

The Impact of Paternity Leave on Employee Productivity in the Workplace: A Quantitative Study in Malaysia

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ABSTRACT

Paternity leave is one of the topics discussed in society in this era. Paternity leave is also a benefit provided by the organisation and has been written into the law in other countries. However, Malaysia still has no law that states paternity leave, and not all organisations provide paternity leave to their employee. Maslow's Hierarchy of Needs Theory, Expectancy Theory and Herzberg's Two Factor Theory were adopted and incorporated in this study. A cross-sectional study is conducted whereby the data gathered is from the collection of questionnaires as the main instrument. The data was collected through an online survey. Participants of this study included 147 male individuals, 18 years old and above with working experience. The data collected was further analysed using SPSS software for descriptive statistics for each variable. The independent variable, namely: Paternity leave, had a significant effect on all the dependent variables, namely: Employee Productivity, Organisation Productivity and Employee Satisfaction. This study is crucial to guide other researchers in understanding better paternity leave in Malaysia. It is also beneficial for organisations, especially since management will start to provide paternity leave to their employees.

Keywords: *Employee, Leave, Male, Organisation, Paternity Leave, Employee Productivity, Organisation Productivity, Employee Satisfaction*

1.1 Introduction

According to UNICEF, nearly 386,000 children will be born worldwide on New Year's Day 2018. The first baby of 2018 will be welcomed by Kiribati's Christmas Island in the Pacific, and the United States will be last. More than half of these births in nine countries are recorded worldwide which is 69,070 births in India, 44,760 in China, 20,210 in Nigeria, 14,910 in Pakistan, 13,370 in Indonesia, 11,280 in the United States, 9,400 in The Democratic Republic of Congo, 9,020 in Ethiopia and 8,370 in Bangladesh (UNICEF, 2018).

Malaysia currently has 16,451 births per 1000 people in 2020, down from 2019 by 1.15%. Malaysia's 2019 birth rate was 16,643 per 1000 people, down 1.15% from 2018. In Malaysia, birth rates were 16,836 per 1,000 population in 2018, a drop of 0.36% compared with 2017. In

2017, Malaysia's birth rate was 16,897 per 1000 people, a decrease of 0.37% from 2016 (Macrotrends, 2021). The lowest number of births in Malaysia was 487,957 for a decade in 2017, down 2.8% in 2018 from 501,945 in 2018. The drop in crude births in 2018 helped to cut from 15.5 to 15% in 2019 (Nur Hanani Azman, 2020). The total fertility rate (TFR) has declined for the past three decades. TFR fell from 4.9 infants in 1970 to 1.8 infants in 2018 for women aged 15 to 49 years. The national TFR has been below 2.1 since 2013, meaning that the cumulative number of babies per woman in her adult life is insufficient to replace her and her husband (Vital Statistics, Malaysia, 2019). So, when the birth rate keeps increasing, the employees will feel more tired when they need to face work, especially if they have a newborn baby. This will cause them to lack productivity and motivation to face their work.

1.2 Problem Statement

There are currently no regulations to extend paternity leave from state-private sector businesses. New fathers in Malaysia are also given paternity leave, not by law but by business policy. However, businesses are used to offering 1-3 days of paid holiday or more extended unpaid vacation (Tim, 2020). Another exception is the government sector, which gives paternity leave to fathers for up to seven days under the *Pekeliling Perkhidmatan Bilangan 9 Tahun 2002*. Any paternity leave in Malaysian private firms is solely at their disposal and must dictate any additional terms (Tanusha Sharma, 2019).

However, in 2019, Minister of Human Resources M. Kulasegaran stated that they hope to propose the implementation of a 7-day paternity leave for the private sector. Deputy Ministers for Women, the Family and Community Development, Hannah Yeoh and Lembah Pantai, and parliamentary member Fahmi Fadzil participated in the petition process. The ministry hoped that the plan would be obligatory for the private sector, according to Kulasegaran. However, he added that the parliament has yet to accept the initial three-day paternity leave in the private sector as a draught plan. Therefore, it will also take time for the planned seven days to be accepted by the cabinet (Esther and Veena, 2019).

Besides, the quantity of paid mothers who perform on average per week has almost tripled. However, with moms increasingly working for income, the number of hours they spend completing homework and taking part in family time has increased comparably. However, nearly 50% of men interviewed by Pew Research stated it is difficult to manage family and work, and the idea of becoming a "working father" is becoming prevalent. It is a statistic widely discussed by working mothers. (Sabrina, 2013).

82% of women and 75% of men still report the need for increased flexibility to manage their home and professional lives. They indicate that 55% have some flexible work schemes in an individual capacity. This lack of balance forces 72% of women and 63% of men to find a new career in the upcoming 12 months. While 55% of women indicated that they had a family and lost job chances, 46% of Malaysian males felt the same. 45% of Malaysian mothers and fathers were concerned about how flexible working arrangements were used to balance work and family efficiently; 35% felt that the current parental leave policy was insufficient for modern working parents (The Iskandarian, 2019). While businesses may indicate that they assist working parents, this does not imply the unrestricted use of the policies of both mums and dads as they see fit. Working parents call for more choices and choices, and Malaysian employers must heed their needs or convey their usage.

