EFFECTS OF DOMESTIC VIOLENCE ON EMPLOYEE PRODUCTIVITY IN WATER SERVICE PROVISION COMPANIES IN NAKURU COUNTY, KENYA

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ABSTRACT
Domestic violence is a global epidemic that causes physical, psychological, economic and social torture to its victim and comes in different forms. The victims find it difficult to cope with their routines at home and in their places of work. The results of the violence affect the people surrounding the victims more than it affects the victims themselves. The research study sort to: establish the prevalence of domestic violence, investigate the various forms of domestic violence, examine the effects of domestic violence on employees’ productivity and identify strategies of managing these effects. Social-ecological theory which takes into consideration the interaction of domestic violence between individual, relationship, community and societal factors was employed. The study adopted a descriptive research design and had a target population of 319 employees from Nakuru County Water Service Provision Companies (NAWASSCO, NARUWASCO and NAIVAWASS) where a sample of 133 respondents was selected through snowball sampling technique. The sample comprised of Zonal Human Resource Managers and employees who had either been victims or perpetrators of domestic violence. Participants were studied in a natural setting with the use of personal interviews and open-ended questionnaires as main tools of data collection. Qualitative data was first coded, analysed then presented in narratives. Quantitative data was analysed in percentages and presented in tables & figures. The findings of the study reveal that Domestic Violence has a negative effect on employees’ productivity characterised by; increased absenteeism, tardiness, decreased concentration, workplace interruptions, emotional stress, physical injuries, compromised safety of employees, poor interpersonal relationship, reduced employee morale, and trauma from witnessing violence. The study recommends implementation of workplace polices addressing domestic violence, employees’ domestic violence education, avail counselling services to employees and apply non-judgemental and emphatic ways in handling domestic violence cases.

Key words: Domestic Violence (DV), Domestic Violence Prevalence, Forms of Domestic
Violence and Productivity of Employees.

Introduction
Domestic violence (DV) is both a health and safety issue which has medical, personal, emotional, professional and economic consequences. An analysis by World Health Organization (WHO) with the London School of Hygiene and Tropical Medicine and the Medical Research Council, in 2005 covering data from over 80 countries established that globally, 35% of women experience intimate partner/ non-partner sexual violence or physical violence with intimate partner violence being prevalent. Further, a multi-country study by WHO on women’s health and domestic violence against women carried out in 2005, in 10 low and middle-income countries showed that, among women aged 15-49: about 15% in Japan and 71% in Ethiopia reported physical and sexual violence meted by an intimate partner in their lifetime. Further, 0.3 to 11.5% indicated they experienced sexual violence by someone other than a partner since they were aged of 15. Additionally, 17%, 24% and 30% of women in rural areas of Tanzania, Peru and Bangladesh respectively reported that their first sexual experience was forced (WHO, 2005).

On the other hand, men can also be victims of intimate partner violence. The Intimate Partner Violence Fact Sheet (2002) reveals that more than 800,000 men are raped or assaulted by a partner and one in 1000 men is victimized by his partner every year. Of the over 70,000 Americans surveyed in 2008, 23.6% of women and 11.5% of men reported that they had experienced at least one lifetime episode of intimate-partner violence. Further, in households with incomes under $15,000 per year, 35.5% of women and 20.7% of men reported to have suffered violence from an intimate partner (Morbidity and Mortality Weekly Report, February 8, 2008 issue). A survey carried out in former 40 selected districts by Maendeleo ya Wanaume Organization lobby group that champions for the rights of men in Kenya established that between 1 and 1.5 million men are domestically assaulted by women on a daily basis.

Conversely, most people do not associate the workplace with DV. This is because DV is primarily associated with the home environment and the intimate immediate relationships people have with those very close to them (LeBlanc & Barling, 2005; Tombs, 2007; Tiesman, Gurka, Konda, Coben, & Amandus, 2012;). However, DV should concern employers because it endangers employee safety, health and reduces company productivity. A domestic violence and work survey report of 2011 carried out in Australia indicated that DV is a major issue and generally most businesses fail to address the impact of DV in their premises. Hence, the productivity of victims experiencing domestic violence is reduced due to sapping of their energy, their confidence is undermined, their health compromised and the society at large is denied their full participation. This is supported by the finding of Carrillo (1992) that women fail to lend fully their labour or creative ideas when they are burdened with both psychological and physical scars of abuse.

In the USA, DV is estimated to cost the economy $8 billion a year in healthcare costs and lost productivity (Presidential Memorandum, 2012), while in the UK, decreased productivity, sick pay resulting from DV and lost wages constitute £2.7 billion (ILO, 2011). As for Australia, increased awareness of just how prevalent DV is at all levels of social strata has made governments in at least two states to form special taskforce inquiries into domestic and family violence (Queensland Taskforce, 2015, Victorian Royal Commission into family Violence Proposed Terms of Reference, 2015) (Andrews, 2015). In New Zealand, Women constitute 47%
of the labour workforce (Statistics New Zealand, 2011) and estimates indicate that out of three women at least one experiences some form of DV in their lifetimes (Fanslow & Robinson, 2004). WHO (2005) argues that the high DV rates among women in Tanzania and Ethiopia largely affects their productivity at the workplace. In its report “Men’s Health and Domestic Violence”, 56 per cent of women in rural Tanzania are subjected to cruel beating or other forms of violence meted by husbands or other intimate partners. This is the same case for 71% of women the rural areas of Ethiopia. The global body explains this as an indicator of negative productivity for women at the workplace.

