

Employee Leave and Strategic Organizational Performance of Rift Valley Bottlers, Kenya

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ABSTRACT

Strategic organizational performance has been a challenge to most firms due to dynamic and ever cropping competition, policies and impediments in the strategy running of firms. Employee leave is costly yet poorly understood in organizations, the consequences of employee leave are widespread and consist of direct and indirect effects. Employees need leaves to get time off to attend to their life issues and be close to family members. Leaves serve at improving employee work synergy and motivate them to perform since they are given time off whenever necessary. The main objective of the study is to establish the influence of employee leave on organizational performance. The study was guided by the following research objectives: to find out the influence of annual, maternity/paternity, bereavement and sick leaves on organization performance at Rift Valley Bottlers. The study was anchored on Herzberg's Two Factor Theory, Locke's Range of Affect Theory and the Job Characteristics Model. A descriptive survey research design was adopted for the study. The target population of this study entailed 69 respondents from various Rift Valley Bottlers departments. Since the population was small, a census was adopted. The investigation concentrated on gathering essential information utilizing an organized survey and key witness meet from particular administrators of every division. Legitimacy of the study instruments was dictated by substance and develop legitimacy while dependability of the exploration instruments was controlled by inward consistency technique. Information gathered was broke down utilizing both subjective and quantitative methodologies. SPSS variant 23 was utilized to break down the information gathered. Both illustrative and inferential insights was utilized to break down gathered information which was displayed by means of tables, diagrams, frequencies and rates. The study found out that annual leave significantly influenced firm performance. Maternity/paternity leave significantly influenced firm performance. Bereavement leave policy significantly influenced firm performance. Sick leave significantly influenced firm performance. The study concludes that Rift Valley Bottlers Limited offered annul leave to its staffs. Leaves not taken were recovered at Rift Valley Bottlers Limited. Rift Valley Bottlers Limited had an annual leave policy. Rift Valley Bottlers Limited heads of departments were the ones to approve an annual leave. Every employee was entitled to a parental leave once there was a new born in the family. Women were given a maternity leave in lieu of delivery. Fathers or men were given paternity leave to assist in raising their newborns. Bereavement leaves were open at Rift Valley Bottlers Limited. Employees contributed towards assisting their colleague who had been bereaved or had died. Rift Valley Bottlers Limited had a fund to cater for funerals covering close family members. Period for sick leave was open depending on nature of sickness at Rift Valley Bottlers Limited. Sick leave enabled employees recover and resume duty. The study recommends that Rift Valley Bottlers Limited ought to offer annul leave to its staffs. Leaves not taken ought to be recovered at Rift Valley Bottlers Limited. Rift Valley Bottlers Limited ought to have an annual leave policy. Rift Valley Bottlers Limited ought to support an employee who has been bereaved. Bereavement leaves ought to be open at Rift Valley Bottlers Limited. Period for sick leave ought to be open depending on nature of sickness at Rift Valley Bottlers Limited. Sick leave ought to enable employees recover and resume duty.

Key Words: *Employee Leave, Human Resource Management, Staff Welfare, Strategic Organizational Performance, Rift Valley Bottlers*

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1. INTRODUCTION

Strategic organizational performance is dependent on employee motivation and commitment. According to Njuguna (2015), employees are the heart and soul of any competitive firm. For a firm to perform the input of the employees is crucial. However, the employees must be motivated to perform. Some of the job satisfaction and motivation measures include competitive remuneration, leaves, freedom of expression, delegation, trust and effective communication among others. Making a rest is vital for a worker's physical and mental prosperity. Notwithstanding having some time off work just to unwind, there are different conditions which may compel staff to take some time off. Therefore, the administration of Kenya has passed some essential laws which control businesses and representatives on the most proficient method to take some time off work, under various conditions. It ought to be noticed that these are the lawful benefits secured by the law. Employee leave is exorbitant yet ineffectively comprehended in associations (Savolainen, 2013; Nuredin, 2016). The outcomes of representative leave are across the board and comprise of immediate and circuitous impacts. For example, higher expenses are a consequence of leave, which can be caused both straightforwardly as indirectly (Bae, 2009). As per Naithani, (2010), a leave arrangement is an arrangement of standards and systems and rules built up by associations in understanding to nearby work laws which administer the procedure, time allotments and announcing methodology for time taken off work. This investigation centers around yearly leave, family leave, and study take off. Voydanoff (2005) contends that an associations' leave strategy has a noteworthy connection with representatives work life equalization and worker execution.

