



**KENYA PLANT HEALTH INSPECTORATE
SERVICE (KEPHIS)**

Employee Satisfaction Survey for 2021/2022 FY

July 2022

EXECUTIVE SUMMARY

The employee satisfaction survey was conducted to ascertain employee satisfaction index. Questionnaire with closed-ended questions was used to collect primary data from the employees. A five point likert scale was used to measure the survey objective. Reliability and validity were ensured for effectiveness of the research instrument.

Both descriptive and inferential statistics were used in data analysis and the measures of central tendency used to describe the sample. Parameters used in the calculation of the employee satisfaction survey included work environment; and health & safety.

The overall employee satisfaction index was 73.88 % made up of the following scores:

- a) Work Environment – 75. 48%;
- b) Health & Safety – 72.28%.

Recommendations for implementation are as follows.

1. The management should invest more of staff capacity building.
2. The management should invest more on provision of protective gears.
3. The management should invest slightly more on other areas assessed to improve them to 'very adequate' status.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Survey

KEPHIS conducted a survey to assess the opinion of staff on workload and other related issues. The survey was necessitated by the need to improve employee productivity and quality of output. The survey focused on the following parameters:

a) Alcohol

S/NO.	Thematic Area	Attributes Measured
1.	Work Environment	a. Teamwork within departments/station
		b. Workload
		c. Installation of fire extinguishers
		d. Provision for asset insurance
		e. Staff capacity building
2.	Health and Safety	f. Inpatient medical cover
		g. Outpatient medical cover
		h. Provision of protective gear for staff
		i. Provision of water dispensers
		j. Training on safety measures

1.2 KEPHIS Employee Distribution

KEPHIS has nine (9) major regional offices in the country. The Staff of KEPHIS are distributed in the regional offices as follows:

S/NO.	KEPHIS Regional Office	No. of Staff
1	Headquarters	136
2	Muguga	32
3	JKIA	37
4	Embu	16
5	Mombasa	28
6	Nakuru	32
7	Naivasha	10
8	Kitale	38
9	Kisumu	15
Total Number of Staff		344

1.2.1 Respondent's distribution by region

A total of 114 responses were received.

CHAPTER TWO

METHODOLOGY

2.1 Methodology

Primary data was collected using a questionnaire. The questions were closed ended and coded for ease of administration and analysis.

2.2 Data Collection

A five point likert scale was used to measure the survey objective and the degree of the employee's opinion as follows: 1-Not adequate at all, 2-Slightly adequate, 3-Moderately adequate, 4-Adequate, and 5-Very Adequate.

2.3 Reliability & Validity of the Instrument

Reliability and validity are vital for the effectiveness of any research instrument. To ensure that the instrument had content validity, the statements in the questionnaire, were based on the two thematic areas of work environment and health and safety. External validity was expected to be high since the sample size selected was representative of the population of the study. To ensure construct validity, statements in the questionnaire were based on the research objectives of the survey.

2.4 Data Analysis

Both descriptive and inferential statistics were used in data analysis and the measures of central tendency used to describe the sample. The responses were put into categories and percentages of responses for each category calculated. These calculations were then used to make statements about the results, identify findings and make recommendations on the findings. Findings were made using both statistical and graphical presentation techniques.

CHAPTER THREE

FINDINGS & DISCUSSIONS

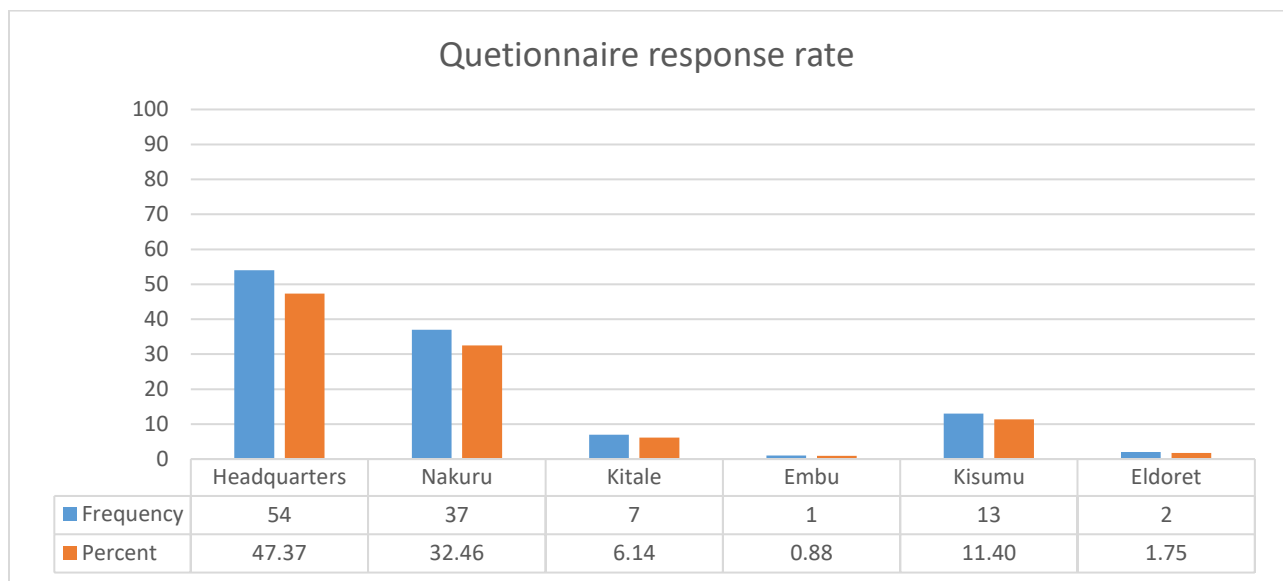
3.1 Overall Feedback to various statements

The overall feedback from the staff to the various statements include the following:

3.1: Questionnaire response rate

The summary of the questionnaire response rate is as shown in figure 3.1.1 below.

