THE EFFECT OF PATERNITY LEAVE ON EMPLOYEE PRODUCTIVITY: A CASE OF KENYA POWER

BY

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UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

SPRING 2016
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A Project Research Report submitted to the United States International University in Partial fulfillment of the Requirements for the award of a Global Executive Masters in Business Administration (GEMBA)

UNITED STATES INTERNATIONAL UNIVERSITY

SPRING 2016
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Mohamed Ebla Mohamud (650060)  Date

This research project has been presented for examination with my approval as the appointed supervisor.

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ACKNOWLEDGEMENT

I would also like to thank my supervisor Prof. Wambalaba for his contribution, advice and insights in this study which were all very important and key to a well drafted research project which is a source of knowledge. I would also like to thank the management of Kenya Power Company for their support and facilitation in conducting the research.

I would also like to acknowledge my family for their support at all times.
DEDICATION

To my family.
ABSTRACT

This study sought to investigate the effect of paternity leave on employee performance at Kenya Power. To achieve this goal, the study investigated the effect of paternity leave on employee productivity, the effect of paternity leave of organization performance and the effect of paternity leave on employee satisfaction.

A descriptive research design using Kenya Power, headquarters as the case of the study was utilized. Quantitative research methodologies were utilized in the study. In total there were 1500 employees at Kenya Power headquarters at Stima Plaza. Using a multi-step sampling technique, that involved purposive sampling and random sampling techniques, a total of 150 employees were selected for inclusion in the study. Data for the research was obtained by use of a questionnaire, personally administered by the researcher to the respondents for ease of data collection to enhance a high response rate. Data collected was coded into SPSS vs 22 for analysis after which it was exported to MS Excel worksheets. Data analysis was undertaken by use of descriptive statistics of frequency distributions, percentage changes, and means. To infer relationships and correlation in the variables Pearson’s correlation coefficient was utilized in the study. Data analyzed is presented using figures and tables.

The study found that there was a positive significant correlation between the provision of paternity leave and perception of concern by the company to employees, employee satisfaction and employee commitment. The strongest correlation was between perceptions of concern by the company to the employees (0.588) which was significant at 0.05 significance levels. The feeling of rejuvenation and provision of paternity leave had a negative significant correlation. In addition, the study found that though majority of the employees were aware of paternity leave, very few chose to go on paternity leave due to personal reasons. Employees preferred to go for other types of leaves.

Secondly, the study found that there exists positive significant correlation between provision of paternity leave and increased individual performance (0.419), employee motivation (0.615) and employee loyalty (0.374). The study finds show that the provision of paternity
leave increased organization productivity through individual employee performance, employee motivation and loyalty. Other benefits of paternity leave provision were employee retention which was seen as a key competitive advantage.

The relationship between paternity leave and employee satisfaction was positive and significant (0.523). Consequently, provision of paternity leave enhanced employee satisfaction. Other factors that enhanced employee satisfaction through paternity leave include: employee motivation, perception of a child friendly organization, perception of security in the organization and employee loyalty.

This study concluded that there is very high awareness of paternity leave amongst employees of Kenya power headquarters. Nevertheless, the uptake levels of paternity leave are very low partly due to personal preferences of the employees. There was a high preference for other types of leaves.

This study further concluded that there was a strong relationship between paternity leave and employee productivity at Kenya Power. The provision of paternity leave improves overall organization productivity through the increased individual employee performance, increased employee motivation and employee loyalty. Employee’s satisfaction levels increase as a result of paternity leave at Kenya power. Employees perceive Kenya power to be concerned with them by providing them with paternity leave.

The major recommendation of this study is employee education and awareness creation. This study recommended that massive employee education and awareness must be done to enhance the preference of employees to go on paternity leave, to educate the employees on the statutory durations of all types of leaves and the costs of going and not going on leave.
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

Human resource management is that part of management concerned with people at work and with their relationship within an organization; the aim is to enable the employees make their best contribution to its success (Sheila, 2011). Human Resource management can be defined as “the process through which an optimal fit is achieved among the employee, job, organization and the environment so that employees reach their desired level of satisfaction and performance and the organization meets its goals” (Hall & Goodale 1986; Anyim, Ikemefuna & Mbah, 2011). According to Armstrong (2002), human asset administration is a key and lucid way to deal with the administration of an association's most profitable resource – the general population working there who separately and all in all add to the accomplishment of its goals. Human asset administration means to secure the dedication of the workforce, guarantee exceptionally adaptable and inventive working practices and foundation of a high caliber of work by building up a talented workforce.

For firms to remain competitive in the world and attain an advantage over its competitors it needs to opt for workplace democracy. Work place democracy goes with mutual understanding between management and employees enhanced through democratic organs, consultative machinery, two-way communication channels and grievance handling procedures (Shiri, 2012; Amy, 2010). If managed well employee relations leads to win-win situations for both the employee and the management leading to overall success of the organization. Institutions involved in the management of labor relations include; trade unions, union federations, employer’s associations, trade councils, tribunals, courts, government ministries (in charge of labour), workers councils and universities (Durai & Adaikalasany, 2014).

Employee relations entails providing procedures for bargaining, negotiation, settling disputes, settling grievances, handling discipline, handling redundancies, forming close
shops, achieving union recognition, policy making, rule changes, tribunal hearings, calling of strikes and avoiding industrial action by referring to reconciliatory and arbitrators (Shiri et al, 2012; Amy et al, 2010). Other aspects of employee relations includes providing leaves, workplace and social life work balance and other aspects that enhances the comfort and ease of working of the employee (Anyim, Ikemefuna & Mbah et al, 2011). Nevertheless, some scholars argue that the issue of leave is a compensation issue.

Leave is a period of time that one must be away from one's primary job, while maintaining the status of employee. Family leave encompasses maternity and paternity leave, as well as any other paid or unpaid family leave policies (Cook, 2004). This contrasts with normal periods away from the workplace and working from home programs, in that they are considered exceptional circumstances, rather than benefits. Generally, such an arrangement has a predefined termination at a particular date or after a certain event has occurred.

Paternity leave is defined as a leave period reserved for fathers in relation to childbirth or leave that can be used exclusively by fathers as paternity leave. It does not include parental leave provisions that can be used by the father or mother or parts of maternity leave entitlements that the mother can transfer to the father. It includes “special leave” provisions in addition to annual leave that may be used by fathers at the time of birth, but which are not strictly “paternity leave” (ILO, 2014).

In recent years there has been an increase in the number of men taking paternity leave in several countries within the European Union. Nevertheless, this number remains very low in comparison to the amount of women going on maternity leave (Rdyer, 2014). Currently all EU member states have a parental leave policy in place for fathers, but the way these systems work differs widely from one country to another. A 2013 study by ILO examined leave policies in 167 countries and found that 47% had some form of paternity leave (ILO et al, 2014).

While presently there does not exist any wide-ranging comparative study about paternity leave at the EU level, much can be derived from studying sources of data collected from
national agencies. (European Union Report). In the Czech Republic men are able to take as much parental leave as women are, but despite this fact men only represent 1.8% of parental leave-takers (UNDESA, 2014). This rate has not changed much during the past couple of years. Men are also eligible to take leave of up to 22 weeks after the birth of their child. The take-up rate among fathers in Estonia has been steadily increasing since 2008, when a new compensation scheme was introduced. Men accounted for 2% of the parental leave then. The latest data from 2013 showed a rate of 6.5% (ILO et al, 2014).

In the Netherlands less than 10% of fathers took paternity leave in 2001, by 2013 this had noticeably increased to 24%. In Sweden a similar trend could be found as well. In 2013 men represented 24.8% of parental leave measured in days. This rate had doubled since the year 2000. While some of these statistics indicate that several countries are moving towards a more equal parental leave, there is still a lot more that needs to be done if more men are going to be induced to take paternity leave (ILO et al, 2014). There are of course several reasons to why some EU countries have been more successful than others in increasing their take-up rates, and this has mainly come down to providing fathers with beneficial incentives. Cash bonuses or extra leave of days granted to parents who share parental leave have been some of them. In other cases a portion of the parental leave has been reserved exclusively for fathers, otherwise to be lost if not used (UNDESA et al, 2014).

Sweden was the first country in the world to introduce a paid parental leave allowance with no regard to gender. The scheme involved paying 90% of salary for 180 days per child. The parents could then divide the days between them as they wished. Unfortunately the new policy did not result in a surge of men taking parental leave (ILO et al, 2014; Lee & McCAnn, 2009). In its first year of induction men took only 0.5% of all parental leave. Today, the situation is completely different. As we previously mentioned the current rate is at 24.8%. Several factors have played a role in this recent boost of numbers. This could be attributed to the increase of paid leave days from 180 to 480 days. There has also been a more equal share of the allowance between parents (ILO et al, 2014, UNDESA et al, 2014). The first so called “daddy-month” was introduced in 1995. With the new reform, families would receive an extra month to add to their allowance, if each parent acquired at
least one month of leave. Germany within two years took up the rate for fathers who took paid leave increased from 3% to 20%. In other countries like Portugal and Belgium there are certain aspects of parental leave which are exclusively reserved for fathers. As a result it has been easier for men in these countries to justify taking them (ILO et al, 2014; Moss, 2013).

The United States is the least generous when it comes to providing workers with social workplace benefits and paid time off, compared to European countries. (Glass Door Economic Research (GDER), 2014), the report reveals a stark contrast between the workplace benefits offered in select European countries compared to those offered by the U.S. government at the federal level. The report ranks 14 European countries and the United States, based on six key measures: paid maternity leave, paid paternity leave, general parental leave, paid holiday allowances, paid sick leave and unemployment benefits (GDER et al, 2014). When ranked in order, the report finds the European countries offering the most generous workplace and welfare benefits overall are Denmark, France and Spain. The U.K., Switzerland and Ireland are the least generous European countries, with the U.S. lagging further behind. In the EU, general parental leave is different from maternity and paternity leave that new birth parents receive and is regulated. EU legislation states that parents have the right to take time off work to care for children up to eight years old for a minimum of four months (16 weeks) (GDER et al, 2014; ILO et al, 2014). The amount of time workers can take parental leave and the pay offered during that time varies by country. France and Germany offer the most time off at three years (156 weeks).

Africa lags behind in the provision of both maternity and paternity leave. According to the ILO Report (2014) amongst 52 Africa countries close to 50% of the countries provide a minimum of 14 weeks of leave for women while only 35% provided between 12 and 13 weeks maternity leave. On the other hand, 17% of the countries in Africa provide a leave of less than 13 weeks (ILO et al, 2014; Moss et al, 2013). Tunisia is the only country that provides the least maternity leave in Africa at only 30 days (Moss et al, 2013). While Africa lags behind in the provision of maternity leave days, it leads in the provision of paternity leave (ILO et al, 2014). Paternity leave provision is available in 29 countries in

In Eastern Africa countries of Tanzania, paternity leave is provided for 1 week. Kenya provides a total of 11 – 15 working days as paternity leave (ILO et al, 2014). Uganda, and Ethiopia provide an average of 1 – 6 days in paternity leave. Rwanda and Kenya have the highest number of days for paternity leave providing 11 – 15 days (ILO, 2014). In Kenya, The Employment Act (CAP 226) was amended on 27th October 2007 to introduce Paternity Leave for male employees. It states that a male employee shall be entitled to 2 weeks paternity leave with full pay in a period of 12 months.

