

# Truancy and Job Satisfaction Towards Sponsored Child - Care Facility in India

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## Abstract

The major issue is child-care in the present scenario for dual career couples. The present paper attempted to identify the need of employers' sponsored child-care facilities. Moreover, it analyzed the impact of sponsored child care facility on the truancy rate and level of job satisfaction of the employees. For this purpose, a cross-sectional study was conducted from January - June 2017. A close - ended questionnaire was self-administered to dual career couples from Haryana, Punjab, and Uttar Pradesh to analyze their perceptions towards employers' sponsored child-care facilities ; 320 questionnaires were distributed in the selected sampling region and only 205 were returned, with a response rate of 64.04%. Structural equation modeling was employed for the analysis purposes. Results indicated that there was a higher need of employers' sponsored child-care facility. These facilities had a significant impact on the truancy rate of employees. Future studies can evaluate how employers and employees get benefited by this child-care facility. The present study revealed the value of employers' sponsored child-care facilities.

**Keywords :** child-care, employers' sponsored, job satisfaction, truancy rate

**JEL Classification :** J13, M10, N3

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The role of women in Indian society has changed very rapidly. Different reports have reported that the rate of women's workforce is expanding in organizations. There are some fundamental explanations behind expanding women's employment in India. Women wish to work for individual achievement, individual fulfilment, and also for financial independence. To satisfy the needs and demands of children and family, the concept of dual career couples is increasing in India. The National Sample Survey results revealed that almost 25.7% of the women worked in rural areas, while working men comprised of 54.3%, and the rest of them were unemployed in these areas.

Different research studies have revealed that there are certain reasons due to which women back out from their jobs. The first reason is occupational segregation. It means that equal job opportunities are not available for women similar to men. In India, there are a limited number of industries like IT, education, agriculture, handicrafts, manufacturing and sales, where women are welcomed as a workforce. Secondly, women face problems of exploitation and harassment at the workplace. A new law has been passed in India under which those organizations where more than 10 workers are working, they have to set up a grievance committee to investigate all complaints. According to a study conducted by Jawaharlal Nehru University (JNU), less than 20% of the

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employers were following this rule in New Delhi. Women also quit their jobs because adequate support is not available to them for child care.

## **Literature Review**

**(1) Employee Sponsored Child Care (ESCC) and Truancy Rate (TR) :** Researchers (Casper & Harris, 2008 ; Wang & Walumbwa, 2007) postulated that employers' sponsored child-care facilities were significantly related with the improvement in job satisfaction, commitment, productivity, and intention to quit. Anderson and Geldenhuys (2011) posited significant negative association between employers' sponsored child-care facility and the absenteeism rate. Furthermore, the antecedent was significant difference in the absenteeism rate on the basis of demographic characteristics like age and marital status.

On the other side, other demographic characteristics like gender and race were found to be insignificant with respect to absenteeism. Morrissey and Warner (2011) identified that those employers who offered child-care facilities either onsite or through financial aids received positive responses from their employees such as enhanced commitment and reduced absenteeism/turnover. Gullekson, Griffeth, Vancouver, Kovner, and Cohen (2014) diagnosed that those employees who received on-site child-care centres delivered better performance and had lower rate of truancy as compared to those employees who were receiving off-site child-care centres. A research survey done by Early Care and Learning Council (2014) reported that organizations bore approximately \$3 billion in losses related to child-care associated absences annually. It indicated that business organizations have to recognize the child-care agenda in an attempt to control this absenteeism. Stoll, Hansen, Bell, Walsh, Carlo, Shankaran, and Das (2015) recognized the need of employers' sponsored child-care facilities inside the organization. Enormous literature is available to point out the increasing number of dual career couples in organizations as well as their household incomes. However, dual career couples are not enjoying these because of the controlled working timings and the availability of limited number of child care centres. Moreover, the Human Resources Society highlighted that only 3% of the organizations provided unsubsidized child-care facilities (Greenfield, 2016).