Figure 3.1.1: Questionnaire response rate



There were a total of 114 responses. KEPHIS headquarters had the highest number of staff who responded to the questionnaire (47.37%) followed by Nakuru and Kisumu regions in the second and third places respectively as shown in figure 3.1.1 above.

3.2: Other descriptive statistics

This part gives descriptive summaries of responses in the areas assessed

3.2.1: Summary of the status of team work within department or stations

Table 3.2.1.1: Team work within departments or stations

Team work within departments or stations					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not adequate at all	15	13.2	13.2	13.2
	Slightly adequate	13	11.4	11.4	24.6
	Moderately adequate	26	22.8	22.8	47.4
	Adequate	46	40.4	40.4	87.7
	Very adequate	14	12.3	12.3	100.0
	Total	114	100.0	100.0	

Majority of the staff felt that team work within departments or stations was adequate (40.4%), followed but those who felt that team work is moderately adequate (22.8%) as shown in table 3.2.1 above. 13.2% felt that team work was not adequate at all.

3.2.2: Summary of status of workload

Table 3.2.2.1: Summary of workload

Work load					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not adequate at all	13	11.4	11.4	11.4
	Slightly adequate	12	10.5	10.5	21.9
	Moderately adequate	14	12.3	12.3	34.2
	Adequate	41	36.0	36.0	70.2
	Very adequate	31	27.2	27.2	97.4
	No response	3	2.6	2.6	100.0
	Total	114	100.0	100.0	

Majority of staff interviewed felt that workload is adequate (36%), followed by those who said that workload is very adequate (27.2%) as indicated in table 3.2.2.1 above. 11.4% felt that workload is not adequate at all.

3.2.3: Summary of status of installation of fire extinguishers

Table 3.2.3.1: Installation of fire extinguishers

		Installation of fire extinguishers			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not adequate at all	4	3.5	3.5	3.5
	Slightly adequate	8	7.0	7.0	10.5
	Moderately adequate	20	17.5	17.5	28.1
	Adequate	55	48.2	48.2	76.3
	Very adequate	26	22.8	22.8	99.1
	No response	1	.9	.9	100.0
	Total	114	100.0	100.0	

Majority of staff interviewed felt that installation of extinguishers is adequate (48.2%), followed by those who said that installation of extinguishers is very adequate (22.8%) as indicated in table 3.2.3.1 above. 3.5% felt that workload is not adequate at all.

3.2.4: Summary of the status of inpatient medical cover

Table: 3.2.4.1 Inpatient medical cover

		Inpatient medical cover			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not adequate at all	7	6.1	6.1	6.1
	Slightly adequate	11	9.6	9.6	15.8
	Moderately adequate	28	24.6	24.6	40.4

Adequate	42	36.8	36.8	77.2
Very adequate	24	21.1	21.1	98.2
No response	2	1.8	1.8	100.0
Total	114	100.0	100.0	

Majority of staff interviewed felt that inpatient medical cover is adequate (36.8%), followed by those who said that inpatient medical cover is moderately adequate (24.6%) as indicated in table 3.2.4.1 above. 6.1% felt that inpatient medical cover is not adequate at all.

3.2.5: Summary of the status of outpatient medical cover

Table: 3.2.5.1 Outpatient medical cover

		Outpatient medical cover			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not adequate at all	8	7.0	7.0	7.0
	Slightly adequate	17	14.9	14.9	21.9
	Moderately adequate	31	27.2	27.2	49.1
	Adequate	37	32.5	32.5	81.6
	Very adequate	21	18.4	18.4	100.0
	Total	114	100.0	100.0	

Majority of staff interviewed felt that outpatient medical cover is adequate (32.5%), followed by those who said that outpatient medical cover is moderately adequate (27.2%) as indicated in table 3.2.5.1 above. 7.0% felt that outpatient medical cover is not adequate at all.

3.2.6: Summary of the status of provision for asset insurance

Table: 3.2.6.1 Provision for asset insurance

Provision for asset insurance				
	Frequency	Percent	Valid Percent	Cumulative Percent
Not adequate at all	10	8.8	8.8	8.8
Slightly adequate	12	10.5	10.5	19.3
Moderately adequate	30	26.3	26.3	45.6
Adequate	46	40.4	40.4	86.0
Very adequate	10	8.8	8.8	94.7
No response	6	5.3	5.3	100.0
Total	114	100.0	100.0	

Majority of staff interviewed felt that provision for asset insurance is adequate (40.4%), followed by those who said that provision for asset insurance is moderately adequate (26.3%) as indicated in table 3.2.6.1 above. 8.8% felt that provision for asset insurance is not adequate at all.

