



THE **BRIGHTERMONDAY** KENYA **EMPLOYEE SATISFACTION** REPORT

2021



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ABOUT US

BRIGHTERMONDAY KENYA

We are East Africa's No. 1 Career Platform. Founded in 2006, BrighterMonday Kenya started as a recruitment and job search platform but has grown into an all-encompassing career platform offering online career advice, personalised HR solutions for both individuals and institutions as well as training services for jobseekers.

We have been nominated for several awards and bagged some notable ones, such as Best Online Jobs Portal for The 3rd Digital Tech Excellence Awards, Best Corporate Blog Category for BAKE Awards 2018 and 2019 as well as the Best Blog Category for the Digital Media Awards in 2021,2019 and 2018.

In 2021, BrighterMonday was among the top 5 searched items on Google in Kenya (General Category) in the past 15 years.

Our vision is simple: to be Kenya's most user-centric and transparent career platform; where we connect the right candidates with the right opportunities. We consider ourselves PACE setters and thus our core values: Performance, Accountability, Continuous Learning, Excellence. We don't only offer job information services, we are here to build careers.

BrighterMonday Kenya forms part of the investment portfolio of Ringier One Africa Media, one of Africa's largest digital publishers, allowing global brands to reach targeted audiences nationally, regionally, continentally and by each vertical in which they operate.



OUR NUMBERS

BrighterMonday is the #1 Jobs portal in Kenya with a long track record of happy handshakes.



44,320+
Registered
Employers



952,690+
Jobseeker
Profiles



100+
Applications
per Job



4,606,600+
Job
Applications



OUR SERVICES



Profile
Development
and Boosting



Learning and
Development
Offerings



Testing &
Candidate Profiling
Capabilities



Online Job Listing
and Candidate
Recruiting



Executive
Recruitment

INTRODUCTION



As organisations continue to navigate the new world of work, employee satisfaction remains a fundamental aspect in the workplace. Employee satisfaction is imperative because most employees spend a significant portion of their life working, hence job satisfaction has its impact on their general life as a highly satisfied employee has a better overall well-being, which fosters productivity.

Furthermore, the most important strategic resource of an organisation is people; but what are employers doing to ensure a conducive environment that allows for employee satisfaction to flourish, especially as organisations navigate a new changing world of work accelerated by the global pandemic?

The BrighterMonday Kenya Employee Satisfaction Report unpacks employee satisfaction among Kenyan employees, and explores themes around external and intrinsic traits, employee happiness, flight risk, employer advocacy, job satisfaction and delves into insights based on age, gender, location, job level and work experience for a demographic overview.

A total of **1,760** respondents were surveyed, and from the study findings, **Strong, Relatable Company Values & Goals** was ranked the most important external trait while **Competitive Package** was ranked the most important intrinsic trait that respondents desire in an ideal company.

Surprisingly, remote work was not highly ranked as one might think, despite being accelerated by COVID-19, which could be due to factors such as unreliable power supply and internet connection that affect remote work structures and hinders productivity. Interestingly, respondents said their current employers embody their ideal traits, which means they are not a merely hypothetical desire, but are actually practiced in their respective workplace. However, most of the respondents are neutral about their happiness levels, and pose a high flight risk, but they would recommend their current employer.

Therefore, this report serves as a call-to-action for employers to evaluate the fundamental factors that foster employee satisfaction for both current and future employees. In addition, the report also provides crucial market insights which can be used as a guideline to prioritise employee satisfaction in the workplace and improve productivity and overall long-term organisational success.

METHODOLOGY

We conducted an online survey targeted at the general public. The survey was shared out via email and social media platforms. We asked the respondents the following:

- Rank external traits that they desire in a company i.e. these are traits that are not as essential as intrinsic traits but are ideal to have.
- Rank the intrinsic traits that are most important to them in a company i.e. these are traits that every company must-have.
- Rank the external and intrinsic traits embodied by their current employer.
- We asked if they were happy with their current employer.
- We asked if they are satisfied with their current role.
- We asked if being satisfied with their job increases their productivity.
- We asked if they were willing to leave their current employer in the next 6 months.
- We asked if they would recommend their current employer to others.

We then used the data set from their responses to compile the Employee Satisfaction report.

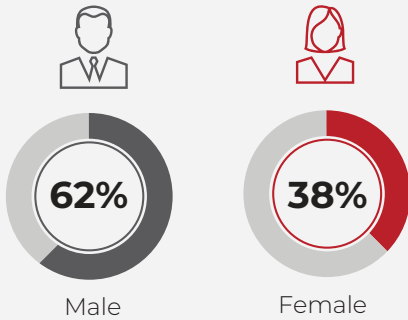


A black and white photograph of a woman in profile, looking down at a laptop. She has her hand on her chin in a thoughtful pose. The image is overlaid with a red hexagonal grid pattern. The background is a solid red color.

