



UNIVERSITY OF NAIROBI

COLLEGE OF EDUCATION AND EXTERNAL STUDIES

EMPLOYEE SATISFACTION BASELINE SURVEY REPORT

MAY 2013

**COLLEGE OF EDUCATION AND EXTERNAL STUDIES**

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**Ag. Principal**

**Signature.....**

**Date .....**

## **1.0 CHAPTER ONE: INTRODUCTION**

### **1.1 Study Background**

College of Education and External Studies has embarked on comprehensive modernization of its corporate image which is aimed at improving service delivery to its staff.

The College has conducted an employee/staff satisfaction survey to determine the levels of satisfaction and identify areas for improvement. The surveys would also be used to measure the impact of other important issues that could be used to improve the image of the University.

### **1.2 Statement of the Research Problem**

The governance and management of the UON has changed in that past few years. The current administration has been charged with the responsibility of improving the image of the University. New systems and procedures have been put in place. This has therefore involved and affected all stakeholders at large.

It is against this background that this study seeks to establish staff perception and satisfaction levels with the current College administration with a view of getting information that can be used to make decisions of how to improve the image and operational capability of the College. This will go a long way in identifying priorities that requires specific interventions, all in a bid to improve the image and service delivery.

### **1.3 Objectives of the Study**

The main objective of this study is to measure overall satisfaction levels of all staff with the administration of the college.

Staff satisfaction survey sought to:

- To gauge the levels of employee satisfaction with their employer

- Find out staff views towards issues like work environment, individual staff performance recognition, management style, performance management, communication, training opportunities, and other issues that will be proven to be important for optimum output and therefore good service delivery.
- Guide the College on priorities and provide guidelines for service Improvement.
- Identify aspects that are important to employee on the services received from the College.

## **1.4 Study Limitations and Weaknesses**

### **1.4.1 Missing Information**

In the employee satisfaction questionnaire, staffs were required to complete all sections of the instrument as applicable to them. However, there were instances where no information was filled. For example, some staffs were uncomfortable filling in their names and department.

### **1.4.2 Mode of Questionnaire Delivery**

A part of the survey was self-completed. However, the success rate was affected because it was particularly challenging to get some of the staff and especially the teaching staff to complete the questionnaires. Consequently, it was also challenging to collect the questionnaires because some of the staffs were not available. This also affected the survey period which was initially set to take two weeks but eventually had to extend for another week

## **2.0 CHAPTER TWO: SAMPLING METHODOLOGY**

### **2.1 STAFF**

The sampling was classified into gender, whether male or female. Age, whether below 25, between 25 and 35, between 36 and 45, between 46 and 55, and above 55 years of age. The sample required respondent to indicate their names and Departments or sections in which they work.

A one stage employee/staff Satisfaction Survey was undertaken in the month of May2013 involving an initial independent staff satisfaction response. It employed a quantitative method by use of a structured questionnaire.

A total of 70 employees participated in this survey. Questionnaires were drawn and administered to the staff for them to give their views about the college.

The number of questionnaires drawn was 120. However, some of the staff members were reluctant to answer the questions and returned the questionnaires. Out of the 120 drawn only 70 were returned

## **2.2 Data Management**

### **2.2.1 Signing in Questionnaires:**

On receiving questionnaires from the field, checks were done to establish the sample size based on the questionnaires received and their respective quotas on the sampling frame. There were no inconsistencies found.

### **3.0 CHAPTER THREE: RESEARCH FINDINGS**

#### **3.1 Staff/employee satisfaction findings**

Employees have over the years become a vital consideration in an organizations measure of service quality and customer satisfaction. As a result they form a key component in the understanding and measurement of perception staff have towards University of Nairobi. This section reports on the University's academic and non-academic staff perceptions and satisfaction towards the university. Specifically an employee satisfaction survey has been known to effectively contribute to:

