 3.9: Gender sensitivity at KNBS

Parameter	Level of satisfaction				
	Very dissatisfied	Dissatisfied	Fair	Satisfied	Very satisfied
There are adequate facilities for both males and females at KNBS	7.9%	6.7%	12.4%	23.0%	50.0%
The policies and practices at KNBS are responsive to gender	3.4%	5.1%	17.4%	28.7%	45.5%
KNBS accords equal opportunities to either gender	3.9%	6.2%	18.5%	25.3%	46.1%
There is no dominance by one gender	12.9%	10.1%	20.8%	19.7%	36.5%

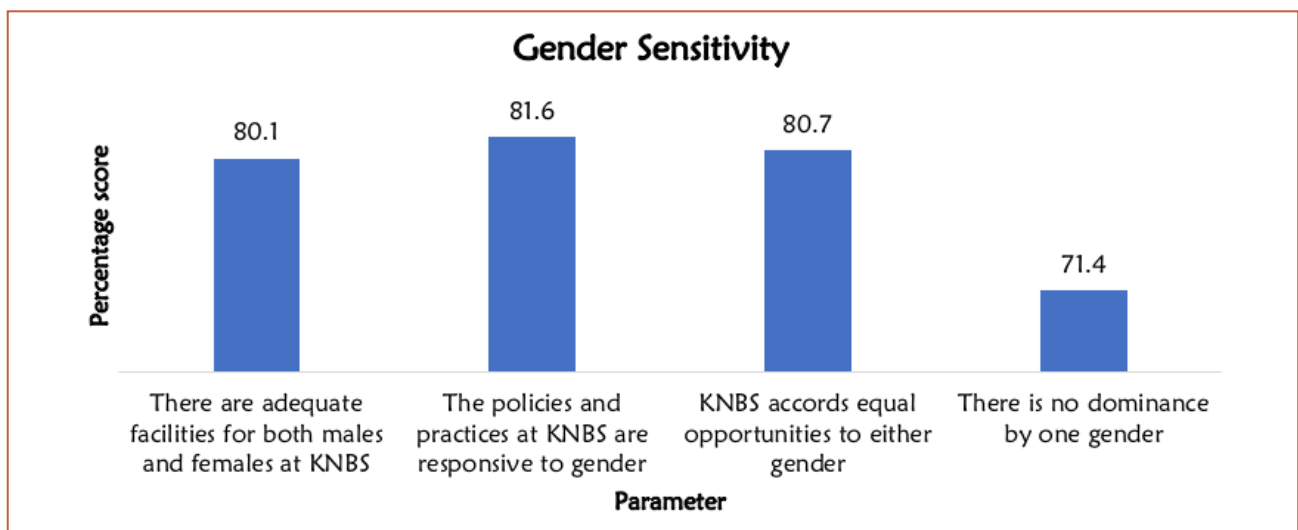


Figure 3.7: Gender sensitivity - combined scores

3.2.2 Drug use and abuse at KNBS

KNBS employees confirmed that they are aware of alcohol and drug abuse policy. They also affirmed on the existence of alcohol and drug use at 71.3 per cent.