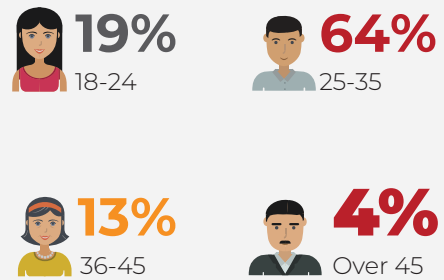
KEY PARAMETERS OF RESPONDENTS

KEY PARAMETERS OF RESPONDENTS

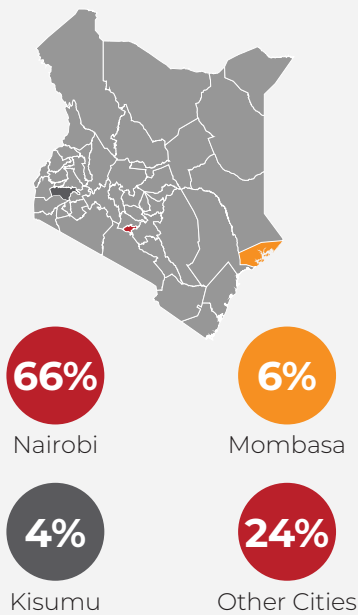
GENDER



AGE GROUP



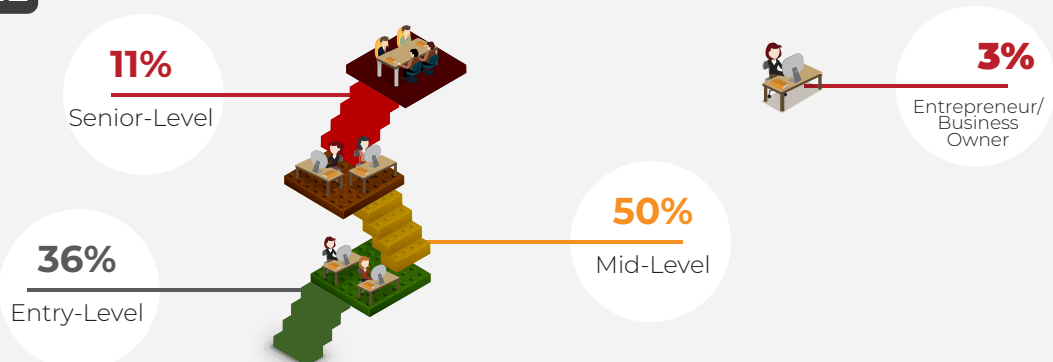
LOCATION



HIGHEST LEVEL OF EDUCATION

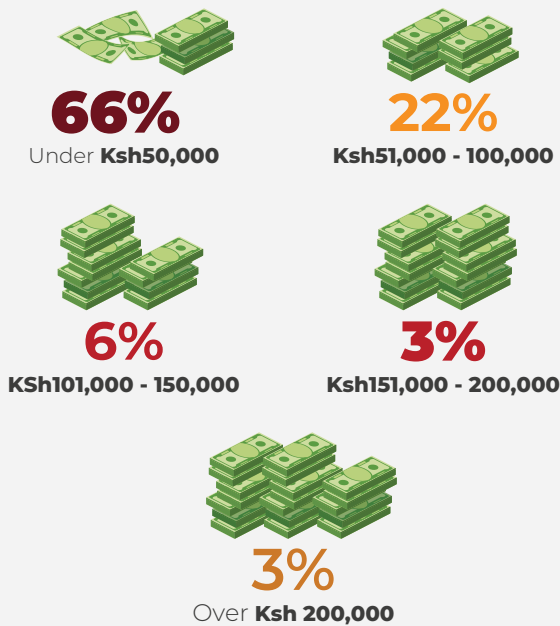


JOB LEVEL

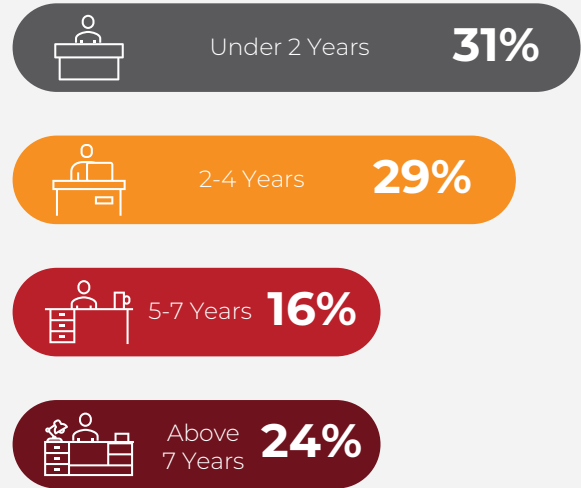


KEY PARAMETERS OF RESPONDENTS

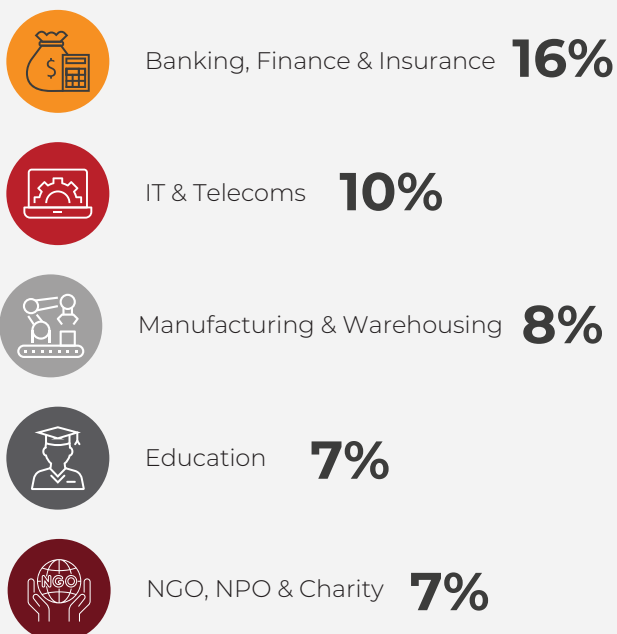
SALARY BRACKETS



WORK EXPERIENCE



TOP 5 INDUSTRIES THAT RESPONDENTS WORK IN



TOP 5 JOB ROLES OF RESPONDENTS



Best Match

A NEW WAY TO MATCH

Get A Shortlist Of **10 Qualified
Candidates** In Just **7 Days!**



SATISFACTION



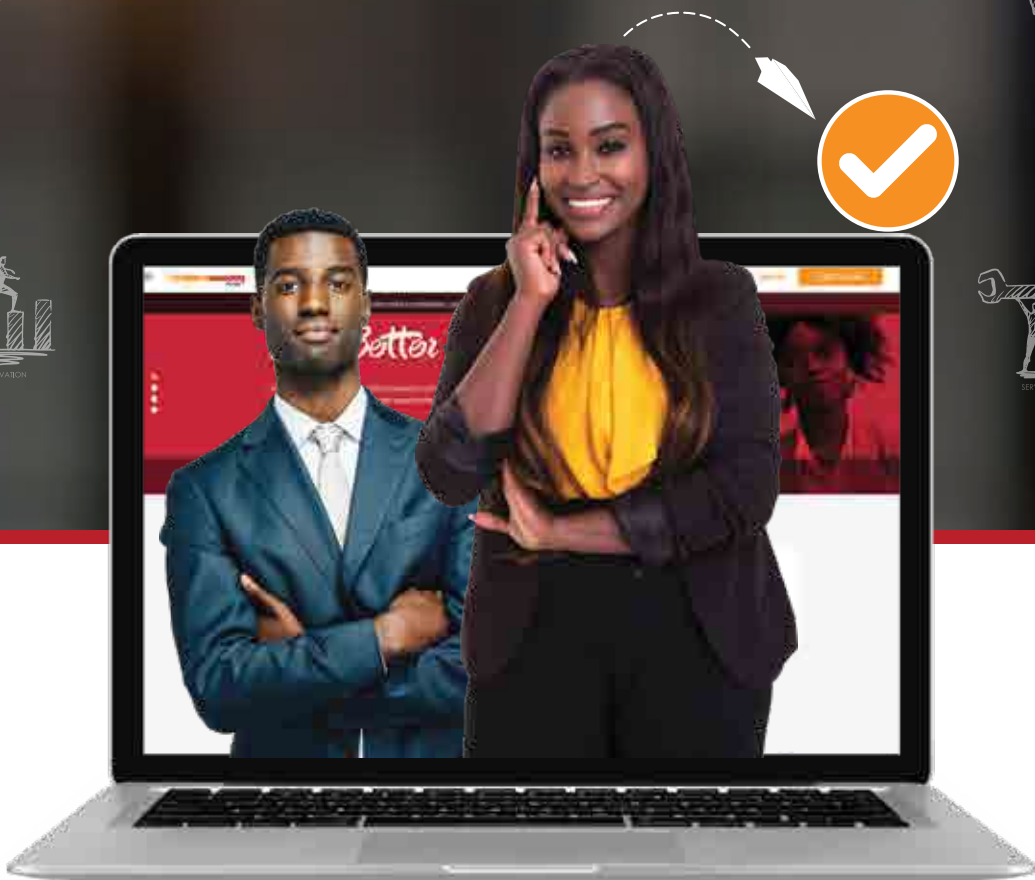
COMPETENCE



MOTIVATION



SERVICE



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Kenya

A black and white photograph of a woman with her arms crossed, smiling. The image is overlaid with a red hexagonal grid pattern. The text "GROUP LEVEL INSIGHTS: WHAT MAKES A GOOD COMPANY" is written in large, bold, orange capital letters across the center of the image.

GROUP LEVEL INSIGHTS: WHAT MAKES A GOOD COMPANY

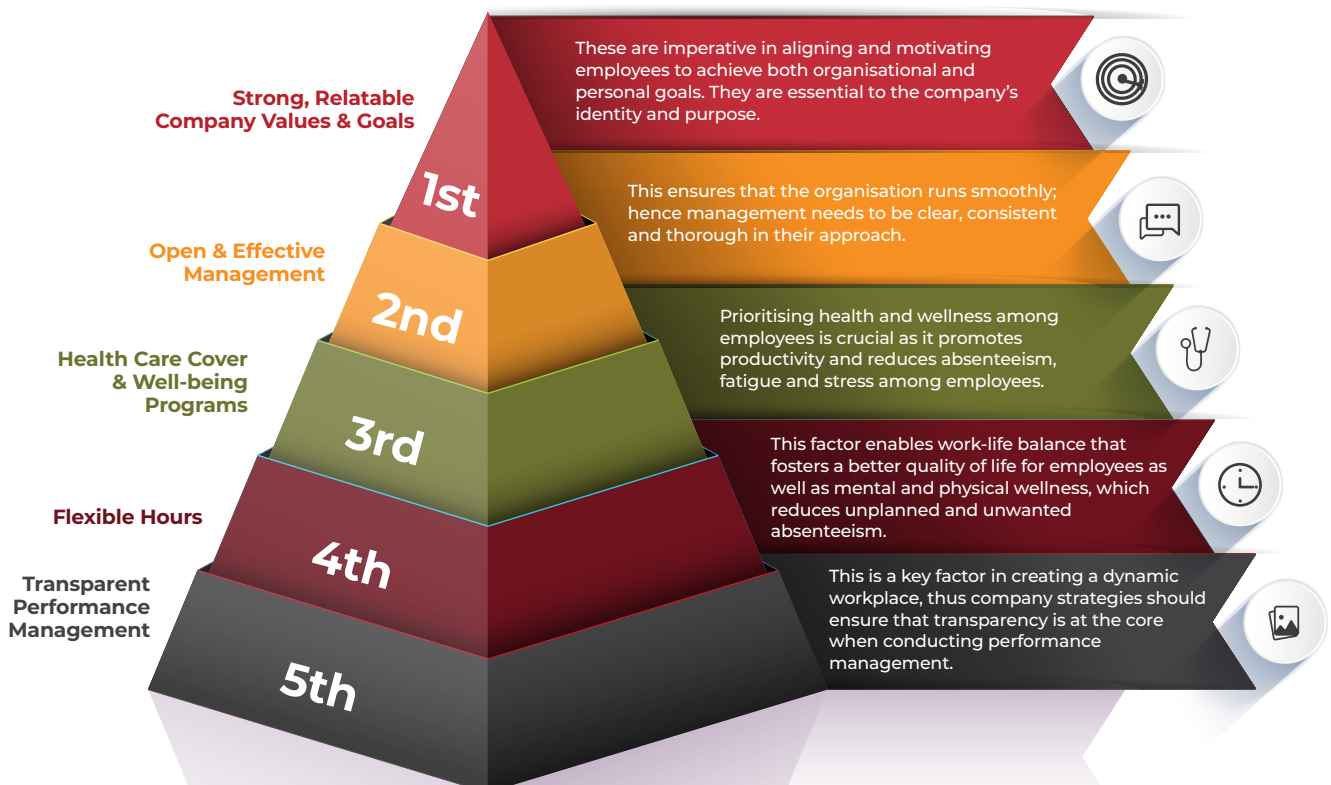
GROUP LEVEL INSIGHTS: WHAT MAKES A GOOD COMPANY

EXTERNAL TRAITS

External Traits refer to factors that employees desire and yearn for in an ideal workplace. Their existence allows employees to be more engaged and happy, which in turn is great for their productivity.

Respondents were asked to rank their most important external traits in a company. They were given a choice of 10 external traits: Flexible Hours, Strong, Relatable Company Values & Goals, Open & Effective Management, Health Care Cover & Well-being Programs, Transparent Performance Management, Mentoring & Coaching, Remote Working Options, Effective Working Tools, Diversity & Inclusion and Training & Development, and these are the top 5 most ranked external traits.

OVERALL TOP 5 EXTERNAL TRAITS THAT MATTER THE MOST IN A COMPANY



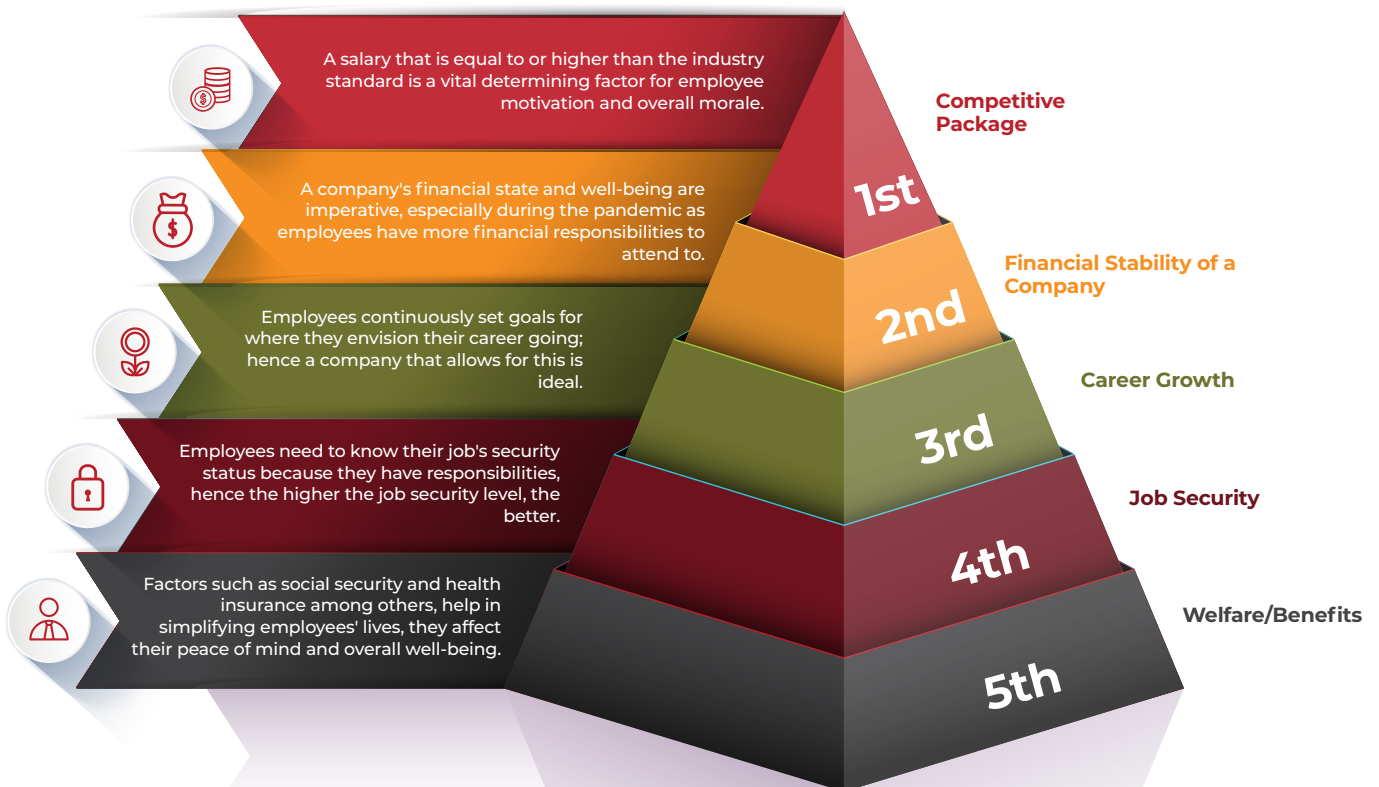
GROUP LEVEL INSIGHTS: WHAT MAKES A GOOD COMPANY

INTRINSIC TRAITS

Intrinsic Traits refer to innate qualities that a workplace should have, they are basic in nature; their existence creates a higher employee retention and satisfaction.