DV is very common in Kenya and despite notable interventions by the Kenyan government and civil society actors; the number of cases and the severity of DV in Kenya in all the regions has been on the rise. A report by the Coalition on Violence against Women (COVAW), 2002 states that domestic abuse constituted 48% of all violations. The Kenya Demographic Survey of 2014 reveals that 45% of women aged 19 to 49 years old have experienced some form of abuse in their lifetime (KDHS, 2014). The case of a young lady in Kenya who lost both her arms after her husband hacked them off because she could not bear him children (Daily Nation, 2016), is one among many that shows how DV can lead to severe physical injuries that hinder the ability to be productive at work. In another article of the same paper, it was reported that a female lawmaker hailing from the nomadic Samburu community was severely beaten by a male colleague allegedly over political differences.

A performance review by the Kenya’s Water Services Sector (2013-2014), indicates that Rift Valley Water Services Board (RVWSB) is ranked as the Board where personnel/employees costs (measured on the basis of number of connections/number of employees) amounted to more than 50% of the operational costs implying that more than 50% of the sector’s resources were utilized by the workforce, that was not equally productive and DV is one of the factors affecting employees productivity. Indicating the gravity of domestic abuse on the employees of the water companies, the Standard Newspaper on November 29th. 2015 reported the tragic end of an employee of Nakuru Rural Water and Sanitation Company Limited, who was butchered by her husband after some disagreements. On 28th June, 2016, the same paper again carried a story titled “Nakuru woman charged with husband’s murder”. The deceased husband was an employee of Nakuru Rural Water and Sanitation Company (NARUWASCO), while the accused wife was an employee of Rift Valley Water Services Board (RVWSB).

It is against this background that employers can no longer distance themselves from the prevalence, forms, effects and management of DV in the workplace. However, limited information exists on how DV has influenced productivity within the water sector in Kenya. Therefore, this study was conducted in the water sector within Nakuru County to establish the effect of domestic violence on employee productivity in Nakuru County water service provision companies (WSPs).

**Statement of the problem**
Domestic violence is recognized as a criminal offense in almost all countries across the world. It is one of the most serious human rights violations which denies its victims equality, dignity, security, self-worth and the right to enjoy fundamental freedoms. Kenya in an effort to eradicate DV has instituted global instruments that are geared towards bringing to an end all forms of violence and discrimination against women. Moreover, the Kenyan constitution has enshrined
rights and privileges for women and girls. Further, the Protection against Domestic Violence Act 2015, passed by parliament provides protection and relief for victims of domestic violence.

Despite these measures by relevant institutions, enactment of deterrent laws and decades of creating awareness and advocacy, domestic violence has continued to manifest itself in varying forms in Kenya. KDHS (2014), reports that in the former Rift Valley province where Nakuru county falls, 38% of the women aged between 15 and 49 years experienced physical violence and 14% sexual violence while 9% men of the same age experienced physical violence and 4% sexual violence. Data from the Department of Health, the Police and Law courts in Nakuru County, show that DV continues to be one of the major violations being reported. The high prevalence of DV in the County penetrates into the workplace from the households because employees not only bring to the organizations their skills and abilities but also their personal relationships coupled with problems, therefore affecting their productivity.

The tragic end of an employee of Nakuru Rural Water and Sanitation Company Limited (NARUWASCO), who was butchered by her husband after some disagreements and the story of an employee of Rift Valley Water Services Board (RVWSB) having been charged with murdering her husband are scenarios that raises questions regarding the effects of DV on employee productivity an aspect hardly addressed in all the mentioned cases. It is with this view, the researcher therefore, sought to carry out a study on the effect of DV on employee productivity in water service provision companies in Nakuru County.

**Research objectives**

i. To establish the prevalence of DV by gender in Nakuru County water service provision companies in Kenya.

ii. To investigate the various forms of DV experienced by employees of Nakuru County water service provision companies in Kenya.

iii. To examine the effects of DV on employees’ productivity in Nakuru County water service provision companies in Kenya.

iv. To identify DV management strategies in Nakuru County water service provision companies in Kenya.

**LITERATURE REVIEW**

**Theoretical Framework**

**Social Ecological Model**

The study was informed by the Ecological model theory which deliberates on the broader aspect of domestic violence. The theory tries to link violence in the family to the broader social environment. As explained by Dahlberg and Krug (2002), the theory takes into consideration the complex interplay between individual relationship, community and societal factors. It allows for the understanding of factors that predispose people to violence or ways to protect them from experiencing or perpetrating violence. The overlapping rings in the model illustrate the fact that violence results from the interaction of factors at different levels of the social environment and that its effects are experienced at various levels as shown below.

The model visualizes four concentric circles. The innermost circle represents the biological and personal history that every individual bears and brings to their behaviour in relationships. The second outlines the immediate context in which abuse takes place; this could be the family or
other intimate or acquaintance relationships. The third cycle represents the institutions and social structures, both formal and informal in which relationships are embedded.