Kenya Power is a public company listed in the Nairobi Securities Exchange (NSE). The company is a national electric utility company, managing electric metering, licensing, billing, emergency electricity service and customer relations. The headquarters are at Stima Plaza, Kolobot Road in Parklands, Nairobi; it operates many offices throughout Kenya. Kenya Power also has a training school which is based at Thika Road which offers many courses on electrical, electronic, installation, overhead line construction and technicians with a big library which houses all material covers electrical and electronic courses and other two libraries for technical and executive purposes. In addition to electricity distribution, the company also offers optic fiber connectivity to telecommunication companies through its 1,800km of optical fibre cable network that runs along its high voltage power lines across the country mainly to manage the national power grid.

1.2 Statement of the Problem

Lack of family friendly policies, flexible schedules, Job design, and paternity leaves are stressing out many male employees, reducing their job performance and productivity as well as causing broken homes (De Bruin & Dupuis, 2004). In the community, there is growing concern that the quality of home and community life is deteriorating (Hyman & Summers, 2004). These has resulted to poor employee input and performance, because a
male employee, who finds it difficult to properly balance his family life, tends to also have
difficulties managing tasks at his or her workplace, therefore resulting in poor employee
performance (Sparks, 2002). According to a major Canadian study by Lowe (2005), one in
four male employee's experience high levels of conflict between work and family based on
work-to-family interference and care giver strain.

While several studies Williams (2000); Clarke (2004); McDonald (2009); Nganga (2010);
Morrison (2005); Garg and Rastogi (2006) have been done focusing on different aspects of
employee performance and further appreciating the crisis in every organization in terms of
productivity of the male employees, all empirical evidences are in short of the actual
factors of work-life balance that influences the employee productivity itself. Further, most
organizations in Kenya according to a survey by Strathmore Business School (2011), lack
policies that support the well-being of employees’ families and the aspect of paternity leave
is not an exception. It is therefore against this background that this study is seeking to
investigate the influence of paternity leave on employee productivity. This will fill a key
policy gap.

A survey in Kenya by KPMG, an audit company, found that recruiting and training new
employees to replace those who leave after giving birth costs multinationals approximately
$47 billion (Sh4.7 trillion) every year. The report also noted that offering women 16 weeks
of fully paid leave, as opposed to the minimum legal limit, would cost the firms an extra
$28 billion (Sh2.8 trillion) every year. However, studies on the impact of leaves on
organization Performance have focused on maternity leave, leaving a key practice and
research gap on how paternity leave enhances employee productivity.

1.3 General Research Objective

The general objective of this study was to investigate the effect of paternity leave on
employee productivity at Kenya Power.
1.4 Specific Research Objective

The specific objectives of the study were:

1.4.1 To analyze the effect of paternity leave on employee productivity
1.4.2 To investigate the effect of paternity leave on organization productivity
1.4.3 To evaluate the effect of paternity leave on employee satisfaction

1.5 Significance of the Study

The study makes significant contributions to the following beneficiaries; policy makers, researcher, employers (Kenya Power) and their families. This is as given below:

1.5.1 Policy Makers

Policy makers will find the findings of this study to be an asset since it points out the achievement of paternity leave since its introduction on Kenya. It also points out on the emerging gaps in the formulation and implementation of leave policies thereby creating room for review of policy frameworks for efficient implementation.

1.5.2 Employers (Kenya Power)

The information obtained from this study will enable employers to draw and adjust on work related policies that touch on leaves thereby optimizing productivity by reducing the costs incurred due to poorly formulated leave policies. In addition, this study informs the employers on the advantages or disadvantages of having and implementing paternity leaves in their organizations.

1.5.3 General Public

The General public in Kenya can be informed on the benefits of paternity leave as a tool of enhancing family-work cohesion and also on sacrifices involved to enable a perfect home-work duty system.
1.5.3 Academia

The findings of this study point out limitations of the study while outlining the recommendations for further research. This is important since this study has laid a foundation for advanced studies both for basic or applied research hence contributing to the body of knowledge in the Kenyan and the global markets as well. Furthermore, through a research project accessible through the United States International University knowledge portal, this study contributes to the existing body of knowledge on leave and employee productivity.

1.6 Scope of the Study

This study was conducted in the month of August 2016 using Kenya Power Headquarters at Stima Plaza in Nairobi County. In total, Kenya Power had over 5,000 employee’s country wide but had 1500 employees at the Stima Plaza headquarters. The 1500 were the population of the study.

The key limitations of this study was that it excludes employees outside of the headquarters which had an effect on the generalizability of the findings to the entire population. Secondly, the busy schedules of the employees limited in-depth data collection using tools such as interviews and focus groups.

1.7 Definition of Terms

1.7.1 Paternity Leave

Paternity Leave is the time a father takes off from work upon the birth or adoption of a new child (ILO et al, 2014)

1.7.2 Family Demand

Family Demand refers to obligations and commitments of family including parents, children and spouse. (Guest, 2002)
1.7.3 Company Benefit

Company benefit are indirect and non-cash compensation paid to an employee (Cook, 2009)

1.7.4 Employee Engagement

Employee Engagement means feeling positive about your job (Truss, 2006)

1.7.5 Productivity

According to Mathis and John (2003), productivity is a measure of the quantity and quality of work done, considering the cost of the resources used.

1.7.6 Human Resource Management

Human asset administration is a vital and sound way to deal with the administration of an association's most important resource the general population working there who separately and all in all add to the accomplishment of its destinations (Anyim et al, 2011).

1.8 Chapter Summary

This chapters presents an overview of the study, the background of the study and the key definitions of terms. It also clearly spells out the research, practice and policy gap. In addition, the chapter presents the research objectives, general and specific. Finally, the chapter presents the significance, scope and key definition of terms.

Chapter two reviews the literature in line with the research objectives. It presents works of other authors on the research objectives around the world and locally. Chapter three will entail the research methodology, design, data collection methods, data analysis and research procedures.

Chapter four presents the findings and results from data collected from the research. It presents this in relation to research objectives in chapter one. Chapter five offers the
summary of the findings, discussions and conclusions of the study and also makes recommendations of the study.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review including a review of the existing studies and works of other authors on the research objectives of the study. The chapter will review literature on: leaves and employee productivity, employee satisfaction and organization performance.

2.2 Leave and Employee Productivity

Productivity is a subjective term that measures the output of an individual, process, system or organization. Mathis and John (2003), defined productivity as the measure of work done in quantitative and qualitative terms taking into consideration the resources and costs of work done. In an organization setting, the higher the productivity, the higher the competitive advantage and the lower the costs of production. Productivity may not necessary mean producing more goods or services, on the contrary it may imply that fewer resources or people or money was used to produce the same amount of goods or services.

The relationship between provision of leave and employee productivity has been discussed by a number of authors. Nevertheless, this discussion has been varied due to the versatile of leave types, compensation or non-compensation during leave or the reason for the leave. Furthermore, some authors leave a fringe benefit and thus tried to provide a link between leave provision and employee productivity (Baker, 2012, Markham, Dow & McKee, 2002; Berger, 2009).

2.2.1 Types of Leave

Leave is a period that employees take off work. It is varied in a number of ways. The three major types of leave include: sick leave which is provided to a sick employee to recuperate, annual leave that is provided to an employee after working continuously for 12 months and
maternity leave which is time provided to employees giving birth (Andrews, 2009; Woodward, 2000; Mathis, 2003).

Under section 28 of the Employment Act of Kenya, annual leave is 21 working days during which the employee is entitled to full pay. Also the Regulation of Wages Order (of various industries), subsidiary to the Regulations of Wages and Conditions of Employment Act, specifies that an employee proceeding on annual leave is entitled to payment by his employer. The order specifies various amounts to different industries, though it has been altered and increased with time depending on various industries and factors.

According to the Code of Regulations for Civil Servant Revised (COR) (2006) leave is granted for recuperative purposes to enable an officer renew his energies and improve efficiency. Leave is taken without loss of seniority or benefits but is subject to exigencies of service. In addition to normal full pay, an officer who takes a minimum of one-half of his annual leave entitlement will be eligible for leave allowance once a year, the rate of which is determined by the Government from time to time. Officers stationed in any designated hardship area may proceed on leave twice a year and is eligible for payments of leave allowance twice per year. Shellengarger (2001) states that employers give employees paid time off in a variety of circumstances. Paid lunch breaks and rest periods, holidays and vacations are common. But leaves are given for a number of other purposes as well. Time-off benefits represent an estimated 5% to 13% of total compensation. Typical time-off benefits include holiday pay, vacation pay and leaves of absence.

Section 29 of Employment Act, (2007) provides that a female employee shall be entitled to maternity leave on full pay if she gives not less than seven days written notice in advance, or a shorter period as may be reasonable in the circumstances, of her intention to proceed on maternity leave. A female employee is entitled to three months maternity leave in addition to any period of annual leave she is entitled to, and sick leave if she happens to fall sick during her time of confinement and with the consent of the employer. A female worker on maternity leave is also entitled to be paid her full remuneration and other benefits to which she is otherwise entitled. This is the same for the two weeks paternity leave. Many
employers provide maternity and paternity benefits to employees who give birth to children. In comparison to those giving birth, a relatively small number of employees adopt children, but in the interest of fairness a growing number of organizations provide benefits for employees who also adopt children (Woodward et al., 2000). Also, as people get older, the benefits of a compensation package assume importance. It is the time when employees establish a family. Those benefits that will serve the family are valued, like maternity benefits, children’s education, annual vacation pay, etc. (Andrews et al., 2009).

2.2.2 Leave and Employee Productivity

The relationship between leave provision and employee productivity has been analyzed by a number of individuals. According to Abbasi (2000) the provision of leave to employees shows concern to the employees and each employee yearns to have a feeling of recognition or association. When employees feel that they are associated and cared for, they tend to work harder and more efficiently and thus enhance their productivity. This is supported by the findings of Bernthal (2011) who found a strong link between employee productivity and leave provision. According to the study, companies that provided leave to their employees had a significantly higher level of production than companies that did not provide leaves to their employees.

The relationship between employee productivity and leaves is analyzed by Allis (2008) who noted that, while organizations have to bear employee costs with no work done by employees during leave periods, the nourishment provided by this period enhances employee retention and loyalty which enhances productivity of individual employees in terms of quantity and quality. Ansari, Chimani, Baloch and Bukhari (2015) in the study on Impact of Work Life Balance on Employee productivity noted that the provision of paid leave enhanced employee productivity and satisfaction across the world. According to the study, the provision of employee leave period enhances satisfaction and productivity as it stimulates employee’s nerves after relaxation to produce more as well as enhance a sense of employee association with the company.
Nevertheless, Ansari et al., (2015) noted that the provision of leaves has not been properly utilized by individuals around the world. For example, in most European countries there is the provision of family leave which is rarely utilized by individuals opting for maternity and paternity leaves (Beauregard, 2009). In fact, most workers are hesitant to use the practices despite their knowledge of them. In contrast, between female employees, fewer men use these family leave programs. They opt for vacation or some days off because of child birth or other family event. There is a great deal of evidence on how male and female employees are perceived differently on taking family leaves. Women are perceived similar regardless of their choice of these programs while men on the other hand are not viewed as good citizens if they take family leave. Because male employees give priority to work before family, do not help coworkers and prove to be less punctual in presence of these programs.

In a study conducted by the Center for Economics and Policy research (2011) on the effect of leave provision to individuals, it was found that there was not significant positive effect on the employee productivity or organization productivity from the provision of extended leave. According to the study, the provision of extended leave did not yield any significant effect on employee productivity, employee loyalty or satisfaction. This was in over 89% of the employees included in the study. Nevertheless, in the study it is important to note that the study was focused on extended leave which included the provision of family leave in states such as New Jersey, Rhode Island and Washington. The 2004 California’s Family Rights Act, CFRA, increased benefits offered to employees with new children. In addition to the 12 weeks of unpaid leave granted by the FMLA, CFRA offers six weeks of leave paid at a percentage of the mother’s wage (West, 2015).