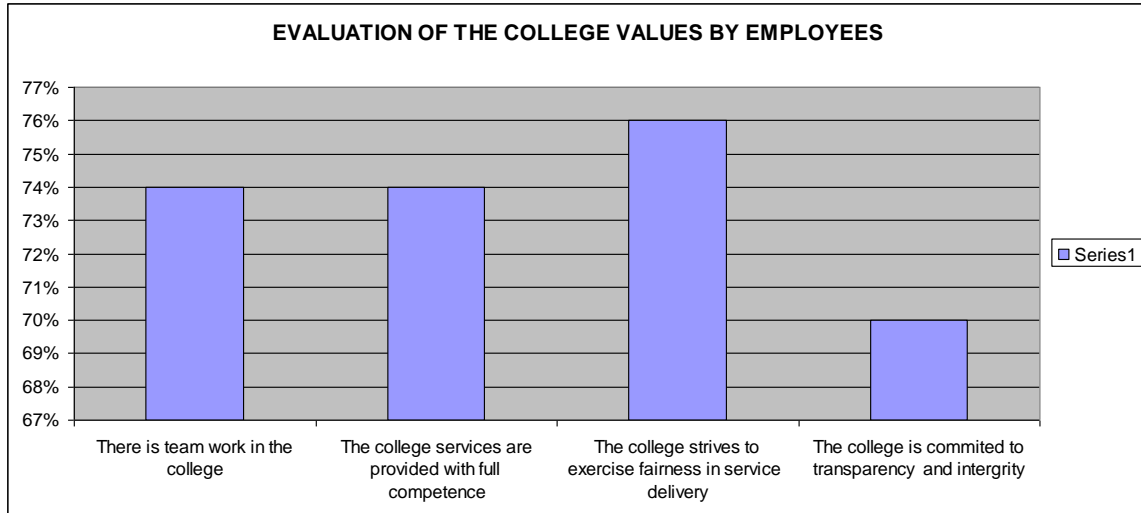
- Increase the sense of commitment and loyalty of the employees
- Saving an organization money due to fewer turnovers
- Increase employee morale
- Gain employee trust

**The overall index is 86%.**

Satisfied employees remain with an organization longer and increase their job knowledge and their ability to service customers and clients (students).

### 3.1.1 Evaluation of the college values by employees

Figure 1

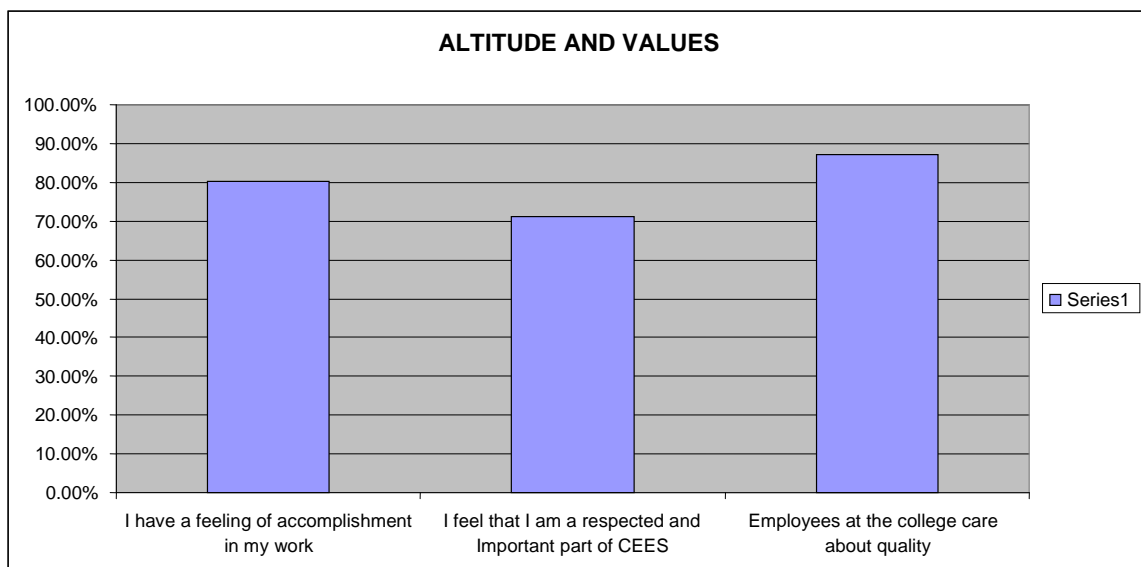


Average 74

The satisfaction index is 74. This shows that the employees are satisfied with the college values and service delivery. CEES employees value transparency and fairness most.

