EFFECT OF THE ENHANCED MATERNITY LEAVE IN THE KENYAN LABOUR LAWS (EMPLOYMENT ACT, 2007) TO THE EMPLOYABILITY OF WOMEN AT BRITAM LIFE ASSURANCE COMPANY LTD

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RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI.

DECEMBER, 2018
DECLARATION

This is my original work and it has not been presented in any institution of higher learning for an academic reward.

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This research project has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

This project is dedicated to my parents, siblings and my two daughters for their support and encouragement.
ACKNOWLEDGMENT

I wish to thank God for this grand opportunity to pursue this master’s degree and for enabling me to begin and complete it. My sincere gratitude goes to my family, friends and colleagues for their support. A special note of thanks to my supervisor Dr. Margaret Kariuki for her guidance during the research process and to other lecturers who contributed in any way in the completion of this study.
ABSTRACT

Career and workplace dynamics continue to shift as employers are forced to consider supporting employees with the balance of work and life to ensure sustainability. Pregnancy in employment is a vital human rights issue on the basis of equality in availability and share of opportunity amongst employees particularly women. Pregnancy ought not to result in the discriminatory treatment of women yet continues to plague expectant women who may miss out on employment opportunities or fail to be promoted. This brings about the effect of the enhanced maternity leave as employers are legally bound in the support of employees during maternity leave and perceptions on costs incurred may somewhat explain the discrimination. Enhanced maternity leave policies also benefit employers as longer leave periods are associated with improved employee productivity from employee wellness. The requirement to comply with the law should not deter an employer to do right by prospective employees to ensure overall wellness in the society and improved performance in the organization. This study hereby sought to determine the effects of the enhanced maternity leave in the Kenyan labour laws on the employability of women at Britam Life Assurance Company Ltd. The study adopted case study design using an interview guide to collect data. Content analysis was then used to analyze and present the data. Findings suggested that diverse perceptions revolving around the enhanced maternity leave continued to affect employment decisions regarding women during recruitment, selection and promotion as they went unmanaged. Although managers at Britam would and had hired a pregnant woman at some point, it was evident that pregnancy had the ability to affect a hiring decision as some weighed it out against productivity and financial implications on the company. The effects of the enhanced maternity leave were seen to affect individual opinions rather than Britam Life Assurance as a company. The study therefore recommended that organizations engage in conversations that aim to meet the needs of women regarding pregnancy and maternity to manage the passive discrimination against women and better their lives at work. Organizations should also critically plan so that they are continuously improving on their talent pool to deal with the interruptions caused by the women when on maternity leave ensuring a smooth transaction. This is because the issues of prolonged maternity leave and pregnancy at work not only cost the employer financially but also brings a cost-benefit element.
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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Career and workplace dynamics continue to shift as employers are forced to consider supporting employees with the balance of work and life to ensure sustainability. Pregnancy in employment is a vital human rights issue on the basis of equality in availability and share of opportunity amongst employees particularly women. Pregnancy ought not to result in the discriminatory treatment of women yet continues to plague expectant women who may miss out on employment opportunities or fail to be promoted. This brings about the effect of the enhanced maternity leave as employers are legally bound in the support of employees during maternity leave and perceptions on costs incurred may somewhat explain the discrimination. Enhanced maternity leave policies also benefit employers as longer leave periods are associated with improved employee productivity from employee wellness. The requirement to comply with the law should not deter an employer to do right by prospective employees to ensure overall wellness in the society and improved performance in the organization (Bauernschuster et al, 2010).

This study was based on two theories; the Rawls’ Theory of Justice and the Social Cognitive Career Theory (SCCT). The Rawls theory of justice suggests that every member in a society should experience utmost freedom and fairness enabling even the disadvantaged the opportunity to take on positions of power. The theory aims to assure the right of every individual along the availability of the socio-economic advantage to all individuals (Rawls, 1971). Rawl’s theory applied because it presents that all individuals
are equal and should be viewed and treated as such as being citizens rather than by nature. Similarly, the social cognitive career theory explains how an individual’s traits and personality contributes to their career satisfaction by illustrating how academic and career interests evolve into career development. The correlation between career development and the evolution, success and choice of academic and career interests is based on individual interests, abilities, values and environmental factors. This theory brings about the conceptual interrelatedness of the variables in this study by explaining certain the aspects of career development. Since individual interests and choices land them their careers, they should be treated with fairness and equality ensuring that opportunities are equally available to all.

The study was done on the Britam Life Assurance Company in Nairobi. The insurance industry in Kenya is comprised by organizations pressured by the need to outperform the numerous competitors to stay relevant. The need to appeal to the customer and enhance brand image is paramount to the achievement of competitive advantage and is dependent on the performance of the employees. Britam is one such institution as a leading diversified financial services group with interests and aim to make profit. In the achievement of this, there is need to apply strategies, as maternity leave benefits, that are proven to contribute to productivity. Although the enhanced maternity leave comes with an additional cost to the employer it has a host of benefits. This study therefore sought to highlight the effects of the enhanced maternity leave on the employment of women in the financial institution (Britam, 2016).
1.1.1 Enhanced Maternity Leave (Employment Act, 2007)

Leave refers to a significant amount of time spent away from one’s job while still being considered an employee. Similarly, maternity leave refers to the period of time spent away from work for reasons of childbirth and other pregnancy conditions prior to birth. Maternity leave has a predetermined date of termination that is a return to work date (Koslowski, Blum and Moss, 2016). In December 2007, labour laws enacted by the Kenyan parliament included the Employment Act, Labour Institutions Act, Labour Relations Act, Occupational Safety and Health Act and Work Injury Benefits Act. The Employment Act previously stated that a pregnant woman only had a right to two months maternity leave, a time period that was inclusive of their annual leave. The extension to three months excluding annual leave in 2007 aimed to comply with the requirements of the international labour standards to solve existing challenges and meet demands by promoting the law and decency at work (Employment Act, 2007).

