



COLLEGE OF BUSINESS AND ECONOMICS

SCHOOL OF COMMERCE

MA IN HUMAN RESOURCE MANAGEMENT

THE ROLE OF PROVIDING ONSITE DAYCARE FACILITY IN INCREASING THE
PRODUCTIVITY OF MOTHER EMPLOYEES THE CASE OF ADDIS ABABA CITY
GOVERNMENT OFFICES

BY:

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DECLARATION

I, Yeabtsega Hailu, declare that this work entitled the role of providing onsite daycare facility in increasing the productivity of mother employees: a The Case of Addis Ababa city governmental office is my own effort and that all sources of materials used for the study have been duly acknowledged. I have produced it independently except for the guidance and suggestion of the research advisor. This study has not been submitted for any degree in this University or any other Universities. It is offered for the partial fulfillment of the degree of MA in Human Resource Management.

Yeabtsega Hailu

Signature_____

Date_____

STATEMENT OF DECLARATION

I, the undersigned student, declared that this study entitled " the role of providing onsite daycare facility in increasing the productivity of mother employees: The Case of Addis Ababa city governmental offices. Original work done in partial fulfillment to the requirement of Master of Arts Degree in Human Resources Management under the guidance and support of my advisor Dr. Belaynesh Tefera This thesis has not been presented or submitted in this university or other institution.

Declared by: Yeabtsega Hailu

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Date: _____

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ACRONYMS

AAPBA	Addis Ababa City Government Public Building Property Administration Authority
SPSS	Statistical package for social sciences

ABSTRACT

Onsite day care facility is one of the benefits that working mothers can get from organization. The aim of this study is, thus, to the role of providing onsite daycare facility in increasing the productivity of mother employees in Addis Ababa city governmental offices that have their own building as a case study.

An explanatory research design was applied to determine the relation and impact intensity on employee productivity, mother employees and their managers in Addis Ababa city governmental offices that have their own building were target population and conducted the survey on a total of 153 mother employees and 59 managers total population sampling technique is used.

The analysis was carried out using SPSS 20.0 application software. The findings revealed that all the motivation, job satisfaction and turnover. Showed positive and significant relation with employee productivity. The analysis revealed that each employee motivation, job satisfaction and turnover dimensions have positive and significant effect on overall employee productivity. This predicted change in the dependent variable for every unit changes in that specific predictor.

Keywords: Motivation, job satisfaction, turn over, Employee Productivity, Addis Ababa city governmental office

CHAPTER ONE

INTRODUCTION

This chapter introduces assessing the role of providing onsite daycare facilities in increasing the productivity of mother employees in Addis Ababa city governmental offices that have onsite daycare facilities. It identifies the research gap, research Question, and set objectives underline the importance and scope of the research.

1.1 Background of the Study

The working mothers increase by number is one of the most important trends in the developing countries. This has been conducted that due to economic factors and modernization women are getting involved in formal or informal works. In the modern world, the roles initially believed to be performed by men are now taking up by women's that are very competitive (Sivard, 2009).. In sub-Saharan Africa's context there is dynamic change in social, economic and demographic (Mokomane zitha, 2013)

Day care defines as any facility that provide childcare to children during day time by person other than the child's legal guardians, looked after by someone outside the child's immediate family, including a child care center, certified facilities and onsite day cares at working place. When the parents have gone to work day care is an ongoing service during certain periods. Childcare can be provided in nurseries, by a caregiver or family childcare provider caring for children in their own homes. It can also take on a more formal structure, with education, child development, discipline and even preschool education falling into the fold of services. (Reel, 2011).

(Mehra and Kurtz, 2004)Affirming that to obtain excellent results, employers must motivate their employees. In this case, the employer most ensures that there is a provision for structures as child day care services in workplace where the mothers will go with their children in work place and leave them at the center of and during the break they can go and see them, this will ensure the maintenance of the best brains and the obtaining of excellent results.

One of the advantages that women employees can get is onsite daycare. One standard reason for parents and employers to have an onsite daycare exists within the better motivation that those workers have whilst the organization affords those daycare services both at a reduction or no price to the family. When there is less stress and worry for these parents, they are more likely to be motivated. This can increase efficiency and performance with the employees and others. This process can also show that the company values the workers as the company claims. Also motivate the parents more (HG.org Legal Resource , 1995-2021).

(J. Paolisso & Michael, 2002) Emphasizes that with women engaged in both income earning and childcare responsibilities, there is a need to create daycare services where working mothers are able to balance the two crucial roles without forcing and at the same time achieve their set of goals in both roles. This therefore clearly defines the importance of daycare services especially in the workplace, to ensure maximum concentration and performance of working mothers.

There is a proclamation of Addis Ababa City Government Public Building Property Administration Authority (AAPBA) that states every governmental office that has their own building should provide a daycare facility (article 26, 2011). In accordance to AAPBA, there is unpublished information that shows from 47 governmental offices that have their own buildings only 8 of them are provided onsite daycare facilities in Addis Ababa city governmental offices.

Providing a daycare facility to female employees is one of the motivating ways for the employer to give to their staff this motivation can encourage the employees to be productive. This study assesses the role of providing onsite daycare facilities in increasing the productivity of mother employees in Addis Ababa city governmental offices that have onsite daycare facilities.

1.2 Statement of the Problem

According to the World Bank labor force participation of female's employees in Ethiopia is increase since 1990G.C (data.worldbank.org , 2021)This has brought a positive impact on the economy as well as income contribution to a household that are working women. But the woman progressing and peaking in their careers are the most challenged when it comes to striking the ideal balance between managing the office and the home. This situation further intensifies when a woman has to handle the birth and upbringing of her child (Rajan, 2018)

(Elizabeth Chacko and Rashmi, 2018)Explain that there are many women back in history that left their shining career just because they became mothers. Years back, women used to sit back taking care of their kids, leaving behind the career which they would have dreamt of. Because of that they cannot balance office and the home environment by time managing and absentees.

Studies have found that almost half of working parents lose an average of 4 days of work at least once every six months due to child care interruptions. This means 8 day a year without production or additional stress. Furthermore, the impossibility of providing childcare is often a factor in employee absenteeism, especially women. Offering daycare in the workplace would partially solve this problem. Even for people who do manage to find daycare, absences and delays related to childcare can have a negative impact on their job performance and the company turnover rate of dependent mother employees (Chicca, 2019)

In accordance with the Constitution of Ethiopia and Labor Proclamation, feminine employees are entitled to completely paid maternity leave of one hundred twenty operating days however these days is not enough for a mother to grant her baby the necessary cares like breastfeeding and supply their kid with important nutrients and antibodies. (Trautner, 2021)

Even if the mother manages to came back to figure are going to be ready to transition back to the men faster and easier if they didn't apprehend that acceptable service will be provided for them, worker motivation small since mothers are troubled concerning their youngsters' safety and their monetary security. however gravid care advantages on operating place, they know that their children are being sorted which there's no further financial strain being placed on them this may will increase the motivation of the working mothers. (Pena, Samantha , 2020)

Due to mother's worry regarding finding, paying for, and addressing services their concentration on the duty shrunken, and conjointly the organization failed to offer the appropriate benefit to the mothers they start to suppose that they aren't valuable for the organization this could lead to loss of job satisfaction. Vital reason to incorporate childcare on-site is that it'll facilitate workers feel valued. Once an individual feels valued, they'll continuously go the additional mile. It boosts morale which is going to be felt throughout the workplace. Nobody desires to figure in a very nerve-racking environment. Feeling valued will inspire workers to try and do their best in order that they keep their jobs this could increase the duty satisfaction of operating mothers. (Trautner, 2021)

Nevertheless, governmental offices in Addis Ababa did not give proper attention for providing daycare facility to their female employees but now a day the government has a proclamation of AAPBA that state every governmental office that have their own building should provide a daycare facility (article 26, 2011). According to AAPBPA there is unpublished data that shows from 47 city governmental offices that have their own buildings only 8 of them provide onsite daycare facility in Addis Ababa.

Because of this there are high turnover, less time management, retuning late to figure and even there will be more absentees so this will song the employees to be less productive. This show the role of providing daycare facility is not studied well by the governmental offices in Addis Ababa according to AAPBPA.

All in all, the researcher has been influenced to assessing the role of providing onsite daycare facility in increasing the productivity of mother employees in Addis Ababa city governmental offices that have onsite daycare facility Because there is not much study on the role of providing daycare facility in increasing the productivity in Ethiopian context especially in Addis Ababa city governmental offices.

1.3 Objective of the Study

1.3.1. General Objective of the Study

The General objective of this study is to assess the role of providing onsite daycare facility in increasing the productivity of mother employees in Addis Ababa city governmental offices that have onsite daycare facility.

1.3.2. Specific Objective of the Study

The Specific Objectives of the study are:

1. To assess the changes that comes after providing daycare facility on motivation of working mothers in Addis Ababa city governmental offices
2. To investigate the effect of daycare facility on Job satisfaction of working mothers' in Addis Ababa city governmental offices
3. To investigate the effect of daycare facility on turnover of working mothers' in Addis Ababa city governmental offices
4. To identify the impact of providing daycare facility in increasing the productivity of mother employees

1.4 Research Question

1.4.1 General Research question

The General Research question of this study is what is the role of providing onsite daycare facility in increasing the productivity of mother employees in Addis Ababa city governmental offices that have onsite daycare facility.

1.4.2 The Guiding Research Questions of the Study

1. What are the changes that come after providing daycare facility on motivation of working mothers in Addis Ababa city governmental offices?
2. What is the effect of providing daycare facilities on working mothers' job satisfaction in Addis Ababa city governmental offices?
3. What is the effect of providing daycare facilities on working mothers' turn over in Addis Ababa city governmental offices?
4. How providing daycare facility increasing the productivity of mother employees in Addis Ababa city governmental offices?

1.5 Significance of the study

As various studies show, 50.2% of Ethiopia total population is women. The development of a country is one way or the other, linked with the involvement of all citizens, especially women in the developmental activities of the country. Women, in addition to their labor force participation; they are expected to look after their children and family members and to be involved in household chores. After birth of a baby, working mothers are not encouraged to return to work, if they have no-one to care for their babies or if they cannot afford quality childcare service. The study assesses the role of providing onsite daycare facility in increasing the productivity of mother employees in Addis Ababa city governmental offices that have onsite daycare facility. will help government, other private organizations, NGO, concerned bodies and communities to understand the contribution of such childcare services to working mothers in fulfilling their responsibility as a mother and being productive in their professional work career, above all it gives insights on what role it plays in the productivity of female employees. Furthermore, the outcome of the result gives insight to other researches to dig more information with regard to onsite daycare facility in Ethiopian case.

1.6 Scope of the Study

This study was undertaken to assess the role of providing onsite daycare facility in increasing the productivity of mother employees in Addis Ababa city governmental offices that have onsite daycare facility. Therefore, it delimited to the changes that come after providing daycare facility

in Addis Ababa city governmental offices. Moreover, the study focus area is only Addis Ababa city governmental offices that have their own building and provides onsite daycare facility.

1.7 Limitation of the study

The limitation that may be note from this study is, it is only the benefits that this study tries to investigate in depth from different perspectives and not the other negative effects. There is also another limitation due to the scope which is, the number of onsite daycare is only 8 city governmental offices in Addis Ababa the study conduct in.