### 3.1.3 ALTITUDE AND VALUES

Figure 2.



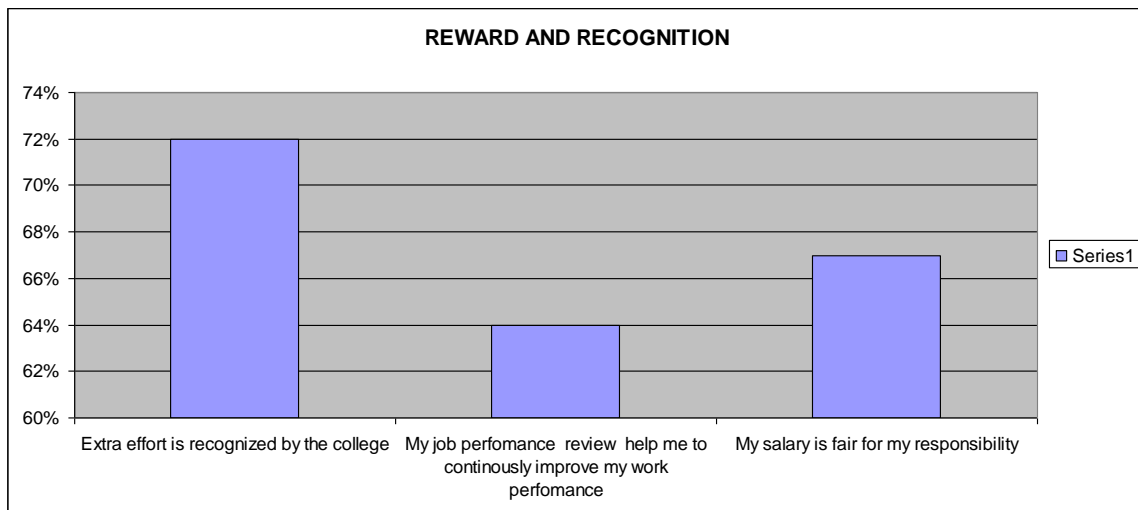
Average 86



This implies that the employees are proud to be associated with the college . Employees appreciate the changing image of the college claiming that the services offered have a positive impact on college Image. Employees also believe that the college has a caring attitude towards the greater community(staff). Employees confirm that the college clearly understands its student needs with 86% agreeing that the UON is student focused.

### 3.1.4 REWARD AND RECOGNITION

Figure 3.

