

Women Employees' Perspective of Corporate Daycare in IT Industry

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ABSTRACT

Workplace day care is an important benefit for many employees, allowing them to spend more time with their children during the workday. For other companies, a better option may be to partner with an off-site organization to provide services. Childcare facilities for working parents are still relatively scarce in India. Therefore, the present study aims to find satisfaction level of female employees in relation to on-site daycare facility. Descriptive research design was used in the present study whereby structured questionnaires were distributed to female employees of IT (Information Technology) industry (Tata Consultancy Services, Infosys, Wipro) located in National Capital Region and a sample of 58 was collected. The data was analyzed using SPSS version 23. Mean and standard deviation were calculated for assessing the benefits provided by childcare facilities as well as the level of satisfaction from childcare services received. ANOVA (Analysis of Variance) and Post-hoc analysis was applied on the level of satisfaction for different age groups. It was found that most of the women employees were satisfied with the services provided, although the satisfaction level was not very high. The satisfaction level was higher for the older age groups compared to the younger ones. The study shows that there still exists a gap which needs to be filled for childcare facilities to become popular.

Keywords

Corporate daycare, IT industry, on-site, women employees

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INTRODUCTION

The change in family structure from joint to nuclear, has led to the dual-income family becoming the norm, and working parents worrying who will take care of their kids when they're out. Even as more and more private daycare agencies open up in the metros, few companies offer any kind of crèche or childcare facilities. Providing child care in the workplace can have many benefits for companies, including improving employee morale, lowering turnover and attracting a wider variety of applicants. Although providing workplace day care can be expensive, many companies find that it actually saves money in decreasing employee absenteeism and turnover. Several options exist, from bring-your-baby-to-work programs to on-site day care and cooperatives between small companies. Workplace day care is an important benefit for many employees, allowing them to spend more time with their children during the workday. Some on-site programs allow employees to spend lunch and breaks with their children. Workplace day care also decreases anxiety for some parents, improving their ability to concentrate on their jobs. Many companies do realize this, and either have onsite crèche facilities or tie-ups with external vendors. Bringing about such changes to accommodate needs of working women by introducing professionally-managed daycare facility might be a small trade-off for an organization to retain its talent.

REVIEW OF LITERATURE

Previous literature provides an insight into the various studies conducted on corporate daycare and how it has evolved over time. **Emlen and Koren (1984)** focused on effects of childcare on the workplace. They addressed several questions like the kinds of child care arrangements employed parents make, and why they make them? Secondly, are these parents having difficulty finding child

care? Thirdly, does their ability to manage child care affect their absenteeism and stress? Lastly, what roles do occupation and personnel policies play in this issue? The study was based on a 1983 survey of a workforce of 20,000 from 33 companies and agencies chosen to represent a broad cross section of industries, occupations, and income levels in the Portland, Oregon, area. Participants included large and small manufacturing concerns, service industries, hospitals, and retail concerns, as well as several public agencies. Findings, which mainly concerned families with children under 12, indicated that child care was hard to find and difficult to manage. Family structure and ability to arrange child care had an impact on the workplace in the form of absenteeism and stress. Company policies and work requirements also affected families, and employee stress level and ability to be at work.

Later, **Galinsky (1986)** made recommendations generated on the basis of a report where more than 50 child care experts were asked which aspects of child care are most likely to ensure high quality? Secondly, what are the current barriers to achieving quality in child care? And what corporate or labor initiative would make the greatest difference in improving the quality of child care services? Contents additionally provided highlights from research on assumptions and facts about child care, working parents and companies with child care programs, and recommendations to improve the quality of child care. Concluding material listed four ways the business community could improve the quality of childcare and describe business initiatives in child care services. Such initiatives included resource and referral at the IBM Corporation, efforts of the American Express Company and BankAmerica Foundation to expand the supply of community family day care, American Savings and Loan Association's establishment of a near-site child care center, and Baxter Travenol Laboratories, Inc.'s voucher program.

Goldberg et al. (1989) stated that changing demographics in the family and in the labor force necessitate creative solutions to the child care coordination problems that face employed parents with young children. The present study explored the appeal to 321 employed parents of various corporate-supported benefits and policies that enable parents to coordinate employment and child care. Major findings from the survey were that it was desirable for fathers as well as single and married mothers to find corporate assistance with family matters. Employer-supported child care benefits and work schedule policies

could motivate a sizable number of employed parents to change jobs in order to receive such assistance. Parents' satisfaction with corporate benefits and policies are related to their job satisfaction, organizational commitment, experience of role strain, and frequency of health symptoms.