The trends show that most organisations, especially new mothers and fathers, will accompany this move, including leisure time. The Employment Act 1955 does not allow compulsory paternity leave, although some public sector employees qualify for a paid paternity leave of 2

days to 2 weeks. Paternity leave is not mandated in the private sector and companies like AXA Malaysia (Donovan & Ho, 2017) and Foodpanda (HRM Asia Newsroom, 2019). So significantly will the paternity leave increase the employee productivity no matter is a male or female employee.

2.0 Literature Review

2.1 Paternity Leave

Paternity leave enables staff to pursue their desired activities and become engaged parents right from birth (Tanaka & Waldfogel, 2007). Fathers have the opportunity to establish early bonds with their children and acquire essential parenting skills during this period. Through taking paternity leave, fathers can build a closer relationship with their kids and gain more confidence. Moreover, fathers who utilize paternity leave may develop a stronger sense of paternal identity and be perceived by both themselves and others as competent parents (Rehel, 2013). Data from the USA and Europe suggest that fathers with more extended paternity leave participate more successfully during infancy and later childhood. The link between paternity leave and parental commitment should be further examined (Haas and Hwang, 2008). Likewise, contact between wives and children is crucial. For example, high tension levels between partners and inappropriate communication through conflict will raise the likelihood of divorce or divorce (Careere and Gottman, 1999). Relationship disputes have been related to decreased childhood satisfaction. Therefore, influences that may increase the consistency of the relationship between parents should be considered (Grych and Fincham, 1990).

Fathers can also use the opportunity of taking paternity leave to concentrate on their ties with their new kids. Giving birth is an essential life experience; parents can improve their connection by being with each other. Fathers can also use the time to bond with their kids (Almqvist and Duvander, 2014). As pairs of parents gradually embrace democratic values, it is essential to have ample time to understand how to break parental work appropriately for both parents (Carlson et al., 2016). Paternity leave can also be related to better parental ties and low-tension levels (Kotsadam and Finseraas, 2011).

The successful engagement of fathers provides many advantages, including improved results for the father and the whole household. For example, fathers who spend longer with their children have higher work time and less time a week than fathers who spend less time with children (Koslowski, 2010). In addition, divorce incidence is reduced for parents who do more homework and childcare than for parents who do less (Sigle-Rushton, 2010). In contrast, socially happier fathers were socialised less with their children (Eggebeen and Knoester, 2001).

2.2 Leave and Productivity in the Workplace

Employees are concerned about leaving, and all employees want to have a sense of recognition or partnership. Employees who feel connected and cared for work harder and more effectively (Abbasi & Hollman, 2000). Organisations spend much time understanding what satisfies the job, but it is difficult to be specific. Many employees seem interested in compensation or benefits, whereas others want a mentally and emotionally rewarding job. Companies will be asking HR professionals and staff to rate and rate what employees think they want to stay or quit. According to the study, companies that gave their employees leave were significantly more productive than those that gave their employees no leave (Paul & Richard, 2001).

It is not just money but also remote working opportunities and flexibility that motivate and keep employees productive during holidays. If managers better understand this, they can create the right environment to succeed this time of year. More than half of employees (51%) feel

uneasy asking the holidaymaker for a break. The main reason, they said, was that their managers wanted them available during their vacation. One reason for this expectation is that 25% of those on vacation are at the busiest time. Almost 64% of employees say they feel uncomfortable taking time away from work in banks. This is especially acute. Half of the healthcare workers reported being sick (Michael, 2018).

A study of leave effects on individuals concluded that prolonged leave provision has no substantial positive effect on employee productivity or organisational productivity. The study observed no substantial impact on employee productivity, loyalty or happiness for extended holidays. Over 89% of study employees were affected. However, it should be noted that this study focuses on prolonged leave, including family holidays in countries like New Jersey, Rhode Island, and Washington (Eileen & Ruth, 2011). The California 2004 Family Bill of Rights (CFRA) has increased employees with new children's benefits. CFRA provides six weeks of paid leave and 12 weeks of unpaid leave authorised under the FMLA (Katharine, 2015). Besides, it impacts employment prospects and the economic security of paid family and sick leave. It was observed that leaves like sick leave and maternity leave increased the productivity and cost-efficiency of the company's employees (Rabenda, 2021).

Indeed, while they are aware of it, most employees are unwilling to adopt this approach. In contrast, fewer males use paternity leave than female employees. Instead, parents can take time off or spend days at a child's birth or another family occasion. There is much evidence that men and women who work in families are perceived differently. Women were viewed as comparable whether they selected such programmes while, on the other hand, males were not considered decent citizens if they took their family leave. Men put their work before their families, they are not helpful and do not have time for these tasks. Heather & Sarah (2012) have indicated that the provision of leave, such as sick and maternity leave, increases employee productivity and efficiency of companies in their study on paid families or medical leave regarding employment stability and economic security. Moreover, such a vacation promotes employee content and loyalty, decreases employee turnover, and increases employee productivity (Lovell, 2004; Waldfoge, 1998).

