

EMPLOYEE SATISFACTION SURVEY



September, 2013

A REPORT PRESENTED TO:

KENYA FOREST SERVICE

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LIST OF ACRONYMS/ ABBREVIATIONS

Abbreviation	Description
CD ROM	Compact Disk Read Only Memory
Eq	Equation
FGD	Focus Group Discussion
SI	Satisfaction Index
SPSS	Statistical Package for Social Scientists
KFS	Kenya Forest Service
HC	Human Capital

1. Background

Kenya Forest Service (KFS) is a State Corporation established in February 2007 under the Forest Act 2005 to conserve, develop and sustainably manage forest resources for Kenya's social-economic development.

The KFS management structure comprises 10 conservancies that are ecologically demarcated, 76 Zonal Forest Offices, 150 forest Stations, and 250 divisional forest extension offices located countrywide, and critical in forest management and surveillance.

To participate in forest management, forest adjacent communities have formed registered groups and are currently working with KFS to sustainably manage forest resources. In total, there are 325 community forest associations.

MANDATE

To conserve, develop and sustainably manage forestry resources.

VISION

To be the leading organization of excellence in sustainable forest management and conservation globally.

MISSION

Enhance conservation and sustainable management of forests and allied resources for environmental stability and social-economic development.

CORE FUNCTIONS

1. Sustainably manage natural forests for social, economic and environmental benefits.
2. Increase productivity of industrial forest plantations and enhance efficiency in wood utilization.
3. Promote farm forestry and commercial tree farming.
4. Promote efficient utilization and marketing of forest products.
5. Promote sustainable management of forests in the dry-lands.
6. Protect forestry resources and KFS properties.
7. Develop and maintain essential infrastructure for effective forest management and protection.

This report therefore presents the findings of the study conducted by *Envag Associates Limited* (the Consultant) with respect to satisfaction levels of employees in the Service.

2. Objectives

The main objective was to assess the perceived level of satisfaction of the services offered by KFS to its employees and get their views on the challenges encountered in search of these services. It also included respondents' suggestions on how service delivery could be improved.

The specific objectives that are expected to be met by the surveys are indicated below.

- i. Get a feedback on employee job satisfaction/ dissatisfaction.
- ii. Find out how to best motivate the employees to improve productivity.
- iii. Recommend programs that inspire staff to higher performance.
- iv. Effectiveness of communication within KFS.
- v. Get employee feedback on welfare issues.

3. Scope

The following Table indicates the categories of employees sampled during this survey.

Table E1: Category of Respondents and Response Rates

Category	Population	Targeted	Achieved	Response (%)
ENCOM staff	2500	750	508	67.74
Non ENCOM staff	3000	900	795	88.29
Total	5500	1650	1303	78.97

4. Methodology

Employee Satisfaction questionnaire captured responses of employees' satisfaction with KFS as an employer.

Data coding and entry was done concurrently with data collection in the field. After which the consultant embarked on analysis of the data, comments and observations obtained from field visits and secondary sources. The consultant carried out data coding, framework development for data entry and analysis of data using Ms Excel Platforms and SPSS.

After data analysis, Satisfaction Index (SI) was obtained, which is a single number that 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) asked about the same idea.

5. Survey Findings

The Table below shows the summary of the survey findings.

Table E2: Summary of the Findings of Employee Satisfactions in KFS

No.	Conservancy Area	Encom	Non Encom	Average
1.	North Eastern	66.94	69.23	68.09
2.	Ewaso North	69.75	72.04	70.90
3.	Nairobi	92.08	94.37	93.23
4.	Nyanza	82.18	84.47	83.33
5.	Central	91.04	93.33	92.19
6.	North Rift	74.93	77.22	76.08
7.	Mau	86.22	88.51	87.37
8.	Western	81.16	83.45	82.31
9.	Eastern	76.88	79.17	78.03
10.	Coast	82.41	84.70	83.56
Average		80.36	82.65	81.50

6) Conclusion and Recommendations

The overall satisfaction index for the employee satisfaction survey was 81.50%. The Organisation scored above average (50%) in the survey. The satisfaction index could improve if the Organisation acted on the recommendations below to address issues raised by the employees.

Medical Care

Medical is the aspect of ensuring that her employees are treated both in terms of curative and preventive medical treatment. KFS has put in efforts to ensure that her employees are taken care of medically. Medical care had the highest rating in terms of satisfaction. However the employees indicated that there is a need to enhance the outpatient allocation. It is also important to ensure that all employees are covered as some indicated that as much as the organization was giving the same –insurance policy- some were missing out. A respondent from Port Victoria said “KFS is doing a good work to cover us but personally I have not been issued with Britam’s policy number”. However it was noted that Staff are suppose to provide their details for onward transmission to the service provider to facilitate provision of the insurance policy number and the Employees can still access the service on their first visit to hospital for medication.

Appropriateness of Corporate Culture

This was also considered as a driver to satisfaction. It was noted that Employees were satisfied with the way KFS conducts herself as a corporate citizen. This was evident through understanding of the vision statement and courtesy. The same came be further enhanced by Enhancing mode of communication between staff at different cadres, “allow for some flexibility when it comes to decision making instead of waiting for the headquarter to give direction every other time- was from a respondent in

Kisii, and ensuring that plans are laid down and communicated in advance rather than having them done in a hurry at the last minute.

Management and Leadership

This involves the relationship and interrelationships between management and lower cadres. This parameter performed well and KFS needs to continue with the same trend. However it was noted that the respondents felt they were not being recognized for the good work they do. A respondent from KFC said *“I would wish when I do a great job to be recognized though it seems like the good work goes unnoticed only that which I do badly get recognized”*. *“KFS can be a great employer if it can be transparent from lower to all upper and senior cadres especially on promotion”*- was a comment from a respondent in Mt. Elgon. KFS may consider having a roll of honour where outstanding employees are recognized and their names posted there as well as giving the certificates as the employee of the year. It will also be important for managers and zone managers to personally consider informing and appreciating an individual’s effort.

Grievance handling

KFS has put in efforts to manage grievances such that the index posted was impressive at 89.85%. Maintaining confidentiality had the highest score however timeliness was a barrier that needs to be worked on. A respondent from Kisumu said *“Frequent interaction btw management and employees at all times- let the headquarters visit us at least every month so that they know what we go through”* another from Marigat indicated *“It takes too long to receive communication from the headquarters and some issues are very urgent”*. KFS may need to consider giving some level of autonomy for zones and forest offices to make independent decision but to certain limit. This will enhance service delivery and improve the level of satisfaction. KFS might also consider creating the office of the ombudsman who will act or be in charge of arbitration especially in relation to employee grievances. *“More forums for staff to air their grievances”*- Kisumu

Co-Worker interaction and Teamwork

At an average index of 83.63% this was well performed. The drivers in this category included Teambuilding and trust. However it was noted that due to some overlapping allocation or assigning of duties some might overlap thus a source of conflict. *“Let the operations be differentiated between uniformed ENCOM and Non-ENCOM officer”* and *“Look and consider ENCON as equal department within KFS”*-was obtained from a respondent Kiambu. Such feeling might hurt the harmony and working relationship between various departments within the larger KFS. *“Equity In every station and to all staff members”* and *“use equal standards that cut across the board in issues that affect different cadres”* are sentiments echoed from North Eastern Conservancy- Ijara and Garissa Respectively and *“Teamwork and recognition of staff no matter the seniority level”* was from Bondo

Recruitment

Recruitment is simply the process of identifying and giving an opportunity for an individual to work with KFS. Gender sensitivity and matching Qualification to job performed well this was due to respondents understanding the various job demands within KFS. However the respondents felt that the recruitment process needed to be improved on. This was echoed by sentiments such as *“upon employment staff should be given clear job description and responsibilities”* *“trained personnel (foresters) be recruited and considered during recruitment and promotion”* *“Recruitment- political godfathers”*. Therefore in view of the above it will be important for KFS to strengthen its conduct recruitment process especially when it comes to converting temporary employees to permanent and pensionable without favour so as to enable it executes its mandate without favour and discrimination. On the same it was noted that Internal recruitment be advertised and communicated adequately to all conservancies, Zones and Forest Stations and Extensions in order to enable qualified persons to apply. Employees also need to be advised and sensitized on the importance of following and implementing the HR policies as this will ensure that correct persons are recruited which will contribute enhanced performance from the employees.

Involvement in decision making

This involves consulting employees at all levels and cadres irrespective of their grades. KFS has put in efforts to ensure that there are mechanisms that will enable an employee to share his/ her progress with the manager/ supervisor. However when it comes to opinions the respondents indicated that their opinions were hardly or rarely considered. *“Regular but no action on appraisals”*, *“Improve on communication with us and seek our opinions on welfare”*, *“Uniformed in particular ENCOM personnel cannot make own decision”* *“Leadership training to be provided to managers- let them be leaders not managers?”* are comments that were echoed by respondents from the ENCOM division mostly. Therefore the management should or may need to consider regular team building activities so as to demystify the relationship between Encom and Non -Encom activities and how the two needs to work hand in hand.

Pay and benefits

Generally this is described as the way or level to which employees are satisfied with their remuneration. In this case when the survey was undertaken it was established that salary was paid on time, salary was commensurate with responsibilities however the issue was adequacy of allowances. *“I am under paid- grade 12”* *“House allowance where a junior officer earns 2300 and a senior officer earns 2100”* *“Commuter allowance to reduce from 4000 to 3000”* were comments derived from KFC. *“Increase commuter allowances”* *“Increasing salary”* were comments derived from a respondent in Port Victoria and Londiani respectively. Therefore KFC needs to ensure that salary in terms and pay

and benefits are commensurate with responsibilities. It will also be critical for KFS to conduct a salary and remuneration review so as to bridge the gap between lower and senior managers.