Maternity protection rights are outlined in conventions of the International Labor Organization (ILO). The international rights defined protect against life, women, health and children and are adopted by various nations in their legislative procedures. Regardless of the existence of these proper legal measures and guidelines and that the maternity rights are considered as core values; women globally continue to face maternity related challenges that affect their health and economic status particularly in cases where paid leave during maternity is not provided as in the informal sector and countries that lack enhanced maternity benefits while others are dismissed and discriminated against based on pregnancy (Cassirer et al, 2014).
1.1.2 Employability of Women

While the 2007 Labour law amendment of the employment act on maternity leave enhanced the work environment for various stakeholders as the employers, employees and trade unions, they were seen to favor the female employee over the male counterparts and the employer. The former Employment Act had it that expectant women forfeited their annual leave to proceed to maternity leave with full pay. Today, the enhanced act ensures that an expectant employee is accorded with full pay during the three month maternity leave in addition to their annual leave and with possibility for extension with the employer’s consent. This then safeguards on an employee’s job during this period (Werblin et al, 2016).

Although the Kenyan employment laws and policies ensure gender equality, women still face various forms of discrimination during recruitment and promotion. For instance, some employers particularly may not hire women in avoidance of costs associated with maternity leave. Job functions and workplace policies have the ability to cause strain on a pregnant woman hence the need to modify working conditions to deal with discriminatory impacts. The enhanced maternity leave also affects employee productivity, wellness, engagement and career progression. Employers are legally obligated to accommodate pregnancy related needs (Bauernschuster, Duersch, Oechssler, & Vadovic, 2010). The need for maternity protection arises from the fact that women spend their childbearing years in active employment. Therefore, compliance in the legislative requirements would safeguard women from these discriminatory practices against maternity leave promoting job security.
1.1.3 Insurance Industry in Kenya

The Insurance industry in Kenya is regulated by the Association of Kenya Insurers (AKI), found in 1987. Similarly, the Insurance Regulatory Authority IRA (2010) is mandated to govern issues and practices within the insurance industry in Kenya, which is comprised of insurance and re-insurance companies, brokers, agents, investigators, surveyors, and risk managers. The Authority is globally coordinated in the formulation and implementation of policies that sustain the insurance business environment for the growth of the sector. There is need for insurance companies to attain sustainable competitive advantage particularly due to the highly competitive nature of the environment within the industry. Today, with more than 200 brokers and 8000 agents in Kenya, there is need for innovation to deal with rapid change and trends within the industry particularly those of a legal origin.

The insurance industry in Kenya is comprised of organizations pressured by the need to outperform the numerous competitors to stay relevant. Therefore, there is need to appeal to the customer by meeting their needs and expectations, likewise enhancing brand image is paramount to the achievement of competitive advantage. This however depends on the quality of staff and how well they are able to perform and meet the dynamic customer expectations to maintain the client base and ensure continuity of the business. Therefore, employers need to device strategies that bring about balance during maternity while supporting their female employees without discriminating against them and ensuring continued productivity within the organization. This is important since care given to employees translates into productivity (Wachira, 2013).
1.1.4 Britam Life Assurance Company Ltd

Britam Holdings is among the market leading financial services companies in Kenya. Initially launched in 1965, the group has grown by accommodating a variety of services and expanding into the East and Southern Africa regions. Products and services offered are in management of assets, insurance, banking and property. Britam Life Assurance Kenya Ltd located in Nairobi is one of the subsidiaries of the group and the flagship firm known for their general and life insurance services. The group boasts owing their success to their innovative system, with good corporate governance practices, the management of risk and to their employees who comprise of more than 3900 advisors among other members of staff. Britam is also one of the firms adopting the maternity leave policies as prescribed in the governing laws (Britam, 2016).

According to Murimi (2016), it is the responsibility of the human resource department to critically formulate and implement a system of safety to all employees. The issue of maternity is one that is lined with health hazards as a list of complications exist as to what would happen if caution is not taken. Medically, women require proper health care before and after delivery to avoid a myriad of complications. Therefore, as part of caring for the employee, the maternity related leave days are paramount to the health of the parent and unborn child. This period enables the recuperation of the mother into good health alongside the growth and development of the child. In support of this, the Britam Life Assurance Company offers a host of benefits in maternity leave in line with the legal prescriptions to comply and ensure the welfare of their employees. In turn, they get to enjoy benefits of the enhanced maternity leave outlined in this study.
1.2 Research Problem

Organizational competition and the need for innovation may influence behavior in various ways to cope with the legal framework and the requirement to comply, occasionally resulting with firms devising means to bypass the resulting impacts. Pregnancy in employment is not a liability and therefore ought not to result in the discriminatory treatment of women yet continues to plague expectant employees who miss out on various employment opportunities (Milkman and Appelbaum, 2013). Employers and employees both benefit from paid family leave as various studies show that it leads to improved productivity, reduced turnover rates, wellness, career growth, enhanced brand image, motivation, loyalty and commitment. Although money is spent on employees during maternity leave, there is a cost benefit when the employees return to work committed to achieving the organizations’ goals. The requirement to comply with the law should not deter an employer to do right by their employees to ensure overall wellness in the society and improved performance in the organization (Bauernschuster et al, 2010).

The insurance industry in Kenya is comprised by organizations pressured by the need to outperform the numerous competitors to stay relevant. The need to appeal to the customer and enhance brand image is paramount to the achievement of competitive advantage and is dependent on the performance of the employees (Wachira, 2013). Britam is one such institution affected by national legislation against the interests and aim to make profit as a firm that may benefit from the maternity benefits scheme. Although the enhanced maternity leave comes with an additional cost to the employer, the costs incurred in the
payment of maternity leave precede a list of benefits as the promotion of equality at work which indirectly contributes to improved productivity and the inclusion of women in the workforce which in Kenya translates to the compliance with the gender rule (Thomsen and Ramboll, 2010). In the achievement of this, there is need to apply strategies that are proven to contribute to productivity.

Very few studies had been done in the context of the effects of enhanced maternity leave in the employment of women. A study by Njoroge (2014) on work life balance analyzing the legislative framework and perceptions of young advocates in Nairobi concluded that the enhancement of health and wellbeing of female employees is well dependent on the enhancement of maternity leave by increasing it so that it is more than fourteen weeks. Additionally, although it would be beneficial to have legislative provisions for parental leave, the benefits will not work if employees fail to take advantage of them to balance their life and work. Mohamud (2016) studied the effect of paternity leave on employee productivity at Kenya Power to find that the provision of paternity leave resulted to a good brand image, enhanced employee satisfaction, commitment, loyalty, motivation and increased individual performance. The study also found that although provisions for paternity leave were made, and that employees were fully aware of them, they deliberately choose not to take advantage instead requesting for other types of leave. This presents the need for employers to encourage their employees to take up paternity leave for them to reap the benefits that come along with it. Chimani, Baloch and Bukhari (2015) researched on what impact work life balance has on employee productivity. Findings supported the argument that paid leave enhanced employee productivity and
satisfaction at work as employees get to relax while away then become more engaged when they return. On the effect of maternity leave extensions on firms and coworkers, Gallen (2017) found that smaller firms were generally more affected particularly due to cost related issues threatening their sustainability, while increased stress levels were observed in the coworkers. Rossin-Slater (2017) on the maternity and family leave policy concluded that the enhancement of maternity and family leave increases the rate at which new parents go on leave while longer leave periods present negative outcomes on their earnings, employment and career progression. Similarly, insignificant impact on productivity, motivation, profitability and rates of turnover are reported. This research was exploratory, prepared for publication in the Oxford handbook on the economies of women.