H1: There is a significant relationship between paternity leave and employee productivity in the workplace.

2.3 Leave and Organisation Productivity

2.3.1 Organisation Performance

Previous research has revealed empirical evidence that individual HR practises and performance results have a favourable association (Singh, 2004; Kaya, 2006; Mostafa et al., 2015). Recruitment and selection, for example, are positively linked to organisational success. Training and development are other pillars of human resources management that promote an organisation's performance. Likewise, performance assessment, reimbursement, and rewards impact organisational performance considerably. In addition, employee engagement positively impacts organisational performance in most human resources management studies (Boxall & Macky, 2009). Moreover, researchers in human resources point out that if employees are self-employed, their performance can be enhanced (Kehoe & Wright, 2010).

The ultimate focus of the workforce is improving organisational performance (Rich et al., 2010). Commitment concerns have become prominent for study into human resources management, suggesting that modern organisations' survival and performance are essential. Some academics have discovered that engagement is linked to individual outcomes,

productivity, and organisational success in the literature on employer involvement, such as corporate citizenship behaviour (Alfes et al., 2013), organisational effectiveness and performance (Ogbonnaya & Valizade, 2016).

Besides, Darwish et al. (2018) discovered that transformative leaders in the United Arab Emirates might change the connection between research and transformative learning processes and innovation and increase corporate learning. Sampling approaches were also used to assess the impact on the efficiency of 290 crew members of leadership style, work-life balance, and employee engagement. The results indicate the direct and beneficial effect on management style, work-life balance, and employee engagement (Ricardianto et al., 2020). Finally, Dewi & Wibowo (2020) utilised multiple linear regression to assess university instructors' performance. The students' style, organisational culture, and motivation affect long-term teacher education and work performance. The results show that transformative leaders may foster a work spirit and increase staff learning, increasing organisation performance (Chen et al., 2019).

Besides, employees can enjoy a better working life if they have a good perspective of the degree of responsibility of their organisation (Royuela et al., 2007). In a similar study, employees positively assessed non-competitive and cooperative working settings, enhancing Croatia's quality of life (Šverko & Galić, 2014). In addition, the quality of work-life was affected by characteristics such as job stability, interpersonal interactions and working-life balance (Waghmare & Dhole, 2017). The first European Quality of Life Survey study revealed more significant impacts on living satisfaction, notably on job satisfaction, on positive characteristics of the profession (excellent rewards, employment stability, favourable job prospects, and fascinating work). It should be highlighted that an inadequate balance between work and life might impair employee quality of life, affecting the organisation's performance.

2.3.2 Organisation Competitiveness

Research results on the link between competitiveness and organisations' performance vary. Some research has indicated that the competitiveness of features is favourably connected to individual and business success (Brown & Peterson, 1994). However, there has never been any significant association between feature competency and company performance, and some have even discovered a negative correlation (Spence & Helmreich, 1983). This paradox indicates that additional factors might significantly influence the connection between competitiveness and performance. The competitiveness of traits is simply an internal performance element. It depends on various internal and external elements if its performance is high.

Although competitiveness in trait references is primarily about static personal disposition, competitive attitudes and behaviours involve a dynamic psychological state (Cialdini et al., 1981). Many working attitudes, such as organisational commitment (Meyer & Herscovitch, 2001) and commitment to change, are related to job performance (Chen & Wang, 2011). Researchers also feel that competitive behaviour as an attitude towards work also adds to the performance of jobs. Those highly competitive invest more effort and energy, resulting in a high level of performance.

Contrary to competition, competitiveness is also dynamic and may be displayed without the competitiveness of features. In certain instances, persons with low competitiveness also display competing behaviour in competitive surroundings. However, according to social psychology, it is also possible that competitive behaviour differs significantly from competitive behaviour (Wicker, 1969; Kraus, 1995). For example, a person might not like competition and have a negative attitude about competition. However, the individual can still be competitive under some conditions, particularly in a competitive setting. Driven by companies' competitive

climate, employees need to compete to live. Competitive behaviour, therefore, is quite dynamic and greatly dependent on the environment. Therefore, competitive behaviour is commonly thought to be directly related to job performance since it is intimately linked to job performance and behaviour. People with more competitive behaviours are more inclined to outperform others and work best, maybe attaining greater organisational productivity (Wang et al., 2018).

In their study on the impact of welfare, Auer & Fortuny (2000) pointed out that the establishment of welfare benefits, the introduction of new benefits such as annual leave, paternity leave and maternity leave, the introduction of leave and other positive effects on an organisation's productivity level. This is because employees are better off and happier with their employment and increase their output level. Furthermore, like the study by AU & E (2014) at private hospitals in Nigeria on employee welfare and organisation performance, they discovered that giving additional perks, such as vacation, can increase organisational productivity and performance.