Respondents were asked to rank their most important intrinsic traits in a company. They were given a choice of 5 intrinsic traits: Competitive Package, Welfare/Benefits, Financial Stability of a Company, Job Security and Career Growth, and this is how they ranked them.

OVERALL TOP 5 INTRINSIC TRAITS THAT MATTER THE MOST IN A COMPANY



GROUP LEVEL INSIGHTS: WHAT MAKES A GOOD COMPANY

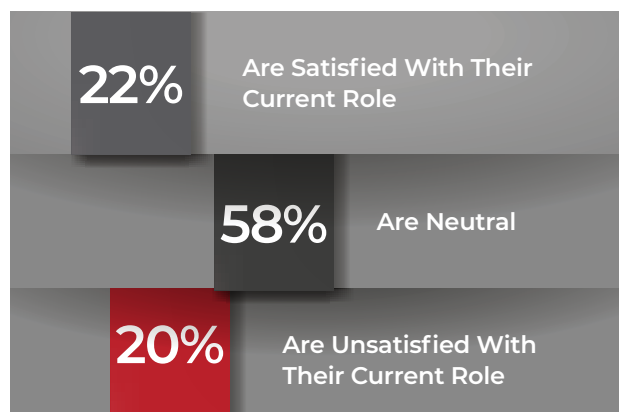
OVERALL TOP 5 EXTERNAL TRAITS EMBODIED BY THEIR CURRENT EMPLOYER



OVERALL TOP 3 INTRINSIC TRAITS EMBODIED BY THEIR CURRENT EMPLOYER



OVERALL JOB SATISFACTION QUOTA



OVERALL PRODUCTIVITY BOOST QUOTA



GROUP LEVEL INSIGHTS: WHAT MAKES A GOOD COMPANY

OVERALL FLIGHT RISK QUOTA



Are Likely To Leave Current Employer in the Next 6 Months



Don't Want To Leave Current Employer



Are Not Sure

OVERALL ADVOCACY QUOTA



Said They Would Recommend Their Current Employer



Said They Wouldn't Recommend Their Current Employer



Are Not Sure

OVERALL HAPPINESS QUOTA




Are Happy With Their Current Employer



Are Neutral



Are Unhappy With Their Current Employer

A black and white photograph of a man in a suit and tie, smiling. The image is overlaid with a red hexagonal grid pattern. The text "AGE DEMOGRAPHIC INSIGHTS" is written in large, bold, orange letters across the center of the image.

AGE DEMOGRAPHIC INSIGHTS

This section highlights insights from an age demographic perspective. The insights are analysed based entirely on each particular age group's responses.

Respondents ranked some of the traits similarly and some slightly differently while the youngest age group is the happiest and poses the lowest flight risk unlike the oldest age group.

AGE DEMOGRAPHIC INSIGHTS

EXTERNAL & INTRINSIC TRAITS THEY DESIRE IN AN IDEAL EMPLOYER BY AGE GROUP

All respondents within the 25-35, 36-45 and Over 45 age brackets ranked **Strong, Relatable Company Values & Goals, Open & Effective Management** and **Health Care Cover & Well-being Programs** as the top three most important external traits. However, respondents aged between 18-24 ranked **Strong, Relatable Company Values & Goals, Open & Effective Management** and **Flexible Hours**.

Respondents aged between 18-24 ranked **Financial Stability of a Company, Welfare/Benefits** and **Career Growth** as the top three most important intrinsic traits while respondents aged between 25-35 ranked **Competitive Package, Career Growth** and **Financial Stability of a Company** and respondents aged between 36-45 ranked **Competitive Package, Financial Stability of a Company** and **Job Security**. Furthermore, respondents aged Over 45 ranked **Competitive Package, Financial Stability of a Company** and **Welfare/Benefits**.

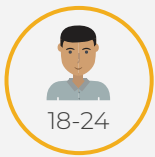


How respondents aged between 25-35, 36-45 and Over 45 ranked health care cover & well-being programs among their top three most important external traits shows that employee wellness programs should be uniquely positioned to respond to the varied health needs of a multi-generational workforce. In addition, career growth remains a key dominant intrinsic trait among younger respondents, which means they are yearning for professional advancement.



AGE DEMOGRAPHIC INSIGHTS

TOP EXTERNAL & INTRINSIC TRAITS EMBODIED BY THEIR CURRENT EMPLOYER BY AGE GROUP



18-24

Top 5 External Traits

-  Strong, Relatable Company Values & Goals
-  Flexible Hours
-  Open & Effective Management
-  Transparent Performance Management
-  Health Care Cover & Well-being Programs

Top 3 Intrinsic Traits

-  Competitive Package
-  Financial Stability of a Company
-  Welfare/Benefits



25-35

Top 5 External Traits

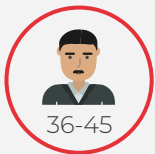
-  Strong, Relatable Company Values & Goals
-  Flexible Hours
-  Open & Effective Management
-  Transparent Performance Management
-  Health Care Cover & Well-being Programs

Top 3 Intrinsic Traits

-  Competitive Package
-  Financial Stability of a Company
-  Welfare/Benefits

AGE DEMOGRAPHIC INSIGHTS

TOP EXTERNAL & INTRINSIC TRAITS EMBODIED BY THEIR CURRENT EMPLOYER BY AGE GROUP



36-45

Top 5 External Traits

-  Strong, Relatable Company Values & Goals
-  Flexible Hours
-  Open & Effective Management
-  Health Care Cover & Well-being Programs
-  Transparent Performance Management

Top 3 Intrinsic Traits

-  Financial Stability of a Company
-  Competitive Package
-  Welfare/Benefits



Over 45

Top 5 External Traits

-  Strong, Relatable Company Values & Goals
-  Open & Effective Management
-  Flexible Hours
-  Transparent Performance Management
-  Health Care Cover & Well-being Programs

Top 3 Intrinsic Traits

-  Welfare/Benefits
-  Financial Stability of a Company
-  Competitive Package

AGE DEMOGRAPHIC INSIGHTS

HAPPINESS & FLIGHT RISK QUOTA BY AGE GROUP

The majority of respondents aged between 18-24 years are happy with their current employer, however, the majority of respondents aged between 25-35, 36-45 and Over 45 are neutral about their happiness levels, especially those Over 45 years of age. In addition, there is also a high flight risk rate across all age groups, especially respondents with Over 45 years of age.

18 - 24



25 - 35




36 - 45



AGE DEMOGRAPHIC INSIGHTS

HAPPINESS & FLIGHT RISK QUOTA BY AGE GROUP

OVER 45



The youngest respondents are the happiest and least willing to leave their current employer while the oldest respondents pose the highest flight risk, which could be driven by a search for better career opportunities or a more challenging working environment with cross-functional collaboration.

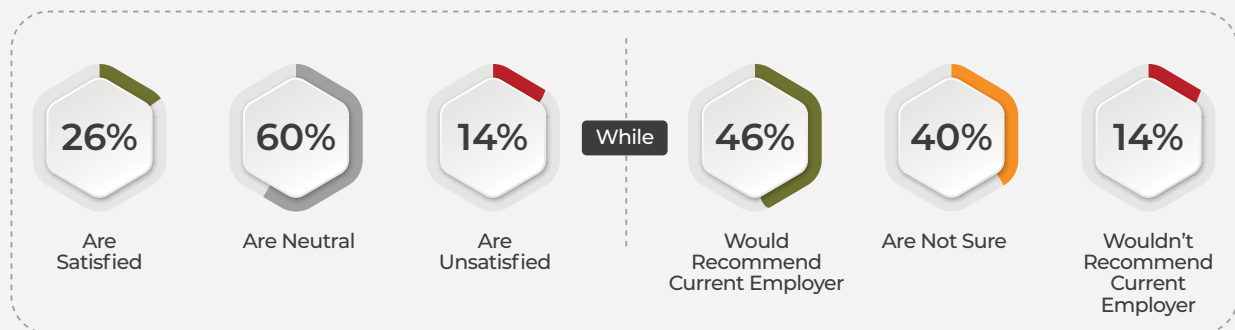


AGE DEMOGRAPHIC INSIGHTS

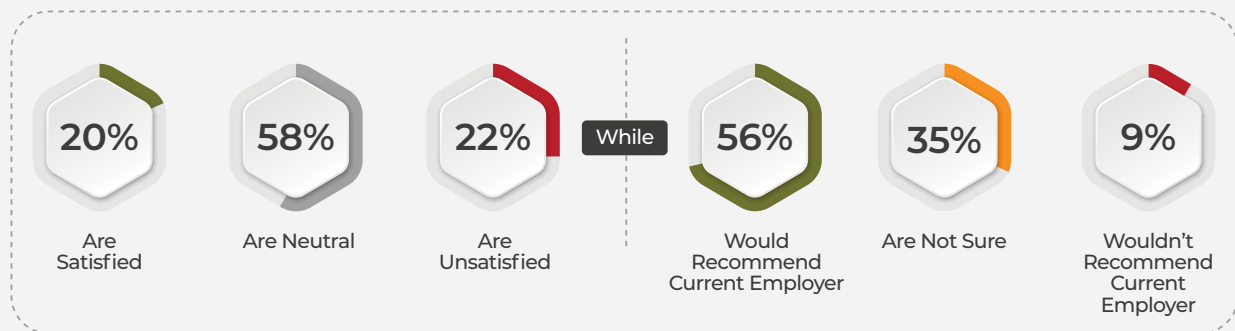
SATISFACTION & ADVOCACY QUOTA BY AGE GROUP

When asked if they are satisfied with their current role, the majority of respondents across all age groups said they were neutral about their satisfaction levels, especially those aged between 18-24 years, and are also the least willing to recommend their current employer.