Although the enhanced maternity leave comes at an additional cost to the employer who has to pay both the employee who is away on maternity leave and the casual employee who acts as a replacement during this period, or pay overtime to the employees who take on the roles of the woman on maternity leave, it equally has a host of benefits to the women and society as the support enables the women enough time to nurture their children as they recuperate preparing them to resume to work, ensuring job security. Notably, this kind of research on enhanced maternity leaves has been lacking in Kenya, hence difficult to determine how women in the country’s organisations fair with regards to being promoted, and during recruitment. As a result, this research looked to fill this gap by attempting to answer the question: what are the effects of enhanced maternity leave in the employability of women at Britam Holdings?
1.3 Research Objective

The main objective of this study was to determine the effects of the enhanced maternity leave in the 2007 Labour Laws on employability of women at Britam Life Assurance Company Limited.

1.4 Value of the Study

To the scholars as well as academicians, the study presents a basis where further studies could be carried out. This means that researchers may use this study as a basis for literature review while conducting studies related to maternity leave. The review of this study may also create gaps for future studies generally contributing to the existing body of knowledge.

The findings from this study, will significantly contribute to information that could be utilized by the management of Britam Holdings as well as other organizations with regards to the implementation of maternity leave. In addition, the study may guide in the utilization of new Labour Laws as regards employability of women.

The study could help the government among other policy makers in understanding the levels of implementation of labour laws with regards to the area of maternity leave. From the findings, the government and other similar organizations may put in place enhanced policies that could reduce inequalities majorly to the disadvantaged women at the workplace.
CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review in line with the effects of maternity leave on employability of women by previous researchers, scholars, authors as well as analysts. This was achieved through outlining the theoretical foundation supported by the Rawl’s theory of justice and the social cognitive career theory along empirical literature and an overview of the literature of the study.

2.2 Theoretical Literature Review

This study was supported by two theories: the Rawls’ Theory of Justice, which suggests that individual differences ought not to hinder the affected individuals’ ability to take on positions of power while supposing that opportunities are equally available to all. Similarly, the Social Cognitive Career Theory attempts to align personalities to environmental factors where behavior is influenced by the consequences observed from other individuals in a similar environment and the choices made in education and career are determined by interests, values and traits.

2.2.1 Rawls' Theory of Justice

The theory of justice was found by John Rawls with the intent to streamline distributive justice on the basis of fairness asserting that structure should allow every member utmost freedom as long as their autonomy does not infringe on that of another. This assertion only allows for socioeconomic inequalities in an instance when attempts to equalize
would cause the situation worse for the member in which case the inequality ought not to hinder the disadvantaged from opportunities as taking up higher positions. The intention of this theory is to mutually govern behavior by routing for freedom and equality. The theory is based on two main principles: first, that every member has access to the entirety of the system with compatible freedoms and lastly that the socioeconomic inequalities are most advantageous to the most disadvantaged with the availability of opportunities to all (Rawls, 1971). The theory supports the notion that one ought to be treated in an equal manner and be subjected to similar opportunities for growth at the workplace as opposed to being discriminated against based on gender and is therefore applicable to this study since it presents that all individuals are equal as citizens and not that women and men are equal via nature. There ought to be no discriminatory differences in the recruitment of new personnel especially on the basis of gender unless those that could be objectively justified as hiring a pregnant woman for a highly technical position that weighs on an employee’s physical health.

Some of the criticisms to this theory begin with Nussbaum (1976) suggesting the need for commitment by the members, to a system that accommodates all members. The theory is also observed to ignore the issue that certain benefits are gained on merit as the need to give incentive in exchange for equality presents ethical concerns. The difficulty and lack of strategy in the application of the theory pointing to the existing status quo also raises issues with theorists terming it as radical. Similarly, it fails to outline the injustices within the presented context (Wolff and Paul 1977).
2.2.2 Social Cognitive Career Theory

The social cognitive career theory (SCCT) aims to explain the evolution of educational interests to aspects of career development, goals and how individuals cope at work to achieve job satisfaction. The evolution is determined by individual interests, values, environmental factors and their abilities. This theory is an extension of Albert Bandura’s social cognitive theory, which intends to relate personality traits to environmental elements. Similarly, the social cognitive career theory attempts to bring about the understanding of how one’s personality may influence career satisfaction. The consideration of the mediating effect of behaviors in career management between a proactive persona and job satisfaction will enhance understanding of the relationship and other involved variables (Lent & Brown, 2006). The theory is complementary to this research as in comparison to the theory, the study seeks to establish the link between the availability of opportunity and the support in career development to employee job satisfaction in women during maternity leave.

Certain limitations of the social cognitive career theory are that it fails to factor in individual traits as emotions and the subconscious which play a role in decision-making as much as situations determine the outcome. Similarly, failure to consider the effect posed by cognition in conjunction with the biology of hormonal influence further weakens the theory as all these are observed to play a role in the decisions made by individuals affecting the outcome. The decision making process is determined by a variety of traits and characteristics of an individual which influence the process and often determining the outcome (Dickinson, 2007).
2.3 Enhanced Maternity Leave (Employment Act, 2007)

The enhancement of maternity leave from a two to three month period including full pay in addition to annual leave stirs different emotions in different managers as to what it means particularly in organizations in its perceived effect. While some leaders may argue that the enhanced maternity leave results to disruptions in work outcomes, the assessment of maternity leave benefits using the willingness to pay metric by Thomsen and Ramboll (2010) illustrates that the costs incurred precede a list of benefits such as the promotion of equality at work. These benefits indirectly contribute to improved productivity and the inclusion of women in the workforce, which in Kenya translates to the compliance with the gender rule. External benefits of maternity leave include the opportunity to nurture children in growth and development and the health of the parents. This contributes to employee wellness as the security and composure from the knowledge of the family’s wellbeing in turn encourages performance after leave.