Writing on yearly leave, family leave and study leave are looked into in the areas underneath. As per Naithani, (2010), yearly leave is alluded as excursion time, or paid time off. A leave arrangement typically addresses the quantity of days representatives gather every year for the leave, and furthermore expresses the standard working strategies for asking for the leave, and ramifications of unused leave days. Different looks into have set up an immediate connection between yearly leave and enhanced worker execution (Harrington & Ladge, 2009). A few observational investigations Naithani, (2010), Duxbury *et al.*, (2001), Dallimore and Mickel, (2006) have additionally settled a solid connection between worker use of yearly leave offices, and representatives by and large work execution. Harrington and Ladge (2009), contends that in most association, yearly leave approach lies between twenty-one to thirty days. In as much as various nation's work laws take into account yearly leave days, most associations concede correct days as stipulated in the law while others on attentiveness offer representatives additional days to what is endorsed in labor laws. In Kenya, the yearly leave days that representatives are qualified for are thirty days (GoK, 2015). As expressed before, most representatives at relinquish or aggregate their yearly leave days as opposed to using the fortune for their work life balance.

As indicated by Tariq *et al.*, (2012) and Litting (2008), yearly leave has various work life balance benefits. A portion of these advantages are low levels of worker push, low levels of representative burnout, worker mental restoration and unwinding which translates into

enhanced representative's execution. As per Kodz et al., (2002), look into directed in the UK on medium estimated associations demonstrates that most representatives stayed ignorant of the work life strife that was stewed because of them relinquishing their yearly leave. The study similarly demonstrated that representatives who did not use their yearly leave over some undefined time frame had a drop in their execution. Baird and Whitehouse (2012), paid and unpaid leave is best practice to empower representatives meet their family duties. Lord, et al., (2012) comparatively contends that associations that offer paid leave in Australia has a higher worker responsibility and execution, as representatives have created worker reliability. The investigation likewise proposes bosses can improve representatives' work execution by furnishing workers with paid leave to have the capacity to deal with their own issues. It is key contention that absence of work life balance makes individual weights and work-family strife that burglarizes representatives the capacity to accumulate and perform at work (Carlson, et al., 2009).

As indicated by GoK, (2007) Employment Act of 2007 certifications the privileges of each Kenyan representative to paid yearly leave. The Employment Act expresses that representatives are qualified for at least twenty-one working days with full pay. The arrangement is to empower representatives time to rejuvenate, and attend to different parts of their life, in order to make a sound beneficial, work life balance. Workers can utilize this leave for as recreational or simply time to loosen up. As indicated by Carlson, et al., (2009), contend that entertainment leave upgrades representative execution as it empowers representatives to unwind, loosen up and settle individual issues that would some way or another influence their execution while at work. In any case, Renda et al., (2009) battles that most Australians don't exploit recreational leave privileges because of higher work-life obstruction especially for ladies and guardians. Carlson, et al., (2009), similarly takes note of that work-life obstruction handicaps representative's capacity to center and improve their execution at work. Brough, et al., (2009) contends that businesses who empower use of leave arrangement, have a higher worker work execution yield contrasted with managers who don't. Renda et al., (2009) think about presumes that there exists a connection between representatives' use of leave and their execution at work.

As indicated by area 28 of the Kenyan Employment Act, proviso 7.8.9, each worker is qualified for 21 yearly leave days following one year of administration to the organization, with full pay. This is ascertained as 1.75 working days out of every month. It doesn't imply that a worker isn't qualified for leave days on the off chance that they have not finished one year of administration. Or maybe, it implies that the worker gathers their leave according to the quantity of months worked in the organization. In this way, if, for instance, you have worked for an organization for two months, you are qualified for 3 days of leave hitherto. These leave days can be taken in bump or in bits spread over the year, as concurred between the representative and the business. Regus (2011) indicates that employee leave is crucial in motivating them to perform which translates to peak firm performance. There are different types of leaves extended to employees some of which include sick leave, annual leave, parental leave, flexi-working arrangement, part-time arrangement, compressed arrangements and teleworking arrangements all aimed at giving an employee relief from stringent working conditions.

Besides, the law in Kenya gives that any leave days not recovered inside the year can be conveyed forward, with the assent of the organization and must be reclaimed before 31st March, after which they are relinquished. The law additionally expresses that the leave days conveyed forward to the following year ought not to be over 10 days. This study therefore seeks to find out the effect of employee leave on organizational performance of beverage manufacturing firms in Kenya. Jonnes (2014) characterizes worker leaves as a timeframe that one must be far from one's essential activity, while keeping up the status of representative.

