THE EFFECT OF FAMILY-FRIENDLY WORKING ENVIRONMENT ON PRODUCTIVITY OF THE WORKING MOTHER

BY

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UNITED STATES INTERNATIONAL UNIVERSITY – AFRICA

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A Project Report Submitted to the School of Business in Partial Fulfillment of the Requirement for the Degree of Masters in Business Administration (MBA)

UNITED STATES INTERNATIONAL UNIVERSITY – AFRICA

SPRING 2017
STUDENT’S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University in Nairobi for academic credit.

Signed: ______________________________ Date: ________________
Sheila Mutheu Kioko (ID 650050)

This project has been presented for examination with my approval as the appointed supervisor.

Signed: ______________________________ Date: ________________
Professor Wambalaba

Signed: ______________________________ Date: ________________
Dean, School of Business

Signed: ______________________________ Date: ________________
GeMBA Coordinator
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ABSTRACT

The purpose of this study was to determine the effect of family-friendly working environment on the productivity of the working mother. The research questions guiding this study were; What is the contribution of work-family life balance to the working mother’s productivity? What are the challenges against work-family life balance for working mothers? What strategies could be implemented to enhance working mother productivity? The research methodology used was quantitative explanatory research and the sampling design was stratified random sampling.

The research design adopted for this was explanatory research. A sample of 60 working mothers was identified and calculated for the study. The primary data was collected by use of a structured questionnaire which was analyzed but use of descriptive statistics. Data findings were presented through tables, charts and graphs.

On the contribution of work-life balance to the working mother’s productivity, the study found that the respondents were satisfied with their work. The availability and use of work family life balance facilitation, when provided, reduced work-life conflict and increased positive appraisals of the organizations. These results were often associated with employee attitudes such as increased job satisfaction and enhanced control over work schedule. These results were reduced absenteeism, intend to turnover, job stress levels, work-life conflict and increased productivity.

On challenges against work family life balance for working mothers, the study established that the organizations there was limited provision of lactation rooms for breastfeeding and expression of breast milk within the organizations which was attributed as a main challenge for the working mothers. The study further established that often the communication on work family life balance was neither sufficient nor open. Work-life balance options presented in significant levels indicating that they were in partial provision. In contrast, managers sometimes acted as barriers to mothers achieving appropriate work family life balance.

On strategies that could be implemented to enhance working mother productivity, the respondents highly recommended for the implementation of lactation programs, flexible
working hours, job sharing options, extended maternity, onsite child care and lactation rooms in their organization.

The study concluded that the availability and use of work family life balance policies reduced work-life conflict and increased positive appraisals of the organizations. Job sharing options were occasionally available in most of the organizations which proved a useful instrument in balancing career and family commitments. Additionally, the frequency of mothers’ absenteeism from work was a rare occurrence in most of the organizations. This could be pegged on the family friendly environment which may have assisted in the reduction of employee turnover rates. This proved as attraction and retention means for working mothers with interests in bearing children.

Conclusively, enhanced use of work-life balance options like flexi time job sharing and breaks from work would help mothers acknowledge that the organization is facilitating their coordination of family and professional lives. This would increase productivity by increasing job satisfaction, organizational commitment, reduced job stress, reduced turnovers and lowered absenteeism costs as well as costs associated with the loss and replacement.

The implementation of lactation programs could help in enhancing the working mother’s productivity. Sufficient room for communication on work family life balance between the working mother and the immediate manager would offer support and consideration to the mother’s needs with a ripple effect on sustaining their productivity.

The study recommends that provisions should be made where possible for a family friendly environment such as leave facilities, family emergencies and child care within the organization for female employees’ to create a work environment free of frustration and inequity. To overcome the challenges that organizations face in regard to work family life balance, organizations should embrace formal communication on work family life balance by introducing policies that encourage work family life balance.
ACKNOWLEDGEMENT

I would like to acknowledge my supervisor, Professor Wambalaba, and his team for their committed mentorship.
DEDICATION

I dedicate this research project to my family that has supported me through selfless sacrifice and encouraged me with God's guidance.

To my colleagues and friends who tirelessly inspired me to strive on when the going was tough.
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

Work–family policies in an organizational setting go a long way in moderating the commitments of employees with families thus assisting employees concurrently carry out their work related commitments whilst at the same time according due diligence to their families at home. Women have been the largest demographic group influenced by this arrangement amongst all other workers. The gender perspective plays a pivotal role in the discussion on the balance on work and family. In many societies, women were presumed to be the sole bearers of the responsibility of family obligations with the men perceived as the breadwinners (Brush, 1992). This ideally meant that the work-family priorities and balance challenges were different between men and women.

Human resource management as the process of analyzing and managing an organization’s human resource needs comes in to ensure satisfaction of its strategic objectives (Hellriegel, Jackson, Slocum and Staude, 2009). This is supported by accompanying policies that have been defined and practiced. They would include selection and recruitment techniques, training and development, reward systems and motivation as well as performance management (Coyle-Shapiro et al., 2013).

Boxall and Purcell (2011) conceptualized workforce performance as the function of capabilities being the skills required by an employee to carry out the work, motivation being the incentives the employee requires to encourage performance, work organization being the manner in which organizations are structured to allow employees perform well and finally employee relations being the policies and practices that govern the relation between the employer and employee. The work-life Spillover theory states that an individual’s attitudes, skills and behaviors generated in one domain, either work or personal life, may flow into the other domain Spillover may have either positive or negative effects and may happen in either direction, that is work to personal life or personal to work life (Bell, Campus, Road, &
From this theory, it suggests that any disparity in either the family or work scope can deter from the quality of life and reduces the productivity of the employee at work.

Frederick Herzberg’s Two-Factor theory on work motivation defines two factors in deciding employees working attitudes and performance levels. These factors were Motivation and Hygiene Factors. The motivation factors (such as advancement, growth) were established as being intrinsic with an effect of increasing and employee’s job satisfaction. They contribute to the employee’s quality of work by maintaining the positive effects on work performance considering they are basic needs for psychological growth. The hygiene factors (such as company policy, work conditions, relationship with peers) were extrinsic aimed at preventing the employees’ dissatisfaction by promoting the employees willingness to work. These factors guided the employers to create a conducive environment where employees found serene to work in (Yusoff, Tan, & Idris, 2013).

![Conceptual Framework](image)

**Family Friendly Working Environment**
- Flexible Working Hours
  - Flextime
  - Telework
  - Part time
  - Job sharing
- Child Care Facilities
  - Lactation programs
  - Onsite child care
- Gender Involvement
- Career Advancement

**Moderating Variables**
- Organizational culture
- Organizational policies
- Resources

**Working Mothers Productivity**
- Increased loyalty and commitment
- Improved health and wellbeing
- Reduced absenteeism and turnover

**Independent Variables**

**Figure 1.1: Conceptual Framework**

2
During the early years of World War II (WWII) the need for maternal labor in war factories had no influence on the ancient belief that mothers were perceived to be at home raising children. The War ManPower Commission in 1942 mentioned that the prime responsibility of women with young children in a war-inflicted environment was to provide care at home and would only be considered as a last option to join the workforce. This eluded that the barriers to mothers’ employment should not be defined by the employers and that whenever necessary, child care facilities should be facilitated. The United States Federal Government played a key role to date in child care. The Lanham Act programs set out to advocate for child welfare centers be established. These centers offered subsidies to the children and helped the mothers work whilst promoting child development. This Act showed the possibility of the mothers productivity as workers if their children were cared for (Cohen, 1996).

The development and implementation of work-family policies has been adopted by the Australia Commonwealth and State Governments in aim of ensuring equitable access and advancement of employees with family responsibilities vis a vis those without. Some of the issues that these strategies and policies addressed ranged from declined fertility rates that influenced the population growth in the country, advancement of the women’s labor force participation (LFP) and finally the impact on demand for formalized child care (Shakespeare-Finch, 2005).

In the year 2009, the United States congresswoman (Carolyn B. Maloney) presented a breastfeeding bill in the House of Representatives acknowledging the rigorous growth of mothers in the labor workforce. Additionally, it went on to affirm that the American Academy of Pediatrics recommended mothers to breastfeed their young infants up to six years of age and therefore necessary arrangements needed to be considered to facilitate mothers express milk in instances where the mother was absent from the young infant. Companies would benefit from tax credits through this initiative that foresaw employers mandated to provide lactation spaces as well as provision of well labeled breast pumps for use. This contributed to the support of mother’s breastfeeding at the work place through elimination of discrimination (Andrews, 2010).
Further research demonstrates that childbirth aggravates gender equality at the workplace in today’s setting and this predominantly affects women who take maternity leave. It is mentioned that women take 98 pc of their maternity leave. Furthermore, women with children often receive lower performance reviews following their absence from work due to the leave. The United States Legislation validates that the core burden of parenting is directed to the mother and not the father. The Family Medical Leave Act (FMLA) is framed as follows:

“(5) due to the nature of the roles of men and women in our society, the primary responsibility for family caretaking often falls on women, and such responsibility affects the working lives of women more than it affects the working lives of men; and

(6) employment standards that apply to one gender only have serious potential for encouraging employers to discriminate against employees and applicants for employment who are of that gender” (US Department of Labor, 2009).

This was the perception for years when families followed the traditional model of the man as the breadwinner and the mother as the stay-at-home for care to the family. Despite the change of societal norms, women are still perceived in the same manner in addition to expectations on career advancement (Brown, 2010).

The German Federal Office for Migration and Refugees affirms that an employee is entitled to parental leave until the young infants turns three years of age. From 2015 onwards, a maximum of twelve months from the parental leave can be transferred to the point the child is eight years of age given the employer’s consent. This state benefit allows parents to look after their children without the strain of working full time. Despite the mandated leave being open to both parents, it is apparent that 98pc of those are women, Employment breaks related to motherhood have resulted in the reduction of women’s wages (Heywood & Jirjahn, 2009).

The women in Pakistan participate in the labor market fully with presence in the reproductive and productive areas. The economic value of their activities has however not been recognized as productive and is not accounted in the national statistics. This is determined by the socio-cultural and economic factors. These factors influence their occupational choices due to
gender bias and absence of supportive facilities such as child care amongst others (Sadaquat & Sheikh, 2011).

Women’s role in the wellness of their family in health and well-being is critical. Activities carried out by women such as food preparation, seeking of care both preventive and curative are crucial for the proper development of the children (Glick, 2002).