The fourth circle is the society that reflects economic and social environment, including cultural norms. There is evidence of some bias in this model whereby men are viewed as perpetrators of gender violence, but this study treated both genders equally so as to establish unbiased information. The study chose to use the model since it helps to understand how violence that originates from an individual level for example an abusive childhood, finds its way to a relationship through marriage, to the community being, a workplace and then to the larger society and its effects on economic development. In order to develop DV management strategies, it is important to understand the interplay across all levels of the model. This approach is more likely to sustain DV management strategies over time than any single intervention. The theory broadened the researcher’s understanding of the factors contributing to domestic violence within a larger social context and how their occurrence in one context such as a family affects functionality of another, in this case, the workplace.
Figure 1: Social Ecological Model

Conceptual Framework

<table>
<thead>
<tr>
<th>Independent Variables</th>
<th>Intervening Variable</th>
<th>Dependent Variable</th>
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<tr>
<td><strong>Prevalence of Domestic Violence</strong></td>
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<td>The global prevalence of domestic violence is estimated to be 30% by the World Health Organization (Garcia-Moreno, 2013). Amnesty International (2005) as quoted by Oji et al. (2014) imply that domestic violence is experienced by millions of women world-wide and it affects their relationship in their homes, communities, work places and largely their productivity in their various places of work. It a social issue that is very complex with far reaching consequences on health, legal and economic status. Research done internationally has recognized that the effects of domestic violence not only extend beyond the domestic sphere but also into the places of work for victims (Rayner-Thomas, 2013). Women are more prone to intimate partner homicide than men. About four in five victims of domestic violence were female from 1994 to 2010 (US Department of Justice, 2015). Women constituted most of the cases of domestic violence in the United States of America (US). In 1994, 84 per cent of domestic violence victims</td>
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Forms of domestic violence

- Physical violence
- Economic violence
- Psychological Violence
- Social Violence

Domestic Violence Prevalence

- Men
- Women

Employee productivity

- Increase in no. of employees
- Increase in production
- Timely completion of tasks

DV Regulatory Strategies

- International Conventions & treaties
- Civil society interventions
- Government policies & legislations
- Workplace policies

Domestic Violence impact

- Victims
- Employers
- Co-workers

Forms of domestic violence
were female and the remaining 15 per cent were male. These distributions remained relatively stable over time. Spouses, boyfriends/girlfriends and ex-boyfriends/ex-girlfriends executed deaths of 321 women and 38 men from 1997-2009 (US Department of Labour, 2013).

It was reported that nearly 33 per cent of women killed in U.S workplaces between 2003 and 2008 were killed by either a current or former intimate partner. In the sub-Saharan Africa region, between 30 and 50% of the men are physically violent towards a partner (Morrell, 2011). Ainie (2009) reports that 64% of the 45 women interviewed in the work place during a study on prevalence of domestic violence in Nigeria said that they had been severely beaten by their partners while 56.6% of 48 market women admitted having experienced DV. The prevalence rate of any form of violence be it physical, sexual or emotional ranges from 30.5% in Nigeria, 43.4% in Zimbabwe, 45.3% in Kenya, 45.5% in Mozambique, 53.9% in Zambia and 57.6% in Cameroon. Compared to other African states, DV in Kenya is quite rampant this notwithstanding the interventions by civil society actors. At the 57th Session of the United Nations Commission for the Status of Women held in New York in March 2013, the then Minister for Gender, Children and Social Development in Kenya, Hon. Dr. Naomi Shaban reported that one in five Kenyan women experience at least one form of violence representing a significant increase since 2003 (Bwire, 2015)

**Forms of domestic violence**

**Physical violence:**
Causes injury to victims which range from relatively minor cuts and bruises to permanent disability and even death. Studies indicate that 40% to 75% of women who are abused physically by a partner are injured by the abuse at some point of their life (Nelson & Zimmerman, 1996; Romkens, 1997; Tjaden & Thoennes, 1998). Besides, injuries which may result to deaths, physical violence meted by an intimate partner can cause adverse health outcomes (Ryan, 2008). Equally, DV is among the most common causes of post-traumatic stress disorder (PTSD) (Brigg & Joyce, 1997; Bromet, Sonnega, & Kessler, 1998; Schaaf & McCanne, 1998). The studies confirm that PTSD causes difficulties in sleeping and concentration thereby making the sufferer to be easily alarmed or startled. These symptoms are signs of mental health erosion with a resultant effect on the decline in productivity of such individuals.

**Economic Violence:**
It is a form of a domestic and family abuse that involves behaviours that negatively impact on a person’s finances and undermine their efforts to become economically independent (Weaver et al., 2009). Economic abuse can occur in intimate partner relationships. Victims may end up losing their jobs because of absenteeism due to illnesses caused by the violence they experienced. Absences caused by court appearances can also put at risk the livelihoods dependent by the victims. Victims may sometimes be forced to move residence so as to avoid violence. Besides, the moving is normally costly and can interfere with the victim’s ability to continue with the employment. This in the long run renders them poor as they grow older (Kurz, 1989). When one partner is entirely economically dependent on another, it may be a critical obstacle to leaving the relationship. Just like domestic and family violence, economic abuse is hard to identify and may only be identified when a woman leaves a relationship to escape violence. Further, at the time of crisis, the woman may be dealing with multiple issues ranging
from high financial costs for items such as health services, housing and legal assistance associated with separation and parenting.