1.8 Definition of terms

Onsite daycare: is a facility that provides childcare for employees' children. The facility is limited by age. The services are usually available at a fee that is subsidized by the employer, or some companies may offer this benefit for free. (Marzullo, 2019)

Work-life balance: it refers to the level of prioritization between personal and professional activities in an individual's life and level to which activities related to their job are present in the home (Zone, 2019).

1.9 Organization of the study

This specific study is divided into five chapters. The first chapter of the work includes the introduction to the study, the problem statement, the main and specific research questions, and the general and specific objective of the study, significance of the study scope of the study, the limitations of the study, operational definitions and organization of the study. Chapter two of the dissertation provides an overview of related literature that the researchers considered on the research topics. The third chapter deals with the methodology used in conducting the research. While the fourth chapter serves to presents the finding and the discussion of the outcome of the research. The last chapter of the thesis going to deal with conclusion and recommendation.

CHAPTER TWO

2. Review of Related Literature

Introduction

This chapter thoroughly reviews the associated and significant literature about this study. The review covers the concepts, empirical and theoretical explanations necessary to facilitate a full explanation and understanding of the research. Provide insight into other people's thoughts and opinions on the role of daycare facility on female employees and how it affects their productivity.

2.1 Theoretical Literature Review

The theoretical review frames the gap identified in the introduction part under the statement of the problem to address it in a scientific approach. It comprises the concepts, definitions, types and factors that affect the role of daycare facility on female employees and their productivity.

2.1.1 The definition of daycare

Daycare is defined as any type of institutional out-of-home care for children younger than five years of age, independent of who provided the daycare (government, private or a combination of both). Daycare can range from a service just providing a safe place where children are taken care of while their mothers work, to preschool services that offer health, nutrition and education components. (Jef L. Leroy , Paola Gadsden & Maite Guijarro , 2012)

Child care is provided in Nurseries or Creche or by a nanny or family childcare provider, caring for children in their own homes. It can also take on a more formal structure, with education, child development, discipline and even pre-school education falling into the fold of services. According to Wikipedia (2006), the service is known as child care in the United Kingdom and Australia and childcare or day care in North America (Anon., 2006)

Day care is usually thought-about to be “a system of services for kids in families who would like supplementary care outside of their home for a part of the day, the care being provided by adults

who nurture the kidder; responding to their educational, social and physical needs” in step with the Department of Social Development’s pointers for Day Care the foremost important purpose of an area of care is to supply care to children within the temporary absence of their parents. Such places of care have a responsibility to boost the development of the child physically, mentally, psychologically, emotionally, morally, culturally and socially. Advocates of day care argue that a well-designed and well-run programmer can completely influence oldsters’ work behaviors by relieving their issues about their child’s safety and development months older and educational institution age • (Anderson B., & Geldenhuys D., 2011) Researchers have shown that day cares are of two types; namely; non-profit daycare and profit oriented daycare centers (Friendly, M. and McCain, M. , 2008) According to them, non-profit daycare centers are much more likely to produce the high quality environments in which children thrive. In this study the daycares are non-profit, the facility established for the benefit of the employees.

2.1.2 Types of Child daycare

child care classified settings for infants and toddlers mainly in to three types; the first one is in home care which is, grandparents, or other adults come to the child`s home for care of the child, the second is child care homes, meaning adults provide care in their own homes and the third is child care centers in which children receive care from adults at a non-home location such as a traditional day care centers according to (NICHD, 2006). The third one is which this research will focus on, also according to (Hein & Cassirer, 2010) A child can be entrusted to a member of the family or to a person outside the family based on this there are 3 main types of none-family day care.

1. Daycare in the child’s home: in which a non-family person, known as a nanny or babysitter, is employed by the parents and lives in the child's household, who looks after children in their own household.

2. Day care in the home of a child-minder: It is private care for children of all ages during the day, usually in your own home. Child minders are self-employed and earn money while looking after your child.

3. Day care given by childcare centers: Childcare is provided at institutional level. At this level, the criteria for attending the children's service differ significantly from country to country.

Noted that single mothers were much more sensitive to value aspects of spending, while married mothers were more sensitive to quality aspects.

2.1.3 Motivation

Motivation, as defined by (James, 2009) is the characteristics of human psychology with a contribution to the personal level of commitment to a specific objective. It consists of a number of elements which can cause, direct and sustain an individual's behavior. It also is considered as one of the factors which have a direct effect on the organizational productivity level. Also by other scholar a defined Motivation as a complexity of forces that inspires a person at work to intensify his desire and willingness to use his potentialities to perform in order to achieve organizational goals or objectives (Oluwayomi Ayoada, Joseph Ayo , 2018). According to this definition the facility of daycare center can be a good inspiration to a working mother to not worried about their baby's ware to live them when they are at work but the working mother can only focus on the work that they supposed to do.

Key factors that determine employee motivation are satisfaction, recognition, appreciation, inspiration and compensation, Compensation is one of the key drivers of motivation because humans are naturally inclined to perform better when they perceive that they will get sufficient payment or returns from their efforts. While people exert effort for different reasons, today's competitive economic environment coupled with the consumer society has made compensation arguably the most important motivation factor that emphasized by (M., 2006), daycare is one of the compensation that employees can get form the organization and this study is going asset this mater.

2.1.4 Job satisfaction

Whereas (Schermerhorn, 2010) , offers the which means of job satisfaction is that the degree to that a personal feels completely or negatively regarding his job. Job satisfaction is the level at which people feel positive or negative a couple of job. Job satisfaction is AN angle that reflects a person' analysis of his work or work expertise at a precise purpose in time.

(Luthans, 2012)Defines, job satisfaction could be a results of employees' perception of however well their jobs offer those things that are viewed as necessary. Job satisfaction is that the result of employees' perceptions of how well their work provides things that are thought-about important, Job satisfaction could be an expression of one' feelings concerning welfare to try and do work, that job satisfaction is somebody' attitude towards their work. That attitude stems from their perception of work, perception is a cognition that's utilized by someone to interpret and perceive the angle of people in seeing constant issue in completely different ways. Job satisfaction is that there suits of employees' perceptions of however well their work provides what's thought-about vital

Because of variances in culture nationally, globally and the individual differences towards their jobs and personal needs evaluating job satisfaction remains complex. Stressed by (Pan, 2015)However; consent of many authors accepts on the vitality of job satisfaction as a fundamental element to achieve individual and organizational performance, higher productivity, and low employee turnover (Ali, 2016)One consideration in using job satisfaction as a measure for performance is that it is subjective and person-specific (Pan, 2015). This means that what would be applicable to one worker may not work with another worker.

(Pan, 2015) Added that the job satisfaction scale should also consider the task, environmental, and relational factors. For instance, the importance of building good daycare center to female employees in the workplace reinforces job satisfaction and increase job commitment that adds value to the employee and the company. Higher job satisfaction by employees' results in preserving their jobs, increased organizational commitment, increased customer retention, and reduces turnover intentions (Umamaheswari, S. & Krishnan, J. , 2015).

2.1.5 Turnover

Employee turnover refers to the total number of workers who leave a company over a certain time period. It includes those who exit voluntarily as well as employees who are fired or laid off that are involuntary turnover. Employees who voluntarily leave their jobs are often seeking more money and better benefits, career progress, more optimal work-life balance or to escape an ineffective or toxic manager. (MarcHoliday, 2021)

(HR, glossary for HR Term, 2019), Defined turnover as a measure of the number of employees who leave a company over a period of time, typically one year. While an organization usually measures the total number of employees who leave, turnover can also apply to subcategories within an organization like individual departments or demographic groups. From these two definitions, employees within categories in their demographic group can be female employees that are mothers of toddlers, so the female employees can leave their work voluntarily or involuntarily by lack of place and relatives want to put their children at working hours. Involuntary turnover can happen when there is less time management, returning late to figure, even when there will be more absences and work-life balance, also the voluntary turnover can happen when women decide to sit back taking care of their kids, leaving behind the career which they would have dreamed of.

When there is on-site day care at the workplace almost two-thirds of employers found that providing a daycare facility reduced turnover. (ChildcarePartnershipProject, 2007)

2.1.6 Productivity

(www.ilo.org/publns, 2009) Driving up productivity: a guide for employer and business membership organizations state that productivity is the efficiency with which people, firms and economies use resources to produce goods and services, to maximize economic benefits, during a given period of time. Abundant academic studies around the world showing the importance of productivity in generating economic growth, increasing firm's profits and growth, lowering consumers' prices, raising workers' wages and improving the standard of living for the overall population.

(Bhatti, 2007)View, productivity can be seen as the measure of performance that combines efficiency and effectiveness as well as the relationship between output or production capacity or workers. The most important point here is that the performance of the company is highly dependent on the productivity level of the worker. (Yesuf, 2000) on the other hand urged that effectiveness and efficiency are the most determinants of a country's prosperity and also the social and economic well-being of its citizens. Similar with the definitions above, productivity is the overall increase in efficiency or ability to convert in puts into end products or services.

A study undertaken in 2010 indicate that, from the total number of working women, sixty percent of the women were mothers having a child below age one and theses mother were involved in part time job (Stephanie Larae, 2010). As this large portion, having an enormous potential for productivity, it started to become the concern not only to the mothers but also the organizations and policy makers to come up with better ways of increasing the productivity of mothers. This could only be achieved by addressing the issues of conflict of interest which the mother faces from the conditions that arise between work and family matters after the birth of her child.

2.2 Empirical Literature Review

2.2.1 Onsite daycare and its significant

Onsite daycare is any set of services provided to workers to meet their childcare needs: provision of land, funds and resources for construction of the child care center, assistance with the design and development of the facility, support for operating costs and ongoing maintenance, directly subsidizing the parent company; as well as many other initiatives to meet employee childcare needs. These crèches are close to the place of work or in places close to the place of work or in the work place. (Hunter, 2018)

(Gullkson, N., Griffeth, R., Vancouver,J., Kovner, C., and Cohen, D, 2014)studied organizations that have on-site service and are available up to the conclusion that, the performance of workers in these organizations was higher compared to off-site users and employees while not children. In addition, absence was also found to be lower among on-site childcare program users. Not solely this, a study undertaken on 2013 discovered that geographical point childcare that goes

with correct breastfeeding policies facilitate to give birth to quicker come back of ladies to figure when maternity leave (Nowak, M., Naude, M. and Thomas, G., 2013) There also are different studies that showed workplace childcare programs are closely connected with improved job satisfaction and productivity.

(Jabaar, 2017) Conducted a study on childcare facilities in the workplace in an attempt to examine their relationship with employee motivation, performance, satisfaction and retention. Using a descriptive research project and a sample of 101 people, it was concluded that providing workplace child care is one of the ways in which the employer helps employees to find a balance between work and private life. The study result also confirmed that childcare in the workplace gives employees the peace of mind of knowing that their children are properly cared for and safe at work. The results of the study indicate that the majority of employees are satisfied with the workplace daycare. Most employees confirmed that they were motivated to use the workplace daycare. In addition to this, employees reported that the level of performance also increased with the use of onsite daycare.