The Chinese Center for Disease Control and Prevention (CCDC) report in 2011 demonstrated the rise in obesity rates for children below 18 years at 120 million (Li, 2012) with a further estimation that 1.7 million already have diabetes and 27.7 million as pre-diabetic (Yan et al., 2012). This rise was partly attributed to the rise in maternal employment with supporting rationale that these employed mothers spend less time at home which contributes to an increase in the children’s inappropriate eating disorders and inactive activities (Nie & Sousa-Poza, 2014).

Child care has its intangible benefits of satisfaction however it can also inhibit the ability of engaging in other kinds of work for provision to the family in economic terms. Having a family more often than not affect the terms and degree of engagement for the mothers. In the absence of child care provision, there is a trade-off between women’s reproductive work and their duties in the field of employment (Samman et al., 2016).

In China, urban women between the ages of 25 and 50 who lived with their parents or in-laws were 12% more likely to participate in the labor market (Maurer-Fazio et al., 2011) whereas in Sri Lanka, mothers of children under five years old were 11% less likely to engage in the job market than other women (Gunatilaka, 2013). Interviews with working women who had quit their job found that they did so primarily because of an inability to get their mothers’ childcare support (Madurawala, 2009). In addition, one-third of the female employees interviewed had considered quitting their jobs because of difficulties in balancing the costs of childcare with work, while one quarter had encountered pressure from their husbands or other family members to quit work in order to look after their children (Samman et al., 2016).
A survey conducted by a South African Business & Finance agency in 2015, FIN24, showed that a staggering 69% of South African companies are not going to be hiring working mothers, even though the country’s Labor Law protection against such acts of discrimination in the workplace. “Working mothers are less committed. Working mothers are far less flexible. Working mothers’ skills are outdated and working mothers are going to take maternity leave as soon as you hire them!” these are some of the reasons given as to why they avoid hiring working moms (Africa, 2015).

The National Legislation and Labor relations in Mozambique keenly protects the working mother and the infant by allowing, for a maximum of one year, the interruption of daily work in order to breastfeed the child for a given two periods of half an hour each. Additionally, the law allows the entitlement of sixty days to the female employees for maternal leave. In the event that a mother and child are admitted, there would be a suspension on these leave days (Hughie-williams & Martin, 2009).

In a survey conducted in Tanzania, majority of workers both women and men think that their working time is compatible with their family commitments however only half of the women can take maternity leave at the time that the need arises. Additionally, daily breast feeding breaks are not offered to the working mothers with infants. The excuse provided over this noncompliance to the law is that the distance between the workplace and the worker’s home is long therefore making the two hour statutory breastfeeding right impractical (Lee, 2012).

In 2015, Kenya joined the world in marking the Annual Breastfeeding week with the theme “Breastfeeding and Work, Let’s Make it Work” which enables the working mother combine breastfeeding and work at the workplace. Kenya Private Sector Alliance (KEPSA) held a round table in 2010 in a bid to get Kenyan companies to commit to creating enabling environments for their female staff and children. One Acre Fund, a non-profit organization in Kenya, launched the Women’s Leadership Council in 2015 that aimed at supporting and mentoring female staff to scale in their professional life. Additionally, it allowed the female staff to enjoy a healthy balance between their home and work responsibilities. From this initiative, 95 percent reported an improvement in reaching their performance targets and remaining organized and present at their workplace.
In March 2015 Safaricom Kenya Limited, a telecommunications company, announced their updated Maternity Leave Policy which was driven at ensuring that the needs of the working mother are met. The updated policy offers a minimum of 4 months fully-paid maternity leave and reduced working hours (from 8 hours to 6 working hours a day) for the first six months. In addition to this, other initiatives that were introduced include an equipped and professionally staffed child care facilities with a doctor on site for emergency care, a private mother’s room for lactation and comprehensive medical insurance. These initiatives are aimed at reducing the turnover rates and replacement costs in new hires as well as addressing the shortage of women in senior management positions in the organization (Survey, Employee, & Council, 2015).

1.2 Statement of the Problem

The knowledge economy has set the environment for women to be enlightened through education and access to careers. The societal mindset has shifted from physical strength and endurance to brain power being the requisite skill paving way for women to flood the industry and competitively level with the men (Delina & Raya, 2013). Working mothers today are confronted with the challenge of satisfying their family responsibilities while remaining engaged in their careers. They experience the need to integrate, organize and balance the various demands in their different roles (Delina & Raya, 2013).

The pressures and concern about work can interfere with the family and to a similar extent the worries from the family can interrupt the stable setting at the workplace. Francence Rodgers (1992) reflects that work family stress is a contributive factor to the concentration ability of employees at the workplace with further affirmation from Pleck (1977) that family to work matters spill over as stronger for women than it is for the male components.

Friedman and GreenHaus (2000) argue that work and family conflict significantly affects the quality of career and family life with the effect on the women including constraint on career choices, opportunity for career advancement and success in their roles at work. The gravity is impacted also on the opposites of choosing whether to have a satisfying career or a happy family life that is characterized by a successful marriage and wellness of children. As a result,
the family becomes an integral organizational partaker in achieving the work-family life balance (Denise Horner Mitnick, 2007).

Despite the reason that the mother chooses to work, the workplace and work environment play a key role in how it influences the working mother’s productivity. The concern shifts from the mother’s competency for the role at work to the support system and structures that surrounds her at work that enables her efficiency with regards to the practices and policies in place or there lack of (Richard Welford, 2008).

1.3 Purpose of the Study
The purpose of this study was to establish the effect of family-friendly working environment and the productivity of the working mother.

1.4 Research Questions
The research is guided by the following questions:

1.4.1 What is the contribution of work-family life balance to the working mother’s productivity?

1.4.2 What are the challenges against work-family life balance for working mothers?

1.4.3 What strategies could be implemented to enhance working mother productivity?

1.5 Significance of the Study
The contributions from this study would be of interest to the below parties;

1.5.1 The Working Mother
For the mother to balance her contribution at the workplace and at home the study would provide evidence to the working mother on practices adopted at the workplace to facilitate unaltered productivity.

1.5.2 The Organization
An organization would benefit from maximized contribution by the employees, with the working mother in particular, in achieving the key objectives. The study would advise the
organization on practices and policies that may be borrowed in providing a friendly environment for the working mother.

1.5.3 **Policy Makers**

As the policy makers formulate strategies to be implemented in the organization, it would be prime to learn from this study on the various policies that exist in support of the working mother and how they have contributed towards a family friendly working environment.

1.5.4 **Researchers**

In support of other relative research on employee productivity in the work environment, the findings from this study would provide a knowledge platform that would contribute towards improved mechanisms that support employee productivity.

1.6 **Scope of Study**

The study covered a demographic of working mothers spread across the following industries of profession; Business, HealthCare, Sales & Marketing, IT industry and Academia within Nairobi County.

This study covered population of 60 working mothers. The data collection was within a timeframe of 3 months beginning September 2016 to November 2016.

1.7 **Terminologies**

1.7.1 **Family-friendly Workplace**

A family-friendly workplace or employer is one whose policies make it possible for employees to more easily balance family and work, and to fulfill both their family and work obligations (Schorr, 1997).

1.7.2 **Work- Family Life Balance**

The extent to which an individual is equally engaged in—and equally satisfied with—his or her work role and family role (Greenhaus, Collins, & Shaw, 2003).
1.7.3 Productivity

This is the output gained from a fixed amount of inputs. (George W. Bohlander, 2009)

1.7.4 Working Mother

A working mother is an employed woman who is also responsible for and in a parental relationship with one or more children ("Working Mothers," n.d.).

1.8 Chapter Summary

This chapter elaborated the problem statement and the purpose of the study which was to establish the effect of family-friendly working environment on the productivity of the working mother. The research questions raised were; what is the contribution of work-family life balance to the working mother’s productivity? what are the challenges against work-family life balance for working mothers? and what strategies could be implemented to enhance working mother productivity?

Chapter two entailed the literature review providing an in-depth discussion from existing literature related to this research from various researchers and scholars. Chapter three look at the research methodology where the research design, population and sampling size defined with follow up on data collection methods and data analysis techniques. Chapter four provided the results and findings from the analysed data with interpretations with basis on the research questions discussed. Chapter five provided discussion, conclusions and recommendations for further studies.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

Work family policies contribute in assisting employees fulfill their family responsibilities whilst simultaneously achieve their objectives at work (Shakespeare-Finch, 2005). Furthermore, these policies may also benefit companies by improving the retention rate, curbing absenteeism, reducing retraining of new hires within the same stride increasing productivity.

This chapter reviewed existing literature to gain an in-depth understanding and expound on the following research questions; what is the contribution of work-family life balance to the working mother’s productivity; what are the challenges against work-family life balance for working mothers; and what strategies could be implemented to enhance working mother productivity?

2.2 Contribution of Work Family Life Balance to Productivity

Three components of work family life balance stand out when assessing how they contribute to the mother’s productivity; time balance as the equal amount of time devoted to the family and work, involvement balance as equal psychological involvement and satisfaction balance being equal satisfaction with work and family responsibilities (Greenhaus, Collins, & Shaw, 2003).

2.2.1 Increased Employee Loyalty and Commitment

Managerial support has a crucial role because they are in a position to either motivate or demotivate employee’s efforts in balancing their work and family. In a situation where the manager is supportive of the integration of paid work and other family responsibilities, employees would be more likely able to take up the available work-life initiative (Lazar, Osoian, & Rațiu, 2010).

Lazar continues to mention that the more control the employees have over their work and family lives, the more this will increase their capacity to perform well at work and in family
situation. Grover and Crooker (1995) sustain that work life balance benefits can create a perception of organizational support for employees therefore increases the employee’s commitment rate. Allen (2001) affirms that the employees get a sense that the organization cares and appreciates their well-being and their contribution to the work place.

Therefore, employees who feel that their well-being is considered and that they are being treated positively have a higher tendency of developing a positive attitude which would have a significant effect on their commitment and performance (David Cegarra-Leiva, Sánchez-Vidal, & Cegarra-Navarro, 2012).

In a recent research conducted by Kenexa Institute (2007), it was evident that employees who indicated to have a lower intent of leaving the organization, willingness to recommend the workplace to others and high overall job satisfaction were more favorable toward their organization’s effort to implement work-life balance interventions.

**2.2.2 Improved Health & Well-Being of the Employee**

Employees who have some control over their working environment have a lowered stress related ill-health as a benefit of work family life balance (Lazăr et al., 2010).

When employees spend many hours at work and less with their families, their health and performance at work result in a decline (Okeke, 2011). Furthermore, the heightened pressures from work contribute to more fatigue and the increased labor crossing over to the evenings and weekends leave the employee with minimal personal time (Fapohunda, 2014).