Boushey and Glynn (2012) in the study on the effects of paid family and medical leave on employment stability and economic security noted that, the provision of leaves such as sick leave and maternity leave enhanced employee productivity and cost efficiency in the organization. In addition, the provision of this kind of leaves enhanced employee satisfaction and employee loyalty reducing the cases of employee turnover which enhances greater productivity amongst the employees (Lovell, 2004; Waldfogel, 1998).
Other scholars who have identified a positive relationship between provision of leave and employee productivity include Artz (2008) in his study in Britain, Bender, Donohue and Heywood (2005) in a study on National Study of the Changing Workforce, Heywood and Wei (2006) in the study on 1988 wave of the NLS, Bender and Heywood (2006) in Pension schemes and other scholars around the world.

While studies exist in support of and against the provision of leave and employee satisfaction, there exists major gaps and differences in the findings. Some scholars indicate that significant positive relationships exists between provision of leave and employee productivity while others state that no significant relationship exists. However, none of the studies reviewed have indicated a negative significant effect of leave on employee productivity. This leaves most readers at a cross roads on the actual impact of leave provision on employee productivity. In addition, most of the studies reviewed are conducted in the United States of America and Britain which leaves a literature gap in Africa and the Developed Countries as well as local experiences.

### 2.3 Leave and Organization Productivity

The relationship between parental leave and organization productivity has rarely been analyzed. Parental or any other form of leave implies that the individual is absent from work with the authority of the employee. Could this enhance or reduce the levels of organization productivity?

#### 2.3.1 Organization Performance

Resurreccion (2012) analyzed the performance management and compensation as drivers of organization competitiveness in the Philippines and noted that the provision of fringe benefits was key in enhancing organization productivity. According to Resurreccion et al (2012) the increased individual employee performance translates to overall organization. Danish and Usman (2010) in their study on the impact of fringe benefits on organization performance noted that the provision of fringe benefits had a significant positive impact on the levels of organization productivity and performance. Employees in companies that
offered fringe benefits were more motivated and committed to their work which enhances organization performance and productivity (Jian, Xiao, Qi & Xiao, 2009).

Ayesha (2014) in their study on the impact of fringe rewards on employee performance found that the provision of fringe benefits was key to enhancing organization competitiveness as well as organization performance. Employees that enjoyed fringe rewards worked harder to enhance organization performance since they were more committed to the organization. Abiola and Ajila (2004) analyzed the impact of fringe rewards based on the intrinsic and extrinsic reward model. Abiola and Ajila et al (2004) noted that intrinsic rewards can be termed as ‘psychological rewards’ and examples are opportunity to use one’s ability, a sense of challenges and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner. This is similar to the propositions of Yapa (2004) who noted that, intrinsic rewards included items such as: responsibility, achievement, autonomy, personal growth, challenge, complex work and feedback characteristics of the job.

2.3.2 Organization Competitiveness

Resurreccion et al (2012) notes that the provision of fringe benefits such as leave enhances organization competitiveness. According to Resurreccion et al (2012), the implementation of unique employee performance management and compensation practices such as fringe benefits and leave was key in enhancing a competitive edge for the local small and medium enterprises in Kenya. In addition, the study found that the management practices on performance management and compensation had a significant positive impact of organization competitiveness in the industry as well as in the productivity and overall organization performance. This is supported by the findings of Wright (2010) who noted that the provision of fringe benefits by organization was a key strategic move to enhance competitiveness especially in light of the influx of foreign based multinational companies that have to compete with local companies. In the analysis of how fringe benefits such as leave enhances organization competitiveness, Wright et al (2010) defined organization competitiveness as, “company’s ability to maintain and gain market share in its industry.”
The relationship between fringe benefits and organization competitiveness is emphasized in the study by Offstein, Gnyawali and Cobb (2005) who noted that the provision of fringe benefits on top of the remuneration and compensation strategy of the organization has a huge effect on the levels of organization competitiveness in the work place. The study also found that the provision of fringe benefits was key to enhancing organization engagement. Employee engagement is defined as, “heightened emotional connection with the organization and that influences an employee to exert greater discretionary effort in his or her work” (Schmermon, 2010).

Mehamood (2013) noted that there was key relationship between employee fringe benefits and employee productivity and overall organization performance. According to Mehamood et al. (2013), the provision of fringe benefits enhances job satisfaction amongst the employees which enhances organization and individual employee performance. Fringe benefits such as leaves and others enhance organization performance in addition to enhancing the fulfillment of obligations such as legal compliance, labor costs management, perceived fairness amongst employees and enhanced employee productivity and performance which improves the levels of productivity and overall customer satisfaction. This is supported by the findings of (Maire and Nick 2002 & Carreher et al., 2006).

Iyida (2015) analyzed the impact of fringe benefits on organization performance in Nigeria using the employees of the Ministry of transportation and found that the increase in the fringe benefits such as days on leave or otherwise had a positive effect on the levels of organization performance and overall productivity amongst the employees. According to them, the government of Nigeria should enhance the fringe benefits as a strategy towards enhancing organization productivity, employee productivity and overall employee satisfaction (Agba, 2006).

Asgari, Iranmanresh and Farahani (2012) in their study on the impact of fringe benefits for employees noted that the introduction of fringe benefits, the introduction of new benefits such as annual leave, paternity and maternity leave, adoption leave etc had a positive effect on the levels of productivity in an organization. This is because employees were more
motivated and satisfied with their jobs which enhanced their individual production levels. This is similar to the findings of Ekere and Amah (2014) in their study on the staff benefits and organization performance in Nigerian private hospitals which found that the provision of fringe benefits such as leave enhances organization productivity and performance.

The arguments of Asgari et al., (2012), Ekere and Amah et al (2014) and other proponents of the positive effect of fringe benefits on organizations performance base their arguments on the Expectancy theory by Victor Vroom as well as the Equity theory of fairness as presented by John Adams and Elaine Hatfield. According to the theory of expectancy by Vroom, job performance and propensity to improve the performance is the production of ability and motivation of employees. Motivation on the other hand is a function of expectancy, instrumentality and value perceptions. Employees evaluate fairness of their situations through the comparisons of other people in the same or different situations. If employees perceive some level of equity in their benefits, then they increase their performance which improves overall organization performance. Nevertheless, where the employees perceive a level of inequity, then they will reduce their performance. Other consequences of perceived inequality include: stealing from the organization or by leaving the organization or refusing to cooperate with other workers perceived to be over rewarded (Odunlade, 2012).

The findings of these studies show that organizations must provide fringe benefits such as leaves for them to be at par with their peers. When not provided, employees will perceive inequity which will lead to reduced productivity (Ekere & Amah et al, 2014).

2.4 Leave and Employee Satisfaction

The relationship between leave and employee satisfaction has been analyzed through the fringe benefits approach by various scholars. Artz (2010) in a study on the relationship between fringe benefits and employee job satisfaction noted that the provision of fringe benefits such as leaves enhanced employee satisfaction for employees as long as they did not lead to a reduction in the remuneration of the employee. Consequently, the study by
Artz et al (2010) noted that as long as employees perceived that their compensation will be equal or higher than normal pay during leave periods, their levels of satisfaction will be higher. Nevertheless, the levels of job satisfaction will diminish if the provision of leave will lead to lower levels of remuneration of the employees.

2.4.1 Leave Provision and Employee Satisfaction

Donohue and Heywood (2004) in a national study on the fringe benefits and job satisfaction noted that the provision of paid leave or vacation did not significantly enhance job satisfaction amongst employees. According to the study, it made no difference for the employer to provide paid leave or not to an employee’s job satisfaction level. Nevertheless, the study noted that this was mainly due to the provision of other fringe benefits such as child care, pensions, training and development as well as health insurance. Benz (2005) supports these findings in his study on non-profit making organizations in the United States and noted that only child care, insurance and pensions had a positive influence on employee satisfaction. Paid vacation and leave did not have any significant effect on the job satisfaction levels of employees.

These findings are however disputed in the study by Uppal (2005) who found a positive significant correlation between the provision of paid vacation to employees and higher levels of job satisfaction. In the study by Uppal et al, (2005) the provision of paid leave enhanced job satisfaction amongst employees since employees enjoyed this fringe benefits. Allis et al (2008) in the study on employee motivation noted that the provision of leave and other fringe benefits was a key motivator of job satisfaction amongst employees. According to Allis et al (2008) monetary benefits are not the only motivators of employee satisfaction and may not necessary lead to employee satisfaction. On the other hand, the provision of fringe benefits such as paid leave and vacation could enhance employee satisfaction and greater productivity.

Boushey and Glynn et al (2012) in the study on the effects of paid family and medical leave on employment stability and economic security noted that, the provision of leaves
such as sick leave and maternity leave enhanced employee satisfaction and employee loyalty reducing the cases of employee turnover which enhances greater productivity amongst the employees (Lovell et al, 2004; Waldfogel et al, 1998).

In the analysis of the effect of leave and other fringe benefits on job satisfaction, Freeman (1978) and a host of other scholars such as McEvoy and Cascio, (1985), Akerlof et al., (1988), Weiss, (1984), and Clegg, (1983) found that there is a positive relationship between the provision of fringe benefits and leave and job satisfaction amongst employees. Nevertheless, the scholars noted that fringe benefits such as leave and their relationship with job satisfaction, had rarely received scholarly attention, and in most cases acted as control variables rather than the primary or independent variables in the study.

2.4.2 Leave Provision and Employee Commitment

Ju, Kong, Hussin and Jusoff (2008) in the study on the influence of employee fringe benefits noted that the provision of fringe benefits such as annual leave, maternity leave and sick leave enhances employee commitment to the organization. According to them, individuals that enjoyed annual leave and other forms of leave had a higher level of commitment to the organizations than those who did not enjoy the same benefits. In their study they noted that fringe benefits enhanced three types of organizational commitment: affective, continuous and normative commitment as enumerated by (Allen & Meyer, 1990).

Similarly, Charith (2015) in the study on the impact of fringe benefits on job satisfaction in the mining and construction sector noted that the provision of fringe benefits to an organization enhanced job satisfaction amongst employees. The study implies that differences in the sector do not influence the impact of fringe benefits on job satisfaction. Consequently, the study implications are that when organizations provide fringe benefits such as leave and other benefits, there is a higher level of satisfaction amongst the employees and thus higher levels of commitment towards the organization by the employees. This is similar to the propositions of Kwak and Lee (2009) in their empirical analysis of fringe benefits and their impact on organization Performance of Korean firms.
Cooper (2008); Tropman (2001) using the theory of motivation noted that in a changing generational workplace the role of fringe benefits in enhancing organization commitment and job satisfaction by employees cannot be under evaluated. It is important for the organization to realize that to enhance employee engagement as well as loyalty to the organization, there must be other perceived benefits other than remuneration and pay which enhances loyalty in the employees. This is similar to the findings of Uppal et al (2005) and Benz et al (2005) all of whom noted a positive relationship between fringe benefits in an organization and job satisfaction amongst employees as well as organization commitment and organization loyalty by the customers. It is important to note that even in the non-profit sector, the role of fringe benefits in enhancing employee loyalty cannot be understated as noted by Benz et al (2005) in his study utilizing NLS companies in the years 1994 – 2004.

According to Benz et al (2005) the provision of fringe benefits in the non-profit sector enhanced organization loyalty and commitment as well as job satisfaction amongst the employees in two out of nine benefits. There is a positive relationship between fringe benefits provision and job satisfaction amongst the employees. In addition, Saltzstein et al., (2001) noted that the provision of fringe benefits enhanced organization commitment and job satisfaction amongst Federal government employees in the United States.