Kossek & Nichol (1992) collected data from two mid-western hospitals (same corporation) that provided on-site child care. A quasi-experimental posttest design (with control group) was used. On-site child care positively influenced management of work-family conflict as well as employee views of company. The study showed that users of an on-site center were more likely to recommend employment at the firm to a friend than nonusers. Employees who used on-site child care also had higher tenure.

Frone and Yardley (1996) examined the relationship of gender, family-related tangible support (spouse tangible support and other-family tangible support), parenting demands (number of children living at home and age of youngest child), and work-family conflict to the perceived importance of six family-supportive programmes (flextime, compressed work week, job sharing, child-care assistance, work at home and reduced work hours). Survey data was obtained from a sample of 252 employed parents. Hierarchical regression analyses revealed that age of youngest child and family → work conflict were the most consistent predictors.

Waldfoegel (2002) reviewed the evidence on the impact of child care and maternal employment in the pre-school years on child outcomes. This topic has long been of interest to economists, developmental psychologists, and scholars from other disciplines, and has been the focus of increased attention in recent years, as research has provided additional evidence about the processes of development in the earliest days, weeks, and years of life.

Batt and Valcour (2003) drew a non-random sample of 557 dual-earner white collar employees and explored the relationship between human resource practices and three outcomes of interest to firms and employees: employees' control over managing work and family demands, work family conflict, and employees' turnover intentions. The author examined three types of human resource practices which include work-family policies, HR incentives designed to induce attachment to the firm, and the design of work. In a series of hierarchical regression equations, they found that work design characteristics explained the

most variance in employees' control over managing work and family demands, while HR incentives explained the most variance in work-family conflict and turnover intentions. They found significant gender differences in each of the three models. Their results suggested that the most effective organizational responses to work-family conflict and to turnover are those that combine work family policies with other human resource practices, including work redesign and commitment-enhancing incentives.

Morrissey and Warner (2009) carried out an empirical research, in which workers participated in their employer's child-care programs. In this exploratory study, employees with children at a large university completed questionnaires to gather information on their child-care arrangements and their experience with the employer's child-care voucher program with a sample of 949. Results showed that the employees for whom child-care assistance was most essential in terms of job type, family structure, and child-care expenses were more likely to receive vouchers. Federal policy limiting the structure of employer-sponsored voucher programs appeared to present barriers to participation for certain groups of employees. This study indicated that employer-supported child-care vouchers can reach those employees most in need of childcare assistance, particularly hourly and single parent employees, and that program design can encourage participation by those employees facing greater child-care challenges.

Similarly, **Kawabata (2014)** presented an empirical study on childcare accessibility and the importance of access to childcare in attaining preferred employment among women with preschool-aged children in Tokyo. The age-wise childcare accessibility of this study takes into account spatial variations in the supply and demand of childcare, as well as "spatial competition," based on spatially micro areas — blocks. The accessibility reveals a considerable geographic mismatch between childcare center supply and demand, particularly for children aged up to two years. Empirical results show that access to childcare is closely associated with a higher probability of attaining preferred employment among women with preschool-aged children. The association is remarkably strong when a woman has a very young child aged up to two years and when the childcare center is one that is desired.

Nowak et al. (2013) explored how responsibilities for childcare are managed as part of family decisions made

around the return to work following a period of maternity leave. The author surveyed all women health professionals identified as on maternity leave on payroll records of the Health Department, Western Australia, and one private sector national provider of hospital services. Survey questions were designed following a review of the literature and prior empirical work. The design enabled us to collect both quantitative information and interpretive qualitative responses from participants. Over 50 per cent of respondents expected to have childcare provided wholly by family members, while 15 per cent anticipated the use of formal arrangements alone. The planned arrangements for care can best be understood within a framework of a 'family budget' of time to be allocated between market-based work and childcare.

Rathee et al. (2016) aimed to find motivation, satisfaction, performance and retention of employees in relation to on-site daycare facility. It was found that most of the employees were satisfied with the services provided, although the satisfaction level was not very high. The males and females had similar opinion in most of the cases except the impact on their performance.

OBJECTIVES OF THE STUDY

- To study the benefits of childcare facilities for women employees in IT industry.
- To study the satisfaction level of women employees regarding on-site childcare in IT industry.