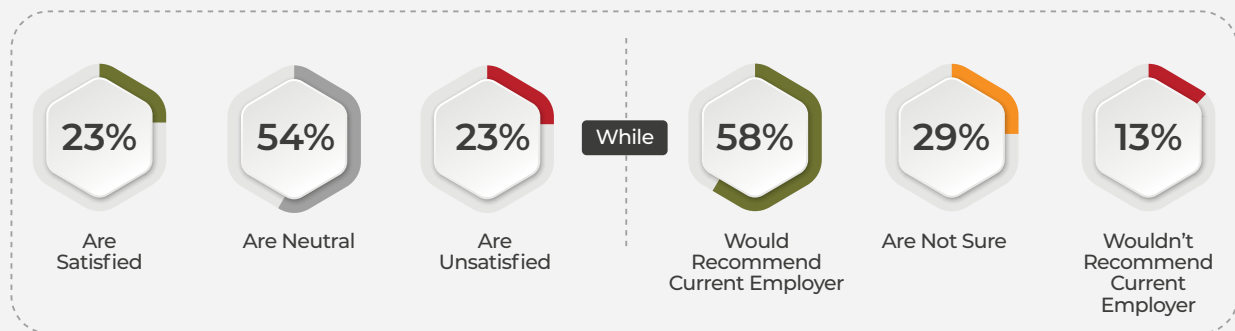
18 - 24



25 - 35



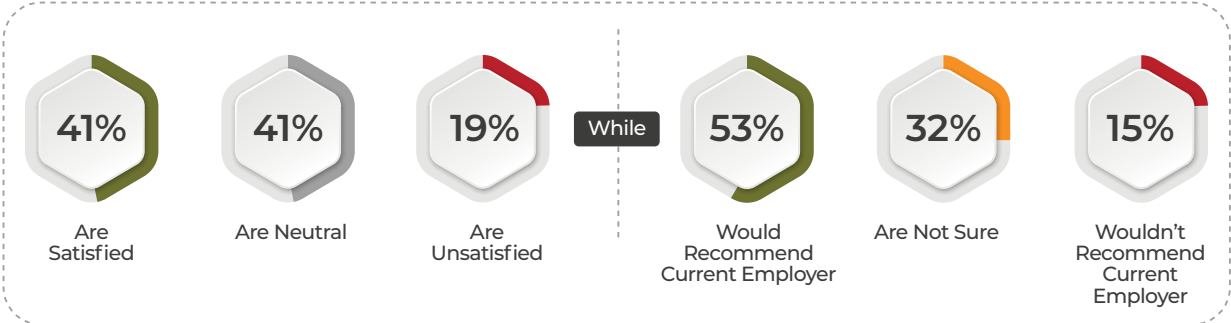
36 - 45



AGE DEMOGRAPHIC INSIGHTS

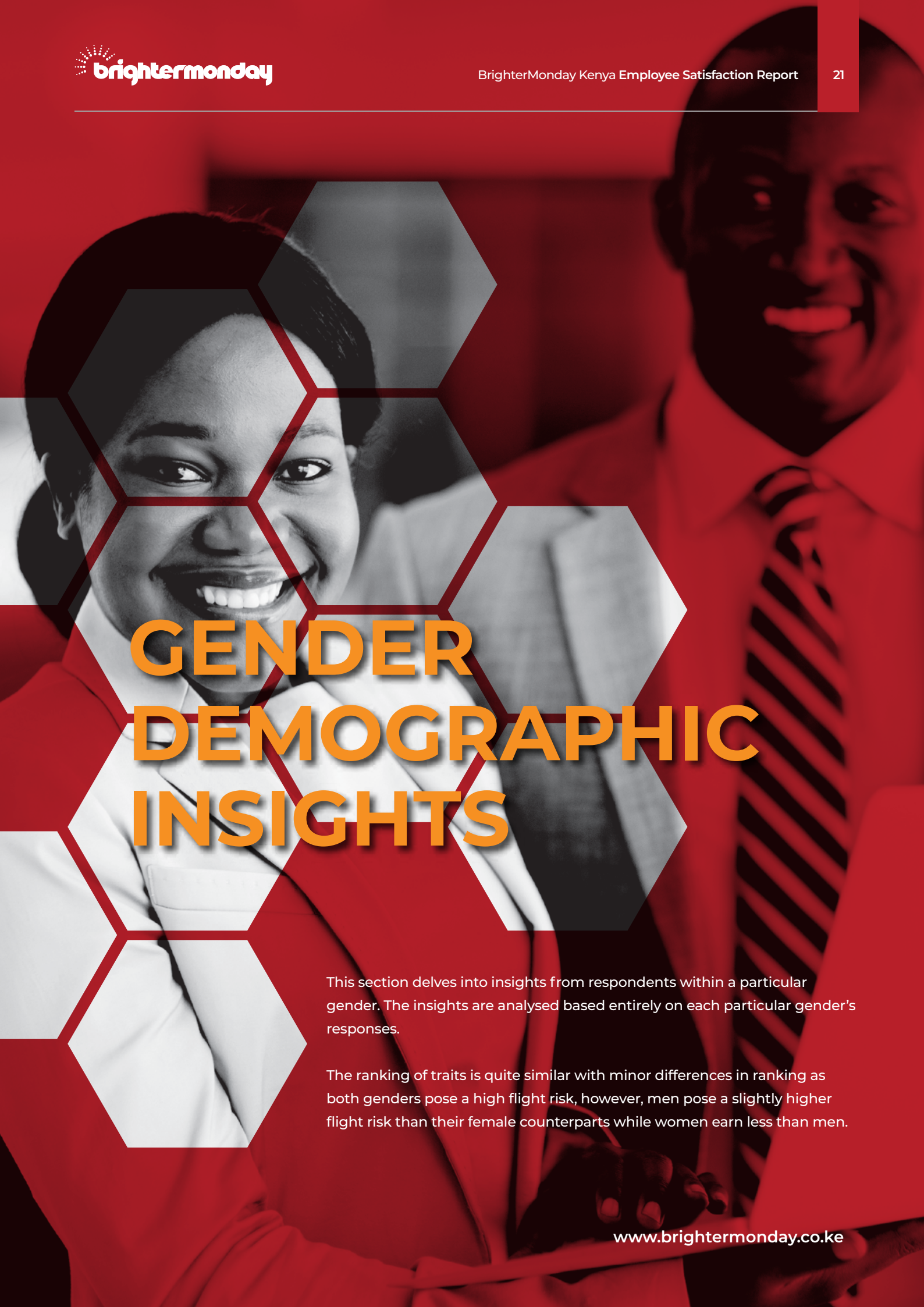
SATISFACTION & ADVOCACY QUOTA BY AGE GROUP

OVER 45



The youngest respondents are the most neutral about their satisfaction levels and least willing to recommend their current employer, which could be a result of wanting to explore and experiment in their current role, something their current employers might not be open to, or because they're underpaid.



A background image showing a woman on the left and a man on the right, both smiling. The image is overlaid with a red hexagonal grid pattern. The text "GENDER DEMOGRAPHIC INSIGHTS" is centered over the grid in a large, bold, orange font.

GENDER DEMOGRAPHIC INSIGHTS

This section delves into insights from respondents within a particular gender. The insights are analysed based entirely on each particular gender's responses.

The ranking of traits is quite similar with minor differences in ranking as both genders pose a high flight risk, however, men pose a slightly higher flight risk than their female counterparts while women earn less than men.

GENDER DEMOGRAPHIC INSIGHTS

EXTERNAL & INTRINSIC TRAITS THEY DESIRE IN AN IDEAL EMPLOYER BY GENDER

Both men & women ranked **Strong, Relatable Company Values & Goals, Open & Effective Management** and **Flexible Hours** as the top three most important external traits.

Men ranked **Competitive Package** as the most important intrinsic trait followed by **Financial Stability of a Company** and **Career Growth**. Women ranked **Financial Stability of a Company** as the most important intrinsic trait, in addition to **Competitive Package** and **Career Growth**.



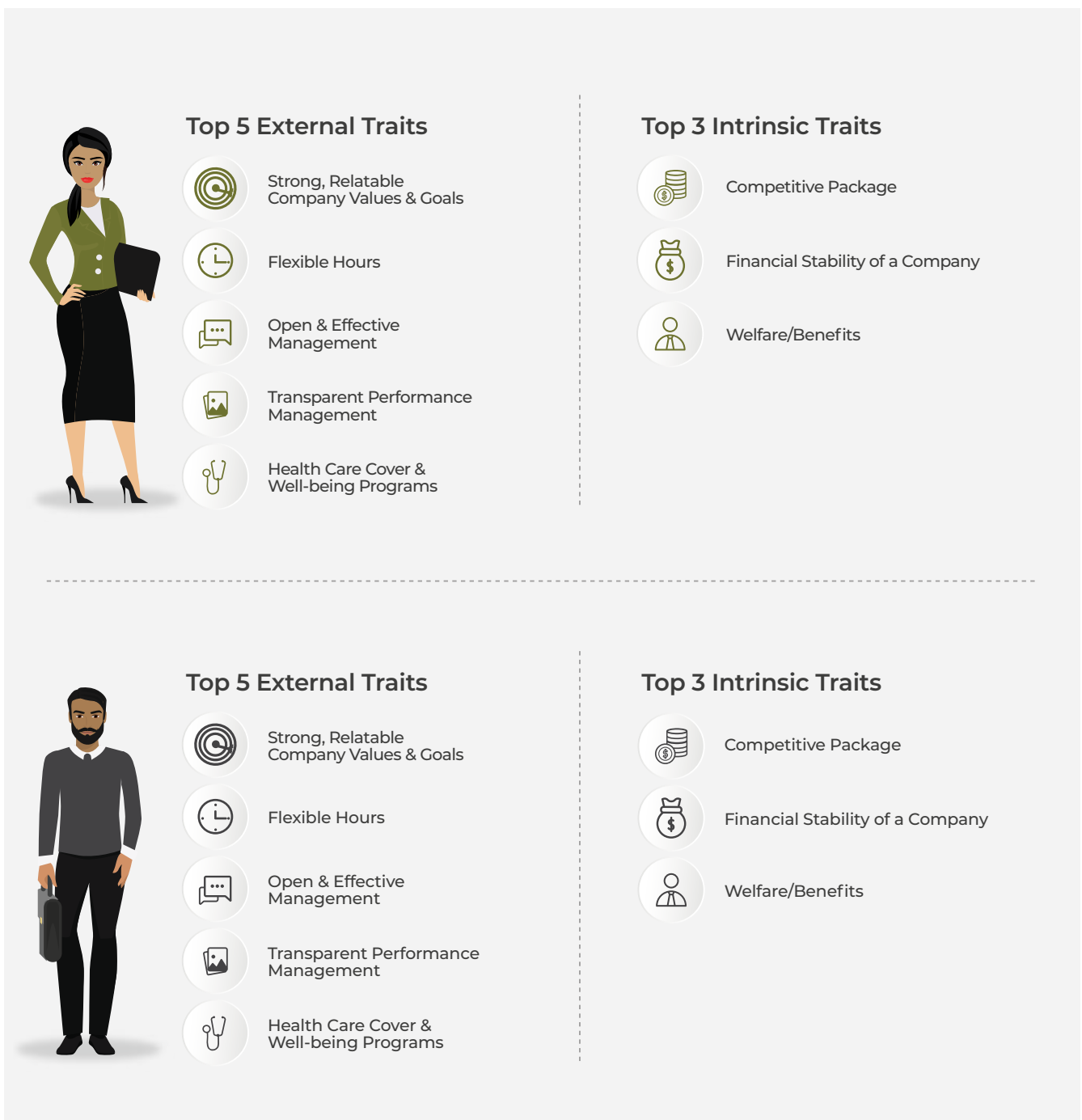
Traits relating to finances and career growth are dominant between both genders, which means money is not the only highly valued motivator as they also value career growth opportunities for their job satisfaction and overall professional development.