Anxiety is defined as the generalized emotion that is associated with apprehension, evasion of frightening situations and worry. The working mother’s fear of underperformance at the workplace and home could stimulate anxiety which could influence her productivity in either sectors. The enlisted duties and responsibilities of childbearing, meeting husband’s needs, household chores and work demands concentrates the mother’s memory and concentration (Temitope, 2015).

The concerns about the family can interfere with work and the concerns about work can also be experienced from the family’s end. Women experience work-family stress more than their male counterparts with affirmations that this hinders their ability of concentrating at work.
Further to this, high psychological job demands like long working hours, pressured deadlines contribute to the suffering from depression and general anxiety disorders (Delina & Raya, 2013).

The aspiration of creating a healthy environment at the workplace where the employees are able to enjoy what they do be it at work or elsewhere leads to their increased productivity in their working lives. Healthy employees are essential as they are able to contribute in the company and this ensures that it remains profitable. Organizations that uphold high workplace standards adequately enhance the well-being of their employees (Tehrani, Noreen; Humpage, Sally; Willmott, Ben; Haslam, 2007).

2.2.3 Reduction in Employee Absenteeism & Turn Over

Some of the factors that may contribute to an employee’s absence from the workplace range from an employee’s inability to attend work either from medical injury or illness, dwindled motivation to attend work either from job dissatisfaction or lack of engagement or barriers that hinder the attendance such as family responsibilities and emergencies. A culture that fosters commitment and engagement in the organization through the leadership team would encourage a reduced instance of absenteeism by employees (Australian Government, 2006).

Employee absenteeism can be detrimental to the organization’s overall achievement of its objectives and would create an environment full of uncertainty to the workforce and the manager. In organization’s where several employees perform similar tasks, workers can help cover for one of their missing colleagues (The Council of Economic Advisors, 2014).

The arrangements of a family friendly environment may assist in the reduction of employee turnover rates as they could tend to attract and retain employees who want to have children. In addition to this, it also minimizes the unnecessary cost of replacement for the new hires. The other positive factor is that potential investors and clients would value the diversity exhuming from an organization that has more female employees with an effect of increased clientele and profitability of the organization (Mastri, 2013).
Work family balance programs can influence the improvement of the culture within organizations. Supervisors become more supportive post-implementation of such programs (Schwartz, 1994).

The Turned In and Tuned Up model strategy works at narrowing down on the influencers of employee attendance that are controllable at the organizational level. This model focuses on the impact that motivation has on the attendance of employees to work. It includes the organization culture and people management policies at the organizational level, management styles, co-worker relations, team culture at the managerial level and self-organization and commitment at the individual level. Performance management would necessitate the continuous process of regular feedback and maximization on the characteristics that would enhance employee motivation. These would counter the issues experienced in high absenteeism, turn over and low performance (Australian Government, 2006).

Managers who magnify employee performance on the desired work product rather than on the number of hours spent on a duty are able to enable their employees manage their time and effort across work and family appropriately. Further to this, organizations that recruit new hires on the support argument that they advocate for a culture of work-family life balance but then fail to sustain this philosophy would lose the hires at a fast pace (Rife, Ph, Hamilton, Hall, & Ph, 2015).

Rife (2015) argued that organizations that encourage their employees to take advantage of their free time for relaxation such as parental leave for purposes of recovery also contribute to the improved well-being and social status of the employee as they detach themselves both mentally and psychologically and create a balance across work and family. Large scale strategies in promoting work-life balance such as installation of lactation rooms can be important just as much as the small scale strategies such as support from managers and co-workers in promoting work life balance within the organization.
2.3 Challenges against Work Family Life Balance for Working Mothers

2.3.1 Breastfeeding & Access to Child Care Facilities at the Workplace

Breastfeeding has clear short term benefits for the child health with lowered mortality and morbidity from infectious diseases not to mention the long term effects on the psychological and cognitive development. According to the breastfeeding guidelines as provided by the World Health Organization (WHO), every infant below the 6 months of age should be breastfed exclusively with continued breastfeeding for up to two years or longer (Horta, Bahl, Martines, & Victora, 2007).

Despite the facts, the rate of breastfeeding infants below 6 months is still significantly low with a given 76% of mothers in the UK feeding soon after birth and more than one third stopping at 6 weeks. This is attributed to the barriers exhibited at the workplace which could be detrimental to the child, mother and employer as well (Bono & Pronzato, 2012).

Bono (2012) continues to lament that unlike the breastfeeding mothers, the non-breastfeeding mothers would often be absent from work to attend to their children because they would be suffering from infectious illnesses. This absenteeism would imply that the mothers are away from their workstations from a lengthened period of time and negatively influencing their work. According to Bono, employers would benefit from promoting breastfeeding at work to retain these employees from spending long hours away from work while increasing the breastfeeding duration. This would encourage the women’s workforce participation in their work as well as improve on the breastfeeding rates.

The barriers identified at the workplace that hinders breastfeeding include a lack of flexibility for milk expression within the work schedule, absence of accommodations to express breast-milk and store, concerns about support from workmates and colleagues and perceived lowered milk supply (Langford, n.d.).

From the employers perspective, maternal employment and breastfeeding have a negative standing and this is as a result of the notion that breastfeeding is an intensive activity that is time consuming as well as expensive. The implication from this is that the opportunity cost of breastfeeding is measured in terms of absence from work. The misconception assumed is
that the marginal benefit of breastfeeding diminishes over time whereas the marginal cost of not working increases over time. In addition to this, the fixed costs incurred such as the hiring of child care attendants, space rental for day care center and purchase of breastfeeding equipment & accessories, would further negate the probabilities of an employer taking up this initiative (Chatterji, 2005).

Earlier studies assume that recruitment and selection criteria and decisions are related to external factors such as whether the woman is breastfeeding or not (Kurinij, 1989).

2.3.2 Gender Involvement & Career Advancement
The demographic changes evidently realized in the increased participation of women in employment and dual career families have generated a diverse workforce and need of employees balancing their work and family lives (Delina & Raya, 2013).

Belkin (2003) argues that biology plays a role in the work and family realms. This notion is supported by Brown (2010) where he indicates that childbirth has further aggravated gender inequality in the workplace and especially for the women who consume maternity leave. The need to produce work life balance policies at the work place which will create gender neutral disparity was part motivation (Sparrow, 2010).

The Equality and Human Rights Commission (EHRC) (2009) argued that both women and men want to find a balance between work, family, caring responsibilities which are now shared equally. Lewis (2007) continues to mention that work-life balance is far from being gender neutral with women holding a closer bond with family care and domestic tasks. The Family Medical Leave Act under the US legislation maintains that women tend to hold the bulk of parenting responsibility and this affects their working lives more than it does to the men (US Department of Labor, 2009).

Crittenden (2003) concurs that mothers often receive lower salary increments and equally the same lowered performance reviews resulting from their absence from work owing to family obligations & leave. Cabrera (2009) agrees to this by stating that working mothers often decide to take a lesser demanding position or alternatively pursue new careers with others
leaving employment after childbirth as a result of the pressures that arise from trying to balance work and family.

Cabrera (2009), found that women are negatively impacted by the workplace cultures that reward employees who have the ability to attend early and late meetings, travel intensely and have accumulated large number of hours spent at the office rather than the results of their work. According to Guillaume (2007), time availability has a direct connection to promotion. This struggle would necessitate the mothers to garner for less demanding jobs that may be beneath their capabilities so as to maintain a manageable workload and satisfy the balance between work and family life (Ginn, 1997)

Women and men in managerial roles have been identified as highly likely to work long hours, an expectation which is not compatible with family life (Davidson, 1992). He continues to add that work family conflict is often recognized within policy and research as a primary problem for senior manager who are mothers but not as relevant to fathers in equal managerial roles. The assumption in organizations is that mothers in professional roles will forego their promotion but will continue to generate income through other flexible mechanisms. Mothers in managerial roles would remain more committed to their careers even if they were to work part time to the point where the children are self-dependent (Blair-Loy, 2003).

On the contrary, Lewis (2005) realizes that several working practices have been adopted to be utilized by women and are predominantly associated with the mother rather than the father. While the fathers are expected to commit more in the number of hours they work, mothers as perceived to be second income earners, would take advantage of the flexible hours to attend to their family responsibilities.

Tracy and Rivera (2010) acknowledged the existence of power-wielding male executives within organizations. The expectation is that the male senior managers should pursue an undeviating career in which promotion would be gained through long working hours on a full time basis. Continuing arguments established that these executives considered women’s responsibility, even the ones with befitting qualifications for the job at work, is that of supporting their husbands’ careers in the provision care to their children. As they concluded,
they gathered that such attitude and gendered perceptions at the workplace influenced the
domination of organizational positions, promotion opportunities and cultures within the
organization.

In their research they found that regardless of the existence of work-life balance policies put
in place to offer benefits irrespective such as flexible working hours and family leave days to
the all employees, these policies would be consumed by women rather than the men.

Given these challenges that influence gender consideration and career advancement, women
choose either to postpone getting children or all together consider not having any in order to
avoid the advancement gaps (Brown, 2010).

**2.3.3 Family Well Being & Work Family Conflict**

Children’s care and well-being has been linked to the mother’s demeanor (Caplan 1998). It
was also noted that it was close to impossible to isolate the blame of mothers when
discussing the cultural tendencies that influence the children’s outcomes.

Despite the advancements in technology, day care options and flexible work schedule that are
aimed at helping the women at the workplace manage their work and home responsibilities,
many women still find that the demands from work conflict with family responsibilities
(Schein 1993). There are high rates of dissatisfaction, intentions to leave work, work distress
and hassles in family performance due to the work family conflict (Slan-Jerusalim, 2009).

Mothers who return to work early end up having their infants exposed to lesser access to
follow-up care, lowered rates of immunization and fewer weeks of breastfeeding. In addition
to this observation is that mothers who have access to paid leave have been found to have
dual benefit from healthier outcomes to not only themselves but to their children too
(Widener, 2007). On the other hand, mothers without paid leave have a lowered likelihood of
taking themselves or their children to seek medical care. This is as a result from the fear that
by doing so they would be fired (Garey & Arendell, 1999).

Thurer (1993) mentions that mother-blame has been pegged on the social influences and
outcome on children as determinative and damaging. Jerome (1998) opposes this argument
by saying that the attendance to an infant in day care center does not produce children who are any different from those raised at home.

Kagan (1988) discredits the popularity of the child to mother attachment theory to assumptions without support from scientific evidence. Solberg (1997) supports that research from children, work and family should examine ideas about children’s needs and what the parents should provide. He defends that there is need to avoid mother-blame from assumptions that the sole responsibility for children’s care belongs to mothers. Challenging this opens new responsibilities for meeting the children’s social and development needs.