RESEARCH METHODOLOGY

Descriptive research design was used in the present study and survey method had been employed whereby structured questionnaires were distributed to employees of IT industry (TCS, Infosys, Wipro) located in NCR. The respondents were asked to provide responses to items on a five-point Likert scale to measure the strength of their opinion from 1 which means 'Strongly Disagree' to 5 which means 'Strongly Agree' for the benefits provided and from 1 'Very dissatisfied' to 5 'Very Satisfied'. The sample for the study comprised 58 women employees who were selected randomly. The reliability of the instrument was determined using Cronbach Alpha. The data was analyzed using mean, standard deviation with the help of SPSS ver. 23

RESULTS AND DISCUSSION

Table 1 Descriptive Statistics for benefits of childcare facilities

Statements	Mean	Std. Deviation
Employer supported childcare benefit make you feel more productive.	3.586	.7731
Childcare facility is valued by you as a benefit.	3.345	.8283
Childcare facility has improved your attendance.	3.241	.8848
Childcare benefit increases recruitment rate of company.	3.724	.8120
Childcare benefit makes company "Employer of Choice."	3.517	1.0636
Top Management is interested in motivating the employees.	3.552	.9017
Childcare is one of the most desirable family-friendly benefit for the employees.	3.207	.9130
Childcare benefit act as a factor for work-life balance.	3.241	1.0481

Source: Survey by authors

From table 1 it can be seen that majority of the female employees feel more productive after using employer supported childcare benefits. Although the female employees are not much satisfied with childcare facility as a benefit or the most family friendly benefit for employees, still they feel that it increases the recruitment rate of a company.

Table 2 Descriptive Statistics for Satisfaction level

Statements	Mean	Std. Deviation
You are overall satisfied with your job (Consider schedule, pay rate, childcare arrangements, the workload, etc.).	3.776	1.1401
Currently you are satisfied with childcare arrangement provided to you.	3.500	1.2319
You are pleased with employer supported childcare services provided to your child. (Consider food, toys, entertainment, Digital education)	3.379	1.2818
You are satisfied with health care arrangements of corporate crèche.	3.172	1.3395
You are satisfied with infrastructure and environment of corporate crèche.	3.224	1.4147
You are satisfied with the attitude and experience of the workers responsible for your child in the childcare programme.	3.103	1.3071
You are satisfied with the expenses the company charge you for childcare.	3.052	1.2056
You feel stress free after leaving your child at workplace childcare.	3.362	1.2937

Source: Survey by authors

From table 2 it can be seen that overall there is satisfaction with the childcare facilities provided by companies as the mean values of all statements lie above 3 but the level of satisfaction is not very high. The satisfaction level was lowest for the expenses the company charges for childcare which may be because it burdens them too much.

Table 3 ANOVA between level of satisfaction and different age groups

Statements		Sum of Squares	df	Mean Square	F	Sig.
You are overall satisfied with your job (Consider schedule, pay rate, childcare arrangements, the workload, etc.).	Between Groups	.702	2	.351	.263	.770
	Within Groups	73.384	55	1.334		
	Total	74.086	57			
Currently you are satisfied with childcare arrangement provided to you.	Between Groups	17.315	2	8.657	6.882	.002
	Within Groups	69.185	55	1.258		
	Total	86.500	57			
You are pleased with employer supported childcare services provided to your child. (Consider food, toys, entertainment, Digital education)	Between Groups	5.869	2	2.935	1.839	.169
	Within Groups	87.786	55	1.596		
	Total	93.655	57			
You are satisfied with health care arrangements of corporate crèche.	Between Groups	4.072	2	2.036	1.140	.327
	Within Groups	98.204	55	1.786		
	Total	102.276	57			
You are satisfied with infrastructure and environment of corporate crèche.	Between Groups	1.991	2	.995	.488	.616
	Within Groups	112.095	55	2.038		

	Total	114.086	57			
You are satisfied with the attitude and experience of the workers responsible for your child in the childcare programme.	Between Groups	3.628	2	1.814	1.064	.352
	Within Groups	93.752	55	1.705		
	Total	97.379	57			
You are satisfied with the expenses the company charge you for childcare.	Between Groups	4.079	2	2.039	1.424	.249
	Within Groups	78.766	55	1.432		
	Total	82.845	57			
You feel stress free after leaving your child at workplace childcare.	Between Groups	.966	2	.483	.281	.756
	Within Groups	94.431	55	1.717		
	Total	95.397	57			

Source: Survey by authors

ANOVA was applied on the satisfaction level of women employees in different age groups. Table 3 shows the level of significance from it was found that there is no difference of opinion regarding various statements for satisfaction of women employees regarding childcare except the statement regarding current satisfaction with childcare arrangement provided to them.