**(2) Employee Sponsored Child Care (ESCC) and Job Satisfaction :** Poms, Botsford, Kaplan, Buffardi, and O'Brien (2009) postulated that child-care giver expenses are an eminent factor for parents' satisfaction. Financial considerations associated with child-care and financial support from the employer led to the satisfaction of the working parents. Additionally, the findings of Connelly, DeGraff, and Willis (2004) conveyed that on-site child care centres led to higher satisfaction in the employees. Duncan, Spengler, and Wolfe (2007) added that child-care facility proximity dealt with the quick availability of the parents in case of urgency, to provide special care to infants (breast feeding), to meet the child during lunch breaks, etc. Lapierre et al. (2008) diagnosed that a supportive organizational culture was connected with lower levels of work family conflict and resulted into higher job satisfaction. This finding was supported by Brough, O'Driscoll, and Kalliath (2005) and concluded that workplace policies were positively connected with employees' job satisfaction. Furthermore, Jang, Park, and Zippay (2011) developed a framework for job satisfaction as an outcome of work-life balance policies. Giri, Kumar, and Rajesh (2017) focused on absenteeism as a predictor of effective job satisfaction, while Mishra, Patnaik, and Mishra (2016) emphasized that job performance was also vital for productivity.

**(3) Theoretical Approach and Hypotheses Synthesis :** With reference to the present study, we analyze how employers' sponsored child-care facility affects dual career couples (DCCs). Dual career couples are two persons who are spending their life in a committed relationship with one another and both have accountability towards their job and career. Employers' sponsored child-care facility indicates a facility under which organizations take

some start-up in gratifying the need of employees associated with their child-care. Some organizations spend some amount of money to maintain this facility.

The DCC's satisfaction level is determined with respect to employer sponsored child care (ESCC). This study also caters to the impact of gender on employee's truancy rate, that is, to know what happens to their attendance status in an organization because of their child's urgency as their prime accountability, but the organization is simultaneously confronted with the loss of human capital.

A survey conducted by AT&T identified that 57% of the women's workforce and 33% of men's workforce who had children under the age of 6 years took unplanned leaves, had less output, and devoted lot of time from their work towards their children because of childcare problems including illness.

Hence, it is hypothesized that :

↪ **H<sub>00</sub>**: There is no need of employers' sponsored child-care facility.

Many studies have indicated that truancy of employees is a major problem for an organization. Different researchers (Barham & Begun, 2005 ; Barmby, Ercolani, & Treble, 2002 ; Lapierre, 2008) concluded that truancy rate of women employees is higher as compared to that of men employees. Hence, it is hypothesized that :

↪ **H<sub>01</sub>**: There is no impact of employers' sponsored child-care facility on gender.

Steers and Rhodes (1978) also explained that the rate of female truancy increased with the increase in family size. Miller (1984) supported the fact that married women showed more truancy as compared to unmarried women. It was also concluded that the child-care responsibility deteriorated and eventually disappeared as children grew older, and the rate of truancy in married women could be on the same ratio as compared with unmarried women. Goff, Mount, and Jamison (1990) proved that work/family conflict was positively related to truancy. Meisenheimer (1990) reported that truancy rate in women's workforce was higher as compared to men's workforce. Similarly, a survey in U.S. revealed that female employees' truancy rate was 58% higher as compared to male employees. The rationale is that women showed higher truancy rate because of family responsibilities like child-care, elderly care, etc.

Barmby et al. (2002) emphasized that unmarried women had a lower rate of truancy as compared to married women. The rationale of this finding is that married women have a higher sensitivity towards their family responsibilities like taking care of their children. Similarly, the findings of Barham and Begum (2005) revealed a significant difference between the truancy rate of women having dependent children and women not having dependent children. Hence, it is hypothesized that :

↪ **H<sub>02</sub>**: There is no significant impact of employers' sponsored child-care facility on the employees' truancy rate.