Empowerment, Training and Development

This involves ensuring that the staff and employees are empowered so as to know what is required of them. An empowered workforce is one that knows what is required of them and from the survey the respondents indicated that they knew what were their duties and responsibilities. It was also noted that training needs and room to further one's career and studies were available. However it was noted that staff induction need to properly addressed and communicated as a respondent from Ijara said *“Conduct a qualification audit so as to pay staff as per their qualifications”* Another from Mwingi also said *“Identify training needs and conduct on job training during training”* and *“increase the duration taken to do induction upto one month”* was obtained from a respondent in Kajiado *“Selective training to some staff”* was from a respondent in Marsabit. The service needs to ensure that employees are well inducted so as to make their experience smooth.

Staff Welfare

Staff welfare is how well employees are taken care of. KFS has strived to ensure that all her employees are comfortable and their work experience enjoyable. This was so based on the scores posted by “handling of staff welfare”, “Staff welfare scheme” and “Benefiting from the scheme” all posted satisfactory index. However there is also a need by KFS to ensure that all the schemes and plans put in place are enjoyed all across the zones and forest stations. A respondent from Marsbitsaid *“End year party to be held in all zones and forest station not just in Nairobi”* *“Install power in stations so as to move from typewriters to computers”*- was obtained from Isiolo and Marsabit *“Share equally on the available resources including computer, vehicles, office blocks in all zones”*-was from a respondent in Port Victoria, *“We need to be better equipped to deliver services effectively i.e. more vehicles for patrols like KWS”*- Londiani. Thus KFS needs to implement all services to cut across the board and ensure that all forest zones and stations have been brought up and upgraded to the same level.

Reward System

The reward system intends to recognize any good work that an employee has done and giving due credit. At KFS regular performance appraisal and encouraging individual initiative at KFS had good scores. However there is a need to recognize work that is well done. The respondents had this to say *“If one has experience even from other organizations despite their age let them be given better job grades”*- was said by a respondent from Marsabit yet another from Rumuruti said *“I Hope that things will improve in the future and my work will be recognized”* and a respondent from Kaboywa said *“Lack of*

career progression” *“To make the forest service better that I found it-Motivation”*- was obtained from a respondent at Iringi.

KFS is therefore encouraged to recognize her employee’s skills and contribution towards the achievement of the Service objective. It will also be imperative that the management to be commending employees for work that has been done well just in the same manner that they point out areas where an employee has not performed as required.

Promotion

Promotion is the advancement in terms of career progression from one stage to another. This may be defined and different by organization even in terms of implementation. At KFS has strived to ensure that employees progress in their careers. However more needs to be done on this as respondents indicated that at some point they felt they have stayed in one grade for long or others who were juniors were being given promotions at their expense. Similar comments include; *“Working in a particular grade for tool long_i.e. 14 years”* –was obtained from an employee in Lenana, *“Inability to follow HR and finance manual”*- was from a respondent at the Headquarters and a respondent from Suneka said *“Promotion to be purely on merit”*. Therefore KFS needs to have a clear scheme of service that is also communicated to the employees. It will also be critical that the promotion criteria be clearly communicated to all staff.

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1.2. Objectives

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The specific objectives that are expected to be met by the surveys are indicated below.

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1.3 Satisfaction Defined

Satisfaction refers to the attitudes and feelings that employees have towards an organization that serves them or they serve, which in this case is KFS. It embodies a system of beliefs that may not have been articulated. These beliefs themselves are based on certain values and are the foundation upon which attitude and behaviour are also based. Satisfaction is derived from the psychological contract and encompasses the actions 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 behaviour. 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
- 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 behaviour which helps the organization to be successful is most likely to happen when employees and customers 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 by attitude surveys by obtaining opinions on key matters about an organization. Such attitudes survey 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

KFS has increasingly become aware that the opinions of their employees, in particular, make the attainment of their goals more likely. It is noteworthy that through Performance Contracting, organizations are required to state in advance what they tend to achieve in a given year and they are evaluated on these set targets.

Organizations also use service charters to tell the public what they stand for and how they will provide their services. The extent to which the service charter has been implemented normally provides some perception about satisfaction levels. It must always be remembered that room should be created for continuous improvement and the bases for these are the independent feedback systems from stakeholder's attitude surveys.

1.7 Rationale for the study

The KFS is actively participating in the implementation of the wider Government of Kenya development policies that embrace, among other things, the Civil Service Reform Programmes. In this regard therefore, KFS has set up internal structures to manage the reform initiatives necessary for enhanced efficiency and effectiveness in management. KFS has developed specific management tools, such as the strategic plan and service charter, which enable it to specify the results it seeks to realize within given time frames and relevant strategies to achieve these results. In its endeavour to be an effective and efficient institution, KFS is desirous to know the current satisfaction levels of employees with the organisation as an employer and the work environment. It is in this light that a consultant (Envag Associates Limited) was contracted through a competitive tendering process to conduct the Employee satisfaction survey.

2.1 Activity Schedule and Timelines

The preliminary activities for the survey were undertaken in a logical sequence as shown below:

1. Mobilization and planning which involved resource mobilization.
2. Familiarization with KFS and assignment kick off.
3. Determination of the level of participation of identified KFS staff.
4. Discussion and agreement on the scope and duration of work.
5. Confirmed understanding of the objectives of the assignment.
6. Agreed on proposed approach and methodology.
7. Agreed on documents to be reviewed by the consultant.
8. Agreed on expected outputs and set deadlines for their submission.
9. Agreed on the report timelines.

2.2 Sampling

The sampling frames used were the Conservancies, Zones and Forest Stations and job categories from which staff respondents were drawn. It also included targeted respondents lists obtained from KFS for the survey. Table 2.1 below shows the sample size for the respondents.

Table 2.1: Sample size

Category	Population	Targeted
ENCOM staff	2500	750
Non ENCOM staff	3000	900
Total	5500	1650

All the respondents were given equal opportunity to participate in the survey within the survey data collection timeframe. In order to effectively capture the differences by category from the study population, stratified random sampling technique was adopted in the survey design. The benefit of stratification was that it allowed the sampler to control the stratum and ensured a defined level of statistical precision and comparability.

2.3 Sources of Information

The consultant was aware that information on KFS services was of specific importance to its Employee Satisfaction Improvement. Primary data were collected using questionnaires and guideline/checklist attached in appendices and secondary data was obtained from the following sources as a minimum:

- KFS Current Strategic Plan.
- KFS Service Charter.
- Focus Group Discussion/ Direct Interviews.
- Previous Report.

2.4 Work plan for the survey

Appendix 4 gives detailed itinerary of field work

Table 2.2 below shows the general work plan for the survey.

Table 2.2: Work plan

No	MAIN ACTIVITY/STEP	WEEKS					
		2	4	6			
1.	Preliminary Activities:						
2	Literature Review						
3	Developing Draft Survey Instruments						
4.	Initiation/Inception Report Preparation & submission						
5.	Incorporating Client's comments and suggestions in the Inception Report and Survey Instruments						
6	Recruitment and training of enumerators, and pre-testing survey instruments						
7	Sampling and identification of actual respondents						
8	Field Work and actual primary data collection						
9	Data Analysis, interpretations and Reporting						
10.	Draft Survey Report						
11	Final Report complete with comments/suggestions of stakeholders & Consultants recommendations						
12.	Final Report submission						

2.5 Data Collection Tools

The main tools for capturing primary data during the survey were questionnaires. The tools are attached in Appendices and their description and content shown in Table 2.3.

Table 2.3: Structure of Data Collection Tools

No.	Name of Tool	Contents
2.	Employee Satisfaction Survey questionnaire	Section A: Employee Satisfaction -KFS management and leadership -appropriateness of corporate culture -co-worker interaction and team work -empowerment, training and development -pay and benefits -reward system -promotion -recruitment -medical care -employee involvement in decision making -grievances handling -staff welfare scheme Section B: Suggestions Section C: Demography and Personal Information

The Employee Satisfaction survey questionnaire captured employees' perception/ opinion with KFS as an Employer.

2.6 Data Collection, Coding, Entry and Analysis

Data coding and entry was done concurrently with data collection in the field. After which the consultant embarked on analysis of the data, comments and observations obtained from the field visits and secondary sources. The consultant carried out data coding, framework development for data entry and analysis of data collected in Ms Excel Platforms and SPSS.

After analysis the consultant came up with an overall satisfaction index (SI), which is a single figure that 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 a Likert scale of 1-5. This mean score is then multiplied by index interval; in this case 20 for arrange of 0 to 100 to enable presentation of results in percentages. Note: SPSS is used to do all these in one step.

The mean score itself is stable and not affected when various subgroups of a composite interest groups have varying population, so long as the method for picking sample size is consistent across the subgroups. Therefore, the weighted composite index derived as average of mean scores from different subgroups will be the same as an index obtained directly without subdividing the subgroups so long as the same respondents are retained in the analysis. The main reason for reporting within subgroups is therefore to get a clearer picture of their contribution to the composite index.

Focus group discussions were used as a form of qualitative data collection where respondents within an interest group were asked about their perceptions, opinions, beliefs and attitudes towards services they receive from KFS. The discussions were done in an interactive group setting to acquire feedback, with a minimum of 4 respondents (mini focus group model) where participants were free to talk with other group members.

The discussions were conducted in an unstructured and natural way where respondents were free to give views from any aspect. These views were recorded by the consultant and formed part of the survey report. During the discussions, the Consultant acted as the moderator to ensure that the session progressed smoothly. The FGD effectively applied to students, employees and the community since it was easy to assemble them in mini groups of four.

The open ended questions were tested for inter-rater reliability before being recorded. This together with information delivered from quantitative data also formed the basis of suggestions for improvement in this report.

2.7 Deliverables

The consultant then presented a report to the client on the results of the entire survey exercise and submitted agreed bound hard copies, a soft copy in CD ROM in MS word/Excel (and PDF) format of report.

3.1 Introduction to Findings

This section contains responses from employees as captured by the questionnaire.