Representative leave is likewise a worry to bosses and as of late there has been an expanded spotlight on nonattendance administration by associations (Taylor, Cunningham, Newsome and Scholarios, 2010). Normal affliction rates have declined over ongoing years (CBI, 2011). This decay could be credited to various elements, be that as it may, work environment methodologies and strategies for overseeing nonappearance are presently utilized by all associations and the decrease in nonattendance after some time is frequently ascribed to their more extensive utilize (CIPD, 2012). Most all day specialists are qualified for about a month paid yearly leave for at regular intervals worked. It's up to every business and worker to concede to when and to what extent for paid yearly leave might be taken. Representatives who consistently work moves on Sundays and open occasions in organizations that work 24 hours per day seven days seven days, are qualified for an additional seven day stretch of paid yearly leave. Yearly leave is typically paid at indistinguishable rate from common hours. Contingent upon states of business, a yearly leave stacking (normally 17.5 percent) may likewise be payable. Low maintenance representatives are qualified for about a month yearly leave – paid on a star rata premise. Easygoing specialists by and large don't get yearly leave yet are paid a stacking over their typical rate of pay to compensate (Akgeyik, 2014). Employees need leaves to get time off to attend to their life issues and be close to family members. Leaves serve at improving employee work synergy and motivate them to perform since they are given time off whenever necessary. The study therefore seeks to establish how employee leave influences organizational performance at Rift Valley Bottlers Limited, a conglomerate of Coca Cola Company Limited.

West and Fair (2006), characterize implementation as an element of an association capacity to meet its objectives and destinations by misusing the accessible assets in a productive and viable way. Concentrates by Whyte (1991), demonstrate that execution can be estimated at both association and individual levels and this estimation is now and then alluded to as implementation evaluation. He asks that associations have wanted possibilities regarding limit fascination, piece of the pie and money related quality and that execution is the distinction between those possibilities and what has been accomplished. The World Bank describes cash related self-sensibility as the route toward growing the cutoff of associations or social affairs to settle on choices and to change those choices into needed exercises and results (Montgomery, 2005). Major to this method are exercises which both frame individual and total assets, and upgrade the efficiency and tolerability of the various leveled and institutional setting which manage the use of these focal points. With the ultimate objective to ensure cash related common sense, sensibility ought to be central in the orchestrating and regular assignment of the refreshment creating firms. No ifs ands or buts, cash related supportability can be considered as a basic estimation as it is a condition for achieving reasonability of other endeavor fragments (Salman, 2008). It is proficient if the salaries of the collecting firms are more significant than the utilizations. In any case, budgetary sensibility is a yield of the practicality of various sections meanwhile. Monetary supportability is a key factor for firms' maintainability, as it is a condition for accomplishing manageability of different parts and the survival of the assembling firms (Todd, 2016). Additionally, budgetary supportability depends on a given least buying force and adequate thickness of potential assembling firms' clients. Notwithstanding planning, accounting, and strict budgetary order among the organizations ought to set up money related controlling instruments keeping them educated of the status of arranged versus genuine consumptions, profit, and money streams. This study along these lines tries to set up the impact of representative leaves on authoritative execution of Rift Valley Bottlers Limited.

Rift valley Bottlers Limited is one of the manufacturers of the Coca Cola brand in Kenya. The plant is located in Eldoret Town, Uasin Gishu County. It is one of the companies under the ABL. ABL is an unlisted open holding organization of three Coca-Cola refreshments

packaging activities in Kenya. ABL, established in 2013, came in to being as a result of a merger between three once autonomous Coca-Cola packaging plants specifically; Mount Kenya Bottlers Limited, Rift Valley Bottlers Limited and Kisii Bottlers Limited. The business case for the union of the three autonomous plants was supported by the need to beat difficulties that they confronted and the need to exploit developing open doors in the part. The merger is relied upon to result in esteem inspire of half of the present valuation throughout the following four years. This would originate from joint interest in extra limits and new item, better regional inclusion and item entrance, forcefully seeking after development, income cooperative energies, cost reserve funds, better commitment and arrangement with the key partners of the organization including The Coca-Cola Company who are the establishment proprietors and utilizing on shared regulatory and administrative limits. According to the ABL Report (2017) Rift valley bottlers Limited has been facing challenges regarding performance. This has prompted the injection of more funds to the firm by the parent company to enhance production and distribution in the region whose market has not been fully exploited. However, this has not born fruits yet. The firm employees have always complained of lack of sufficient and structured leave policy with most of them being subjected to intimidation and exploitation due to overwork and overload of responsibilities.