**Psychological Violence;**
Also referred to as emotional or mental abuse which mostly leads to depression. It can be verbal or nonverbal with most of the victims reporting depression. Victims of psychological abuse experience humiliation from the perpetrators who privately control what the victim can and cannot do, withholding essential information from the victim, deliberate efforts that are aimed at doing something that makes the victims feel diminished or embarrassed, constant criticism, name calling and making statements that damage the victim’s self-esteem (Adams, Sullivan, Bybee & Greeson, 2008). Victims who still live with their perpetrators report high levels of fear, anxiety and stress. It is reported that 60% of victims meet the diagnostic criteria for depression, either during or after termination of the relationship and have a greatly increased risk of committing suicide (Barnett, 2001). Victims with a history of psychological violence are more likely to work on casual and part time work than those without experience of violence (Franzway, Zuffery, & Ching, 2007).

**Social Violence;**
Victims of domestic social violence often face the social consequences such as: isolation from social networks, restricted access to services, strained relationship with employers and co-workers and homelessness (Heise et al., 2002). So as to increase dependence on the abuser, he/she resolve to cutting off the victim’s contact with the outside world, keep the victim from seeing people close to him or her like family or friends and even prevent him/her from going to school or work. In order to do anything, see anyone or go somewhere, the victim is forced to seek permission. In society that is patriarchal, social violence is mostly not regarded as a form of violence, this study sought to find out whether there were any form of social violence in the water companies and their effect on employee productivity.

**Impact of Domestic Violence**

**Impact on DV Victims**
Women have left the home and are participating in significant roles in the workforce since the end of World War II. Just like all employees, these women bring along issues related to their home life. The Business and Health report of 1996 reveals that 9 out of 10 employees agreed with the fact that personal problems or family stressors impacted negatively on their productivity. Definitely, abused negatively affects the physical and mental health of victims and it may sometimes lead to death, therefore terminating the victim’s participation in the workforce. Studies indicate that DV causes victims to miss work, have difficulty performing their jobs which then may lead to loss of their jobs (Eze-Anaba, 2010). Victims report productivity that is low, inability to concentrate, absenteeism and tiredness when compared to non-victims (Banyard, 2011). They may also experience additional burden due to worrying about others finding out about the IPV and have feelings of embarrassment or shame due to stigma associated with DV (Swanberg et al., 2005).
Impact on Employer
Most workplaces lack specific policies that address repercussions arising from domestic violence suffered by the employees (Versola-Russo & Russo, 2009). Employers have not set aside funds to assist the victims deal DV and this affects productivity. A U.S study done by Fitzgerald, Dienemann and Cadorette (1998) reveal that employee productivity reduces by as much as 49% due to DV affecting victims. An individual employee’s loss contributes to the greater organization’s loss leading to low levels of productivity (Reeves and O’Leary-Kelly, 2007). Further, Reeves et al. (2007) reveal that the average expenditure output from businesses per employee resulting from absenteeism from work is higher for victims of DV than for employees who were not victims. Equally, domestic violence can cause both physical and mental health which lead to increased expenditure on certain benefits, such as health-insurance premiums as well as sick and annual leave benefits, therefore affecting employer’s cost of running businesses (Bell, Moe, & Schweinle, 2002). In addition to this direct costs and benefits within the organization, business can also suffer indirectly due to a damaged reputation which lead to loss of clients when the quality of goods or services offered is not commensurate to the cost input brought by clients. Further, the business image can be tainted more drastically when an abuser decides to disrupt or harm the victim at the workplace (Duda, 1997). Johnson (2000) citing Levin (1995) indicates that domestic violence cost employers approximately 3 to 5 billion U.S dollars annually.

Similarly, the Bureau of US National Affairs Report (1990) as noted by Ajala (2008) places the cost that U.S companies incur due to domestic violence at 3 to 5 billion dollars annually. This is results from increased health care cost, lost work time, higher labour turnover which leads to lower productivity. Indeed, 50% of the DV victims working miss up to three days of work per month as a result of the violence. Additionally, 75% of these victims use work time to deal with the problems related to the violence because they could not do so at home. Further, 64% periodically report late to work impacting on productivity. As reported by Swanberg and Logan (2005), women experiencing domestic violence are negatively affected at their workplaces. This is because the abuse causes one to be absent and late, less productive while at work, loss of advancement opportunities which consequently result in reduced earnings. Studies by Reeves and Kelly (2007) also concur by adding that domestic violence victims miss more hours of work due to absenteeism and even when they are present they are often distracted than non-victims. This phenomenon has a negative impact on the organizational performance. This study sought to identify the effect of DV on employee productivity the results shall therefore be used by the WSPs to develop and implement strategies that will protect and support victims and create intervention measures for perpetrators.

Impact on Co-workers
Co-workers work closely with the victims of DV. Consequently, they too are at a risk of suffering from physical violence and harassment as well as developing stress or trauma resulting from witnessing DV or having DV experiences disclosed to them (Logan et al., 2007). Swanberg et al. (2005), in their study report that 24% of victims indicated that the abusive partner had bothered co-workers at work. A further 17% of co-workers who knew someone experiencing DV revealed that it brought about tension and conflict at the workplace (McFerran, 2011). Gberevbie, Osibanjo, Adeniji, and Oludayo (2014) on “Gender Discrimination and Employee Performance”, note that female productivity or performance is heavily dependent on variables which include emotional stability, psychological status and total physical or mental
energy such that when there is any form of violence targeted on the women, it naturally shifts their emotional status, which then affects their productivity and overall performance.