3.2 Category of Findings

The survey findings were categorized into two major survey groups (Non Encom Staff and Encom Staff). The overall Employee Satisfaction Survey was 81.50%. The Non-Encom staff scored the highest (82.65%), while Encom staff scored 80.36%. Table 3.1 below shows the satisfaction index per category of employees.

Table 3.1: Satisfaction Index per Categories of Employees

No.	Conservancy Area	Encom	Non Encom	Average
1.	North Eastern	66.94	69.23	68.09
2.	Ewaso North	69.75	72.04	70.90
6.	North Rift	74.93	77.22	76.08
9.	Eastern	76.88	79.17	78.03
8.	Western	81.16	83.45	82.31
4.	Nyanza	82.18	84.47	83.33
10.	Coast	82.41	84.70	83.56
7.	Mau	86.22	88.51	87.37
5.	Central	91.04	93.33	92.19
3.	Nairobi	92.08	94.37	93.23
	Average	80.36	82.65	81.50

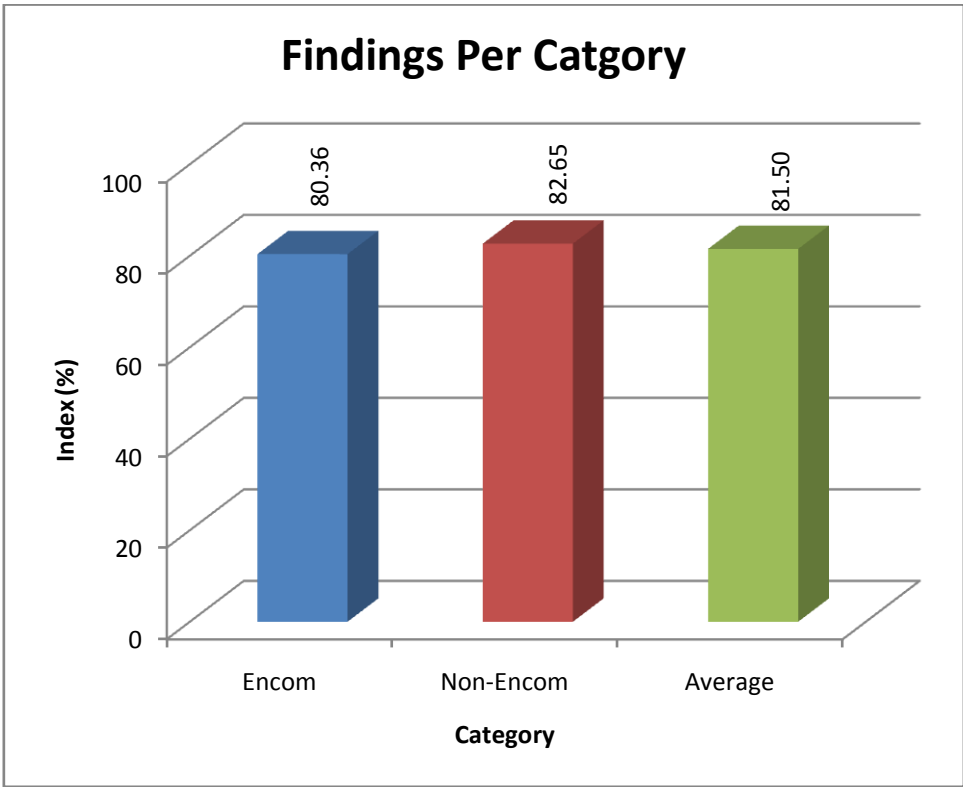


Figure 3.1 Shows the overall scores for employee satisfaction

3.2.1: Employee Satisfaction Survey

Table 3.2 show the scores for the different parameters under Employee Satisfaction Survey.

Table 3.2 Employee satisfaction scores

No.	Key Factors	Index (%)
1.	Medical Care	96.41
2.	Appropriateness of corporate culture	95.18
3.	Management and Leadership	89.92
4.	Grievances Handling	89.85
5.	Co-worker interaction and teamwork	83.63
6.	Recruitment	79.67
7.	Employee Involvement in Decision Making	78.97
8.	Payment and Benefits	77.70
9.	Empowerment, Training and Development	76.59
10.	Staff Welfare Scheme	73.01
11.	Reward System	71.66
12.	Promotion	65.47
Average		81.50

The overall score for Employee satisfaction for non Encom staff was 80.50%. The highest score was “Medical Care “with 96.41%, followed by “Appropriateness of corporate culture” (95.18%), “Management and Leadership” (89.92%), “Grievances Handling” (89.85%) ,“Co-worker interaction and teamwork” with (83.63%), “Recruitment” (79.67%), “Employee Involvement in Decision Making” at (78.97), “Payment and Benefits” at (77.70%), “Empowerment, Training and Development” at (76.59%),” Staff Welfare Scheme” at (73.01%),” Reward System” at (71.66%) and finally “Promotions” (65.47%). Figure 3.2 below shows the summary of the scores on a graph.



Figure 3.2 Shows the summary of the scores on a graph.

3.2.1.1: KFS Management and Leadership

Management is a set of processes that keeps a complicated system of people and technology running smoothly while Leadership is the act of influencing others to achieve the organization's goals and deliver its vision. However studies have shown that it might be difficult to distinguish between management and leadership and thus they go hand in hand though they are not the same thing but are interlinked and complement each other. During this survey management and leaderships was measured as a key factor for the KFS's employee satisfaction.

Table 3.3: KFS's Management and Leadership

No	Key Factors	Index (%)
1.	Balancing work and personal life of employees	96.59
2.	Flexibility to change	96.59
3.	Frequent communication and feedback	92.04
4.	Provision of leadership through example	89.26
5.	Regular planning of activities	88.03
6.	Recognition of employee skills	77.03
Average		89.92

The mean scores for KFS Management and Leadership was 89.92%.The highest score was “Balancing work and personal life of employees “with 96.59%, followed by “Flexibility to change” (96.59%), “Frequent communication and feedback” (92.04%), “Provision of leadership through example” with (89.26%), “Regular planning of activities” (88.08%) and finally “Recognition of employee skills” (77.03%).

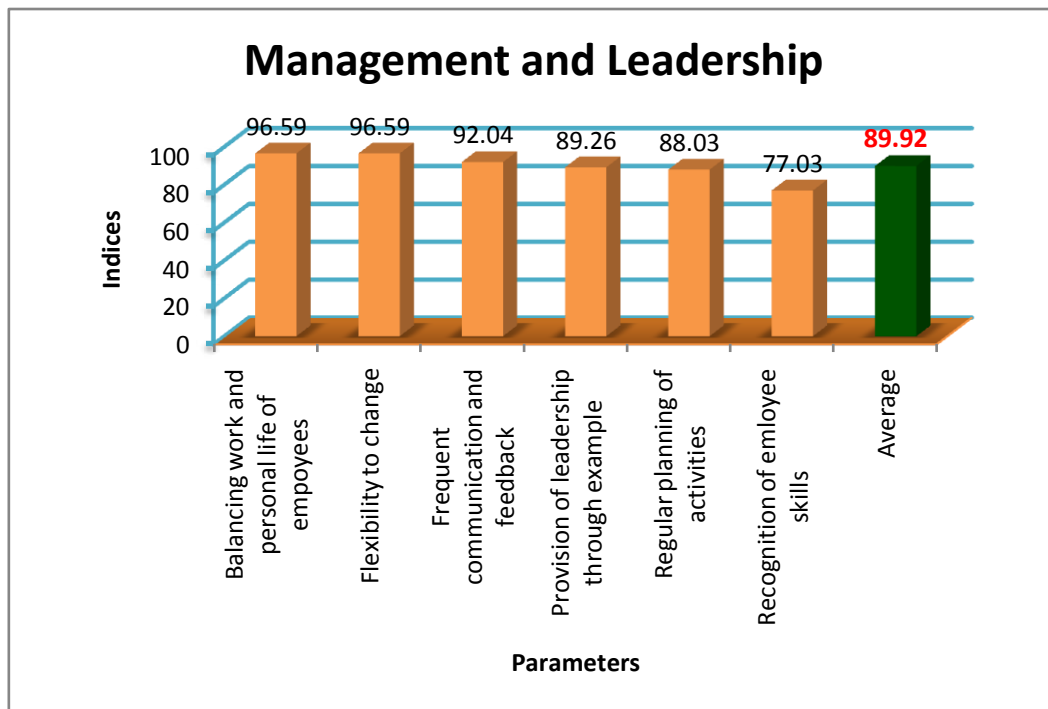


Figure 3.3 Scores for management and leadership

3.2.1.2: Appropriateness of Corporate Culture

Corporate Culture is the behaviour of employees who are part of an organization (KFS) and the manner that the employees conduct themselves. Corporate Culture includes the organization values, visions, norms, working language, systems, symbols, beliefs and habits. Therefore according to Ravasi and Schultz (2006) they state that “Organizational culture is a set of shared mental assumptions that guide interpretation and action in organizations by defining appropriate behaviour for various situations. Appropriateness of Corporate Culture at KFS studied and the scores were as follow;

The mean score for Appropriateness of Corporate Culture was 95.18% the highest score was “Understanding of KFS vision statement by employees” with (99.68%), followed by “Courtesy

among staff” with (95.72%) and finally “Alignment of individual goals to those of KFS” (90.13%).

Table 3.4 shows the score for different factors under Appropriateness of Cooperate Culture while Figure 3.17 below shows the summary of the scores on a graph.

