The impact of a flexible maternity leave system on Zimbabwean women employee’s motivation, job satisfaction and organizational commitment.

A Dissertation to be submitted in Partial Fulfilment of the Requirements for the Master Degree in Business Administration (MBA)

By Abigail Jemedze (R951865X)

On 28 February 2016

Supervisor Dr M. Sandada
Dedication

To all working mothers.
Declaration

I Abigael Jemedze(R951865X) declare that this dissertation is a product of my personal effort, except where references are indicated. This paper has not been submitted in part or in full for any other degree to any other university.

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Student signature                     Date

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Supervisor signature                  Date
Acknowledgements

The study was made possible by the support and encouragement received from so many people.

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Thank you to all the doctors that allowed me to access to their surgeries and institutions.

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Executive Summary

Research problem

Pregnant women are requesting adjustments of their expected dates of delivery (EDD) so as to allow them temper with their maternity leave days.

Objectives

The purpose of this study is to determine the impact of a flexible maternity leave system on Zimbabwean women employee’s motivation, job satisfaction and organizational commitment.

Research procedure

The researcher distributed 200 questionnaires to women of reproductive age working in organizations currently offering flexible maternity leave either pregnant or not. The respondents were picked from hospitals, clinics and surgeries where women visit for antenatal, post natal and gynaecological check-ups.

Findings

Flexible maternity leave positively impacts on motivation, job satisfaction and organizational commitment. Women employees prefer to start maternity leave within the last two weeks to the expected date of delivery.

Conclusions

Organizations offering a flexible maternity leave system have a motivated women work force which is satisfied with its job and committed to the organization.

Recommendations

Organizations that are not yet offering flexible maternity leave must introduce it so that they retain talent or attract talent.

Government must consider legislating flexible maternity leave or even extending maternity leave duration so that they support exclusive breast feeding for the first 6 months policy.
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List of acronyms and Abbreviations

AAPOR: American Association for Public Opinion Research

EDD: Expected Dates of Delivery

ILO: International Labour Organization

IWPR: Institute for Women's Policy Research

SPSS: Statistical Package Social Sciences

WHO: World Health Organization
Chapter One - Introduction

1.1 Introduction

The study investigates the positive impact of flexible maternity leave on motivation, job satisfaction and women employee commitment to organisations. Women employees are granted maternity leave for a period of 98 days on full pay. A Women employee may proceed on maternity leave not earlier than the forty-fifth day and not later than the twenty-first day prior to the expected date of delivery. Also, paid maternity leave shall be granted only once during any period of twenty-four months calculated from the day any previous maternity leave granted. Law also limits the number of times (to three only) when maternity leave can be availed by a worker while working with a specific employer. (Section 18, Labour Act, 2005) Maternity protection under the Labour Act covers employed women in the Public and Private sectors, as well as employees of the State and members of the Public Service. To qualify employees need at least one year of service to qualify for Paid Maternity Leave.

The International Labour Organisation (ILO) is a United Nations Agency dealing with labour issues particularly labour issues, social protection and work opportunities for all. The ILO has 186 member states. (www.ilo.org). Only 23 women leaders championed laws to protect women and children in the work place. Origins of maternity benefited women, but only 23 out of 186 members were women who contributed to the origins maternity leave in 1919 ILO conventions whilst the man dominated in making these policies for women. Over time women in the work place have increased and this has necessitated the need to involve the women in the policy formulation of matters that affect them.

This chapter will present the background to the study and summarise the issues under the problem statement section. After stating the objectives and research proposition, the researcher will also outline the structure of the dissertation.

1.2 Background

ILO started to address the issue of maternity protection from the very start, at the first convention on maternity protection was adopted in the founding year of International Labour Organization in 1919. The Maternity Protection Convention(No.3) provided basic protection
entitling a pregnant worker to 12 weeks paid maternity leave (level of cash benefits during leave to be determined by national authorities), at least 2 daily nursing breaks and protection against dismissal during the period of pregnancy. This convention was, however, limited only to the women employed in public/private industrial and commercial sectors. The second convention adopted 33 years later in 1952 (No.103) extended the scope of convention by including women from non-industrial and agriculture occupation as well as domestic workers. It also expanded the leave provision (at least 12 weeks) and extending this leave provision to cover illness resulting from pregnancy or confinement. Convention 183, adopted in year 2000, is the most recent and updated convention on the subject. It expands the scope of maternity protection to virtually all workers and provides for at least 14 weeks of paid maternity leave.

Maternity protection allows women to successfully combine their productive and reproductive roles without compromising one at the cost of another. Similarly, it protects women from marginalization and discrimination in the labour market due to their reproductive roles. However from my practice as a Gynaecologist and an Obstetrician women are almost always requesting for adjustments for their dates of delivery so that they temper with their maternity leave. There has been a move towards gender balance in the work place and there has been a gradual increase in the women in the formal employment whilst the latest ILO convention 183 was in 2000. It is against this background that a research needs to be conducted to understand whether the law is adequately protecting women or a more flexible maternity leave would be better than the status quo.

1.3 Statement of the problem

Pregnant women are requesting adjustments of their expected dates of delivery (EDD) so as to allow them temper with their maternity leave days. They want to spend more time with their babies after delivery than spending 21 days or 45 days at Home alone before they deliver. This is the current practice as legislated by the labour law in Zimbabwe.

1.4 The major/overall research objective

The purpose of this study is to determine the positive impact of a flexible maternity leave system on Zimbabwean female employee’s motivation, job satisfaction and organizational commitment.
1.4.1 The Specific objectives

The research aims to study the following objectives:

1. To ascertain the understanding of what women refer to as a flexible maternity leave.
2. To investigate the impact of flexible maternity leave on the motivation of women employees.
3. To assess the impact of flexible maternity leave on job satisfaction by women employees.
4. To establish the effect of flexible maternity leave on women employees' commitment to organization.

1.5 Research Questions

This study sought to answer the general question:

Do Zimbabwean women employees understand flexible maternity leave and does it cause them to be motivated, to be satisfied with their jobs and commit to their organizations?

The general question was further divided into sub-questions as follows:

1. What is the understanding of flexible maternity leave by women employees?
2. What is the impact of flexible maternity leave on women employees' motivation?
3. What is the effect of flexible maternity leave on women employees' job satisfaction?
4. Does flexible maternity leave contribute to the organization commitment?

1.6 Hypotheses Development

In order to approve or disapprove the findings in Zimbabwean organizations offering flexible maternity leave, this research study was premised on the following hypothesis:

$H_0$: A flexible maternity leave system does not cause the Zimbabwean women employees to be motivated, to be more satisfied with their jobs and to be committed to their organizations.

$H_1$: A flexible maternity leave system positively cause the Zimbabwean women employees to be motivated, to be more satisfied with their jobs and to be committed to their organizations.
1.7 Significance of the study

DeLauro (2010) observed that two-thirds of women in America in 2010 are either the sole breadwinner, or co-breadwinners in their families. The global list of Fortune 500 companies is slightly higher where women make up 2.6% of CEO positions. According to The Economist (2011), the number of female bosses of large firms remains stubbornly small.

Most organizations quote cost as the major objection to offering paid parental leave, but it's a "straw man" argument according to studies that prove not having such programs and policies in place is the real budget buster. Multiple studies have shown that companies that adopt parenteral leave policies and flexible work options for parents have higher employee engagement and retention; higher employee productivity and a lower rates of absenteeism. For companies looking to retain their talent, policies that allow for work-life balance are critical to the bottom line.