2.4.2.1 Role of Fringe Benefit In Employee Commitment

Bryson (2005) analyzed the link between fringe benefits and employer employee relations as well as job satisfaction amongst the employees amongst British workers in an Employees relations survey in the period 1998 – 2004 and found that the provision of fringe benefits and specifically provision of leave by employers improved the employee employer relations as well as enhanced the application and adoption of family friendly policies which enhanced employee commitment and organization loyalty. Nevertheless, the study did not find any significant effect of fringe benefits on job satisfaction amongst the employees. However, the study utilized job satisfaction as a moderating variable in the study rather than an independent variable.
Other scholars who have identified a non-significant relationship between fringe benefits and employee commitment include Bryson et al., (2005) who used fringe benefits as a control variable in the relationship between performance pay and employee job satisfaction amongst the employees. The study by Bryson et al., (2005) found that no significant relationship exists between the provision of fringe benefits and organization commitment as well as job satisfaction amongst the employees.

In an article paper by the Institute for Women’s Policy research (2013) on the issues of maternity, paternity and adoption leave in the United States, noted that since paid leave was not a statutory right for employees in the United States, the impact of the same on job satisfaction and employee commitment was very weak. According to the National Compensation Survey, only 12% of employees in the United States have access to paid leave for any care of family members (newborns, adopted children, or ill children or adults). Lower paid workers are least likely to have access to paid leave. International research suggests that the introduction of a statutory right to paid leave for parents would improve the health and economic situations of women and children and would promote economic growth (IWPR, 2013).

Liu and Skans (2009) undertook a study on the Duration of Paid parental Leave and Children’s scholastic Performance and noted that the provision of paid leave was key in skills development of employees as well as their children. They investigated the effect of paid leave on employee commitment to the organization and found that since employees who accessed parental leaves had time to bond with their children, this emotional attachment was transferred to the organization which translated to higher levels of employee commitment and loyalty. In addition, the study noted that the introduction and provision of paid leave enhanced employee acceptance of the organization and strived to enhance performance which improved organization performance.

The studies above have highlighted the relationship between parental leave, employee satisfaction and employee commitment. The studies have provided conflicting evidence on the actual impact of parental and other kinds of leave and their impact on employee
satisfaction and commitment. It is also key to note that most of the studies have discussed leave under the larger topic of fringe benefits depriving parental leave the scholarly attention it deserves. This therefore generates a research and practice gap that the study will set to fill.

2.5 Chapter Summary

This chapter presents the available literature on parental leave and employee performance, organization performance and employee satisfaction and commitment. The available literature has provided conflicting results on the actual impact of leave on employee commitment. Furthermore, leave has been analyzed under the armpit of fringe benefits which provides inconclusive results. Consequently, the literature leaves several questions unanswered, what is the impact of paternity leave on employee performance, employee commitment and satisfaction and overall organization performance.

Chapter three presents the examination strategy of the review including the exploration strategies, the examination plan, the population, the research procedures and lastly the information gathering and analysis procedures.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology adopted in this research. It also presents the research design employed, the population, sampling design, and the data collection and analysis methods used.

3.2 Research Design

This study was both a descriptive and exploratory research design. A research design is the overall strategy that guides a study (Bryman & Bell, 2003). A descriptive research design is a strategy that involves the gathering of data with the sole purpose of describing a phenomena, problem or solution. This study sought to describe the impact of paternity leave on individual employee performance. Consequently, the study collected data on the relationship between paternity leave and employee performance, the relationship between paternity leave and overall organization performance and the relationship between paternity leave and employee satisfaction.

The choice of a descriptive and exploratory research design was justified as it allowed the researcher to describe how provision of paternity leave influences employee performance, satisfaction and overall organization performance.

This study also utilized a quantitative research approach where the researcher focused on the use of quantitative data and data collection methods. Quantitative research approach was justified for use as it allowed for the standardization of results and data collected which was essential in data analysis.

Kenya power was the case of the study. Kenya power was justified for use in this study as majority of its workforce is male. According to the company statics over 65% of its workforce was male. Since paternity leave majorly applies to males, then this case study
was justified for use in the study. In addition, there was ease of access to the company for data collection.

3.3 Population and Sampling Design

This section presents the population and sampling techniques that were adopted in the study.

3.3.1 Population

The population denotes the total number of cases that have a unique characteristic that was of importance to the researcher. The case of the study was Kenya power Headquarters. In total there were 1500 employees at the headquarters who formed the sampling frame and population of the study.

3.3.2 Sampling Design

The sampling design refers to the procedures and systems that the researcher used to come up with a sample size that was representative and adequate for generalization of findings.

3.3.2.1 Sampling Frame

The sampling frame refers to the individual units in the case of the study (Mugenda & Mugenda, 2013). The sampling frame of this study was 1500 comprising of all the employees working at Kenya Power Stima Plaza headquarters. The sampling frame distribution was as shown in Table 3.1 below: In total there were 900 male employees and 600 female employees at Kenya Power headquarters.

<table>
<thead>
<tr>
<th>Details</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>900</td>
</tr>
<tr>
<td>Female</td>
<td>600</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1500</strong></td>
</tr>
</tbody>
</table>

Source: Kenya Power (2016)
3.3.2.2 Sampling Technique

This study used a multistep sampling technique. In a multistep sampling technique, the researcher uses more than one sampling technique. The first step in the sampling technique was purposive sampling technique. In a purposive sampling technique, the researcher selects the sample size using their own intuition based on certain criteria. In this study, the criteria was male or men. This was because paternity leave was only applicable to men. After purposive sampling random sampling technique was selected. Random sampling technique includes giving each and every employee at Kenya Power an equal chance for inclusion in the study.

3.3.2.3 Sample Size

The sample size refers to the total number of individuals or elements that were included in the study. In this study, all the respondents in the population were given an equal chance for inclusion in the study. Consequently, our sampling frame was 1500. Using Mugenda and Mugenda (2003) provision that a representative sample is one that has at least 10% of the population or at least 30 individuals or elements, this study utilized 10% of the population. Ten percent of the population was deemed appropriate as 30% would have resulted into 450 respondents which would have been a large figure considering the limited time and resources available for this study.

Table 3.2: Sample Size

<table>
<thead>
<tr>
<th>Variable</th>
<th>Total Population</th>
<th>Sample Ratio</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>900</td>
<td>0.1</td>
<td>90</td>
</tr>
<tr>
<td>Female</td>
<td>600</td>
<td>0.1</td>
<td>60</td>
</tr>
<tr>
<td>Total</td>
<td>1500</td>
<td></td>
<td>150</td>
</tr>
</tbody>
</table>
3.4 Data Collection

This study utilized primary data. Primary data was collected through the use of a questionnaire which was considered easy to administer, cost effective in data collection, useful in collecting quantitative data and convenient in data collection (Mugenda & Mugenda, 2003). A questionnaire was developed using certain criteria to meet the purpose of this study. First, the questionnaire comprised of four sections each representing the research objectives and a background information section. Section A collected data on respondent’s backgrounds, Section B collected data on Paternity leave and employee performance Section C collected data on paternity leave and organization performance and section D collected data on paternity leave and employee satisfaction.

Secondly, the questionnaire comprised of likert scale questions and closed ended questions. This enhanced standardization of data collection which enhanced data analysis. The likert scale used was: Strongly agree, agree, not applicable, strongly disagree, and disagree and neutral.

3.5 Research Procedures

Various research procedures were applied to enhance validity and reliability of data collected. First, the study conducted a pilot study where 10 employees were selected and the questionnaire developed administered to them. The pilot study gauged the respondent’s ease of understanding, grammatical and other errors in the questionnaire as well as the speed with which data can be collected from each respondent. The pilot study also involved getting the feedback from the supervisor who was a professional in questionnaires and data collection on the appropriateness and structure of the questionnaire. Findings from this test were used in ensuring that the data collection instrument is valid. Respondents included in the pilot test were not be included in the actual data collection.

The second research procedure was personal administration of the questionnaire. Personal administration involved personally giving the respondents the questionnaire to complete and collecting the same after an agreed period of time.
Finally, to enhance validity and reliability of data, ethical issues were considered. This included: getting authority to collect data from USIU and Kenya Power, acquiring informed consent from the respondents for inclusion in the data, and ensuring privacy and confidentiality in data collection to protect the rights of the respondents. This was enhanced by ensuring that respondents do not provide personal information as well as restricting access to data collected to essential individuals only.

### 3.6 Data Analysis

Data collected was inspected for errors, and later coded for entry into SPSS vs. 22 which was the statistical tool for use in the study. All the data was codified using standard codes for ease of analysis.

Coded data was scrutinized using descriptive and inferential statistics. This was as outlined by the research design adopted. Descriptive statistics included the analysis of frequency tables and means. Modes and standard deviations especially where rating is undertaken. This was expected to provide statistics to describe patterns and phenomenon in the data. This is necessary for the study in order to make conclusion and recommendation of the study. Inferential data analysis was done to analyze relationships between the cofactors. Pearson’s correlation coefficient was utilized in the study to understand the relationship between paternity leave and employee productivity. Analyzed data was presented using tables and figures. This aids in the graphical presentation of the findings as well as in the interpretation and discussion of the findings.

### 3.7 Chapter Summary

This chapter has presented the research design and approaches for the study. A descriptive and exploratory research design was used in the study while the population was sourced from employees at Kenya Power Stima Plaza headquarters. The sample size was 60% of the population sampled using a multistep sampling technique. Questionnaires were the data collection tools used and the results were analyzed for descriptive and inferential statistics.
Chapter four presents the discoveries and results of the research based on data collected and analyzed.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This study sought to investigate the effect of paternity leave on employee productivity using Kenya Power as the case of the study. The study sought to include 150 employees drawn from various departments at Kenya Power headquarters at Stima Plaza. However, due to data access challenges only 120 questionnaires were completed and included in this study. This represents an 80% response rate which is considered adequate for data analysis and generalization. In addition to primary data, this study collected secondary data on the performances of Kenya power including: percentage increase in revenues in the year 2016 and 2015, percentage change in costs and percentage change in profits for Kenya Power. Data analysis was undertaken using SPSS vs. 22 and Excel worksheets.

4.2 Demographic Data

4.2.1 Level of Education

The study sought to investigate the level of education at Kenya Power. Thirteen percent of the employees in the study had a certificate, 27% had a diploma, 50% had an undergraduate degree and 10% had a master’s degree level of education. The results showed that respondents were well educated and were able to understand the purpose of this study as shown in table 4.1 below

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificate</td>
<td>15</td>
<td>13</td>
</tr>
<tr>
<td>Diploma</td>
<td>32</td>
<td>27</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>60</td>
<td>50</td>
</tr>
<tr>
<td>Masters</td>
<td>12</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td>119</td>
<td>100</td>
</tr>
</tbody>
</table>
4.2.2 Experience in Organization

The study sought to investigate the levels of experience of respondents at Kenya Power. The findings revealed that 65% of the respondents had worked at Kenya Power in the medium term (3 – 7 years), 24% had worked in the short term (below 3 years) and 11% had worked in the organization in the long-term (Over 7 years). From the Findings it is shown that majority of the employees are more committed working for Kenya power. This was key as it enhanced the reliability of data due to knowledge of practices and policies at the company. Employees with low levels of experience were least likely to have gone on paternity leave while those with the highest level of experience were most likely to have gone on paternity leave. Results are shown in figure 4.1 below.