Performed an examine on employer-backed childcare in his try of information to lessen work-own circle of relative's conflict. In doing so he amassed records from 3 organizations; of which the 2 had on-web website online childcare and the alternative did not. Evidence of the end result indicates that on-web website online childcare; improves people's overall performance and further to this it benefited the worker in addition to the organization (Connelly, R., Degraff, D.S., & Willis, R. A. , 2004)

2.2.2 The Role of Providing Daycare on Female Employees

(IJMSSR, 2017) Tried to uncover Canadian women's experience and perception of workplace childcare. Accordingly, the result of his study confirmed that such arrangements (daycare) positively affect women's participation in the workforce. The outcome of the study also confirmed that workplace childcare reinforces and transform attitudes towards maternal employment and women's traditional role as child-bearers and child rea.

(Musgrave, 2003) The provision of affordable and reliable daycare services is a potentially important policy lever for reducing gender inequality, improving health and socioeconomic well-

being, and empowering women. For mothers, access to daycare might reduce barriers to labor force entry and generate economic opportunities, which is one of the building blocks for empowerment (Kabeer N, Mahmud S, Tasneem S. , 2011)

2.2.2 Motivational Role of providing daycare

According to the findings of the study it was discovered on motivation, the respondent revealed that there was need to improve the motivation level of employees so as to ensure maximum output from employees by providing them with crucial facilities like child day facilities at the places of work. (NNSIMIYU, 2013)

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

2.2.3 Productive role of providing Daycare facility

Work Life researcher Cindy Carillo notes, "The average working American parent of loses nine, days of work per year. When their children go through daycare centers and go to elementary school, the number of days goes up to thirteen". (Carillo, 2004) and also 63% of employees surveyed in 2000 by the American Business Collaboration reported, productivity improvements associated with employee care. (Karen Shellenback,, 2004) 29 % of employees' expertise Child care breakdowns, which are related to absenteeism, tardiness, and reduced concentration at work.

(Nicole, 2017). In this article Nicole has given a positive image of daycare where working mothers can send their child and focus on work and growth in career. Also discussed the various benefits of daycare for child and its benefit for the working mothers who have no support from the family.

When family-friendly programs entice women to bring their children with them to on- or near-site workplace child care facilities, women's secondary status in a business environment that

favors the rational, productive man over the emotional, reproductive woman is reinforced. (Hoobler, 2007)

(Anderson, B., & Geldenhuys, D. J. , 2011)Reported on exploratory research that was done to examine their relationship between absenteeism and on-site employer-sponsored child care. The dimensions of absenteeism examined over a period of one year were as follows: absence frequency, absence severity, attitudinal absence and medical absence. The results of two companies, one with a facility and one without a facility, were then compared in order to establish the relationship between absenteeism and an on-site facility. The results indicated a significant negative relationship between onsite employers sponsored child care and absenteeism.

Offering access to on-site child care is one of the best ways employer help employees find a successful balance in their work and home lives. The on-site child care gives employees pieces of mind knowing their children are well cared while they are at work. Offering employees easy-to-access childcare eliminates a major distraction for working parents and as a result builds great workforce that are more productive, focused and committed to the organizations for the long haul (Rathee, R., Rajain, P. & Ritu. , 2016).

(Nicole, 2017) In this article Nicole has given a positive image of daycare where working mothers can send their child and focus on work and growth in career. She discussed the various benefits of daycare for child and its benefit for the working mothers who have no support from the family.

A larger numbers of employees are motivated with the use of on-site childcare. A great number of employees strongly agree that their performance level is increased by using on-site childcare. Most of the employees agree that childcare act as a factor for being enrolled in the job for longer time period. The on-site childcare increases productivity of employees. The users of on-site daycare more engaged and committed to the organization. (Rathee, R., Rajain, P. & Ritu. , 2016)

2.2.4 Job Satisfaction role of providing Daycare facility

(Chouinard M. and Ridgeway J., 2016) Providing workplace childcare could be an expense to most companies but organizations that provide workplace childcare benefited through improving employee morale, lowering turnover and attracting a wider variety of applicants. Workplace childcare besides helping employee mothers to spend optimum time with their children during workday; it also decreases anxiety and improving their ability to concentrate and satisfied on their job providing child care in the workplace can have many benefits for companies, including improving employee morale, lowering turnover and attracting a wider variety of applicants. Offering access to on-site child care is one of the best ways employer help employees find a successful balance in their work and home lives. The on-site child care gives employees peace of mind knowing their children are well cared while they are at work. Offering employees easy-to-access childcare eliminates a major distraction for working parents and as a result builds great workforce that are more productive focused and committed to the organizations for the long haul. (Rupa Rathee, Pallavi Rajain and Ritu , 2016)

2.2.5 Role of Providing Daycare facility on employees turn over

(MarcHoliday, 2021) Explain that Turnover, particularly the voluntary impacts a company's ability to realize business objectives and may be a key concern for executives. The explanations folks leave vary, and firms can't invariably stem the tide. Most studies of the causes of high voluntary turnover agree that extra money and time off, higher benefits, a promotion and also the prospect of a lot of auxiliary bossier the highest five reasons sensible workers decamp to new positions. the reality shows that almost all turnover is preventable if an organization is willing to pay on overall compensation, open up career paths, specialize in flexibility and get on the lookout for ineffective managers and take decisive action after they see more than average attrition from one department,

Onsite daycare will improve worker morale and lower absence and turnover as a result of fewer staff have to be compelled to take break day to appear when their children. Another huge savings is complete in conveyance new mothers back to work sooner, permitting companies to avoid wasting in hiring and coaching replacement (www.smallbusiness.chron.com, n.d.)

According to studies undertaken by (Alexis, 2018) across all industries, employers with no-onsite service program have visage shriveled rate of turnover. It decreased by 19% among staff who participated on the analysis Associate in Nursing were mistreatment the childcare service program. the importance of the childcare may be even being seen on the consequences it ushers in reduction of absenteeism, vital career for women, increasing organizations ability to recruit extremely qualified gifted employees and therefore an honest reputation-employer of the choice, for the organizations themselves. In return, the belief of the advantages can be seen in an increased innovation as a result, female illustration in leadership, bigger worker loyalty, and trust in leadership and therefore the organization turnover going to be decrease.

2.3 Conceptual Frame Work

Conceptual frame work provides an illustration of relationship between variables. The dependent variable is productivity determined by the daycare facility, dependent up on Motivation, Job Satisfaction, turnover, which is Independent Variable

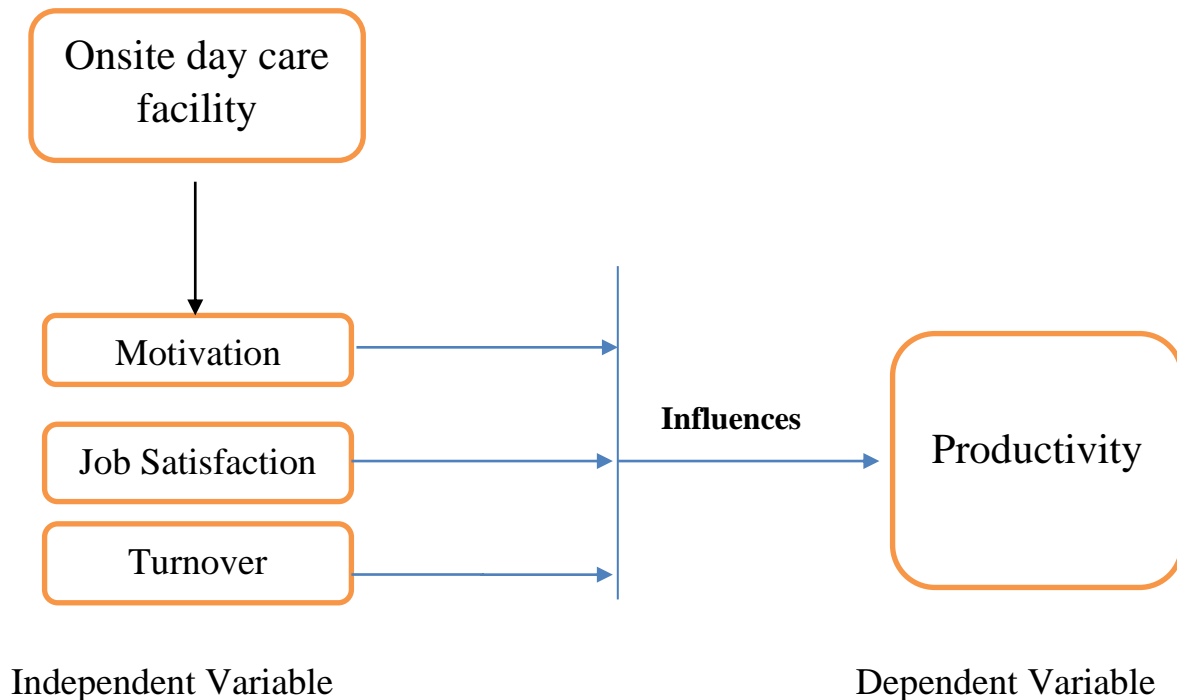


Figure1 Coceptual Frame work (source: Nadeem Akhtar 2014)

CHAPTER THREE

3. RESEARCH METHODS

Introduction

This chapter is a review of the various approaches to data collection and analysis that adopted in conducting this research; it explains the type of research Design that adopted, the mode of data collection and the methodology used order to address the intended objectives of the study.

3.1 Research Design

Research design is classified into three main classes based on purpose they are descriptive, exploratory and explanatory researches. Explanatory research design is use to determine cause-and-effect relationships between variables. It is a causative analysis involves with the study of how two or additional variables have an effect on changes in another variable (Creswell, 2009)Both descriptive and inferential statistics are wont to describe the demographic profiles of the respondents and study variables supported their responses; and inferential statistics is important prediction from causal relationship of dependent and independent variables. this study determines the cause-and-effect relationships between variables and how two or additional variables have an effect on changes in another variable because of this the research design used explanatory research design.

3.2 Research Approach

There are two basic research approaches, quantitative and qualitative approach. This study used a quantitative approach because quantitative data was used to examine the role of providing onsite daycare facility in increasing the productivity of mother employees. It involves the generation of data in quantitative form that can be subjected to rigorous quantitative/inferential analysis in a formal and rigid way.

3.3 Research Population

The study population and information for this study is from mother employees that use the daycare facility of Addis Ababa city governmental offices that have onsite daycare facility, managerial staffs of this city governmental offices According to AAPBPA there is unpublished data that shows from 47 city governmental offices that have their own buildings only 8 of them namely Gulele sub city, Yeka sub city, Kolfa sub city, Nefase Slke poly technic college, gofa manufacturing collage, Ledta manufacturing college, Winegate poly technic college and Enetoto poly technic college provide onsite daycare facility in Addis Ababa. There are 153 mothers that are using the onsite daycare facility and 59 managers.

3.4 Sampling

Total population sampling technique is use to select the targeted respondents from the sampling frame. total population sampling technique is a technique that is type of purposive sampling that involves examine the entire population that have a particular set of characteristics (e.g., specific attribute/traits, experience, knowledge, skills, exposure to an event), also it helps to take all the targets due to small number. This study applied it for the fact that targeted population is categorized in to specific attribute/traits and due to small numbers of respondents.

3.5 Sample Size

As this study use total population sampling, the all 153 mother employees were taken and also all 59 mangers of the mothers were taken population of interest was studied

3.6 Data Collection Instrument

The study uses primary and secondary source of data. The instruments for the collection of data are the various modes available to extract data and information from respondents. As a result of the nature of the study, the instrument for data collection used for the study is structured questionnaire for both mother employees and their managers. The basic elements of all questionnaires are the questions; therefore, a careful thorough planning will be done in the construction of the questions and distribution of questionnaire.