Miller (1984), through his research, supported the fact that employer's sponsored child-care facility improves the attitude and behavior of employees. It was also found women who had children showed more truancy and lower levels of satisfaction as compared to the men's workforce. On the basis of the findings, it was concluded that employers' sponsored child-care facility deteriorated employees' truancy rate and increased employees' productivity as well as job satisfaction. Youngblood and Chambers - Cook (1984) found that employers' sponsored child care facility improved the organizational commitment, job satisfaction levels, and deteriorated the rate of truancy. It was also concluded that flexible working time schedules significantly declined the short term as well as long term absence.

Similarly, Eisenberger, Fasolo, and Davis - LaMastro (1990) identified that whenever employees perceived themselves as valuable and cared for by the employer, then there was a positive and significant impact of it on their

attendance, commitment, satisfaction, and productivity. Kossek and Nichol (1992) revealed that child-care facility had a significant impact on the employees' attitude, level of job satisfaction, rate of truancy, and turnover. Hence, it is hypothesized that :

↪  $H_{03}$  : There is no significant impact of employers' sponsored child-care facility on the employees' job satisfaction levels.

After analyzing the studies of various researchers, it is noticed that less work has been done to identify the impact of gender on the employees' truancy, especially in the Indian context. Last but not the least, gender has been catered to as a mediating variable in this study. For this, literature has revealed (Steers & Rhodes, 1978) that gender as a demographic variable also has a significant impact on the absenteeism (truancy) among employees. Furthermore, researchers like Goff et al. (1990) and Meisenheimer (1990) indicated that women employees showed more truancy rate as compared to men employees. This directed us to consider the relevance of gender as a mediator for the present study. Hence, the following hypotheses are proposed :

↪  $H_{04}$ : There is no significant impact of gender on the employees' rate of truancy.

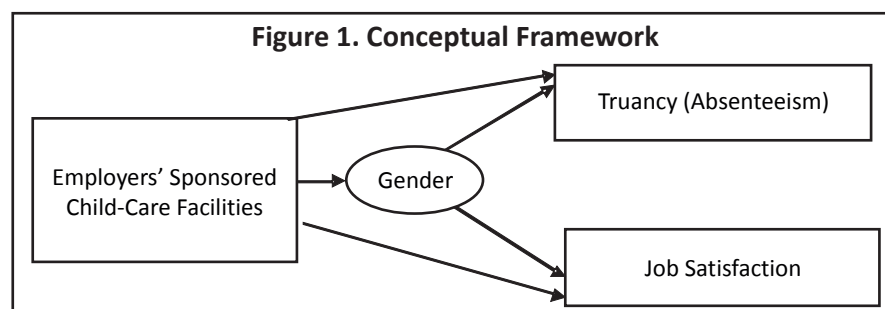
↪  $H_{05}$ : There is no relationship between job satisfaction and gender.

## Objectives and Conceptual Framework of the Study

In order to facilitate a sound conceptual framework or examining the impact of employers' sponsored child-care (ESCC) on truancy rate (TR) and job satisfaction (JS), the objectives of the study are as follows :

- (1) To identify the need of employers' sponsored child-care facility.
- (2) To assess the impact of employers' sponsored child - care facility on the employees' truancy rate.
- (3) To assess the impact of employers' sponsored child - care facility on the employees' job satisfaction level.
- (4) To analyze the impact of gender on the employees' truancy rate.

As per previous discussion and highlighted objectives, the following conceptual framework in Figure 1 is constructed, which will be analyzed by using structural equation modeling (SEM).



## Research Methodology

The present study is a cross sectional study which was conducted between January 2017 and mid June 2017 by

using a close-ended questionnaire to analyze the perceptions of dual career couples towards the employers' sponsored child-care facilities. This questionnaire was constructed by using different statements from past available literature (Smith et al., 1969 ; Taylor & Bowers, 1972). The items of the collection tool were measured by using a 5 point-likert scale, where 1 represents the *least agreement* and 5 indicates the *most agreement* with the concerned statement. Primary data were gathered by considering the questionnaire as a survey instrument. Data collection was completed by using a self-administered questionnaire from three states : Punjab, Haryana, and Uttar Pradesh. The respondents were working couples in different work areas and were also purposively selected from their residential places. Married respondents, with both partners working, and who had at least one child participated in the study. The rationale used behind it was to assess the need of employers' sponsored child-care facilities to dual career couples in their organizations.