While employees may not necessarily lose their jobs due to the enhanced maternity leave, the leave may influence employment decisions by employers on recruitment, training and promotion of women. The mixed emotions translate into decisions that may cost women job opportunities during recruitment and promotion bearing in mind the false perception that a woman on maternity leave only costs the organization financially. In view of this, women continue to face maternity related challenges that affect their health and economic status particularly in cases where paid leave during maternity is not provided as in the informal sector while others are dismissed and discriminated against based on pregnancy (Cassirer et al, 2014).
2.4 Employability of Women

The perception of the enhanced maternity leave as an added expense in the organization lacks basis as the enhanced maternity leave is proven to positively affect employee productivity, wellness, engagement and career progression. Although employers are legally obligated to accommodate pregnancy related needs, it should not be viewed as punishment due to these benefits. Labor happens to be the most important resource of all, therefore, it is paramount to invest in employees so as to reap these benefits. Some of the effects of the enhanced maternity leave in the employability of women discussed include: discrimination during recruitment and selection, cost-benefit concerns, employee productivity, career progression during promotion, employee wellness and engagement (Bauernschuster, Duersch, Oechssler, & Vadovic, 2010).

2.4.1 Recruitment and Selection

The lifecycle of an employee begins at recruitment, when a prospective is notified of a vacant position within an organization. During this stage, competitive organizations have the ability to attract great talent especially if they have a good reputation. Any individuals that are interested in the job are then taken through the process selection which aims to hire the best prospective employee for the organization. This means that the employee is competent enough to do the job and fits the culture of the said organization. Diverse views on the enhanced maternity leave contribute to various cases of discrimination during the selection process leading to further issues as employee turnover and poor performance. The scenario in this study is one where the individual discriminated against
fails to get the opportunity during selection or promotion as women are viewed as a liability especially if within the ages of childbirth. Familial responsibilities once it is determined that a woman has children similarly impacts the decisions made as their loyalty and commitment is assumed to be on the family therefore potentially missing out on these opportunities. Skewed decisions on this may be observed in job advertisements requesting a particular gender or basic jobs where women are tested for pregnancy during selection (Petersen and Tosgad, 2004).

A majority of working women face unequal treatment in employment due to pregnancy. Some women claim that they are afraid to go on maternity leave as it may negatively affect their career due to the view that women with children are mothers first by employers. This is an illogical assumption as there are career-orientated women who are equally invested in their jobs regardless of familial responsibilities. Some are actually more motivated to fend for their families to maintain their living standards as others strain to elevate their lifestyles. Highly qualified women are on the rise today, more women are acquiring higher education to compete for higher positions as the point of actualization is evolving. In this case, when women exit the organization due to issues of discrimination; employers face losses on skills along with having to deal with recruitment and training costs. Employers may miss out on hiring a more talented individual due to this issue or have women leave the organization especially when they feel the organization may not fulfill their career interests. The attempt by employers to manage issues of pregnancy hereby has a great effect on the employability of women in comparison to men (Siegel, 2018).


2.4.2 Employment Costs

The basis of the discriminatory trend is largely based on the cost of employment. Organizations exist to make profit and in so doing, they strive to minimize their expenses as much as they can, often times at the cost of the employee. Costs related to the enhanced maternity leave include the salary paid to the woman on maternity leave, payments made to any employees on overtime as well as the cost of hiring a temporary replacement for the job. It may appear that organizations require more financial resources to comply with the enhanced maternity leave; however, various reports on large organizations with previous experience in family leave indicate that the costs incurred pose minimal impact to overall operations. Additionally, both employers and employees benefit from the paid maternity leave as various studies relate it to improved productivity, reduced turnover rates, enhanced motivation and loyalty. The enhanced maternity leave requires some financial investment but this is not at a total disadvantage of the employer as there is a cost benefit when the employee returns to work committed and motivated in the achievement of the organization’s goals (Milkman and Appelbaum, 2013).

Evidently, certain employers may avoid hiring or promoting women as an attempt to manage the impacts of the enhanced maternity leave particularly those to do with time and costs solely based on the assumption that there are no benefits attached to those costs which is contrary to the findings in this study. The reasoning that the social security fund among other insurance schemes should cater for the costs to ease the burden further weighs in on this. The cost of losing a competent employee may be higher, costing the firm more than was initially required as discrimination may be reason enough for some
employees to exit the organization. Similarly, time spent in recruiting a temporary replacement and training them and the lag period after resumption to work may raise more concerns to employers claiming a lack of energy and enthusiasm causing more reasons for discrimination. This may however be avoided by proper planning in talent management to ensure continuity (Lucas, 2012).

2.4.3 Employee Productivity

There are numerous variables that may motivate or demotivate an employee at work. Often times, the struggle lies with attempts to strike a balance between work and life in which case research shows that there is a positive correlation between employee productivity and leave. Women on maternity leave are reported to resume work with enhanced motivation, loyalty and commitment to work. This eventually contributes to enhanced performance as they are more focused on being productive in their jobs enhancing their chances of being considered for promotions in wages or job level. Although organizations have to cater to the costs by paying full salaries with no work done amongst offering separate benefits, the leave period allows the mothers some time for relaxation and rejuvenation which may indirectly result to employee loyalty therefore improving retention rates as employees decide to stick with their employer when they resume (Houser and Vartanian, 2012).

Cases where the female employees inversely respond to this include situations where women may lose momentum in their careers especially when long periods are spent away from work for maternity reasons. Occasional stagnation may occur when the employee
resumes work only to find major changes have occurred and no efforts to reconnect them to their jobs are made. Detachment may then occur as they feel that they do not belong in their jobs or organizations causing them to divert their attention and loyalty to their family. This eventual lack of motivation and dissatisfaction may contribute to decreased productivity during resumption due to the shift in focus to familial responsibilities by the employee. The extensive period of time already spent away from work may explain this case however the motivating factors of specific employees at work majorly factor in. Therefore, to sustain momentum, the first few weeks after an employee’s resumption to work are most critical hence, to ensure uninterrupted performance the women require support in re-engagement (Saakvitne 2013).