The questionnaire will have two sections. The first section will cover the demographic profile of the participants; the second section will be structured on a 5-point Likert scale (1- Strongly disagreed, 2- Disagreed, 3- Neutral, 4- Agreed and 5- Strongly agreed) to show their degree of agreement to the sentences about the constructs under the study.

3.7 Validity and Reliability Test

3.7.1 Validity

Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure (Creswell, 2009). Content validity is the extent to which a measuring instrument provides adequate coverage of the topic under study. If the instrument contains a representative sample of the universe, the content validity is good. Its determination is primarily judgmental and intuitive. It can also be determined by using a panel of persons who shall judge how well the measuring instrument meets the standards, but there is no numerical way to express it.

Based on this definition the content validity was verified by the advisor of this research, who looked into the appropriateness of the questions and the scales of measurement. In addition, discussions with fellow researchers as well as the feedback from the pilot survey were another way of checking the appropriateness of the questions.

3.7.2 Reliability Test

Reliability of the information assortment instrument involves the consistency of the result obtained with the instrument. Cronbach's alpha was accustomed to assess the interior consistency of variables within the analysis instrument. Cronbach's alpha could be a constant of dependableness used to live the internal consistency of the scale; it is described as a variety between zero and 1. Scales with coefficient alpha between 0.6 and 0.7 indicate truthful reliability in line with (Zikmund, 2016) Thus, for this study, a Cronbach's alpha score of 0.70 or higher is taken into account to adequately confirm reliability.

	N	Cronbach's Alph
Productive	4	.739
Motivation	7	.904
Job satisfaction	5	.838
Turnover	3	.881

Table 1 Cronbach's alpha

The result was found to be in the acceptance range, alpha greater than 0.7. Thus showing as indication of acceptability of the scale for further analysis since all the 4 items of productivity attributes were above 0.7 as shown in Table 23 above.

3.8 Method of Data Analysis

The methods of analysis used in this research were selected due to the type of data available for the analysis and the objectives of the research. Most of the questions is quantitative; hence the descriptive method of analysis is best suited for the analysis. Therefore, the demographic Profiles has interpretation have made using figures and tables. However, the quantitative is analyzed using SPSS Version20. Mean, standard deviation and parentage used.

Also inferential statistics use to view the internal consistency of the scale items, Cronbach coefficients (alpha) was also computed and Multiple regression analysis is performed using the employee Motivation, job satisfaction and turnover dimensions as independent variable and the productivity as dependent variable. The basic aim was to see the extent to which the organizational productivity is affected by the motivation, job satisfaction and turnover dimensions in terms of coefficient of determination (R² value) and the regression coefficient (Beta coefficient) and the P-values for the significance of each relationship. Correlation coefficients were used to quantitatively describe the strength of the association between the variables to assess the role of providing daycare facility in increasing productivity of female employees

3.9 Empirical Model

Regression analysis is a statistical method to deal with the formulation of mathematical model depicting relationship amongst variables which can be used for the purpose of prediction of the value of dependent variable, given the value of the independent. (Creswell, 2009) The study applied multi-regression analysis model for testing the hypotheses drawn from the conceptual framework. Linear regression estimates the coefficients of the linear equation, involving one or more independent variables that best predict the value of the dependent variable. Multiple linear regressions are conducted to identify the relationship between employee motivation and organizational productivity. To evaluate the relation, the multi-regression analysis for testing the formulated hypotheses is formulated as:

$$y = \beta = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + e$$

Where: Y = Overall Employee Productivity; X1 = Employee motivation; X2 = job satisfaction; X3 = turnover; e = error term; β_0 = constant, term; $\beta_1, 2, 3,$ = coefficient terms of the corresponding listed variables

3.10 Ethical Considerations

After considering these ethical principles and fully complying with the requirements, this study can be considered ethical in that descriptive questions are asked about the demographic profile of the respondent, but this information is not sufficient to identify the individual; ethical principle to consider is the lack of informed consent; and the target participant must be provided with all the information necessary to make a decision as to whether or not to participate. The survey contains research information and contact details for further questions. The third ethical principle relates to invasion of privacy. The respondent may find some questions too private and don't want to make the answer public. In this study, the respondent has the option to skip a question if they find it sensitive.

CHAPTER FOUR

4. DATA ANALYSIS AND INTERPRETATION

This chapter presents the results of the data analyses and their interpretations. The analyses were summarized under descriptive analysis and inferential statistics. The former describes the demographic profile of respondents, analysis of responses in each attributes.

The results provide detailed analysis of the data collected through questionnaire form mother's employees and their managers, which has two parts. The first part is the personal information of the respondents such as sex, age, education, service year, position. The second section contains the attributes of the study variables such as employee motivation, job satisfaction, turnover and employee productivity.

After distributing 153 questionnaires for mother employees of Addis Ababa city governmental offices and 59 questionnaires for their managers, a total of 137 questionnaires were filled and returned from the mothers and 52 from the managers, which accounted for 89.54 % for the mothers and 88.1 % form the managers of the total distributed questionnaires. Then, collected responses were encoded in to SPSS 20 and went through coding as well as error correction to make them suitable for proposed technique of data analysis.

4.1 Descriptive Statistics

The descriptive analysis comprises two parts. The first part is description of some basic demographic details of the respondents involved in the study, while the second part captured items on employee motivation, job satisfaction, turnover and productivity attributes such as quality of work, work culture, stress free workplace. Carried out the required analysis and the results are presented as below.

4.1.1 Demographic Profiles

Demographic information allows you to better understand certain background characteristics of an audience, whether it's their age, race, ethnicity, income, work situation, marital states, etc. in this thesis use demographic profiles of respondent to understand the impacted of daycare facility on mothers that have different demographic background.

4.1.1.1 Organization that involved in the study

Name of the organization	Mothers	Mangers	Not Returned		Returned	
			mother	manger	mothers	Mangers
Gulele sub city	23	9	3	1	20	8
Yeka sub city	33	11	4	2	29	9
Kolfa sub city	25	10	2	1	23	9
Nefase slke poly technic college	17	7	1	1	16	6
Gofa manufacturing collage	12	5	0	0	12	5
Ledta manufacturing college	10	4	0	0	10	4
Winegate poly technic college	18	6	4	1	14	5
Enetoto poly technic college	15	7	2	1	13	6
Total	153	59	16	7	137	52

Table 2 Name of organization and questionnaires distribution

4.1.1.2 Age distribution

As the age of the mother is decreases the young mothers faces the childcare problem more because of lack of experience in motherhood and studies show that employees representing older age groups are more likely to indicate the maintenance of working life balance so this age distribution can show as the age of the respondent mothers and based on their age we can understand the necessary of the day care facility .

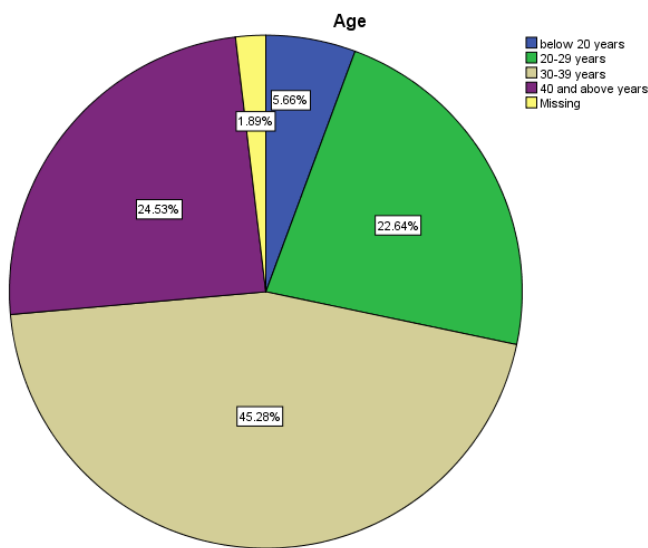


Figure 2 Age distribution of mangers

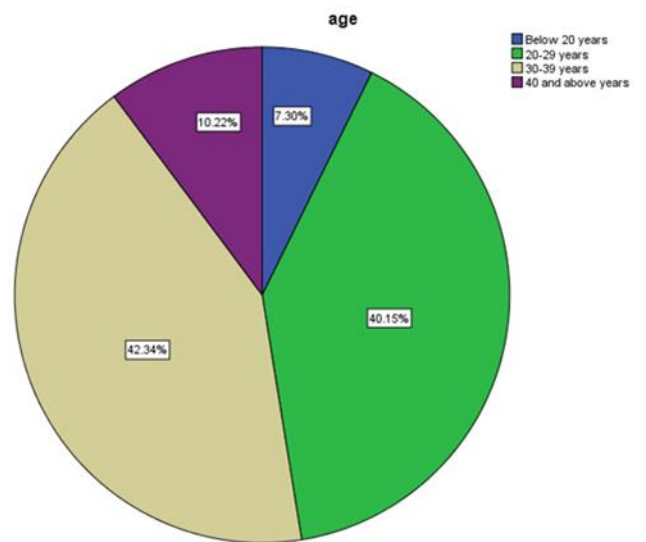


Figure 3 Age distribution of mothers

The age groups as shown at Figure 2 and Figure 3 indicate that 45.28% of the managers are between the ages of 30-39 years old followed by 24.5% of 40 and above years old. The 22.6% of the mangers are 20-29 years old and 5.7% are below 20 years and 42.3% of the mother employees are between the ages of 30-39 years old followed by 40.1% of 20-29 years old. The 10.2% of the mother employees are 40 and above years and 7.3% are below 20 years.

4.1.1.3 Highest level of education

As education level increase the work pressure and apposition that the employees will have increased so that the pressures advancement have created lot of imbalance in the life of this thesis gate information about the education level that use onsite daycare facility in addis abeba city governmental offices .