Majority of the respondents were dual career couples from the age group of 30 - 46 years and they participated in the study on the basis of purposive sampling method. The questionnaire had 20 items pertaining to four constructs namely need of child-care, employers' sponsored child-care facility, truancy, and job satisfaction as mentioned in Table 1; five pertaining to demographical characteristics (gender, age, number of children, qualification, and monthly income). The questionnaires were sent out to people working in different organizations in the above stated three states of India.

The data were collected with a survey tool whose validation of scale was already established by applying confirmatory factor analysis (CFA) as convergent validity ; 320 questionnaires were floated in the selected sampling area with an intention to receive the data. Only 205 questionnaires were received and the rate of response was 64.06%. For the final analysis, 193 questionnaires were found suitable, while the remaining 12 questionnaires were incomplete or over written and were not considered in the analysis. The conceptual framework was analyzed by using SPSS and IBM AMOS version 23.0. The analysis includes descriptive statistics as well as inferential measures, the former one includes frequency distribution with mean and standard deviation, while inferential analysis consists of *t*-test and structural equation modeling (SEM).

**Table 1. Sample Demographics of the Respondents**

Demographics	Category	%	Mean	Std. Deviation
Gender	Female	63.2	1.37	0.483
	Male	36.8		
Age	Below 30 years	23.3	2.32	1.08
	31 - 35 years	41.5		
	36 - 40 years	18.7		
	41 - 45 years	13.0		
	46 years and above	3.6		
No. of Children	No child	2.1	1.38	0.575
	One child	60.6		
	Two children	34.7		
	More than 2 children	2.6		
Qualification	Graduate	10.36	3.77	1.239
	Post Graduate	31.60		
	Doctorate	18.13		
	Post Doctorate	5.70		
	Others	34.20		
Monthly Income	Less than ₹ 10000	16.6	2.67	1.156
	₹ 10001 - ₹ 25000	30.6		
	₹ 25001 - ₹ 35000	30.1		
	₹ 35001 - ₹ 45000	15.5		
	More than ₹ 45000	6.7		

## Analysis and Results

Descriptive analysis (Table 1) reveals that from the total respondents (dual career couples,  $n = 193$ ), 63.2% were women and 36.8% were men. The mean of gender is 1.37 with  $SD = .483$ . The age bracket shows that 23.3% of the respondents belonged to the age group of below 30 years, 41.5 % belonged to the age group of 31- 35 years, 18.7 % belonged to the age group of 36 - 40 years, 13% belonged to the age group of 41- 45 years, and 3.6% belonged to the 46 years and above age group. In the present research, among 193 respondents, only 2.1% of the respondents did not have any child, 60.6% of the respondents had only one child, 34.7% of the respondents had two children, and only 2.6% of the respondents had more than two children. With reference to the educational qualifications, graduate respondents were 10.36%, post graduate respondents comprised of 31.60 % of the total respondents, 18.13% were doctorates, and only 5.7% were post doctorates in their respective fields ; 34.20% of the total respondents belonged from other educational backgrounds. The monthly income levels of the respondents were also much dispersed and approximately 60.70 % of the total respondents belonged to the monthly income bracket of ₹ 10,000 - ₹ 35,000, 16.6% and 15.5% belonged to the income bracket of earning less than ₹ 10,000 and ₹ 35,001 - ₹ 45,000, respectively. Only 6.7% of the respondents had a monthly income above ₹ 45,000.