Work family life imbalance arouses stress, detraction from quality life and reduction of an individual’s effectiveness at work (Kofodimos, 1993). The participation in several roles shields individuals from effects of negative experiences as mentioned. Additionally, work family balance has been found to have an undeviating relation to the well-being of a person (Barnett & Hyde, 2001). Marks and MacDermid (1996) propose that balanced individuals are more engaged thus experiencing lowered stress levels.

In a circumstance that the mother is unable to breastfeed the infant given that she is at work, this would ultimately have a negative effect on the continuous availability of the milk. Considering that the supply of breast milk is dependent on frequency of feedings and baby’s demand, if the milk is not expressed at the scheduled timings then the mother shall experience a drop in the supply of milk. The mother would also be at risk of an infection from this (Andrews, 2010).

2.4 Strategies that Can Enhance the Working Mother’s Productivity

2.4.1 Implementation of lactation programs

When the infant is young it would require at least eight to twelve feeding sessions per day. This ultimately translates to having breastfeeding sessions spread out in every two to three hours. In a circumstance where the mother is at work and is unable to breastfeed the child, it would be required of her to express as frequently as the baby usually nurses (Andrews, 2010).
Langford (2004) observed the effect of corporate lactation programs on breastfeeding behavior among employed women which included prenatal classes, perinatal counseling and lactation management after the return to work. According to him, there has been indication to support the benefits of lactation at work for the individual families as well as the employers through heightened productivity, improved public image of the employer, decreased absenteeism and employee turnover.

Bar-Yam mentions that the critical components for an effective workplace program are space, time, support and gatekeepers. Nursing Mother Room centrally located with adequate lighting, ventilation, privacy, seating, a sink, an electric hotel and possibly a refrigerator. Further to this, employers can include flexible working hours and break times for expressing and job sharing.

In support of this argument, Andrew (2010) proceeds to state that the length of the break would vary from woman to woman depending on the expressing time necessary. It would be essential for the nursing mother and the employer to have a dialogue on what would govern a reasonable break time in order to manage expectations and gain an understanding on how these breaks would be spread out across the working day. As part of this discussion, the location and availability of the expressing space would also be influential on the amount of time that would constitute a lactation break.

The availability of the breastfeeding facilities has been linked with the increased breastfeeding duration which is both beneficial to mother and child as well as a reduced time spent by the mothers in maternity leave (Bono & Pronzato, 2012). There was no evidence found on whether by working in an organization that offers breastfeeding facilities has a distinctive correlation to the positive attitude of the employee.

2.4.2 Flexible Working & Job-share opportunities

Job sharing is the arrangement where two or more employees apportion the same work according to the proportion of time each person works. This is a form of flexible working practice that would release opportunities to all employees. The argument has been that job
sharing is introduced in response to the increased participation of women in employment and to leverage on equal opportunities for these workers (Branine, 2004).

Crabb, (1995) declared that job sharing was found to be a useful instrument in balancing career and family commitments with special concentration on health, banking and information technology with most of the employees being mother who are more likely take up the flexible working hours. He remarked that failing to provide this opportunity at all levels would eventually hinder the achievement of equal opportunity, retention of these employees & appropriate utilization of the pool of human resource from the working mothers.

Branine found that job sharing allowed for flexible operations with a liking by managers given that the demands for services would still be achieved. The synergy in job sharing would allow the employees also benefit from the knowledge and skills that each has to offer. The level of retaining talented employees, reducing turn over and absenteeism was improved considering that this arrangement addressed both the employee’s needs and the requirements of their job.

Technology has revolutionized the nature of work and availed opportunities to work from any location allowing employees with or without families balance their work and life more effectively (Grant, Wallace, & Spurgeon, 2013). Lewis and Cooper (2005) suggested that remote working considers the well-being of the staff looking at work life balance while at the same time working towards reducing costs and improving on productivity. Employee job satisfaction had a positive impact on productivity as measured by the quality and quantity of work produced, reduced geographical constrictions and higher levels of commitments by employees to the employer.

While remote working increased the levels of satisfaction and reduced stress, there could be a contra-indicative overlap between work and home engagements (Hartig, 2007). Lautsch (2009) argued that advising the teleworking employees on separation of work from home tasks would encourage the reduction of work to family interference. Duxbury (1992) presented an alternate argument that the effects of teleworking on the family were grave. The findings from his research showed that there is a higher probability of working for longer
hours extended out of normal working hours therefore denying the family the quality time necessitated.

Kowalski and Swanson (2005) considered several factors that would influence the successful of teleworking such as managerial supervisory support, the use of informal communication skills and introduction of a formal policy on this kind of working arrangement.

2.4.3 On-site Child Care Facilitation at work

Parents choose among a variety several child care options such as; formal care arrangements, family care that is often unregulated or they opt to care for the children themselves. There are three characteristics of child care that influence the employment of parents: availability of child care for young children considering they cannot be left alone, cost of child care and quality of care being offered (Kisker & Ross, 1997).

Challenges experienced in the quality of child care services contribute to the mother’s decision on whether to quit their job, change jobs or consider working for lesser hours so that they may continue attending to their children. Mothers more often than not define a threshold for the quality of care that their children receive such as level of safety and responsibility. This would affect the mother’s committed engagement in work-related activities in the event that they cannot find and maintain such arrangements (Ellen Kisker, 1997).

Employer supported on-site child care is of interest to not for the female employees searching for relief from family and work conflicts. Increased women’s participation in the labor force has led to the growth of tension for mothers with young children as they attempt to secure reliable and child care facilities during working hours (Connelly, Degraff, & Willis, 2002).

They discussed the issues of concern such as low income, exorbitant child care pricing and a lacking a variety of options out there that would advocate for the implementation of an on-site child care facility at the workplace. The location, reliability and convenience of employer-based child care influences the parental attitudes and levels of satisfaction, especially of the mother (Sonenstein, 1991).

Connelly (2002) maintains that employee retention is sustained with female employees with children having a lowered probability of quitting their jobs. In contrast to this, he also
presents the situation that there may be some queuing within the workplace for a slot vacancy to the onsite day care facilities.

2.5 Chapter Summary

This chapter provided an in-depth discussion on the contribution of work life balance to the working mother, the challenges against work family life balance for working mother and strategies that can enhance the working mother’s productivity.

The population definition, sampling technique, data collection and analysis was discussed in the research methodology that was covered in Chapter 3.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
This chapter elaborated the research design for this study with a distinction of the population and sampling design that was adopted. In addition to this, further elaboration provided on the data collection tools & method, the systematic procedures that was conducted for the research tools as well as the data analysis methods to be used.

3.2 Research Design
This research pursued a quantitative approach where the objective theories were tested by examining the relationship amongst the defined variables. These variables, in turn, were measured, by use of instruments and the data analyzed by use of statistical procedures (Creswell, 2013).

This study employed the explanatory research (also known as causal research) design. This was the most appropriate method for this study because it aimed at identifying the causal link between the independent and dependent variables pertaining to the research problem.

3.3 Population and Sampling Design

3.3.1 Population
The population that was used in this research comprised of mothers who were in employment spread across the following industries of profession; Business, HealthCare, Sales & Marketing, IT industry and Academia within Nairobi County..

The specific population size was advised by other research conducted within the same field. A case example is a research that was conducted in Uganda on “Working Mothers: Changes in the Family and Economy in Uganda” (Nyakana, 2006).
3.3.2 Sampling Design

3.3.2.1 Sampling Frame

A sampling frame is the statistical approach that directs on where, when and how observations are made and analyzed to generate reliable estimates for the population as a whole (Scholes, Palm, & Andelman, 2013). The objective of this is to create a list that enables us target as many respondents as possible from the population so that they have equal opportunity for selection as a unit (Berg, 2013). The sampling frames are categorized into two; list frames and area frames. The list frames are a list of all the units in the target population (such as electoral voting list) whereas area frames are the lists of non-overlapping geographical areas (Puszczak, Fronczyk, Urbanski, & Pashova, 2013)

The sampling frame for this research was derived from the below target population of working mothers in table 3.1:

Table 3.1: Sampling Frame

<table>
<thead>
<tr>
<th>Organization</th>
<th>Number of Respondents (#)</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>GlaxoSmithKline</td>
<td>12</td>
<td>20</td>
</tr>
<tr>
<td>ABC Bank</td>
<td>12</td>
<td>20</td>
</tr>
<tr>
<td>Strathmore University</td>
<td>12</td>
<td>20</td>
</tr>
<tr>
<td>Ministry of Health</td>
<td>12</td>
<td>20</td>
</tr>
<tr>
<td>Clinton Health Access Initiative</td>
<td>12</td>
<td>20</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source (Respective Organizations)

3.3.2.2 Sampling Technique

The sampling technique for data collection in use was the probability stratified random sampling. Stratified random sampling requires that the target population is divided based on similar & specific characteristics into sub-groups known as strata from which a selection of the sample unit is made from it (Teddlie & Yu, 2007).
The stratum for this research was formulated by the managerial status of the working mother. The managerial status would be whether the working mother is a “Manager” or “Normal Employee”.

By use of the stratified random sampling technique, this would ensure a very minimal estimation error considering that the population is heterogeneous. It also ensures that the samples achieve a high degree of representativeness in the entire population that is under research.

3.3.2.3 Sample Size

The criteria that define the sample size for this research are; the level of precision (sampling error), the level of confidence (risk level) and the degree of variability in the attributes that are being measured.

The level of precision is a percentage range (±5 percent) in which the true value of the population is probable to fall under. The level of confidence borrows from the Central Limit Theorem that suggests that in a situation where a population is repeatedly sampled, the average value of an attribute obtained is equal to the true value of the population. The degree of variability is defined as the distribution of attributes in the population. The lesser the variability (more homogeneity) in the population then the smaller the sample size and the greater the variability (more heterogeneity) the greater the sample size in order to get a given precision level (Israel, 1992).

From the above elaboration, the sample size generated for this research assumed the following; Precision level of ±5%, confidence level of 95%.

Given the known population of 60 working mothers, the sample size was derived by use of the formula below.

\[ S = \frac{X^2NP(1-P)}{D^2(N-1)+X^2P(1-P)} \]

Where;

\[ S = \text{Required Sample size} \]
\[X^2 = \text{Table value of Chi-Square [Z value (1.96 for 95\% confidence level)]}\]

\[N = \text{Population Size}\]

\[P = \text{Population proportion (50\%), expressed as decimal a proportion (0.5)}\]

\[D = \text{Degree of accuracy (5\%), expressed as a proportion (.05)}\]

Therefore;

The sample size for this research is therefore 53 working mothers.