Highest level of education of mothers

	Frequency	Percent	Valid Percent	Cumulative Percent
PhD	2	1.5	1.5	1.5
Master's Degree	32	23.4	23.4	24.8
Bachelor Degree	79	57.7	57.7	82.5
College Diploma	19	13.9	13.9	96.4
Other Diploma	5	3.6	3.6	100.0
Total	137	100.0	100.0	

Table 3 Highest level of education of mothers

Highest level of education of mothers

	Frequency	Percent	Valid Percent	Cumulative Percent
PhD	1	1.9	1.9	3.8
master's degree	18	34.0	34.0	37.7
bachelor degree	25	47.2	47.2	84.9
college diploma	8	15.1	15.1	100.0
Total	53	100.0	100.0	

Table 4 Highest level of education of managers

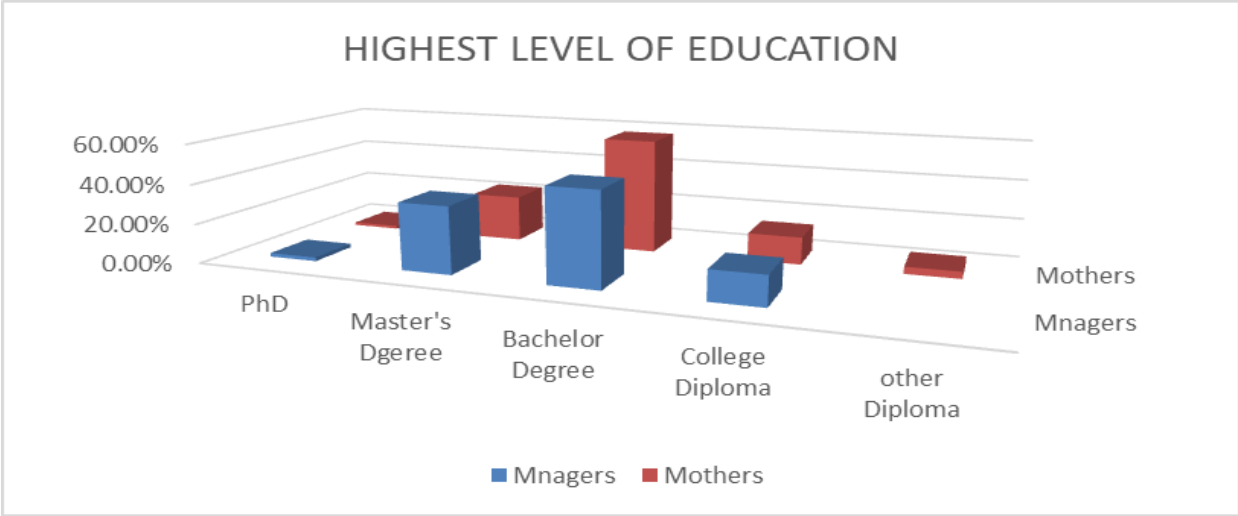


Figure 4 Highest level of education

The highest population was those who have an educational background of Bachelor Degree level. For both for managers and mothers by 57.7% and 47.2% respectively and also who have Master's Degree from managers are 34% and 23.4 from mothers, 13.9% and 15.1% mothers and managers have college diploma, only 1.9 from the manager and 1.5 from the mothers have PhD and 3.6% of mothers have other diploma

4.1.1.3 Length of service

As length of service increase's workers want to prove that they are valuable for the organization. Once an individual feels valued, they'll continuously go the additional mile. It boosts morale which is going to be felt throughout the workplace. Nobody desires to figure in a very nerve-racking environment. Feeling valued will inspire workers to try and do their best in order that they keep their jobs this could increase the duty satisfaction of operating employees. so that to give mothers employees with higher service years the filing of valuable the one of the appropriate benefit is daycare facility.

Length of service of mothers

	Frequency	Percent	Valid Percent	Cumulative Percent
Below 2 years	16	11.7	11.7	11.7
2 to 4 years	32	23.4	23.4	35.0
5 to 7 years	54	39.4	39.4	74.5
8 to 10 years	24	17.5	17.5	92.0
Above 10 years	11	8.0	8.0	100.0

Table 5 Length of service of mothers

Length of service of managers

	Frequency	Percent	Valid Percent	Cumulative Percent
Below 2 years	3	5.7	5.8	5.8
2 to 4 years	10	18.9	19.2	25.0
5 to 7 years	17	32.1	32.7	57.7
8 to 10 years	11	20.8	21.2	78.8
Above 10 years	11	20.8	21.2	100.0

Table 6 Length of service of managers

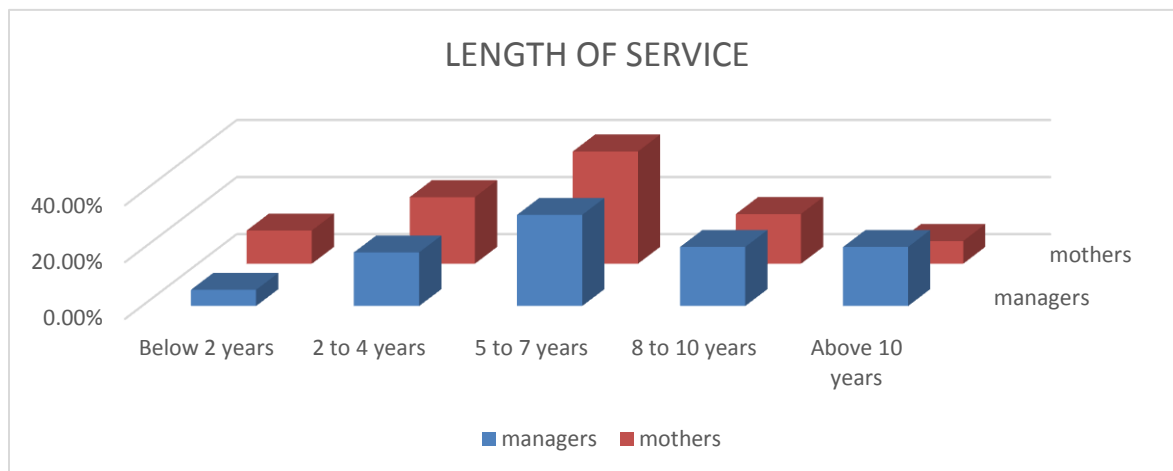


Figure 5 length of service

The highest population was those who have 5 to 7 years of length of service for both for mothers and managers by 39.4% and 32.1% respectively and also who have 2 to 4 years of service length have 23.4% from mothers and 18.9% from managers. Mothers are 17.5% and 20.8% of the managers have 8 to 10 years' service length. 11.7% and 5.7% mothers and managers have Below 2 years of service length, 8.0% from the mothers have Above 10 years' service length and 20.8% of manager have Above 10 years' service length.

4.1.1.4 Job Title

In short, work life balance is the equilibrium where a person equally prioritize the demands of one's career and the demands of one's personal life some of the common reasons that lead to a poor work life balance include increased responsibilities at work and working longer hours this can happen when the mother employees have higher job title .

Job Title of Managers

	Frequency	Percent	Valid Percent	Cumulative Percent
director	21	39.6	39.6	41.5
team leader	17	32.1	32.1	73.6
other job title	14	26.4	26.4	100.0
Total	53	100.0	100.0	

Table 7 Job title of managers

Job Title of mothers

	Frequency	Percent	Valid Percent	Cumulative Percent
Director	3	2.2	2.2	2.2
Team Leader	7	5.1	5.1	7.3
Officer	86	62.8	62.8	70.1
Other job title	41	29.9	29.9	100.0
Total	137	100.0	100.0	

Table 8 Job title of mothers

The 62.8% of the mother's job title is officer, highest population of the managers was directors by 39.6, both for mothers and managers 5.1% and 32.1% were Team Leader respectively and 29.9% of mothers and 26.4% of managers have other job title.

4.1.1.5 Gender of Respondent

Gender of managers

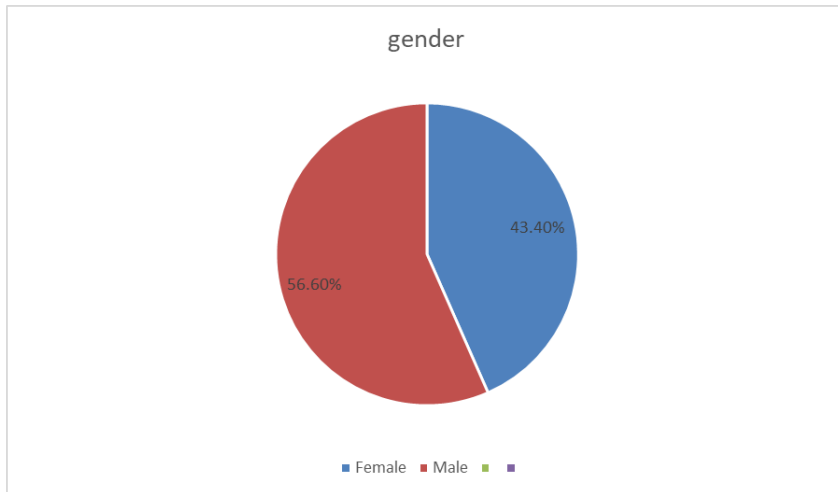


Figure 6 Gender of managers

The managers are 56.6% are male and 43.4% are female and as stated early this study focused on mother employees so the users of the daycare respondents all are female.

4.1.2 Daycare facility and productivity

			N	Frequency	Percent
providing onsite daycare facility increasing the productivity of mother employees	Mangers	YES	52	49	92.5
	Mothers		137	127	92.7
	Mangers	NO	52	3	7.5
	Mothers		137	10	7.3
To what extent does providing daycare facility increasing your productivity	Mangers	Very great extent	52	23	43.4
	Mothers		137	67	48.9
	Mangers	great extent	52	16	30.2
	Mothers		137	47	34.3
	Mangers	moderate extent	52	10	18.9
	Mothers		137	14	10.2
	Mangers	little extent	52	2	3.8
	Mothers		137	9	6.6
	Mangers	not at all	52	1	1.9
	Mothers		137	0	0

Table 9 Daycare facility and productivity

92.5% of mangers and 92.7% of mother's response that providing onsite daycare facility increasing the productivity of mother ,7.3% of mothers and 7.5% of mangers response that providing onsite daycare facility did not increase the productivity of mother,48.9% of mothers and 43.4% of mangers response that providing onsite daycare facility increasing the productivity

of mother with very great extent .30.2% ,34.3% of mangers and mothers respectively response that providing onsite daycare facility increasing the productivity of mother with great extent, 18.9% and 10.2% response with moderate extent ,3.8% of the mangers and 6.6% of the mothers response with little extent and 1.9% of mangers response with not at all .

4.1.3 Statement relating to productivity

Descriptive Statistics on statement relating to productivity that collected from managers

	N	Mean	Std. Deviation	Variance
Employees quality of work has improved by using daycare facility benefit	52	4.50	.610	.373
Employees accomplish enough quantity of work for the company's success	52	4.48	.577	.333
Employees feel more specialized in their job after using the daycare facility	52	4.35	.653	.427
Employees productivity increased after using the daycare facility	52	4.50	.918	.843
Valid N (list wise)	52			

Table 10 Descriptive statistic on statement relating to productivity from manager

Descriptive Statistics statement relating to productivity that collected from mothers

	N	Mean	Std. Deviation	Variance
quality of work has improved by using daycare facility benefit	137	4.24	.800	.640
accomplish enough quantity of work for the company's success	137	4.45	.606	.367
feel more specialized in their job after using the daycare facility	137	4.28	.661	.437
productivity increased after using the daycare facility	137	4.36	.830	.689

Table 11 Descriptive statistics statement related to productivity that collected from mother

The majority of the respondents were believed that Employees quality of work has improved by using daycare facility benefit (mean 4.24 from mothers and 4.50 managers), they believed Employees accomplish enough quantity of work for the company's success (mean 4.45 and 4.48), they also believed that Employees feel more specialized in their job after using the daycare facility (mean, 4.28 and 4.35) and they believed that Employees productivity increased after using the daycare facility (mean 4.36 and 4.50) as shown below.

