

Child Care Support Services and Employee Commitment in Deposit Money Banks in Rivers State, Nigeria

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Abstract: *This study investigated the relationship between child care support services and employee commitment in deposit money banks in Rivers State, Nigeria. The study adopted the cross-sectional survey in its investigation of the variables. Primary source of data was generated through self-administered questionnaire. The target population for this study was 1197 employees drawn from the main branches of 19 deposit money banks in Rivers State. A sample of three hundred (300) respondents was calculated using the Taro Yamane's formula for sample size determination. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The findings revealed there is a significant relationship between child care support services and employee commitment of deposit money banks in Rivers State. The study thus concludes that child care support services significantly relate with employee commitment in deposit money banks in Rivers State, Nigeria. Therefore, the study recommends that management of Deposit Money Banks should create child care support assistance as this will help the employee. Which are crèche services, day nursery and after school childcare.*

Keywords: *Child Care Support, Employee Commitment, Affective Commitment, Continuance Commitment, Normative Commitment*

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INTRODUCTION

The dramatic changes in the business environment over the last four decades have forced organizations to respond in a strategic manner in order to survive and progress. Every strategic response made by the organization presupposes the involvement of people. People have a role to play in the implementation of strategic responses for they impact significantly on firm performance (Kandula, 2006). Organizations get their work accomplished through employees who perform different tasks. Therefore in order to improve the performance of organizations, employee commitment is necessary as it promotes level of individual employee performance. An employee who is committed in the work place is of great value to the organization as they may need little or no supervision to accomplish the tasks assigned to them (Brow & Taylor, 2011)

cited in Kamau, 2015). John and Elyse (2010) asserted that there is no firm that can achieve peak performance in the current competitive business environment unless it makes optimal use of its employees. Every employee needs to be committed to the company's goals and objectives, performs their duties as effectively as a member of the team in order to realize organizational objectives. Employees need to partner with the entrepreneurs as they rely on the efforts of the entrepreneur to deliver on the organizational objectives. This is due to the fact employees want to be part of an organization that is successful, which pays well and offers opportunities for development and security of tenure (John & Elyse, 2010). Brow and Taylor (2011) argued that committed employees remain within the organization therefore saving the organization of the costs required to recruit, train and develop new staff. In addition, high staff turnover increases customer satisfaction due to discontinued service delivery (Scott, 2007). Employee commitment as a concept was defined severally by many researchers. However, the Meyer, Becker, and van Dick (2006) give the most popular definition. They see commitment as "a force that binds an individual to a target (social or non-social) and to a course of action of relevance to that target. They also explain that commitment consists of three mindsets that are affective; normative; and continuance commitments.

Changes in the modern work environment characterized by an increase in the number of women joining the workforce, dual carrier families, aging population and single parents (Smith & Gardner, 2007; Viswanathan & Jain, 2013) brings about work-life balance concerns among both the employers and the employees. The conflict between work and personal life engagement has been associated with job dissatisfaction and turnover intentions that have been the reason employers resort to the implementation of work-life balance initiatives (Cieri, Holmes, Abbott & Pettit, 2002). Work-life balance programs commonly used including flexible work arrangements in form of flexible work hours, compressed work weeks; dependent care assistance that involves on-site day care, subsidized day care, eldercare and referral to child care; and leave arrangements in form of maternity leave, paternity leave and leave to care for the sick (Cieri *et al.*, 2002; Smith & Gardner, 2007).