3.4 Data Collection Methods

The data collection instrument to be used in the collection of primary data for this research is a questionnaire. This was found to be the most appropriate tool for this data collection activity because it is more objective and quick to use when collecting the data for quantitative analysis.

The questionnaire is more practical to use given the large sample size required to capture data from. The questions would be categorized into 2; closed and open ended. For the closed questions, these are structured to ensure that it only allows a response that fits into the pre-defined categories. This limits the provision of irrelevant information. These categories of the closed ended data are either nominal data or ordinal. The nominal data provides a restriction to responses such as “Yes” or “No”. Ordinal data is derived from the responses that can be ranked by use of a rating scale in aim of measuring strengths of respondents’ attitudes. Here is an example of this; given a scale between 1 and 5 where “1= strongly agree” & “5= strongly disagree”. It is relatively easy to transform this data into quantitative data that can be analyzed.

Open ended questions allow the respondent further information to the response given from the restricted responses in elaboration. This permits the researcher to gather additional information that may have been missed out owing. This would provide qualitative data.

The questionnaire developed is sectioned as follows; Introduction section provides insight on the purpose of the research to establish a rapport with the respondent. Part A that covers
general information to provide general information about the respondent and Part B, C and D cover questions that are derived from the research questions defined in the literature review.

3.5 Research Procedures

The research proposal was presented for review before approval by the research supervisor. This was followed by a review and plausible modification of the proposal before proceeding to pilot testing.

A pilot study would be conducted before proceeding to the field for data collection. The purpose of this pilot would be to verify the relevance, practicality, grammar compliance and comprehensiveness of the questionnaire. The findings from this study would then allow for modifications to be carried out before the main activity of data collection.

An introductory letter from the University would be requested for before proceeding to the field for data collection. This letter would describe the purpose of the study to the respondents in aim of seeking their cooperativeness.

Once this is done, the activity shall proceed onto field data collection. The questionnaires shall be distributed to the respondents for entry. The respondents would be allowed a given period of time to fill in the questionnaires. Once this grace period has expired, a follow up letter to the non-respondents would be circulated as a polite reminder for them to complete the questionnaires. The completed questionnaires shall then be collected for data entry and cleaning.

The data would be entered onto the analysis tools with subsequent data cleaning to follow in aim of eliminating corrupt, inaccurate and incomplete data. Proceeding this activity would be data coding. This would entail the conversion of the data into numerical format for ease of use and interpretation during analysis.

The last phase would be data analysis. This activity would require technical expertise where software tools shall be used to manipulate the data in a manner that it would provide findings for inferencing.
A schedule of the preparation and process of data collection activities is elaborated in table 2 and figure 3 in the Appendix section.

3.6 Data Analysis Methods
Data analysis is the application of statistical techniques to manipulate data for evaluation. The purpose of data analysis is to obtain information that shows the summaries, identifies relationships between variables, compares variables, and identifies differences in variables and forecast potential outcomes.

The filled questionnaires were checked for completeness and consistency and errors and omissions corrected and then coded and analyzed qualitatively and quantitatively. Qualitatively the data was sought into patterns, themes and categories. This enabled the researcher to make general statements in terms of the observable attributes. Data from questionnaires were summarized, coded, tabulated and analyzed. Editing was done to improve the data quality for coding. Coded data was then fed into the statistical package for social sciences (SPSS) version 21 for analysis. The study derives the mean, frequencies and percentages from the data analysis for each variable. Results of the study then were presented in bar graphs, tables and pie charts.

3.7 Chapter Summary
This chapter defined the research methodology that was applied in conducting the research. The research design adopted for this was explanatory research. The population of 60 working mothers was identified and a sample size of 53 working mothers calculated for the study. The data was collected by use of structured questionnaires. Descriptive statistics was used for data analysis with presented of the data findings by use of tables and charts.

The next chapter presented the results and findings from the analysis with elaborate explanations and interpretations on the basis of the research questions.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction
This chapter entails the analysis and presentation of the data collected from the questionnaires. The results and findings relate to the following research questions guiding this study; what is the contribution of work-family life balance to the working mother’s productivity? What are the challenges against work-family life balance for working mothers? What strategies could be implemented to enhance working mother productivity? The data was represented in tables, pie charts and graph format alongside their respective interpretations.

4.1.1 Response Rate
In this study, 60 questionnaires were distributed out to respondents spread across the following industries of profession; Business, HealthCare, Sales & Marketing, IT industry and Academia. Of the 60 questionnaires distributed, 54 of these questionnaires were received from the respondents as valid for analysis. The rest were considered as un-useable because they had major sections that had not been answered thus disallowing proper analysis to be carried out. The response rate for this survey was therefore at 90% as indicated on Figure 4.1.

Figure 4.1: Response rate
4.2 General Information

The data collected under this section was aimed at describing the demographic variables revolving around the working mother and assess any influential factors towards the research findings. This data consists of the respondents’ employment status, industry of profession, age groups, marital status and educational background.

4.2.1 Age Groups

The respondents were required to indicate their age groups. From the finding, 59.3% of the respondents were between 26-35 years, 22.2% were between 36-45 years, 14.8% were between 46-55 years and 3.7% were 56 and above years. This shows that the study covered the productive age groups of the mothers thus the information they provided were reliable and relevant for the study. Findings are presented in Figure 4.2.

![Age Groups Bar Chart]

**Figure 4.2: Age groups**

4.2.2 Employment Status

The study sought to determine the employment status of the respondent’s. From the responses 92.6% indicated that they were employed while 7.4% were self-employed. This
shows that the respondents had work life experience thus the information they provided were relevant for the study. The finding is presented in figure 4.3.

![Figure 4.3: Employment Status](image)

**4.2.3 Highest Education Level**

The study sought to establish the highest level of education of the respondents. From the finding 42.6% of the respondents had bachelors, 33.3% had masters and 24.1% had other qualifications. This implied the respondents had relevant knowledge thus they had ease in addressing the questions and provided the correct responses as shown in Figure 4.4.

![Figure 4.4: Highest Education Level](image)
4.3.4 Level in the Organization

The respondents were required to indicate their level in their organization. From the finding, 50% of the respondents were in the operation level, 25.9% were junior managers and 24.1% were senior managers. The representation of respondent in operations vis-a-vie management is indicative that there was equal representation of respondents from both levels of the organization in the study. The finding is shown in Figure 4.5.

![Figure 4.5: Level in the Organization](image)

4.3.5 Marital Status

The study sought to determine the marital status of the respondents. From the finding, 79.6% of the respondents were married while 18.5% were not married. This shows that majority of the respondents had families thus had experience on work family life hence the information they provided was relevant for the study. The finding is shown in Figure 4.6
4.3 Contribution of Work Family Life Balance to Productivity

The researcher sought to determine the contribution of work life balance to productivity. The findings are presented in the subsequent subsections.

4.3.1 Increased Employee Loyalty and Commitment

4.3.1.1 Satisfaction with Working Hours

The respondents were asked to express their opinion on whether they were satisfied with the working hours. The responses received showcased that 66.7% (36) were satisfied with the working hours and 33.3% (18) were not satisfied. The finding is shown in Table 4.1.

Table 4.1: Satisfaction with Working Hours

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfied with the working hours</td>
<td>36</td>
<td>66.7</td>
</tr>
<tr>
<td>Not satisfied with the working hours</td>
<td>18</td>
<td>33.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>54</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

4.3.1.2 Reason for Dissatisfaction with Work

The respondents were required to indicate extent for dissatisfaction with the working hours where a scale of 1 as strongest to 5 as the weakest reason was used. From the responses,
mean and standard deviation were used for ease of interpretation and generalization of findings. From the responses, stagnated career advancement had a mean of 2.89 with a standard deviation of 1.53, strained relationship with supervisor had a mean of 3.82 with a standard deviation of 1.468, absence of facilities had a mean of 3.17 with a standard deviation of 1.618, long travel requirements had a mean of 4.39 with a standard deviation of 0.979, lack of consideration for high profile assignment had a mean of 3.17 with a standard deviation of 1.505, lack of flexible work options had a mean of 2.25 with a standard deviation of 1.585 and no or cut pay for time off to attend family emergencies had a mean of 3.56 with a standard deviation of 1.548. A mean of between 2.25 and 4.39 indicated that the respondents agreed with these factors. Long travel requirement had a higher precision as compared to other reasons. The finding is shown in Table 4.1.

Table 4.2: Reason for Dissatisfaction with Work

<table>
<thead>
<tr>
<th>Reason for Dissatisfaction</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stagnated Career Advancement</td>
<td>2.89</td>
<td>1.530</td>
</tr>
<tr>
<td>Strained Relationship with Supervisor</td>
<td>3.82</td>
<td>1.468</td>
</tr>
<tr>
<td>Absence of Facilities</td>
<td>3.17</td>
<td>1.618</td>
</tr>
<tr>
<td>Long Travel Requirements</td>
<td>4.39</td>
<td>0.979</td>
</tr>
<tr>
<td>Lack of Consideration for High Profile Assignment</td>
<td>3.17</td>
<td>1.505</td>
</tr>
<tr>
<td>Lack of Flexible Work Options</td>
<td>2.25</td>
<td>1.585</td>
</tr>
<tr>
<td>No or Cut Pay For Time Off to Attend Family Emergencies</td>
<td>3.56</td>
<td>1.548</td>
</tr>
</tbody>
</table>

4.3.1.3 Factors that Motivates in Work
The respondents were asked to rank the factors that motivate them in their work where a scale of 1 as strongest to 5 as the weakest reason was used. As shown in Table 4.8, personal satisfaction had a mean of 1.71 with a standard deviation of 1.119, financial independence had a mean of 1.73 with a standard deviation of 1.105, support from family had a mean of 2.10 with a standard deviation of 1.096, flexible work schedule had a mean of 2.59 with a
standard deviation of 1.567 and constructive utilization of time had a mean of 2.44 with a standard deviation of 1.128. The level of precision was higher on support from family with a standard deviation of 1.096 as compared to flexible work schedule which had a standard deviation of 1.567.