4.1.4 Daycare facility and motivation

			N	Frequency	Percent
providing onsite daycare facility increasing the motivation of mother employees	Mangers	YES	52	49	94.3
	Mothers		137	125	91.2
	Mangers	NO	52	3	5.7
	Mothers		137	12	8.8
To what extent does providing onsite daycare facility increasing the motivation of mother employees	Mangers	Very great extent	52	25	47.2
	Mothers		137	54	39.4
	Mangers	great extent	52	14	26.4
	Mothers		137	53	38.7
	Mangers	moderate extent	52	11	20.8
	Mothers		137	19	13.9
	Mangers	little extent	52	1	1.9
	Mothers		137	2	1.5
	Mangers	not at all	52	1	1.9
	Mothers		137	9	6.6

Table 12 Daycare facility and motivation

As shows on table 12, 94.3% of mangers and 91.2% of mother's response that providing onsite daycare facility increasing the motivation of mother, 8.8% of mothers and 5.7% of mangers response that providing onsite daycare facility did not increase the motivation of mother, 39.4% of mothers and 47.2% of mangers response that providing onsite daycare facility increasing the motivation of mother with very great extent. 26.4%, 38.7% of mangers and mothers respectively response that providing onsite daycare facility increasing the motivation of mother with great extent, 20.8% and 13.9% response with moderate extent, 1.9% of the mangers and 1.5% of the mother's response with little extent and 1.9% of mangers and 6.6% of mother's response with not at all.

Descriptive statistic statement related to motivation collected from mangers

	N	Mean	Std. Deviation	Variance
Employees morale has improved after using daycare facility benefit	52	4.5577	.50151	.252
Daycare facility benefit affects employees motivation level at work.	52	4.6538	.51960	.270
Daycare facility benefit creates a positive work culture for you.	52	4.6154	.56547	.320
Daycare facility benefit motivates employees to work for longer hours in the organization	52	5.4615	6.89263	47.508
Daycare facility benefit motivates employees to engage in more duties of the corporation except your job.	52	4.5192	.61006	.372
Daycare facility benefit increases employees loyalty toward the organization	52	4.3846	.79592	.633
Daycare facility benefit increases employees degree of commitment to work within the organization.	52	4.6346	.52502	.276

Table13 Descriptive statistic statement related to motivation collected from mangers

Descriptive Statistics statement relating to motivation that collected from mothers

	N	Mean	Std. Deviation	Variance
your morale has improved after using daycare facility benefit	137	4.39	.284	.481
Daycare facility benefit affects your motivation level at work.	137	4.37	.291	0.690
Daycare facility benefit creates a positive work culture for you.	137	4.30	.808	.652
Daycare facility benefit motivates you to work for longer hours in the organization	137	4.36	.652	.425
Daycare facility benefit motivates you to engage in more duties of the corporation except your job.	137	4.28	.811	.658
Daycare facility benefit increases your loyalty toward the organization	137	4.77	4.376	19.147
Daycare facility benefit increases your degree of commitment to work within the organization.	137	4.35	.801	.641

Table 14 Descriptive statistics statement related to motivation that collected from mothers

As shown in table 13 and 14 that majority of the respondents were believed that employees morale has improved after using daycare facility benefit (mean 4.39 from mothers and 4.55 managers), they believed daycare facility benefit affects employee’s motivation level at work. (mean 4.37 and 4.635), they also believed that Daycare facility benefit creates a positive work culture for employees. (mean, 4.3 and 4.615) and they believed that daycare facility benefit motivates employees to work for longer hours in the organization (mean 4.36 and 5.416), they believed that Daycare facility benefit motivates employees to engage in more duties of the corporation (mean 4.28 and 4.519) , they also believed that daycare facility benefit increases employees loyalty toward the organization (mean, 4.77 and 4.38) and they believed that Daycare facility benefit increases employees degree of commitment to work within the organization (mean 4.35 and 4.63).

4.1.5 Daycare facility and job satisfaction

			N	Frequency	Percent
providing onsite daycare facility increasing job satisfaction of mother employees	Mangers	YES	52	49	94.3
	Mothers		137	127	92.7
	Mangers	NO	52	3	5.7
	Mothers		137	10	7.3
To what extent does providing onsite daycare facility increasing job satisfaction of mother employees	Mangers	Very great extent	52	22	41.5
	Mothers		137	45	32.8
	Mangers	great extent	52	13	24.5
	Mothers		137	52	38.0
	Mangers	moderate extent	52	12	22.6
	Mothers		137	30	21.9
	Mangers	little extent	52	2	3.8
	Mothers		137	10	7.3
	Mangers	not at all	52	3	5.7
	Mothers		137		0

Table 15 Daycare facility and job satisfaction

As shows on table 15, 94.3% of mangers and 92.7% of mother's response that providing onsite daycare facility increasing job satisfaction of mother, 7.3% of mothers and 5.7% of mangers response that providing onsite daycare facility did not increase job satisfaction of mother, 32.8% of mothers and 41.5% of mangers response that providing onsite daycare facility increasing the job satisfaction of mother with very great extent. 24.5%, 38.0% of mangers and mothers

respectively response that providing onsite daycare facility increasing the job satisfaction of mother with great extent, 22.6% and 21.9% response with moderate extent, 3.8% of the managers and 7.3% of the mother's response with little extent and 5.7% of managers response with not at all

Descriptive Statistics on statement related to job satisfaction that collected from managers.

	N	Mean	Std. Deviation	Variance
Currently employees are satisfied with daycare arrangement provided.	52	4.5577	.60758	.369
Employees are overall satisfied with your job by work schedule, pay rate, childcare arrangements, the workload, etc.)	52	4.4808	.67127	.451
Employees are pleased with employer supported daycare services provided to your child. (toys, entertainment, Digital education)	52	4.5000	.70014	.490
Employees are satisfied with the attitude and experience of the workers responsible for your child in the daycare facility.	52	4.5192	.61006	.372
Employees feel stress free after leaving your child at workplace daycare.	52	4.5000	.57735	.333
Valid N (listwise)	52			

Table16 Descriptive statistics on statement related to job satisfaction that collected from managers

Descriptive Statistics on statement related to job satisfaction that collected from mothers

	N	Mean	Std. Deviation	Variance
You are overall satisfied with your job by work schedule, pay rate, childcare arrangements, the workload, etc.).	137	4.08	3.569	12.736
Currently you are satisfied with daycare arrangement provided.	137	4.22	.735	.540
You are pleased with employer supported daycare services provided to your child. (toys, entertainment, Digital education)	137	4.36	.661	.437
You are satisfied with the attitude and experience of the workers responsible for your child in the daycare facility.	137	4.31	.683	.467
You feel stress free after leaving your child at workplace daycare.	137	4.16	.769	.592
Valid N (listwise)	137			

Table 17 Descriptive statistics on statement related to job satisfaction that collected from mothers

As shown in table 16 and 17 that majority of the respondents were believed that employees are overall satisfied with your job by work schedule, pay rate, childcare arrangements, the workload, etc.) (Mean 4.08 from mothers and 4.5577mangers), they believed currently employees are satisfied with daycare arrangement provided. (Mean 4.22 and 4.4808), they also believed that employees are pleased with employer supported daycare services provided to your child. (toys, entertainment, Digital education) (Mean, 4.36 and 4.50) and they believed that employees are satisfied with the attitude and experience of the workers responsible for your child in the daycare facility. (Mean 4.31 and 4.50), they believed that employees feel stress free after leaving your child at workplace daycare (mean 4.16 and 4.5).

4.1.6 Daycare facility and turnover

			N	Frequency	Percent
In your opinion providing onsite daycare facility decreasing turnover of mother employees	Mangers	YES	52	48	92.6
	Mothers		137	127	92.7
	Mangers	NO	52	4	7.4
	Mothers		137	10	7.3
To what extent does providing onsite daycare facility decreasing turnover of mother employees	Mangers	Very great extent	52	15	28.3
	Mothers		137	40	29.2
	Mangers	great extent	52	20	37.7
	Mothers		137	52	38.0
	Mangers	moderate extent	52	12	22.6
	Mothers		137	34	24.8
	Mangers	little extent	52	1	1.9
	Mothers		137	1	7
	Mangers	not at all	52	4	7.5
	Mothers		137	10	7.3

Table 18 Daycare facility and turnover

As shows on table 18, 92.6% of mangers and 92.7% of mother's response that providing onsite daycare facility decreasing turnover of mother, 7.3% of mothers and 7.4% of mangers response that providing onsite daycare facility did not decrease turnover of mother, 29.2% of mothers and 28.3% of mangers response that providing onsite daycare facility decrease turnover of mother

with very great extent. 37.7%, 38.0% of managers and mothers respectively response that providing onsite daycare facility decrease turnover of mother with great extent, 22.6% and 24.8% response with moderate extent, 1.9% of the managers and 7% of the mother's response with little extent and 7.5% of managers and 7.3% of mother's response with not at all.

Descriptive Statistics on statement related to turnover that collected from managers

	N	Mean	Std. Deviation	Variance
Providing of child day care services contribute to the rate of turn over	52	4.2941	1.00587	1.012
Employees manage to balance between their job and the other parts of their life	52	4.7115	.49849	.248
Employees turnover decrease after using the daycare facility	52	4.6731	.51340	.264

Table 19 Descriptive statistic on statement related to turnover that collected from managers

Descriptive Statistics on statement related to turnover that collected from mothers

	N	Mean	Std. Deviation	Variance
Providing of child day care services contribute to the rate of turn over	137	3.93	.837	.701
you manage to balance between your job and the other parts of their life	137	4.31	.774	.599
Employees turnover decrease after using the daycare facility.	137	4.25	.725	.526

Table 20 Descriptive statistics on statement related to turnover that collected from mothers

As shown in table 19 and 20 that majority of the respondents were believed that Providing of child day care services contribute to the rate of turn over (mean 3.93 from mothers and 4.2941mangers), they believed employees manage to balance between their job and the other parts of their life (mean 4.31 and 4.7115), they also believed that Employees turnover decrease after using the daycare facility (mean, 4.25 and 4.67).

4.2 Inferential Statistics

The inferential statistics comprises reliability test of data collection instrument, correlation among variables and different pretest of the data itself for their suitability or fitness to the intended regression analysis model. It includes normality, collinearity, linearity and homoscedasticity.

4.2.1 Linear Regression Assumption

Linear regression is an analysis that assesses whether one or more predictive variables explain the dependent (criterion) variable. The regression assumptions are correlation (linear relationship), Multicollinearity, Multivariate Normality and Homoscedasticity.

4.2.1.1 Correlation Analysis

To determine the connection between worker motivation, job satisfaction and turnover practices and employee productivity, Pearson correlation was 1st investigated. The employee motivation, job satisfaction and turnover were taken as independent variables and overall employee productivity was used as a variable quantity during this study. As per the guide line instructed by (Fird, 2005) the strength of relationship 0.1 to 0.29 shows weak relationship; 0.3 to 0.49 is moderate; > 0.5 shows sturdy relationship between 2 variables.

		daycare and productivity	daycare and motivation	daycare and job satisfaction	daycare and turnover
	Sig. (2-tailed)	<.001	.001	<.001	.249**
	N	137	137	137	.003
daycare facility and motivation	Correlation Coefficient	1.000	.388**	.249**	137
	Sig. (2-tailed)	.	<.001	.003	.342**
	N	137	137	137	<.001
daycare facility and job satisfaction	Correlation Coefficient	.388**	1.000	.342**	137
	Sig. (2-tailed)	<.001	.	<.001	1.000
	N	137	137	137	.
daycare facility and turnover	Correlation Coefficient	.249**	.342**	1.000	137
	Sig. (2-tailed)	.003	<.001	.	.324
	N	137	137	137	<.001

Table 21 Correlation Analysis

The result on table 21 shows that overall dimensions of employee motivation had strong positive and significant relations with overall employee productivity ($r = .315$, $p < 0.01$). Meanwhile, the relation of each predictor variables with employee productivity revealed that job satisfaction ($r = .283$, $p < 0.01$) and turn over ($r = .283$, $p < 0.05$) had moderate relations with productivity This

implies that all dimensions of motivation, job satisfaction and turnover practices showed positive and significant relation with employee productivity.