2.4.4 Promotion

Consideration for promotion is based on performance management practices which vary across different organizations. Organizations may implement objective evaluation methods that aim to determine which employees are most suitable for current or future vacancies however; this very much depends on the method used to decide on who eventually gets the job. This is because having individual managers make final decisions as these simply based on their knowledge and experience means that the process is subjective hence leaving room for discrimination to occur. Women do need the time spent at home during maternity leave, to nurture their newborns and heal after birth. It also allows them enough time to deal with any complications that may arise such as post-partum depression and them prepare for their return to work (Biewen and seifert, 2016). How much time is required for maternity leave depends on an individual and whether
they require any special care as too much time taken away from work may affect their career progression. Extended periods of time spent away from work may result to less likelihood to be considered for promotions and pay raises after resumption. This is based on the opinion that they are bound to be less committed making them likely targets of retrenchments and redundancies especially if issues with their performance arise. Today, women are generally paid less than men and if being a woman is viewed as a potential to be unavailable for work in the future, the inequality gap may keep expanding.

Any woman below forty-five may be discriminated against on the basis of pregnancy regardless of their skillsets. The exit of a qualified woman is a loss to the organization since resources directed in their acquisition and development may not have had enough time to produce significant results. Similarly, the cost of hiring a new employee and training them is also in today’s economy where rates of inflation are constantly fluctuating works against the intentions of any organization. Women continue being victims of these malpractices as discrimination, retrenchment and premature retirement even though there is evidence that the enhanced maternity leave allows enough time for a new mother to return to work more motivated and committed to the organization which is beneficial to the employer (Lazear and Rosen 1990).

2.4.5 Employee Wellness

Employees are only able to perform at an optimum if they are mentally and physically well. Any condition contrary to this interferes with their productivity level. Employee wellness is therefore paramount and employers need to ensure that their employees are of
a mental and physical state necessary to withstand the work environment. This may be achieved by offering welfare programs that support employees by offering them solutions to any issues they might be dealing with. Stress levels may be heightened by the parental responsibilities of a mother to a toddler. Depression due to stresses at home or work may need to be addressed to ensure continuity. A study on the impact of work life balance on employee productivity found that the provision of paid leave enhanced employee productivity and satisfaction as the paid leave allows employees to relax cultivating their ability to produce along with increasing their satisfaction level (Chimani, Baloch and Bukhari, 2015).

Women on maternity leave are not the only ones who are pressured as Gallen (2017) reports on increased stress levels on the coworkers of women on maternity leave when they have to take on extra roles. Although it has been determined that this causes insignificant impact, it may raise the need to find solutions for the directly affected employees. The task of caregiving is also observed to impact on an individual’s physical and mental health where fatigue, stress and cases of post-partum depression may affect a new mother who may demonstrate poor performance if they resumed work sooner than they ought to. Similarly, allowing women separate maternity leave allows them the ease to deal with any health issues that may arise without concern for finances or depleted leave days. The enhanced maternity leave allows for both the time to recuperate and raise the child just enough to resume alongside the money in the salary paid to sustain them through the maternity period depending on their economic status, contributing to their wellbeing (Earle and Heymann, 2011).
2.4.6 Engagement and Commitment

Engagement represents a multidimensional construct that draws from job fit, job satisfaction and work environment ultimately resulting to the satisfaction and commitment of employees. How well engaged employees are depends on whether they are skilled enough to do their jobs, how well they fit into the culture of the organization they work for and how favorable they environment they work in is. It is the role of the employer to ensure that the right selection decision is made and that employees are provided with type of environment required for them to thrive. The engagement and commitment of employees is beneficial to organizations as employees are reported to be more productive, loyal, satisfied and highly motivated consequently contributing to the overall achievement of an organization’s competitive advantage. Longer maternity leave is reported to allow women enough time deal with the stresses of childbirth affording them the mental and physical health level required to be fully present at work (Collins, 2014).

On the other hand, women on extended maternity leave may resume to work and present behavior contrary to the organization citizenship norm. Although leaders have a responsibility to coach the women for a smooth transition back to work, a case where this is not practiced leaves the employee without the necessary support to make the transition resulting to instances of disengaged tendencies reducing their level of motivation and commitment to the organization potentially causing them to exit the organization. Similarly, not much can be done for an employee that may be disengaged since they already plan to exit the organization (Yasar 2017).
2.5 Empirical Literature Review

Employment disputes regarding careers are progressively gaining significance with the change in workforce needs and demands. The continuous discussion on justice and fairness at work for gender equality along with the influence of the legal framework in a work setting causes employers the necessary pressure to enhance the representation of minorities and especially women during pregnancy.

A study by Njoroge (2014) on work life balance analyzing the legislative framework and perceptions of young advocates in Nairobi concluded that the enhancement of health and wellbeing of female employees is well dependent on the enhancement of maternity leave by increasing it so that it is more than fourteen weeks. Additionally, although it would be beneficial to have legislative provisions for parental leave, the benefits will not work if employees fail to take advantage of them to balance their life and work. This study adopted the descriptive study design where questionnaires were used to collect data that was analyzed using quantitative methods of mean, standard deviation and a regression analysis.

Mohamud (2016) studied the effect of paternity leave on employee productivity at Kenya Power to find that the provision of paternity leave resulted to a good brand image, enhanced employee satisfaction, commitment, loyalty, motivation and increased individual performance. The study also found that although provisions for paternity leave were made, and that employees were fully aware of them, they deliberately choose not to take advantage instead requesting for other types of leave. The study used the descriptive
case study design distributing questionnaires and relying on the Pearsons correlation among frequency distributions Percentages and mean for data analysis.

Chimani, Baloch and Bukhari (2015) researched on the impact of work life balance on employee productivity noting 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 allows employees adequate relaxation enhancing their engagement and commitment levels when they return to work. The exploratory study used structured questionnaires analyzed through the SPSS statistical tools.

On the effect of maternity leave extensions on firms and coworkers, Gallen (2017) found that smaller firms were generally more affected particularly due to cost related issues threatening their sustainability, while increased stress levels were observed in the coworkers. The exploratory study conducted a simple linear regression analysis to conclude on the findings.

Rossin-Slater (2017) on the maternity and family leave policy concluded that the enhancement of maternity and family leave increases the rate at which new parents go on leave while longer leave periods present negative outcomes on their earnings, employment and career progression. Similarly, insignificant impact on productivity, motivation, profitability and rates of turnover are reported. This research was exploratory, prepared for publication in the Oxford handbook on the economies of women.
CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The objective of this study was to determine the effects of enhanced maternity leave in the labour laws at Britam Life Assurance Company Limited. Hereby, this chapter depicts the methodology that was utilized to carry out this research, outlining the research design, data collection procedures, and the data analysis method.