**Table 4.3: Factors that Motivates in Work**

<table>
<thead>
<tr>
<th>Factor</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Satisfaction</td>
<td>1.71</td>
<td>1.119</td>
</tr>
<tr>
<td>Financial Independence</td>
<td>1.73</td>
<td>1.105</td>
</tr>
<tr>
<td>Support from Family</td>
<td>2.10</td>
<td>1.096</td>
</tr>
<tr>
<td>Flexible Work Schedule</td>
<td>2.59</td>
<td>1.567</td>
</tr>
<tr>
<td>Constructive Utilization of Time</td>
<td>2.44</td>
<td>1.128</td>
</tr>
</tbody>
</table>

**4.3.1.4 Job Sharing Options**

The respondents were asked to indicate whether they have job sharing options in their organization. 55.6% (30) of the respondents indicated that job sharing options are occasionally available in their organizations with 20.4% (11) disputing, 14.8% indicated always and 5.6% indicated rarely this to signify that this service is never provided in their organizations as shown in Figure 4.7.
Respondents were questioned on whether they have ever experienced any stress related illness because of strain from work. 61.1% (33) of responded that they did not experience any stress related illness while 38.9% (21) affirmed in contrary. The finding is shown in Table 4.4.

Table 4.4: Improved Health and Well-Being of the Employee

<table>
<thead>
<tr>
<th>Frequency Description</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experience stress related illness</td>
<td>21</td>
<td>38.9</td>
</tr>
<tr>
<td>Did not experience any stress related illness</td>
<td>33</td>
<td>61.1</td>
</tr>
<tr>
<td>Total</td>
<td>54</td>
<td>100.0</td>
</tr>
</tbody>
</table>
4.3.3 Reduction in Employee Absenteeism and Turn Over

The response on the frequency of mothers’ absenteeism from the organization showed that 38.9% (21) respondents indicated that this is a rare occurrence. 31.5% (17) of the respondents were not sure about the frequency. The finding is presented in Table 4.5.

Table 4.5: Reduction in Employee Absenteeism and Turn Over

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequently</td>
<td>13</td>
</tr>
<tr>
<td>Rarely</td>
<td>21</td>
</tr>
<tr>
<td>Never</td>
<td>3</td>
</tr>
<tr>
<td>Not Sure</td>
<td>17</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>54</strong></td>
</tr>
</tbody>
</table>

4.3.3.1 Rate of Voluntary Resignation

The rate at which female employees resign from the organization voluntarily after becoming mothers was indicated to be rarely from the 59.3% (32) majority responses that were received.

Table 4.6: Rate of Voluntary Resignation

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequently</td>
<td>2</td>
</tr>
<tr>
<td>Rarely</td>
<td>32</td>
</tr>
<tr>
<td>Never</td>
<td>10</td>
</tr>
<tr>
<td>Not Sure</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>54</strong></td>
</tr>
</tbody>
</table>

4.4 Challenges against Work Family Life Balance for Working Mothers

The study sought to determine the challenges against work life balance for working mothers. The finding is shown in the subsequent sections.
4.4.1 Breastfeeding & Access to Child Care Facilities at the Workplace

4.4.1.1 Establishment of Lactation Rooms

The respondents were asked whether there is availability of lactation rooms for breastfeeding and milk expression in the organizations. From the finding 62.9% (34) of the respondents indicated that their organizations had never provided this facility, 27.8% (15) of the respondents mention that the lactation rooms are always available in their organizations, 5.6 indicated sometimes while 3.7 indicated rarely.

Table 4.7: Establishment of Lactation Rooms

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Always</td>
<td>15</td>
</tr>
<tr>
<td>Sometimes</td>
<td>3</td>
</tr>
<tr>
<td>Rarely</td>
<td>2</td>
</tr>
<tr>
<td>Never</td>
<td>34</td>
</tr>
<tr>
<td>Total</td>
<td>54</td>
</tr>
</tbody>
</table>

4.4.1.2 Lactation Program - Extended Maternity Leave

The finding in Table 4.8 shows that, 29.6% (14) of respondents indicated that extended maternity leave is provided in the organizations thus facilitating the continuity of lactation period. There was an equal representation in other organizations whereby this is not facilitated with an indication of 24.1% (13).

Table 4.8: Lactation Program - Extended Maternity Leave

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Always</td>
<td>14</td>
</tr>
<tr>
<td>Sometimes</td>
<td>11</td>
</tr>
<tr>
<td>Rarely</td>
<td>13</td>
</tr>
<tr>
<td>Never</td>
<td>13</td>
</tr>
<tr>
<td>Total</td>
<td>54</td>
</tr>
</tbody>
</table>
4.4.2 Gender Involvement & Career Advancement

4.4.2.1 Initiatives to Manage the Work Life Balance for the Working Mother

The respondents were asked to indicate the extent to which their organizations have taken initiatives to manage the work life balance for the working mother where a scale of 1 as always to 4 as the never was used. From the responses in Table 4.15, flexible hours / schedule had a mean of 2.13 with a standard deviation of 1.161, job sharing options had a mean of 2.33 with a standard deviation of 0.985, maternity leave had a mean of 1.16 with a standard deviation of 0.652, extended maternity leave had a mean of 2.49 with a standard deviation of 1.155, onsite child care had a mean of 3.98 with a standard deviation of 0.139 and lactation rooms had a mean of 3.06 with a standard deviation of 1.364. From the finding, the mean values for the finding ranges from 1.16-3.98 an indications that the respondents were in agreement with lactation rooms and onsite child care as the initiatives to manage the work life balance for the working mothers. A standard deviation of .139 on onsite childcare was an indication of a high level of precision on that initiative as compared to lactation rooms which had a standard deviation of 1.364.

Table 4.9: Initiatives to Manage the Work Life Balance for the Working Mother

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexible Hours / Schedule</td>
<td>2.13</td>
<td>1.161</td>
</tr>
<tr>
<td>Job Sharing Options</td>
<td>2.33</td>
<td>.985</td>
</tr>
<tr>
<td>Maternity Leave</td>
<td>1.16</td>
<td>.652</td>
</tr>
<tr>
<td>Extended Maternity Leave</td>
<td>2.49</td>
<td>1.155</td>
</tr>
<tr>
<td>Onsite Child Care</td>
<td>3.98</td>
<td>.139</td>
</tr>
<tr>
<td>Lactation Rooms</td>
<td>3.06</td>
<td>1.364</td>
</tr>
</tbody>
</table>

4.4.2.2 Mental / Physical Health Condition Experienced

The respondents were required to rank mental / physical health condition they have experienced where 1= lowest to 4= highest. As indicated in Table 4.16, job fatigue had a mean of 2.22 with a standard deviation of 0.861, stress related illness had a mean of 1.61
with a standard deviation of 0.492, sleep disturbance had a mean of 2.83 with a standard deviation of 1.072, depression had a mean of 1.74 with a standard deviation of 0.991, digestive problems had a mean of 1.82 with a standard deviation of 0.883, burn out had a mean of 3.08 with a standard deviation of 0.974 and migraines or headaches had a mean of 2.88 with a standard deviation of 0.999. A mean of 1.61 and standard deviation .492 on stress related illness indicated a high precision that this condition ranked the lowest as compared to others.

<table>
<thead>
<tr>
<th>Mental / Physical Health Condition Experienced</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Fatigue</td>
<td>2.22</td>
<td>.861</td>
</tr>
<tr>
<td>Stress Related Illness</td>
<td>1.61</td>
<td>.492</td>
</tr>
<tr>
<td>Sleep Disturbance</td>
<td>2.83</td>
<td>1.072</td>
</tr>
<tr>
<td>Depression</td>
<td>1.74</td>
<td>.991</td>
</tr>
<tr>
<td>Digestive Problems</td>
<td>1.82</td>
<td>.883</td>
</tr>
<tr>
<td>Burn Out</td>
<td>3.08</td>
<td>.974</td>
</tr>
<tr>
<td>Migraines or Headaches</td>
<td>2.88</td>
<td>.909</td>
</tr>
</tbody>
</table>

4.4.3 Family Well Being & Work Family Conflict

4.4.3.1 Factors Affecting Balancing Work and Family Commitments
The study sought to determine factors affecting balancing work and family commitments of the respondents. A scale of 1-3 where 1= does not affect, 2= Not sure and 3= Affect was used. From the responses, excessive household work had a mean of 1.83 with a standard deviation of 0.955, negative attitude of family / spouse had a mean of 1.57 with a standard deviation of 0.866 and negative attitude of supervisor / colleagues had a mean of 1.94 with a standard deviation of 0.929. This shows that the factors did not affected the work balance and family commitments of the respondents. From the responses the respondents were disagreed factors affecting balancing work and family commitments. Standard deviation for the various factors ranged from .866 to .955 which indicates a close precision among the factors.
Table 4.11: Factors Affecting Balancing Work and Family Commitments

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excessive Household Work</td>
<td>1.83</td>
<td>.955</td>
</tr>
<tr>
<td>Negative Attitude of Family / Spouse</td>
<td>1.57</td>
<td>.866</td>
</tr>
<tr>
<td>Negative Attitude of Supervisor / Colleagues</td>
<td>1.94</td>
<td>.929</td>
</tr>
</tbody>
</table>

4.5 Strategies to Enhance the Working Mother’s Productivity

4.5.1 Implementation of Lactation Programs

Several factors on implementation of lactation program were identified and the respondents were required to select which of the factors would be recommendable to adopt in their workplace. A scale of 1= strongly agree to 4= strongly disagree was used. From the responses, flexible hours / schedule had a mean of 1.08 with a standard deviation of 0.267, job sharing options had a mean of 1.44 with a standard deviation of 0.502, extended maternity leave had a mean of 1.27 with a standard deviation of 0.532, onsite child care had a mean of 1.71 with a standard deviation of 0.893 and lactation rooms had a mean of 1.35 with a standard deviation of 0.711. This shows that the respondents strongly agree with the implementation of lactation programs. Flexible hours had the highest precision with a standard deviation of .267.

Table 4.12: Implementation of Lactation Programs

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexible Hours / Schedule</td>
<td>1.08</td>
<td>.267</td>
</tr>
<tr>
<td>Job Sharing Options</td>
<td>1.44</td>
<td>.502</td>
</tr>
<tr>
<td>Extended Maternity Leave</td>
<td>1.27</td>
<td>.532</td>
</tr>
<tr>
<td>Onsite Child Care</td>
<td>1.71</td>
<td>.893</td>
</tr>
<tr>
<td>Lactation Rooms</td>
<td>1.35</td>
<td>.711</td>
</tr>
</tbody>
</table>
4.5.2 On-site Child Care Facilitation at Work

4.5.2.1 Primary Source of Child Care

The primary source of child care mostly preferred by the respondents is the house help as indicated by majority 85.2%. This is an individual that is employed and stays in the household for the attendance of children and any other household duty that would be mandated.