The demands that one experiences in family life and that have effects on his work life balance can be given as demand of workload such as shopping, house chores, child care and time, role expectations in the family and lack of support given to the spouse (Aycan, Al-Hamad, Davis, & Budhwar, 2007). Again marriage, child raising, caring of the elderly at home have effect on work life balance since they demand more family responsibility. Those who have to look after a child or elderly might sometimes have to risk their career by shortening their working hours which becomes a source of stress for them (Lowe, 2005). Again the experiences of parenthood which is part of family responsibility play an important part in the way work and family balance is achieved by individuals overtime, with differing consequences for women and men (Blair- Loy, 2001). Results of these studies depict women as the main caregivers of children overtime with their careers being shaped by their family choices. The prevailing western culture emphasizes intensive mothering when it comes to child care (Haynes, 2007). Intensive mothering is exclusive, child centered, emotionally involving and time consuming and as the mother is devoted to care for others, she is also sacrificing because she is an individual with her own needs and interests. Intensive mothering ideology both assumes and reinforces the traditional gender based division of labor. However despite the greater involvement of men in child care (Halrynjo,

2009; Williams, 2009), the gap between the practices and the ideology as regards the sexual division of domestic work remains significantly unchanged. The purpose of this study was to examine the relationship between child care support services and affective commitment in deposit money banks in Rivers State.

This study was be guided by the following research questions:

- i. What is the relationship between child care support services and affective commitment in deposit money banks in Rivers State?
- ii. What is the relationship between child care support services and continuance commitment in deposit money banks in Rivers State?
- iii. What is the relationship between child care support services and normative commitment in deposit money banks in Rivers State?

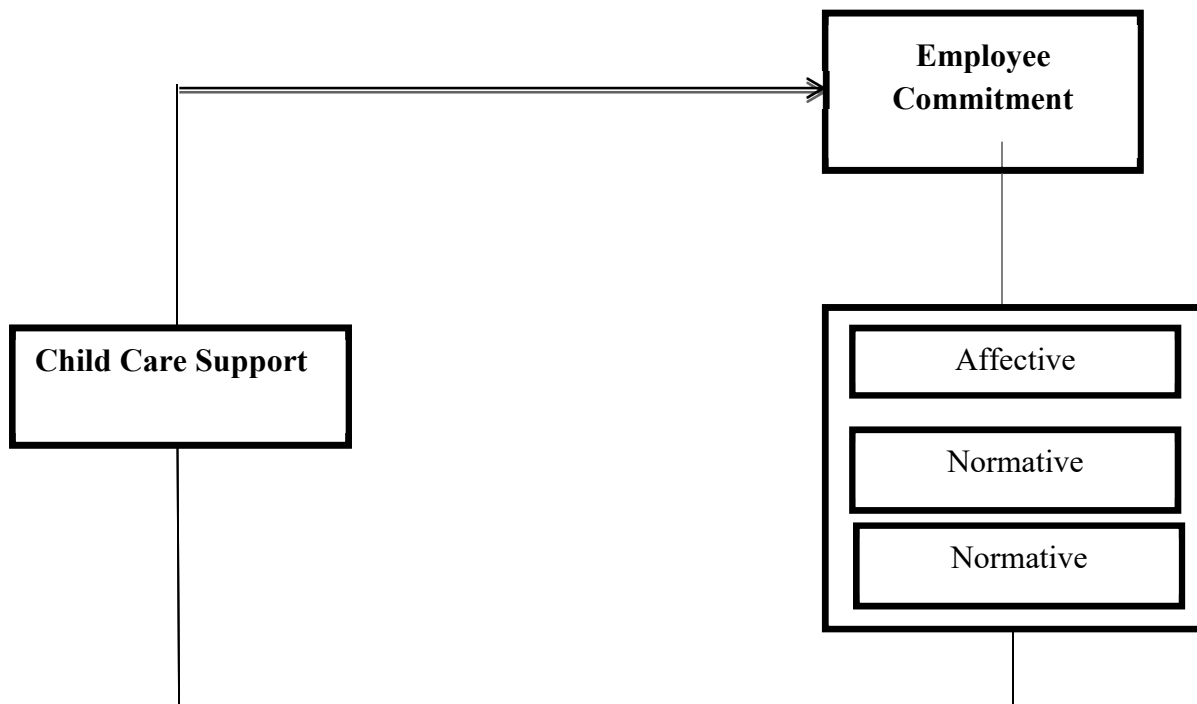


Fig.1.1 Operational Framework for the hypothesized relationship between child care support and employee commitment.