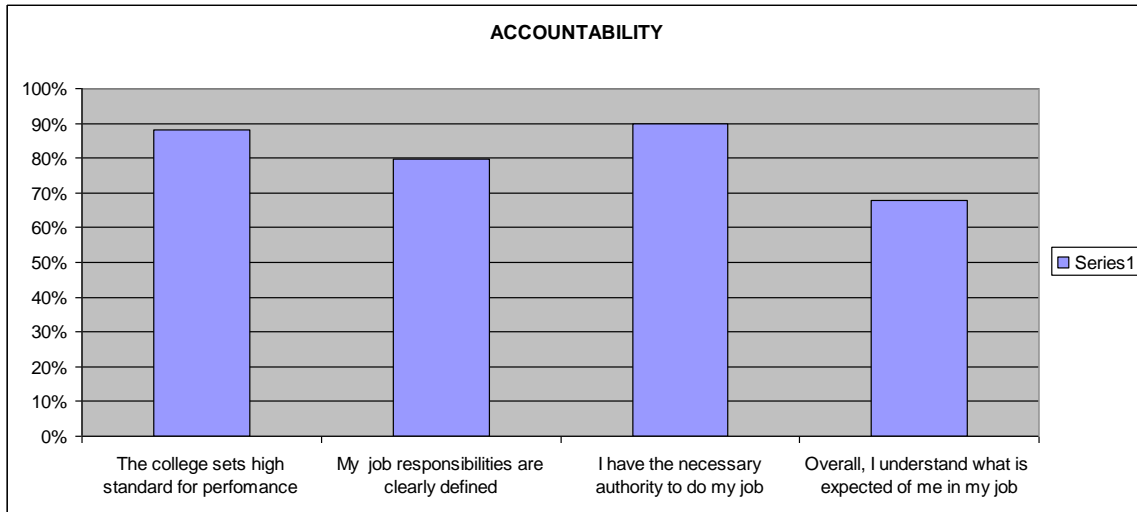


Average 67.6

This implies the college staff are highly skilled ,facilities are up to date and college management strives to motivate its staff.

### 3.1.5 ACCOUNTABILITY

Figure 4.

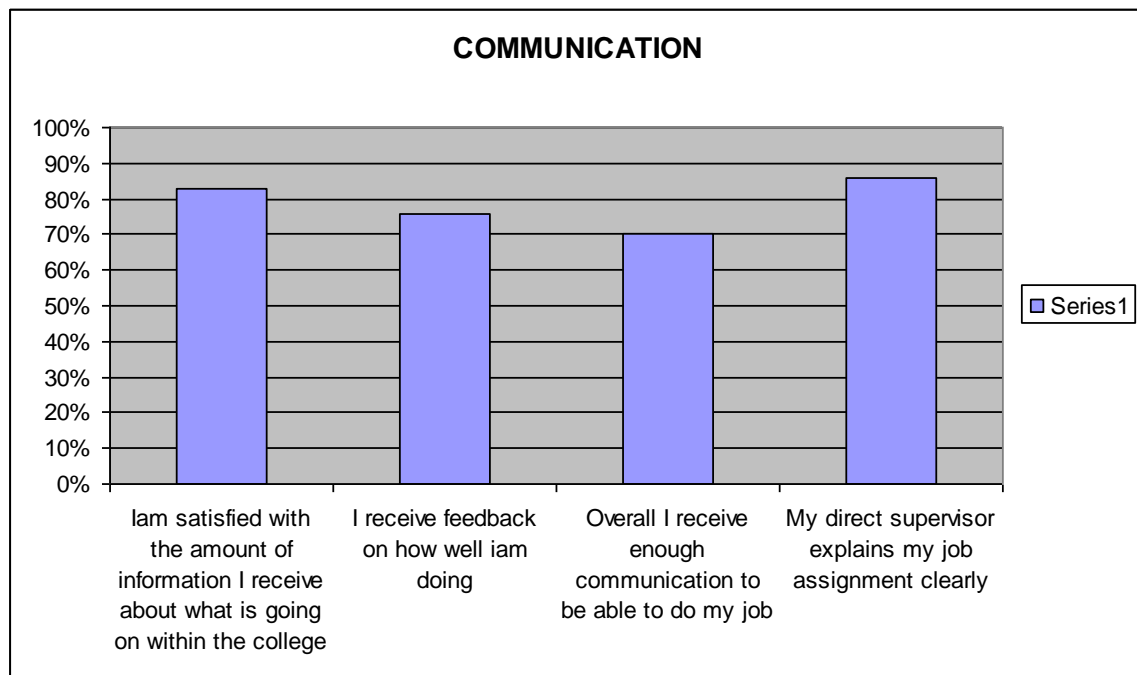


Average-88 %

This shows that the staffs are accountable for their job responsibilities and are well defined and they know what is expected of them in their jobs

### 3.1.6 Communication in the College

Figure 6.



Average--78.8

This shows that the communication links between the staff and management are well spelled out.

Employees are able to raise their grievances easily.

Moderate satisfaction levels are experienced amongst employees with a need for improvement in the area of internal communication

## **4.0 CHAPTER FOUR: CONCLUSION AND RECOMMENDATIONS**

### **4.1 CONCLUSIONS**

The College has a positive image and both its customers and employees experience a considerable level of pride in being associated with it. However the future of the college will not be heading in a positive direction if changes to cater for the needs of its customers and employees are not met. This is in view of the fact that there are younger, competitive colleges that are also gaining popularity.