Table 3.4: Appropriateness of Corporate Culture

No.	Key Factors	Index (%)
1.	Understanding of KFS vision statement by employees	99.68
2.	Courtesy among staff	95.72
3.	Alignment of individual goals to those of KFS	90.13
Average		95.18

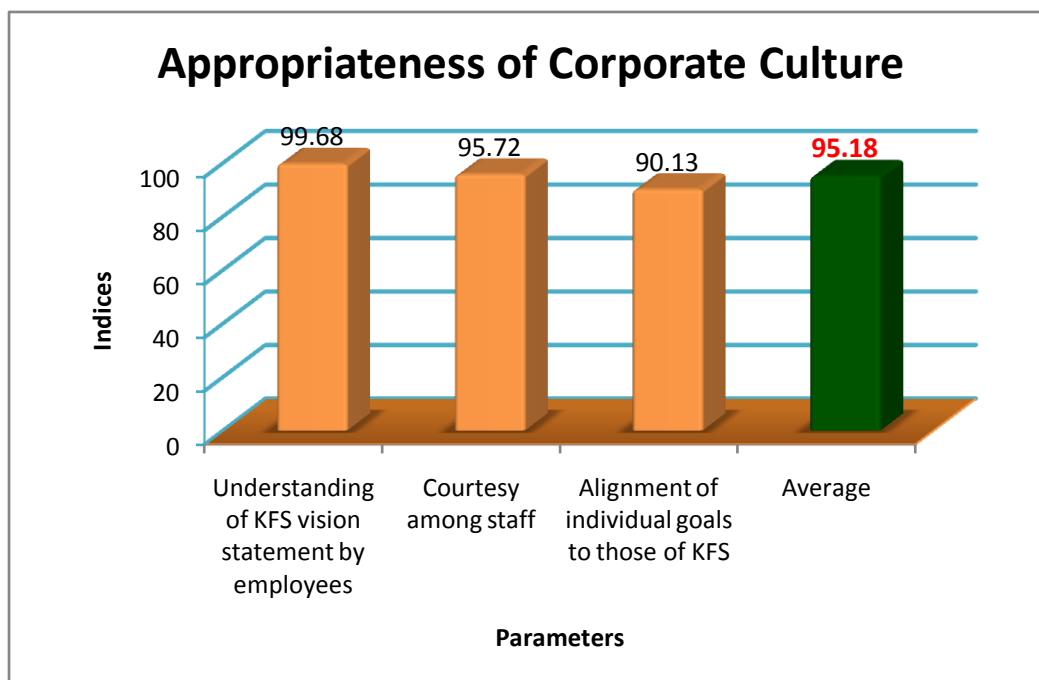


Figure 3.4 shows the summary of the scores on a graph.

3.2.2.3 Co Worker Interaction and Team Work

Co-worker interaction is the “action/ outcome that occurs where two or more workers have an effect upon one another”, while team work is “work done by several employees with each doing a part but with the objective of accomplishing a common purpose/ mission of the whole.” Therefore Table 3.5 shows the score for different factors that were considered under Co-worker Interaction.

The mean score for Co-worker Interaction was 83.63%. The highest score was “Team building activities by departments“with (86.91%), followed by “Trust within employees of the same dept” (85.55%) and finally “Constant offer of best services” (78.43%).

Figure 3.5 below shows the summary of the scores on a graph.

Table 3.5: Co Worker Interaction

No.	Co-worker Interaction and Teamwork	Index (%)
1.	Team building activities by departments	86.91
2.	Trust within employees of the same dept	85.55
3.	Constant offer of best services	78.43
Average		83.63

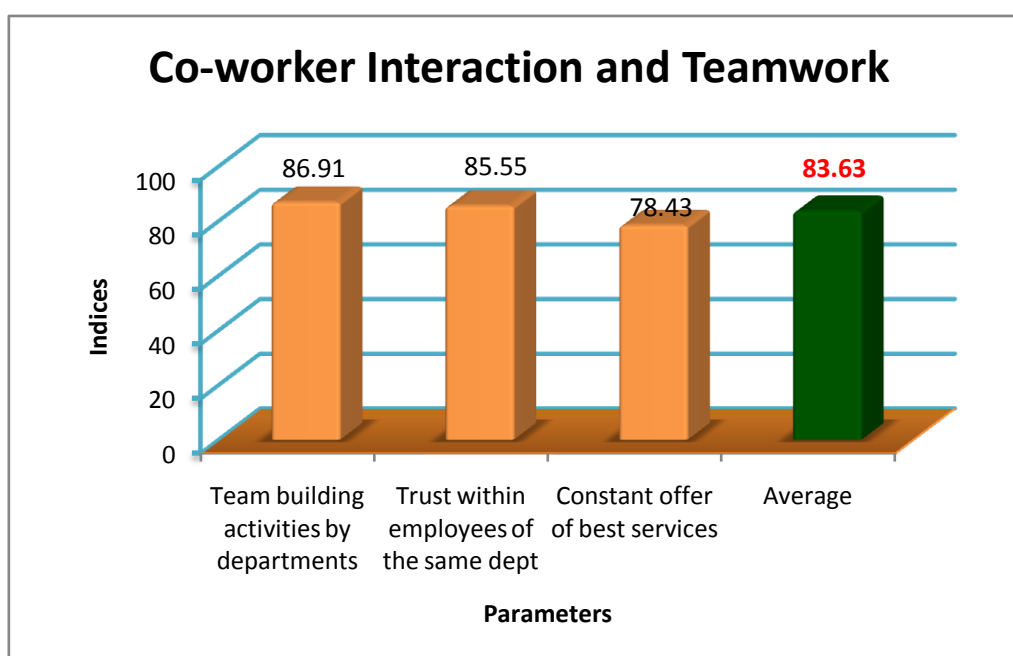


Figure 3.5 shows the summary of the scores on a graph.

3.2.2.4 Empowerment, Training and Development

Empowerment, Training and Development refers to increasing strengths, acquisition of knowledge and competencies as well as growth/ advancement of individual’s capabilities towards performing particular tasks/ assignments. Several factors were studied to the measure satisfaction level of KFS employee on Empowerment, Training and Development. The scores were as follows;

The mean score for Empowerment, Training and Development was 76.59%. The highest score was “Identification of individual training needs” with (78.52%), followed by “Availability of staff sponsorship and study leave” (76.95%) and finally “Provision of staff induction and on job training” (74.30%).

Table 3.6 shows the scores for the different factors that were used under Empowerment, Training and Development while Figure 3.6 below shows the summary of the scores on a graph.

Table 3.6: Empowerment, Training and Development

No.	Empowerment, Training and Development	Index (%)
1.	Identification of individual training needs	78.52
2.	Availability of staff sponsorship and study leave	76.95
3	Provision of staff induction and on job training	74.30
Average		76.59

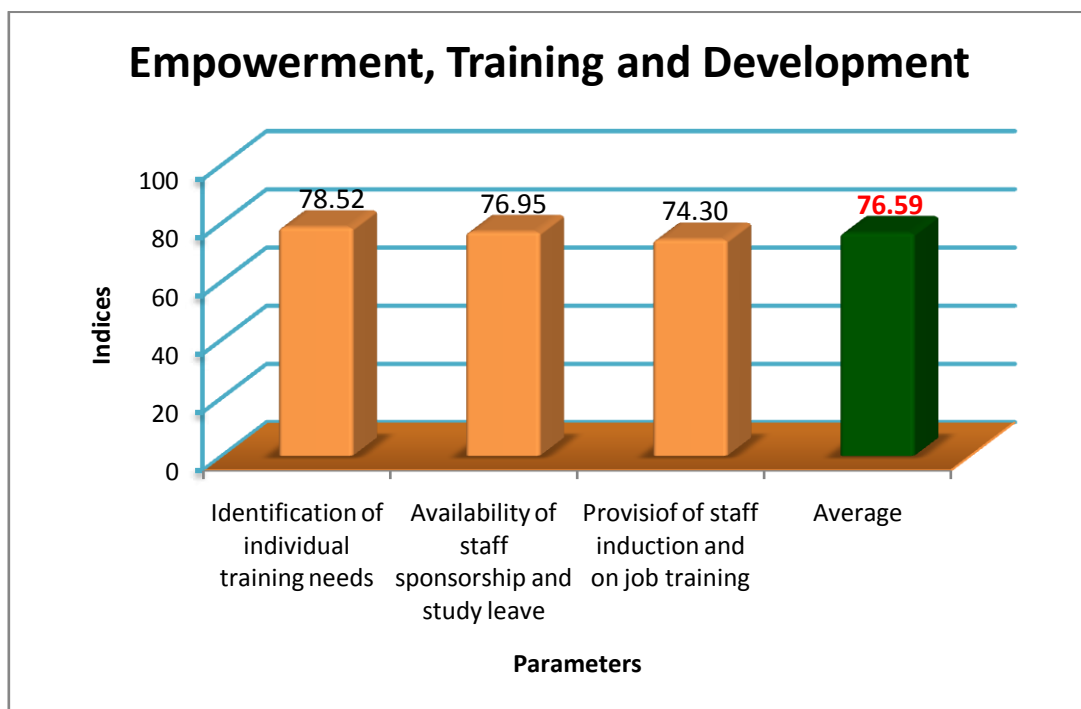


Figure 3.6 Shows the summary of the scores Empowerment on a graph.

3.2.2.5 Pay and Benefits

Pay refers to salary/wages that employees earn after providing services and time spent executing their mandate while benefits refers to non-wage employment compensation such as vacation, sick leave, insurance (health, dental, life, disability...). Table 3.7 shows the scores for the different parameters under Pay and Benefits.

The mean score for Pay and benefits was 77.70%. The highest score was “Timely payment of salary” with (98.15%), followed by “Compensation based on performance” (74.70%) followed by “Commensuration of salary with responsibilities” (74.28%) and finally “Adequacy of allowance” (63.67%). Figure 3.7 below shows the summary of the above scores on a graph.