3.2 Research Design

A research design is the protocol used to collect, measure, and analyze data. The researcher utilized the case study design. A case study is an approach used in the up-close examination of members of the same organization at a specific or extended period of time. The design involved a detailed investigation of an individual or group and was best suited for this study since it allowed the elements to be studied within their real life context (Yin, 2015).

The case study approach was appropriate for this study since the philosophy that underpins it is that of realism (Blumberg, Cooper, and Schindler, 2014). Essentially, realists have a notion that research merely exposes a predominant truth, which means that the duty of the researcher is to relate objective methods with the aim of uncovering that reality. This in essence, was the aim of the study when it assessed the impact of the enhanced maternity leave proposing solutions that allowed young women not to be disadvantaged in their careers.
3.3 Data Collection

The study utilized both primary and secondary data. A structured interview was administered face-to-face to twelve senior managers at the Britam Life Assurance Company based at the head office. The interview guide was in two parts; on participant demographics and the employability of women. The senior managers in this study included; the chief finance officer, chief operating officer, claims manager, strategy manager, underwriting manager, risk and compliance manager, human resource manager, sales manager, legal manager, ordinary life sales manager, the customer service and front office manager.

These respondents were adequate in the provision of relevant data since they played a crucial role in making management decisions on recruitment and promotions by holding the respective positions in the Company. It was vital to gather data from the senior managers because the leadership of an organization reflects on the culture. Additionally, academic sources as journals and published books were utilized for the provision of secondary data. The interviews were conducted in two days after which the responses were analyzed for presentation.

3.4 Data Analysis

Data analysis is the categorization, manipulation and summarizing of data with the goal of getting responses to the objectives of a study. Mugenda & Mugenda (2012) indicated that the procedure involves the depiction and application of the ways that are planned for use in analyzing of data. Herein, content analysis was used to analyze respondent views
on the subject of the study and how the enhanced maternity leave affected the employability of women. Content analysis refers to the technique used to interpret and code text from gathered data to infer validly to a particular case (Bryman & Bell, 2011).

Content analysis was the best in the analysis of societal trends and socio-cognitive constructs, using predetermined codes and texts from a variety of sources and where the same sources are used in the determination of realities surrounding the research variable (Duriau; Reger; Pfarrer, 2007).
CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter presents the data and findings obtained from the interviews conducted on senior managers of Britam Assurance Kenya Limited to determine the effects of the enhanced maternity leave in the 2007 Labour Laws on the employability of women. A structured interview guide was used to direct the proceedings of the interviews.

4.2 Response rate and Participant Demographics

The study targeted a total of twelve respondents although only eight were available for the interview resulting to a response rate of 67% which was enough for a descriptive study according to (Kothari, 2006). Of the eight senior managers interviewed, it was established that 67% of them were male while their female counterparts constituted of 33% from the finance, claims, underwriting, risk and compliance, sales, legal, customer service and front office departments. It was also found that 50% of the managers had master’s degrees as the remaining 50% had attained the bachelor’s level of education. In addition, 75% of the interviewees had held the senior management position for two years as the 25% had maintained their position for more than five years. Only one manager claimed that they did not supervise any members of staff as 88% of managers were found to directly supervise between four to thirteen employees. All managers were in agreement on their level of involvement in the recruitment and selection for their respective departments disclosing that, although the human resource department is in charge of shortlisting, they were expected to highlight the skillsets required for each role and participate in the selection and performance management process.
4.3 Employability of Women

This part resulted from the analysis of both primary and secondary data in the interview responses by the senior managers of the Britam Life Assurance Company and the outlined literature review in this study. The determination of the effects of the enhanced maternity leave on the employability of women in this company was measured through recruitment and selection, employment costs, employee productivity, employee promotion, employee wellness and their level of engagement and commitment. Content analysis was used for the categorization, manipulation and summarizing of data to meet the objectives of this study through the interpretation and coding of text from the interviews to make valid inferences to this particular case.

4.3.1 Recruitment and Selection

To determine whether the enhanced maternity leave arising from the new Kenyan labour laws in the employment act of 2007 affected the employability of women at Britam Life assurance Company, the interviewees differed in their responses as a majority indicated that although it may not have directly affected the employability of women, hiring decisions depended on how biased the managers were with regard to this issue, citing that the long leave days are associated with interruptions at work particularly interfering with established routines; hence causing certain managers to critically consider whether or not to hire a pregnant woman during recruitment and selection. Contrary to this, one female interviewee particularly stated that they were hired while three months pregnant.
Although many explanations may be presented in her case, it indicates that the enhanced labour laws in the employment act on the prolonged maternity leave affected individual opinions rather than Britam Life Assurance as a company.

When asked whether it would matter to Britam if a woman failed to disclose that they were pregnant during recruitment and selection, the greater majority agreed that it would in fact matter explaining that more planning would be required as a vacancy would soon arise when the employee leaves for maternity leave explaining that the aim of recruitment and selection is to ensure that the hired employees are effective and efficient in the organization in which case leave for maternity leave briefly after recruitment is viewed as being contrary to the aim of recruitment and selection. It was also found that the nature of the job as well as the level of skill and talent of the interview candidate would also determine whether or not they get the job.

### 4.3.2 Employment Costs

All interviewees advised that the costs of employment are higher where maternity leave is concerned explaining that female employees on maternity leave are paid for work that they actually do not do. The enhanced maternity leave from two to three months in addition to annual leave consists of an approximate time period of four months during which an employee is paid regardless of input. The participants further argued that the requirement for a substitute equally needs financing as the cost of hiring a casual employee to take on the temporary job adds to the toll. A scenario where workload is distributed to the other members of the team similarly requires payment of overtime all in all causing a spike on the cost of employment.
When asked whether the Britam Life Assurance Company hires a replacement for the woman on maternity leave, split views were observed as some of the participants agreed emphasizing the likelihood of a new hire if the job was highly operational and non-technical. The rest were of the opinion that roles are shared amongst the other members of staff within the team or department. With extra tasks, the employees then have to work overtime, for which they ought to be compensated. The decision of whether to hire an employee on a contractual casual basis depends on the requirements of the section or department and the nature of the job. The cost of the replacement for the woman on maternity leave is then borne by the respective department.