H2: There is a significant relationship between paternity leave and organisation productivity in the workplace.

2.4 Leave and Employee Satisfaction

2.4.1 Job Satisfaction

Mullins (2006) identified employee happiness as an emotion, a sensation, and a sense of a problem. It originates from an evaluation of the job experience of an individual. Employees' satisfaction comprises pleasures, dislikes, and internal and external requirements. Employee happiness may be a significant indication of staff feelings about their employment and of job citizenship, absenteeism, and the behaviour of quitting. In collaborative research, employees' happiness was linked to life satisfaction (Windaru, 2021).

This structure is commonly utilised in conjunction with other work and corporate study dimensions because of its complexity and impact on many circumstances. For example, individuals or organisations might influence job satisfaction (Locke, 1976). A better work-life balance should thus be achieved (Knox & Irving, 1997), and job satisfaction should positively correlate with increased corporate commitment (Li et al., 2014). Oppositely, increased stress was related to worse job satisfaction and more surface behaviour (Bhave & Glomb, 2013). There was a decline in work satisfaction for employees, but their contentment improved with age and organisational change in a specific organisation (Shoshana et al., 2016). Fewer employees are satisfied with work (Lance, 1991), less emotion and less health and satisfaction in life (Judge & Ilies, 2004). It can be linked to many withdrawal behaviours, such as absenteeism, presenteeism and performance (Burton et al., 2005). The performance connection has long been regarded as the "holy grail" in satisfaction studies. However, this is not a one-way connection, as worse performance can lead to less job satisfaction. It is also linked to other working behaviours (Judge et al., 2012). On the other hand, Hauff, Richter and Tressin (2015) demonstrate considerable variances in several job characteristics between nations based on cultural aspects. Culture appears to be a regulator between job satisfaction and job features (Huang & Evert, 2003; Adigun & Stephenson, 1992).

The theoretical explanations underpinning the views and attitudes of women and men in the workplace have to do with gender comparisons (Tabvuma et al., 2015). Their job satisfaction may be lower than that of males, particularly at certain events, such as the birth of their first marriage or children (Georgellis et al., 2012). These kinds of tensions have historically influenced women. However, despite the low quality of the working circumstances, Hakim

proposed the "Grateful Slave" paradox. Women can display more happiness with their work (Hakim, 1991). Nevertheless, prior research has indicated that the satisfaction of men and women with employment and life is becoming increasingly similar (Tait et al., 1989).

2.4.2 Employee Commitment

A complex of knowledge has developed in recent decades, and there is a beneficial influence on the organisational performance of an employee, that is, his or her psychological connection to the organisation. In particular, the turnover rate of employees with poor commitments to the company or absenteeism is greater (Mowday et al., 1989; Harrison et al., 2006). Different elements that impact employees' commitment to their organisations have been explored. The factors that the employee experiences in his or her work and the organisation characterising his or her work can be divided into three categories. According to Meyer & Allen (1991), they include the demographic features or personality of the employee. Both can be separated by the element that impacts a particular person or all workers in an organisation (Westphal & Gmür, 2009).

The commitment to the organisation is divided into three components to develop the fundamental distinction between attitude commitment and conduct a regulatory commitment, ongoing commitment, and emotional commitment. First, standard commitment is based on the employee's duty to remain in the organisation (Boushey & Glynn, 2012). In contrast, continuous involvement refers to a stay or leave of the organisation's cost-benefit consideration for the employee. Finally, emotional commitment stresses the emotional element of workers' commitment to their organisation, described as the "emotional attachment, identity and involvement" of employees (Meyer & Allen, 1991).

Donohue and Heywood (2004) also pointed out in a nationwide study of marginal benefits and work satisfaction that providing days off or on vacation did not enhance employee happiness considerably. According to the study, it is irrelevant whether organisations recognise pay leave. However, the research highlighted that it was primarily because of other marginal benefits such as childcare, pensions, education, and health insurance.

H3: There is a significant relationship between paternity leave and employee satisfaction in the workplace.

2.5 Theory and Theoretical Grounding

2.5.1 Maslow's Hierarchy of Needs

This study chooses Maslow's Hierarchy of needs theory because when employees are at work, they can meet their basic needs through promotion and salary increases. However, they will think of more benefits when these needs are met. The most basic leave available in the workplace (annual, sick, and personal leave) is insufficient. So, it shows employees that while women have maternity leave, men will want to have a similar amount of time off, which is paternity leave. When employees get satisfaction from paternity leave, it increases their productivity.