GENDER DEMOGRAPHIC INSIGHTS

TOP EXTERNAL & INTRINSIC TRAITS EMBODIED BY THEIR CURRENT EMPLOYER BY GENDER

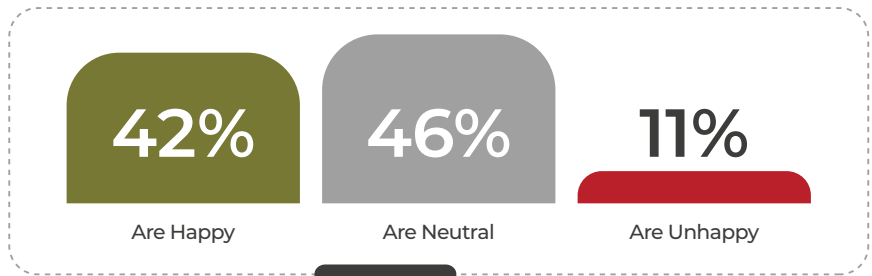
Interestingly, employers of both men and women embody the same external and intrinsic traits.



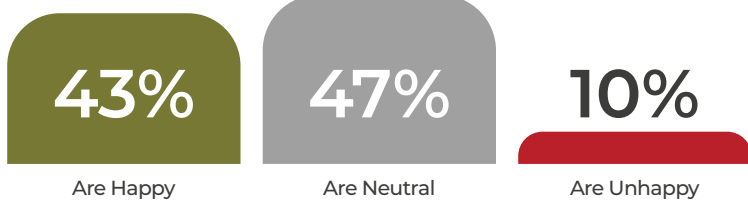
GENDER DEMOGRAPHIC INSIGHTS

HAPPINESS & FLIGHT RISK QUOTA BY GENDER

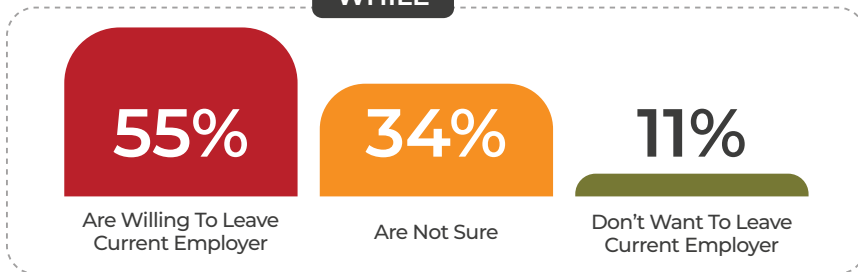
Men are the happiest group but are also the most neutral about their happiness, and pose a slightly higher flight risk than women.



WHILE



WHILE



Despite their high happiness levels, men also pose a slightly higher flight risk than their female counterparts, which could mean they are in search of higher-paying and career-accelerating opportunities to take their career to the next level.



GENDER DEMOGRAPHIC INSIGHTS

SATISFACTION & ADVOCACY QUOTA BY GENDER

The majority of women are neutral about their satisfaction with their current role, however, the majority of them said they would recommend their current employer.



18%

Are Satisfied

60%

Are Neutral

22%

Are Unsatisfied

WHILE

76%

Would Recommend
Current Employer

13%

Are Not Sure

11%

Wouldn't Recommend
Current Employer

25%

Are Satisfied

56%

Are Neutral

19%

Are Unsatisfied

WHILE

72%

Would Recommend
Current Employer

17%

Are Not Sure

10%

Wouldn't Recommend
Current Employer



Most women being neutral about their satisfaction with their current role might possibly be attributed to various factors such as their job does not match their abilities and interests or lower pay than their male counterparts despite some of their other traits being met by their employer, hence their neutrality, and the willingness to recommend their employer to others.



GENDER DEMOGRAPHIC INSIGHTS

SALARY BRACKETS BY GENDER

Overall, an overwhelming majority of both women and men earn Under KSh 50,000 respectively



69%

Earn Under
KSh 50,000

19%

Earn Between
KSh 51,000 - 100,000

6%

Earn Between
KSh 101,000 - 150,000

WHILE

3%

Earn Between
KSh151,000 - 200,000

3%

Earn Over
KSh 200,000

63%

Earn Under
KSh 50,000

25%

Earn Between
KSh 51,000 - 100,000

6%

Earn Between
KSh 101,000 - 150,000

WHILE

3%

Earn Between
KSh151,000 - 200,000

3%

Earn Over
KSh 200,000



Despite the majority of both genders earning Under KSh 50,000, the usual suspect is that the gender pay gap is undoubtedly still persistent, which highlights gender inequality in the job market and a call for employers to create thorough diverse and inclusive opportunities in the workplace through company policies and practices that promote gender equality.



A grayscale cityscape background featuring a prominent tall tower and various buildings. The image is overlaid with a red hexagonal grid pattern. The title text is centered within one of the hexagons.

LOCATION DEMOGRAPHIC INSIGHTS

This section looks at insights from a location demographic level. The insights are analysed based entirely on the responses of respondents from each particular location.


Kisumu has the happiest respondents while Mombasa has the most unhappy respondents and Nairobians are the most neutral about their happiness. In addition, the majority of respondents across all locations said they would recommend their current employer to others.

LOCATION DEMOGRAPHIC INSIGHTS

EXTERNAL & INTRINSIC TRAITS THEY DESIRE IN AN IDEAL EMPLOYER BY LOCATION

Respondents across all featured locations ranked **Strong, Relatable Company Values & Goals, Open & Effective Management** and **Health Care Cover & Well-being Programs** as the top three most important external traits.

Respondents in Nairobi and Other Small Cities ranked **Competitive Package, Financial Stability of a Company** and **Career Growth** as their top three most important intrinsic traits while respondents in Kisumu ranked **Competitive Package, Job Security** and **Financial Stability of a Company**. Respondents in Mombasa ranked **Competitive Package, Financial Stability of a Company** and **Job Security** as their top three most important intrinsic traits.



Respondents in Kisumu and Mombasa ranked Job Security as one of their top intrinsic traits. This could be due to limited opportunities in their respective cities as they are not based in the capital city which usually offers more opportunities because of its strategic positioning as a commercial hub.



LOCATION DEMOGRAPHIC INSIGHTS

TOP EXTERNAL & INTRINSIC TRAITS EMBODIED BY THEIR CURRENT EMPLOYER BY LOCATION



LOCATION DEMOGRAPHIC INSIGHTS

TOP EXTERNAL & INTRINSIC TRAITS EMBODIED BY THEIR CURRENT EMPLOYER BY LOCATION



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Agnes Atieno

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Availability: More than 2 Months
Location: Nairobi



Suleiman Ali

Experience: 2 years
Availability: More than 2 Weeks
Location: Nairobi



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LOCATION DEMOGRAPHIC INSIGHTS

HAPPINESS & FLIGHT RISK QUOTA BY LOCATION

Nairobi has the highest number of respondents who are neutral about their happiness. The majority of respondents in Kisumu are happy with their current employer while Mombasa has the most unhappy respondents and poses the highest flight risk as the majority of them are willing to leave their current employer in the next 6 months.

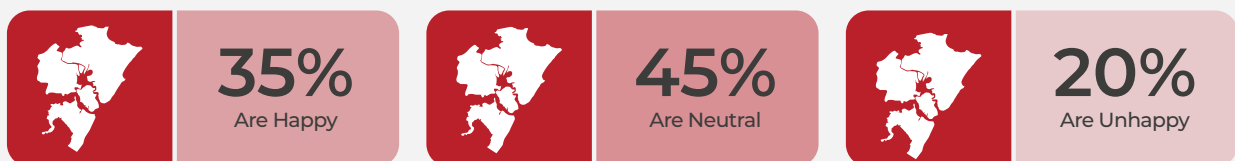
NAIROBI



WHILE



MOMBASA



WHILE



LOCATION DEMOGRAPHIC INSIGHTS

HAPPINESS & FLIGHT RISK QUOTA BY LOCATION

KISUMU



52%
Are Happy



43%
Are Neutral



5%
Are Unhappy

WHILE



57%
Are Willing To Leave
Their Employer



31%
Are Not Sure



12%
Don't Want To Leave
Their Employer

OTHER CITIES



46%
Are Happy



45%
Are Neutral



9%
Are Unhappy

WHILE



50%
Are Willing To Leave
Their Employer



40%
Are Not Sure



10%
Don't Want To Leave
Their Employer

Despite the high happiness levels among respondents in Kisumu, the majority of them pose a high flight risk, which could be attributed to a search for better opportunities in other cities such as Nairobi, the commercial hub of the country, to maximise their career opportunities.



LOCATION DEMOGRAPHIC INSIGHTS

SATISFACTION & ADVOCACY QUOTA BY LOCATION

Nairobi has the highest number of respondents who are neutral about their satisfaction with their current role while Kisumu has the most satisfied respondents, and Mombasa has the most unsatisfied respondents. However, the majority of the respondents said they would recommend their employer, especially respondents in Kisumu.