The government could improve its recruitment and save money on turnover costs by providing paid leave benefits that most Fortune 100 companies use to keep their best employees loyal and avoid costly recruitment and retraining Miller (2013). The lack of parental leave benefits costs the government several thousand trained workers every year, according to Institute for Women's Policy Research (IWPR). Turnover costs include the expense of recruiting new employees, the relatively low productivity of new workers, drains on the productivity of colleagues and supervisors, human resources processing, training, and the productivity lost between the departure of one employee and the hiring of a replacement(www.iwpr.org.)

"Paid parental leave is important not just because it improves family well-being and employee morale, but because it benefits the bottom line by attracting and retaining talent," according to IWPR President Heidi Hartmann.

Balancing work and family is particularly important to young college graduates entering the workforce. Two-thirds of college students say that balancing work and family is a priority for them, according to a report by the Partnership for Public Service.

"By providing paid parental leave, the federal government would better meet the needs of a 21st century workforce in which the vast majority of families with children have either two parents working or one single working parent," said Heidi Hartmann, IWPR
President. Companies that go the extra mile to support the parents in their ranks will earn loyal, engaged employees.

The study investigates the impact of flexible maternity leave on motivation, job satisfaction and organizational commitment on female employees in public and private sector in Zimbabwe. These women may be currently pregnant or may have been on maternity leave before or eligible to take maternity leave, that is in the reproductive age group.

The findings will be important for both the employee and the employer. Improved work life balance for the employee and for the employer an engaged employee who is committed to her and with improved productivity through motivation and job satisfaction.

If the hypothesis is accepted the other organization may be recommended to take flexible maternity system and legislature will also be encouraged to provide for flexibility in the current law that is rather rigid at the moment.

1.8 Scope of the study

The study involves female employees in the formal employment, both private and public sectors in Zimbabwe’s capital city Harare. These women were sampled from antenatal clinics, maternity hospitals in private and government hospitals after obtaining their informed consent. The study will target those organizations that are already offering a flexible maternity leave arrangement. Women of reproductive age coming from organizations offering flexible maternity leave in Harare.

1.9 Limitations

- Collection of data form institutionalized working women.

Since the women employees were attending clinics participating in the study may affect their responses because the environment is not their natural working environment thus affecting the generalization of the study findings.

- Time of study only limited to 6 months.

The time limitations resulted in the sample being drawn from Harare. The Harare women may have different culture with women in other towns or rural areas thus their response may not be the true representation of women in other towns thus affecting the generalization of the results again.
• Access to some organizations.

Failure to access some organizations may exclude some different views from other women employees which affect the conclusions of the study hence affecting the study outcome.

1.9 Dissertation Structure

The research is comprised of five main chapters that are structured as follows:

**Chapter One** – This chapter provided the background of the study which gave birth to the problem statement, research questions and research objectives. A research hypothesis is then stated followed by the scope of the research which describes the areas the research stretched to. A justification for the research was then put forward explaining why the research was worth carrying out. Limitations of the research were then given and the chapter was concluded by giving a structure of the dissertation.

**Chapter 2** – This chapter reviewed literature relevant to the study. Literature focused on concepts that arose from the research objectives outlined in Chapter one. The literature review was used when assessing the findings of the research.

**Chapter 3** - Research design, data collection techniques and data analysis were carried out in this chapter. The credibility of the research as well as ethical issues in the research were also be addressed.

**Chapter 4** Once data had been collected using the techniques described in chapter 3, findings were analysed and evaluated in this chapter with reference to the literature reviewed earlier in chapter 2.

**Chapter 5** – This chapter summarized research findings to establish whether the research questions have been answered and if objectives can possibly be achieved. Here it validated whether the research proposition has been confirmed and recommendations for future studies weremade.
Chapter two

2.0 Literature review

2.1 Introduction
This chapter presents literature review relevant to the study. Literature review is an integral part of the research process and makes a very important contribution to almost every operational step (Naidoo 2010). This chapter discusses the views of various authors with regard to the impact of flexible maternity leave on motivation, job satisfaction and commitment to the organization by female employees. Flexible maternity leave being the Independent variable and motivation, job satisfaction and commitment to organization being the dependent variables. A conceptual framework will demonstrate the relationship of these variables.

2.2 Maternal Leave
According to International Labour Organisation (2010), a leave is a period of absence from the job. Maternity leave is taken by an expecting mother both before and after birth and its main purpose is to safeguard the health of mother and child. Maternity leave is the most common benefit provided for maternity protection. It may be fully paid leave, unpaid leave or partially paid leave. According to research by economists Sara Markowitz and Pinka Chatterji, published in 2008 by the National Bureau of Economic Research, women who return to work soon after the birth of a child are more likely to get depressed than other mothers. Children need to spend time with their mothers in order to bond with them and also in order to support exclusive breast feeding. Without the mother-baby bonding time, the infant doesn’t create that bonding relationship that is needed in the child’s life. Where women do not get paid leave it may be difficult for the family to manage financially without the mother’s usual earnings. Thus, for most women, the length of leave taken is closely connected to the amount of funds they are entitled to.
Anderson and Kohler (2013) stated that other considerations may include a woman’s career path, because while she is absent she might miss opportunities for advancement or lose specific skills. A longer leave allows the mother more rest and time to provide care for her child. She can better work through breastfeeding challenges and establish a routine (ILO 2012). Length of leave varies from country to country. Differences are considerable, running from approximately eight weeks in many countries to one year or more in a very few. Worldwide, the typical maternity leave ranges from 12 to 14 weeks. In Zimbabwe maternity leave is a statutory requirement provided for in the Labour Act and a right as per the New Constitution section 65(7).

2.2.1 Employers perceptions of maternity leave and flexible working arrangements

According to Kreyenfeld and Pailhe (2009), implementing maternity leave rights is seen as adding further complexity to payroll administration, which diverts employers, especially micro and small ones, away from productive, profit-seeking active ties into unproductive, regulation-handling tasks, or as increasing the administrative workload of dealing with employee requests. Furthermore, the requirement for employees to apply for a flexible working pattern in writing, and for employers to respond in kind, is argued to be a curse to most small employers. Such formalisation is perceived as undermining the personal, informal approach to people management that employers and employees prefer (Andersen 2013).

Academic studies tend to take a less employer-centred approach, instead focusing as much on employee perceptions and take-up of their legal entitlements as on employer attitudes and responses. The Third Work-Life Balance Employer Survey (2010) show that approximately a third of workplaces reported employees becoming pregnant during the previous two years, with most employees taking maternity leave.

A large majority of employers (80 per cent) whose employees had taken maternity leave reported paying Statutory Maternity Pay (SMP) with 15 per cent reporting higher pay than the statutory minimum (Hayward et al. 2007). The Third Work-Life Balance Employer Survey data (2010) demonstrate that employer availability and take-up of flexible working practices increased in the UK between 2003 and 2007 and 95 per cent of workplaces reported the existence of at least one of six specified practices (part-time working, job-sharing, flexitime, compressed working week, working reduced hours for a limited period, working
from home on a regular basis) (Hayward et al. 2007). The working arrangements most commonly available were part-time working, reduced hours for a limited time and flexitime; the ones most commonly taken up were flexi-time, working from home and part-time working. Data from the Fourth Work-Life Balance Employee Survey (2010) corroborates this picture of the availability and take-up of flexible working practices, with 68 per cent of employees who said that one or more flexible working arrangements were available reporting that they are actually working flexibly (Tipping et al. 2012).

For employers, flexible and family-friendly working practices can produce benefits of lower labour absence and turnover, increased retention of skilled staff and improved motivation and productivity (Scheibl and Dex 1998; Bevan 2001; CIPD 2005; Harris and Foster 2005). But such practices also potentially entail costs for employers or constraints on their action, including high financial costs of replacing staff who take up new work-time arrangements or career breaks, for example; increased administration costs; disruption to existing workplace practices and relationships; and perceived loss of human capital or productivity arising from individuals reducing work-time commitments.