Source: Author's Desk Research (2021)

LITERATURE REVIEW

Theoretical Foundation

Social Exchange Theory

The baseline theories guiding this research work is the social exchange theory. The social exchange theory as proposed by Blau (1964) observes that the behavior of an individual is externally controlled if others in the individual's environment have the capability of influencing the individual's behaviour. In other words, the main argument of the social exchange theorists is the fact that the independent transactions or exchanges that individuals have within and amongst themselves has the potential of eliciting improved relationships amongst them. (Pfeffer, 1982). Indeed, as Cropazano and Mitchell (2005) aptly observe, social exchange involves a series of interactions that generates basic obligations among parties involved in the interactions with these interactions being inter-dependent and contingent on the actions of others.

Thus, the implicit assumption of the social exchange theorists is the fact that they believe that relationships among individuals evolve over time into increased trust, loyalty and mutual commitment. However, increased employee trust, loyalty and mutual commitment to the attainment of organizational goals are largely facilitated when organizations are able to ensure that there are no conflicts between work and non-work domains of their employees. In other words, if work-life is interfering with family life or vice-versa, there is no balance between the two domains Virick, Lilly and Casper (2007).

Organizations must ensure effective work-life balance as a strategy for accelerating and sustaining employee commitment to organization goals and objectives. Indeed, the increased emphasis on work-life balance in contemporary management literature stems from the fact that employees perform dual roles – as employees as well as care-givers (family members). Therefore, emphasis on work-life balance in relation to employee commitment actually reflects “the desire by employers and employees to create a balance between workplace obligations and personal responsibilities Lockwood (2003). Similarly, Greenhaus and Powel (2006) affirm that work-life balance enforces the idea that the root cause of imbalance lies with individuals and the choices they make. Indeed, imbalance itself according to them results from role conflict which occurs when the cumulative demands of work and non-work roles are incompatible in some respect such that participation in one role is made more difficult by participation in the other. Indeed, work-life balance if facilitated by the organization, can serve as an important strategy for driving both employee and employee commitment.

Child Care Support

People with families do not have the luxury to stay at home anymore and take care of their children. The trend is towards dual-earning families as life has become too expensive to let a potential money-maker stay at home. Thus, the demand for child care options as a means of helping employees achieve work-life balance is becoming increasingly important (Vlems, 2005). Some popular child care options include crèche, day-nursery, after school child care, teen care, host parent care, and leader at-home.

The availability of child care services serves as a significant boost to ensuring that employees are able to combine and manage successfully their work and non-work responsibilities. Indeed, as Doob (2013) observes, childcare or child minding is the caring for and supervision of a child or children, usually from age six weeks to age 13 yrs. Child care is the action or skill of looking after children by a day-care centre, baby sitter, or other care providers. A child care service represents the whole gamut of actions, skills and techniques of looking after children by a day-care centre, baby sitter, or other providers. Child care providers are our children's first teachers and therefore play an integral role in our systems of early child education. Quality care from a young age can have a huge impact on the future successes of children (Cerbasi, 2012).

It is a major requirement in developed and developing societies for children to be taken care of by their parents or their legal guardians. In families where children live with one or both of their parents, the child care role may also be taken on by the child's extended family. If a parent or extended family is unable to care for the children, orphanages and foster homes are a way of providing for children's care, housing and schooling.

Employee Commitment

What is now apparent is that, as long as the organization has been able to attract the right sort of employees and has provided a suitable work environment, employee commitment will be largely influenced by the interactions that occur between colleagues and with their immediate and senior managers. The relationship between the organization and the employee, therefore, should be considered as being no different from any other type of relationship (Torrington, Taylor, Hall & Atkinson 2005).