![Figure 4.1: Level of Experience](image)

4.2.3 Awareness of Paternity Leave

The study investigated the levels of awareness on paternity leave at Kenya Power. On average 74% of the employees were aware of paternity leave while 26% of the employees were not aware of paternity leave respectively. According to the study majority of the
employees were aware of the provision for paternity leave because HRM are doing their role. As shown in figure 4.2 below

![Figure 4.2: Awareness of Paternity Leave](image)

**4.2.4 Uptake of paternity leave**

In addition, the study sought to investigate the uptake of paternity leave amongst the employees. The study found that 34% of the employees had gone for paternity leave while 66% of the employees had not for paternity leave. This is as shown in Figure 4.3 below. It is an indicator of low acceptance levels of paternity leave amongst employees at Kenya Power.
4.2.5 Effect of Paternity Leave

Ten percent of the respondents to this study indicated that the provision of paternity leave enhanced employee productivity to a very high extent, 30% indicated that it enhanced employee productivity to a high extent, 53% indicate to a moderate/average extent and 7% indicated that it influence employee productivity to a low extent. This is as shown in Figure 4.3 below. The findings indicate that provision of paternity leave influence employee performance though the extent of the influence varied from one employee to the other.
4.2.6 Financial Performance Metrics

This section presents the financial performance analysis of Kenya Power for the years 2015 and 2014. This information is used to run correlation analysis between the variables of this study and the financial performance of Kenya Power ltd. Performance comparison and analysis is done using the percent change in performance for the company.

From the data analyzed the revenues of Kenya Power changed by 1% in the year 2015 from the year 2014 from a total revenue base of Kshs. 105,395,714,000 to Kshs. 106,753,525,000. In addition, the operating expenses of Kenya power increased from Kshs. 22,749,321,000 to Kshs. 24,216,608,000 in the year 2015 represent a 6% increase in operating expenses. The profits for the company increased 11% from Kshs. 11,015,850,000 in the year 2014 to Kshs. 12,253,574,000 in the year 2015. Finally, the return on assets which is a measure of organization productivity increased by 35% from 4% in the year 2015 to 5% in the year 2015.

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenues</th>
<th>Costs</th>
<th>ROA</th>
<th>Profits</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>105,395,714.00</td>
<td>22,749,321.00</td>
<td>0.04</td>
<td>11,015,850.00</td>
</tr>
<tr>
<td>2015</td>
<td>106,763,525.00</td>
<td>24,216,608.00</td>
<td>0.05</td>
<td>12,253,574.00</td>
</tr>
<tr>
<td>Change</td>
<td>1%</td>
<td>6%</td>
<td>25%</td>
<td>11%</td>
</tr>
</tbody>
</table>

4.3 Impact of Paternity Leave and Employee Productivity

This section presents the findings of the study on the impact of paternity leave on employee productivity.

4.3.1 Correlation Analysis on Paternity Leave and Employee Productivity

Pearson’s correlation analysis was undertaken to analyze the relationship between going for paternity leave, perceived rejuvenation of employees, perceived concern by the firm,
increased commitment by employees, perceived appreciation of employees and enhanced employee satisfaction. The correlation analysis was as shown below.

The table below shows a strong negative significant correlation between employees who had gone on paternity leave and the feeling of rejuvenation amongst employees which enhanced employee productivity. The correlation was -0.374 significant at 0.05 significance levels. Similarly, a strong positive significant relationship exists between the provisions of paternity leave and the feeling that the company was concerned with the employees thus enhanced work productivity amongst employees. The significance was 0.588 significant at 0.05 significance levels. In addition, a positive significant correlation (0.169) exists between paternity leave and employee commitment to the organization significant at 0.1 significance levels. Finally, a positive significant correlation exists between provision of paternity leave and employee satisfaction at 0.357 significant at 0.05 significance levels. The findings show that the provision of paternity leave had a positive significant effect on employee perception of concern, commitment of the employees to the organization and employee satisfaction. On the other hand, paternity leave had a negative correlation to the feeling of rejuvenation amongst employees at Kenya power. To the findings the strongest effect of paternity leave was on employee’s perception of concern by the firm. Consequently, the provision of paternity leave made employees feel that Kenya Power was concerned about them. This made the employees to work harder and increase their productivity.

Table 4.4: Correlation Analysis Employee Productivity

<table>
<thead>
<tr>
<th>Pearson Correlation</th>
<th>Paternity leave</th>
<th>Rejuvenation</th>
<th>Concern</th>
<th>Commitment</th>
<th>Employee Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paternity leave</td>
<td>1.000</td>
<td>-.374**</td>
<td>.588**</td>
<td>.169*</td>
<td>.357**</td>
</tr>
<tr>
<td>Rejuvenation</td>
<td>-.374**</td>
<td>1.000</td>
<td>-.474**</td>
<td>-.299**</td>
<td>.328**</td>
</tr>
<tr>
<td>Concern</td>
<td>.588**</td>
<td>-.474**</td>
<td>1.000</td>
<td>.328**</td>
<td>-.535 **</td>
</tr>
<tr>
<td>Commitment</td>
<td>.169*</td>
<td>-.299**</td>
<td>.328**</td>
<td>1.000</td>
<td>-.274**</td>
</tr>
<tr>
<td>Employee</td>
<td>.357**</td>
<td>.329**</td>
<td>-.535**</td>
<td>-.274**</td>
<td>1.000</td>
</tr>
</tbody>
</table>
Most employees at Kenya power were aware of paternity leave and the availability of the same to them. According to the findings 11% strongly agreed, 49% agreed, 24% disagreed and 16% strongly disagreed that they were aware of paternity leave in the company. As shown in table 4.4 below. This might be due to the fact that they did not read their contract

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>13</td>
</tr>
<tr>
<td>Agree</td>
<td>59</td>
</tr>
<tr>
<td>Disagree</td>
<td>29</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>19</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
</tr>
</tbody>
</table>

While over 50% of the employees were aware of paternity leave, a lower proportion 34% had actually utilized the leave. From the findings 11% strongly agreed and 23% agreed that they had actually gone on paternity leave. Majority of the employees had not gone on paternity leave indicating low usage levels in the company. Forty eight percent of the respondents disagreed, while additional 18% strongly disagreed respectively as shown in the figure below.
4.3.3 Paid Paternity Leave

Thirty percent of the respondents agreed that Kenya Power offered paid paternity leave, 13% agreed, 33% disagreed, and 24% strongly disagreed that Kenya power offered paid paternity leave. The findings indicate that majority of the respondents did not know that Kenya power paid for paternity leaves. Nevertheless, this could be attributed to the fact that majority of the respondents had not gone for paternity leave and thus could not have known if it was paid.

Table 4.6: Provision Paid Paternity Leave

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>36</td>
<td>30</td>
</tr>
<tr>
<td>Agree</td>
<td>15</td>
<td>13</td>
</tr>
<tr>
<td>Disagree</td>
<td>40</td>
<td>33</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>29</td>
<td>24</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

4.3.4 Preference to Other Leaves

According to the study findings, personal preference was the major contributor to low uptake of paternity leave at Kenya power. Thirty percent of the respondents strongly agreed that they had the chance to go on paternity leave but never went, 39% agreed, 9% disagreed
and 22% strongly disagreed respectively. This might be due to lack of knowledge or personal preference.

**Figure 4.6: Preference to Go On Leave**

The study further analyzed if employees preferred other forms of leave to paternity leave. According to 23% of the respondents, they strongly agreed that they preferred to go on other forms of leave in comparison to paternity leave. Forty three percent of the respondents agreed, 23% disagreed and 11% strongly disagreed respectively. As sown in table 4.6 below. The findings indicate that the low uptake of paternity leave was a personal choice by the employees.

**Table 4.7: Prefer to Go for other Types of Leaves**

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>28</td>
<td>23</td>
</tr>
<tr>
<td>Agree</td>
<td>52</td>
<td>43</td>
</tr>
<tr>
<td>Disagree</td>
<td>27</td>
<td>23</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>13</td>
<td>11</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
4.3.5 Rejuvenation and Productivity

The study sought to investigate some of the reasons why individuals went on paternity leave. Majority of the respondents agreed that the provision of paternity leave made them feel rejuvenated and improved their productivity. Seventeen percent of the respondents strongly agreed, 35% agreed, 26% disagreed and 22% strongly disagreed respectively. As shown in figure 4.7. Findings showed that that paternity leave made them feel rejuvenated and improved the productivity of employees.

![Figure 4.7: Rejuvenated and Productivity](image)

4.3.6 Commitment to the Company

Thirty percent of the respondents to this study strongly agreed and 47% agreed that going for paternity leave showed that the company was concerned with them and this made the employees work harder. Nevertheless, the study established that about 13% of the respondents disagreed while 8% strongly disagreed. Two percent indicated that it was not applicable. As shown in table 4.7 below. This shows how the company values its employees.
Table 4.8: Concern for the Employees

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>37</td>
<td>30</td>
</tr>
<tr>
<td>Agree</td>
<td>56</td>
<td>47</td>
</tr>
<tr>
<td>Disagree</td>
<td>15</td>
<td>13</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>9</td>
<td>8</td>
</tr>
<tr>
<td>Not Applicable</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

4.3.7 Commitment to the Company

In addition to concern, over 57% of the respondents indicated that the provision of paternity leave made them committed to the company as shown in table 4.8 below. This implies that most of the employees perceived the provision of paternity leave as a show of care which enhanced their commitment to the organization and company. Nevertheless, 22% and 21% of the respondents disagreed and strongly disagreed respectively.

Table 4.9: Enhanced Commitment to the Company

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>16</td>
<td>13</td>
</tr>
<tr>
<td>Agree</td>
<td>53</td>
<td>44</td>
</tr>
<tr>
<td>Disagree</td>
<td>26</td>
<td>22</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>25</td>
<td>21</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

4.3.8 Bond

Study revealed that twenty three percent of the respondents strongly agreed and 47% agreed that the provision of paternity leave provided time for parent child bonding and this improved the commitment of the employee to the organization. Nevertheless, 9% of the employees disagreed and 21% strongly disagreed. As shown in figure 4.8 below. Consequently, this study found that, the provision of paternity leave gave time for parent child bonding.
4.3.9 Appreciation by the Company

The respondents to this study were asked if the provision of paternity leave showed that the company appreciated the employee which enhanced their productivity in the organization. The study found that 75% of the employees perceived the provision of paternity leave as a sign of appreciation by the company. Nevertheless, 22% of the employees perceived that paternity leave was not a sign of appreciation and 3% indicated that it was not applicable. As shown in figure 4.9 below. The study thus finds that the provision of paternity leave was a show of appreciation by the company and enhanced the input and output of employees in the company.

Figure 4.9: Appreciation by the Company
4.3.10 Employee Satisfaction

To analyze employee satisfaction at Kenya Power, the study found that 17% of the employees strongly agreed and 48% agreed that the provision of paternity leave enhanced employee satisfaction in the organization. Alternatively, 23% of the respondents disagreed and only 8% strongly disagreed. In addition, 4% indicated it was not applicable as shown in table 4.9 below. The study thus found that the provision of paternity leave enhanced employee satisfaction amongst the employees.

Table 4.10: Enhances Employee Satisfaction

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>20</td>
<td>17</td>
</tr>
<tr>
<td>Agree</td>
<td>57</td>
<td>48</td>
</tr>
<tr>
<td>Disagree</td>
<td>28</td>
<td>23</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>10</td>
<td>8</td>
</tr>
<tr>
<td>Not Applicable</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

4.4 Paternity Leave and Organization Productivity

This section presents findings on the relationship between paternity leave and organization productivity.

4.4.1 Correlation Analysis on Organization Productivity and Paternity Leave

Pearson’s correlation analysis was undertaken to analyze the effect and relationship between the provision of paternity leave and organization productivity.