### 4.3.3 Employee Productivity

Participant views differed on whether the extensive time away from the workplace during maternity leave followed by annual leave affected the performance of the employee. Those that believed performance was not affected argued that the employee is ready to work after the long maternity leave and that their performance depended on whether tasks would be equally distributed during resumption referring to their ability to handle certain tasks. On the other hand, those that believed the long leave affected performance stated that the long period away from work had a draining effect on the employee and that the employee has a lot to catch up on directly affecting their level of productivity. This however depended on whether or not major changes had occurred. Participants in support of this argued that the period of relaxation back home slows the employee down creating a gap during resumption in turn lowering their outputs particularly for the first few months after they return.
Although the participants were convinced that there is impact on an employees’ productivity level after a long maternity leave period, they perceived it as temporary. While the women were seen to take time in settling in to work after maternity leave, especially if changes took place in their absence or for family reasons as special need for childcare as when the child falls sick further interrupting their work, participants held the view that the reported change in the performance on women who had been on maternity leave would only be limited to a few months after leave and that this depended on the employee as some cases have it that the women resume to work more agile and motivated therefore improving their performance.

4.3.4 Promotion

The question on whether a prolonged maternity leave affected a woman’s career at Britam equally invoked mixed emotions as respondents argued that this would depend on whether the woman was performing after resuming work enabling her to progress in her career. Given that the effect if any would only last for a couple of months after resumption, some argued that this then had no effect long-term also depending on whether or not the job was technical. Some of the respondents felt that the women may not rate highly after prolonged maternity due to the lag period while trying to catch up hence missing out on promotion opportunities. Similarly, as the women after resumption may have unique health requirements, this may further hinder them from their ambitions especially if the positions they may be vying for may not align with their needs.

Less enthusiasm was relayed on the likelihood a woman on maternity leave will be considered for a promotion upon returning to work at Britam as the participants felt that
motherhood is likely to take a toll on the woman for a long period of time therefore delaying them for a promotion. Some of the reasons given for this pointed to poor performance, added family responsibilities, changes at work, nature of the job and a volatile working environment during resumption. One of the participants however reported to have been promoted after her maternity leave. This contributed to the understanding that the discrimination is not necessarily an issue to do with Britam as a company but rather an individual issue hinged on one’s belief system and understanding.

4.3.5 Employee Wellness

Respondents were asked whether the extended maternity leave offered sufficient time for the physical and mental wellness of employees in Britam, to which some participants felt that the leave should be prolonged further to six months in order to allow the mother enough time to bond with the baby and recuperate well enough to resume working. All other participants thought that the three month maternity leave was sufficient for recovery and resumption to work arguing that it was an improvement from the previous two month provision. As previously discussed, the matter on maternity leave as to how much time would be sufficient is subjective as responses vary from one individual to another. This however depends on what specific needs an individual might have as it is paramount that they resume work only when capable of withstanding the work environment.

Although the participants disclosed that Britam had room for improvement as the company did not offer any wellness programs that supported the female employees after their maternity leave, they stated that the flexible working hours available to them came in handy whenever they needed time to respond to family responsibilities and
emergencies. They also recommended that a decent room is provided for breastfeeding women to express milk or nurse their babies in. Wellness programs are vital particularly because they provide an outlet for employees to resolve their issues without necessarily having to involve their leaders with their concerns to avoid overfamiliarity.

4.3.6 Engagement and Commitment

Respondents were asked what they thought regarding the effect of the enhanced maternity leave on the level of engagement and commitment of women after maternity leave at Britam. Some participants reported to have observed no particular difference, as some revealed the possibility of both positive and negative outcomes. During resumption to work after maternity leave, various women are seen to be less engaged due to added responsibilities as their attention is split between family and work while some choose to prioritize their family. Contrary to this, others have increased motivation and as they have to fend for their growing families hence displaying enhanced engagement and commitment levels.

Britam was found to operate on the minimum on any practices in place that supported women in settling into their roles after maternity leave. Although women were allowed flexible schedules during working hours and that one lactating room had been provided, the time allowed was an hour at the close of the day. The lactating room provided was located at the head office, away from the company premise studied and required an update suggesting that more could be done to support women after maternity leave at Britam.
4.4 Discussion of Findings

The findings on the effects of enhanced maternity leave on the employability of women at Britam were in line with several studies as Chimani, Baloch and Bukhari (2015) on the impact of work life balance on employee productivity who 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 enhanced satisfaction and productivity by allowing a relaxation period for the employees enhancing their engagement and commitment levels through increased productivity as observed in this study.

The effect of maternity leave extensions on firms and coworkers by Gallen (2017) found that smaller firms were generally more affected particularly due to cost related issues threatening their sustainability as increased stress levels were observed in the coworkers. In this study, Britam is a sizeable firm that did not indicate signs of financial struggle, particularly in the compliance with the three month maternity and annual leave allowance. Rossin-Slater (2017) on the maternity and family leave policy concluded that the enhancement of maternity and family leave increases the rate at which new parents go on leave. These longer leave periods presented negative outcomes on their earnings, employment and career progression which is in accordance with this study. Additionally, Rossin reported that the enhanced maternity leave had insignificant impact on productivity, motivation, profitability and rates of turnover, on which more quantitative studies may be conducted to determine.
While employers do not directly and significantly benefit from the support of women during and after maternity leave, it is the right thing to do. This ensures compliance with the law and overall wellness of the employee. The Rawl’s theory of justice further advocates for this as it supports the notion that one ought to be treated in an equal manner and be subjected to similar opportunities for growth at the workplace as opposed to being discriminated against based on gender (Rawls, 1971).

Additionally, the reason why one employee may decide to be self-motivated enough to improve their output even with the added responsibility of being a mother back home is explained by the social cognitive career theory which attempts to bring about the understanding of how one’s personality may influence career satisfaction. The consideration of the mediating effect of behaviors in career management between a proactive persona and job satisfaction will enhance understanding of the relationship and other involved variables (Lent & Brown, 2006).
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter concludes and recommends in summary on the effects of the enhanced maternity leave in the Kenyan labour laws to the employability of women at Britam Life Assurance Company. Herein, the limitations of the study and suggestion for further research also summarize the study.

5.2 Summary of Findings

Diverse perceptions revolving around the enhanced maternity leave continued to affect employment decisions regarding women during recruitment, selection and promotion as they went unmanaged. Although managers at Britam would and had hired a pregnant woman at some point, it was evident that pregnancy had the ability to affect a hiring decision as some weighed it out against productivity and financial implications on the company. The effects of the enhanced maternity leave were seen to affect individual opinions rather than Britam Life Assurance as a company. This however, was not solely based on bias as it was also found that the nature of the job as well as the level of skill and talent of the interview candidate would also determine whether or not they got the job.