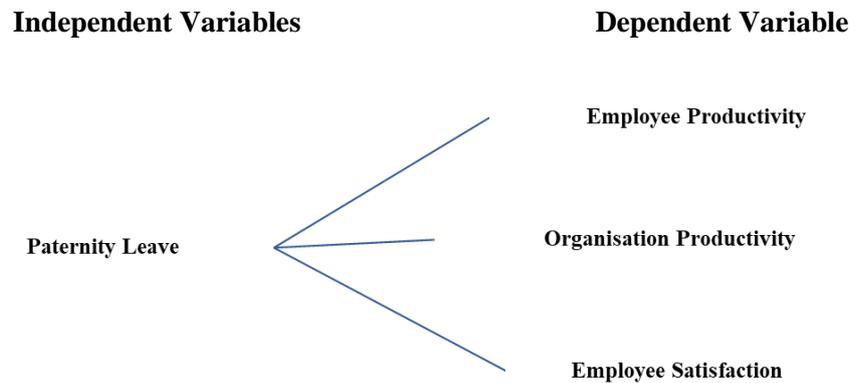
2.5.2 Expectancy Theory

This paper's research is closely tied to the Expectancy Theory. Given that paternity leave falls under employee welfare, employees naturally anticipate it. Consequently, when employees have certain expectations, it is highly likely that the organization's productivity will increase. Therefore, the Expectancy Theory serves as a pertinent framework to examine the potential impact of paternity leave on organizational productivity.

2.5.3 Herzberg's Two-Factor Theory

In this study, Herzberg's Two-Factor Theory was chosen to assess the influence of paternity leave on employee satisfaction, as it is an integral aspect of Herzberg's Two-Factor Theory within the realm of hygiene factors. Moreover, since hygiene factors are part of the company's policies, and paternity leave is associated with the congratulatory policy, it is plausible that policy modifications could lead to enhanced employee satisfaction.

Figure 1: Research Framework



3.0 Methodology

3.1 Instrumentation

A questionnaire is a way to obtain the data in this study. The questionnaire is a survey instrument that consists of a series of questions designed to collect information about respondents (Brace, 2018). Questionnaires come in two varieties: self-management and interview management. First, respondents often fill out self-administered surveys (Saunders, Lewis, and Thornhill, 2009). This can be done over the Internet or by personally sending it to each respondent and collecting it.

On the other hand, the questionnaire controlled by the interviewer is generally documented by the interviewer based on the replies of each interviewee. This can be accomplished by telephone or in-person questioning. The sort of questionnaire utilised in this study will be a self-completed questionnaire administered using Google Forms.

3.2 Sampling

According to Saunders et al. (2016), obtaining data from the entire population is impractical. Therefore, sampling is necessary. It is critical to employ sampling in this investigation since it saves time. Non-probabilistic sampling, according to Saunders et al. (2016), is the most viable sample approach. Tabachnick and Fidell's formula will be used to calculate the sample size. The formula devised by Tabanick and Fidell is shown below:

$$\text{Size} = 50 + 8M$$

According to Tabanick and Fidell's estimation, the sample size for this study will be a minimum of 82 respondents. However, it will also collect more sample sizes from the questionnaire. Therefore, as the response is more, the result will be more accurate. Convenience sampling was employed for this study, which entails randomly picking simple instances to collect as a sample (Saunders et al., 2016). In this study, a total of 142 respondents were collected.

4.0 Data Analysis

Sekaran (2003) noted that data analysis has three goals: to get a feel for the data, test the data quality, and test the hypotheses developed for the research. The Data Sensation will present preliminary insights into the quality of scales, coding and data entry, and more. In addition, SPSS Statistics software will be used to examine data collected via questionnaires.

4.1 Reliability Analysis

The reliability statistics in Table 1 indicate that all the variables above have Cronbach's alpha values greater than 0.6, with paternity leave having a value of 0.773, employee productivity having a value of 0.642, and organisational productivity having a value of 0.709, and employee satisfaction having a value of 0.857. Thus, all the above variables, namely Paternity Leave, Organisational Productivity, and Employee Satisfaction, have been accepted as reliable for this study, except for Employee Productivity, which remains questionable, and the instruments of this study can be further investigated and analysed.

Table 1: Reliability Analysis

| Variables of the study | Cronbach's Alpha | N of Items |
|-------------------------------|-------------------------|-------------------|
| Paternity Leave | 0.773 | 5 |
| Employee Productivity | 0.642 | 5 |
| Organisation Productivity | 0.709 | 5 |
| Employee Satisfaction | 0.857 | 5 |

4.2 Personal Correlation

Table 2 depicts the results of the correlation between the independent variable, Paternity Leave (TPL), and dependent variables as Employee Productivity (TEP), Organisation Productivity (TOP) and Employee Satisfaction (TES), which are being used to examine the hypothesis in this research. For each of the variables, Pearson correlation, significance and N values have been analysed with the correlation analysis. This study focuses on the significance of each variable to analyse their correlation, and the lesser the number, the more accurate the variables are. All the variables showed an outcome of $p = 0.000$, so they correlate with the variables; primarily, the dependent variable has a high correlation with all the independent variables (Hauke & Kossowski, 2012). For example, based on the correlation analysis TPL, TEP, TOP, and TPS have obtained a coefficient value of 1, 0.510, 0.424 and 0.558, respectively. Thus, based on the cited results, it can be indicated that the independent variables of this study have a positive and strong relationship with the dependent variables.