2. STATEMENT OF THE PROBLEM

Organizational performance of any firm depends on the performance of its employees. According to Muriuki (2017) Human capital is a critical resource in firm performance. Employees need time off to rejuvenate in performance and morale to work. Employee leave serves to give employees time off to attend to personal matters and family issues that may affect their output while at work. Most organizations have focused on the output of employees and their organizational performance rather than the welfare of the human resource. Employee leave is one of the critical employees' right and welfare aspect which every employer should respect. Most studies have focused on various effects of employee performance but a few have focused employee welfare and more specifically employee leave. The Coca Cola franchise in Kenya has faced turbulent times in performance with all its branches being affected. The company has come up with mergers as a strategy to turn around performance but competition from other beverage manufactures has outshined it in the market. Rift Valley Bottlers has been one of the best performing Coca Cola Franchise together with Nairobi and Mount Kenya Bottlers now under Al Masi Beverages but the fortunes have dwindled over the last three years with staff turnover and performance being a major challenge (Muriuki, 2017). As indicated by Ernest & Young (2016) demotivated employees for an organization are a risk which can render it insolvent within a short time. One of major causes of demotivation, burn out and disorientation among employees is when their welfare is well catered for by the management. One of key aspects of employee welfare is leave. Taking a rest is important for employee physical and mental well-being. In addition to having some time off work just to relax, there are other circumstances which might force them to take some time off. Brandson (2015) in his study on Virgin Atlantic Company realized that when employees are given a continuous leave of a month without any interruption with work related activities, on resuming their productivity improved by 8%.

Jenkins (2011) likewise demonstrates that paid leave may appear as though a costly advantage to offer representatives, as you would basically be paying them to not be grinding away. In fact, paid leave can be extraordinarily valuable to managers, as it expands profitability and representative maintenance. Thusly, paid time off can positively affect your main concern. Thus, the legislature of Kenya has periodical some vital laws which manage businesses and representatives on the most proficient method to take some time off work, under various conditions. It ought to be noticed that these are the lawful benefits secured by the law. The law

recognizes sick leave, annual leave, paternity and maternity leave. However, employers are at liberty to extend leave or off days to employees to attend to personal problems to enable them settle, to tame burnout or even for them to relax based on the kind of work they do (Jenkins, 2011). Langenhoff, (2011) then again debate the requirement for worker take off. He contends that representative nonappearance decreases the viability and productivity of a particular division encountering non-attendance and the whole association. The influenced division's activities turned out to be less powerful since administrators need to reassign the obligations of the missing representative to other staff. This outcomes in less time being accessible for staff to answer his/her obligation calls for administration or to center around proactive obligations. Besides, it puts an extra outstanding burden on the rest of the staff on obligation since if there is no extra staff on backup to which such non-attendant's obligations can be allocated to; these must be shared by the rest of the staff on obligation. General Electric (2011) in their study on employee leave and their performance realized that when each employee goes on leave at his or her right time, it helps to reduce leave bill and burnout among their staff. Rift Valley Bottlers Limited observed the statutory requirements on employee leave with 30 days annual leave for each of the permanent employee while the casuals don't enjoy this facility. The company however called back the staff on demand when required. The leaves were usually based on low seasons when there isn't a high demand for products. This study therefore sought to establish the influence of employee leave on organizational performance of Rift Valley Bottlers Limited in Eldoret, Kenya.

3. OBJECTIVES OF THE STUDY

To determine employee leave and strategic organizational performance of Rift Valley Bottlers Limited.

The specific objective of the study were:

- i. To establish the influence of annual leave on strategic organizational performance of Rift Valley Bottlers
- ii. To find out the effect of maternity/paternity leave on strategic organizational performance of Rift Valley Bottlers
- iii. To explore the effect of bereavement, leave on strategic organizational performance of Rift Valley Bottlers
- iv. To assess the influence of employee sick leave on strategic organizational performance of Rift Valley Bottlers