4.2.1.2 Multivariate Normality

In order to check whether a distribution of values is normal, the kurtosis and skewness values must be considered. The skewness and kurtosis values must be zero for a normal distribution. Positive values of skewness indicate a cluster of scores to the left of the distribution, while a negative value of skewness indicates a flat distribution. The further the value is from zero, the more likely the data is not normally distributed. Both have an associated standard error. However, the actual values of

skewness and kurtosis are not, by themselves, meaningful. Instead, you should take the value and convert it to a z score. The z score is simply a standardized score from a distribution with a mean of 0 and a standard deviation of 1.0.

Nominal taste

	N	max	max	Mean	Std. D	Skewness		Kurtosis	
	Sta.	Sta.	Sta.	Sta.	Sta.	Sta.	Std. Error	Sta.	Std. Error
daycare facility and productivity	137	2.50	3.83	3.3698	.26715	-.756	.207	.812	.411
daycare facility and motivation	137	1.33	9.56	3.7502	.62605	5.356	.207	55.768	.411
daycare facility and job satisfaction	137	1.57	9.43	3.5985	1.03460	4.682	.207	23.894	.411
daycare facility and turnover	137	1.80	3.80	3.1504	.26322	-1.062	.207	4.316	.411

Table 22 Nominal taste

As shown on table 22, all productivity, motivation, job satisfaction and turnover dimensions' z-scores skewed to the right side but were found to be within acceptable range (skewness within -2.0 to 2.0; and Kurtosis within -3.0 to 3.0). Therefore, it is pretty clear then that the numeracy scores are negatively skewed, indicating a pile-up of scores on the right of the distribution.

4.2.1.3 Estimated Regression Coefficients

Regression Coefficients							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	2.056	.250		8.220	<.001	1.561	2.551
daycare facility and motivation	.145	.034	.340	4.227	<.001	.077	.213
daycare facility and job satisfaction	.019	.020	.072	.925	.357	-.021	.058
daycare facility and turnover	.223	.082	.220	2.707	.008	.060	.386

a. Dependent Variable: productivity

Table 23 Regression coefficient

The regression analysis revealed that each employee motivation, job satisfaction and turnover dimensions have positive and significant effect on overall employee productivity. and motivation (0.340), job satisfaction (0.072) and turnover (0.220) all have the highest effect. This predicted change in the dependent variable for every unit changes in that specific predictor. Table 26, implies that all dimensions of motivation, job satisfaction and turn over have significant influences on overall employee productivity at 95% confidence level, indicating that for employees, these factors are important in assessing their overall productivity.

CHAPTER FIVE

5. MAJOR FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter constitutes the summary of major findings, conclusions based on findings and relevant recommendations based on findings and conclusions.

5.1 Summary of Major Findings

Based on the analyses, the results of the findings present the outcomes of both descriptive and inferential statistics. The descriptive statistics refers to the demographic characteristics of the respondents and the summary of their perception towards the study variables. It is intended to address the one of the specific objective that states to identify the impact of providing daycare facility in increasing the productivity of mother employees, the inferential statistics accounted for the relationship amongst predictors (employee motivation, job satisfaction and turnover) along with their significant effect on the overall construct variable (employee productivity). This helps achieve the other objectives of the study.

5.1.1 Demography

The overall demography of the respondents was characterized by (56.6% of the managers are male and 43.4% are female), educated (For both for managers and mothers 57.7% and 47.2% respectively are first degree holder), age (45.28% of the managers are between the ages of 30-39 years old and 42.3% of the mother employees are between the ages of 30-39 years old), The (62.8%) of the mother's job title is officer, highest population of the managers was directors by (39.6%), with relatively lower service year both for mothers and managers by (39.4% and 32.1%) respectively

5.1.2 Description of Identified Study Variables

Productivity

- 92.5% of managers and 92.7% of mother's respondent's response that providing onsite daycare facility increasing the productivity of mother,
- Majority of the respondents were believed that Employees quality of work has improved by using daycare facility benefit (mean 4.24 from mothers and 4.50 managers),
- Majority of respondents believes Employees accomplish enough quantity of work for the company's success (mean 4.45 and 4.48)
- They also believed that Employees feel more specialized in their job after using the daycare facility (mean, 4.28 and 4.35) and they believed that Employees productivity increased after using the daycare facility (mean 4.36 and 4.50).

Motivation

- 94.3% of managers and 91.2% of mother's respondent's response that providing onsite daycare facility increasing the motivation of mother.
- That majority of the respondents were believed that employees morale has improved after using daycare facility benefit (mean 4.39 from mothers and 4.55 managers),
- They believed daycare facility benefit affects employee's motivation level at work. (mean 4.37 and 4.635)
- They also believed that Daycare facility benefit creates a positive work culture for employees. (mean, 4.3 and 4.615) and they believed that daycare facility benefit motivates employees to work for longer hours in the organization (mean 4.36 and 5.416)
- They believed that Daycare facility benefit motivates employees to engage in more duties of the corporation (mean 4.28 and 4.519)
- They also believed that daycare facility benefits increase employee's loyalty toward the organization (mean, 4.77 and 4.38) and believed that Daycare facility benefit increases

employee's degree of commitment to work within the organization (mean 4.35 and 4.63).

Job satisfaction

- 94.3% of managers and 92.7% of mother's respondent's response that providing onsite daycare facility increasing job satisfaction of mother.
- The majority of the respondents were believed that employees are overall satisfied with their job by work schedule, pay rate, childcare arrangements, the workload, etc.) (Mean 4.08 from mothers and 4.5577managers).
- They believed currently employees are satisfied with daycare arrangement provided. (Mean 4.22 and 4.4808).
- They also believed that employees are pleased with employer supported daycare services provided to their child. (toys, entertainment, Digital education) (mean, 4.36 and 4.50) and they believed that employees are satisfied with the attitude and experience of the workers responsible for your child in the daycare facility. (mean 4.31 and 4.50).
- They believed that employees feel stress free after leaving their child at workplace daycare (mean 4.16 and 4.5).

Turnover

- 92.6% of managers and 92.7% of mother's respondent's response that providing onsite daycare facility decreasing turnover of mother
- The majority of the respondents were believed that Providing of child day care services contribute to the rate of turn over (mean 3.93 from mothers and 4.2941managers)
- They believed employees manage to balance between their job and the other parts of their life (mean 4.31 and 4.7115), they also believed that Employees turnover decrease after using the daycare facility (mean, 4.25 and 4.67).

5.1.3 Relationship amongst study variables

- That overall dimensions of employee motivation had strong positive and significant relations with overall employee productivity ($r = .315, p < 0.01$).
- Meanwhile, the relation of each predictor variables with employee productivity revealed that job satisfaction ($r = .283, p < 0.01$)
- Turnover ($r = .283, p < 0.05$) had moderate relations with productivity
- This implies that all dimensions of motivation, job satisfaction and turnover practices showed positive and significant relation with employee productivity.

5.1.4 Effect of Employee Motivation, job satisfaction and turnover on Employee Productivity

- Employee motivation, job satisfaction and turnover dimensions have positive and significant effect on overall employee productivity.
- Motivation (0.340), job satisfaction (0.072) and turnover (.220) all have the highest effect.
- All dimensions of motivation, job satisfaction and turn over have significant influences on overall employee productivity at 95% confidence level, ($p < 0.05$).

5.2 Conclusion

The General objective of this study is to assess the role of providing onsite daycare facility in increasing the productivity of mother employees in Addis Ababa city governmental offices that have onsite daycare facility.

For this, the first specific objective of the study was to assess the changes that come after providing daycare facility on motivation of working mothers. Accordingly, the study found out that providing onsite daycare facility increasing the motivation of mother employees, also the study found out that employee's morale has improved after using daycare facility benefit, and the motivation level at work increase after using daycare facility benefit, the benefit also creates a positive work culture, increases employee's loyalty toward the organization, incite mother employee's to work for longer hours in the organization, engage in more duties of the corporation and increases employee's degree of commitment to work within the organization.

The second specific objective of the study was to investigate the effect of daycare facility on Job satisfaction of working mothers'. The study found out that majority of the respondents were believed that employees are overall satisfied with their job by work schedule, pay rate, childcare arrangements, the workload, etc. Currently employees are satisfied with daycare arrangement provided and they are satisfied with the attitude and experience of the workers responsible for their child in the daycare facility. so that they are feel stress free after leaving their child at workplace daycare. All over the study find out that providing onsite daycare facility increase job satisfaction of mother employees.

The third specific objective of the study was to investigate the effect of daycare facility on' turnover of working mothers. The study found out that providing of child day care services contribute to the rate of turn over. using the facility, they manage to balance between their job and the other parts of their life this were found to be mother employees turnover decrease after using the daycare facility. Generally, this show's that providing onsite daycare facility decreasing turnover of mother.

The last specific objective of the study was to identify the impact of providing daycare facility in increasing the productivity of mother employees. Accordingly, the study found out that employee's quality of work has improved by using daycare facility benefit and employees accomplish enough quantity of work for the company's success. also mother employees feel more specialized in their job after using the daycare facility and employee's productivity increased after using the daycare facility. overall the study shows that providing onsite daycare facility increasing the productivity of mother employees.

To ascertain the significant importance of employee motivation, job satisfaction and turnover dimensions, we can evaluate the level of their impacts on the overall employee productivity. It was found out that all predictors have significant effect on productivity with varying intensity. Motivation has highest effect followed by job satisfaction and turnover. mother employees and their mangers gave more emphasis on motivation.

5.3 Recommendations

This study has identified the impact of providing daycare facility in increasing the productivity of mother employees in Addis Ababa city governmental offices, it confirms that all motivation, job satisfaction and turnover predictors to measure overall employee productivity keeping these variables constant. It was also confirmed that the variables have positive and significant relation with productivity with variety of impact intensity. Based on the results of this study, the following recommendations are forwarded to Addis Ababa city governmental so as to improve productivity of the organization with the existing of mother workforce.

There is need for organization to improve on employee motivational and job satisfaction structures to increase productivity. Reduce organization must have some of arrangement to reduce stress and provide attire to employees who require them as they provide essential services. This arrangement can be onsite daycare facility this can help to the mother employees to balance there working and family life and they can be. feel stress free after using the facility, they can be productive

These is need for organizations to improve on daycare facility levels by recognizing the feedback that mother employees give on the employer supported daycare services provided to their child. (toys, entertainment, Digital education) .

Organizations need to work tirelessly to ensure they retain their well-trained working mothers as this will ensure high productivity of employees. There is would like for organizations to supply the most effective daycare facility so that the working mothers feel lese stares and have their new born baby around them this make them to not live their job because of luck of baby care alternatives The facility can minimizes the value of losing best brains and doing replacements for the exited staff. And clearly worker retention could be a key issue within the success of a company.