Table 2: Correlation

| | | TPL | TEP | TOP | TES |
|-----|---------------------|--------|--------|--------|--------|
| TPL | Pearson Correlation | 1 | .510** | .424** | .558** |
| | Sig. (2-tailed) | | .000 | .000 | .000 |
| | N | 146 | 146 | 146 | 146 |
| TEP | Pearson Correlation | .510** | 1 | .791** | .798** |
| | Sig. (2-tailed) | .000 | | .000 | .000 |
| | N | 146 | 147 | 147 | 147 |
| TOP | Pearson Correlation | .424** | .791** | 1 | .774** |
| | Sig. (2-tailed) | .000 | .000 | | .000 |
| | N | 146 | 147 | 147 | 147 |
| TES | Pearson Correlation | .558** | .798** | .774** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | |
| | N | 146 | 147 | 147 | 147 |

** . Correlation is significant at the 0.01 level (2-tailed).

4.3 Multiple Regression Analysis

4.3.1 Model Summary

Table 3 summarises the model for the multiple regression analysis. It is about Employee Productivity (TEP). The value of R square is 0.260, according to the table. This number suggests that the study's component, Paternity Leave (TPL), accounts for 26% of the variation in employee productivity (TEP). This also means that non-studied variables impact the remaining 74% of the total. Additionally, the corrected R square is 0.255, which indicates a 25.5% sample size adjustment.

Table 3: Model Summary of TEP

| Model Summary ^b | | | | |
|----------------------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .510 ^a | .260 | .255 | .57230 |

a. Predictors: (Constant), TPL

b. Dependent Variable: TEP

The model summary for the multiple regression analysis is provided in Table 4, and it pertains to Organisational Productivity (TOP). The value of R square is 0.180, as seen in the table. This number implies that the variables examined in this research, Paternity Leave (TPL), explain 18% of the variation in Employee Productivity (TEP). This also means that non-study-related variables impact the remaining 82% of the total. The modified R square is 0.174, suggesting a 17.4% sample size adjustment.

Table 4: Model Summary of TOP

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .424 ^a | .180 | .174 | .67239 |

a. Predictors: (Constant), TPL

b. Dependent Variable: TOP

The model summary of the multiple regression analysis shown in Table 5 is about Employee Satisfaction (TES). According to the table, the value of R square is 0.311. This value indicates that the factors in this study, Paternity Leave (TPL), account for 31.1% of the variances in Employee Satisfaction (TES). This also implies that the remaining 68.9% of the total is influenced by other factors not considered in this study. Moreover, the adjusted R square has a value of 0.306, indicating a sample size adjustment of 30.6%.

Table 5: Model Summary of TES

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .558 ^a | .311 | .306 | .62480 |

a. Predictors: (Constant), TPL

b. Dependent Variable: TES

The regression model is considered based on the analysis completed in this research between Paternity Leave (TPL) and Employee Productivity (TEP) in Table 6, which reveals values such as 16.552 for the sum of squares, 16.552 for the mean square, $F=50.536$ and a significance level less than 0.000. This ANOVA study reveals a significant interaction between the dependent and independent variables, as determined by a significance value of 0.000, which is less than 0.05. This demonstrates that independent variables such as growth opportunities, supportive management, and meaningful work have a significant relationship with the dependent variable, Employee Productivity (TEP). Independent variables such as Paternity Leave (TPL) can affect the dependent variable. Although relying just on the ANOVA test and finishing the analysis based on this test would not be correct, multiple regression analysis was used to complete the tests and conclude the hypothesis in this study.

Table 6: ANOVA Table of TEP

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 16.552 | 1 | 16.552 | 50.536 | .000 ^b |
| | Residual | 47.163 | 144 | .328 | | |
| | Total | 63.715 | 145 | | | |

a. Dependent Variable: TEP

b. Predictors: (Constant), TPL

The regression analysis is considered in this study based on the analysis conducted between Paternity Leave (TPL) and Organization Productivity (TOP) in Table 7. The regression model shows values such as 14.253 for the sum of squares, 14.253 for the mean square, $F=31.526$ and a significance level less than 0.000. This ANOVA study reveals a significant interaction between the dependent and independent variables, as determined by a significance value of 0.000, which is less than 0.05. This demonstrates that independent variables such as growth opportunity, supportive management, and meaningful work all have a significant relationship with the dependent variable, Organization Productivity (TOP), and that independent variables such as Paternity Leave (TPL) can influence the dependent variable. Although relying just on the ANOVA test and finishing the analysis based on this test would not be correct, multiple regression analysis was used to complete the tests and conclude the hypothesis in this study.