4. THEORETICAL REVIEW

The study was anchored on Herzberg's Two Factor Theory. In 1959, Frederick Herzberg, a social analyst proposed a two-factor theory or the motivation neatness speculation. As demonstrated by Herzberg, there are some movement assumes that result satisfaction while there were other work factors that turn away disillusionment. As demonstrated by Herzberg, the converse of "Satisfaction" is "No satisfaction" and the backwards of "Frustration" is "No Dissatisfaction". The study driven by Herzberg made sense of what people truly require from their occupations. The respondents expected to depict work conditions in which they felt much improved (satisfied) or dreadful (frustrated) in their occupations. The feedback got was then masterminded into satisfaction or disillusionment. The characteristics related to business satisfaction included progress, affirmation, the work itself, achievement, improvement and commitments. Herzberg insinuated these characteristics as 'sparkles. The traits related to dissatisfaction, which included working conditions, supervision, social associations, association game plan and association were implied as 'tidiness' factors (Robbins, 2001). As

demonstrated by Schermerhorn (1993), Herzberg's two-factor speculation is a basic packaging of reference for managers who need to get an understanding of occupation satisfaction and related business execution issues. Schermerhorn validates that Herzberg's two-factor theory is a useful refresh that there are two fundamental parts everything considered: what people do the extent that occupation endeavors (work content), and the work setting in which they do it (work setting). Schermerhorn suggests that chiefs should try to reliably wipe out poor tidiness wellsprings of occupation disillusionment in the workplace and certification consolidating satisfier factors with business substance to enhance open entryways for occupation satisfaction. This speculation was relevant and colossal to this study in that it seen that specialists had two classes of necessities that worked in them and that both should be tended to. Part of these needs was flex working environment with breaks to enable attend to family issues and also take a rest. Employee leave was one of the key motivators and hygiene in an organization. The theory therefore encouraged establishment of more job motivation and hygiene factors where employee leave was one of them.

5. CONCEPTUAL FRAMEWORK

The independent variable is employee leave comprising of four variables; annual leaves, maternity/paternity leave, bereavement leave and sick leaves and how they affect organizational performance. The dependent is organizational performance indicated by; employee output, market share, customer loyalty and job satisfaction.