Addis Ababa city government should implement the proclamation that force the city government offices to have onsite daycare at working places to improve productivity mother employees daycare, and researchers should study further more in this area .

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APPENDIX I

Introduction Letter

Yeabtsega Hailu Eshete

Addis Ababa University School of Commerce Department of Human Resource Management

Addis Ababa, Ethiopia

Dear Sir/Madam,

I am a post graduate student of Addis Ababa University School of Commerce conducting a research for my study on the role of providing onsite daycare facility in increasing the productivity of mother employees in Addis Ababa city governmental offices that have onsite daycare facility.

I request for your assistance in gathering data for this study which is purely academic. The questionnaire should only take a few minutes of your time and your participation is voluntary. Your completion and return of the questionnaire will constitute your implied consent. Your response is very important to the success of this study. All information will be kept completely confidential your identity will not be given to anyone.

Thank you for the valuable time and information provided in this study.

Yours faithfully,

Yeabtsega Hailu Eshete

APPENDIX II: Questionnaire

The aim of this questionnaire is to gather information about Assessment of the role of providing onsite daycare facility in increasing the productivity of mother employees in Addis Ababa city governmental offices that have onsite daycare facility

Part A: General Information

1. Name of the organization

2. Kindly Indicate your age bracket in years

Below 20 years []

20-29 years []

30-39 years []

40 and above years []

3. Please indicate your highest level of education attain so far

PhD []

Master's Degree []

Bachelor Degree []

College Diploma []

Other Diploma (Please Specify.....)

4. Length of Service

Below 2 years []

2 to 4 years []

5 to 7 years []

8 to 10 years []

Above 10 years []

5. What is your Job title?

Director[]

Team Leader []

Officer []

Other job title [] (Please Specify.....)

Part B: Daycare facility and Productivity

6. In your opinion does providing daycare facility increasing your productivity?

Yes () No ()

If yes explain

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7. To what extent does providing daycare facility increasing your productivity?

Very great extent ()

Great extent ()

Moderate extent ()

Little extent ()

Not at all ()

Part C: Statements relating to Productivity.

8. Statements relating to Productivity

Indicate your level of agreement with the following statements on the role of providing onsite daycare facility in increasing the productivity of mother employees

Where, Use the Scale 1 = (SD) Strongly Disagree 2= (D) Disagree, 3= (N) Neutral, 4= (A) Agree, 5= (SA) Strongly Agree

	Statements relating to Productivity	SD-1	D-2	N-3	A-4	SA-5
I.	your quality of work has improved by using daycare facility benefit.					
II.	you accomplish enough quantity of work for the company's success.					
III.	you feel more specialized in their job after using the daycare facility.					
IV.	your productivity increased after using the daycare facility.					

Part D: Daycare facility and Motivation

10. In your opinion providing daycare facility increasing your motivation?

Yes () No ()

If yes explain

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.....

11. To what extent does providing daycare facility increasing your motivation?

- Very great extent ()
- Great extent ()
- Moderate extent ()
- Little extent ()
- Not at all ()

12. Indicate your level of agreement with the following statements to the role providing onsite daycare facility increasing the motivation of mother employees in Addis Ababa city governmental offices. Where, Use the Scale 1 = (SD) Strongly Disagree, 2 = (D) Disagree, 3 = (N) Neutral, 4 = (A) Agree, 5 = (SA) Strongly Agree

	Statements relating to motivation	SD-1	D-2	N-3	A-4	SA-5
I.	your morale has improved after using daycare facility benefit					
II.	Daycare facility benefit affects your motivation level at work.					
III.	Daycare facility benefit creates a positive work culture for you.					
IV.	Daycare facility benefit motivates you to work for longer hours in the organization					
V.	Daycare facility benefit motivates you to engage in more duties of the corporation except your job.					
VI.	Daycare facility benefit increases your loyalty toward the organization.					
VII.	Daycare facility benefit increases your degree of commitment to work within the organization.					

Part E: Daycare facility and Job satisfaction

13. In your opinion providing daycare facility increasing your job satisfaction?

Yes () No ()

If yes explain

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.....

14. To what extent does providing daycare facility increasing your job satisfaction?

Very great extent ()
 Great extent ()
 Moderate extent ()
 Little extent ()
 Not at all ()

15. Indicate your level of agreement with the following statements to the role providing onsite daycare facility increasing the job satisfaction of mother employees in Addis Ababa city governmental offices Where, Use the Scale 1 = (SD) Strongly Disagree 2= (D) Disagree, 3= (N) Neutral, 4= (A) Agree, 5= (SA) Strongly Agree

	Statements relating to Job satisfaction	SD-1	D-2	N-3	A-4	SA-5
I.	you are overall satisfied with your job by work schedule, pay rate, childcare arrangements, the workload, etc.).					
II.	Currently you are satisfied with daycare arrangement provided.					

III.	you are pleased with employer supported daycare services provided to your child. (toys, entertainment, Digital education)					
IV.	you are satisfied with the attitude and experience of the workers responsible for your child in the daycare facility.					
V.	you feel stress free after leaving your child at workplace daycare.					

Part E: Daycare facility and Turnover

16. In your opinion providing daycare facility decrease the turnover of female employees in Addis Ababa city governmental offices?

Yes () No ()

If yes explain

.....

17. To what extent does providing daycare facility decrease the turnover of female employees in Addis Ababa city governmental offices?

- Very great extent ()
- Great extent ()
- Moderate extent ()
- Little extent ()
- Not at all ()

18. Indicate your level of agreement with the following statements to the role providing onsite daycare facility decrease the turnover of mother employees in Addis Ababa city governmental offices?

Where, Use the Scale 1 = (SD) Strongly Disagree 2= (D) Disagree, 3= (N) Neutral, 4= (A) Agree, 5= (SA) Strongly Agree

	Statements relating to Turnover	SD-1	D-2	N-3	A-4	SA-5
I.	Providing of child day care services contribute to the rate of turn over					
II.	you manage to balance between your job and the other parts of their life					
III.	Employees turnover decrease after using the daycare facility.					

Quotations for Managers

The aim of this questionnaire is to gather information about Assessment of the role of providing onsite daycare facility in increasing the productivity of mother employees in Addis Ababa city governmental offices that have onsite daycare facility

Part A: General Information

1. Name of the organization

2. Gender of Respondent

Male []

Female []

3. Kindly Indicate your age bracket in years

Below 20 years []

20-29 years []

30-39 years []

40 and above years []

4. Please indicate your highest level of education attain so far

PhD []

Master's Degree []

Bachelor Degree []

College Diploma []

Other Diploma (Please Specify.....)

5. Length of Service

Below 2 years []

2 to 4 years []

5 to 7 years []

8 to 10 years []

Above 10 years []

6. What is your Job title?

Director []

Team Leader []

Other job title [] (Please Specify.....)

Part B Daycare facility and Productivity

1. In your opinion does providing onsite daycare facility increasing the productivity of mother employees in Addis Ababa city governmental offices?

Yes () No ()

If yes explain

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.....

2. To what extent does providing onsite daycare facility increasing the productivity of mother employees in Addis Ababa city governmental offices??

Very great extent ()

Great extent ()

Moderate extent ()

Little extent ()

Not at all ()

Part C: Statements relating to Productivity.

3. Indicate your level of agreement with the following statements on the role of providing onsite daycare facility in increasing the productivity of mother employees

Where, Use the Scale 1 = (SD) Strongly Disagree 2= (D) Disagree, 3= (N) Neutral, 4= (A) Agree, 5= (SA) Strongly Agree

	Statements relating to Productivity	SD-1	D-2	N-3	A-4	SA-5
V.	Employees quality of work has improved by using daycare facility benefit.					
VI.	Employees accomplish enough quantity of work for the company's success.					
VII.	Employees feel more specialized in their job after using the daycare facility.					
VIII.	Employees productivity increased after using the daycare facility.					

Part D: Daycare facility and Motivation

4. In your opinion providing onsite daycare facility increasing the motivation of mother employees in Addis Ababa city governmental offices?

Yes () No ()

If yes explain

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5. To what extent does providing onsite daycare facility increasing the motivation of mother employees in Addis Ababa city governmental offices?

Very great extent ()

Great extent ()

Moderate extent ()

Little extent ()

Not at all ()

6. Indicate your level of agreement with the following statements to the role providing onsite daycare facility increasing the motivation of mother employees in Addis Ababa city governmental offices. Where, Use the Scale 1 = (SD) Strongly Disagree 2= (D) Disagree, 3= (N) Neutral, 4= (A) Agree, 5= (SA) Strongly Agree

	Statements relating to motivation	SD-1	D-2	N-3	A-4	SA-5
I.	Employees morale has improved after using daycare facility benefit					
II.	Daycare facility benefit affects employees motivation level at work.					
III.	Daycare facility benefit creates a positive work culture.					
IV.	Daycare facility benefit motivates employees to work for longer hours in the organization					
V.	Daycare facility benefit motivates employees to engage in more duties of the corporation except your job.					
VI.	Daycare facility benefit increases employees loyalty toward the organization.					
VII.	Daycare facility benefit increases employees degree of commitment to work within the organization.					

Part E: Daycare facility and Job satisfaction

7. In your opinion providing onsite daycare facility increasing the Job satisfaction of mother employees in Addis Ababa city governmental offices?

Yes () No ()

If yes explain

.....

8. To what extent does providing onsite daycare facility increasing the Job satisfaction of mother employees in Addis Ababa city governmental offices?

- Very great extent** ()
- Great extent** ()
- Moderate extent** ()
- Little extent** ()
- Not at all** ()

9. Indicate your level of agreement with the following statements to the role providing onsite daycare facility increasing the job satisfaction of mother employees in Addis Ababa city governmental offices. Where, Use the Scale 1 = (SD) Strongly Disagree, 2= (D) Disagree, 3= (N) Neutral, 4= (A) Agree, 5= (SA) Strongly Agree

	Statements relating to Job satisfaction	SD-1	D-2	N-3	A-4	SA-5
I.	Employees are overall satisfied with your job by work schedule, pay rate, childcare arrangements, the workload, etc.).					
II.	Currently employees are satisfied with daycare arrangement provided.					
III.	Employees are pleased with employer supported daycare services provided to your child. (toys, entertainment, Digital education)					
IV.	Employees are satisfied with the attitude and experience of the workers responsible for your child in the daycare facility.					
V.	Employees feel stress free after leaving your child at workplace daycare.					

Part E: Daycare facility and Turnover

10. In your opinion providing onsite daycare facility increasing the Turnover of mother employees in Addis Ababa city governmental offices?

Yes () No ()

If yes explain

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11. To what extent does providing onsite daycare facility increasing the Turnover of mother employees in Addis Ababa city governmental offices?

- Very great extent ()
- Great extent ()
- Moderate extent ()
- Little extent ()
- Not at all ()

12. Indicate your level of agreement with the following statements to the role providing daycare facility decrease the turnover of female employees in Addis Ababa city governmental offices?

Where, Use the Scale 1 = (SD) Strongly Disagree 2= (D) Disagree, 3= (N) Neutral, 4= (A) Agree, 5= (SA) Strongly Agree

	Statements relating to Turnover	SD-1	D-2	N-3	A-4	SA-5
I.	Providing of child day care services contribute to the rate of turn over					
II.	Employees manage to balance between their job and the other parts of their life					
III.	Employees turnover decrease after using the daycare facility.					