Commitment might be thought of simply in terms of feelings of obligation or emotional attachment. However, in the last years, a growing consensus has emerged that commitment should be viewed as a multidimensional construct. Allen and Meyer (1990) developed an early model that has received considerable attention. The three-component model they advocated was based on their observation that existing definitions of commitment at that time reflected at least three distinct themes: an affective emotional attachment towards an organisation (affective commitment); the recognition of costs associated with leaving an organisation (continuance commitment); and a moral obligation to remain with an organization (normative commitment).

One important point is that not all forms of employee commitment are positively associated with superior performance (Meyer & Allen, 1997). For example, an employee who has low affective and normative commitment, but who has high continuance commitment is unlikely to yield performance benefits. The main reason such an employee remains with an organisation is for the negative reason that the costs associated with leaving are too great. In more recent years, this typology has been further explored and refined to consider the extent to which the social environment created by the organization makes employees feel incorporated and gives them a sense of identity.

Affective Commitment

Mowday, Porter and Steers (1982) further states that affective commitment is when the employee identifies with a particular organization and its goals in order to maintain membership and to facilitate the attainment of the goal. Meyer and Allen (1991) maintain that employees retain membership out of their own choice and this serves as their commitment to the organization. Continuance commitment on the other hand, is the willingness to remain in the organization because of the investment that the individual has with the organization. These investments are referred to as non-transferable investments (Meyer & Allen, 1997).

Non-transferable investments include things such as “retirement benefits, relationships with other employees, or those benefits that are peculiar and special to them by virtue of their membership of the organization (Riechers, 1985). Continuance commitment also includes factors such as years of employment or benefits that the employee may receive that are unique to the organization (Riechers, 1985). Meyer and Allen (1991), further explains that employees who share continuance commitment with their employers often find it very difficult to leave the organization.

Continuance Commitment

Meyer, Allen and Smith (1993) observe that the three types of commitment attempts to describe a psychological state that either defines the employee’s relationship with the organization or the implications of the employee stay with the organization. Indeed, Meyer, Allen and Smith (1993) conclude that research evidence shows generally that employees with a strong continuance commitment remain with the organization because they have to and those with a normative commitment remain because they feel that they have to. Meyer and Allen (1991) define a committed employee as being one who stays with an organization, attends work regularly, puts in a full day or more on the job and is generally committed to promoting the best interest of the organization.

Normative Commitment

Normative commitment is the commitment that a person believes he/she has towards the organization or that feeling of obligation at the workplace. Bolon (1993). Similarly, Weiner (1982) discusses normative commitment as being an employee’s generalized values of loyalty and duty to the organization. The argument is that normative commitment is only natural due to the way we are raised in the society. We are raised to obey societal norms and values. Normative commitment at the workplace can be explained as being akin to other commitments such as marital, family, religious etc. Therefore, when it comes to one’s commitment at his/her place of work, the feeling that comes to mind is like one having a moral obligation to the organization (Weiner, 1982).

Childcare Support Service and Employee Commitment

As evidence shows, the subjective wellbeing of the parents strongly decreases after the birth of a child, while tendencies to adjust are not always observable few years after the birth. Why subjective well-being decreases on average after the birth of a child is still a contemporary

research issue. However, it is clear that one of the most challenging issues that parents face after the transition to parenthood is finding a satisfactory balance with their involvement in family and working tasks (Tausig and Fenwick, 2001). The new demanding role as parents subtracts time and energy to both paid work and leisure time. Strategies to reconcile childbearing and job-related tasks are especially important for mothers, which traditionally are the ones in charge of caring the child (Sayer, Bianchi & Robinson, 2004). The facilitation of childcare support services enables workers who are parents to be able to balance their work roles and those of parenthood and in this way, possibly enhances their levels of commitment.