Oni-Ojo, (2011), in the study on the effect of DV on female employees’ productivity in the Nigerian workforce reveal that women experiencing physical violence and victimization meted by an intimate partner report an average of 7.2 days of work-related lost productivity and 33.9 days in productivity losses associated with household chores, child care, school, volunteer activities and social/recreational activities. Further, 98% had difficulty concentrating in their work, 96% reported that domestic abuse affected their ability to perform their duties, 87% received harassing phone calls at work, 78% reported being late to work because of abuse while 60% lost their jobs due to domestic abuse. Within a year, more than 20% of women on employment take time off work because of domestic violence while 2% lose their jobs as a consequence of the abuse. These evidently underscore the true impact of domestic violence on women’s careers.

In addition, research from Nigeria suggests that up to 50% of women have given up their job at some stage in their lives due to domestic abuse. If employers take effective actions to address domestic violence at the workplace, they will not only increase employee productivity but also the employee morale as well as reduce turnover which will directly affect productivity. This will also reduce the risk of violence at the workplace, therefore saving lives (Oni-Ojo, 2014).

**Domestic Violence Management Strategies**

Workplaces have been identified as key settings for identifying and preventing domestic violence. They present excellent sites where prevention strategies can be tried and implemented. Organizations have a greater potential of influencing their internal culture as well as those of the societies or communities surrounding them by changing policies, practices and cultures. Organizations can decide to initiate change from within which can have an impact in the surrounding communities, therefore influencing their norms (Davis, Parks & Cohen, 2006). Employers play a key role as stakeholders in prevention of DV, hence they are at a position to influence policy setting, share information, promote skills and development as well as motivate employees, clients and consumers. They can also partner or be engaged in efforts to end violence at the individual, family, community and societal levels (Wells, Lorenzetti, Carolo, Dinner, Jones, Minerson, & Esina, 2013). In the United States of America, president Obama in April, 2012 issued a memorandum requiring all federal agencies to establish policies that provide safe workplaces and support any employee suffering from domestic violence (Wells, 2012).

According to Professor Robin Runge, Esq of North Dakota School of Law, (Raphael (1996), addressing domestic violence requires collaborative efforts that involve employees, senior management, supervisors, law enforcement and community resources. Programmes ought to be aligned to address individual businesses and it starts with forming assessment committees. A survey by Claiborne (2012) reveals that almost a quarter of their employees are victims of domestic violence. The company has designed its all-encompassing “Safe Place to Work” programme. A key component is its domestic violence response team. Since its inception, it has offered help to more than 50 of its employees. Besides, the programme offers support and to
employees who suspect that their co-workers are being abused or abusing others. Bowman, (2003), notes most African countries have made substantive strides in addressing the problem of DV. In South African, for instance, the domestic violence Act of 1998 provides a set of simplified procedures which persons in violent relationships may obtain.

These include: protective orders that among other things prohibits the abuser from committing any act of domestic violence or entering the parties’ shared residence or the victim’s place of employment and directing him/her to pay monetary relief. There are other groups that provide legal advocacy and other support services for victims of domestic violence. One such group is the Musasa Project in Zimbabwe which concentrates on empowering women so that they take advantage of legal remedies that are in existence. Tanzania in 1996, through documenting and publicizing the existence of domestic violence, various human rights groups and legal aid organizations published pamphlet containing research on court records of homicide, made a quilt with each victim’s name and helped in the participation of a 16-day period so as to focus public attention on the problem of women abuse.

In Kenya there are violence punitive legislations and policies which mainly seek to curb abuse of both women and men in whichever context. They include the Protection against Domestic Violence, Sexual Offences Acts and National Policy for Prevention Response to Gender based Violence. The government has also established National Gender Equality Commission and National Commission on Human Rights which are mandated to carry out awareness and sensitization on the vice and pushing for prosecution of the perpetrators. Despite research done in other continents and even in Africa, specific research on gender based violence especially in the water sector companies in Kenya is lacking.

**Employee productivity**

The extent to which the level of production increase in companies depends on both employees and managerial inputs. When employees have personal problems, either at their homes or within their places of work, their productivity levels decreases affecting the whole organization’s performance. According to Murray and Powell (2008), many personal problems results from violence experienced by employees at their homes or at work. When the violence is severe, employees opt for personal solutions that includes quitting their current jobs. The effects of quitting is felt by the management as it calls for recruitment and training of new staffs. The higher the levels of quitting, the higher the expenses incurred by the company. In the long run, the productivity levels are negatively affected since the efforts that would have otherwise directed to production are diverted to recruiting and training new staffs. VicHealth (2007) asserts that employees’ productivity is promoted when they are aware of their personal security more so in workplace. When the management provides avenues for dealing with domestic violence, employees feel at ease to discuss their encounters. Consequently, employees develop positive attitude towards performing their allocated duties. A study by Swanberg and Logan (2005) revealed that domestic violence negatively affects the victims’ psychologically thus creating a rift between the victim and co-workers. This creates unconducive working environment which negatively affects productivity.
Research Methodology
The study used descriptive design appropriate in describing the behaviour of respondents and enabled facts to be given as they appeared without influence. The design helped to depict the participants in an accurate way and present their views without any manipulation of variables in relation to the effect of DV on employee productivity in the WSPs, Nakuru County. The study was done in three water service provision companies which were purposely sampled: NAWASSCO, NARUWASCO and NAIVAWASS.