3.2.7: Summary of the status of provision of protective gears

Table: 3.2.7.1 Provision of protective gears

Provision of protective gears for staff				
	Frequency	Percent	Valid Percent	Cumulative Percent
Not adequate at all	21	18.4	18.4	18.4
Slightly adequate	24	21.1	21.1	39.5
Moderately adequate	30	26.3	26.3	65.8
Adequate	28	24.6	24.6	90.4
Very adequate	9	7.9	7.9	98.2
No response	2	1.8	1.8	100.0
Total	114	100.0	100.0	

Majority of staff interviewed felt that provision for asset insurance is moderately adequate (26.3%), followed by those who said that provision for asset insurance is adequate (24.6%) as indicated in table 3.2.7.1 above. 18.4% felt that provision for asset insurance is not adequate at all.

3.2.8: Summary of the status of provision of water dispensers

Table: 3.2.8.1 Provision of water dispensers

Provision of water dispensers				
	Frequency	Percent	Valid Percent	Cumulative Percent
Not adequate at all	7	6.1	6.1	6.1
Slightly adequate	15	13.2	13.2	19.3
Moderately adequate	19	16.7	16.7	36.0
Adequate	40	35.1	35.1	71.1
Very adequate	33	28.9	28.9	100.0
Total	114	100.0	100.0	

Majority of staff interviewed felt that provision of water dispensers is adequate (35.1%), followed by those who said that provision of water dispensers is very adequate (28.9%) as indicated in table 3.2.8.1 above. 6.1% felt that provision for asset insurance is not adequate at all.

3.2.9: Summary of status of staff capacity building

Table: 3.2.9.1 Staff capacity building

Staff capacity building				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Not adequate at all	37	32.5	32.5	32.5

Slightly adequate	23	20.2	20.2	52.6
Moderately adequate	31	27.2	27.2	79.8
Adequate	19	16.7	16.7	96.5
Very adequate	3	2.6	2.6	99.1
No response	1	.9	.9	100.0
Total	114	100.0	100.0	

Majority of staff interviewed felt that staff capacity building is not adequate at all (32.5%), followed by those who said that staff capacity building is moderately adequate (27.2%) as indicated in table 3.2.9.1 above. 16.7% felt that staff capacity building is adequate.

3.2.10: Summary of status of training on safety measures

Table: 3.2.10.1 Training on safety measures

Training on safety measures				
	Frequency	Percent	Valid Percent	Cumulative Percent
Not adequate at all	18	15.8	15.8	15.8
Slightly adequate	21	18.4	18.4	34.2
Moderately adequate	35	30.7	30.7	64.9
Adequate	37	32.5	32.5	97.4
Very adequate	3	2.6	2.6	100.0
Total	114	100.0	100.0	

Majority of staff interviewed felt that training on safety measures is adequate (32.5%), followed by those who said that training on safety measures is moderately adequate (30.7%) as indicated in table 3.2.10.1 above. 15.8% felt training on safety measures is not adequate at all.

3.2.11: Summary of medians, modes and interquartile range

Since the data was qualitative (Measures on an ordinal scale), median/mode were used as the measures of central tendency while inter quartile range was used as the measure of dispersion.

Table 3.2.11.1: Measures of central tendency and dispersion

Attribute	Median	Mode	Inter-quartile range
Team work within departments or stations	4	1	4
Work load	4	2	4
Installation of fire extinguishers	4	1	4
Inpatient medical cover	4	1	4
Outpatient medical cover	4	1	4
Provision for asset insurance	4	1	4
Provision of protective gears for staff	3	2	3
Provision of water dispensers	4	2	4
Staff capacity building	2	2	1
Training on safety measures	3	2	4

Most of the attribute assessed had a median score of 4, which stands for 'adequate'. However, provision of protective gears has a median score of 3(which stands for moderately adequate) and staff capacity building had a median score of 2(which stands for slightly adequate). This shows that on average, staff felt that the attributes were adequate, except for provision of protective gears and staff capacity building which were rated quite low.

Part 3.1: Conclusions

On average the staff interviewed felt that the attributes assessed were adequate, except for provision of protective gears which they felt was moderately adequate and staff capacity building which they felt was slightly adequate.

3.11 Summary of Findings

Summary of findings are as shown below:

S/NO.	Thematic Area	Attributes Measured	Satisfaction Index (%)	Overall index (%)
1.	Work Environment	a. Teamwork within departments/station	76.4	
		b. Workload	74.6	
		c. Installation of fire extinguishers	74.5	
		d. Provision for asset insurance	75.5	
		e. Staff capacity building	76.4	
Work Environment overall index				75.48
2.	Health and Safety	f. Inpatient medical cover	67.5	
		g. Outpatient medical cover	75.5	
		h. Provision of protective gear for staff	69.3	
		i. Provision of water dispensers	70.1	
		j. Training on safety measures	79.0	
Health and Safety overall index				72.28
Overall index (%)				73.88

CHAPTER FOUR

RECOMMENDATIONS

The study's overall observation was that in general, KEPHIS employee satisfaction index was 73.88%. Though the mark is above average, more still needs to be done to ensure employees remain satisfied. The following are recommendations for implementation for achievement of better employee satisfaction index:

1. The management should invest more of staff capacity building.
2. The management should invest more on provision of protective gears.
3. The management should invest slightly more on other areas assessed to improve them to 'very adequate' status.