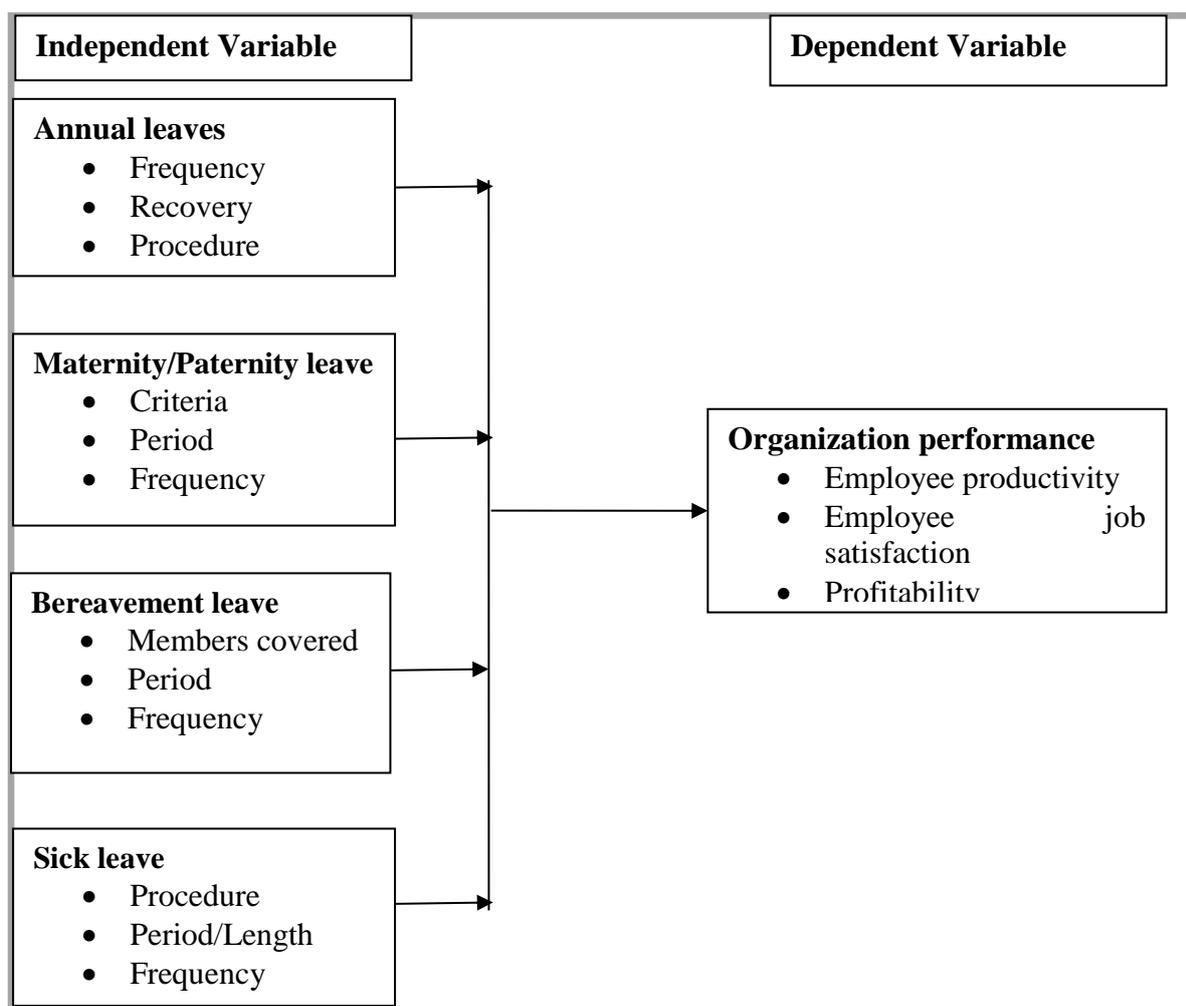


Figure 1: Conceptual Framework

6. RESEARCH METHODOLOGY

The study embraced a descriptive design which Mugenda and Mugenda (2003) depicted as an exploration design which is an efficient, exact inquisitive into which the specialist does not have an immediate control of free factor as their indication has just happened or on the grounds that the intrinsically can't be controlled. Research design guaranteed the study was material to the issue and its methods are savvy for acquiring data. Descriptive research design aims at getting some answers concerning the how, who, when and where in order to fabricate a profile (Mugenda & Mugenda, 2003). The target population for study was the departmental heads and supervisors from each of the departments at Rift Valley Bottlers Limited in Uasin Gishu County. According to the Rift Valley Bottlers Ltd (2017), there were 69 supervisors and departmental heads for the human resources, finance and accounts, procurement and supplies, sales and packaging and distribution departments. After information accumulation, an exhaustive check was done on the questionnaires previously coding and utilizing Statistical Package for Social Sciences (SPSS). The primary information gathered through questionnaires was examined utilizing exceed expectations to acquire existing connections. The connections educated the analyst on presence or non-presence of a connection between the work life balance programs by every one of the objective organizations and profitability of their representatives. Quantitative information was displayed in through classification, rates, mean, standard deviation and frequencies. A various relapse display was connected to decide the general significance of every factor to the investigation. Mugenda and Mugenda (2003) noticed that numerous relapse endeavors to decide if a gathering of factors together, foresee a given depended variable.

7. DATA ANALYSIS RESULTS

The researcher carried out both regression and correlation analysis to establish the effect to determine employee leave and organizational performance of Rift Valley Bottlers Limited. The findings are as established in subsequent sections. The researcher carried out correlation analysis to establish on existence or non-existence of a relationship between the work life balance programs by each of the target institutions and productivity of their employees. The findings are as shown in Table 1.

Table 1: Correlation Analysis

		Performa nce	Annual Leaves	Maternity/ Paternity	Bereavement Leave	Sick Leave
Performance	Pearson	1				
	Correlation					
	Sig. (2-Tailed)					
	N	58				
Annual leaves	Pearson	.844**	1			
	Correlation					
	Sig. (2-Tailed)	.000				
	N	58	58			
Maternity/ Paternity	Pearson	.737**	.779**	1		
	Correlation					
	Sig. (2-Tailed)	.000	.000			
	N	58	58	58		
Bereavement	Pearson	.818**	.836**	.840**	1	
	Correlation					
	Sig. (2-Tailed)	.000	.000	.000		
	N	58	58	58	58	

		Performance	Annual Leaves	Maternity/ Paternity	Bereavement Leave	Sick Leave
Sick Leave	Pearson Correlation	.607**	.696**	.698**	.670**	1
	Sig. (2-Tailed)	.000	.000	.000	.000	
	N	58	58	58	58	58

The study found out that annual had a Pearson correlation of 0.844 an indication of a strong positive correlation with performance. Maternity/ paternity had a Pearson correlation of 0.737 an indication of a strong positive correlation with the variables. Bereavement had a Pearson correlation of 0.818 an indication of strong positive correlation with the firm performance. Sick leave had a person correlation of 0.607 an indication of a strong positive correlation with the variables. The study further established that all the variables had a p value of 0.00 which is less than 0.05 an indication that the variable significantly influenced performance. The findings below show the model summary, analysis of variance and regression coefficients organizational performance of Rift Valley Bottlers Limited. The findings are as established in subsequent sections. The findings of coefficient of correlation and coefficient of determination are as shown in Table 2.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.780 ^a	.608	.601	1.07596