According to a situational analysis on domestic violence conducted by Coffey International in Nakuru, it was reported that Nakuru County is among the counties with high levels of domestic violence currently standing at 38% for women and 20.9% for men (Coffey, 2015). Based on these findings the researcher undertook a study on the impact of domestic violence on productivity of employees in Nakuru WSPs. The study targeted a total population of 319 persons comprising of 116 employees of NAWASCO among them 77 were men and 39 women, 127 of NARUWASCO comprising 85 men and 42 women, while 59 were employees of NAIVAWASS 45 of whom were men and 14 women. To ensure representation of the sample, the study employed snowball sampling technique where 101 employees who had either been victims or perpetrators of domestic violence were purposively selected from the three water companies. A total sample of 133 respondents participated in the study. Snowball sampling technique relies on one victim to be able to give information on another and the chain continues until the researcher is able to gather enough data. This sampling method ensured other factors that affect productivity are not in play. The study used a questionnaire (open and closed) to collect data from the selected sample.

Results
Demographic characteristics
Out of a target population of 133 respondents, 118 participated in the study contributing to 89%. Majority, 69% of the respondents were men while 31% were women as shown in Table 1. This indicated that men were more prone to DV as compared to women. The findings showed that most of the respondents were men of aged between 36 to 45 years (34.1%) while age category of 26 to 35 years had almost the same percentage of men and women accounting for 25.6% and 25% respectively an indication of a youthful population in the water companies. The findings also indicated that majority (27.8%) of those in age category 51 years and above were women while 12.2 were men. The high percentage of men and women above 51 years provided a knowledge base on the topic of study as they had experience in the companies. Remarkably, the older category is an indicator on the need to protect them against domestic violence so as to ensure productivity at work. The findings revealed that 92.7% of men were married, 7.3% were single while no man was either divorced or separated.

The findings also indicated that 47.2% of women were married, 30.6% were single and 13.9% were divorced while 8.3% were separated. The findings indicated that men who had either separated or divorced remarried while women chose to keep their status. When asked what was the reason for their status they all indicated it was due to DV. There were high percentages of men respondents in marriage who indicated that they had experienced DV. The study also noted that there were more single women than men amongst the respondents and most of them said
they were single by choice. Asked why they had chosen to remain so, they said they were apprehensive of married life having witnessed DV in their childhood. This observation thus backs up the ecological theory used for the study. All the employees had attained secondary level of education and above. With 31.7% men and 13.9% women having attained secondary education, College level of education had 46.3% men and 55.6% women while University level had 22.0% men and 30.5 % women. This indicated that all respondents were in a position to read and understand the questions.

Despite the common believe that increased education levels and increased control over resources for women is protective against domestic violence, these study results indicate that all the employees with various levels of education had experienced DV.

### Table 1 Demographic Characteristics

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<thead>
<tr>
<th>Demographic Characteristic</th>
<th>Category</th>
<th>Percentage</th>
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<tr>
<td>Respondent Gender</td>
<td></td>
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<tr>
<td>Respondents Age</td>
<td>18-25</td>
<td>6.1%</td>
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<tr>
<td></td>
<td>26-35</td>
<td>25.6%</td>
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<td>36-45</td>
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<td></td>
<td>46-50</td>
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<td>Over 51</td>
<td>12.2%</td>
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<tr>
<td>Marital Status Of Respondent</td>
<td>Married</td>
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</tr>
<tr>
<td></td>
<td>Single</td>
<td>7.3%</td>
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<tr>
<td></td>
<td>Divorced</td>
<td>0%</td>
</tr>
<tr>
<td></td>
<td>Separated</td>
<td>0%</td>
</tr>
<tr>
<td>Respondents Level of education</td>
<td>Primary</td>
<td>0%</td>
</tr>
<tr>
<td></td>
<td>Secondary</td>
<td>31.7%</td>
</tr>
<tr>
<td></td>
<td>College</td>
<td>46.3%</td>
</tr>
<tr>
<td></td>
<td>University</td>
<td>22%</td>
</tr>
</tbody>
</table>

**Domestic violence prevalence**
The findings revealed that 100% of the women respondents had experienced DV while men were 90.2% as shown in Table 2 below. The study findings indicated that 31.7% of men experienced DV in their childhood, 58.5% when married while 9.8% while separated or divorced. The findings also showed that 11.1% of women had experienced DV in their childhood, 63.9% in marriage and 25.0% while either separated or divorced. These findings are consistent with secondary data on a Canadian national population based survey (Rodgers, 1914), which reveals a higher percentage for women than men among those who had ever experienced DV in their life. From these findings, more women than men experienced DV while in marriage and while separated or divorced, while more men than women experienced DV in childhood. The findings concurs with Women In Action Report (2010) indicating that an individual is likely to
experience domestic violence at different points in a life time. DV is therefore, not a preserve for a particular point or stage in life. According to the report, DV is experienced by all at different levels, affecting relationship in the homes, at the communities, places of work and to a large extent productivity. The study findings showed that 77.8% of women knew of workmates who had experienced DV while 69.5% of the men indicated that they knew of colleagues who had experienced domestic violence. The findings correspond with Oni-Ojo (2014) studies which revealed that employees share their domestic violence experiences with colleagues in workplace as a way of seeking relieve and in seeking indirect means of solving the problem. Gberevbie et al (2014) argue that if employers take effective actions to address domestic violence at the workplace, they will not only increase employee productivity but also create a conducive working environment which will in turn reduce the risk of violence at the workplace, therefore saving lives. The findings indicated that workmates could easily share their private life with colleagues thus creating a support system for survivors of DV. The findings also revealed that DV was prevalent in the water service provision companies.