The  $t$  - test was applied for gender as shown in the Table 2 with respect to variables like need for child care (NCC), employers' sponsored child - care facilities (ESCC), truancy (TR), and job satisfaction (JS). It is found that truancy is significantly associated with men ( $M = 14.82$  ;  $p < .05$ ) and women ( $M = 14.86$ ;  $p < .05$ ). ESCC and JS

**Table 2. Descriptive Statistics with  $t$  - Test**

Constructs used	Gender	Mean	Std. deviation	$t$	Sig. (2-tailed)
Need for child-care	Female	16.80	5.316	1.671	.021
	Male	17.31	4.809		
Employers' sponsored child-care facilities	Female	12.64	3.367	1.803	.003
	Male	12.24	3.284		
Truancy	Male	14.82	4.585	2.059	.000
	Female	14.86	4.257		
Job Satisfaction	Male	16.14	4.091	1.636	.053
	Female	15.17	3.761		

**Table 3. Correlation Matrix**

Constructs	NCC	ESCC	TR	JS
NCC	1			
ESCC	.422	1		
TR	.707	.580	1	
JS	.445	.500	.628	1

Note : Correlation is significant at the 0.05 level (2-tailed).

**Table 4. Discriminant Validity**

Gender	0.830		
Truancy	0.395	0.857	
JS	0.342	0.284	0.830

Note: All correlations are significant at  $p < .05$  except where noted.

Diagonal elements are square roots of the average variance extracted.



are also found to be significant with gender at 95% confidence level. NCC and gender are found as significant, and from Table 2,  $H_{00}$  is rejected. Hence, there is a critical need for employers' sponsored child care facilities.

From the Table 3, it is ascertained that NCC is positively associated with ESCC ( $r = .422, p < .05$ ). In the same manner, there is a significant correlation between ESCC and ABS, while there is no significant correlation between JS and NCC ( $r = .415, p > .05$ ).

The inter - consistency tool, that is, Cronbach's alpha scores reported in Table 5 reflect that each variable posits strong internal reliability. The convergent validity of the survey instrument was assessed with the help of estimated coefficients. It is found significant with its underlying construct items of the research tool.

- (i) All variables' internal consistency values must be greater than 0.8.
- (ii) Factor loading ( $k$ ) should be significant and exceed 0.5 for all the items of the research tool.
- (iii) Average variance extracted (AVE) by each construct should exceed the variance due to measurement error for the construct ( $AVE > 0.5$ ).

The ( $k$ ) values used in confirmatory factor analysis (CFA) in this research's measurement model exceed 0.5 and are significant at  $p = 0.001$ . Composite reliabilities of constructs range from 0.912 to 0.946 (see Table 5). AVE, ranging from 0.55 to 0.81, is greater than the variance due to the measurement error. Hence, convergent validity is established.

Discriminant validity assesses the extent to which a concept and its indicators differ from another concept and

**Table 5. Convergent Validity and Reliability of Used Constructs**

Statements of Research tool	Citations	Construct	Item of Survey Tool	Factor Loading	CR (Composite Reliability)	AVE (Average Variance Extracted)	Cronbach's alpha ( $\alpha$ )
1- What kind of child care service do you/would you prefer to utilize?	Self-constructed	Need for child-care facility (NCC)	NCC-1	0.697	0.694	0.669	0.912
2- Why are you using a child care service?			NCC-2	0.731			
3- How long every week do you utilize the child care service?			NCC-3	0.776			
4- What is the most extreme that you would spend every month on a child care service?			NCC-4	0.692			
5- In the previous month, to what extent have the accompanying areas of life been a source of stress to you?			NCC-5	0.629			
6- Circumstances differ and few people think that it is easier than others to consolidate work with family responsibilities. In general, easiness and difficulty level is identified.			NCC-6	0.635			
7- Is it true that you are satisfied with the flexibility you have in your work routine to deal with family responsibilities ?	Self-constructed	Employers' Sponsored Child-Care Facility	ESCC-1	0.897	0.8305	0.711	0.946
8- In the past month, have you have worked less effectively because you were concerned or upset about your child care ?			ESCC-2	0.839			
9- Employees' perceptions regarding their capability to balance their personal life with their professional life.			ESCC-3	0.860			