APPENDICES

KEPHIS Staff Questionnaire

Dear Colleagues,

We value your honest feedback and we will treat feedback with utmost confidence.

Tick the appropriate box on a scale of 1 to 5. Filled form can be emailed or delivered to KEPHIS Headquarters' registry.

Statement	Not adequate at all 1	Slightly adequate 2	Moderately adequate 3	Adequate 4	Very Adequate 5
a. Teamwork within departments/station					
b. Workload					
c. Installation of fire extinguishers					
d. Inpatient medical cover					
e. Outpatient medical cover					
f. Provision for asset insurance					
g. Provision of protective gear for staff					
h. Provision of water dispensers					
i. Staff capacity building					
j. Training on safety measures					



**KENYA PLANT HEALTH INSPECTORATE
SERVICE (KEPHIS)**

Employee Satisfaction Survey for 2023/2024 FY

July 2024

KENYA PLANT HEALTH INSPECTORATE SERVICE EMPLOYEE SATISFACTION SURVEY REPORT 2024

INTRODUCTION

A total of 143 questionnaires were submitted for analysis. A 6-point Likert scale was used to rate satisfaction of employees as follows: 1-Extremely Dissatisfied, 2-Dissatisfied, 3-Neutral, 4- Satisfied ,5- Extremely Satisfied and 6-Not Applicable.

Table 1.1 Your job overall					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	16	11.2	11.2	11.2
	Extremely Dissatisfied	8	5.6	5.6	16.8
	Extremely Satisfied	7	4.9	4.9	21.7
	N/A	1	.7	.7	22.4
	Neutral	25	17.5	17.5	39.9
	Satisfied	86	60.1	60.1	100.0
	Total	143	100.0	100.0	

Results in table 1.1 shows that 60.1% of the respondents said that they are satisfied with their job overall. 4.9% said that they are extremely satisfied with their jobs. Cumulatively, 65% of the respondents are satisfied with their jobs. This is a positive finding, indicating that a majority of the workforce has a favorable view of their work experience. **17.5%** of employees are neutral, meaning they are not sure whether they like nor dislike their jobs. **11.2%** of respondents are dissatisfied, and **5.6%** are extremely dissatisfied. These combined figures (16.8%) suggest that a significant portion of the workforce has negative feelings about their overall job experience.

Table 2.1 Having your work recognized and appreciated					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	27	18.9	18.9	18.9
	Extremely Dissatisfied	11	7.7	7.7	26.6
	Extremely Satisfied	9	6.3	6.3	32.9
	N/A	2	1.4	1.4	34.3
	Neutral	30	21.0	21.0	55.2
	Satisfied	64	44.8	44.8	100.0
	Total	143	100.0	100.0	

A significant portion of respondents (51.1%,) felt that their work is recognized and appreciated as indicated in table 2.1 above(Extremely satisfied and satisfied). This is a positive indicator of employee morale and engagement. However, more than a quarter of respondents (26.6%) are either dissatisfied or extremely dissatisfied with the level of recognition they receive, while 21% were neutral. This shows than almost half (47.6%) of the respondents were either dissatisfied or neutral with the recognition of the work they do. This raises concerns about employee motivation and job satisfaction.

Table 3.1 Communication from management					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	18	12.6	12.6	12.6
	Extremely Dissatisfied	12	8.4	8.4	21.0
	Extremely Satisfied	14	9.8	9.8	30.8
	N/A	1	.7	.7	31.5
	Neutral	30	21.0	21.0	52.4
	Satisfied	68	47.6	47.6	100.0
	Total	143	100.0	100.0	

Majority of respondents (57.4%) are either extremely satisfied or satisfied with communication from management. This indicates a generally positive perception of management's communication efforts. However, a significant portion (21%) of respondents are either dissatisfied or extremely dissatisfied, suggesting that there are communication issues that need to be addressed. 21% of respondents are neutral, implying that communication effectiveness varies across different departments or management levels.

Table 4.1 Access to the tools and resources to perform your job effectively

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	29	20.3	20.3	20.3
	Extremely Dissatisfied	13	9.1	9.1	29.4
	Extremely Satisfied	8	5.6	5.6	35.0
	Neutral	33	23.1	23.1	58.0
	Satisfied	60	42.0	42.0	100.0
	Total	143	100.0	100.0	

Majority of respondents (42.0%) said that they are satisfied with their access to tools and resources while 5.6 are extremely satisfied. This indicates that a significant portion of the workforce has the necessary equipment to perform their job effectively. However, a combined 29.4% of respondents said they are either dissatisfied or extremely dissatisfied, suggesting that a considerable number, more than a quarter, of employees lack the tools or resources they need to perform their roles effectively and efficiently. 23.1% of respondents are neutral, indicating a range of experiences with tools and resources availability.