The Pearson’s correlation coefficient analysis shows that a strong positive significant correlation exists between paternity leave and motivation of employees at 0.615. In addition, the study found that a positive significant correlation exists between the provision of paternity leave and individual employee performance (0.419) and employee loyalty (0.374) as shown in table 4.10 below. The findings imply that the provision of paternity
leave enhanced organization productivity through increased individual performance of employees, increased employee loyalty, and most importantly increased employee motivation. It is also key to note that the strongest effect of paternity leave was on employee motivation as opposed to any other organization productivity metric.

**Table 4.11: Correlation Analysis Organization Productivity and Paternity Leave**

<table>
<thead>
<tr>
<th>Pearsons Correlation</th>
<th>Leave</th>
<th>Costs</th>
<th>T. Production</th>
<th>I. Performance</th>
<th>Motivation</th>
<th>Retention</th>
<th>Profits</th>
<th>Efficiency</th>
<th>Employee Loyalty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leave</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Costs</td>
<td>0.352</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>T. Production</td>
<td>0.168</td>
<td>0.138</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I. Performance</td>
<td>0.419</td>
<td>0.493</td>
<td>0.281</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Motivation</td>
<td>0.615*</td>
<td>0.441</td>
<td>0.356</td>
<td>0.645</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retention</td>
<td>0.381</td>
<td>0.562</td>
<td>0.609</td>
<td>0.386</td>
<td>0.327</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Profits</td>
<td>0.219</td>
<td>0.365</td>
<td>0.638</td>
<td>0.414</td>
<td>0.038</td>
<td>0.578</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Efficiency</td>
<td>0.171</td>
<td>0.635*</td>
<td>0.833</td>
<td>0.341</td>
<td>0.249</td>
<td>0.288*</td>
<td>0.312*</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Employee Loyalty</td>
<td>0.374*</td>
<td>0.315</td>
<td>0.171</td>
<td>0.161</td>
<td>0.391</td>
<td>0.455</td>
<td>0.461</td>
<td>0.514</td>
<td></td>
</tr>
</tbody>
</table>

- Significance at 0.05

**4.4.2 Increases Company Costs**

Fourteen percent of the employees in this study strongly agreed that the provision of paternity leave increased the costs of the firm since they offered no services to the company but got paid. In addition, 37% of the employees agreed that the provision of paternity leave increased the costs of the company while 19% of the employees disagreed and 30% of the employees strongly disagreed respectively. As shown in figure 4.10 below. The findings imply most employees believed the company increased its costs from the provision of paternity leave which was a reduction on the organization productivity.
The study investigated if the provision of paternity leave increased the total production of the company. The study found that, 19% of the employees strongly agreed, 56% of the employees agreed, 12% disagreed and 9% strongly disagreed that the provision of paternity leave increased the total production of the company. In addition 4% of the employees indicated that it was not applicable as shown in table 4.11 below. The findings indicate that the provision of paternity leave increased total production of the firm while over 20 were of a contrary opinion.

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>23</td>
<td>19</td>
</tr>
<tr>
<td>Agree</td>
<td>67</td>
<td>56</td>
</tr>
<tr>
<td>Disagree</td>
<td>14</td>
<td>12</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>11</td>
<td>9</td>
</tr>
<tr>
<td>Not Applicable</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Figure 4.10: Increased Company Costs

4.4.3 Increases Total Production

Table 4.12: Increased Total Production
4.4.4 Individual Employee Performance

The relationship between provision of paternity leave and total production was presented to the respondents. The study found that the provision of paternity leave enhanced individual employee performance according to over 65% of the employees. According to the finding, 21% of the employees strongly agreed, 48% agreed that the provision of paternity leave increased individual employee performance. On the other hand, 11% disagreed and 19% strongly disagreed that the provision of paternity leave enhanced individual employee performance while 1% of the employees indicated it was not applicable as shown in table 4.12 below. The findings show that to most employees the provision of paternity leave enhanced individual employee performance.

<table>
<thead>
<tr>
<th>Table 4.13: Individual Employee Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Frequency</td>
</tr>
<tr>
<td>Strongly Agree</td>
</tr>
<tr>
<td>Agree</td>
</tr>
<tr>
<td>Disagree</td>
</tr>
<tr>
<td>Strongly Disagree</td>
</tr>
<tr>
<td>Not Applicable</td>
</tr>
<tr>
<td>120</td>
</tr>
</tbody>
</table>

4.4.5 Employee Motivation

Twenty nine percent of the employees in this study strongly agreed that the provision of paternity leave enhanced employee motivation, 56% agreed, 7% disagreed and 8% strongly disagreed. As shown in figure 4.11 below. The findings indicate that the provision of paternity was a major motivational factor for employees at Kenya power ltd hence increase in performance.
Findings revealed that 21% and 46% of the employees the provision of paternity leave enhanced employee retention which was a major source of competitive advantage. On the other hand, 22% of the employees disagree, 9% strongly disagreed and 2% indicate it was not applicable as shown in figure 4.12 below. As a result of a motivated work force, Kenya Power was able to retain employees which was a major competitive advantage for the company.
4.4.7 Increases Profits

Over 60% of the employees in this study agreed that the provision of paternity leave increased profits in the company. Thirteen percent of the employees strongly agreed, 53% agreed while 17% disagreed and 16% strongly disagree respectively. Two percent of the employees indicate that it was not applicable as shown in table 4.13 below. The study found that the provision of paternity leave increased the profits of the company.

Table 4.14: Increased Profits

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
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<td>13</td>
</tr>
<tr>
<td>Agree</td>
<td>64</td>
<td>53</td>
</tr>
<tr>
<td>Disagree</td>
<td>20</td>
<td>17</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>19</td>
<td>16</td>
</tr>
<tr>
<td>Not Applicable</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>

|                | 120       | 100     |

4.4.8 Employee Engagement and Turnover

On analysis of effects of employee engagement and turnover findings revealed that 19% of the employees strongly agreed that the provision of paternity leave enhanced efficiency in service delivery at Kenya Power. In addition, 51% of the employees agreed, 13% disagreed and 18% of the employees strongly disagreed that the provision of paternity leave enhanced efficiency in service delivery due to nourished employees as shown in figure 4.13 below. Study found that the company is able to retain its talented employees hence cutting cost.
4.4.9 Employee Engagement

In addition, the study investigated the perception of employees on the relationship between paternity leave and employee engagement in the company. The study found there was equal distribution of employees on their perception to employee engagement. While 13% and 38% of the employees strongly agreed and agreed respectively, 33% and 10% disagreed and strongly disagreed. However, 7% of the employees indicate that it was not applicable as shown in table 4.14. The findings revealed that the company is able to motivate their employees and reduce employee turnover rate.

Table 4.15: Enhanced Employee Engagement

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>16</td>
<td>13</td>
</tr>
<tr>
<td>Agree</td>
<td>45</td>
<td>38</td>
</tr>
<tr>
<td>Disagree</td>
<td>39</td>
<td>33</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>12</td>
<td>10</td>
</tr>
<tr>
<td>Not Applicable</td>
<td>8</td>
<td>7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

4.5 Paternity Leave and Employee Loyalty

Reluctance to leave Kenya power was utilized as an indicator of employee loyalty for the employees. The study found that 13% of the employees strongly agreed and 38% agreed
that employees at Kenya Power were reluctant to leave because they enjoyed paternity leave. Sixteen percent of the employees disagreed and 29% strongly disagreed that the provision of paternity leave made employees loyal to the company. Four percent of the employees indicated it was not applicable as shown in figure 4.14 below. The study found that, the provision of paternity leave was a major driver of employee loyalty at Kenya power for most of the employees.

![Figure 4.14: Employee Loyalty](image)

**4.5.1 Employee Satisfaction**

This section presents the findings of the study on the relationship between paternity leave and employee satisfaction.

**4.5.2 Correlation Analysis between Paternity Leave and Employee Satisfaction**

This section presents the correlation analysis between the provision of paternity leave and employee satisfaction metrics. The employee satisfaction attributes included in the study were: employee satisfaction levels, motivation levels, security, perception of child friendly and employee loyalty. From the study it is clear that there exists a positive significant relationship between provision of paternity leave and employee satisfaction (0.523), motivation (0.638), child friendly (0.711) and employee loyalty (0.437) at Kenya power.
The variables are significant at 0.05 significance levels indicating that they had a significant effect on employee satisfaction levels. It is also important to note that the provision of paternity leave and perception of child friendly organization at Kenya power had the strongest correlation of all the variables (0.711) which was significant at 0.05 significance levels as shown in table 4.15 below. Furthermore, the correlation between employee motivation and employee satisfaction as a result of paternity leave access and provision was very strongly in the organization. This implies that Kenya Power can utilize paternity leaves as key drivers of employee satisfaction, employee motivation and employee loyalty.

Table 4.16: Correlation Analysis: Paternity Leave and Employee Satisfaction

<table>
<thead>
<tr>
<th>Pearson’s Correlation</th>
<th>Leave</th>
<th>Satisfaction</th>
<th>0.523*</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Motivation</td>
<td>0.638*</td>
<td>0.635</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Security</td>
<td>0.381</td>
<td>0.096*</td>
<td>0.273</td>
</tr>
<tr>
<td></td>
<td>Child friendly</td>
<td>0.711*</td>
<td>0.338</td>
<td>0.492</td>
</tr>
<tr>
<td></td>
<td>Loyalty</td>
<td>0.437*</td>
<td>0.177*</td>
<td>0.139</td>
</tr>
</tbody>
</table>

4.5.3 Employee Satisfaction

Employees to this study were asked if the provision and access to paternity leave enhanced their satisfaction levels. The study found that 13% of the employees strongly agreed and 49% agreed that the provision and access to paternity leave enhanced their satisfaction levels. On the other hand, 10% disagreed and 21% strongly disagreed that the provision of paternity leave enhanced their satisfaction levels. Seven percent of the respondents considered this inapplicable as shown in figure 4.15 below. The study found that to most employees the provision and access to paternity leave enhanced their employee satisfaction levels.
4.5.4 Employee Motivation

On the other hand, employees were asked if the provision and access to paternity leave enhanced their motivation levels. Twenty one percent of the respondents did strongly agree, 63% agreed, only 3% disagreed and 13% strongly disagreed. Only 1% indicated that it was not applicable as shown in figure 4.16 below. The study findings indicate that the provision of paternity leave was a major motivating factor for employees.
4.5.4 Economic Security

This study found that economic security was key consideration in influencing the relationship between paternity leave and employee satisfaction. Nineteen percent of the employees strongly agreed, 54% agreed that the provision of paternity accorded them peace of mind in the work place. On the other hand, 12% of the employees disagreed and 13% strongly disagreed that the provision of paternity leave enhanced their peace of mind. Two percent of the employees indicated that it was not applicable as shown in table 4.16 below. The study revealed that economic security plays a very key role in employee satisfaction.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>23</td>
<td>19</td>
</tr>
<tr>
<td>Agree</td>
<td>65</td>
<td>54</td>
</tr>
<tr>
<td>Disagree</td>
<td>14</td>
<td>12</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>16</td>
<td>13</td>
</tr>
<tr>
<td>Not Applicable</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

4.5.5 Paternity Leave on Economic Security

Similarly, 21% of the employees strongly agreed and 63% agreed that the provision of paternity leave was a sign of economic security for them which greatly influenced their satisfaction levels. Nevertheless, only 3% of the employees disagreed and 13% strongly disagreed while the least who were 1% indicated it was not applicable as shown in table 4.17 below. The findings indicate that the provision of paternity leave enhanced a sense of security for the employees which enhanced employee satisfaction levels.
Table 4.18: Paternity Leave on Economic Security

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>26</td>
<td>22</td>
</tr>
<tr>
<td>Agree</td>
<td>45</td>
<td>38</td>
</tr>
<tr>
<td>Disagree</td>
<td>15</td>
<td>13</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>26</td>
<td>22</td>
</tr>
<tr>
<td>Not Applicable</td>
<td>8</td>
<td>7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

4.5.5 Employee Commitment

Twenty one percent of the employees in this study strongly agreed that the provision of paternity leave increased their commitment levels to Kenya Power. In addition those who agreed accounted for 48% of the total respondents, 13% disagreed, 15% strongly disagreed, and only 4% indicated it was not applicable as shown in figure 4.17 below. The findings of the study indicated that the provision of paternity leave was a major driving factor to enhance employee commitment in the organization.