**Table 2 Domestic Violence Prevalence**

<table>
<thead>
<tr>
<th>Domestic Experience</th>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>Men: 90.2%</td>
<td>Women: 100%</td>
</tr>
<tr>
<td>Stage of experience</td>
<td>Childhood: 31.7%</td>
<td>63.9%</td>
</tr>
<tr>
<td></td>
<td>Married: 58.5%</td>
<td>19.4%</td>
</tr>
<tr>
<td></td>
<td>Divorced/separated: 9.8%</td>
<td>25%</td>
</tr>
<tr>
<td></td>
<td>Married: 92.7%</td>
<td>47.2%</td>
</tr>
<tr>
<td>Workmates Experience</td>
<td>69.5%</td>
<td>77.8%</td>
</tr>
</tbody>
</table>

**Forms of domestic violence experienced**

As stated by McFerran (2011), domestic violence takes many forms. These include: intimidating victims, controlling them, isolating and emotional, physical, sexual or financial abuse. Of the respondents, 22.2% of men and 77.8% of women indicated they had experienced physical domestic violence as shown in Table 3 below. 61.7% of men and 38.3% of women acknowledged having undergone physiological DV while 20% of men and 80% of women agreed having experienced social DV. Similarly, 36% of men and 64% of women indicated having experienced economical DV. These findings are consistent with findings by WHO (2011) that indicated that domestic violence is very prevalent and detrimental. Consequently, findings revealed that seven in every ten women (71%) experience domestic violence meted by their husband. The violence ranges from social, economic to physiological and negatively affects the
victims’ way of life. According to WHO (2002), any form of violence disrupts victims’ routines which results to increased absenteeism in work place, huge debts, isolation and low self-esteem. The resultant effects is low productivity and performance levels. The study findings contend with other studies that domestic violence can make victims to absent themselves from work, lose their jobs or have difficulty in performing on them (Eze-Anaba, 2011). From the responses given, it is evident that one violence leads to the other.

The study therefore concurs with the findings of Gberegbie, Osibanjo, Adeniji, and Oludayo (2014) that perceived employees’ expected productivity or performance is closely related to variables such as: emotional stability, psychological status and total physical and mental energy. When there is any form of violence against them, it shifts their emotional status, which then affects productivity and performance.

<table>
<thead>
<tr>
<th>Table 3 Forms of domestic violence experienced</th>
</tr>
</thead>
<tbody>
<tr>
<td>Form of DV</td>
</tr>
<tr>
<td>Physical</td>
</tr>
<tr>
<td>Psychological</td>
</tr>
<tr>
<td>Social</td>
</tr>
<tr>
<td>Economical</td>
</tr>
</tbody>
</table>

**Impact of Domestic Violence on Employee Productivity**

It is evident from the study that the water companies have employees experiencing DV violence and it has severe effect on work performance going by the high percentage of both men (92.7%) and women (94.4%) who indicated that DV affected their level of productivity as depicted in Table 4. The findings confirm Bondi’s (2011) findings that domestic violence impairs work performance of the victims and often the victims take more time off than employees who are not abused. Additionally, DV victims experience a range of emotional consequences which include: depression, anxiety and low self-esteem which then adversely affect employee productivity. The findings are also consistent with the study by Banyard (2011) who revealed that victims of DV report lower productivity and their ability to concentrate is affected, often they absent themselves from work and easily become tired compared to non-victims. Further, they may experience feelings of embarrassment, fear of others finding out what they are going through and stigma associated with job loss (Swanberg et al., 2005). The study revealed victims of DV develop problems with their co-workers characterised by physical violence and harassment which negatively affect working environment. Co-workers agreed that they spend much time and resources trying to help violence victims which would otherwise be invested productively elsewhere. Wathen (2014) argue that co-workers of DV victims are at risk of physical violence and harassment and often experience stress or trauma since they are witnesses of the DV or DV experiences are disclosed to them. The findings further agree with the study by Swanberg (2005)
which revealed that victims reported that the abusive partner had bothered their co-workers at work. In yet another study, a large number of co-workers who knew someone experiencing DV reported it brought conflict and tension at the workplace (McFerran, 2011).

Table 4 Impact of Domestic Violence on Employee Productivity

<table>
<thead>
<tr>
<th>Gender</th>
<th>Number</th>
<th>Yes</th>
<th>Percentage (%)</th>
<th>No</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men</td>
<td>82</td>
<td>76</td>
<td>92.7</td>
<td>6</td>
<td>7.3</td>
</tr>
<tr>
<td>Women</td>
<td>36</td>
<td>34</td>
<td>94.4</td>
<td>2</td>
<td>5.6</td>
</tr>
</tbody>
</table>

Strategies to reduce domestic violence

The study indicated that the highest number of respondents disagreed or seriously disagreed that the companies had any strategies to support the victims of DV. 42.7% men disagreed and 36.6% seriously disagreed that the water companies had strategies to support employee victims of DV as shown in Table 5 below. 41.7% women disagreed while 30.5% seriously disagreed on the same. 6.1% of men and 8.3% of women were not sure whether the company have strategies in place to deal with domestic violence. Consequently, only 8.5% of men and 13.9% of women agree on the existence of strategies to deal with DV while 6.1% of men and 5.6% of women seriously agree on the same. The findings concurs with Versola-Russo and Russo (2009) study that despite the high costs associated with DV for employers, most workplaces lack clear policies designed to handle the repercussions of violence or provide resources to victims.