Employers’ family-friendly and flexible working practices are associated with a range of organisational factors namely ownership, trade union presence and workforce performance. Employers in the public sector, large organisations, those with recognised trade unions, a higher proportion of female employees, and enjoying high levels of performance are more likely to offer flexible working arrangements to employees and to have them taken up (Dex and Smith 2002; Forth et al. 2006; Hayward et al. 2007). Studies of employees find similar associations between maternity leave, paternity leave and flexible working, and organisation size and trade union presence (Chanfreau et al. 2011; Tipping et al. 2012).

Requests are only reported if they concerned change in working arrangements for a sustained period of more than one month. Employer perceptions of maternity and paternity leave and flexible working arrangements Business size might be a key influence on employer attitudes towards flexible, family-friendly working and on actual employment practices. Micro and small employers often find it difficult to introduce such arrangements because of resource constraints. Smaller employers often lack the money, managerial capacity and administrative support to implement maternity, paternity and flexible working practices without incurring heavy costs and disruption to working routines. Operating workplace crèches, for example, is simply beyond the means of the vast majority of micro and small employers. Covering
maternity leave also poses a particular challenge for smaller employers. Because each worker contributes a large proportion of overall output in small businesses, any absences can create significant problems as remaining employees have to take on greater workloads, or replacements have to be recruited (Dex and Scheibl 2001; Harris and Foster 2005). Small employers may be unable to reallocate responsibilities without incurring high costs in the form of lost output, recruitment or retraining.

Despite this, small employers might implement flexible, family-friendly practices informally without having formal policies. Informality provides much-valued flexibility in implementing such arrangements, enabling variable treatment for different employees, and facilitating adjustment to changing circumstances (Harris and Foster, 2005). Decisions regarding work-time arrangements working from home, and even career breaks might be taken without reference to formal policies or individual employment contracts (Scheibl and Dex 2008). Forth et al. (2006) report flexible practices in SME workplaces although to a lesser extent than larger employers.

Interestingly, employees are often more likely to report particular practices than managerial respondents, suggesting perhaps that informal arrangements were in operation despite the absence of a formal policy. Larger employers, in contrast, possess the resources to implement flexible, family-friendly working practices and are better able to absorb absences due to their larger workforces. The problem for larger employers is to ensure the consistent application of formal procedures throughout the organisation to avoid employee accusations of discriminatory or unfair treatment. Line managers might act autonomously without recourse to formal procedure, leading to inconsistent approaches, employee resentment and possible litigation. HR departments may have to monitor and, where appropriate, correct managerial responses to maternity leave.

Cultural and workplace norms might also militate against the introduction and/or take-up of flexible, family-friendly, working arrangements. Employers with predominantly male workforces may perceive maternity leave as unnecessary or irrelevant and seek to minimise its impact by offering only the statutory level of paid leave and discouraging employees from take-up. Owing to occupational gender segregation, some sectors and businesses are likely to be more affected by others.
All industrialized countries, as well as many developing and transition countries, have policies in place to support work-family reconciliation such as care-related leaves, policies that increase the quality or availability of flexible and alternative work arrangements, and child care supports. While work-family policies share common elements across borders, the extent and nature of supports vary widely across countries. This cross-national diversity in policies has supported a substantial body of research on the effect of different policy designs on women's labour market outcomes and, increasingly, on men's take-up of work-family provisions.

The purpose of this paper is to access the positive impact of flexible maternity policy from the women’s point of view on motivation, job satisfaction and organizational commitment. However other researchers have found adverse and unintended consequences of work-family policies for gender equality thus highlighting gaps in current knowledge Hegewisch and Gornick(2011). These researches have been conducted in other countries hence the need to assess the policy locally in the Zimbabwean context.

2.3 Flexible Maternity leave and Motivation

Herzberg’s Motivator-Hygiene Theory from Frederick Herzberg focuses on two factors applicable to the workplace namely meeting basic expectations (hygiene factors) and secondly leading to increased performance (motivation factors). Examples of basic needs are a comfortable working environment, adequate pay, good relationships with co-workers and effective supervision. Motivation factors for high job satisfaction include opportunities for recognition, advancement and professional growth. Motivation in the organisational context has traditionally been related to issues such as: secure job, interesting job, ability to perform the job, recognition from others, adequate salary and feedback on performance (Dwivedula and Bredillet, 2010). Latham and Ernst (2006) predict that motivation in the future will be a combined activity where all members of the organisation will need to take responsibility for ensuring that the conditions necessary for high motivation exist. In order for companies to keep up with their employees it is time for them to change their focus (Norberg, 2010).

Bartol and Martin (2006) consider motivation, a powerful tool that reinforces behaviour and triggers the tendency to continue. In other words, motivation is an internal drive to satisfy an unsatisfied need and to achieve a certain goal. It is also a procedure that begins through a physiological or psychological need that stimulates a performance set by an objective. When
compared to financial resources, human resources have the capability to create sustainable competitive advantage for their organizations. Generally speaking, employee performance depends on a large number of factors, such as motivation, appraisals, job satisfaction, training and development and so on, but this paper focuses only on employee motivation, as it has been shown to influence to a significant degree the organizational performance. As Kalimullah (2010) suggested, a motivated employee has his/her goals aligned with those of the organization and directs his/her efforts in that direction. In addition, these organizations are more successful, as their employees continuously look for ways to improve their work. Getting the employees to reach their full potential at work under stressful conditions is a tough challenge, but this can be achieved by motivating them.

In this study, Gupta and Smith (2009) argued that pregnant women are motivated by giving them flexible maternity leave where they can decide to work from home in order to take care of the child as well as fulfilling their job roles. Besides working from home expecting mothers can have flexible hours to do their job and return to nurse the child. In this sense, there is reduced stress of thinking about the little baby at home and put more effort during work time. This has a positive connotation to organisational productivity (Gangl and Ziefle 2009).

2.3.1 Work life balance as a result of motivation

Wickham and O'Donohue (2009) highlighted that the positive work-life balance effects of flexible working are probably the best known and most frequently cited advantages. Aiming for a greater balance between demands from within and outside the workplace is often the driver for individuals to seek such arrangements. Baker et al. (2008) commented that the interplay between employee wellbeing, work-life balance and performance brings into play factors such as organisational commitment, enthusiasm, energy and satisfaction. The findings from the study carried out by Baker (2009) support the intuitive expectation that the employee who is better able to integrate work and non-work will experience enhanced wellbeing. Indirectly, this positive association impacts on performance, with employees in a sense ‘repaying’ their organisation with improved levels of motivation and drive.

In the same study, some employees who had become accustomed to working flexibly expressed unwillingness to move back to a more traditional pattern, linking their flexible arrangement to reduced pressure and stress. There was abundant evidence of individuals
adapting their working arrangement over time to meet both changing job demands and evolving demands from the home, and great value was placed on the personal control to meet needs from both domains which was afforded by their flexible working pattern. Balm (2009) established that flexibility is highly valued, but does not remain static over time. Budig and Paula (2006) found that flexible working could be seen as a positive measure which helped reduce workplace stress through reducing hours, cutting down on commuting time and minimising work overload. However, it could also be a source of stress, if a reduction in hours meant that employees struggled to achieve objectives which had not been appropriately reduced to match such a change. This reinforces the message that flexible working needs to be well designed to succeed, particularly in the case of reduced hours of work where the required tasks of the role should reflect the hours available.