Table 5.1. Availability of opportunities to provide feedback to your supervisor

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	18	12.6	12.6	12.6
	Extremely Dissatisfied	7	4.9	4.9	17.5
	Extremely Satisfied	9	6.3	6.3	23.8
	N/A	1	.7	.7	24.5
	Neutral	24	16.8	16.8	41.3
	Satisfied	84	58.7	58.7	100.0
	Total	143	100.0	100.0	

Majority of respondents (58.7%) said that they are satisfied with the availability of opportunities to provide feedback to their supervisor, while 6.3% said they are extremely satisfied. This indicates a generally positive perception of the feedback mechanisms in the work place. However, a significant portion (34.3%) of respondent said that they are either extremely dissatisfied, dissatisfied or neutral, suggesting that there is some efforts needed to ensure effective feedback between staff and their respective supervisors.

Table 6.1 Availability of opportunities for professional growth in KEPHIS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	37	25.9	25.9	25.9
	Extremely Dissatisfied	23	16.1	16.1	42.0
	Extremely Satisfied	10	7.0	7.0	49.0
	N/A	1	.7	.7	49.7
	Neutral	26	18.2	18.2	67.8
	Satisfied	46	32.2	32.2	100.0
	Total	143	100.0	100.0	

A significant portion of respondents (60.2%) said that they are either extremely dissatisfied, dissatisfied or neutral about the availability of opportunities for professional growth in KEPHIS. This indicates a widespread perception that there are limited avenues for career advancement within the organization. Only 39.2% of respondents said they are either extremely satisfies or satisfied with the growth opportunities available, suggesting a need for improvement in this area.

Table 7.1 Level of your workload					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	19	13.3	13.3	13.3
	Extremely Dissatisfied	10	7.0	7.0	20.3
	Extremely Satisfied	4	2.8	2.8	23.1
	Neutral	36	25.2	25.2	48.3
	Satisfied	74	51.7	51.7	100.0
	Total	143	100.0	100.0	

Majority of respondents (54.5%) said that they are either extremely satisfied or satisfied with their workload. This indicates that a significant portion of the workforce feel their workload is manageable. However, 20.3% of the respondents said that they are either dissatisfied or extremely dissatisfied, suggesting that a considerable number of employees are experiencing excessive workload. 25.2% of respondents were neutral, indicating a range of experiences with workload levels.

Table 8.1 Work-life balance					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	21	14.7	14.7	14.7
	Extremely Dissatisfied	6	4.2	4.2	18.9
	Extremely Satisfied	7	4.9	4.9	23.8
	Neutral	35	24.5	24.5	48.3
	Satisfied	74	51.7	51.7	100.0
	Total	143	100.0	100.0	

A significant portion of respondents (56.6%) expressed either extreme satisfaction or satisfaction with their work-life balance. This suggests that many employees feel they can effectively manage both their personal and professional lives. However, a combined 18.9% of respondents felt either dissatisfied or extremely dissatisfied, indicating that a considerable number of employees are struggling to balance their work and personal lives. Additionally, 24.5% of respondents were neutral, suggesting varied experiences with work-life balance.

Table 9.1 Compensation of Salary and Allowances

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	52	36.4	36.4	36.4
	Extremely Dissatisfied	24	16.8	16.8	53.1
	Extremely Satisfied	1	.7	.7	53.8
	Neutral	36	25.2	25.2	79.0
	Satisfied	30	21.0	21.0	100.0
	Total	143	100.0	100.0	

Over half of the respondents (53.2%) said that they are dissatisfied with their salary and allowances. This is a critical concern that needs to be addressed. Only 21.7% of respondents are satisfied with their compensation, while 25.2% were neutral.

Table 10.1 Benefits of Medical In patient cover

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	11	7.7	7.7	7.7
	Extremely Dissatisfied	1	.7	.7	8.4
	Extremely Satisfied	16	11.2	11.2	19.6
	N/A	3	2.1	2.1	21.7
	Neutral	19	13.3	13.3	35.0
	Satisfied	93	65.0	65.0	100.0
	Total	143	100.0	100.0	

Majority of the respondents (76.2%) expressed either extreme satisfaction or satisfaction with the medical inpatient cover benefits. This indicates a positive perception of the

coverage provided. A combined 21.7% of respondents are either neutral, dissatisfied or extremely dissatisfied, suggesting areas for improvement.

Table 11.1 Benefits of Medical Outpatient cover					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	15	10.5	10.5	10.5
	Extremely Dissatisfied	5	3.5	3.5	14.0
	Extremely Satisfied	13	9.1	9.1	23.1
	N/A	3	2.1	2.1	25.2
	Neutral	28	19.6	19.6	44.8
	Satisfied	79	55.2	55.2	100.0
	Total	143	100.0	100.0	

The majority of respondents (64.3%) said that they are either satisfied or extremely satisfied with the outpatient cover benefit. A combined 14% of respondents expressed dissatisfaction and extreme dissatisfaction). Nearly a quarter of respondents (19.6%) were neutral.

Discussions

Results of the survey reviewed that majority of the respondents (65%) are contented with their job overall. This indicates that a majority of the workforce like their work experience. 17.5% of employees are neutral, meaning they are not sure whether they like nor dislike their jobs. 11.2% of respondents are dissatisfied, and 5.6% are extremely dissatisfied. These combined figures (16.8%) suggest that a significant portion of the workforce has negative feelings about their overall job experience.

More than half (51.1 %,) of the respondents were happy with the level of recognition and appreciation they receive for their work. More than a quarter of respondents (26.6%) are either dissatisfied or extremely dissatisfied with the level of recognition they receive, while 21% were neutral. This shows that almost half (47.6%) of the respondents were either dissatisfied or neutral with the recognition of the work they do. This raises concerns about employee motivation and job satisfaction.