![Employee Commitment Graph](image)

Figure 4.17: Employee Commitment

4.5.6 Employee Loyalty

The study sought to investigate the effect of paternity leave on employee loyalty and the relationship to employee satisfaction. The study found that over 50% of the employees were loyal to Kenya Power as a result of access to and provision of paternity leave. Thirteen percent of the respondents strongly agreed, 38% of the respondents agreed, 16%
disagreed, 29% strongly disagreed and 4% indicated it was not applicable as shown in table 4.18 below. This might be due to the fact that employees are more motivated and feel appreciated at work.

Table 4.19: Employee Loyalty

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>15</td>
<td>13</td>
</tr>
<tr>
<td>Agree</td>
<td>46</td>
<td>38</td>
</tr>
<tr>
<td>Disagree</td>
<td>19</td>
<td>16</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>35</td>
<td>29</td>
</tr>
<tr>
<td>Not Applicable</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

4.5.7 Child Friendly

The perception of employees towards an organization is very key to informing their satisfaction levels. Majority of the employees of Kenya Power indicated that the perception that Kenya power was child friendly due to the provision of paternity leave was a key driver of employee satisfaction in the company. This is informed by 16% of the employees who strongly agreed, 71% agreed, 7% disagreed, 4% strongly disagreed and 3% indicated it was not applicable as shown in figure 4.18 below. In comparison to other variables influencing employee satisfaction, this study found that the perception of child friendly was relevant and influenced majority of the employees at Kenya power.
4.5.8 Adequacy of Paternity Leave Period

Majority of the employees indicated that the duration of paternity leave at Kenya power was not adequate for their needs. Sixteen percent of the respondents strongly agreed that the paternity leave duration was adequate, 30% agreed while 46% disagreed and 8% strongly disagreed that the paternity leave duration for Kenya power was not adequate as shown in figure 4.19 below. This might be due to the fact that employee’s paternity leave is usually shorter hence not having enough time to bond with their children.
4.6 Chapter Summary

This chapter has presented the findings and results of the study based on data collected and analyzed. The major findings of the study are that: there exists a positive correlation between provision of paternity leave and organization productivity, employee productivity and employee satisfaction. In addition, the study found that the awareness levels of paternity leave at Kenya Power were very high but the uptake levels were very low which was a product of employee related factors rather than organization factors. Chapter five presents the major findings of the study, in addition, the conclusions; recommendations of the study are also discussed.
CHAPTER FIVE

5.0 DISCUSSION OF RESULTS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Chapter five presents the summary of findings as per the data collected, the major areas tackled in this section are the findings of the study, their discussions in comparison to other scholars, the conclusions of the study and major recommendations for practice, improvement and further studies.

5.2 Summary

This study sought to investigate the effect of paternity leave on employee performance at Kenya Power. To achieve this goal, the study investigated the effect of paternity leave on employee productivity, the effect of paternity leave on organization performance and the effect of paternity leave on employee satisfaction.

A descriptive and explorative research design using Kenya Power, headquarters as the case of the study was utilized. Quantitative research methodologies were utilized in the study. In total there were 1500 employees at Kenya Power headquarters at Stima Plaza. Using a multi-step sampling technique, that involved purposive sampling and random sampling techniques, a total of 150 employees were selected for inclusion in the study. Data collection was undertaken using a questionnaire, personally administered by the researcher to the respondents for ease of data collection and to enhance a high response rate. Data collected was coded into SPSS vs 22 for analysis after which it was exported to MS Excel worksheets. Data analysis was done using descriptive statistics of frequency distributions, percentage changes and means. To infer relationships and correlation in the variables Pearson’s correlation coefficient was utilized in the study. Output for the data analyzed is displayed inform of tables and figures.

The study found that there was a positive significant correlation between the provision of paternity leave and perception of concern by the company to employees, employee
satisfaction and employee commitment. The strongest correlation was between perceptions of concern by the company to the employees (0.588) which was significant at 0.05 significance levels. The feeling of rejuvenation and provision of paternity leave had a negative significant correlation. In addition, the study found that though majority of the employees were aware of paternity leave, very few chose to go on paternity leave due to personal reasons. Employees preferred to go for other types of leaves.

Secondly, the study found that there exists positive significant correlation between provision of paternity leave and increased individual performance (0.419), employee motivation (0.615) and employee loyalty (0.374). The study findings show that the provision of paternity leave increased organization productivity through individual employee performance, employee motivation and loyalty. Other benefits of paternity leave provision were employee retention which was seen as a key competitive advantage.

The relationship between paternity leave and employee satisfaction was positive and significant (0.523). Consequently, provision of paternity leave enhanced employee satisfaction. Other factors that enhanced employee satisfaction through paternity leave include: employee motivation, perception of a child friendly organization, perception of security in the organization and employee loyalty.

5.3 Discussion of Results
5.3.1 Paternity Leave and Employee Productivity

The findings revealed that there exists a positive relationship between provision of paternity leave and employee productivity at Kenya Power. Analysis in this study found that there exists a positive significant correlation between paternity leave and employee productivity metrics such as concern for the firm, employee commitment and parent-child bond which increased employee productivity. In addition, provision of paternity leave enhanced employee satisfaction in the organization. This is supported by the findings of Bernthal (2011) that found a strong link between employee productivity and leave provision. According to the study, companies that provided leave to their employees had a
significantly higher level of production than companies that did not provide leaves to their
employees.

Contrary to major beliefs and findings, that the provision of any kind of leave is meant to
rejuvenate, nourish and as a recuperative process, this study found that majority of the
employees did not perceive this benefits from paternity leave. Allis (2008) noted that, while
organizations have to bear employee costs with no work done by employees during leave
periods, the nourishment provided by this period enhances employee retention and loyalty
which enhances productivity of individual employees in terms of quantity and quality.
According to the COR (2006), leave is granted for recuperative purposes to enable an
officer renew his energies and improve efficiency. Similarly, Ansari, Chimani, Baloch &
Bukhari (2015) in the study on Impact of Work Life Balance on Employee productivity
noted that the provision of paid leave enhanced employee productivity and satisfaction
across the world. According to the study, the provision of employee leave period enhances
satisfaction and productivity as it stimulates employee’s nerves after relaxation to produce
more as well as enhance a sense of employee association with the company. Nevertheless,
this is not perceived by employees at Kenya power. This gap in the findings of this study
and those of COR (2006) could be attributed to the low preference of paternity leave by
employees. In the analysis of the use and awareness of paternity leave, this study found that
majority of the employees at Kenya Power was aware of their access to and provision of
paternity leave by the company. Nevertheless, majority of them had never gone for
paternity leave. Further inquiry into the study found that this was as a result of personal
preferences since majority of the employees preferred to go for other types of leaves other
than paternity leave. This low preference in paternity leave could thus justify the lack of
perception of rejuvenation and recuperation by the employees going on paternity leave.

This justification of the low uptake of paternity leave is grounded by other scholars who
noted low uptakes of certain forms of leaves. Ansari et al., (2015) noted that the provision
of leaves has not been properly utilized by individuals around the world. For example, in
most European countries there is the provision of family leave which is rarely utilized by
individuals opting for maternity and paternity leaves (Beauregard, 2009). In fact, most
workers are hesitant to use the practices despite their knowledge of them. This is the case for Kenya Power employees.

Nevertheless, similar to the findings of this study, Abbasi (2000) found that the provision of leave to employees shows concern to the employees and each employee yearns to have a feeling of recognition or association. When employees feel that they are associated and cared for, they tend to work harder and more efficiently and thus enhance their productivity. This is supported by the findings of Bernthal (2011) that found a strong link between employee productivity and leave provision. Similarly this study found that majority of the employees at Kenya power felt that the company cared for them by providing paternity leave. As a consequence of this show of concern, employees worked harder and were more efficient. In fact the correlation between provision of paternity leave and the show of concern perception was strongest in this study at 0.588 than any of the employee productivity variables.

Finally, similar to the findings of this study, Boushey and Glynn (2012) in the study on the effects of paid family and medical leave on employment stability and economic security noted that, the provision of leaves such as sick leave and maternity leave enhanced employee productivity and cost efficiency in the organization. In addition, the provision of this kind of leaves enhanced employee satisfaction and employee loyalty reducing the cases of employee turnover which enhances greater productivity amongst the employees (Lovell, 2004; Waldfogel, 1998). This is similar to the findings of this study which found that the provision of paternity leave enhanced employee satisfaction. In fact there was a positive significant correlation between provision of paternity leave and employee satisfaction at Kenya power.

5.3.2 Paternity Leave and Organization Productivity

The relationship between paternity leave and organization productivity has been analyzed by a number of individuals and scholars with differing findings. This study found that there was a positive correlation between provision of paternity leave and individual performance
(0.419) significant at 0.05 significance levels. In addition, the study found that there was a positive correlation between provision of paternity leave and employee motivation (0.615) and employee loyalty in the organization (0.374).

This is similar to the findings of Resurreccion (2012) who identified the provision of fringe benefits such as leaves as key to enhancing organization productivity. According to Resurreccion (2012) the increased individual employee performance translates to overall organization. Danish and Usman (2010) in their study on the impact of fringe benefits on organization performance noted that the provision fringe benefits had a significant positive impact on the levels of organization productivity and performance. Employees in companies that offered fringe benefits were more motivated and committed to their work which enhances organization performance and productivity (Jian, Xiao, Qi & Xiao, 2009). This is similar to the findings of this study.

Similar to the findings of this study, Iyida (2015) noted that the impact of fringe benefits on organization performance in Nigeria using the employees of the Ministry of transportation and found that the increase in the fringe benefits such as days on leave or otherwise had a positive effect on the levels of organization performance and overall productivity amongst the employees.

This finding can be grounded on the finding that the provision of paternity leave showed that the company was committed and concerned to the employees which enhanced their commitment and input to the organization. Consequently, employee loyalty improved total organization output and productivity improved. This is validated by the findings of Ayesha (2014) who found that the provision of fringe benefits was key to enhancing organization competitiveness as well as organization performance. Employees that enjoyed fringe rewards worked harder to enhance organization performance since they were more committed to the organization.

Other effects of provision of paternity leave on organization performance were increased motivation of employees, increased employee retention which was a key source of
competitive advantage and increased employee engagement in the company. According to this study, the provision of paternity leave made the employees reluctant to leave the company which was a measure of employee loyalty in the organization. As the levels of employee commitment, engagement and loyalty increased the levels of individual employee performance increased leading to increased organization performance and productivity. This is supported by the findings of Wright (2010) who noted that the provision of fringe benefits by organization was a key strategic move to enhance competitiveness especially in light of the influx of foreign based multination companies that have to compete with local companies. Similarly Mehamood (2013), Maire and Nick (2002) and Carreher et al., (2006) noted that the provision of fringe benefits enhances job satisfaction amongst the employees which enhances organization and individual employee performance. Similarly, Asgari, Iranmanresh and Farahani (2012), Asgari et al., (2012), Ekere and Amah (2014) in their studies noted that the introduction of fringe benefits, the introduction of new benefits such annual leave, paternity and maternity leave, adoption leave etc had a positive effect on the levels of productivity in an organization. This is because employees were more motivated and satisfied with their jobs which enhanced their individual production levels.