10- Where you would most like to have a child-care facility for your child ?			ESCC-4	0.726			
11-How often do you remain absent in a month?	Smith, Truancy		AB-1	0.854	0.8532	0.727	0.92
12-Workers' reason for frequent leave.	Kendall, and		AB-2	0.795			
13- Type of work pressure the employee faces in the organization.	Hulin (1969)		AB-3	0.856			
14-Workers' opinions about the factors to reduce truancy.			AB-4	0.863			
15-Workers' opinion about the effect of truancy.			AB-5	0.895			
16-Are you satisfied with your work?	Taylor & Job		JS-1	0.822	0.8336	0.72	0.912
17- My shift and scheduled work routine cause extra stress for me as well as for my child/(ren) and decrease the level of job satisfaction.	Bowers Satisfaction (1972)		JS-2	0.799			
18- The way towards applying leave through your supervisor is tedious (time taking).			JS-3	0.846			
19- Is it possible for you to get leave at whatever point you require?			JS-4	0.902			
20- I feel neglected by the organization when I consider about what they pay me.			JS-5	0.799			

**Table 6. Standardized Regression Weights (SRW) and Hypotheses Acceptance /Rejection**

Criterion	Predictor	Estimate	S.E.	C.R.	p- value	Hypotheses Acceptance /Rejection
Gender	Employers' sponsored child-care facilities	-.008	.010	0.805	***	H <sub>01</sub> : Rejected
Truancy	Gender	.190	.639	0.297	***	H <sub>04</sub> : Rejected
Job Satisfaction	Gender	-.950	.592	1.605	***	H <sub>05</sub> : Rejected
Truancy	Employers' sponsored child-care facilities	.376	.093	4.058	***	H <sub>02</sub> : Rejected
Job Satisfaction	Employers' sponsored child-care facilities	.050	.086	0.587	0.557	H <sub>03</sub> : Accepted

its indicators (Bagozzi, Yi, & Phillips, 1991). According to Fornell and Larcker (1981), the correlations between items in any two constructs should be lower than the square root of the average variance shared by items within a construct. As shown in Table 4, the square root of the variance shared between a construct and its items is greater than the correlations between the construct and any other construct in the model, satisfying Fornell and Larcker's (1981) criteria for discriminant validity. All diagonal values exceeded the inter-construct correlations. The Table 5 establishes the convergent validity as all the constructs used in the study are found to have the AVE values above .600, with CR greater than .6 for all the used constructs. The results, therefore, confirm that our instrument has satisfactory construct validity.

✍ **Fit Indices or Structural Analysis :** Maximum likelihood estimation method was utilized and the contribution for each analysis was the covariance matrix of the research tool items. The model was assessed with the below parameters :

Mean square error of approximation (RMSEA), the goodness-of-fit index (GFI), and the adjusted goodness-of-