Table 7: ANOVA Table of TOP

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 14.253 | 1 | 14.253 | 31.526 | .000 ^b |
| | Residual | 65.103 | 144 | .452 | | |
| | Total | 79.356 | 145 | | | |

a. Dependent Variable: TOP
b. Predictors: (Constant), TPL

The regression analysis is taken into consideration based on the analysis conducted in this study between Paternity Leave (TPL) and Employee Satisfaction (TES) in Table 8, where values such as 25.338 for the sum of squares, 25.338 for the mean square, $F=65.034$ and a significance level less than 0.000 are found. This ANOVA study reveals a significant interaction between the dependent and independent variables, as determined by a significance value of 0.000, which is less than 0.05

Table 8: ANOVA Table of TES

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 25.388 | 1 | 25.388 | 65.034 | .000 ^b |
| | Residual | 56.214 | 144 | .390 | | |
| | Total | 81.602 | 145 | | | |

a. Dependent Variable: TES
b. Predictors: (Constant), TPL

This demonstrates that independent variables such as growth opportunity, supportive management, and meaningful work have a significant relationship with the dependent variable, Organization Productivity (TOP). Independent variables such as Paternity Leave (TPL) can affect the dependent variable. Although relying just on the ANOVA test and finishing the analysis based on this test would not be correct, multiple regression analysis was used to complete the tests and conclude the hypothesis in this study.

| Hypothesis | Significance | Results |
|---|--------------|----------|
| H1: There is a relationship between paternity leave and employee productivity in the workplace | 0.000 | Accepted |
| H2: There is a relationship between paternity leave and organisation productivity in the workplace? | 0.000 | Accepted |
| H3: There is a relationship between paternity leave and employee satisfaction in the workplace? | 0.000 | Accepted |

5.0 Discussion of Findings

5.1 Is there a Relationship between Paternity Leave and Employee Productivity in the Workplace?

This study has discovered a significant relationship between Paternity Leave and Employee Productivity. According to the findings, in Malaysia, paternity leave has a beneficial impact on employee productivity. In this research, employee productivity factors, such as concentration on the firm, employee dedication, and parent-child interaction, were positively correlated with paternity leave. On the other hand, Paternity leave positively affects employee satisfaction. According to research by Bernthal and Wellins (2011), employee productivity and paid time off are closely linked.

Paternity leave does not rejuvenate, nourish, or recuperate most workers, contrary to the prevailing theory and research findings. Civil servants provide recuperation leave for their research on the impact of work-life balance on employee productivity (Ansari et al., 2015; Charith, 2015). Employee productivity and happiness have risen because paid leave is available globally. Providing time off to workers has been found to improve employee happiness and productivity by calming employees' anxieties and improving the amount of work they create and their loyalty to their employers (Katharine, 2015). According to a recent study, paternity leave is well-known and widely used in Malaysia, which found that most men know the benefits of taking time off to raise their children.

On the other hand, Paternity leave is not taken by a majority of them. Personal choice was identified as the reason for the lack of paternity leave in the research since most workers choose to take other forms of leave. Because of this, it is possible that workers who take paternity leave are not getting the rest and rejuvenation they need.

Finally, offering such leave increases employee satisfaction, and loyalty reduces employee turnover and thus increases employee productivity. This is like the finding in this study that offering paternity leave improves employee satisfaction. There is a significant positive correlation between the availability of paternity leave and employee satisfaction in Malaysia.

H1: There is a relationship between paternity leave and employee productivity in the workplace.

5.2 Is there a Relationship between Paternity Leave and Organisation Productivity in the Workplace?

Many people and experts have studied the link between paternity leave and organisational productivity and have come to diverse findings. Individual performance was linked to the availability of paternity leave in this research. This is in line with Ressurreccion (2012)'s results, which said that increasing productivity in the workplace requires giving extra advantages.

According to Ressurreccion (2012), an increase in an individual employee's performance may have a ripple effect across the whole company. Providing fringe benefits substantially influences productivity and performance levels inside the firm and the effect they have on fringe benefits. Employees are more engaged and motivated in organisations that provide perks, which results in better performance and productivity for the business (Jiang et al., 2009).

Allowing fathers to take time off to raise their children demonstrates a company's concern for its workers, increasing employee loyalty and investment in the business. As a result, a company's overall production and productivity are boosted when its employees are loyal. In addition, employees who get additional incentives work harder to boost organisational performance since they are more invested in the company. Providing paternity leave also increases employee motivation and retains existing employees (Chen & Wang, 2011).

Improved employee engagement and the company's competitive edge. According to the research findings, a company's paternity leave policies deter people from quitting their jobs. Increasing employee commitment, engagement, and loyalty improves individual performance, improving the firm's overall productivity and performance. According to Wright et al. (2010), fringe benefits are a significant strategic move to boost competitiveness, particularly when foreign multinationals are pouring in and must compete with a local organisation. The data backs this perspective.

As a result, by giving benefits, the organisation and its employees will help both gain from an increase in employee happiness and, in turn, productivity. Like fringe benefits, the introduction of additional benefits like yearly leave, paternity, and maternity leave, as well as other beneficial impacts on an organisation's productivity level, have been implemented (Wang et al., 2018). As a result, individual productivity rises because of increased motivation and satisfaction among employees, and it will keep organisations from increasing their productivity.