Table 3.7: Pay and Benefits

No.	Key Factors	Index (%)
1.	Timely payment of salary	98.15
2.	Compensation based on performance	74.70
3.	Commensuration of salary with responsibilities	74.28
4.	Adequacy of allowance	63.67
Average		77.70

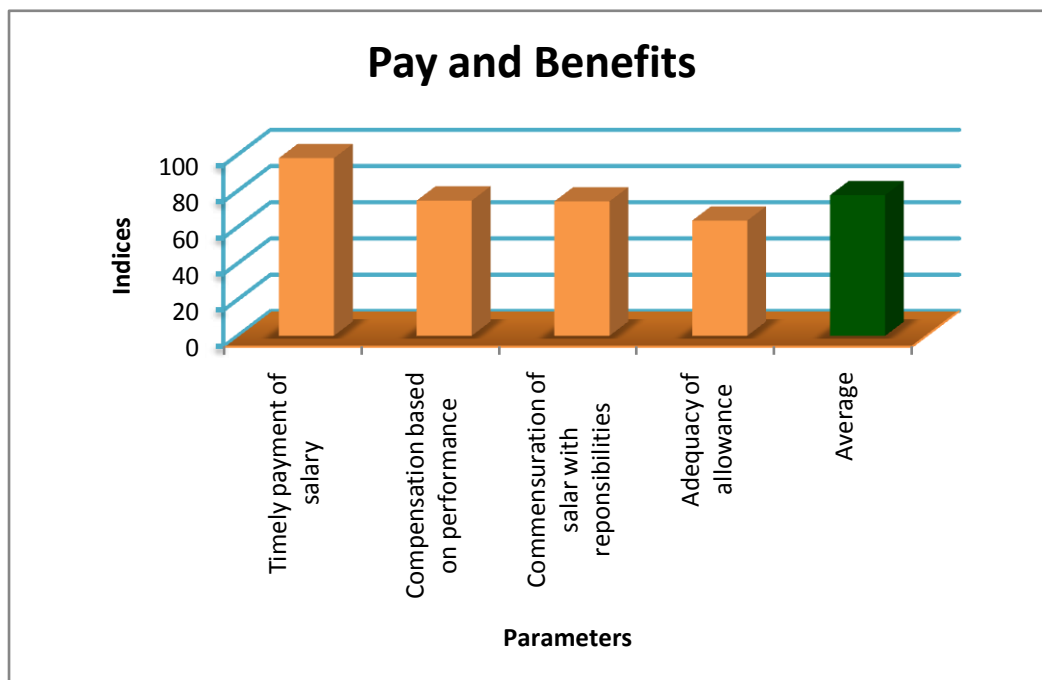


Figure 3.7 shows the summary of the scores for pay and benefits on a graph.

3.2.2.6 Reward System

Reward systems refer to programs set up by an Organization (KFS) to reward performance and motivate employees on individual and/or group levels. It is noteworthy mentioning that reward system is considered separate from salary but may also be monetary in nature or otherwise have a cost to the company.

The mean score for Reward System was 71.66%. The highest score was “Regular performance appraisals” with (82.49%), followed by “Encouraging individual initiative/innovation” (72.49%) and “Recognition for work that is well done” (60.00%)

Table 3.8 shows the scores for the different parameters under Reward System. Figure 3.8 below shows the summary of the above scores on a graph.

Table 3.8: Reward System

No.	Key Factors	Index (%)
1.	Regular performance appraisals	82.49
2.	Encouraging individual initiative/innovation	72.49
3.	Recognition for work that is well done	60.00
Average		71.66

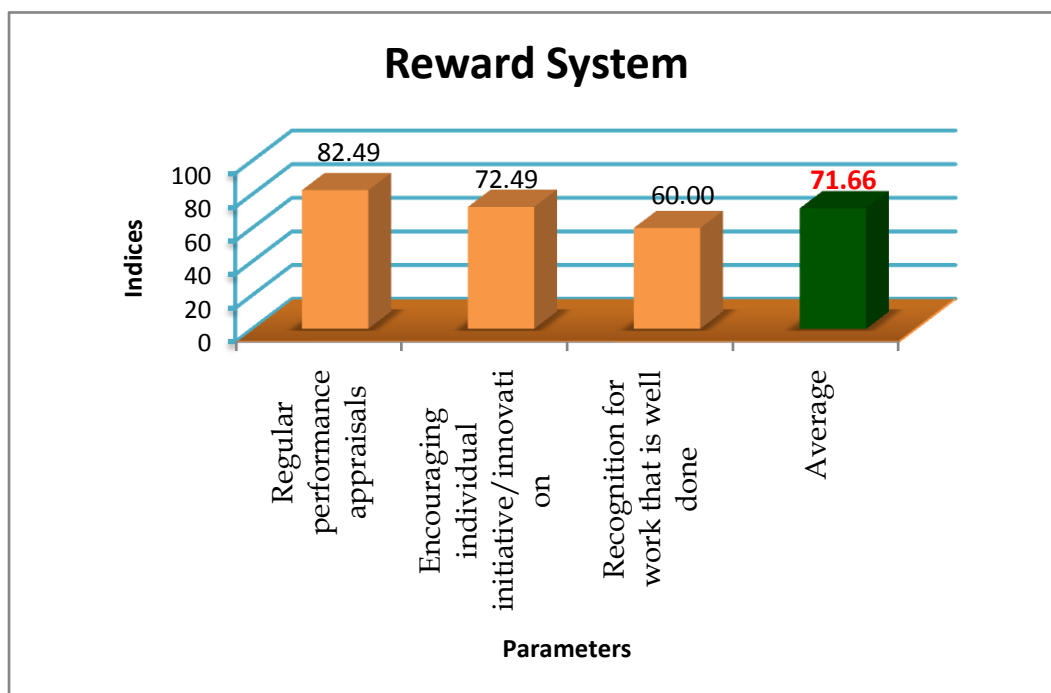


Figure 3.8 shows the summary of the scores for Rewarding System on a graph.

3.2.2.7 Promotions

Promotion is the advancement/ Increment of an employee's rank or position in an organizational hierarchy system. Promotion also may also involve advancement in terms of designation, salary and benefits, and in some organizations the type of job activities may change a great deal.

The mean score for Promotions was 65.47%. The highest score was “Priority to promotion given to KFS staff” with (68.09%), followed by “Following of promotion criteria” (68.09%) and finally “Staff career path is clearly established” (60.23%)

Table 3.9 shows the scores for the different factors that were considered under promotions. Figure 3.9 below shows the summary of the above scores on a graph

Table 3.9: Promotions

No.	Promotion	Index (%)
1.	Priority to promotion given to KFS staff	68.09
2.	Following of promotion criteria	68.09
3.	Staff career path is clearly established	60.23
Average		65.47

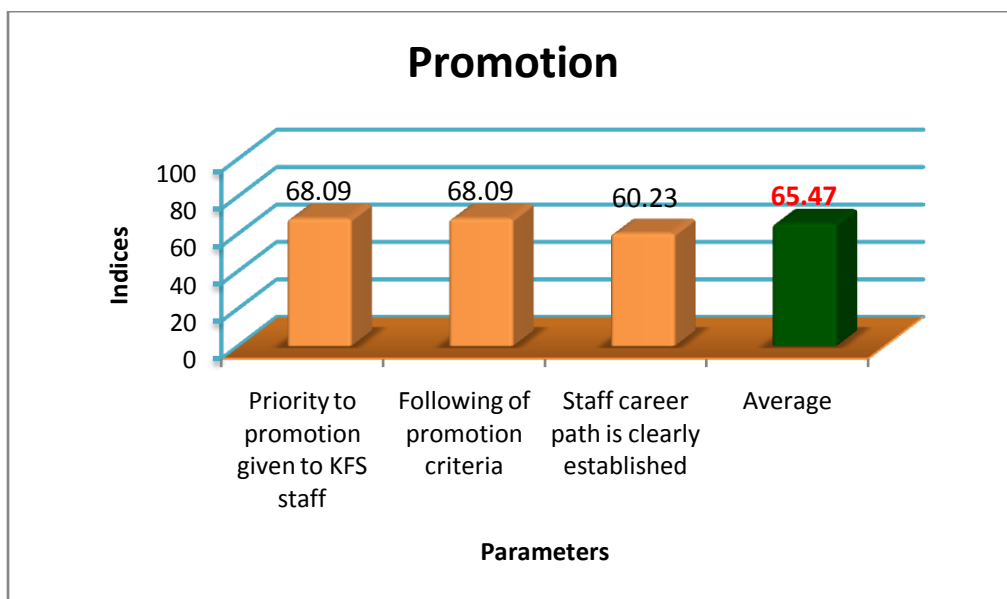


Figure 3.9 Shows the summary of the scores for promotions on a graph.

3.2.2.8 Recruitment

Recruitment refers to the process of attracting, screening, selecting, and on boarding a qualified person for a job. The recruitment process follows the following criteria 1) job analysis and specification; 2) sourcing of candidates 3) matching candidates to job requirements and screening 4) assessment of candidates' motivations and their fit with organisational requirements 5) finalising of job offers and 6) induction and on boarding of new employees. The scores below show KFS's employee satisfaction level on Recruitment

The mean score for Recruitment was 79.67%. The highest score was “Gender sensitivity” with (84.93%), followed by “Matching qualification of employee to their job” (78.48%) and finally “Recruitment process” (75.58%). Table 3.10 shows the scores for the different parameters that were used to come up with an index for Recruitment while Figure 3.10 below shows the summary of the above scores on a graph.