- a. Predictors: (Constant), Annual Leaves, Maternity/Paternity Leave, Bereavement Leave, Sick Leaves
 b. Dependent Variable: Firm Performance

The findings show that coefficient of determination R was 0.780, an indication of strong positive correlation between the study variables. The adjusted coefficient of determination is 0.601, which translates to 60.1%. This shows that 60.1% of the variations in dependent variable can be explained by clan culture, adhocracy culture, market culture and hierarchy culture. The residual of 39.9% can be explained by other factors beyond the scope of this study. An ANOVA was carried at 95% significance level. The findings is as shown in Table 3.

Table 3: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	3649.20	4	912.299	211.67	.000 ^b
Residual	521.465	121	4.310		
Total	6001.968	125			

- a. Predictors: (Constant), Annual Leaves, Maternity/Paternity Leave, Bereavement Leave, Sick Leaves
 b. Dependent Variable: Firm Performance

The finding of $F_{\text{Calculated}}$ and F_{Critical} are as shown in Table 3. The findings show that $F_{\text{Calculated}}$ was 211.67 and F_{Critical} was 2.446, $F_{\text{Calculated}} > F_{\text{Critical}}$ ($209.233 > 2.446$). This indicates that the overall regression model was significant for the study. The p value was $0.00 < 0.05$, an indication that at least one variable significantly influenced the firm performance.

The following coefficients were generated while determining the individual factor influencing organizational performance of public water companies. The findings are as indicated in the Table 4.

Table 4: Regression Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	9.673	1.397		6.924	.000
Annual leaves	.627	.153	.555	4.093	.000
Maternity/Paternity leave	.986	.178	.217	5.541	.026
Bereavement leave	2.221	.192	.229	11.57	.019
Sick leave	.617	.158	.437	3.904	.000

The resultant equation of multiple regression becomes: $Y = 9.673 + 0.627X_1 + 2.221X_2 + 0.617X_3 + 0.617X_4$

Where; X_1 = Annual Leave, X_2 = Maternity/paternity leave, X_3 = Bereavement leave and X_4 = Sick leave. The findings show that holding all the variables constant, firm performance would be at 9.673. A unit increase in annual leave holding other factors constant, organizational performance would at 0.627. A unit increase in maternity/ paternity leave holding other variables constant, organizational performance would be at 0.986. A unit increase in bereavement leave while holding other variables constant, organizational performance would be at 2.221. A unit increases in sick leave holding other variables constant, organizational performance would be at 0.617. The p value of the study variables was less than 0.05, an indication that all the variables significantly influenced the organizational performance, therefore, it can be deduced that all the variables positively influenced organizational performance of Rift Valley Bottlers Limited.

On annul leave, the study established that annual leave significantly influenced firm performance. This was attributed to the following; Rift Valley Bottlers Limited offered annul leave to the respondents. Leaves not taken were recovered at Rift Valley Bottlers Limited. Rift Valley Bottlers Limited had an annual leave policy. Rift Valley Bottlers Limited heads of departments were the ones to approve an annual leave. This is supported by Boyd (2014) who established that there was a positive and significant relationship between annual leaves and employee performance. Similarly, Ernst and Young (2016) who established that employees who took regular holidays were much less likely to leave the business. On maternity/paternity leave the study established that maternity/paternity leave significantly influenced firm performance. Staffs had taken maternity/ paternity leave at Rift Valley Bottlers Limited. Rift Valley Bottlers Limited offered their maternity/paternity leave to its staffs. Every employee was entitled to a parental leave once there was a new born in the family. Women were given a maternity leave in lieu of delivery. This is supported by Cook (2004) who states that family leave encompasses maternity and paternity leave, as well as any other paid or unpaid family leave policies. On bereavement leave policy, the study established that bereavement leave policy significantly influenced firm performance. Rift Valley Bottlers Limited had bereavement leave policy. Rift Valley Bottlers Limited supported an employee who had been bereaved. Bereavement leaves were open at Rift Valley Bottlers Limited. Employees contributed towards assisting their colleague who had been bereaved or had died. On sick leave, the study established that Sick leave significantly influenced firm performance. Period for sick leave was open depending on nature of sickness at Rift Valley Bottlers Limited. Sick leave enabled employees recover and resume duty. Frequency of sick leave was not fixed at Rift Valley Bottlers Limited. Rift Valley Bottlers Limited organized for visitation of a sick member of staff.