H2: There is a relationship between paternity leave and organisation productivity in the workplace.

5.3 Is there a Relationship between Paternity Leave and Employee Satisfaction in the Workplace?

There is a significant relationship between the availability of paternity leave and employee satisfaction. According to this research, there is a significant positive association between providing paternity leave and employee happiness. As with the findings of this research, Atz (2010) said that offering extra perks, such as paid time off, will increase employee satisfaction without affecting employee pay. According to Atz (2010), if workers believe their vacation compensation would be similar to or more than their average wage, their happiness will be higher. The survey supported this, as most respondents said that providing paternity leave boosted their happiness, as they felt financially secure, at peace, and confident in their work and wage stability despite paternity leave.

Other researchers have found comparable outcomes to this one, including Uppal (2005), who discovered a substantial positive link between paid leave and increased work satisfaction. According to Uppal's (2005) research, providing paid leave enhanced employee satisfaction since workers benefited from such fringe benefits. In addition, Freeman (1978), Weiss (1984), Clegg (1983), and other researchers discovered a favourable association between the provision of extra benefits and vacation time and employee satisfaction. Boushey and Glynn (2012) note in their research on the influence of paid family and sick leave on job stability and economic

security that providing sick and maternity leave increases employee satisfaction and loyalty. It decreases employee turnover and productivity (Lovell, 2004).

This research showed that providing paternity leave as a factor influencing employee happiness increased staff motivation and loyalty. Offering paternity leave, the survey concludes, demonstrates an organisation's concern for its workers. As a result, employees become more engaged, driven and loyal to the organisation. As a result, they were resulting in enhanced employee satisfaction. Paternity leave and other fringe benefits have a significant role in determining employee job satisfaction. Additionally, fringe benefits like paid vacations and holidays have improved employee happiness and productivity.

H3: There is a relationship between paternity leave and employee satisfaction in the workplace.

5.4 Implication

From a theoretical implication viewpoint, this research may have some significance for other researchers having the same research topic and how the result of the variable has positively or negatively influenced employee productivity, organisation productivity and employee satisfaction in Malaysia. Even though this study is based upon past researchers of a similar research theme, the influence of this subject matter, independent variables, namely: Paternity Leave. Therefore, this research will help other business field researchers have a broad understanding of paternity leave and its significance or relationship to employee productivity, organisation productivity, and employee satisfaction. Furthermore, the help of these cited frameworks, namely: Maslow's Hierarchy of Needs Theory, Expectancy Theory and Herzberg's Two Factor Theory, may help the organisation to have a much broader on how to increase their employee productivity, and organisation productivity and employee satisfaction in this industry. Finally, this research may theoretically guide organisational management in increasing employee and organisation productivity in Malaysia.

The practical implication of this study is the influence of paternity leave on employee productivity, organisation productivity and employee satisfaction among males in Malaysia. Therefore, in practice, paternity leave will significantly impact the organisation. According to the survey, many interviewees believe paternity leave benefits them. Therefore, when the organisation provides paternity leave, its employees will feel the benefits and improve their productivity and satisfaction, so the organisation's productivity will also be improved. In addition, organisation welfare will indirectly affect employee satisfaction in the current business competition. Many organisations will attract more people to join through many benefits to expand the business scale. Therefore, the benefits provided by the organisation will affect employees' loyalty to the company, and loyalty will affect employees' satisfaction. The higher the employee satisfaction, the higher the organisation's productivity and productivity will also improve. Conversely, the lower the employee satisfaction, the lower the productivity, and so will the organisation.

5.5 Conclusion and Limitations

This thesis has been conducted to mitigate issues of paternity leave will affect employee productivity in Malaysia. The objective of this research was to test the hypothesis relationship of IV, namely: Paternity Leave, with DV, namely: Employee Productivity, Organisation Productivity and Employee Satisfaction. Henceforth, based on data analysis findings, it can be stated that the variables: Paternity Leave has a positive relationship with Employee Productivity, Organisation Productivity and Employee Satisfaction. In addition, it can be stated

that three of them have the same significant rate, 0.000. Overall, this study has been successfully conducted and tested its variables.

This study has several flaws to work around. Firstly, this study's conclusions may only be relevant to a tiny percentage of its participants since there are only 147 participants in this survey. Therefore, the responder should bear the brunt of the cost to get more accurate results. The spread of the Covid-19 epidemic also constrains us. Using an online questionnaire, we reduced the amount of interaction we had with our responders. As a result, data may not be correct, although it is handier and more contactless. However, some survey takers may not approach us for assistance even if they have questions or concerns. Because of this, the accuracy of the data may be compromised. Thus, the pandemic's restricted data-gathering techniques affected our data accuracy since we could not fully explain to them when they had queries. Finally, this study may only be cross-sectional because of the limits imposed by funding and time.

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