Majority of the respondents were satisfied with communication from management. This indicates a generally positive perception of management's communication efforts. A significant portion of respondents felt that communication was not effective. This shows that there are issues that need to be addressed. 21% of respondents are neutral, implying that communication effectiveness varies across different departments or management levels.

A significant proportion of the respondents said that they are satisfied with the tools and resources provided to them to undertake their tasks. More than a quarter said that they are dissatisfied with the tools and resources provided.

Majority of the respondents said that they are satisfied with the opportunities provided to provide feedback to their supervisors. More than a quarter said that they are either dissatisfied or neutral about the opportunities provided.

Majority of the respondents felt that there are inadequate opportunities available for their professional growth, while 39.2% felt that there are adequate opportunities for their professional growth.

Majority of respondents said that they are satisfied with their workload. However, 20.3% of the respondents said that they are either dissatisfied or extremely dissatisfied. This shows that majority of the staff are able to handle their workload. But a considerable proportion of employees are experiencing excessive workload and another quite considerable proportion (25.2%) is not sure whether their work load is manageable or not.

The largest portion of respondents expressed satisfaction or satisfaction with their work-life balance. This shows that many employees feel they can effectively manage both their personal and professional lives. However, 18.9% of respondents felt that they are dissatisfied, indicating that a considerable number of employees are struggling to balance their work and personal lives. Additionally, 24.5% of respondents were neutral, suggesting varied experiences with work-life balance.

More than half of the respondents said that they are dissatisfied with their salary and allowances. This is a critical concern that needs to be addressed. Only 21.7% of respondents are satisfied with their compensation, while 25.2% were neutral.

The current inpatient medical cover is good, as indicated by the results of the survey which showed that Majority of the respondents were satisfied with the medical inpatient cover benefits. However, a considerable proportion (21.7%) of respondents were either neutral, dissatisfied or extremely dissatisfied, suggesting areas for improvement.

The outpatient cover currently provided is also okay, as per the results of the survey which showed that majority of respondents are either satisfied with the outpatient cover benefit. A combined 14% of respondents expressed dissatisfaction and extreme dissatisfaction). Nearly a quarter of respondents (19.6%) were neutral.

Recommendations

- 1) There is need to address the concerns of the 16.8 % of the staff who dislike their jobs and also the 17.5% who are not sure whether they like or dislike their jobs
- 2) The management need to address the issue of employee recognition in order to boost employees morale and bring down the proportion of employees who are dissatisfied with the current arrangements
- 3) There are communication short falls that need to be addressed
- 4) There is need to review tools and resources provided to the staff to ensure that they are adequate for them to effectively perform their assigned tasks
- 5) The service should provide clear channels for staff to give feedback to their respective supervisors to ensure harmonized and efficient operations
- 6) The gap in professional growth for the employees need to be addressed to equip the staff with the right skills to perform their duties effectively
- 7) Staff workload needs to be reviewed to ensure that every staff is assigned manageable workload.
- 8) The management needs to look into the issue of work-life balance to ensure that there is a balance between the two. This will reduce stress that would otherwise results to poor performance amongst the employees
- 9) The management need to look into the issue of staff compensation (Salary and allowances) because majority are dissatisfied with the current rates. This will boost their morale to handle their tasks more effectively
- 10) Majority of the respondents were okay with the current inpatient medical cover, but there is still need to improve it further
- 11)The current inpatient medical cover is working well, but it should be improved to make it more beneficial to the staff.



**KENYA PLANT HEALTH INSPECTORATE
SERVICE (KEPHIS)**

Employee Satisfaction Survey for 2023/2024 FY

July 2024

KENYA PLANT HEALTH INSPECTORATE SERVICE EMPLOYEE SATISFACTION SURVEY REPORT 2024

INTRODUCTION

A total of 143 questionnaires were submitted for analysis. A 6-point Likert scale was used to rate satisfaction of employees as follows: 1-Extremely Dissatisfied, 2-Dissatisfied, 3-Neutral, 4- Satisfied ,5- Extremely Satisfied and 6-Not Applicable.

Table 1.1 Your job overall					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	16	11.2	11.2	11.2
	Extremely Dissatisfied	8	5.6	5.6	16.8
	Extremely Satisfied	7	4.9	4.9	21.7
	N/A	1	.7	.7	22.4
	Neutral	25	17.5	17.5	39.9
	Satisfied	86	60.1	60.1	100.0
	Total	143	100.0	100.0	

Results in table 1.1 shows that 60.1% of the respondents said that they are satisfied with their job overall. 4.9% said that they are extremely satisfied with their jobs. Cumulatively, 65% of the respondents are satisfied with their jobs. This is a positive finding, indicating that a majority of the workforce has a favorable view of their work experience. **17.5%** of employees are neutral, meaning they are not sure whether they like nor dislike their jobs. **11.2%** of respondents are dissatisfied, and **5.6%** are extremely dissatisfied. These combined figures (16.8%) suggest that a significant portion of the workforce has negative feelings about their overall job experience.