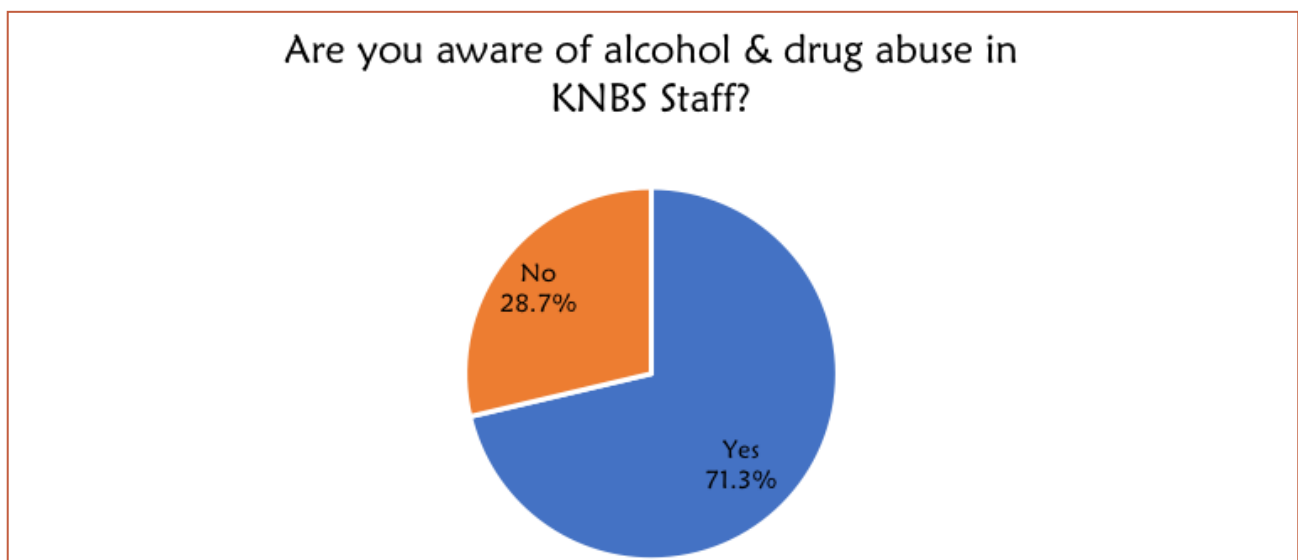


Figure 3.8: Employee awareness of alcohol and drug abuse at KNBS

According to the data provided, the most commonly abused substance were alcohol and cigarettes, while the least abused were stimulants.