Another explanation relates to the impact of relative income and comparisons with colleagues on happiness and employment (Clark et al. 2008). Accordingly, there exists a positive relationship between relative income or status and utility from employment and happiness. Put differently, the utility from work before child birth is higher for employees who perform better in the job. Assuming that child birth shifts utility of all women to a similar extent, the after-birth utility from work is still higher for women who performed better before birth. Furthermore, the firm is especially interested in the return-to-job of these employees.

There are two broad types of research on flexible and family-friendly working practices: studies carried out by employer/business groups and academic studies often conducted on behalf of government. Employer-based studies tend to take a critical view of maternity and paternity rights. Business groups, although they often agree in principle with government objectives, emphasise the difficulties employers face in implementing flexible and family-friendly working practices and the likely impact this may have on business performance and the national economic recovery (ACCA 2009; Kreyenfeld and Anderson 2011). Although the empirical data supporting such claims is not always presented, maternity rights are perceived as imposing heavy burdens upon employers, particularly smaller ones. Problems include the administration costs associated with processing and making payments to employees, loss of important skills, covering maternity leave absences through recruitment or redistribution of workloads among existing employees and any associated training, a perceived inability to communicate with employees on maternity leave and late notification by mothers of decisions not to return to work or to change their working arrangements.
Small businesses employ more women and young people (Urwin 2011) and so may experience maternity leave frequently. Such burdens, it is argued, deter employers from recruiting women of a certain age. Employees’ right to request flexible working is perceived by some as unnecessary, administratively cumbersome, and as introducing an undesirable formal element into what are depicted as satisfying informal relations between employees and their employer (Baul 2008). Such rights are considered unnecessary because employees may request changed working times from their employer on a voluntary basis already; a new legal right is not needed to do this. Surveys report that many small businesses already use part-time workers, employ workers on flexible hours or permit staff to work at home.

2.4 Work flexibility and job satisfaction

Flexibility according to (Broeck et al, 2009) is the ability to respond effectively to changes. Flexibility is a way to define how, when and where work gets done and how careers are organized (NSCW, 8). Salmon (2012) suggests that job flexibility can offer many benefits to both employers and employees, including improved job satisfaction, reduced absenteeism, greater commitment, and reduced turnover (Council on Family and Work, 2006). The research by council on Family work (2006) was able to identify that flexible workers were more committed to the organisation than non-flexible workers. This is important, not least because it challenges the assumption that flexible working arrangements such as part-time hours or remote working are a sign of reduced commitment. Such an assumption can be damaging to careers and to effective management, and suggests that factors other than performance may be in play when evaluating the work of flexible employees. There is a consequent risk of undervaluing the contributions of flexible workers. It is imperative that organisations recognise and value the enhanced commitment levels amongst flexible workers, and develop ways of translating this into tangible benefits for everyone concerned.

A study conducted by Lott and Drago (2012) of six large companies in Boston, 70% of managers and 87% of employees reported that working a flexible arrangement had a positive or very positive impact on productivity; 65% of managers and 87% of employees reported that a flexible work arrangement had a positive or very positive impact on the quality of work; and 76% of managers and 80% of employees indicated that flexible work arrangements had positive effects on retention (Rachel, 2010).
According to Rachel (2010) employees place a very high priority on job flexibility as a tool for improving their job satisfaction and quality of life. A Quality of Life Survey conducted by the Council on Family and Work found that more than half of the staff felt that flexible full-time hours were among the most valuable programs and most important program/policy in continuing employment. However the most frequently cited barriers to getting flexibility were the nature of the work and immediate supervisors. The same survey was carried in America and found and concluded that of all the programs and policies suggested in the survey, flexibility was the one most highly valued by staff.

Lotte Bailyn (2010) comments about American companies that rather than organizing work around the needs of the task, in most American companies the work gets organized by means of the cultural expectations surrounding time, somehow one must always be at work, even when the job may not require it.” Employers are struggling with a mismatch between the lives of their workers and the structure of the workplace, a mismatch in which far fewer workers are “unencumbered” by family and other responsibilities than in the past, and in which workplaces are left in need to catch up with these changes. Lack of knowledge about the benefits of flexibility and options for implementing flexibility undoubtedly also reduce its use. Furthermore, some positions do not easily lend themselves to flexibility, requiring supervisors/managers to make individual decisions and to balance the needs of the employee with the needs of the job. This can indeed be a difficult task, one that this guide has been designed to assist both supervisors/managers and supervisees in addressing. Flexible work arrangements may arise as a result of individual negotiations between employees and supervisors/managers, when these arrangements are mutually beneficial and meet or exceed business needs.

2.4.1 Women Career Progression as a function of job satisfaction

Newman (2008) defines career progression as the consequences of human capital, socio-psychological and systemic factors. It is an objective measure of being successful in one’s own career. Most women have to face career challenges upon labour during maternity leave.
The timing of return is essential for career development; a longer break from work may permanently damage a woman’s employment and earnings profile (OECD, 2008). In the US, a long childbearing-related absence from work reduces women’s chance of an upward occupational move and increases their risk of a downward occupational move Aisenbrey et al (2009). Also in Sweden, it has been shown that women’s career prospects are better if they return to paid work sooner rather than later. An employment interruption longer than 16 months reduces a woman’s chance for an upward occupational move (Evertsson and Duvander 2010). Studies from the US, Germany and Denmark found that returning women suffer a wage penalty (Budig and England 2012).

These penalties for longer work interruptions are largely due to skill atrophy. Absence from the labour force involves a discontinuity of job skill acquisition. Prolonged non-participation may lead to a depreciation of existing skills. There is direct proportion between longer the break from work, the extent of depreciation of human capital. Women who take longer breaks are often regarded by employers as less productive and less committed to work than those who take a short or no leave of absence (Görlich and De Grip 2009). This perception may place women in unfavourable positions, and further influence their chance of re-employment, promotion and payment when they return to work (Sigle-Rusthon and Waldfogel 2007). The above literature demonstrated that employee engagement and commitment to the organization (retention) may partly be attributed to flexible maternity leave and subsequent motivation. However employees may be forced by economic reasons and fear of discrimination not to take up the flexible maternity leave.

2.5 Flexible Maternity Leave and Organizational Commitment

Meyer and Herscovitch (2002) broadly defined commitment as a force that guides a course of action towards one or more targets. Organization commitment is defined as a psychological state that is representative of an employee’s relationship with the organization, and influences the employee’s decision to remain employed at a particular organization (Meyer & Allen, 1993). Most researchers have historically been interested in employee retention (Mobley, Griffeth, Hand, & Meglino, 1979). It has been suggested that employees who exhibit both high organizational commitment and high job involvement are unlikely to leave the organization whilst those employees with low levels of organizational commitment and job
involvement should be the most likely to leave the organization voluntarily (Huselid & Day, 1991).

Most organizations are concerned about retaining the current level of talent, but more importantly, attracting new talent when the recession ends regardless of worldwide location. In addition, organizations are also concerned about the issue of developing a global talent deployment strategy, which refers to how companies formulate strategies to position leadership talent across the organizations in various regions and countries (Collings and Scullion, 2009; Scullion, Collings, and Gunnigle, 2007).

Organizations must focus on making themselves more attractive to a pool of potential applicants (Robak 2007). An organization can be attractive by considering having options flexible working arrangements that attracts talent. Employees have a concern about their work life balance. Wickham and O'Donohue, (2009) argued that to women, issues such as flexible leave includes maternity leave, sick, study and vocational leave. Women are greatly affected due to their feminine role of bearing children. Flexible maternity leave attract young talented women. The rewarding system and the working conditions are also some of the motivational factors that may attract competitive human resources.