Table 3.10: Recruitment

No.	Recruitment	Index (%)
1.	Gender sensitivity	84.93
2.	Matching qualification of employee to their job	78.48
3.	Recruitment process	75.58
Average		79.67

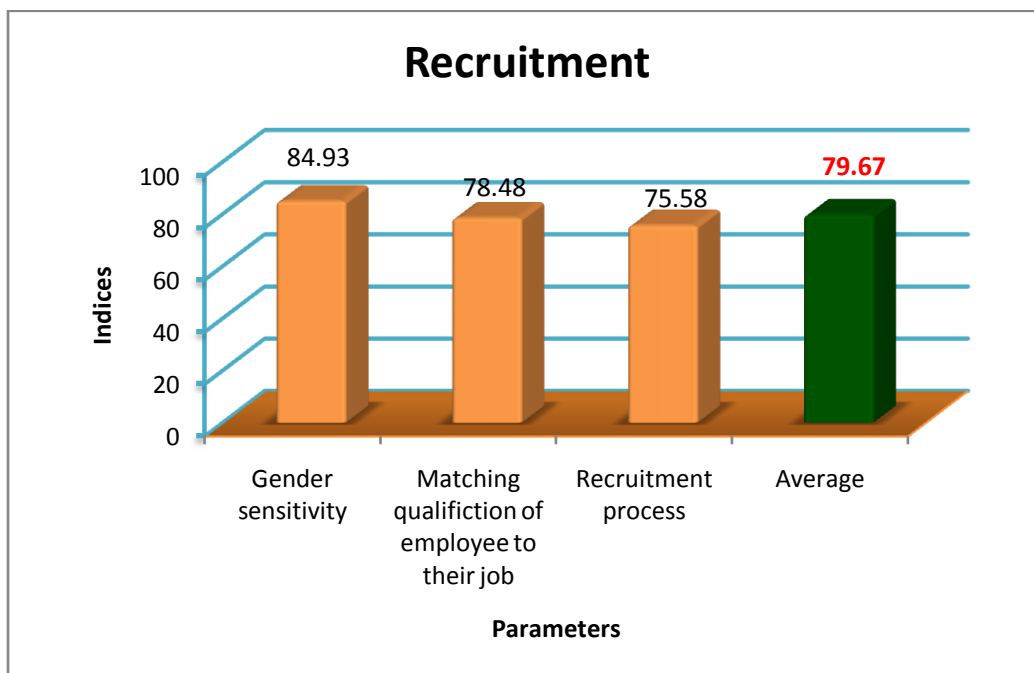


Figure 3.10 Shows the summary of the scores for Recruitment on a graph.

3.2.2.9 Medical Care

Medical Care refers to professional treatment for illness or injury that KFS employee. In this case medical entails both In and Out patient schemes provided by KFS to her employees.

The mean score for Medical was 96.41%. The scores were (94.21%) for “Medical scheme” and (98.60%) for “Access to quality medical care”.

Table 3.11 below shows the scores for the different factors under Medical Care while Figure 3.11 below shows the summary of the above scores on a graph

Table 3.11: Medical care

No.	Medical Care	Index (%)
1.	Medical scheme	98.60
2.	Access to quality medical care	94.21
Average		96.41

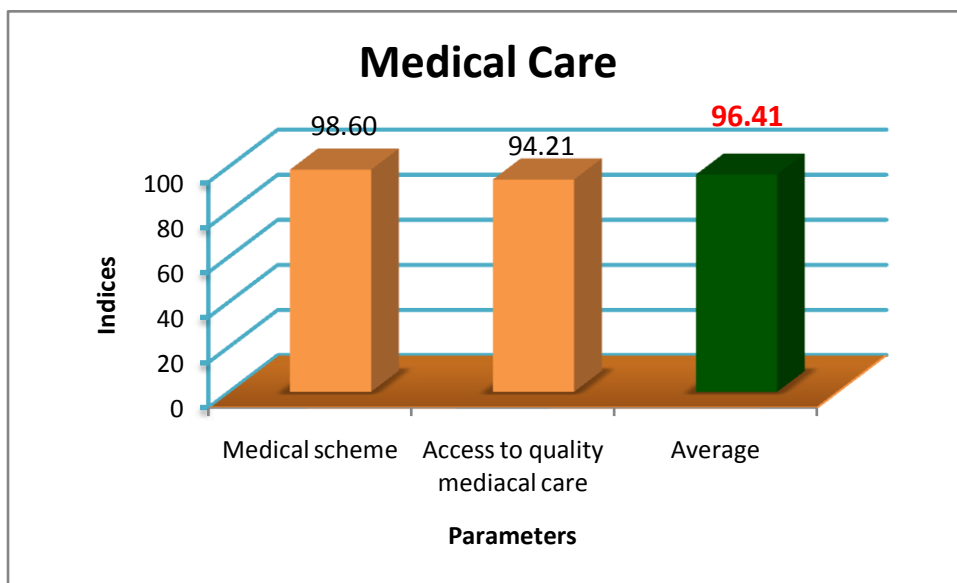


Figure 3.11 shows the summary of the scores for Medical care on a graph.

3.2.2.10 Employee involvement in Decision making

Decision Making is the mental processes (cognitive process) that results in the selection of a course of action among several alternative scenarios. Therefore Employee Involvement in Decision Making is the act of considering the opinions/ views of Employees when decisions that affect their work life are being made.

The mean score for Employee involvement in Decision making was 78.98%. The highest score was “Freedom to share views on work with supervisor” with (87.73%), followed by “Setting goals for own work” with (79.57%) and “Consideration of employees opinions” (69.63%).

Table 3.12 shows the scores for the different factors under Employee involvement in Decision making for while Figure 3.12 below shows the summary of the above scores on a graph.

Table 3.12: Employee involvement in Decision making

No.	Employee Involvement in Decision Making	Index (%)
1.	Freedom to share views on work with supervisor	87.73
2.	Setting goals for own work	79.57
3.	Consideration of employees opinions	69.63
Average		78.98

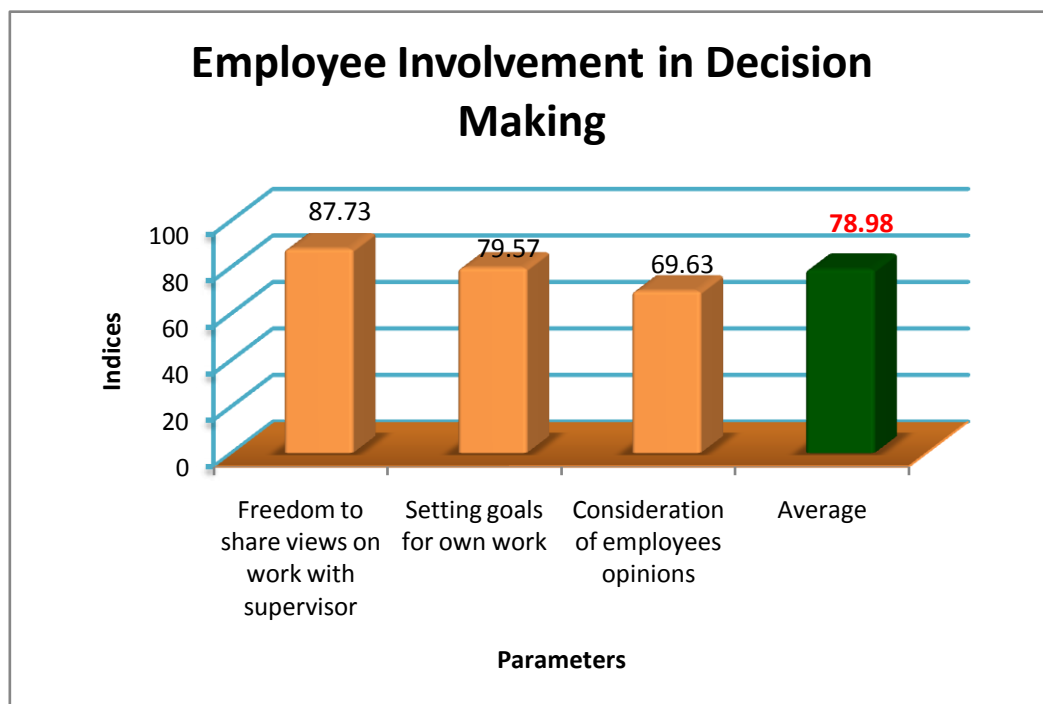


Figure 3.12 shows summary of employee involvement in decision making in graph

3.2.2.11 Grievances Handling

Grievance Handling refers to the process of solving employment-related conflicts between a worker / union and the management. Under Grievance handling organizations have channels for expressing their grievances to the appropriate persons or authorities concerned from the moment they arise until they are finally settled.

The Average score for Grievances Handling was 89.86%. The highest score was “Maintenance of confidentiality” with (94.73%), followed by “Resolutions of disagreement” with (92.04%) and “Timely grievance of resolution mechanism” (82.80%).

Table 3.13 shows the scores for the different factors under Grievances Handling while Figure 3.13 below shows the summary of the above scores on a graph

Table 3.13: Grievances Handling

No.	Grievances Handling	Index (%)
1.	Maintenance of confidentiality	94.73
2.	Resolutions of disagreement	92.04
3.	Timely grievance of resolution mechanism	82.80
Average		89.86

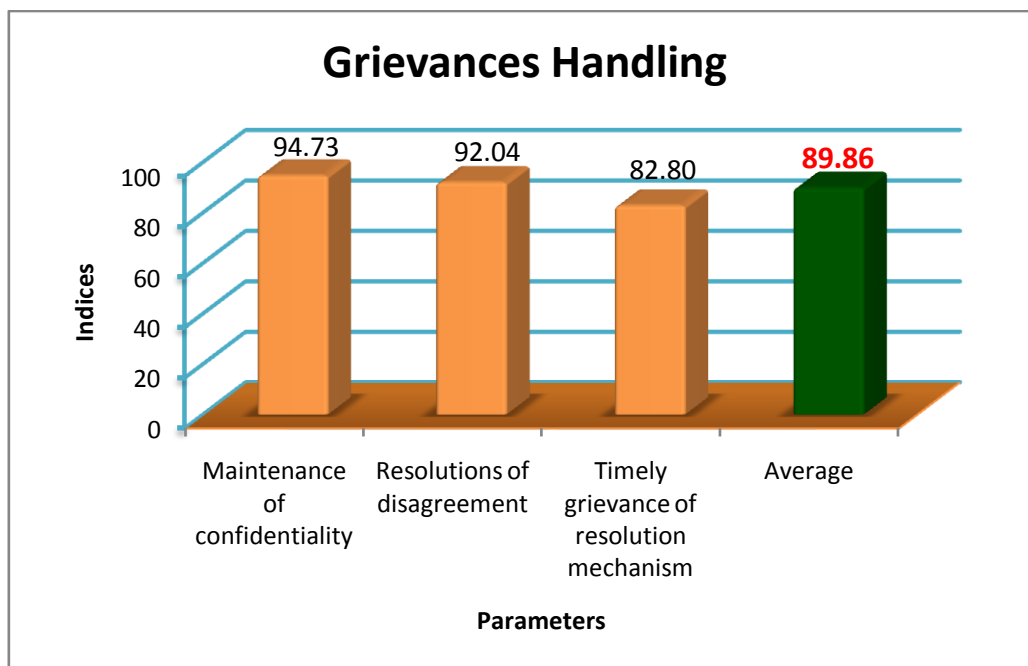


Figure 3.13 shows the summary of the Grievances handling scores on a graph

3.2.2.12 Staff welfare scheme

Staff Welfare Scheme is defined as anything done for comfort & improvement (intellectual or social) of the employees over & above the wages paid which is not a necessity of the industry. Welfare Scheme can be classified into two broad categories: 1) Statutory which contains features such as Drinking Water, First Aid Equipments, Washrooms et.c and 2) Non-Statutory which contains items such as Personal Health Care (Regular medical check-ups), Maternity & Adoption Leave, Harassment Policy among others.