Various factors affected the satisfaction levels of employees and included the work environment ,training offered to the employees and recognition of individual employees on their performance. . There were various issues raised by staff that was an integral part of their satisfaction with the University. They included provision of adequate safety measures, providing working materials for the employees, motivating them and having access to information needed.

### **4.2 RECOMMENDATIONS**

The following recommendation should be taken in place

Employees

- The College management should motivate their staff by looking into their working conditions.
- The College should also provide working equipment promptly to facilitate the work of employees.
- Constant review of the promotion system should be done to create a faster mechanism for employees gaining upward mobility in the work place. There should be possibly an increase in the number of staff in departments commensurate to the amount of workload. However the standards set for quality in achieving these should not be interfered with but rather used by the university to build its image and involving its employees in it. This will enable employees appreciate the reasons behind setting various achievements in its promotion system.
- Provide training opportunities to empower staff and carry out needs assessments to identify training needs. This will reduce University costs by avoiding irrelevant trainings/ seminars for their staff.

- The College should take into consideration recruitment of young staff to provide continuity in the work place. Those on temporary contract and casual terms should be considered for employment as they have already gained valuable experience from the University.
- The College should eradicate nepotism and tribalism and other forms of bias in the various processes. This means that all processes including recruitment should be transparent.
- The College should aim to equip its laboratories with modern equipment by partnering with the Government and other funding agencies.
- The issue of security was of concern to the employees. To enhance security, screening from the gate should be done. Employees and students should use swipe cards and other visitors registered and given a pass. Individual responsibility should however be emphasized for each employee in contributing towards the security of the university premises.
- In order to ease the employee's work, the University should adopt technology and provide computers for all teaching staff members and in the non-teaching staff departments.  
Provide staff members with efficient working equipment.
- Ease communication channels to staff by communicating to staff through their departments. Notice boards should be separate from students and placed in departments.

**THE COLLEGE OF EDUCATION AND EXTERNAL STUDIES (CEES)  
BASELINE SURVEY ON EMPLOYEE SATISFACTION (STAFF)**

1. Your name \_\_\_\_\_ (optional)
2. Your gender  
Male ( )                      female ( )
3. Your age bracket  
Below 25 ( )    25-35 ( )              36-45 ( )              46-55 ( )              above55 ( )
4. Kindly indicate the department/section in which you work \_\_\_\_\_  
\_\_\_\_\_
5. Duration of employment  
Below 1 year ( )              1-5 years ( )    5-10 years ( )              above 10 years ( )
6. Please read each of the following statements and indicate your level of agreement or disagreement with each statement.  
**The scale is 1 to 5 where 1 = Strongly agree; 2=Agree; 3=Neutral; 4=Disagree; 5=Strongly disagree**

	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
<b>ATTITUDES AND VALUES</b>					
<b>6.1</b> I have a feeling of accomplishment in my work.					
<b>6.2</b> I feel that I am a respected and important part of CEES.					
<b>6.3</b> Employees at the College care about quality					
<b>COMMUNICATION</b>					
<b>6.4</b> I am satisfied with the amount of information i receive about what is going on within the College.					
<b>6.5</b> My direct supervisor explains my job assignments clearly					
<b>6.6</b> I receive feedback on how well I am doing.					
	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>

6.7 Overall, I receive enough communication to be able to do my job					
<b>ACCOUNTABILITY</b>					
6.8 The College sets high standards for performance.					
6.9 My job responsibilities are clearly defined					
7.0 I have the necessary authority to do my job.					
7.1 Overall, I understand what is expected of me in my job					
<b>REWARD AND RECOGNITION</b>					
7.2 Extra effort is recognized by the College					
7.3 My job performance reviews help me to continuously improve my work performance					
7.4 My salary is fair for my responsibilities					
<b>EVALUATION OF THE COLLEGE VALUES BY EMPLOYEES</b>					
7.5 There is team work in the College					
7.6 The College services are provided with full competence.					
7.7 The College strives to exercise fairness in service delivery.					
7.8 The College is committed to transparency and integrity.					