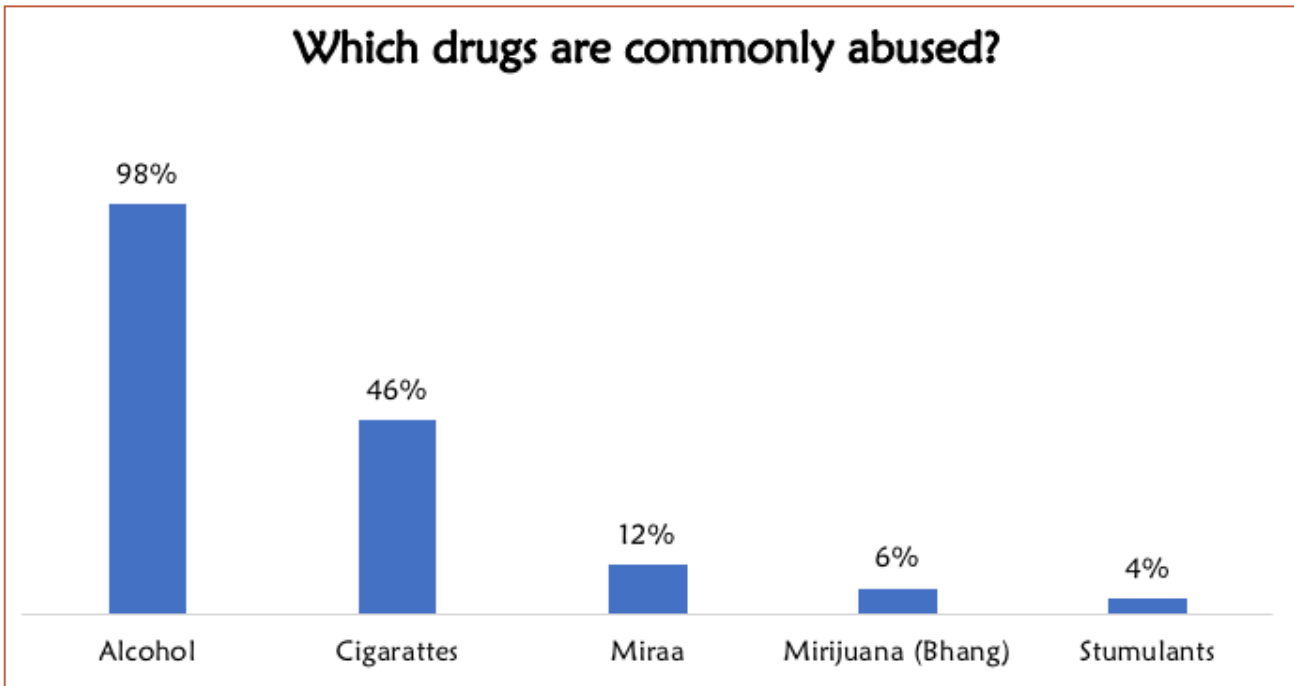


Figure 3.9: Most commonly abused drugs at KNBS

The employees were subsequently asked whether they took any form of drugs, and 11 per cent agreed that they did. Of those that used/abused drugs, majority, in a multiple response question, stated that they used the drugs because they liked it. Very few stated that they took the drugs because of pressure of work/ from family, as indicated in the figure below.

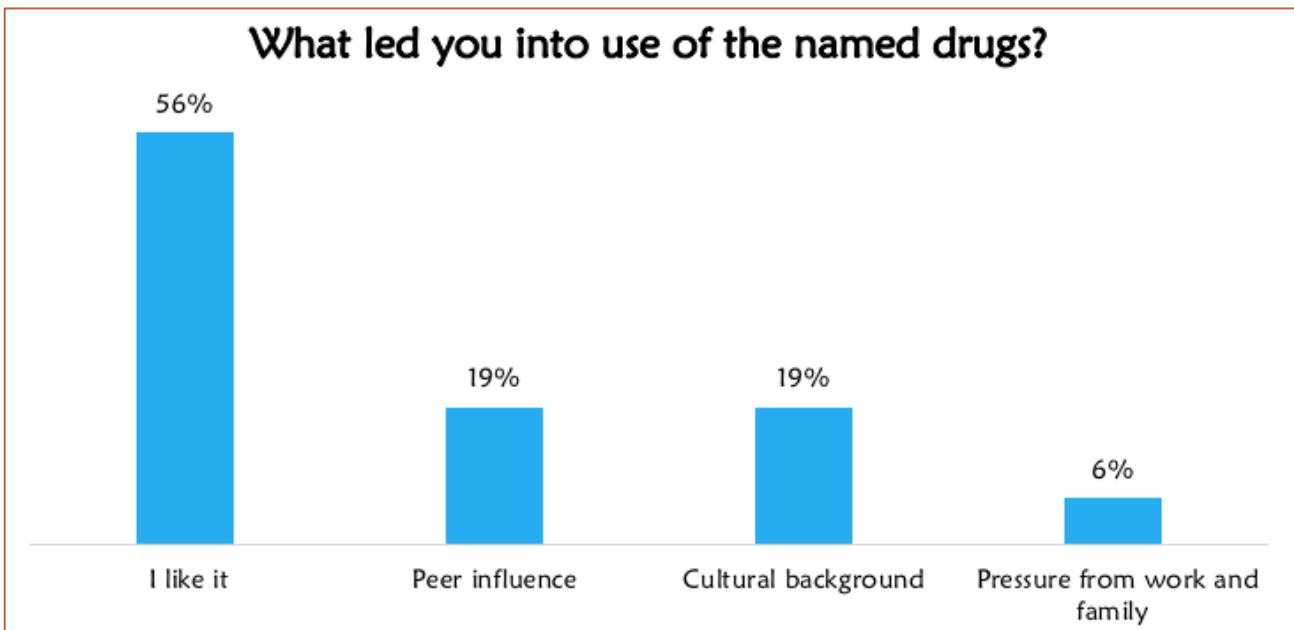


Figure 3.10: What influenced the use/abuse of drugs?

3.2.3 Social Relations and Support Systems

Staff at KNBS were asked a raft of questions related to balance between a person's working life and personal life including relationship with family, support systems and job satisfaction.