Table 4.13: Primary Source of Child Care

<table>
<thead>
<tr>
<th>Source</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Day Care</td>
<td>1</td>
<td>1.9</td>
</tr>
<tr>
<td>Baby Sitter</td>
<td>2</td>
<td>3.7</td>
</tr>
<tr>
<td>House Help</td>
<td>46</td>
<td>85.2</td>
</tr>
<tr>
<td>Family Member</td>
<td>3</td>
<td>5.6</td>
</tr>
<tr>
<td>Other</td>
<td>2</td>
<td>3.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>54</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

4.5.2.2 Reason for Child Care Source

From the finding in Table 4.20, majority 44.4% of the respondents indicated affordability whereas 33.3% indicated trust as a reason for this primary source of child care. Close proximity to work ranked lowest with responses from 2 respondents.

Table 4.14: Reason for Child Care Source

<table>
<thead>
<tr>
<th>Reason</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affordability</td>
<td>24</td>
<td>44.4</td>
</tr>
<tr>
<td>Trust</td>
<td>18</td>
<td>33.3</td>
</tr>
<tr>
<td>Proximity to Work</td>
<td>2</td>
<td>3.7</td>
</tr>
<tr>
<td>Other</td>
<td>10</td>
<td>18.6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>54</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>
4.6 Chapter Summary

This chapter presented a detailed account of the research findings. It showed the response rate and general information of the respondents like their gender, age distribution, and highest level of education among others. The chapter also highlighted contribution of work family life balance to productivity, challenges against work family life balance and further identified strategies enhancing the working mother’s productivity. Chapter 5 presents discussions, conclusion and recommendations.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a summary of this study by revisiting the purpose of the study, the research questions that were guiding this study, the research methodology pursued and a summary of the major findings from the results.

A discussion follows to expound on the research questions with respective conclusions and proposed recommendations that can be adopted by other researches for continued study.

5.2 Summary of the Study

The purpose of this study was to establish the effect of family-friendly working environment and the productivity of the working mother. The research is guided by the following questions: What is the contribution of work-family life balance to the working mother’s productivity? What are the challenges against work-family life balance for working mothers? What strategies could be implemented to enhance working mother productivity?

The research design adopted for this was explanatory research. A sample of 60 working mothers was identified and calculated for the study. The data was collected by use of structured questionnaires. Descriptive statistics would be used for data analysis with data findings presented by use of tables, charts and graphs.

The study established that majority of the respondents were satisfied with their work, while those who were dissatisfied indicated stagnated career advancement, strained relationship with supervisor, absence of facilities, long travel requirements, lack of consideration for high profile assignment, lack of flexible work options and no or cut pay for time off to attend family emergencies as causes of their dissatisfaction. The study also established that the factors which motivates in work included personal satisfaction, financial independence, support from family, flexible work schedule and constructive utilization of time. The respondents also indicated that job sharing options were occasionally available in their
organizations, majority of the respondents had no ever experienced any stress related illness because of strain from work, there was a rare occurrence of mothers’ absenteeism from the organizations and that there was rare resignation of female employees from the organizations voluntarily after becoming mothers.

The study found out that that extended maternity leave is provided in other organizations thus facilitating the continuity of lactation period. Among the initiatives to manage the work life balance for the working mother the study found out that most of the organization had adopted maternity leave, flexible hours schedule and job sharing options. The study also found out that the physical/mental health conditions experienced by the mothers mostly were stress related illness, depression and digestive problems. The study also found out that excessive household work, negative attitude from family/spouse and negative attitude of supervisors and colleagues were the factors affecting balancing work and family commitments of the respondents.

5.3 Discussion

5.3.1 Contribution of Work Family Life Balance to Productivity

The study found out that the respondents were satisfied with their work, availability and use of work family life balance, when provided reduce work-life conflict and increase positive appraisals of the organizations. These effects are often associated with employee attitudes such as increased job satisfaction and enhanced control over their work schedule. The results are reducing absenteeism, intend to turnover, job stress levels and work-life conflict and increased productivity. A lower turnover means lower recruitment and training costs, increased retention of valuable employee and increased organizational commitment and loyalty. All of these aspects are associated, in turn, with costs savings, higher customer satisfaction and implicitly higher levels of organizational performance and this finding concurs with Allen (2001) who affirms that the employees get a sense that the organization cares and appreciates their well-being and their contribution to the work place.

The study reveals that stagnated career advancement, strained relationship with supervisor, absence of facilities, long travel requirements, lack of consideration for high profile
assignment, lack of flexible work options and no or cut pay for time off to attend family emergencies as dissatisfaction with the work. This finding concurs with that of Cabrera (2009) that working mothers often decide to take a lesser demanding position or alternatively pursue new careers with others leaving employment after childbirth as a result of the pressures that arise from trying to balance work and family.

The study established that the workers are motivated to work by personal satisfaction, financial independence, support from family, flexible work schedule and constructive utilization of time. This finding is in line with David Cegarra-Leiva, Sánchez-Vidal, & Cegarra-Navarro (2012) that employees who feel that their well-being is considered and that they are being treated positively have a higher tendency of developing a positive attitude which would have a significant effect on their commitment and performance.

The respondents indicated that job sharing options are occasionally available in most of their organizations and this finding is in agreement with that of Crabb, (1995) that job sharing was found to be a useful instrument in balancing career and family commitments with special concentration on health, banking and information technology with most of the employees being mother who are more likely take up the flexible working hours.

The respondents also agree that they had ever experienced any stress related illness because of strain from work. This finding is in agreement with that of Tehrani, Noreen; Humpage, Sally; Willmott, Ben; Haslam (2007) that healthy employees are essential as they are able to contribute in the company and this ensures that it remains profitable. Organizations that uphold high workplace standards adequately enhance the well-being of their employees.

The finding further showed that the frequency of mothers’ absenteeism from the organization was a rare occurrence in most of the organizations. This finding is in line with that of Mastri (2013) that the arrangements of a family friendly environment may assist in the reduction of employee turnover rates as they could tend to attract and retain employees who want to have children. The other positive factor is that potential investors and clients would value the diversity exhuming from an organization that has more female employees with an effect of increased clientele and profitability of the organization.
The respondents indicated that resignation of female employees from the organization voluntarily after becoming mothers was rare.

5.3.2 Challenges against Work Family Life Balance for Working Mothers

The respondents indicated that their organizations had never provided lactation rooms for breastfeeding and milk expression in the organizations and this was their main challenge for the mothers working. This finding is consistent with that of Langford (n.d.) that the barriers identified at the workplace that hinders breastfeeding include a lack of flexibility for milk expression within the work schedule, absence of accommodations to express breast-milk and store, concerns about support from workmates and colleagues and perceived lowered milk supply. The finding is also consistent with Bono and Pronzato (2012) who found out that despite the fact, the rate of breastfeeding infants below 6 months is still significantly low with a given 76% of mothers in the UK feeding soon after birth and more than one third stopping at 6 weeks. This was attributed to the barriers exhibited at the work place which could be detrimental to the child, mother and employer as well.

The respondents also indicated that extended maternity leave was provided in most of the organizations thus facilitating the continuity of lactation period. This finding is in agreement with that of Bono (2012) that employers would benefit from promoting breastfeeding at work to retain these employees from spending long hours away from work while increasing the breastfeeding duration. This would encourage the women’s workforce participation in their work as well as improve on the breastfeeding rates. This finding support Widener (2007) who stated that mothers who return to work early end up having their infants exposed to lesser access to follow-up care, lowered rates of immunization and fewer weeks of breastfeeding.

The respondents also indicated that their organizations had taken initiatives to manage the work life balance for the working mother through flexible hours / schedule, job sharing options, maternity leave, extended maternity leave, on site child care and establishing lactation rooms. This is in agreement with Lewis (2005) that several working practices have been adopted to be utilized by women and are predominantly associated with the mother rather than the father. While the fathers are expected to commit more in the number of hours
they work, mothers as perceived to be second income earners would take advantage of the flexible hours to attend to their family responsibilities.

The study found out that excessive household work, negative attitude of family / spouse and negative attitude of supervisor / colleagues affected the work balance and family commitments of the respondents which concurs with the finding of Kofodimos (1993) that work family life imbalance arouses stress, detraction from quality life and reduction of an individual’s effectiveness at work. The participation in several roles shields individuals from effects of negative experiences.

5.3.3 Strategies that Can Enhance the Working Mother’s Productivity

The respondents highly recommended for implementation of lactation programs which included flexible hours / schedule, job sharing options, extended maternity, onsite child care and lactation rooms be adopted in their organization. This finding concurs with Langford (2004) who observed the effect of corporate lactation programs on breastfeeding behavior among employed women which included prenatal classes, perinatal counseling and lactation management after the return to work. According to him, there has been indication to support the benefits of lactation at work for the individual families as well as the employers through heightened productivity, improved public image of the employer, decreased absenteeism and employee turnover.

The study found that often the communication on work family life balance was neither sufficient nor open and that work-life balance options for which there are high levels of demand are partially provided. Managers sometimes act as barriers to workers’ achieving appropriate work family life balance. This is in line with Kowalski and Swanson (2005) that several factors that would influence the successful of teleworking such as managerial supervisory support, the use of informal communication skills and introduction of a formal policy on this kind of working arrangement.

Only a few of the respondents feel that they are often able to achieve work family life balance while others confess to being physically stressed and mentally pressurized in their jobs and suggest that if their superiors are more helpful and cooperative it will be easier to
balance their private and professional lives. This concurs with Hartig (2007) while remote working increased the levels of satisfaction and reduced stress, there could be a contra-indicative overlap between work and home engagements.

The respondents indicated that for enhanced use of work-life balance options like flexi time job sharing and break from work so that employees can feel that the organization is facilitating their coordination of family and professional lives. This finding concurs with that of Branine (2004) that job sharing is introduced in response to the increased participation of women in employment and to leverage on equal opportunities for these workers.

The respondents indicated that the effects of introducing work family life balance practices on productivity include job satisfaction, organizational commitment, job stress and turnover intention. All of these factors, in turn, affect job productivity, direct and indirect absenteeism costs, costs associated with the loss and replacement of valued employees, customer satisfaction, and organizational productivity; Although the formal evaluation of work-life practices is often difficult because of the problem of calculating the costs and benefits of different strategies, some companies have attempted to quantify the outcomes of specific policies. This finding is consistent with that of Crabb, (1995) that job sharing was found to be a useful instrument in balancing career and family commitments with special concentration on health, banking and information technology with most of the employees being mother who are more likely take up the flexible working hours.

5.4 Conclusions

5.4.1 Contribution of Work Family Life Balance to Productivity

The study concludes that the availability and use of work family life balance reduced work-life conflict and increase positive appraisals of the organizations. Job sharing options were occasionally available in most of the organizations which proved useful instrument in balancing career and family commitments. The study also concludes that the frequency of mothers’ absenteeism from the organization was a rare occurrence in most of the organizations. This can be attributed to family friendly environment which may have assisted
in the reduction of employee turnover rates as they could tend to attract and retain employees who want to have children.