NAIROBI

21%

Are Satisfied

59%

Are Neutral

20%

Are Unsatisfied

WHILE

73%

Would Recommend Current Employer

15%

Are Not Sure

11%

Wouldn't Recommend Current Employer



MOMBASA

23%

Are Satisfied

52%

Are Neutral

24%

Are Unsatisfied

WHILE

68%

Would Recommend Current Employer

17%

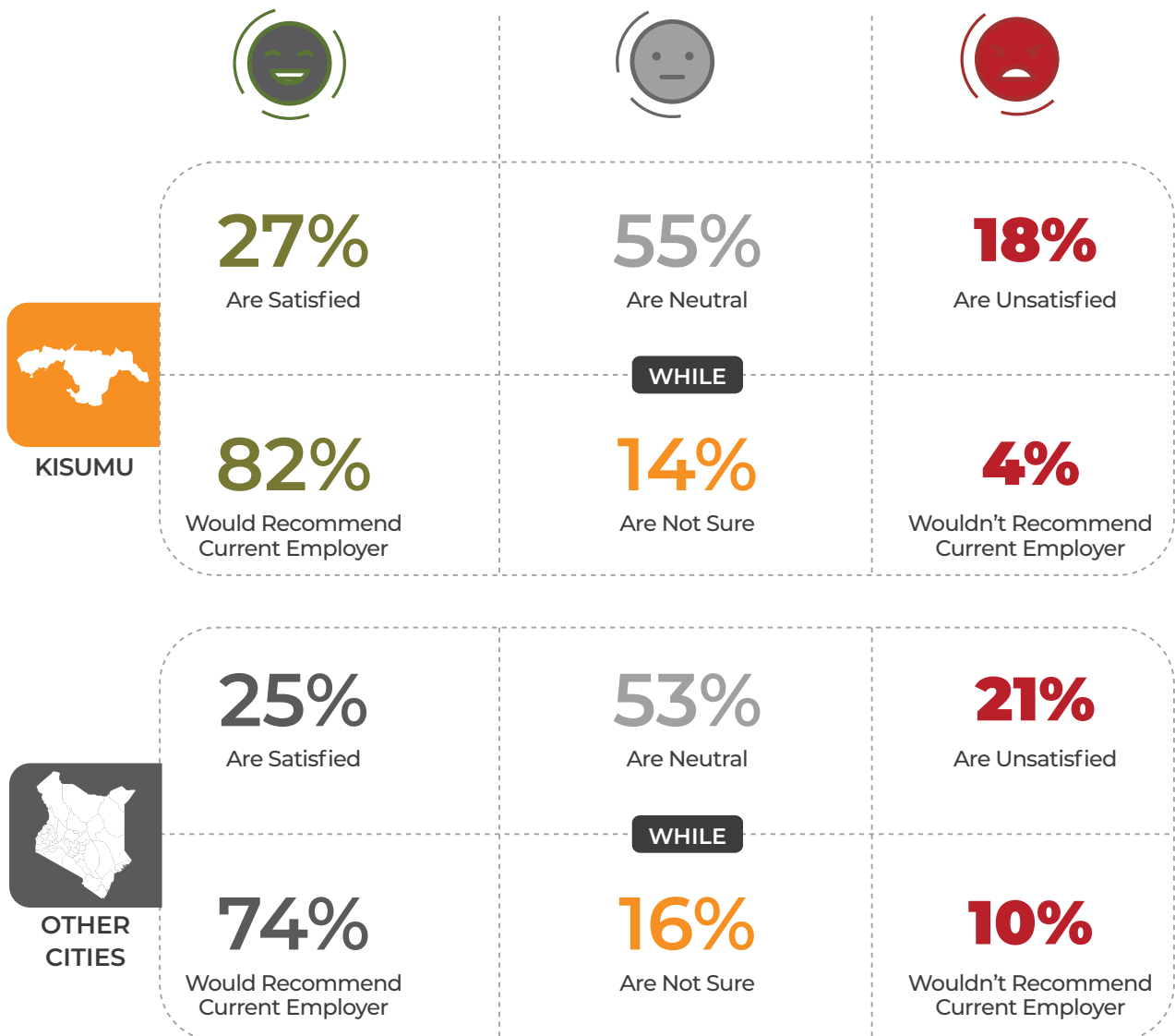
Are Not Sure

14%

Wouldn't Recommend Current Employer

LOCATION DEMOGRAPHIC INSIGHTS

SATISFACTION & ADVOCACY QUOTA BY LOCATION



Even though the majority of the respondents across all locations said they would recommend their current employer, the high neutral levels regarding their job satisfaction might be caused by the uncertainty about their current job because of the effects of the pandemic, or could this be due to some setbacks in the workplace which are not as pressing but ought to be addressed by their employer?



A black and white photograph of a man in a suit and tie, smiling. The image is overlaid with a grid of white hexagons on a red background. The text "JOB LEVEL DEMOGRAPHIC INSIGHTS" is written in large, bold, orange letters across the center of the image.

JOB LEVEL DEMOGRAPHIC INSIGHTS

This section explores insights from a job level demographic perspective. The insights are analysed based entirely on responses from respondents within each particular job level.

Respondents are drawn to similar traits but with slightly different ranking. Mid-Level respondents are the most neutral about their happiness while Senior-Level respondents pose the highest flight risk.

JOB LEVEL DEMOGRAPHIC INSIGHTS

EXTERNAL & INTRINSIC TRAITS THEY DESIRE IN AN IDEAL EMPLOYER BY JOB LEVEL

Respondents within the Entry-Level category ranked **Strong, Relatable Company Values & Goals, Open & Effective Management** and **Flexible Hours** as the top most important external traits while Mid-Level and Senior-Level respondents ranked **Strong, Relatable Company Values & Goals, Open & Effective Management** and **Health Care Cover & Well-being Programs**.

All Entry-Level, Mid-Level and Senior-Level respondents ranked **Competitive Package** as the most important intrinsic trait. In addition, Mid-Level respondents also ranked **Career Growth** while Senior-Level respondents ranked **Job Security**.



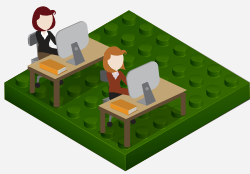
Job Security is an important factor to Senior-Level respondents, especially with the current environment where jobs have been affected by the pandemic. Their concern about job security is understandable given the current uncertainty levels, hence employers should strive to reassure their employees through transparent and thorough communication regarding their job security status.




JOB LEVEL DEMOGRAPHIC INSIGHTS

TOP EXTERNAL & INTRINSIC TRAITS EMBODIED BY THEIR CURRENT EMPLOYER BY JOB LEVEL

ENTRY-LEVEL



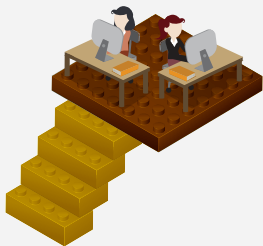
Top 5 External Traits

-  Strong, Reliable Company Values & Goals
-  Flexible Hours
-  Open & Effective Management
-  Transparent Performance Management
-  Health Care Cover & Well-being Programs

Top 3 Intrinsic Traits

-  Competitive Package
-  Financial Stability of a Company
-  Welfare/Benefits

MID-LEVEL



Top 5 External Traits

-  Strong, Reliable Company Values & Goals
-  Flexible Hours
-  Open & Effective Management
-  Transparent Performance Management
-  Health Care Cover & Well-being Programs

Top 3 Intrinsic Traits

-  Competitive Package
-  Financial Stability of a Company
-  Welfare/Benefits

JOB LEVEL DEMOGRAPHIC INSIGHTS

TOP EXTERNAL & INTRINSIC TRAITS EMBODIED BY THEIR CURRENT EMPLOYER BY JOB LEVEL

SENIOR-LEVEL

Top 5 External Traits

- Strong, Relatable Company Values & Goals
- Open & Effective Management
- Flexible Hours
- Transparent Performance Management
- Health Care Cover & Well-being Programs

Top 3 Intrinsic Traits

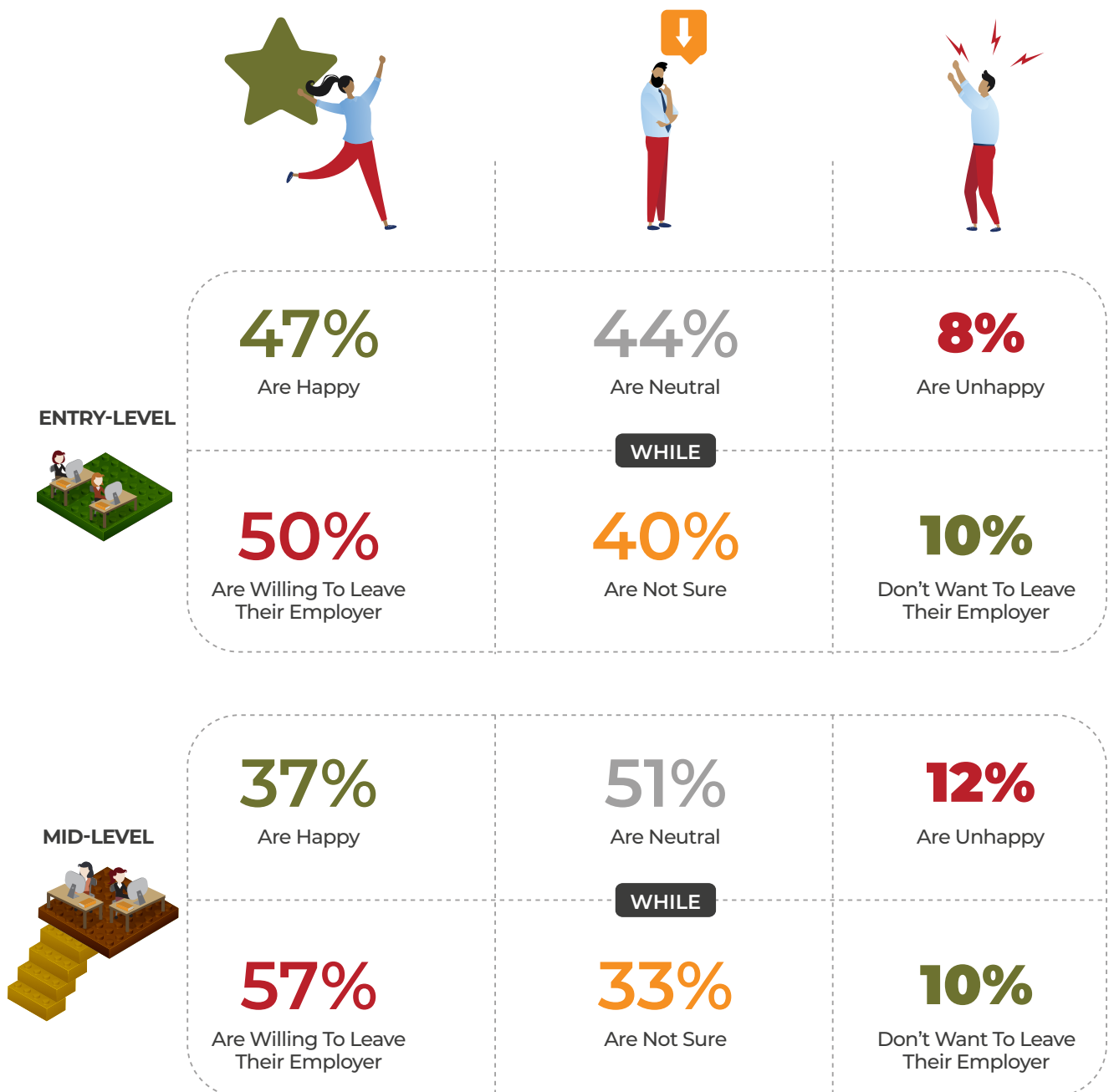
- Financial Stability of a Company
- Competitive Package
- Welfare/Benefits