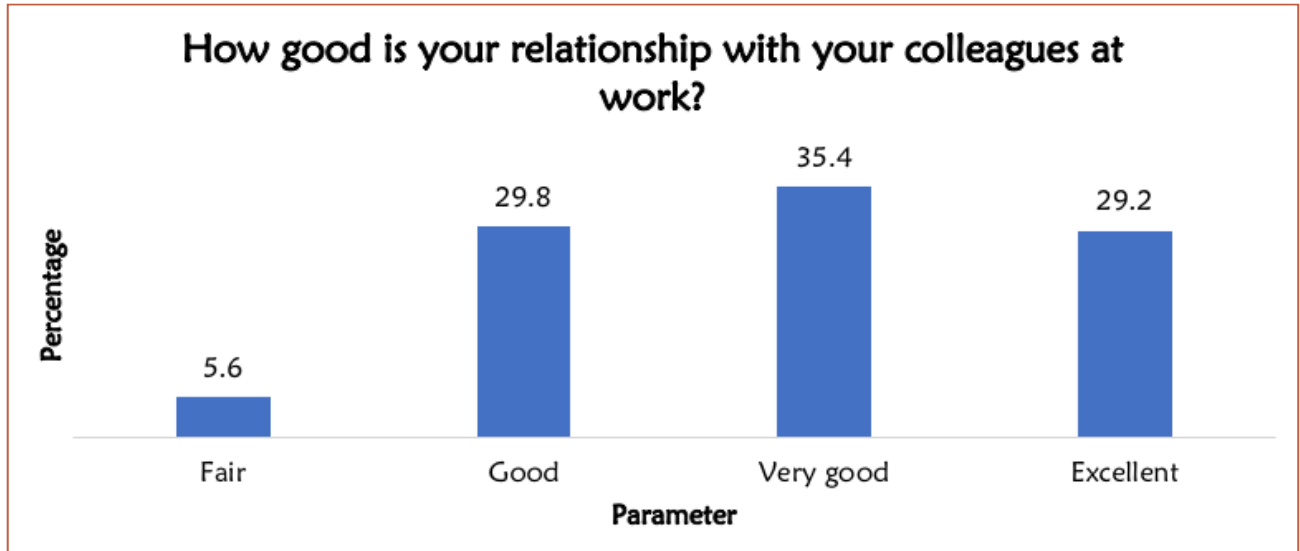


Figure 3.11: Strength KNBS staff relationship with colleagues at work

In terms of support systems, staff were asked how they sought support when facing challenges at work and at home. At work, most staff seek support/advise from colleagues as indicated in the figure below.

On relationships with colleagues at work, only 5.6 per cent stated that the relationship was fair. Others stated that the relationship ranged from good to excellent as shown in the figure below. Workplace relationships/support systems also have a bearing on how satisfied an employee is and subsequently on the level of performance the output is commendable.

With respect to frequency of contact with family, close to two-thirds were in daily contact with their family, while slightly below 5 per cent were in contact with their families a few times a year.



Figure 3.12: Frequency of contact with family among KNBS staff

They were subsequently asked about the strength of the relationship with their families, and data indicates that less than 1 per cent had a bad relationship with their families, about 20 per cent had a fair/good relationship with their families, while a majority 78.1 per cent had a very good relationship with their families. This information is important because relationships and social support systems have an impact on job performance.