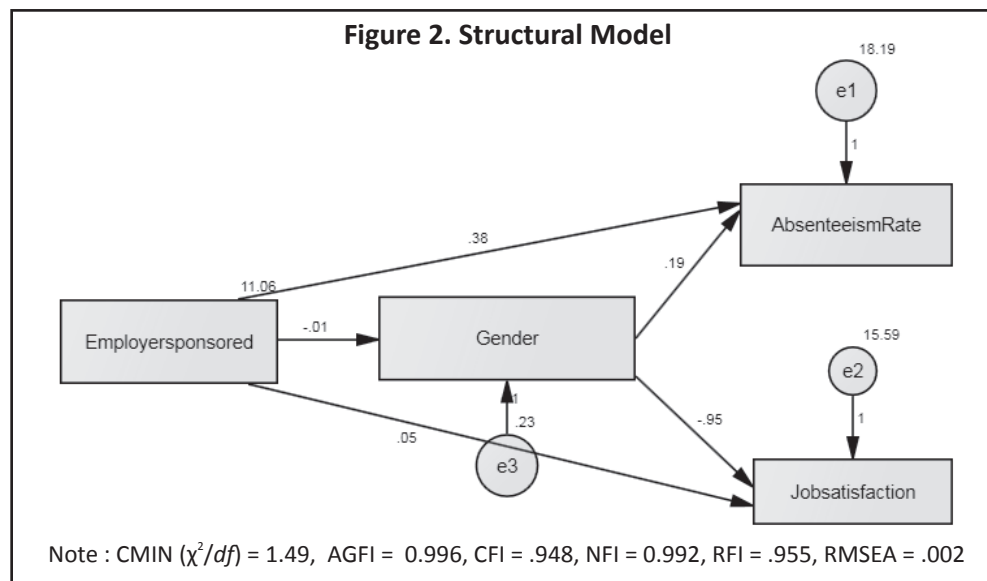
fit index (AGFI). The chi-square test is a trial of the contrast between the watched covariance grid and the one anticipated by a pre-specified model.

The mistake of estimate alludes to the absence of attack of the model to the populace covariance network ; furthermore, RMSEA is a measure of the error per level of opportunity for the model. Qualities with a value less than 0.08 are characteristic of a worthy fit ; furthermore, values more noteworthy than 0.1 should prompt model dismissal. The GFI is a measure of the relative measure of change.

The results of the SEM derived from the conceptual framework show a ratio of chi - square to the degrees of freedom ( $\chi^2/df$ ) of .149 ( $p < 0.001$ ), and the results depict the SEM obtained for the proposed conceptual framework, with goodness - of - fit index (GFI) of .993, adjusted goodness of fit (AGFI) of 0.996, comparative fit index (CFI) of .948, normed fit index (NFI) of 0.992, relative fit index (RFI) of 0.955, and root mean square error of approximation (RMSEA) of .002.

The proposed framework is tested with goodness of fit indices in the structural model that represents a good fit, where CFI value registered is .948, GFI is .993, RFI is .955, and RMSEA is 0.002. However, all other indices are at the recommended criteria. Furthermore, the hypothesis ( $H_{02}$ ) was tested and reflects that ( $\beta = 0.38, p < 0.05$ ) ESCC has a significant impact on truancy. Hence, hypothesis  $H_{02}$  is rejected. Therefore,  $H_{00}$ ,  $H_{01}$ ,  $H_{02}$ ,  $H_{04}$  and  $H_{05}$  are rejected, but  $H_{03}$  is accepted as mentioned in Table 6. Job satisfaction is insignificant as  $p > .05$  with ESCC but via mediation, it is significant at the .005 level.

The Figure 2 shows the results of the structural model. The standardized regression weights (SRW) from Table 6 are shown with path coefficients between variables used for the study undertaken. Truancy among gender for the present study is predicted by ESCC ( $\beta = 0.36, p < 0.05$ ) standardized path coefficients. Moreover, the relationship between ESCC - JS ( $\beta = 0.05, p < 0.05$ ) is also found to be significant. Gender has significant indirect effects on truancy to undertake ESCC, which suggests vital mediating effects of ESCC about truancy as a gender mediator.



## Discussion and Conclusion

Superfluous pressure originates from the employer's side that employees must be regular in the organization, and on the opposite side of the coin, couples are practically disturbed that when they will go to office, then who will

take care of their child/children in their absence. To answer this question, the present paper is an endeavour to assess the need for employers' sponsored child-care facilities within the office premises. The outcome shows that there is a necessity for employers' sponsored child-care facilities. This finding is supported by various researchers (Gullekson et al., 2014 ; Perry, 1978).