Table 4 Post-Hoc using LSD

Dependent Variable	What is your age group (I)	What is your age group (J)	Mean Difference (I-J)	Std. Error	Sig.
Currently you are satisfied with childcare arrangement provided to you.	25-34 years	35-44 years	-1.1263*	.3385	.002
		45-54 years	-1.1025*	.3802	.005
	35-44 years	25-34 years	1.1263*	.3385	.002
		45-54 years	.0238	.3870	.951
	45-54 years	25-34 years	1.1025*	.3802	.005
		35-44 years	-.0238	.3870	.951

Source: Survey by authors

Further post-hoc analysis using LSD (Least Significant Difference) was conducted as shown in table 4. It revealed that there was a higher level of satisfaction among 35-44 years' age group. This may be due to the fact that

women employees belonging to the age group of 35-44 years have children who are not too small to require constant care as compared to women belonging to the younger age group who have very small children.

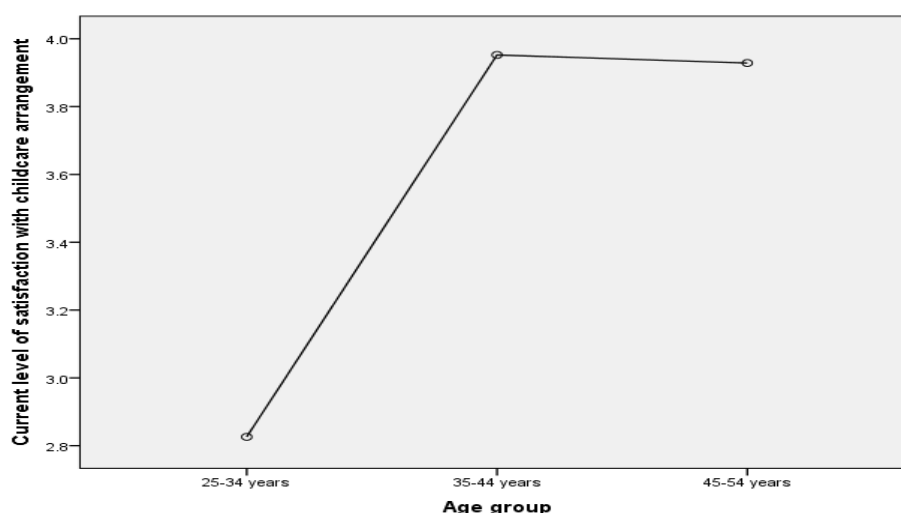


Figure 1. Post -hoc analysis between current level of satisfaction and different age groups

Source: Survey by authors

FINDINGS

The childcare facilities provided by the various industries have changed their form over time. The previous form included facilities such as crèches, or allowances for employees get childcare facilities but nowadays most of the industries have on-site daycare. In the present study data was collected from women employees of IT industries- providing daycare facility. The analysis of data provides useful insights into the current scenario. It was found that childcare facility is considered important factor to increase the recruitment rate of the company. This can be advantageous for attracting and retaining employees. The second important finding is regarding the overall satisfaction level of the employees which was found to be high. Lastly, on applying ANOVA and post-hoc analysis, it was found that there was a higher level of satisfaction among the women employees of higher age group. This can be attributed to the fact that their children are grown up and there is not much need of childcare facilities.

SUGGESTIONS

1. From the results of the study it was found that the women belonging to the age group of 25-34 years have lower satisfaction with the childcare facilities so some improvement should be made by the organization in order to cater to the needs of this group.
2. Overall there was a lower satisfaction among the employees regarding the expenses the company charge for childcare. Therefore, the companies should look for reasonable alternatives to reduce the expenses.

CONCLUSION

Offering access to on-site child care is one of the best ways employer help employees finding a successful balance in their work and home lives. The on-site child care gives employees peace of mind knowing their children are well cared while they are at work. Offering employees easy-to-access child care eliminates a major distraction for working parents and as a result builds great workforce that are more productive, focused and committed to the organizations for the long haul. Majority of the employees working in TCS, WIPRO and INFOSYS are satisfied with the on-site childcare provided to them. They are happy with the benefits provided through childcare facility and think that it increases the recruitment rate of the organization besides making the employees more productive. The level of satisfaction among different

age groups showed that the current level of satisfaction was highest among the older age-groups as compared to the younger ones because they are in greater need of childcare facility as compared to those employees whose children are already attending school and are not in much need of this facility.

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