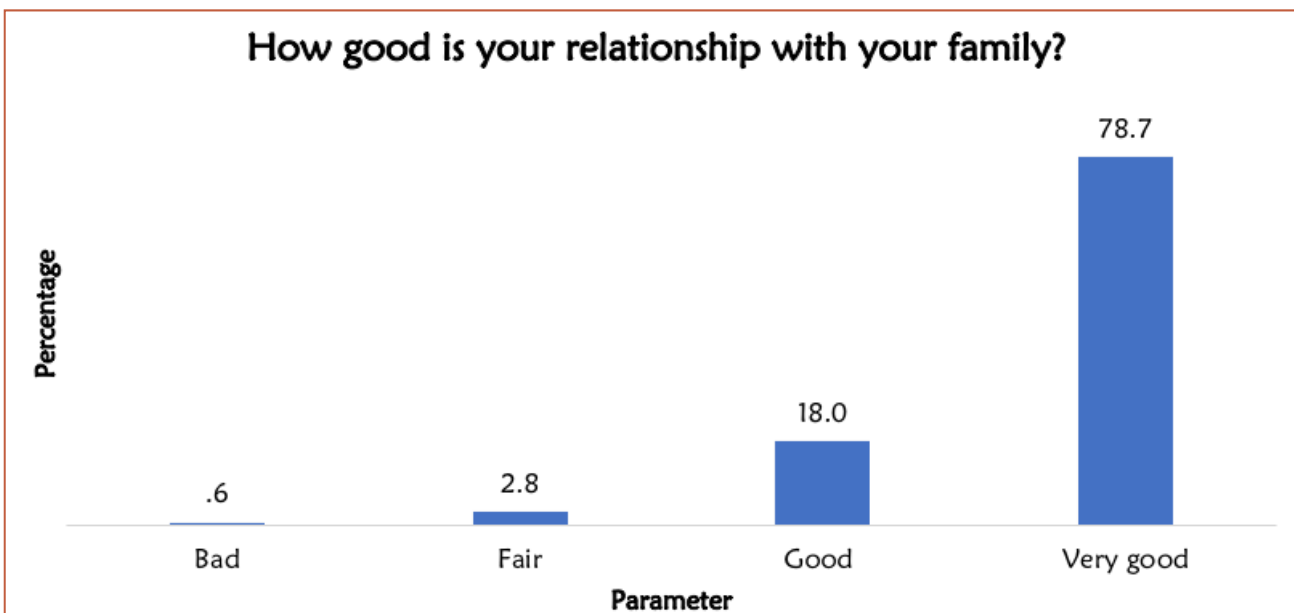


Figure 3.13: Strength of KNBS staff relationship with family

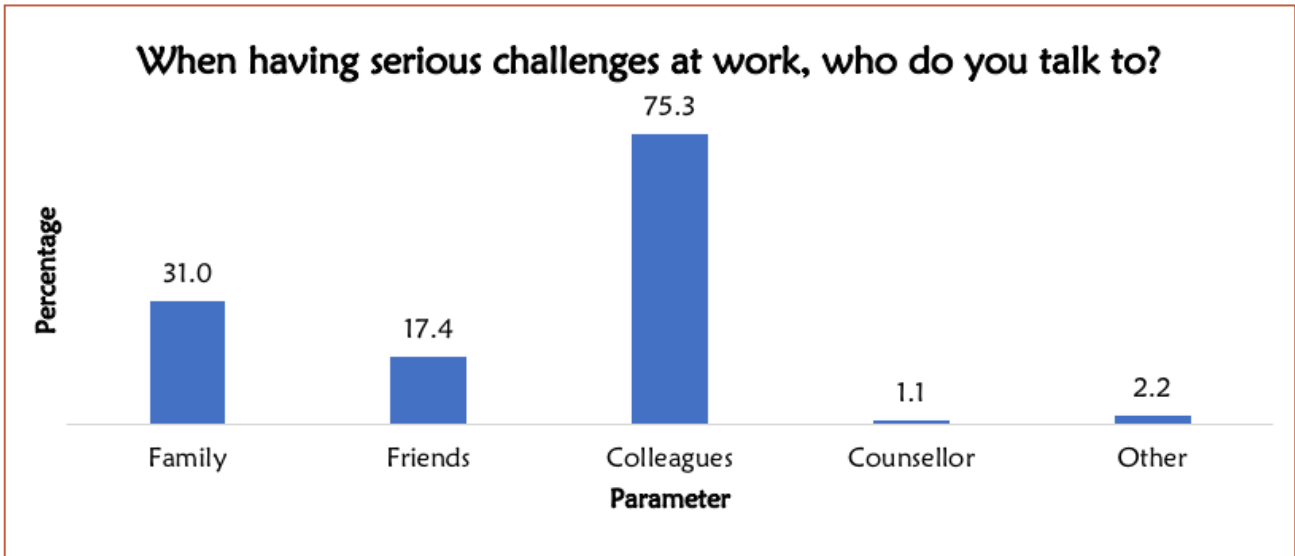


Figure 3.14: Sources of support in case of work challenges

KNBS staff were also asked where they get help when facing financial challenges. Family and friends appear to be key in provision of financial support. 21.9 per cent of them secure loans from various lenders including banks, saccos, mobile phone-based applications and shylocks. Only 1 per cent reported receiving support from counselors in this respect,