In today’s turbulent workplace, a stable workforce becomes a significant competitive advantage. If an organization has unstable workforce conditions, it’s forced to invest thousands of dollars in recruiting, orienting, training, overtime and supervision. Those dollars come right off the ‘bottom line’ (Reichheld, 2010). Without continuity, organizations don’t have on-going close relationships with customers; customer loyalty is fragile; managers are stressed; conflict is more likely; efficiency is hampered. Such challenges make it difficult for an organization to compete in the marketplace. Arguably, the most valuable (and volatile) asset is a stable workforce of competent, dedicated employees.

Longevity gives a company a powerful advantage; depth of knowledge gives organization strength. The loss of a competent employee is increasingly difficult to replace with someone of comparable competence even with an effective succession planning process. With a volatile labor market and competition for good people, organizations are forced to hire persons with less competence. If this scenario repeats itself enough, the aggregate competence and capacity of the organization’s workforce will gradually diminish along with the ability to meet customer expectations (Ambrose, 2008). Dissatisfied customers leave, and
take the organization’s cash flow and profits with them. Important stakeholder groups (customers, creditors, investors, employees) watch workforce stability and capacity carefully. Workforce strength, capacity, and dependability influence the confidence of all these constituents.

Customer relationships are stronger when an organization’s workforce is stable and customers can depend on the company’s people for continuity of their product knowledge, industry experience and proven performance. Unhappy people can seriously affect employee morale. Whether they leave or not, disaffected workers can damage the attitudes of other workers (Caplan and Teese, 2008). Negative feelings impact the quantity and quality of work, absenteeism and tardiness, cooperation with supervisors, and a company’s ability to attract desired applicants. Instability of the workforce, often caused by ineffective managers, can cause far-reaching problems. When dedicated workers have problems balancing their work and life obligations, they quite naturally look for other employment opportunities where they can achieve the satisfaction they seek from work.

2.6 Research gap identified
The gap in the literature that the study is addressing is the impact of flexible maternity leave on female employees motivation, job satisfaction and organisational commitment in the Zimbabwean context.

The research will contribute to the body of knowledge by providing empirical solutions to the conceptual framework provided in the study. The theoretical framework is the first to be modelled in the area of flexible maternity leave in Zimbabwe and its outcomes as it contains one predictor and many outcome variables which are motivation, job satisfaction and organisational commitment. To this end the study will be the keystone for future researches to be conducted on flexible maternity leave in Zimbabwean setup.

2.7 Conceptual Framework
The theory underpinning the study is the Herzberg two factor theory. Herzberg two factor theory of Motivation is this research philosophy. Herzberg felt that satisfied employees would be productive employees. Herzberg’s theory is sometimes called the two-factor theory. These factors are hygiene factors and motivators.

Below is a conceptual framework of the study under review
The idea of Flexible maternity leave is to create flexible working arrangements for pregnant mothers. Flexible work arrangements ultimately lead to motivated work force which in turn will lead to job satisfaction and organizational commitment.

Figure 2.1: Conceptual framework

This study therefore hypothesises that:

H1: Flexible maternity leave motivates women employees; improve job satisfaction and organizational commitment.

2.8 Chapter summary

This chapter has discussed literature review regarding to the impact of flexible maternity leave on motivation, job satisfaction and organizational commitment.

Literature discussed was mainly on how flexible maternity leads to motivated work force. The motivated work force will be satisfied with their jobs and the flexibility will improve their job satisfaction and organizational commitment. A conceptual framework highlighted the relationship between the independent and dependant variables. The following chapter provides the research methodology adopted in this study.
Chapter Three

Research Methodology

3.1. INTRODUCTION

The previous chapter reviewed the existing literature on the impact of flexible maternity leave on motivation, job satisfaction and organizational commitment.

This chapter discusses the research methodology, which Fisher (2010) defined as a procedural framework within which a research is conducted, and explains how the data was obtained and analyzed. This chapter presents research design and the approach used in research, population and sampling procedures, method for data collection and analysis. This chapter concludes with the highlighting of ethical guidelines which were observed by the researcher.

3.2 RESEARCH OBJECTIVE

The purpose of this study is to determine the impact of a flexible maternity leave system on Zimbabwean female employee’s motivation, job satisfaction and organizational commitment.

3.2.1 The Specific objectives

The research aims to study the following objectives:

- To investigate the impact of flexible maternity leave on the motivation of women employees.
- To ascertain the understanding of what women refer to as a flexible maternity leave.
- To assess the impact of flexible maternity leave on job satisfaction by women employees.
- To establish the effect of flexible maternity leave to women employee commitment to organization
3.2.2 Research Questions

This study sought to answer the general question:
Do Zimbabwean women employees understand flexible maternity leave and does it cause them to be motivated, to be satisfied with their jobs and commit to their organizations?

The general question was further divided into sub-questions as follows

- What is the understanding of flexible maternity leave by women employees?
- What is the impact of flexible maternity leave on women employee motivation?
- What is the effect of flexible maternity leave to women employee’s job satisfaction?
- Does flexible maternity leave contribute to the organization commitment?

3.2.3 Hypotheses Development

In order to establish the impact of flexible maternity leave in Zimbabwean organizations offering it, this research study was premised on the following hypothesis:

$H_1$: A flexible maternity leave system causes the Zimbabwean women employees to be motivated, to be more satisfied with their jobs and to be committed to their organizations.

$H_0$: A flexible maternity leave system does not cause Zimbabwean women employees to be motivated, to be more satisfied with their jobs and to be committed to their organizations.

3.3 Research design

Research design is the general plan of how the researcher goes about answering the research questions, which will contain clear objectives and specify the sources from which data will be collected will also consider the constraints including access to data, time, location and money, as well as ethical issues (Fisher 2003; Saunders et al. 2009). Cooper and Schindler (2011) contend that there are many definitions of research design and no single definition imparts the full range of important aspects. However, he defines research design as the planning of the entire approach in order to solve a research problem.

This study adopted a quantitative, cross-sectional research design and this was in line with Bryman & Bell (2007) who postulated that a cross-sectional design is used for research that collects data on relevant variables on only one case at a single point in time from a variety of people, subjects or phenomena.
This study seeks to investigate the impact of flexible maternity leave on women employees at a time frame that suite the program requirements.

### 3.4 RESEARCH PURPOSE

According to Saunders et al (2009), there are three main purposes for undertaking a research study namely, exploratory, descriptive and explanatory. Neuman (2000) described the three purposes of research as follows:

- Exploratory research aims to explore a new topic.
- Descriptive research aims to describe a social phenomenon.
- Explanatory research aims to test the predictions or principals involved in a theory.

The main purpose of this research study was explanatory as the thrust was on explaining the relationship between variables.

**Figure 3.1 Research Onion**

![Research Onion Diagram]

*Source: Adopted from Saunders et al. (2009)*

### 3.5 Research Philosophy

Research philosophy is influenced by the way we view the world, that is, what we view as acceptable knowledge and how we view the nature of reality (Fisher, 2010; Saunders et al., 2009). Research scientists and methodologists have argued for and against either of two
prominent schools of thought, which express different views on the nature of knowledge and reality being studied, namely positivism and interpretivism (Saunders et al., 2009). However, according to Fisher (2010) there exist other schools of thought that occupy different positions between these two extremes. The philosophy underpinning this research is the theory of motivation by Frederick Herzberg which focuses on two factors applicable to the workplace namely meeting basic expectations (hygiene factors) and secondly leading to increased performance (motivation factors). The maternity leave would be a hygiene factor whilst the flexibility aspect would then be the motivation factor.

3.5.1 Phenomenology: -Positivism

Positivism considers that human beings, their actions and institutions can be studied as objectively as the natural world (Fisher, 2010). According to Saunders et al., (2008, p. 114) “an important component of the positivist approach to research is that the research is undertaken, as far as possible, in a value free way.” They further assert that the positivist approach emphasizes on quantifiable observations which lend themselves to statistical analysis. This philosophy is mainly embraced when reality is represented by objects that are considered to be real and the data collected about them are less open to bias and therefore objective, as in natural science experiments (Saunders et al., 2009).