There were views that employment costs are higher where maternity leave is concerned since employees on maternity leave are paid for work that they actually do not do. More so, the costs of hiring a replacement or paying other employees for overtime were perceived to contribute to this although Britam only hired a replacement for operational
jobs depending on the requirements of the department and the nature of the job. Similar to the costs, whether employees improved or maintained their performance on resumption depended on individual effort and share of responsibility. Although some employees came back to work drained, others came back ready to take charge after the long period of perceived relaxation.

Findings suggested that some women experience a lag in performance when they resume to work. This scenario was only perceived as temporary or limited to a few months after leave depending on the employee. Contrary to this, some cases have it that the women resumed to work more agile and motivated to work therefore resulting to improved performance. In which case, it would potentially contribute to career progression. Effects of prolonged maternity leave had no effect on a woman’s long term career as impact was only observed given that there were opportunities that they missed out on for lack of preparation caused by the leave. This only assumes that the employee is fit to do the job they would be vying for.

It was established that Britam had room for improvement as the company did not offer any wellness programs that supported the female employees after their maternity leave besides flexible working hours which came in handy, further recommending that decent room is provided for breastfeeding women to express milk or nurse their babies in amidst more solutions to enable reengagement of the female employees after maternity leave. Britam complied with the provisions for maternity leave however the mixed reactions in relation to the issue showed that the issue is more individualistic rather than organizational.
5.3 Conclusion

Organizations as the Britam Life Assurance Company should engage in conversations that aim to meet the needs of women by supporting them in pregnancy and maternity to manage the passive discrimination against women and better their lives at work. Organizations should also plan proactively to ensure that critical positions have back-ups and that employees that perform the tasks are competent to handle them during that period. The continuous improvement on the talent pool to deal with the interruptions caused by the women when on maternity leave ensures a smooth transaction and continuity when they go on leave.

Ideally, the maternity related costs should not deter employers from hiring and promoting pregnant women as compliance with legal provisions is mandatory but more so because there are benefits in supporting them. Solutions on these costs lie with improving productivity in the talent pool to ensure employees are competent enough to take on the tasks of these employees during leave. Proper planning is also required as a complementary to ensure continuity. Similarly, whether or not a female employee performs after maternity leave, their performance should not be associated to maternity as objective measures should be taken to assess the issue and recommend accordingly.

Female employees after maternity leave require some time to settle back into their jobs. Organizations should offer reengagement and wellness programs as relevant training and any further assistance in support of their employees ensuring continuity. This is to minimize interference by dealing with any issues before they affect the organization.
5.4 Recommendations

The issue of maternity leave at work continues to provoke mixed emotions among employees. Although laws and policies exist to safeguard against injustices and indecencies, women continue to deal with passive discrimination where managers make decisions on recruitment and promotion against women based on pregnancy. It is important to bring about the understanding that the issue of prolonged maternity leave and pregnancy at work not only costs the employer financially but also brings a cost-benefit element as the women are seen to be more motivated and committed when they return to work after leave. Therefore, this conversation should continue so as to encourage employers to take care of their employees as an investment.

More studies should also be done on this to shed light on just how rampant this issue is especially in Kenya with an aim to shift the narrative and the view on pregnancy as a liability to opportunities for employers to cultivate loyalty in their employees. Employers should also plan better in anticipation of women bearing children ensuring they have capable talent for continuity rather than suffering from unpreparedness and blaming it on the minority.

5.5 Limitations of the Study

Close deadlines caused time constraints which made it difficult to get to more depth from the interviews. The senior managers’ scheduled also clashed with this study’s timeline as only so much time was allocated. Due to this, some of the questions lacked in the level of depth required to analyze some of the reasons why the respondents argued the way they
did. Additionally, being a case study, the findings lack generalizability on an issue that women face in employment particularly in Kenya.

The issue of time caused some of the participants to withhold vital information for the study as the discrimination is one topic that requires establishment of trust for them to be comfortable to share without reservations especially due to the legal repercussions. Although enough data was collected to support the study, more time would have enabled the researched to gather more opinions that may have further explained these matters.

5.6 Suggestions for further Research

As the findings of this case study on the Britam Life Assurance Company in Kenya may not be generalized to other fields, further research gathering more views and opinions on the effects of the enhanced maternity leave on the employability of women especially in Kenya is needed. Hence, there is room for more research on this topic to determine the level of consistency in the outcome and the impact on the general population to establish whether it is an issue that organizations need to pay more attention to or whether it is simply a case of disadvantaged minorities who organizations should consider.
REFERENCES


APPENDIX

INTERVIEW GUIDE

EFFECTS OF THE ENHANCED MATERNITY LEAVE IN THE KENYAN LABOUR LAWS (EMPLOYMENT ACT 2007) TO THE EMPLOYABILITY OF WOMEN AT BRITAM LIFE ASSURANCE COMPANY LTD

PART 1: PARTICIPANT DEMOGRAPHICS

1. Participant gender. [ ] Male [ ] Female

2. What is your highest level of education?

3. How long have you held the senior management position?

4. How many members of staff are you currently supervising?

5. To what extent are you involved in recruitment and selection when there is a vacancy in your department of section?

PART 2: EMPLOYABILITY OF WOMEN

6. How has the enhanced maternity leave arising from the new labour laws (Employment Act 2007) affected the employability of women in Britam?

7. Would it matter to Britam if a woman failed to disclose they are pregnant during recruitment and selection?

8. Has the enhanced maternity leave which is in addition to the annual leave affected the cost of employment?

9. Does Britam hire a replacement for the woman on maternity leave? Who bears the cost?
10. Does the extensive time away from the workplace during maternity leave followed by annual leave affect the performance of the employee?

11. Is there a change in the performance of women who have been on maternity leave?

12. Does a prolonged maternity leave affect a woman’s career at Britam? How so?

13. What is the likelihood a woman on maternity leave will be considered for a promotion upon returning to work at Britam? Why?

14. Does the extended maternity leave offer sufficient time for the physical and mental wellness of an employee in Britam?

15. Does Britam have wellness programs to support female employees following maternity leave?

16. Does the enhanced maternity leave affect the level of engagement for an employee on resumption to work in Britam?

17. What practices are in place at Britam to support women settle in their roles after maternity leave?

**THANK YOU**