Table 2.1 Having your work recognized and appreciated					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	27	18.9	18.9	18.9
	Extremely Dissatisfied	11	7.7	7.7	26.6
	Extremely Satisfied	9	6.3	6.3	32.9
	N/A	2	1.4	1.4	34.3
	Neutral	30	21.0	21.0	55.2
	Satisfied	64	44.8	44.8	100.0
	Total	143	100.0	100.0	

A significant portion of respondents (51.1%,) felt that their work is recognized and appreciated as indicated in table 2.1 above(Extremely satisfied and satisfied). This is a positive indicator of employee morale and engagement. However, more than a quarter of respondents (26.6%) are either dissatisfied or extremely dissatisfied with the level of recognition they receive, while 21% were neutral. This shows than almost half (47.6%) of the respondents were either dissatisfied or neutral with the recognition of the work they do. This raises concerns about employee motivation and job satisfaction.

Table 3.1 Communication from management					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	18	12.6	12.6	12.6
	Extremely Dissatisfied	12	8.4	8.4	21.0
	Extremely Satisfied	14	9.8	9.8	30.8
	N/A	1	.7	.7	31.5
	Neutral	30	21.0	21.0	52.4
	Satisfied	68	47.6	47.6	100.0
	Total	143	100.0	100.0	

Majority of respondents (57.4%) are either extremely satisfied or satisfied with communication from management. This indicates a generally positive perception of management's communication efforts. However, a significant portion (21%) of respondents are either dissatisfied or extremely dissatisfied, suggesting that there are communication issues that need to be addressed. 21% of respondents are neutral, implying that communication effectiveness varies across different departments or management levels.

Table 4.1 Access to the tools and resources to perform your job effectively

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	29	20.3	20.3	20.3
	Extremely Dissatisfied	13	9.1	9.1	29.4
	Extremely Satisfied	8	5.6	5.6	35.0
	Neutral	33	23.1	23.1	58.0
	Satisfied	60	42.0	42.0	100.0
	Total	143	100.0	100.0	

Majority of respondents (42.0%) said that they are satisfied with their access to tools and resources while 5.6 are extremely satisfied. This indicates that a significant portion of the workforce has the necessary equipment to perform their job effectively. However, a combined 29.4% of respondents said they are either dissatisfied or extremely dissatisfied, suggesting that a considerable number, more than a quarter, of employees lack the tools or resources they need to perform their roles effectively and efficiently. 23.1% of respondents are neutral, indicating a range of experiences with tools and resources availability.

Table 5.1. Availability of opportunities to provide feedback to your supervisor

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	18	12.6	12.6	12.6
	Extremely Dissatisfied	7	4.9	4.9	17.5
	Extremely Satisfied	9	6.3	6.3	23.8
	N/A	1	.7	.7	24.5
	Neutral	24	16.8	16.8	41.3
	Satisfied	84	58.7	58.7	100.0
	Total	143	100.0	100.0	

Majority of respondents (58.7%) said that they are satisfied with the availability of opportunities to provide feedback to their supervisor, while 6.3% said they are extremely satisfied. This indicates a generally positive perception of the feedback mechanisms in the work place. However, a significant portion (34.3%) of respondent said that they are either extremely dissatisfied, dissatisfied or neutral, suggesting that there is some efforts needed to ensure effective feedback between staff and their respective supervisors.

Table 6.1 Availability of opportunities for professional growth in KEPHIS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	37	25.9	25.9	25.9
	Extremely Dissatisfied	23	16.1	16.1	42.0
	Extremely Satisfied	10	7.0	7.0	49.0
	N/A	1	.7	.7	49.7
	Neutral	26	18.2	18.2	67.8
	Satisfied	46	32.2	32.2	100.0
	Total	143	100.0	100.0	

A significant portion of respondents (60.2%) said that they are either extremely dissatisfied, dissatisfied or neutral about the availability of opportunities for professional growth in KEPHIS. This indicates a widespread perception that there are limited avenues for career advancement within the organization. Only 39.2% of respondents said they are either extremely satisfies or satisfied with the growth opportunities available, suggesting a need for improvement in this area.

Table 7.1 Level of your workload

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	19	13.3	13.3	13.3
	Extremely Dissatisfied	10	7.0	7.0	20.3
	Extremely Satisfied	4	2.8	2.8	23.1
	Neutral	36	25.2	25.2	48.3
	Satisfied	74	51.7	51.7	100.0
	Total	143	100.0	100.0	

Majority of respondents (54.5%) said that they are either extremely satisfied or satisfied with their workload. This indicates that a significant portion of the workforce feel their workload is manageable. However, 20.3% of the respondents said that they are either dissatisfied or extremely dissatisfied, suggesting that a considerable number of employees are experiencing excessive workload. 25.2% of respondents were neutral, indicating a range of experiences with workload levels.

Table 8.1 Work-life balance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	21	14.7	14.7	14.7
	Extremely Dissatisfied	6	4.2	4.2	18.9
	Extremely Satisfied	7	4.9	4.9	23.8
	Neutral	35	24.5	24.5	48.3
	Satisfied	74	51.7	51.7	100.0
	Total	143	100.0	100.0	

A significant portion of respondents (56.6%) expressed either extreme satisfaction or satisfaction with their work-life balance. This suggests that many employees feel they can effectively manage both their personal and professional lives. However, a combined 18.9% of respondents felt either dissatisfied or extremely dissatisfied, indicating that a considerable number of employees are struggling to balance their work and personal lives. Additionally, 24.5% of respondents were neutral, suggesting varied experiences with work-life balance.