Also, Diane (1990) examines effect of providing on-site child care services on personnel productivity, morale and retention at workplace. The aim of the study was to investigate possible impact of on-site child development centers on the productivity, morale, and retention of naval officers enlisted personnel. The study adopted descriptive research survey design and this was carried out among Navy personnel with dependents under age 13, assigned to eight Navy shore installations in which four of them offer child care and four do not. However, approximate values of 39% respondents were reported to experience child care-related work interference, regardless of their marital status or command type. Hence from the foregoing the study hypothesizes that:

H₀₁: There is no significant relationship between child care support services and employee affective commitment in deposit money banks in Rivers State.

H₀₂: There is no significant relationship between child care support services and employee continuance commitment in deposit money banks in Rivers State.

H₀₃: There is no significant relationship between child care support services and employee normative commitment in deposit money banks in Rivers State.

METHODOLOGY

The researcher adopted the cross-sectional survey. The target population for this study was 1197 employees drawn from the main branches of 19 deposit money banks in Rivers State. The population was considered accessible as it focused on the employees in the headquarter branches of all the 19 identified deposit money banks in Rivers State that have operated for at least five years. A sample of three hundred (100) respondents was calculated using the Taro Yamane's formula for sample size determination. Descriptive statistics were used for data presentation and Spearman's rank correlation was used for hypothesis testing with the aid of Statistical Package for the Social Sciences (SPSS).

DATA ANALYSIS AND RESULTS

Bivariate Analysis

Secondary data analysis was carried out using the Spearman's rank correlation at a 95% confidence interval. Specifically, the tests cover a H₀₁ hypothesis that was bivariate and declared in the null form. We have based on the statistic of Spearman's rank correlation to carry out the analysis. The level of significance 0.05 is adopted as a criterion for the probability of accepting the null hypothesis in ($p > 0.05$) or rejecting the null hypothesis in ($p < 0.05$).

Table 1 Test for hypotheses on child care support and measures of employee commitment

		Child	Affective	Normative	Continuance
Spearman's rho	Correlation Coefficient	1.000	.656**	.623**	.610**
	Child Sig. (2-tailed)	.	.000	.000	.000
	N	212	212	212	212
	Correlation Coefficient	.656**	1.000	.492**	.627**
	Affective Sig. (2-tailed)	.000	.	.000	.000
	N	212	212	212	212
	Correlation Coefficient	.623**	.492**	1.000	.689**
	Normative Sig. (2-tailed)	.000	.000	.	.000
	N	212	212	212	212
	Correlation Coefficient	.610**	.627**	.689**	1.000
	Continuance Sig. (2-tailed)	.000	.000	.000	.
	N	212	212	212	212

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output

H₀₁: There is no significant association between child care support services and employee affective commitment in deposit money banks in Rivers State.

Table 1 contains estimated results of the Test for hypothesis on child care support and employee affective commitment and it was revealed that child care support is associated with affective commitment given that the correlation co-efficient ($r = 0.656$) with its calculated probability value ($p\text{-value} = 0.000$) which is less than ($<$) 0.05. This shows that there is strong and positive association between both variables even at 99% level of confidence interval. Hence, the null hypothesis of no significant association between the variables is rejected based on the decision rule. However, the alternate hypothesis is accepted and restated that child care support is significantly associated with affective commitment in deposit money banks in Rivers State.

H₀₁: There is no significant association between child care support services and employee continuance commitment in deposit money banks in Rivers State.

Table 1 shows the estimated results of the test for hypothesis on child care support and employee continuance commitment and it was revealed that child care support is associated with continuance commitment given that the correlation co-efficient ($r = 0.623$) with its calculated Probability value ($p\text{-value} = 0.000$) which is less than ($<$) 0.05. This shows that there is a strong and positive association between both variables even at 99% level of confidence interval. Therefore, the null hypothesis of no significant association between the variables is rejected based on the decision rule. However, the alternate hypothesis is accepted and restated that child care support is positively associated with continuance commitment in deposit money banks in Rivers State.

H₀₃: There is no significant association between child care support services and employee normative commitment in deposit money banks in Rivers State.