5.4.2 Challenges against Work Family Life Balance for Working Mothers

The study concludes that provision of lactation rooms for breastfeeding and milk expression in the organizations was a challenge for the mothers working. The study also concludes that excessive household work, negative attitude of family / spouse and negative attitude of supervisor / colleagues affects the work balance and family commitments of the working mothers. Work family life imbalance arouses stress, detraction from quality life and reduction of an individual’s effectiveness at work.

5.4.3 Strategies that Can Enhance the Working Mother’s Productivity

The study concludes that implementation of lactation programs which include flexible hours / schedule, job sharing options, extended maternity, onsite child care and lactation rooms can help in enhancing the working mother’s productivity. The study also concludes that communication on work family life balance was not sufficient nor open and that work-life balance options for which there are high levels of demand are partially provided. This could be due to failure by managers in giving full support and also the use of informal communication skills.

The study further concludes that enhanced use of work-life balance options like flexi time job sharing and break from work helps the employees by realizing that the organization is facilitating their coordination of family and professional lives. This increase productivity due to increased job satisfaction, organizational commitment, reduced job stress and turnover intention, less absenteeism costs, costs associated with the loss and replacement of valued employees and customer.
5.5 Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 Contribution of Work Family Life Balance to Productivity
The study recommends that contribution of work-life balance practices among mothers employed be framed both structurally and culturally such that they are part of the core employment systems and not just as strategies to support disadvantaged or non-ideal workers in order to advance work life balance among the female employees.

The study also recommends that provisions should be made where possible for leave facilities, family emergencies and child care within the organization for female employees’ to create a work environment free of frustration and inequity. Moreover the need arises to introduce job sharing options in addition to paid and unpaid career breaks. Self-rostering should be put into practice to allow staff members to propose their ideal shifts which should be assigned as far as possible to accommodate the indicated inclinations.

5.5.1.2 Challenges against Work Family Life Balance for Working Mothers
The study recommends that organizations should provide lactation rooms for breastfeeding and milk expression in the organizations. Communication in regards to work life balance should be enhanced in the organization to help change the attitude of supervisors and other colleagues towards the working mothers.

5.5.1.3 Strategies that Can Enhance the Working Mother’s Productivity
The study recommends that organizations should embrace family supportive programs that will allow employees to live their normal lives when not at work. These will in turn increase work productivity. Organizations should not be very strict on work timelines but offer working arrangements based on flexibility and availability of the employee. Flexible working hours offers a competitive advantage to an organization.

5.5.2 Recommendations for further studies
The study recommends for further studies to consider the role of other mediating factors like the age of children, spouse employment, age and level of education since this study focused
more on the contribution, challenges and strategies to enhance work family life balance. More studies can also be done to establish the existence of work-family friendly policies and their effect on attaining work life balance.

The topic of work family life balance offers a great opportunity to researchers who might want to carry out further research in this area using different locations and samples. Of particular interest will be a study on possible gender influences on work family life balance as well as a comparative study of work-life balance challenges across different professions.
REFERENCES


APPENDIX

APPENDIX A - Research Questionnaire

RESEARCH QUESTIONNAIRE – GLOBAL EXECUTIVE MBA

This questionnaire is designed in aim of identifying the situation from the research topic on;

THE IMPACT OF A FAMILY FRIENDLY WORKING ENVIRONMENT TOWARDS THE
PRODUCTIVITY OF THE WORKING MOTHER

The information provided here will be used for academic purposes only and it shall be kept private
and confidential.

The questionnaire will take at least 10 minutes to complete.

**Section 1: General Information**

1. What is your employment status?
   - [ ] Employed
   - [ ] Self Employed

2. What is the name of your organization/company?

3. What is your age? _______Years

4. What is your marital status?
   - [ ] Married
   - [ ] Not Married

5. If married, does your spouse have a steady source of income?
   - [ ] Yes
   - [ ] No

6. How many children do you have? _____

7. What is the highest level of your education?
   - [ ] Bachelor
   - [ ] Master
   - [ ] Doctorate
   - [ ] Other

8. What is your profession?
   - [ ] Business
   - [ ] IT industry
   - [ ] Healthcare
   - [ ] Academic
   - [ ] Sales &Marketing
   - [ ] Other (*please specify*)

9. What level of the organization do you fall under?
   - [ ] Operations
   - [ ] Junior Manager
   - [ ] Senior Manager
## Section 2: Contribution of Work Family Life Balance

10. How many years have you been in this organization/company? ______ Years

11. How many days do you work in a week? ______ Days/Week

12. How many hours do you work in a day? ______ Hrs/day

13. Are you satisfied with the working hours? [ ] Yes  [ ] No

14. If No, what are the main reasons for dissatisfaction? (*1 as strongest to 5 as the weakest reason*)

<table>
<thead>
<tr>
<th>Reason</th>
<th>Strongest</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stagnated career advancement</td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Strained relationship with supervisor</td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Absence of facilities (breastfeeding, crèches, medical)</td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Long travel requirements</td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Lack of consideration for high profile assignments</td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Lack of flexible work options</td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>No or cut pay for time off to attend the family emergencies</td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

15. Rank the factor(s) that motivates you to work (*1 as strongest factor to 5 as weakest factor*).

<table>
<thead>
<tr>
<th>Reason</th>
<th>Strongest</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal satisfaction</td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Financial independence</td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Support from family</td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Flexible work schedule</td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Constructive utilization of time</td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>
16. Do the female employees in your organization resign voluntarily after they become mothers?

17. How often are the mothers in your organization / company absent?

18. Do you agree to the values that define your organization?  [ ] Yes  [ ] No

19. Would you recommend another mother to consider working in your organization? [ ] Yes  [ ] No

**Section 3: Challenges against Work Family Life Balance**

20. In your opinion, does your current workplace provide a convenient environment that supports work and family life balance?  [ ] Yes  [ ] No

21. Do your working hours allow you to balance between your work and family?  [ ] Yes  [ ] No

22. How many hours do you spend on domestic activities during the week [Mon – Fri]? _____ Hrs/week

23. Provide a rank between 1-4 (where 1=Always, 2 = Sometimes, 3 = Rarely, 4 = Never) on the below circumstance regarding your work and family engagement;

<table>
<thead>
<tr>
<th></th>
<th>Always</th>
<th>Sometime</th>
<th>Rarely</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you work for long hours?</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Do you work overtime?</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Do you work over the weekend</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Do you ever miss out on quality time with the family because of pressures from work?</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Does your spouse assist with household work?</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Has your relationship with your spouse ever experienced a discomfort because of pressures or long hours from work?</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

24. On a scale of 1-4 (where 1=always, 2=sometimes, 3=rarely and 4=never) to what extent does your organization take any initiatives to manage the work life balance for the working mother?
<table>
<thead>
<tr>
<th></th>
<th>Always / Frequent</th>
<th>Rarely</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexible hours / schedule</td>
<td>1 2 3 4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job sharing options</td>
<td>1 2 3 4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maternity leave</td>
<td>1 2 3 4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Extended maternity leave</td>
<td>1 2 3 4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Onsite child care</td>
<td>1 2 3 4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lactation rooms</td>
<td>1 2 3 4</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

25. Does your job make you feel tired to do the things that need attention at home?

26. Have you ever suffered from any stress related illnesses / conditions (fatigue, hypertension etc.) because of the strain from work?
   [ ] Yes   [ ] No

27. If yes, please specify, by ticking on the check box, which mental / physical health condition you experienced (Rank from lowest to highest)

<table>
<thead>
<tr>
<th></th>
<th>Lowest</th>
<th></th>
<th>Highest</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sleep disturbances</td>
<td>1 2 3 4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depression</td>
<td>1 2 3 4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Digestive problems</td>
<td>1 2 3 4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Burn out</td>
<td>1 2 3 4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Migraines or headaches</td>
<td>1 2 3 4</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

28. Do you feel any strain on any of the following problems due to work life imbalance?

<table>
<thead>
<tr>
<th></th>
<th>To a great extent</th>
<th>To some extent</th>
<th>Not at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emotional</td>
<td>1 2 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Psychological</td>
<td>1 2 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Physical</td>
<td>1 2 3</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

XI
29. Do you engage yourself in stress relieving activities like sports, work out, dance? [ ] Yes   [ ] No

30. How do the following factors affect you in balancing your work and family commitments?

<table>
<thead>
<tr>
<th>Factors</th>
<th>Doesn’t Affect</th>
<th>Not Sure</th>
<th>Affects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excessive household work</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Negative attitude of family / spouse</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Negative attitude of supervisor / colleagues</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

31. Rank on a scale of 1-4 (where 1 = Always, 2 = Sometimes, 3 = Rarely, 4 = Never) whether you feel unable to perform your role effectively as mentioned below because of your current working conditions:

<table>
<thead>
<tr>
<th>Roles</th>
<th>Always</th>
<th>Sometimes</th>
<th>Rarely</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>Role as a mother well?</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Role as an employee well?</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

32. Do you believe there are equal opportunities for promotion in your organization between the male employees and the working mothers?   [ ] Yes   [ ] No

33. Has motherhood had an impact to your professional career?   [ ] Yes   [ ] No

34. If yes, please ranking how the below have affected your professional career:

<table>
<thead>
<tr>
<th>Factors</th>
<th>Greatly Affected</th>
<th>Has not Affected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time management struggles</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Work and family conflicts</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Family interruptions during the work day</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>No longer able to travel much</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>I have opted not to aim for promotions since becoming a mother</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>My employer does not frequently promote working mothers</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>
Section 4: Strategies that can Enhance Productivity  
*Please tick (√) on the check box*

35. What is your primary source of child care?

[ ] Day Care  [ ] Baby Sitter  [ ] House-help  [ ] Family Member

[ ] Other *(please specify) __________________________________________________

36. Why did you choose on the child care selected?

[ ] Affordability  [ ] Trust  [ ] Proximity to work

[ ] Proximity to home  [ ] Other *(please specify) ________________________________

37. On a scale of 1 to 4 *(where 1 = Strongly Agree and 4 = Strongly Disagree)*, please select which of the below factors would be recommendable to adopt in the workplace

<table>
<thead>
<tr>
<th>Factor</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Do Not Agree</th>
<th>Strongly Do Not Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexible hours / schedule</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Job sharing options</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Extended maternity leave</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Onsite child care</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Lactation rooms</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

38. What else can this organization/company do to help you balance your work and family life?

________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________

*Thank you for taking the time to fill in this questionnaire comprehensively.*