JOB LEVEL DEMOGRAPHIC INSIGHTS

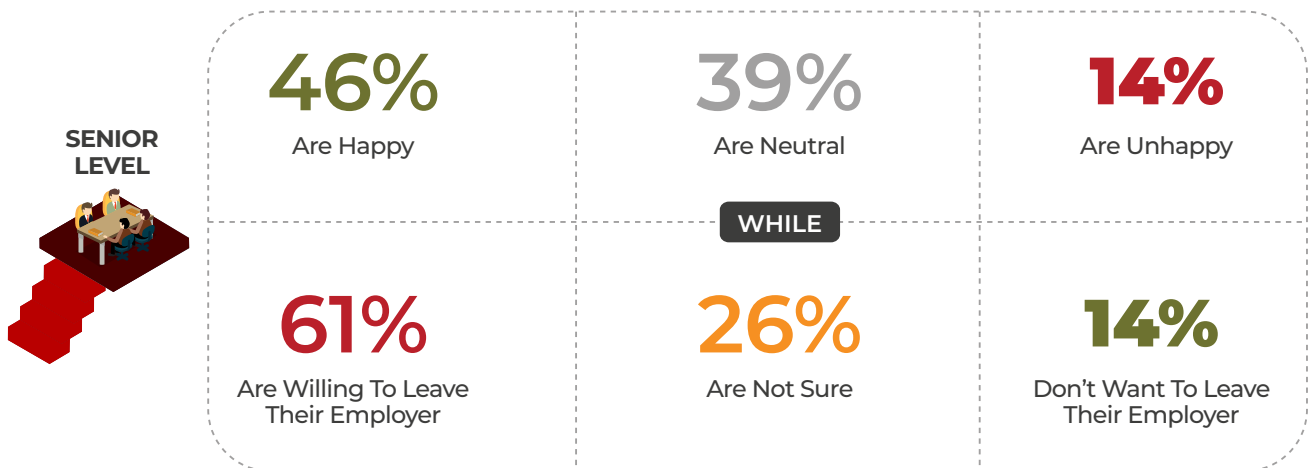
HAPPINESS & FLIGHT RISK QUOTA BY JOB LEVEL

The majority of Entry-Level and Senior-Level respondents are happy while the majority of Mid-Level respondents are neutral about their happiness, and Senior-Level respondents pose the highest flight risk.



JOB LEVEL DEMOGRAPHIC INSIGHTS

HAPPINESS & FLIGHT RISK QUOTA BY JOB LEVEL



Senior-Level respondents posing a high flight risk could be driven by stagnation and they want to expand their horizons because they feel fully proficient in their current role, but aren't getting opportunities to advance their skill set and take on more responsibilities, hence they feel stuck, which prompts them to start looking for new opportunities. This is why adequate career growth opportunities should be provided by employers.



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JOB LEVEL DEMOGRAPHIC INSIGHTS

SATISFACTION & ADVOCACY QUOTA BY JOB LEVEL

Entry-Level respondents are the most unsatisfied group while Mid-Level respondents are the most neutral about their satisfaction with their current employer. Senior-Level respondents are the most satisfied with their current employer, however, the majority of the respondents across all job levels are willing to recommend their current employer.



ENTRY-LEVEL



21%

Are Satisfied

58%

Are Neutral

21%

Are Unsatisfied

WHILE

75%

Would Recommend Current Employer

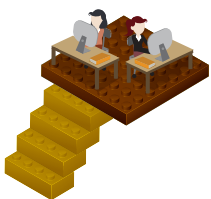
17%

Are Not Sure

7%

Wouldn't Recommend Current Employer

MID-LEVEL



20%

Are Satisfied

59%

Are Neutral

20%

Are Unsatisfied

WHILE

73%

Would Recommend Current Employer

15%


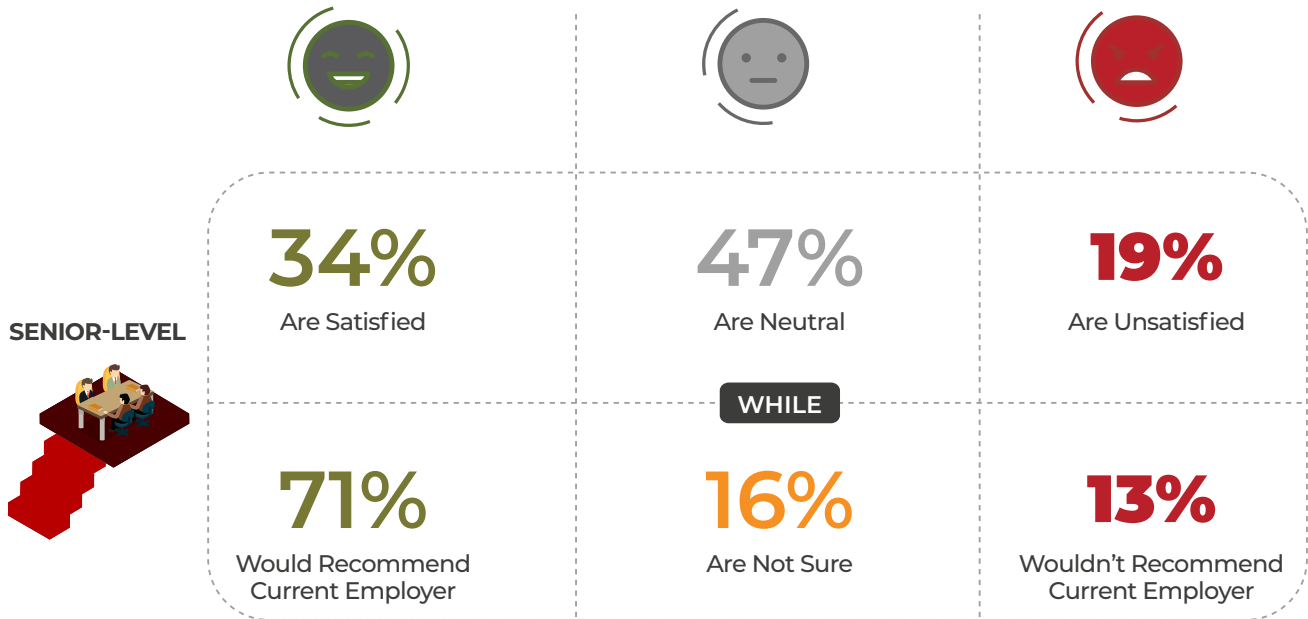
Are Not Sure

12%

Wouldn't Recommend Current Employer

JOB LEVEL DEMOGRAPHIC INSIGHTS

SATISFACTION & ADVOCACY QUOTA BY JOB LEVEL



The high neutral satisfaction levels among Mid-Level respondents could be due to limited career growth and advancement as they yearn to enhance their careers in the form of various ways such as appreciation from their employer through promotion accompanied by a salary raise.

A black and white photograph of a woman with curly hair, smiling broadly. She is wearing a grey blazer over a white collared shirt. The image is overlaid with a red geometric pattern of hexagons. The text "WORK EXPERIENCE DEMOGRAPHIC INSIGHTS" is written in large, bold, orange capital letters across the center of the image.

WORK EXPERIENCE DEMOGRAPHIC INSIGHTS

This section delves into insights of respondents within the work experience demographic. The insights are analysed based entirely on responses from respondents within each particular work experience bracket.


Respondents are drawn to the same traits with slight differences in ranking while happiness levels remain neutral across all work experience categories. Furthermore, the majority of respondents across all work experience categories are neutral about their satisfaction levels.

WORK EXPERIENCE DEMOGRAPHIC INSIGHTS

EXTERNAL & INTRINSIC TRAITS THEY DESIRE IN AN IDEAL EMPLOYER BY WORK EXPERIENCE

Respondents with Under 2 years, 2-4 years and 5-7 years of experience ranked **Strong, Relatable Company Values & Goals, Open & Effective Management** and **Flexible Hours** as the top three most important external traits while respondents with Over 7 years of experience ranked **Strong, Relatable Company Values & Goals, Open & Effective Management** and **Health Care Cover & Well-being Programs**.

All respondents with 2-4 years, 5-7 years and Above 7 years of experience ranked **Competitive Package** as the most important intrinsic trait while respondents with Under 2 years of experience ranked **Financial Stability of a Company**.



The most experienced respondents with Over 7 years of experience ranking Health Care Cover & Well-being Programs as one of their top most important traits could be influenced by the duration of how long they've been working, and the toll it has had on their mental and physical well-being, hence the crucial need for health care cover and well-being programs to avoid health risks, absenteeism and their overall well-being, which is critical for their productivity.



WORK EXPERIENCE DEMOGRAPHIC INSIGHTS

TOP EXTERNAL & INTRINSIC TRAITS EMBODIED BY THEIR CURRENT EMPLOYER BY WORK EXPERIENCE



UNDER 2 YEARS

Top 5 External Traits

- Strong, Reliable Company Values & Goals
- Flexible Hours
- Open & Effective Management
- Transparent Performance Management
- Health Care Cover & Well-being Programs

Top 3 Intrinsic Traits

- Competitive Package
- Financial Stability of a Company
- Welfare/Benefits



2-4 YEARS

Top 5 External Traits

- Strong, Reliable Company Values & Goals
- Flexible Hours
- Open & Effective Management
- Transparent Performance Management
- Health Care Cover & Well-being Programs

Top 3 Intrinsic Traits

- Financial Stability of a Company
- Competitive Package
- Welfare/Benefits

WORK EXPERIENCE DEMOGRAPHIC INSIGHTS

TOP EXTERNAL & INTRINSIC TRAITS EMBODIED BY THEIR CURRENT EMPLOYER BY WORK EXPERIENCE



5-7 YEARS

Top 5 External Traits

- Strong, Reliable Company Values & Goals
- Flexible Hours
- Open & Effective Management
- Transparent Performance Management
- Health Care Cover & Well-being Programs

Top 3 Intrinsic Traits

- Competitive Package
- Financial Stability of a Company
- Welfare/Benefits



ABOVE 7 YEARS

Top 5 External Traits

- Strong, Reliable Company Values & Goals
- Flexible Hours
- Open & Effective Management
- Health Care Cover & Well-being Programs
- Transparent Performance Management

Top 3 Intrinsic Traits

- Financial Stability of a Company
- Competitive Package
- Welfare/Benefits

WORK EXPERIENCE DEMOGRAPHIC INSIGHTS

HAPPINESS & FLIGHT RISK QUOTA BY WORK EXPERIENCE

Most of the respondents with Under 2 years of work experience are the happiest and pose the lowest flight risk compared to their counterparts with more experience while the most experienced respondents with Above 7 years of work experience pose the highest flight risk