The Average score for Staff Welfare Scheme was 73.01%. The highest score was “Handling of issues on staff welfare” with (76.99%) followed by “Staff welfare scheme” with (71.68%), and “Benefits from the staff welfare scheme” (70.36%).

Table 3.14 shows the scores for the different factors that were considered under Staff Welfare Scheme while Figure 3.14 below shows the summary of the above scores on a graph.

Table 3.14: Staff Welfare Scheme

No.	Staff Welfare Scheme	Index (%)
1.	Handling of issues on staff welfare	76.99
2.	Staff welfare scheme	71.68
3.	Benefits from the staff welfare scheme	70.36
Average		73.01

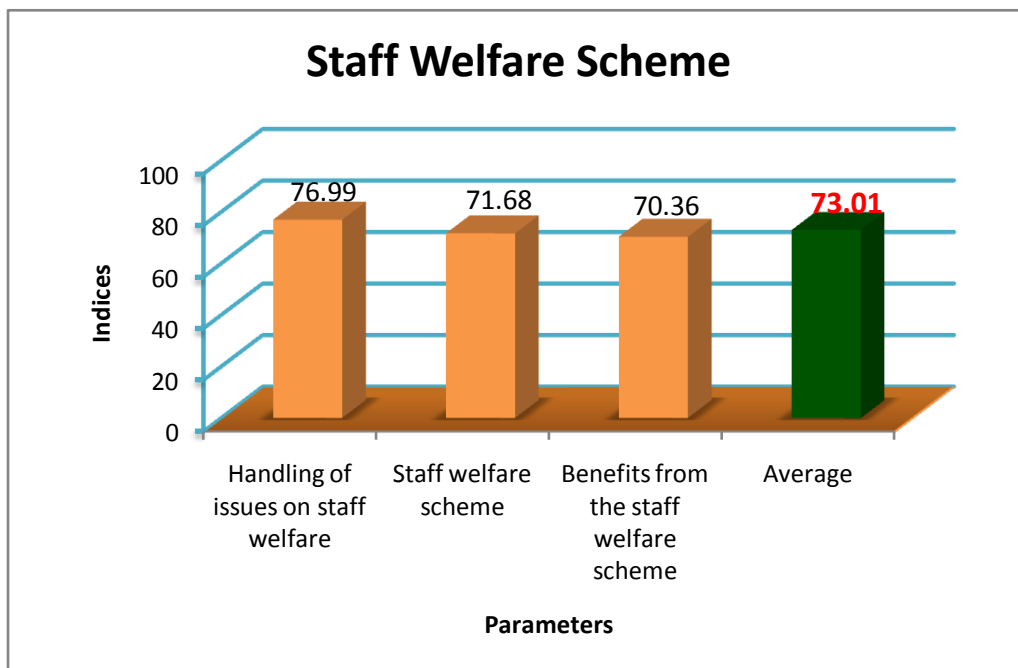


Figure 3.14 shows the summary of the staff welfare scheme scores on a graph

3.2.4 Demographics

Table 3.15: Sex

No.	Gender	Percent
1.	Female	35
2.	Male	65
Total		100

Table 3.16: Age

No.	Age	Percent (%)
1.	18-24	2.5
2.	25-34	37.5
3.	35-44	15
4.	45-54	37.5
5.	55 years and over	7.5
Total		100

Table 3.17: Marital Status

No.		Percent (%)
1.	Single	12.5
2.	Married	85
3.	Other	2.5
Total		100

Table 3.18: Extent to which things have changed at KFS

No.		Percent (%)
1.	Better	30.77
2.	Slightly better	57.49
3.	Not changed	6.44
4.	Slightly Worse	1.45
5.	Worse	3.85
Total		100.00

Table 3.19: Length of time one expects to continue working for KFS

No.	Length of time	Percent
1.	Until retirement	73.08
2.	more than 10 years	7.69
3.	Between 5 - 10 years	5.47
4.	Less than 5 years	4.22
5.	None of the above	9.54
Total		100.00

Table 3.20: Length of time worked for KFS

No	Length of time worked for KFS	Total (%)
a	Less than 10 Yrs	46.97
b	10- 19 Yrs	23.53
c	20-29 Yrs	19.76
d	30 Yrs and Above	5.20
e	Did not indicate	4.54
Total		100.00

CHAPTER FOUR: COMMENTS AND SUGGESTIONS

The overall satisfaction index for the employee satisfaction survey was 81.50%. The Organisation scored way above the average (50%) in the survey. It was also noted that the deviation between Encon and Non- Encom Staff was at a standard deviation of 1.62. During the survey it was also noted clearly that 73.08% of the staff intend to end their careers at KFS and more than half the respondents (57.49%) implied in the affirmative that the working environment and their experience had changed for the better at KFS.

It was also noted that in terms of conservancies Nairobi is considered to be the driver while North Eastern is the Barrier. Medical Care, Corporate Culture, Management and Leadership and Grievance handling are also considered as drivers at 96.41%, 95.18%, 89.92% and 89.85% respectively while Promotions is considered to be the barrier for more satisfied employees.

Even though KFS has worked to improve the working life of her employees in terms of proper medical care, having an appropriate corporate culture and a good management it still needs to work on promotion, reward system and staff welfare this alongside the following recommendations will go along to ensure that KFS staff/ employees remain a happy and satisfied lot of employees.

Recommendation and Comments on Employee Satisfaction

Medical Care

Medical is the aspect of ensuring that her employees are treated both in terms of curative and preventive medical treatment. KFS has put in efforts to ensure that her employees are taken care of medically. Medical care had the highest rating in terms of satisfaction. However the employees indicated that there is a need to enhance the outpatient allocation. It is also important to ensure that all employees are covered as some indicated that as much as the organization was giving the same –insurance policy- some were missing out. A respondent from Port Victoria said “KFS is doing a good work to cover us but personally I have not been issued with Britam’s policy number”

Appropriateness of Corporate Culture

This was also considered as a driver to satisfaction. It was noted that Employees were satisfied with the way KFS conducts herself as a corporate citizen. This was evident through understanding of the vision statement and courtesy. The same came be further enhanced by Enhancing mode of communication between staff at different cadres, “allow for some flexibility when it comes to decision making instead of waiting for the headquarter to give direction every other time- was from a

respondent in Kisii, and ensuring that plans are laid down and communicated in advance rather than having them done in a hurry at the last minute.

Management and Leadership

This involves the relationship and interrelationships between management and lower cadres. This parameter performed well and KFS needs to continue with the same trend. However it was noted that the respondents felt they were not being recognized for the good work they do. A respondent from KFC said *“I would wish when I do a great job to be recognized though it seems like the good work goes unnoticed only that which I do badly get recognized”*. *“KFS can be a great employer if it can be transparent from lower to all upper and senior cadres especially on promotion”*- was a comment from a respondent in Mt. Elgon. KFS may consider having a roll of honour where outstanding employees are recognized and their names posted there as well as giving the certificates as the employee of the year. It will also be important for managers and zone managers to personally consider informing and appreciating an individual’s effort.

Grievance handling

KFS has put in efforts to manage grievances such that the index posted was impressive at 89.85%. Maintaining confidentiality had the highest score however timeliness was a barrier that needs to be worked on. A respondent from Kisumu said *“Frequent interaction btw management and employees at all times- let the headquarters visit us at least every month so that they know what we go through”* another from Marigat indicated *“It takes too long to receive communication from the headquarters and some issues are very urgent”*. KFS may need to consider giving some level of autonomy for zones and forest offices to make independent decision but to certain limit. This will enhance service delivery and improve the level of satisfaction. KFS might also consider creating the office of the ombudsman who will act or be in charge of arbitration especially in relation to employee grievances. *“More forums for staff to air their grievances”*- Kisumu

Co-Worker interaction and Teamwork

At an average index of 83.63% this was well performed. The drivers in this category included Teambuilding and trust. However it was noted that due to some overlapping allocation or assigning of duties some might overlap thus a source of conflict. *“Let the operations be differentiated between uniformed ENCOM and Non-ENCOM officer”* and *“Look and consider ENCON as equal department within KFS”*-was obtained from a respondent Kiambu. Such feeling might hurt the harmony and working relationship between various departments within the larger KFS. *“Equity In every station and to all staff members”* and *“use equal standards that cut across the board in issues that affect*

different cadres” are sentiments echoed from North Eastern Conservancy- Ijara and Garissa Respectively and *“Teamwork and recognition of staff no matter the seniority level”* was from Bondo

Recruitment

Recruitment is simply the process of identifying and giving an opportunity for an individual to work with KFS. Gender sensitivity and matching Qualification to job performed well this was due to respondents understanding the various job demands within KFS. However the respondents felt that the recruitment process needed to be improved on. This was echoed by sentiments such as *“upon employment staff should be given clear job description and responsibilities”* *“trained personnel (foresters) be recruited and considered during recruitment and promotion”* *“Recruitment- political godfathers”*. Therefore in view of the above it will be important for KFS to strengthen its conduct recruitment without favour so as to enable it executes its mandate without favour and discrimination. Employees need to be advised and sensitized on the importance of following and implementing the HR policies as this will ensure that correct persons are recruited which will contribute enhanced performance from the employees.