From the investigation of past literature and review, it was diagnosed that employers' sponsored child-care facility for women was perceived as a vital part of their life. Perry (1978) conducted a survey and reported that employees were confronted with the issue of child-care. After analysis of gathered responses, it was revealed that if employers provided the child-care facilities, it resulted in improved attitude, brought down the rate of truancy, brought tranquillity in relationships, and drew in more competitors. Cunningham and Ogilvie (1972) added one more new finding that peaceful relationships increased the employees' productivity and deteriorated the employees' turnover rate and tardiness. The correlation between ESCC and NCC found in this study is :  $r = .422$  or 42.2%, showing an adequate relationship between these variables.

On the basis of the discussion, it can be presumed that in the present scenario, where the role of women is becoming more challenging, employers need to support their employees, especially dual career couples by providing child-care facilities within the office premises. The results demonstrate that employers' sponsored child-care facilities have a significant impact on the truancy rate of employees. The results also show that if child-care facilities are provided by the employer, then the rate of employees' truancy disintegrates. This finding is consistent with the findings of different researchers like Gullekson et al. (2014), who posited that child-care facilities helped to reduce the rate of employees' truancy. This finding is also supported by the findings of Goff et al. (1990), Kossek and Nichol (1992), and Ezra and Deckman (1996). On the other side, a few findings conflict with the present findings - like Marwick, Mitchell, and Co. (1973) found that employers perceived a higher rate of truancy among employees not due to the absence of child-care facilities at the work place, but due to the ailments and illnesses of the children.

In the present study, employers' sponsored child-care facilities affect the level of employees' job satisfaction. This finding is steady with the findings of tremendous investigations like the survey report of National Longitudinal Study (1967-1972) (Parsons, 1994), which highlighted that those working women who had preschool going child/children at home revealed lower satisfaction levels on their jobs when contrasted with those women employees who had no preschool going kid/s in their homes. The justification behind this lower job satisfaction could be because of their dual role in life as employee and mother.

Goff et al. (1990), Kossek and Nichol (1992), Ezra and Deckman (1996), and Gullekson et al. (2014) concluded that employers' sponsored child-care facilities positively affected the level of job satisfaction. However, Ratnasingam et al. (2012) identified that employers' sponsored child-care facilities had a negative impact on the satisfaction level of employees and on productivity when high quality care was not given to the children of the employees.

Furthermore, analysis reveals that gender significantly mediates the employees' truancy rate. This finding indicates that the role of women has not changed in the society. As indicated by Indian customs, the family responsibility is still majorly the domain of women. To take care of children and to deal with any issues/problems that come up at home, women have to take impromptu leaves from the organization and this expands the rate of truancy in organizations. This finding is in tune with the findings of Steers and Rhodes (1978), Barmby et al. (2002), and Barham and Begum (2005). These researchers stated that rate of truancy was higher in women staff as compared to men staff.

These days, women are performing multiple roles - as employees in organizations and as mothers/care takers/ wives at home. In these circumstances, the major concern for women is child-care. If employers want to diminish the rate of employees' truancy and increase the job satisfaction level of employees, then there is a higher need for employers' sponsored child-care facilities.

## Implications

The present article will be a base for prospective researchers on ESCC and its allied areas. Though many concerns have been put towards ESCC and absenteeism rate (truancy), but more factors may be uncovered by academicians, industry policy makers, and employers in order to enhance the ESCC and job satisfaction, which leads to better and more productivity. This article would help the organizations to understand the value of child-care facility as a part of HR policies.

## Limitations of the Study and Directions for Future Research

The present study is limited to dual career couples (DCC) in the IT-industry and having at least one child. The findings of this paper cannot be generalized for other industries, as there could be several other aspects that have not been covered. The extension of this research would be significant for academicians and researchers in terms of providing the insights of DCC, child care facility, and the correlation between these terms in terms of employer's facilities. The major limitation is of the sample restricted to only IT professionals in order not to draw inferences, which could be generalized for the entire population. The time frame of the study is also a limitation as the reliability of the responses may vary with respect to time. At last, the data collection tool (a closed ended questionnaire) is an obstacle to measure the hidden and perceptual behavior of respondents. All these limitations can be covered in future studies.

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