UNDER 2 YEARS

50%
Are Happy

43%
Are Neutral

7%
Are Unhappy

WHILE

47%
Are Willing To Leave
Current Employer

40%
Are Not Sure

13%
Don't Want To Leave
Current Employer



2-4 YEARS

41%
Are Happy

47%
Are Neutral

11%
Are Unhappy

WHILE

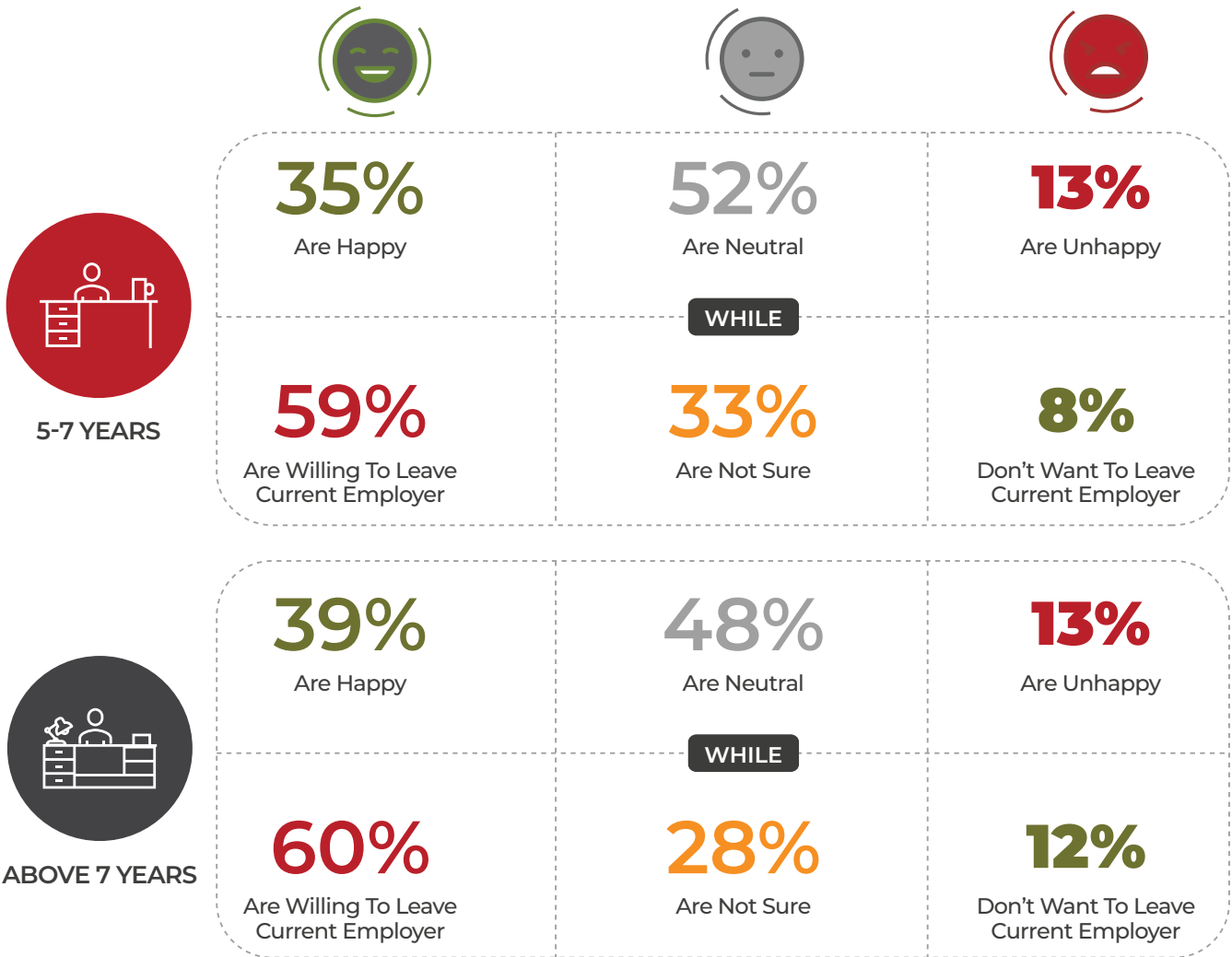
56%
Are Willing To Leave
Current Employer

35%
Are Not Sure

9%
Don't Want To Leave
Current Employer

WORK EXPERIENCE DEMOGRAPHIC INSIGHTS

HAPPINESS & FLIGHT RISK QUOTA BY WORK EXPERIENCE



One of the reasons why respondents with Under 2 years of experience feel this way might be caused by the need to gain more experience and advance their careers, thus they are keen on acquiring new skills and more experience. While respondents with Above 7 years of experience need a change of environment coupled with new challenges, where they can hone their skills further, which could be a result of career transitions triggered by the pandemic, re-assessing their purpose, impact and their future as they have had to rethink their career path.



WORK EXPERIENCE DEMOGRAPHIC INSIGHTS

SATISFACTION & ADVOCACY QUOTA BY WORK EXPERIENCE

Respondents with under 2 years and 2-4 years work experience are the most neutral about their satisfaction with their current role, however, the majority of them said they would recommend their employer.



UNDER 2 YEARS

24%

Are Satisfied

59%

Are Neutral

17%

Are Unsatisfied

WHILE

78%

Would Recommend Current Employer

15%

Are Not Sure

7%

Wouldn't Recommend Current Employer



2-4 YEARS

19%

Are Satisfied

59%

Are Neutral

22%

Are Unsatisfied

WHILE

72%

Would Recommend Current Employer

17%

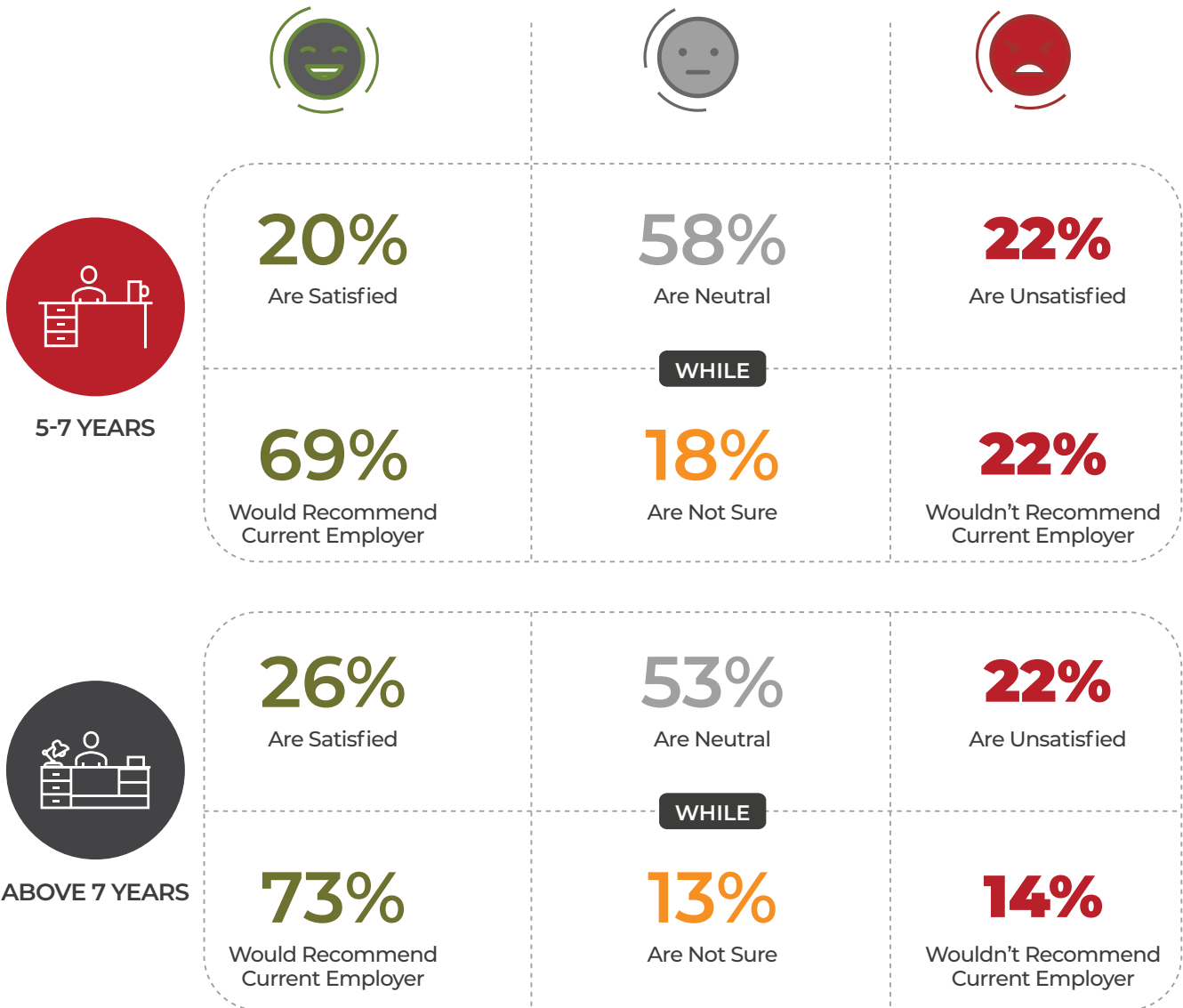
Are Not Sure

11%

Wouldn't Recommend Current Employer

WORK EXPERIENCE DEMOGRAPHIC INSIGHTS

SATISFACTION & ADVOCACY QUOTA BY WORK EXPERIENCE



The high neutrality levels among the less experienced respondents about their satisfaction with their current role could be attributed to factors such as low pay or monotonous work, but they are still willing to recommend their employer nonetheless because they fulfill their other traits, such as external traits.



CONCLUSION



Along with innate intrinsic traits such as competitive package, financial stability and career growth, it is evident that Kenyan employees highly value firm values and goals, which should be relatable, and before anything else, these mirror what the organisation stands for, in addition to open & effective management and health care cover & well-being programs, among other external traits.

Employers should strive to develop and sustain comprehensive employee satisfaction strategies that address employee achievement, personal development, job satisfaction and recognition through various ways such as: improving the work environment with healthy inclusive conditions, decent compensation, enhancing communication on all levels, providing development and learning opportunities that foster professional growth and career advancement, creating tangible employee recognition programs that acknowledge their hard work and contribution to the company's success as well as ensuring overall employee well-being in all relevant spheres.

The most important strategic resource of an organisation is people, hence employers should use insights from this report to leverage and address employee satisfaction in the workplace to the benefit of both employee productivity and organisational success, especially now more than ever as the nature of the workplace continues to shift, it is vital for employers to keep a pulse on how their employees are doing and how satisfied they are.

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