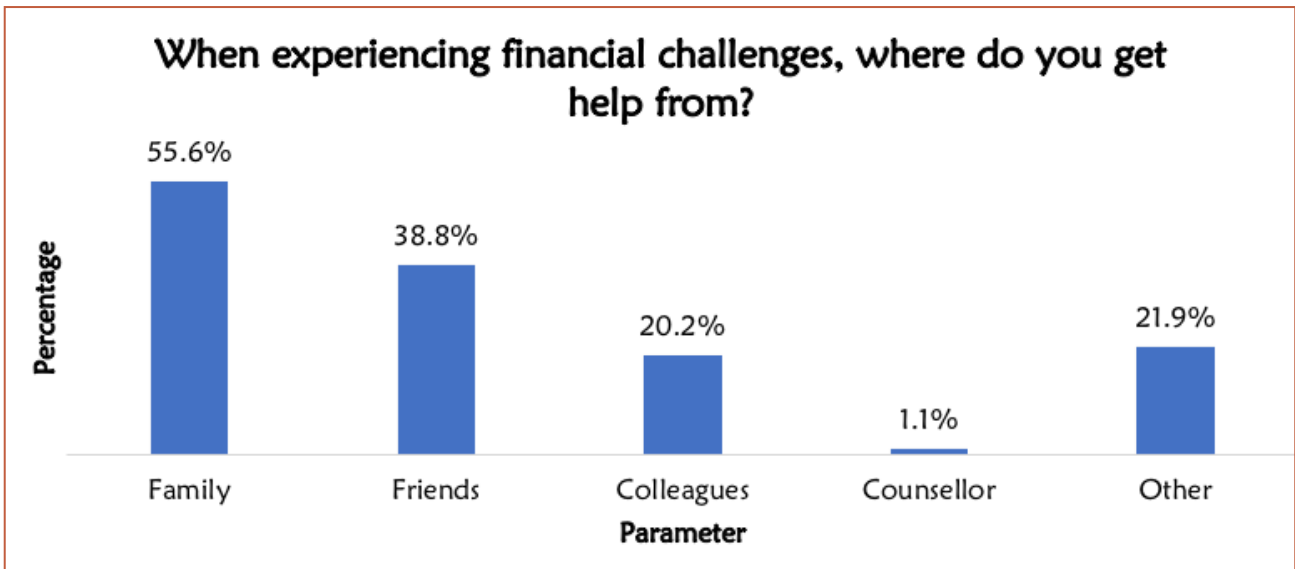


Figure 3.15: Source (es) of support in case of financial challenges

About half of respondents were members of a social organization at work. 50.6 per cent indicated that they are not members of any social organization at work, while 49.9 per cent subscribed to such membership.

Are you a member of any social organization at work?

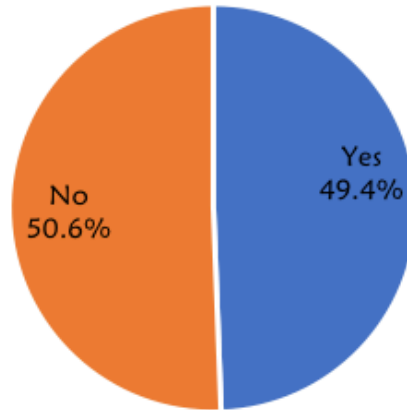


Figure 3.16: Membership in social organizations at work

Finally, KNBS staff were asked whether they were happy with their current job and an overwhelming majority (95 per cent) stated that they were satisfied. This is an indication that KNBS has improved on the work environment, structures and support systems despite a few challenges listed in the earlier sections of this report.

Are you happy with your current job?

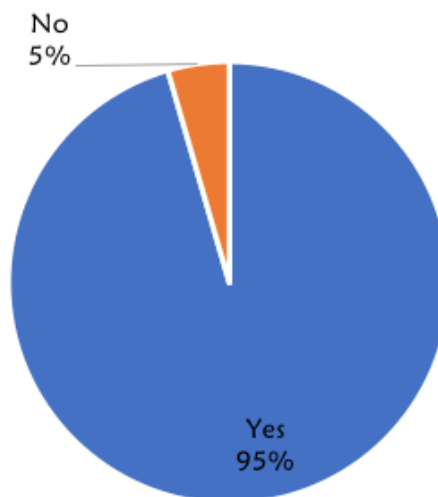


Figure 3.17: Proportion of KNBS staff that are satisfied with their job

CHAPTER 4: RECOMMENDATIONS / CONCLUSION

4.1 Recommendations

It is recommended that individual parameters with low scores within each of the satisfaction index be addressed.