This research assessed the impact of flexible maternity leave on female employees’ motivation, job satisfaction and organizational commitment took a positivist approach because the quantifiable observations need statistical analysis so as assess the impact. The female employees’ response require quantitative statistical analysis so as to assess the impact of flexible maternity leave hence the need for positivist approach. The positivist philosophy was also deemed appropriate due to the fact that the research study encompassed the setting of hypotheses which had to be tested. The positivist approach is much more objective in comparison with qualitative methods as data can be controlled and measured, to address the accumulation of facts in determining the causes of behavior. Moreover, the study adopted the positivist approach through considering that quantitative data is replicable thereby making it possible for other researchers to conduct the same study in different places as noted by Robson (2002). Furthermore, the sample size of the research study was deemed large and the objectives were to describe, explain and identify statistical relationships between variables.
On the other hand, phenomenology is a research approach where social reality is multiple, divergent and interrelated, analysis from the actor’s own perspective, human behaviour is how people define their own world and reality is the meaning attributed to experience and is not the same for everyone, (Finn, Elliot-White, and Walton, 2000). Phenomenology provides an alternative to the traditions and foundations of positivism for conducting disciplined inquiry. Under phenomenology, the researcher reality is not a rigid thing; instead it is a creation of those individuals involved in the research. Reality does not exist within a vacuum, its composition is influenced by its context, and many constructions of reality are therefore possible (Hughes, 1994). The methodology adopted in this study will be positivism. This suits the quantitative nature of the study since there is a target to establish the relationship between variables. The variables of this study are flexible maternity leave, motivation, job satisfaction and organizational commitment.

According to Harwell (2011), the thrust for quantitative research is to maximise objectivity, replicability and generalizability of findings, and it is typically interested in prediction. The research objectives sought to establish the relationships and causations between variables such that the use of a deductive approach was most appropriate for this study. Data obtained from a survey design was quantifiable and flexible to give room for the application of more sophisticated analyses that are appropriate to establish the magnitude of the impact of flexible maternity leave on the motivation, job satisfaction and organizational commitment.

3.6 Research Approaches (deductive)

According to Saunders et al. (2009), there are two broad approaches to research, namely deductive and inductive. Deductive approach involves deducing a hypothesis from a known theoretical position and testing the hypothesis while inductive approach involves collecting data and developing a theory from the data analysis. This study took deductive approach because the theoretical impact of flexible maternity leave on motivation, job satisfaction and organizational commitment is known in developed countries, but the impact of flexible maternity leave in Zimbabwe is not known hence the need to test the hypothesis in our setting.
3.7 Research Strategies

Saunders et al., (2009) posit that there are several strategies that can be used for carrying out a research. These include experiment, survey, case study, action research, grounded theory ethnography and archival research. The type of research strategies one uses depends on the research questions and objectives, the extent of existing knowledge, the amount of time and other resources available for the research, and the philosophical underpinnings (Saunders et al, 2009).

In this study a survey approach was adopted. The researcher collected data using a survey approach from female employees of the reproductive age that is 18 years to 45 years in doctor’s rooms, clinics and hospitals to get data about the objectives of the study. Some were due for maternity leave, others had just completed and others were just eligible for maternity leave.

According to Wong Toon Quee (1999) survey research methods as a systematic gathering of primary data through the use of structured questionnaires and communication in a reasonably large number and highly representative sample of respondents. Colin Robson (1993) reiterated that a survey involves the collection of information in standardised form from groups of people. He added that typical features of a survey include selection of samples of individuals from known populations; collection of relatively small amount of data in standardised form from each individual. Surveys usually employ questionnaire or structured interview.

This strategy is applicable to our research because of its simplicity and objectivity. The survey design was also preferred for this study because of its nature that allows for the collection of large amounts of data from a sizeable sample in a high economical way (Collis and Hussey, 2003). According to Neuman (2000), survey methodology is appropriate for research questions about self-reported beliefs or about the behaviours, opinions and attitudes of individuals. Furthermore, data obtained from a survey design is quantifiable and flexible to give room for the application of more sophisticated analyses that are appropriate for the organisations under study. Fisher (2010) also pronounces that a survey design enables a comprehensive characteristic assessment of a situation. Saunders et al (2009) note that a survey gives the researcher more control over the research process and through proper sampling the survey design can generate findings that are representative of the studied population.
3.8 Data Collection Techniques and Procedures

3.8.1 Data collection
Coldwell and Herbst (2004) gave 7 data collection methods that can be used in research studies, below summarized in Table 3.1 is the method used in this research:

<table>
<thead>
<tr>
<th>Method</th>
<th>Overall purpose</th>
<th>Advantages</th>
<th>Challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Questionnaires, surveys, checklists</td>
<td>When you need to quickly and or easily get information from people in a non-threatening way</td>
<td>Can be completed anonymously Inexpensive to administer Easy to compare and analyse Can be administered to many people Can get lots of data Many sample questions already exist</td>
<td>Might not get careful feedback Wording can bias clients’ responses Are impersonal In surveys may need sampling expert Does not get full story</td>
</tr>
</tbody>
</table>


This research study took a survey format and the quantitative data was collected through the use of structured questionnaires which were adopted from other studies.
3.8.1.1. Data Collection Tools

3.8.1.1.1. Questionnaires

A structured questionnaire focusing on the objectives of the study was adopted and modified. This was used to collect data from working expecting mothers in clinics and also from the delivered mothers in maternity hospitals. Female employees in the reproductive age working in organizations that are currently offering a flexible maternity leave system and have been on maternity leave were also part of the sample.

The questionnaire was used because large amounts of information can be collected from a large number of people in a short period of time and in a relatively cost effective way. It can be administered by the researcher or by any number of people with limited affect to its validity and reliability. The results of the questionnaires can usually be quickly and easily quantified by either a researcher or through the use of a software package and can be analysed more 'scientifically' and objectively than other forms of research. However people may read differently into each question and therefore reply based on their own interpretation of the question - i.e. what is 'good' to someone may be 'poor' to someone else, therefore there is a level of subjectivity that is not acknowledged. Popper (2004); Ackroyd and Hughes (1981) the questionnaire was structured to avoid possibility of subjectivity by the researcher. However using a structured questionnaires only for data collection limits the scope of the responses which are provided by other forms of data collections like unstructured questionnaires, or interviews.

The questionnaire was structured with a five point likert scale. It was adapted from previous studies and was modified to suite the study. The demographic section solicited for the following information working experience, educational qualification, and total duration of maternity leave, number of maternity leave that one has taken and when women employees prefer to start maternity leave. There was a section on flexible maternity leave as an independent variable which sort to establish the understanding of flexible maternity leave by the women employees. This section was useful in establishing that the women who participated in the study understood the subject matter. The various forms of flexible maternity leave being offered by different organization were also construed from this section.
The next section had the three dependent variables namely motivation, job satisfaction and organizational commitment. The survey items were uniformly structured on a 5 point Likert scale (from [1] representing “Strongly Disagree” to [5] representing “Strongly Agree”), where respondents chose the most appropriate number that corresponded to their level of agreement or disagreement with a given statement. Motivation had a different Likert scale ranging from highly unmotivated [1] to highly motivated scale [5]. The fact that the questions were close-ended meant that the questionnaires were completed faster and the results were also easy to analyze. The section on Motivation as a result of flexible maternity leave was modified from Shouksmith & Hesketh (1986) and it had an internal reliability of Cronbach alpha 0.8. The section on job satisfaction and organizational commitment was modified from Sarpello & Campbell 1983 and had an internal consistence of Cronbach alpha 0.77.