Involvement in decision making

This involves consulting employees at all levels and cadres irrespective of their grades. KFS has put in efforts to ensure that there are mechanisms that will enable an employee to share his/ her progress with the manager/ supervisor. However when it comes to opinions the respondents indicated that their opinions were hardly or rarely considered. *“Regular but no action on appraisals”*, *“Improve on communication with us and seek our opinions on welfare”*, *“Uniformed in particular ENCOM personnel cannot make own decision”* *“Leadership training to be provided to managers- let them be leaders not managers”* are comments that were echoed by respondents from the ENCOM division mostly. Therefore the management should or may need to consider regular team building activities so as to demystify the relationship between Encom and Non -Encom activities and how the two needs to work hand in hand.

Pay and benefits

Generally this is described as the way or level to which employees are satisfied with their remuneration. In this case when the survey was undertaken it was established that salary was paid on time, salary was commensurate with responsibilities however the issue was adequacy of allowances. *“I am under paid- grade 12”* *“House allowance where a junior officer earns 2300 and a senior officer earns 2100”* *“Commuter allowance to reduce from 4000 to 3000”* were comments derived from KFC. *“Increase commuter allowances”* *“Increasing salary”* were comments derived from a respondent in

Port Victoria and Londiani respectively. Therefore KFC needs to ensure that salary in terms and pay and benefits are commensurate with responsibilities. It will also be critical for KFS to conduct a salary and remuneration review so as to bridge the gap between lower and senior managers.

Empowerment, Training and Development

This involves ensuring that the staff and employees are empowered so as to know what is required of them. An empowered workforce is one that knows what is required of them and from the survey the respondents indicated that they knew what were their duties and responsibilities. It was also noted that training needs and room to further one's career and studies were available. However it was noted that staff induction need to properly addressed and communicated as a respondent from Ijara said *“Conduct a qualification audit so as to pay staff as per their qualifications”* Another from Mwingi also said *“Identify training needs and conduct on job training during training”* and *“increase the duration taken to do induction upto one month”* was obtained from a respondent in Kajiado *“Selective training to some staff”* was from a respondent in Marsabit. The service needs to ensure that employees are well inducted so as to make their experience smooth.

Staff Welfare

Staff welfare is how well employees are taken care of. KFS has strived to ensure that all her employees are comfortable and their work experience enjoyable. This was so based on the scores posted by “handling of staff welfare”, “Staff welfare scheme” and “Benefiting from the scheme” all posted satisfactory index. However there is also a need by KFS to ensure that all the schemes and plans put in place are enjoyed all across the zones and forest stations. A respondent from Marsbitsaid *“End year party to be held in all zones and forest station not just in Nairobi”* *“Install power in stations so as to move from typewriters to computers”*- was obtained from Isiolo and Marsabit *“Share equally on the available resources including computer, vehicles, office blocks in all zones”*-was from a respondent in Port Victoria, *“We need to be better equipped to deliver services effectively i.e. more vehicles for patrols like KWS”*- Londiani. Thus KFS needs to implement all services to cut across the board and ensure that all forest zones and stations have been brought up and upgraded to the same level.

Reward System

The reward system intends to recognize any good work that an employee has done and giving due credit. At KFS regular performance appraisal and encouraging individual initiative at KFS

had good scores. However there is a need to recognize work that is well done. The respondents had this to say *“If one has experience even from other organizations despite their age let them be given better job grades”*- was said by a respondent from Marsabit yet another from Rumuruti said *“I Hope that things will improve in the future and my work will be recognized”* and a respondent from Kaboywa said *“Lack of career progression”* *“To make the forest service better that I found it-Motivation”*- was obtained from a respondent at Iringi.

KFS is therefore encouraged to recognize her employee’s skills and contribution towards the achievement of the Service objective. It will also be imperative that the management to be commending employees for work that has been done well just in the same manner that they point out areas where an employee has not performed as required.

Promotion

Promotion is the advancement in terms of career progression from one stage to another. This may be defined and different by organization even in terms of implementation. At KFS has strived to ensure that employees progress in their careers. However more needs to be done on this as respondents indicated that at some point they felt they have stayed in one grade for long or others who were juniors were being given promotions at their expense. Similar comments include; *“Working in a particular grade for too long-i.e. 14 years”* –was obtained from an employee in Lenana, *“Inability to follow HR and finance manual”*- was from a respondent at the Headquarters and a respondent from Suneka said *“Promotion to be purely on merit”*. Therefore KFS needs to have a clear scheme of service that is also communicated to the employees. It will also be critical that the promotion criteria be clearly communicated to all staff.



EMPLOYEE SATISFACTION QUESTIONNAIRE No _____

Introduction

The **Kenya Forest Service (KFS)** has contracted **Envag Associates Ltd** to carry out **employee satisfaction survey**. **KFS** will use the findings of this study to effect changes that will help it to accomplish its mission. We are therefore requesting you to fill all sections of this questionnaire and return it to **Envag Associates Officer** who will be available to assist you here necessary. All questions should have only one answer. **Do not indicate your name**. Please note further that your response will be treated confidentially and for statistical purpose only.

1. Sex

- a. Female []
- b. Male []

2. Age (Please tick appropriately below)

- a. 18 -24 years []
- b. 25 -34 years []
- c. 35 -44 years []
- d. 45 -54 years []
- e. 55 years and over []

3. Marital Status

- a. Single []
- b. Married []
- c. Other [...]

Specify _____

4. Kindly indicate your job grade _____

5. Category of officer

- a) ENCOM officer []
- b) Non ENCOM officer []

No	Please indicate the extent to which you are satisfied with Kenya Forest Services as per the following statements about KFS, on a five point likert scale (1-5), where 1 = strongly dissatisfied and 5 = strongly satisfied						Remarks
		Strongly	Dissatisfied	Neither	Satisfied	Strongly	
6.	KFS'S MANAGEMENT AND LEADERSHIP	1	2	3	4	5	
a	Flexibility to change.						
b	Balancing work and personal life of employees.						
c	Recognition of Employee skills						
d	Regular Planning of Activities						
e	Frequent Communication						
g	Provision of leadership through example						
7.	APPROPRIATENESS OF CORPORATE CULTURE	1	2	3	4	5	
a	Courtesy among staff						
b	Understanding of KFS's vision statement by employees						
c	Alignment of Individual goals to those of KFS						
8.	CO-WORKER INTERACTION AND TEAM WORK	1	2	3	4	5	
a	Trust within employees of same department						
b	Team building activities by departments						
c	Constant offer of best services						
9.	EMPOWERMENT, TRAINING AND DEVELOPMENT	1	2	3	4	5	
a	Identification of individual training needs						
b	Provision of on-job training						
c	Availability of working tools						
10	PAY AND BENEFITS	1	2	3	4	5	
a	Commensuration of salary						

No	Please indicate the extent to which you are satisfied with Kenya Forest Services as per the following statements about KFS, on a five point likert scale (1-5), where 1 = strongly dissatisfied and 5 = strongly satisfied						Remarks
		Strongly	Dissatisfied	Neither	Satisfied	Strongly	
	with responsibilities						
b	Compensation based on performance						
c	Timely payment of Salary						
d	Adequacy of allowances						
11.	REWARD SYSTEM	1	2	3	4	5	
a	Recognition for work that is well done						
b	Encouraging individual initiative						
c	Regular performance appraisals						
12	PROMOTION	1	2	3	4	5	
a	Priority to promotion given to KFS staff						
b	Following of promotion criteria						
c	Staff career path is clearly established						
13	RECRUITMENT	1	2	3	4	5	
a	Recruitment process						
b	Matching qualification of employee to their job						
c	Gender sensitivity						
14	MEDICAL CARE	1	2	3	4	5	
a	Access to quality medical care						
b	Medical scheme						
15	EMPLOYEE INVOLVEMENT IN DECISION MAKING	1	2	3	4	5	
a	Setting goals for own work						
b	Consideration of Employees opinions						
c	Freedom to share views on work with supervisor						
16	GRIEVANCES HANDLING	1	2	3	4	5	
a	Resolutions of disagreement						
b	Maintenance of						

No	Please indicate the extent to which you are satisfied with Kenya Forest Services as per the following statements about KFS, on a five point likert scale (1-5), where 1 = strongly dissatisfied and 5 = strongly satisfied						Remarks
		Strongly	Dissatisfied	Neither	Satisfied	Strongly	
	confidentiality on disagreements						
c	Timely grievance resolution mechanism						
17	STAFF WELFARE SCHEME	1	2	3	4	5	
a	Staff welfare scheme						
b	Benefits from the staff welfare scheme						
c	Handling of issues on staff welfare						

18. **How long do you expect to continue working for KFS (tick appropriately)**

- a) Until retirement []
- b) More than 10 years []
- c) Between 5-10 years []
- d) None of the above []

19. **How and to what extent have things changed since you joined KFS (tick appropriately)**

- a) Better []
- b) Slightly better []
- c) Not changed []
- d) Slightly worse []
- e) Worse []

20. **In your opinion, what do you think can be done to make KFS the better employer?**

21. **In your opinion, what motivates you most to continue working for KFS?**

22. **What are the things that discourage you most from working for KFS?**

23. How long have you worked at KFS? _____
THANK YOU FOR TAKING TIME TO FILL IN THIS QUESTIONNAIRE
FOR OFFICIAL USE ONLY
Name of Enumerator _____
Date of data collection _____