Table 9.1 Compensation of Salary and Allowances

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	52	36.4	36.4	36.4
	Extremely Dissatisfied	24	16.8	16.8	53.1
	Extremely Satisfied	1	.7	.7	53.8
	Neutral	36	25.2	25.2	79.0
	Satisfied	30	21.0	21.0	100.0
	Total	143	100.0	100.0	

Over half of the respondents (53.2%) said that they are dissatisfied with their salary and allowances. This is a critical concern that needs to be addressed. Only 21.7% of respondents are satisfied with their compensation, while 25.2% were neutral.

Table 10.1 Benefits of Medical In patient cover

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	11	7.7	7.7	7.7
	Extremely Dissatisfied	1	.7	.7	8.4
	Extremely Satisfied	16	11.2	11.2	19.6
	N/A	3	2.1	2.1	21.7
	Neutral	19	13.3	13.3	35.0
	Satisfied	93	65.0	65.0	100.0
	Total	143	100.0	100.0	

Majority of the respondents (76.2%) expressed either extreme satisfaction or satisfaction with the medical inpatient cover benefits. This indicates a positive perception of the

coverage provided. A combined 21.7% of respondents are either neutral, dissatisfied or extremely dissatisfied, suggesting areas for improvement.

Table 11.1 Benefits of Medical Outpatient cover					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	15	10.5	10.5	10.5
	Extremely Dissatisfied	5	3.5	3.5	14.0
	Extremely Satisfied	13	9.1	9.1	23.1
	N/A	3	2.1	2.1	25.2
	Neutral	28	19.6	19.6	44.8
	Satisfied	79	55.2	55.2	100.0
	Total	143	100.0	100.0	

The majority of respondents (64.3%) said that they are either satisfied or extremely satisfied with the outpatient cover benefit. A combined 14% of respondents expressed dissatisfaction and extreme dissatisfaction). Nearly a quarter of respondents (19.6%) were neutral.

Discussions

Results of the survey reviewed that majority of the respondents (65%) are contented with their job overall. This indicates that a majority of the workforce like their work experience. 17.5% of employees are neutral, meaning they are not sure whether they like nor dislike their jobs. 11.2% of respondents are dissatisfied, and 5.6% are extremely dissatisfied. These combined figures (16.8%) suggest that a significant portion of the workforce has negative feelings about their overall job experience.

More than half (51.1 %,) of the respondents were happy with the level of recognition and appreciation they receive for their work. More than a quarter of respondents (26.6%) are either dissatisfied or extremely dissatisfied with the level of recognition they receive, while 21% were neutral. This shows that almost half (47.6%) of the respondents were either dissatisfied or neutral with the recognition of the work they do. This raises concerns about employee motivation and job satisfaction.

Majority of the respondents were satisfied with communication from management. This indicates a generally positive perception of management's communication efforts. A significant portion of respondents felt that communication was not effective. This shows that there are issues that need to be addressed. 21% of respondents are neutral, implying that communication effectiveness varies across different departments or management levels.

A significant proportion of the respondents said that they are satisfied with the tools and resources provided to them to undertake their tasks. More than a quarter said that they are dissatisfied with the tools and resources provided.

Majority of the respondents said that they are satisfied with the opportunities provided to provide feedback to their supervisors. More than a quarter said that they are either dissatisfied or neutral about the opportunities provided.

Majority of the respondents felt that there are inadequate opportunities available for their professional growth, while 39.2% felt that there are adequate opportunities for their professional growth.

Majority of respondents said that they are satisfied with their workload. However, 20.3% of the respondents said that they are either dissatisfied or extremely dissatisfied. This shows that majority of the staff are able to handle their workload. But a considerable proportion of employees are experiencing excessive workload and another quite considerable proportion (25.2%) is not sure whether their work load is manageable or not.

The largest portion of respondents expressed satisfaction or satisfaction with their work-life balance. This shows that many employees feel they can effectively manage both their personal and professional lives. However, 18.9% of respondents felt that they are dissatisfied, indicating that a considerable number of employees are struggling to balance their work and personal lives. Additionally, 24.5% of respondents were neutral, suggesting varied experiences with work-life balance.

More than half of the respondents said that they are dissatisfied with their salary and allowances. This is a critical concern that needs to be addressed. Only 21.7% of respondents are satisfied with their compensation, while 25.2% were neutral.

The current inpatient medical cover is good, as indicated by the results of the survey which showed that Majority of the respondents were satisfied with the medical inpatient cover benefits. However, a considerable proportion (21.7%) of respondents were either neutral, dissatisfied or extremely dissatisfied, suggesting areas for improvement.

The outpatient cover currently provided is also okay, as per the results of the survey which showed that majority of respondents are either satisfied with the outpatient cover benefit. A combined 14% of respondents expressed dissatisfaction and extreme dissatisfaction). Nearly a quarter of respondents (19.6%) were neutral.

Recommendations

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- 2) The management need to address the issue of employee recognition in order to boost employees morale and bring down the proportion of employees who are dissatisfied with the current arrangements
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