Table 1 shows the estimated results of the test for hypothesis on child care support and employee normative commitment and it was revealed that child care support is associated with normative commitment given that the correlation co-efficient ($r = 0.610$) with a calculated probability value ($p\text{-value} = 0.000$) which is less than ($<$) 0.05 . This shows that there is a strong association between both variables even at 99% level of confidence interval. Therefore, the null hypothesis of no significant association between the variables is rejected based on the decision rule. However, the alternate hypothesis is accepted and restated that child care support is positively associated with normative commitment in deposit money banks in Rivers State.

DISCUSSION OF FINDINGS

Hypotheses which assessed the relationship between child care support services and employee commitment were tested and the results revealed that there is positive and significant relationship between childcare support services and employee commitment in deposit money banks. According to Vlems (2005) the demand for child care services as an option for helping employees to achieve work-life balance is gradually becoming an important condition or an entry point for women coming into the workforce. Day care support services options adopted by several organizations includes crèche and after school support care, these child care support services enable employees to manage their work-life as well as its associated challenges. Similarly, Gutex, Searle and Klepa, (1991) examined two set of samples of employees, the first set were employees with families whereas the other set were employees without families. These were done using a selected sample of psychologies and volunteer set of managers. It was revealed that there exist two types of perceived work family conflict such that there is interference between the two. It was found that there is no clear separation between the two; the family depended on work whereas work also depends on family. Conversely, Frone, Russell and Cooper (1997) developed an integrative work family model using a sample of 372 employed adults that are all married and having children.

It was discovered from the study that there exist an indirect reciprocal relationship between work and family life, as well as family life and work. Similarly, Loerch et al (1989) investigated the relationship between family domain related variables and the three sources of work family conflict which include: time, strain and behavior based in nature. For example number of children an employer have, spouse working hours, and couple's employment status. The strain base include; conflict that occur within the family, spouse support services, the level of spouses' experience relating to her/his role behavior based experienced, family intrusions for example parental, marital and domestic responsibilities and its associated role involvement. It was found from the results of the study that the time based antecedents were not significantly related to any of the form of work-family conflict among the men or women, whereas strain based conflict were found to have positive and significant relationship with work-family conflict. Therefore, the negative relationship that exists between work-family conflicts was not supported in anyway. In another related studies by Higgins et al (1994) and Frey and Breaugh (2004) on work family conflict and parental demands, it was found that interference was the greatest challenge faced by

employees especially when the children were much younger. It was further reported that the highest level of family interference with work occurs mainly among women than men especially in the early years of their life, although, the level of interference were comparatively small to men's in their life cycle stage (i.e. children within the age of 10-18 years). In Frye and Breaugh (2004) study, it found that having child care services can be used in predicting family-work conflict and there is positive relationship between family and work conflict.

Voydanoff (2005) used differential salience comparable approach to examining the effects of work challenges and its resources on work and family conflict. The data used in the study was extracted from the National Study of Challenging Workforce (NSCW) and it comprises of 1,938 employed adults living with family members. The model was developed to capture domain demands, boundary spanning resources which include work, family and facilitation. The results from the study revealed that time-based demand; for examples work hours and extra work without notice, and strain-based demands which include job security and time pressure were positively associated with work and family conflict. Similarly, it was found that resources (except learning opportunities) revealed to have positive relationship with work and family conflict. Meanwhile, time based family support policies which include parental leave and time off schedule for family related issues and work as well as family, and organizational support revealed to have negative association with work conflict and family facilitations. The results obtained in this study corroborate other existing literatures in this area.

CONCLUSION AND RECOMMENDATION

Based on findings, this study thus concludes that child care support services significantly relate with employee commitment in deposit money banks in Rivers State. This implies that when deposit money banks provide employees with child care support it would in turn enhance employees' desire and willingness to continue with their organizations and to be consistent in their jobs.

Therefore, the study recommends that management of Deposit Money Banks should create child care support assistance as this will help the employee. Which are crèche services, day nursery and after school childcare.

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