1. KNBS should set up better mechanisms to reward best performing employees, carry out training needs assessment, allocate an adequate budget for training, capacity building and involve employees in decision making.
2. KNBS should have a feedback mechanisms between management and employees to efficiently address employees concerns.
3. On Promotions, KNBS should prioritize qualified members of staff and encourage them to familiarise with HR Policies and manuals.
4. There is need to train all staff in occupational safety and health.
5. The management should create an open environment for employees, ensure protective gears are provided and appropriate furniture is available.
6. KNBS should actively engage staff in regular drug and substance abuse awareness and mitigation meetings, and actively encourage drug and substance users/abusers to seek professional help.

4.2 Conclusion

Employee Satisfaction Index was fairly high at 72.5 per cent. This is a composite figure of all indices in the study. Individual composite indices including job satisfaction, management and leadership and conduciveness of work environment were also high (more than 70 per cent). There were however, indices that were comparatively low including; Pay, benefits, empowerment, training and development, employee involvement in decision making, occupational safety and sanitation.

APPENDIX: SURVEY INSTRUMENT

This is a survey for employees for Kenya National Bureau of Statistics. **Artful Eyes Productions Ltd** is conducting the survey for and on behalf of KNBS. This survey is intended to give the management of the Bureau guidance to improve the workplace environment. We are therefore requesting you to fill all sections of this questionnaire and submit it online. Kindly do not indicate your name. Your response will be treated confidentially in adherence to the Statistics Act 2006.

1. Age (Please tick appropriately)

- a) 18 -24 years
- b) 25 -34 years
- c) 35 -44 years
- d) 45 -54 years
- e) 55 – 64 years
- f) 65 +

2. Gender

- a) Female
- b) Male

3. Please give your assessment of the Bureau on the following matters from one to ten (one being Very Poor and ten being Great)

	1	2	3	4	5	6	7	8	9	10
a) Compensation of employees										
b) Opportunity for advancement										
c) Staff Benefits										
d) Friendly work environment										
e) Training and development										
f) Performance evaluation Staff management										
g) Supervision										
h) Work Culture										
i) Job security										
j) Flexibility in job performance										
k) Employees involvement in making decisions										

4. Please give your feedback on the issues listed herein

(Strongly disagree, somewhat disagree, neither agree nor disagree, somewhat agree, strongly agree)

	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree		Strongly Agree
a. I feel encouraged to come up with new and better ways of things					
b. My work gives me a feeling of personal accomplishment					
c. I have the tools to do my job					
d. In my job description, I have clearly defined quality goals.					
e. The Bureau does an excellent job of keeping employees informed about matters affecting us.					
f. My job makes good use of my skills and abilities					
g. My supervisor/manager visibly demonstrates a commitment to performance					
h. I'm satisfied with the information I receive from management on what is going on in my division					
i. I'm satisfied with my involvement in decisions that affect my work.					
j. Considering everything, I'm very satisfied with my job					
k. I believe my job in KNBS is secure					
l. Nobody in KNBS prevents me from doing my best everyday					
m. My job description in KNBS is clear					

5. Employee Morale

- a) How would you describe general employee morale

- b) What specific recommendations do you have to improve employee morale?

6. Guidance

Are you given enough guidance in performing your duties? YES NO

a)

Explain:

Are you given enough feedback (if any) on your work? YES NO

b)

Explain:

c) How would you change the procedure for handling performance appraisals?
.....