3.9 Population

A population as a complete set of group members under study (Saunders 2010). The population for this particular study is indeterminable since the actual numbers of working women is unknown and also since all organizations offering flexible maternity leave in Zimbabwe are not known. The researcher therefore, used a statistical formula to calculate a sample size.

\[ n = \frac{Z_{\alpha/2}^2 \cdot \sigma}{E^2} \]

\( Z_{\alpha/2} \) at 0.05 the significance level at 95% confidence interval=1.96

E is the margin of error of 5%= 0.05

\( \sigma \) - standard deviation = 0.255

sample size= 1.96*0.255/0.05*0.05=199.96

rounded upto 200 respondents.

The researcher then distributed 200 questionnaires to women who were pregnant; those who had just delivered and also to women employees of reproductive age working in organizations currently offering flexible maternity leave were sampled. The respondents
were randomly picked from hospitals, clinics and surgeries where women visit for antenatal, post natal and gynaecological check-ups.

### 3.10 Sampling

Posit and Hungler (2013), defined sampling as the procedure of selecting a proportion of the population to represent the whole population under study.

The researcher applied the probability sampling technique namely systematic random sampling to come up with the target of sample size of 200 as discussed above. The clinics, hospitals and doctors were questionnaires were distributed were systematically randomised by taking everyone on the third position. The clinics were listed in alphabetical order and the first participating centre was randomly picked then every third entry was picked. This provided the randomness. At the chosen destination women who have a flexible maternity leave system at their organizations were invited to participate in the study. The justification for using this technique is its simplicity and the results are representative of the population. The main advantage of probability sampling techniques over non-probability techniques is on their representative nature of the sample to the target population thereby enhancing the chance of yielding unbiased results (Cooper and Schindler, 2014).

The researcher distributed the questionnaires to the clinics and the surgeries and before distributing the questionnaires the objectives of the study were explained to all women and the consent to participate was also sort. It was made clear to them that they were free to opt out of the study at any point and that they were also free to seek clarification on any part of the questionnaire that was not clear. The participants would fill in the questionnaires whilst I was waiting and they would then be collected after they had finished. This was done whilst the participants were waiting to see their doctors or nurses in the clinics and surgeries.

### 3.11 Methods of Analyzing Research Materials

The researcher used SPSS to analyse quantitative data from questionnaires.
3.11.1. Reliability and Validity

Validity

According to Cooper and Schindler (2011) validity is the extent to which a test measures what we actually wish to measure while reliability has to do with the accuracy and precision of a measurement procedure. There are three major forms of validity are content, criterion related and construct validity.

Content validity

The content validity of a measuring instrument is the extent to which it provides adequate coverage of the investigative coverage of the study. If the data collection instrument adequately covers the topics that have been defined as the relevant dimensions, we conclude the instrument has good validity content. This was ensured by asking subject experts namely the human resources managers of organizations offering flexible maternity leave

Construct Validity

According to Cooper and Schindler (2011) when evaluating construct validity both the theory and the measuring instrument are used. Firstly the way in which a construct a defined must correspond to an empirically grounded theory. This was ensured by adopting validated constructs. The sources have been mentioned above in the section of the questionnaire.

Reliability

Saunders et al. (2009) posit that reliability refers to the extent to which your collection techniques or analysis procedures will yield consistent findings.

Validity and reliability was ensured by adopting already validated constructs and modifying them to suit the research. Validity and reliability was also enhanced through pre-testing the questionnaire in the pilot study. According to Cohen et al (2011), a piloting exercise has several functions, principally to increase the reliability, validity and practicability of the questionnaire. The pilot study was done in order to refine the research instrument and establish the logistics for the main study. The pilot study also explored the appropriateness of questions to the target population and it also tested the correctness of the instructions given in the questionnaire. Factors affecting reliability like clarity, specificity of items on the
questionnaire and the length of the questionnaire were considered. Items were made as simple as possible and to the point.

3.11 Data Analysis Techniques
Quantitative data was collected in this study and Statistical Package for Social Sciences (SPSS) version 23 was used for data capturing and analysis. SPSS enabled the researcher to perform various data analysis procedures including, validity and reliability test, normality test, descriptive statistics, inferential statistics and hypothesis testing.

3.11.1 Normality test
The collected data was tested for normality before the analysis. The Shapiro-Wilk test was used small sample sizes (>30 samples), and can also handle sample sizes as large as 2000 samples. It is for this reason that this study used the Shapiro-Wilk test in assessing the normality of data. The normality test established data distribution. When using Shapiro-Wilk test, a p value greater than 0.05 (p>0.05) indicates that the data is normally distributed signifying that the sample selected does not differ significantly from the population of the study and parametric tests can be performed using the data. On the other hand, if the p value is less than 0.05 (p<0.05), then the data is not normally distributed as a result sample differs significantly from the population and this calls for the performance of non-parametric tests.

3.11.2 Correlation Analysis
Spearman’s rank based correlation was used in correlation analysis because the data set was skewed and not normally distributed. If it was normally distributed then Pearson’s correlation could have been used. The correlations were positive.

3.11.3 Regression analysis
Regression analysis was performed to test the predictive relationship between the variables. A regression analysis is used for prediction of the target variable (forecasting), modelling the relationship between variables and testing of hypotheses.
3.11.4 Descriptive Statistical Analysis

Descriptive statistics such as the mean, standard deviations and frequency distributions were used to analyse the composition of the sample. Non parametric test was used to ascertain the level of significance. Analysis of Variance (ANOVA) was performed to determine the extent to which flexible maternity leave impacts on motivation, job satisfaction and organizational commitment of women employees.

3.12. Research Ethics

The goal of ethics is to ensure that no one is harmed or suffers adverse consequences from research activities Saunders et al. (2010) who argue that research should not embarrass, harm or disadvantage the research population.

Research participants must have informed consent and must have right to opt out whenever they want.

Researcher must ensure randomization during sampling, maintain confidentiality and must report accurate findings.

3.13. Summary

Chapter 3 defined the methods and procedures that were used to collect and analyse data. It described the various research philosophies, research approaches, research design, strategies, methods, techniques and procedures that were adopted for the research study. It then concluded by discussing issues of validity, reliability and research ethics. The next chapter will look at research findings and their interpretation and analysis.
Chapter Four

4.0 Research Findings

4.1 Introduction

This chapter presents the findings of the study which were derived through questionnaires which were administered to the participants of the research and analysed using Statistical Package Social Sciences (SPSS). The chapter will present response rate, descriptive analysis, reliability analysis, normality tests, correlation analysis, regression analysis and hypothesis testing. In an endeavour to ensure clarity and simplicity, tables and graphs were used in presenting the analysis and interpretation of the collected data.

4.2 Response Rate

Response rate is the percentage of people who respond to a survey, this rate is important, and should not be left to chance. High survey response rates help to ensure that survey results are representative of the target population. A survey must have a good response rate in order to produce accurate, useful results. Factors used to determine an acceptable response rate include the purpose of the research, type of statistical analysis and how data was collected.

As outlined in chapter three that dealt with the research methodology; structured questionnaires were used in data collection. A total of 200 questionnaires were distributed and administered to women employees from different organizations offering flexible maternity leave. These women were attending private and public antenatal clinics, post natal clinics and those hospitalised and were within the reproductive age group, and 133 were successfully completed. This gives a response rate of 66.5%. According to Kiess & Bloomquist (1985) a response rate of 60% avoids bias whilst the American Association for Public Opinion Research (AAPOR) supports 60% as minimum standards for publishability in key journals.