Table 5 Strategies to reduce domestic violence by companies

<table>
<thead>
<tr>
<th>Category</th>
<th>Men</th>
<th>Percentage (%)</th>
<th>Women</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seriously Agreed</td>
<td>5</td>
<td>6.1</td>
<td>2</td>
<td>5.6</td>
</tr>
<tr>
<td>Agree</td>
<td>7</td>
<td>8.5</td>
<td>5</td>
<td>13.9</td>
</tr>
<tr>
<td>Not sure</td>
<td>5</td>
<td>6.1</td>
<td>3</td>
<td>8.3</td>
</tr>
<tr>
<td>Disagreed</td>
<td>35</td>
<td>42.7</td>
<td>15</td>
<td>41.7</td>
</tr>
<tr>
<td>Seriously disagreed</td>
<td>30</td>
<td>36.6</td>
<td>11</td>
<td>30.5</td>
</tr>
<tr>
<td>Total</td>
<td>82</td>
<td>100</td>
<td>36</td>
<td>100</td>
</tr>
</tbody>
</table>
Conclusion
From the study it is concluded that DV has a negative effect on the productivity of employees. Some of the impacts include; increased absenteeism, decreased concentration, workplace interruptions, emotional stress, physical injuries, compromised safety of employees, poor interpersonal relationships, reduced employee morale, and trauma from witnessing violence all leading to reduced employee productivity. Therefore, there is a need for water companies to put in place mechanisms for addressing DV. Immediate steps may include encouraging the use of these findings by county governments and water service provision companies to establish and evaluate proactive practices to address the impact of DV on productivity of employees and develop strategies that protect and support employees who are victims and intervene to rehabilitate perpetrators. Since the organizations are within the community, the workplace should be made to support community efforts to end domestic violence. Domestic violence affects not only the victims but also co-workers and the work environment itself.

The effect can range from fear of occurrence of violence of the workplace, concern for personal safety, trauma for witnessing the violence, decrease in productivity and the organization (turnover and recruitment costs, increased healthcare costs, compromised safety in the organization, productivity decreased). Therefore, human resource managers and supervisors should take steps to promote the safety of all staff and create safe healthy work environment devoid of violence to enhance productivity of the employees so as to attain the companies’ objectives. Preventing DV and its harmful effects is a collective social challenge and one place that can positively impact on the life of victims, offenders and employers is the workplace.

Recommendations
The study recommends development and implementation of workplace policies in the water companies to directly address domestic violence. Come up with supportive policies and programmes that are critical in addressing domestic violence since it affects the employee productivity. If employees know that such policies and programmes exist, they will feel safe to confide in and disclose their domestic violence situations. These will help create a supportive workplace environment that makes employees to feel comfortable discussing domestic violence and willing to seek assistance for domestic violence related issues. Similarly, employee education on what domestic violence is, the forms it takes, its effects on the individual, the family, within organizations and society at large as well as support services available and on how to get help. The education of employees can be through sensitization forums, workshops, newsletters and websites. In addition, the management in the water companies ought to get educated on identification of domestic violence victims and offer assistance and referrals by formal and informal means. This can be executed by the human resource departments whose mandate is wellbeing of employees among other duties.

Management through human resource managers should offer counselling services and train individuals on prevention of domestic violence and make victims have confidence in reporting. Therefore, water companies should offer mandatory domestic violence training for managers, supervisors and other human resource staffs so as to create and raise awareness and sensitivity. The training ensures that supervisors respond to DV in ways that ensure their productivity and
gives the right message to victims who are employees or perpetrators of domestic violence. The water companies ought to send a clear and consistent message to all employees that the employer will always respond to employees who are victims of domestic violence in non-judgmental and supportive ways. When asked about DV in a non-judgmental and empathic way, the abused person is more likely to answer truthfully. Abused persons are more likely to discuss abuse openly if they perceive the helper as caring, easy to talk to and if follow-up is offered. Additionally, water companies should put in place DV reporting mechanisms that are responsive to the needs of male and female employees. This will enable the employees to notify their employer on their situation and the possible course of action especially when the victims may be absent from work. This is so because supervisors/human resource managers cannot assist until an employee but also make deployment arrangements to ensure service delivery.

Acknowledgment
Let me take this opportunity to acknowledge the following people whose assistance was invaluable in the writing of this thesis. First, I would like to sincerely thank my supervisors, Dr. Pacificah Okemwa and Dr. Grace Okong’o who walked with me from the conception of the topic through research up to compilation of the final thesis. Second, I thank the entire staff, Humanities and Social Sciences, Kenyatta University for their support to me as I did my work. Third, I extend my sincere appreciation to Nakuru County Water Services Provision Companies for allowing me to conduct the study in the organizations. Fourth, am indebted to my class mates, Tabitha, Moraa and Obutu for being there whenever I needed their support. Last but not least, to my colleagues at work; Director Gender Madam Alice, Madam Dorcas, Mr. Mungai and Sofie for their moral support.

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