7. How do you describe the level of your overall job satisfaction with your work at the Bureau?

Very dissatisfied

Very satisfied

1 2 3 4 5

Please indicate the extent to which you agree with the following statements about KNBS, (1 is Strongly disagree, 2 is somewhat disagree, 3 is neither agree nor disagree, 4 is somewhat agree, 5 is strongly agree)

8. MANAGEMENT AND LEADERSHIP

	1	2	3	4	5
a. KNBS management is flexible and open to change					
b. KNBS appreciates balancing work and personal life of its employees					
c. KNBS management recognizes and makes use of its employees' abilities and skills					
d. KNBS management is sensitive to employees' concerns					
e. The management communicates to us frequently					
f. KNBS gives priority to internal promotion					
g. I have clearly established a career path at KNBS					
h. Promotion channel in KNBS is clear					
i. All KNBS staff have access to good medical cover					
j. I am satisfied with the medical scheme					
k. There are enough medical facilities for KNBS staff					

CONDUCTIVENESS OF WORK ENVIRONMENT

Very dissatisfied

Very satisfied

1 2 3 4 5

	1	2	3	4	5
a. KNBS has created an open work environment for its employees					
b. Staff are not overworked					
c. My workload is reasonable					
d. Staff induction at KNBS is adequate					
e. I am provided with the necessary working materials/tools for my work					
f. KNBS has appreciate modern technology to improve internal operating efficiency					
g. I have no difficulty in using office equipment					
h. A protective gear is available when needed					
i. Furniture in my work station is comfortable					
j. Offices at KNBS have adequate furniture					
k. Furniture's are repaired on time					
l. There is no office congestion at KNBS					

OCCUPATIONAL SAFETY AND SANITIZATION

Very dissatisfied

Very satisfied

1 2 3 4 5

	1	2	3	4	5
a. Offices are cleaned as required					
b. Emergency exits are well marked and accessible					
c. I know how to react in case of fire emergency					
d. KNBS has a safety committee					
e. There are no cases of theft at KNBS					
f. I have seen First Aid kit at KNBS					
g. Safety of documents is guaranteed					
h. Promotion channel in KNBS is clear					
i. Washrooms are cleaned regularly					
j. Facilities in the KNBS's washrooms are functional					
k. Soap and water are available in KNBS's Washrooms					

DISABILITY FRIENDLINESS

Very dissatisfied

1 2 3 4 5

Very satisfied

	1	2	3	4	5
a. It is easy for persons with disabilities to access points of service at KNBS					
b. People with disabilities get quick assistance at KNBS when in need					
c. Washrooms can be easily used by persons with disabilities					
d. I have been adequately sensitized by KNBS on handling the persons with disability					

GENDER SENSITIVITY

	1	2	3	4	5
a. There are adequate facilities for both males and females at KNBS					
b. The policies and practices at KNBS are responsive to gender					
c. KNBS accords equal opportunities to either gender					
d. There is no dominance by one gender					

DRUG ABUSE**a. Are you aware of alcohol & drug abuse in KNBS staff?**YES NO **b. Which drugs are commonly abused?**Alcohol Cigarettes Miraa Marijuana (Bhang) Stimulants **c. Do you take any of the named drugs?** YES NO

If YES, what led you into use of the named drugs?

I like it Peer Influence Pressure from Work and Family Cultural Background **d. Do you feel that drug and substance abuse has at any point affected your performance at work?** YES NO

If YES, Specify

e. Do you know of the KNBS Policy on Drug and Substance Abuse?YES NO **SOCIAL RELATIONS AND SUPPORT SYSTEMS****a. How often are you in contact with your family?**Daily Once-a-Week Monthly A few times in a Year

b. How good is your relationship with your family?

Very Bad Excellent
1 2 3 4 5

c. How good is your relationship with your colleagues at work?

Bad Fair Good Very Good Excellent
1 2 3 4 5

d. Have you experienced financial challenges in the last 12 months? YES
NO

e. When experiencing financial challenges, where do you get help from?

Family Friends Colleagues Counsellor

Other, specify

f. Are you a member of any social organization at work?

YES NO

g. Are you happy with your current job?

YES NO

If NO, why?

h. When having serious challenges at work, who do you talk to?

Family Friends Colleagues Counsellor

Other, specify

9. How long have you worked with the Bureau?

.....

THANK YOU FOR TAKING TIME TO FILL IN THIS QUESTIONNAIRE



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