5.3.3 Paternity Leave and Employee Satisfaction

The relationship between the provision of paternity leave and employee satisfaction is very strong. According to this study a strong positive and significant correlation (0.523) exists between the provision of paternity leave and employee satisfaction. Similar to the findings of this study Atz (2010) noted that the provision of fringe benefits such as leaves enhanced employee satisfaction for employees as long as they did not lead to a reduction in the remuneration of the employee. Atz (2010) noted that as long as employees perceived that their compensation will be equal or higher than normal pay during leave periods, their levels of satisfaction will be higher. This was also identified in this study as majority of the respondents indicated that the provision of paternity leave enhanced their satisfaction due to the perception of economic security, peace of mind and that they were assured of their job and salary despite going on paternity leave. However, despite there being a positive
correlation between perception of security and paternity leave, the correlation was significant at 0.05 significance levels. Other scholars with similar findings to those of this study include: Uppal (2005) who found a positive significant correlation between the provision of paid vacation to employees and higher levels of job satisfaction. In the study by Uppal, (2005) the provision of paid leave enhanced job satisfaction amongst employees since employees enjoyed this fringe benefits. Freeman (1978) and a host of other scholars such as McEvoy and Cascio, (1985), Akerlof et al., (1988), Weiss, (1984), and Clegg, (1983) found that there is a positive relationship between the provision of fringe benefits and leave and job satisfaction amongst employees.

Secondly, this study found that as a driver of employee satisfaction, the provision of paternity leave enhanced employee motivation and employee loyalty. According to this study, the provision of paternity leave showed that the company was concerned about the employees and in reciprocation the employees were more committed to the company, were more motivated in their jobs and were more loyal to the company and thus increased employee satisfaction. Similar to the findings of this study, Allis (2008) noted that the provision of leave and other fringe benefits was a key motivator of job satisfaction amongst employees. According to Allis (2008) the provision of fringe benefits such as paid leave and vacation could enhance employee satisfaction and greater productivity. This is similar to the findings of Ju, Kong, Hussin and Jusoff (2008), Charith (2015), Cooper (2008), Tropman (2001).

Boushey and Glynn (2012) in the study on the effects of paid family and medical leave on employment stability and economic security noted that, the provision of leaves such as sick leave and maternity leave enhanced employee satisfaction and employee loyalty reducing the cases of employee turnover which enhances greater productivity amongst the employees (Lovell, 2004; Waldfoge, 1998).

Finally, the study found that the perception of Kenya Power as a child friendly organization was very key in informing employee satisfaction levels. According to the study, the
perception of a child friendly organization had a very strong significant correlation (0.711) between paternity leave and employee satisfaction.

5.4 Conclusions of the Study

5.4.1 Paternity Leave and Employee Productivity

This study concludes that there is very high awareness of paternity leave amongst employees of Kenya power headquarters. Nevertheless, the uptake levels of paternity leave are very low partly due to personal preferences of the employees. There was a high preference for other types of leaves.

This study further concludes that there was a strong relationship between paternity leave and employee productivity at Kenya Power. Employee productivity is enhanced through the increased commitment of the employees, the provision of time for parent and child to bond and employee satisfaction which is a product of the employee’s perception of concern by the company.

5.4.2 Paternity Leave and Organization Productivity

There is a positive relationship between paternity leave and organization productivity. The provision of paternity leave improves overall organization productivity through the increased individual employee performance, increased employee motivation and employee loyalty which translated to a higher employee productivity level.

5.4.3 Paternity Leave and Employee Satisfaction

Employee’s satisfaction levels increase as a result of paternity leave at Kenya power. Employees perceive Kenya power to be concerned with them by providing them with paternity leave. This leads to higher levels of employee motivation, loyalty and commitment. Furthermore, employees feel that that have security of mind and income even when using paternity leave.
5.5 Recommendations of the Study

5.5.1 Recommendations for Improvement

5.5.1.1 Paternity Leave and Employee Productivity

This study recommends that Kenya power must undertake intense analysis on the uptake of paternity leave in the organization. Despite the benefits and high awareness of paternity leave, the uptake is very low due to personal preferences. The management must uncover why the employees prefer to go on other types of leave other than paternity leave. Nevertheless, Kenya power must strengthen paternity leave practices and benefits in the organization as there are apparent benefits on employee productivity, increased investment in paternity leave e.g. by encouraging employees to go on paternity leave will lead to increased employee productivity in the organization.

5.5.1.2 Paternity Leave and Organization Productivity

Paternity leave leads to increased organization productivity. Nevertheless, employees believe that the provision of paternity leave increases the overall costs of the company since they are paid for no services offered. This study recommends that there is need to intensify education and awareness creation on leaves and their cost impacts because while employees believe it is a cost, it is of benefit to the organization. While some employees may shy to go for paternity leave, this may lead to huge negative consequences for the company due to noncompliance fines or charges.

5.5.1.3 Paternity Leave and Employee Satisfaction

Employees at Kenya Power indicated that the duration of paternity leave is inadequate for their needs. While the study did not analyze the total duration of paternity leave at Kenya Power, it is believed that the paternity leave duration at Kenya Power was between 11 – 15 days as per the Employment Act (Cap 226) of the Laws of Kenya. There is therefore need for the company to conduct employee awareness that the statutory leave period is 2 weeks. Nevertheless, if possible the company can increase the paternity leave days.

5.5.2 Recommendations for Further Studies
This study recommends further studies on the relationship between provision of leave and operational efficiency in the company. This study noted that most employees think that going on leave increases the overall costs of the company. Nevertheless, research has shown contrary. This study therefore proposes further analysis of the relationship between provision of leave and human resource related costs in the company.

Secondly, this study makes recommendations for further studies on the impact on all types of leaves on the organization performance. For example how does going for more than one leave e.g. paternity, sick and annual leave affect the overall performance of the individual and the company. This information would be crucial in informing whether going on leave should be restricted to a certain number.


Lovell, V. (2004). No time to be sick: Why everyone suffers when workers don't have paid sick leave (pp. 4-14). Washington, DC: Institute for Women's Policy Research.


Moss, P. (2013). Making parental leave parental: An overview of policies to increase fathers’ use of leave. *International review of leave policies and related research* pp. 79-84;


UNDESA, 2014). Promoting uptake of parental and paternity leave among fathers in the European Union Retrieved on October 26th 2016 from https://www.google.com/search?q=UNDESA%2C+2014%29.+&ie=utf-8&oe=utf-8#q=In+the+Czech+Republic+men+are+able+to+take+as+much+parental+leave+as+women+are%2C+but+despite+this+fact+men+only+represent+1.8%25+of+parental+leave-takers+(UNDESA%2C+2014&


Willing, Richard. (2000), Court Approves Forced Comp Time, USA Today, May 2, IB. 73


APPENDIX I: AUTHORITY TO COLLECT DATA

TO WHOM IT MAY CONCERN

RESEARCH APPROVAL – MOHAMED EBLA MOHAMUD

Reference is made to the subject matter mentioned above.

Kindly allow the above student at United States International University to carry out a research in the Company on “The Implications of the Introduction of Maternity Leave in Kenya: A Case Study of Kenya Power.”

This authority notwithstanding, discretion must be exercised in the use of company information including business strategies and policy documents.

The Research Project should also not disrupt normal working hours and Company’s flow of work.

A soft copy of the final Research Project saved in a Compact Disc should be forwarded to the Learning & Development Department.

Yours faithfully,
For: KENYA POWER & LIGHTING CO. LTD.

JOYCE W. KOSKEY (MRS.)
FOR: MANAGER, LEARNING & DEVELOPMENT

18th September 2016
APPENDIX II: QUESTIONNAIRE

This questionnaire is designed to collect data on the effect of paternity leave on employee productivity. Please provide honest answers for valid findings. In addition, you are NOT required to provide any personal information in this questionnaire.

SECTION A: BACKGROUND INFORMATION

1. What is your highest level of education
   - O – Level { } Certificate { } Master’s Degree { }
   - Diploma { } Undergraduate Degree { } Other (Please Specify):……..

2. How long have you worked for Kenya Power:.................................

3. Are you aware of paternity Leave?
   - Yes { } No { }

4. Have gone on paternity leave since you started working for Kenya Power:
   - Yes { } No { }

5. To what extent does paternity leave influence your level of productivity in the organization?
   - Very High Extent { } High Extent { } Average Extent { }
   - Low Extent { } Very Low Extent { }
### SECTION B: PATERNITY LEAVE AND EMPLOYEE PRODUCTIVITY

Please rate the following statements on your level of agreement or disagreement

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Not Applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>6. I am aware of paternity leave</td>
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<td>7. I have gone on paternity leave</td>
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<td>8. Kenya Power offers paid paternity leave</td>
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<td>9. I have had the chance to go on paternity leave but I never went</td>
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<td>10. I prefer to go for another type of leave other than paternity leave</td>
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<td>11. Paternity leave allows me to feel rejuvenated which improves my</td>
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<td>productivity in the organization</td>
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<td>12. Going for paternity leave shows the company is concerned with me</td>
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<td>and this makes me work harder</td>
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<td>13. Because I have paternity leave, I am committed to the company</td>
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<td>14. Paternity leave gives me time to bond with my child and this makes</td>
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<tr>
<td>me feel more attached to the company</td>
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</table>
15. The provision of paternity leave shows that the company appreciates me which makes me put more effort to the organization

16. Provision of paternity leave by the company enhances my satisfaction levels

SECTION C: PATERNITY LEAVE AND ORGANIZATION PRODUCTIVITY

Please rate the following statements on your level of agreement or disagreement

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Not Applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>17. Paternity leaves increases the costs of the company (since I offer no services yet I get paid)</td>
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<td>18. Provision of paternity leave increases the total production of the organization</td>
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<tr>
<td>19. Provision of paternity leave increases individual employee performance which translates to improved organization performance</td>
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<tr>
<td>20. Provision of paternity leave makes me a motivated employee</td>
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<tr>
<td>21. Kenya power has a competitive edge in employee retention as a result of paternity leaves</td>
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<td>22. Paternity leave in the company increases the profits of the company due to increased</td>
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<tr>
<td><strong>productivity</strong></td>
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<td>23. Due to nourished employees, paternity leaves increases efficiency in service delivery at Kenya power.</td>
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<td>24. Due to paternity leave, there is increased employee engagement at Kenya Power.</td>
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<td>25. Paternity leaves leads to loss of revenues because I am not working at the time</td>
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<tr>
<td>26. My workmates are reluctant to leave the company because they enjoy paternity leave</td>
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### SECTION D: PATERNITY LEAVE AND EMPLOYEE SATISFACTION

Please rate the following statements on your level of agreement or disagreement.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Not Applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>27. I am very satisfied at Kenya power because I can access paternity leave</td>
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<td>28. Since I can go for paternity leave, I have peace of mind which makes me a satisfied employees.</td>
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<td>29. Since Kenya Power offers paid paternity leave, I am motivated to work hard for the company.</td>
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<td>30. I feel that I have economic security at Kenya power even when I go for paternity leave</td>
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<td>31. My job is not threatened when I go paternity leaves at Kenya power.</td>
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<td>32. Since I can access paternity leave, I am more committed to Kenya Power.</td>
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<td>33. I am a loyal employee of Kenya power since I can access benefits such as paternity leave.</td>
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<td>34. I perceive Kenya power to be child friendly since I can access paternity leave.</td>
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<td>35. Since paternity leave at Kenya power is for all, not a preserve of the senior employees, I feel very satisfied at the</td>
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</table>
36. The duration of paternity leave at Kenya power is adequate for my needs which makes me satisfied.