8. CONCLUSION

The study concludes that Rift Valley Bottlers Limited offered annual leave to its staffs. Leaves not taken were recovered at Rift Valley Bottlers Limited. Rift Valley Bottlers Limited had an annual leave policy. Rift Valley Bottlers Limited heads of departments were the ones to approve an annual leave. Employees at Rift Valley Bottlers Limited enjoyed their annual leaves and looked forward to them. Leave days were recovered if not gone. Rift Valley Bottlers Limited recalled its staffs from an annual leave if an assignment cropped up. Annual leaves were permitted mostly during a low season. Rift Valley Bottlers Limited employees were entitled to a 30 days annual leave. The study concludes that staffs had taken maternity/ paternity leave at Rift Valley Bottlers Limited. Rift Valley Bottlers Limited offered their maternity/paternity leave to its staffs. Every employee was entitled to a parental leave once there was a new born in the family. Women were given a maternity leave in lieu of delivery. Fathers or men were given paternity leave to assist in raising their newborns. Paternity leave lasted for 14 days at Rift Valley Bottlers Limited. Parental leaves were extended on request and management was organized for employee visitation of those on parental leave.

The study concludes that Rift Valley Bottlers Limited had bereavement leave policy. Rift Valley Bottlers Limited supported an employee who had been bereaved. Bereavement leaves were open at Rift Valley Bottlers Limited. Employees contributed towards assisting their colleague who had been bereaved or had died. Rift Valley Bottlers Limited had a fund to cater for funerals covering close family members. RVB ensured each employee was accorded necessary support when he or she has lost a loved one. Rift Valley Bottlers Limited had an insurance cover for bereavement. The study further concludes that the firm had a policy on sick leave. Sick leave was granted on a recommendation by a doctor. Period for sick leave was open depending on nature of sickness at Rift Valley Bottlers Limited. Sick leave enabled employees recover and resume duty. Frequency of sick leave was not fixed at Rift Valley Bottlers Limited. Rift Valley Bottlers Limited organized for visitation of a sick member of staff.

9. RECOMMENDATIONS

The study recommends that Rift Valley Bottlers Limited ought to offer annual leave to its staffs. Leaves not taken ought to be recovered at Rift Valley Bottlers Limited. Rift Valley Bottlers Limited ought to have an annual leave policy. Rift Valley Bottlers Limited heads of departments ought to be the ones to approve an annual leave. Employees at Rift Valley Bottlers Limited ought to enjoy their annual leaves and look forward to them. Leave days ought to be recovered if not gone. Rift Valley Bottlers Limited ought to recall its staffs from an annual leave if an assignment cropped up. Annual leaves ought to be permitted mostly during a low season. Rift Valley Bottlers Limited employees ought to be entitled to a 30 days annual leave. The study recommends that staffs ought to take maternity/ paternity leave. Rift Valley Bottlers Limited ought to offer their maternity/paternity leave to its staffs. Every employee ought to be entitled to a parental leave once there is a new born in the family. Women ought to be given a maternity leave in lieu of delivery. Fathers or men ought to be given paternity leave to assist in raising their newborns. Paternity leave ought to last for 14 days at Rift Valley Bottlers Limited. Parental leaves ought to be extended on request and management ought to be organized for employee visitation of those on parental leave.

The study recommends that Rift Valley Bottlers Limited ought to have bereavement leave policy. Rift Valley Bottlers Limited ought to support an employee who have been bereaved. Bereavement leaves ought to be open at Rift Valley Bottlers Limited. Employees ought to contribute towards assisting their colleague who have been bereaved or has died. Rift Valley Bottlers Limited ought to have a fund to cater for funerals covering close family members. RVB ought to ensure that each employee is accorded necessary support when he or she has lost

a loved one. Rift Valley Bottlers Limited ought to have an insurance cover for bereavement. The study further recommends that the firm ought to have a policy on sick leave. Sick leave ought to be granted on a recommendation by a doctor. Period for sick leave ought to be open depending on nature of sickness at Rift Valley Bottlers Limited. Sick leave ought to enable employees recover and resume duty. Rift Valley Bottlers Limited ought not to fix the frequency of sick leave. Rift Valley Bottlers Limited ought to organize for visitation of a sick member of staff.

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