The purpose of the study was to study the impact of flexible maternity leave on motivation, job satisfaction and organizational commitment and hoping to generalize about the whole
population. The quantitative data analysis also supports the response rate of more than 60% of which this study’s response rate was 66.5% and is significant enough to precede with the conclusions of this research.

4.3 Reliability Test

Reliability measures internal consistency of data using Cronbach’s alpha coefficient threshold being above 0.7. The reliability was obtained after entering data on SPSS and is presented in the table 4.1 below.

Table 4.1 Reliability Test

<table>
<thead>
<tr>
<th>Variable</th>
<th>Cronbach’s alpha</th>
<th>Number of items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexible maternity leave</td>
<td>0.760</td>
<td>9</td>
</tr>
<tr>
<td>Motivation</td>
<td>0.880</td>
<td>9</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>0.770</td>
<td>10</td>
</tr>
<tr>
<td>Organizational commitment</td>
<td>0.750</td>
<td>10</td>
</tr>
<tr>
<td>Overall reliability</td>
<td><strong>0.741</strong></td>
<td><strong>38</strong></td>
</tr>
</tbody>
</table>

Saunders et al. (2009) posit that reliability refers to the extent to which your collection techniques or analysis procedures will yield consistent findings. The table above indicates that the reliability scores for all the variables under study were perfectly above 0.70 which imply that the scores were acceptable and the research instrument was reliable. The overall reliability level for the study was 0.741 and was high enough to draw conclusions and recommendations from this data set. This implies that the research questionnaire had a good level of internal reliability and could be relied upon to reproduce the results if the instrument was to be used in another study.

4.3.1. Validity

According to Cooper and Schindler (2011) validity is the extent to which a test measures what we actually wish to measure while reliability has to do with the accuracy and precision of a measurement procedure. There are three major forms of validity are content, face related and construct validity. Face validity can be described as a sense that a questionnaire looks like it measures what it intendsto measure, phrasing of the questions and whether the responses
are appropriate. Face validity was ensured by doing a pilot study of 15 questionnaires and modifying some questions.

The content validity of a measuring instrument is the extent to which it provides adequate coverage of the investigative coverage of the study. If the data collection instrument adequately covers the topics that have been defined as the relevant dimensions, we conclude the instrument has good validity content. Content validity was established by enquiries from subject experts. According to Cooper and Schindler (2011) when evaluating construct validity both the theory and the measuring instrument are used. Then if a known measure of the construct is available then the results from the new instrument and those obtained using the measure can be correlated. In this study validity was further enhanced by adopting and modifying constructs that were already validated from other studies.

4.3.2. Normality

An assessment of the normality of data is a prerequisite for many statistical tests. If data is normally distributed then parametric tests will be used and if it is skewed then non parametric tests will be used. Shapiro-Wilk test was used to test for normality in this study because the sample size was small.

Table 4.2 Normality Test

<table>
<thead>
<tr>
<th>Variables</th>
<th>Test of normality</th>
<th>Shapiro-Wilk</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Statistic</td>
<td>df</td>
</tr>
<tr>
<td>Flexible maternity leave</td>
<td>0.965</td>
<td>133</td>
</tr>
<tr>
<td>Motivation</td>
<td>0.953</td>
<td>133</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>0.955</td>
<td>133</td>
</tr>
<tr>
<td>Organizational commitment</td>
<td>0.916</td>
<td>133</td>
</tr>
</tbody>
</table>

*significant at p<0.05

Shapiro-Wilk test of normality was used because it is recommended for small to medium samples up to 2000. This is ideal for this study with a sample size of 200. The data deviates from a normal distribution, and it’s skewed since all the significance values are less than 0.05. P-value must be less than or equal to 0.05 to declare significance. That is the chance of making a Type I error is less than 5 percent. Type 1 error being the probability of rejecting a
true null hypothesis. This therefore means that non parametric tests will be used for statistical analysis.

**4.4 DESCRIPTIVE ANALYSIS**

**4.4.0 Demographics**

According to Cooper and Schindler (2014), it is pertinent for the researcher to understand the background statistics of the respondents as demographic data can unearth salient relationships that may be present in the data. It is therefore important to determine the demographics of the participants and their relationships. The demographics include the length of service in the organization, educational qualification, number of maternity leave taken, average duration of maternity leave and the preferred time to start maternity leave.

**4.4.1 Length of Service in the Organisation**

The length of service the survey participants who were women employees spent working in their respective organisations are presented by figure 4.1 below.

![Figure 4.1: Length of service in the organisation](image)

The figure above shows that 6.8% survey participants have spent less than a year working in their organisation and 53.4% majority women employees have spent between 1-5 years...
working. Also the survey found out that 21.1% respondents have spent 6-10 years serving their organisation, 7.5% have 11-15 years while 11.3% of the most experience women employees who participated in the study indicated they have more than 15 years working in their respective organisation. Thus 93.2% of participants had more than 1 year working experience which is the statutory requirement to qualify for maternity leave.

The findings above on the length of service suggests that the study participants have spent time working in their organisation, it is implied that the employed women have had fair experience working in the organisation to give valid responses that can be validated and concluded in this study.

4.4.2 Educational qualifications

The highest educational qualifications that the survey participants have attained are presented in the figure 4.2 below after analysis.

![Figure 4.2: Educational qualifications](image)

Majority women employees 36.8% indicated they have been qualified up to degree or higher, 23.3% indicated they have diploma and 18.8% said they have attained a certificate as their highest educational qualification. However according to 18% respondents they said they have attained secondary education and 3% have no educational qualifications. This shows that the survey participants are educated enough to give valid responses that will be used to conclude the research and answer the study objectives.
4.4.3 Length of service and motivation

The following table provides an analysis of the length of service and motivation of women employees with regard to maternity leave flexibility.

Table 4.3 Length of service and motivation cross tabulation

<table>
<thead>
<tr>
<th>Length</th>
<th>Motivation</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Less than a year</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>0.0%</td>
<td>33.3%</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>11.1%</td>
<td>33.3%</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>4.4%</td>
<td>44.1%</td>
</tr>
<tr>
<td>1-5 years</td>
<td>0</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>0.0%</td>
<td>42.9%</td>
</tr>
<tr>
<td>6-10 years</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>11-15 years</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>0.0%</td>
<td>20.0%</td>
</tr>
<tr>
<td>More than 15 years</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>0.0%</td>
<td>20.0%</td>
</tr>
<tr>
<td>Total</td>
<td>4</td>
<td>49</td>
</tr>
<tr>
<td></td>
<td>3.0%</td>
<td>36.8%</td>
</tr>
</tbody>
</table>

Out of the 9 who are less than a year, 5 are neutral about the impact of flexible maternity leave on motivation (55.6%) and 44% are motivated. For the 68 women who are more than a year and less than 5 years 48.5% were motivated whilst only 23, 5% were unmotivated by flexible maternity leave. A total of 39.8% were motivated by flexible maternity leave whilst 35% were unmotivated by flexible maternity leave. 24.8% were indifferent. For those between 1 and 5 years were generally agreeing and neutral on the issue of motivation whilst those between 11 and 15 years agreed that flexible maternity leave gave them high motivation.
4.4.4 Length of service and job satisfaction

The following table gives an analysis of the length of service and level of job satisfaction.

Table 4.4 Length of service

<table>
<thead>
<tr>
<th>Length</th>
<th>Total</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than a year</td>
<td></td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0.0%</td>
<td>0.0%</td>
<td>100.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>1-5 years</td>
<td></td>
<td>0</td>
<td>0</td>
<td>7</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0.0%</td>
<td>0.0%</td>
<td>77.8%</td>
<td>22.2%</td>
</tr>
<tr>
<td>6-10 years</td>
<td></td>
<td>2</td>
<td>6</td>
<td>20</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.9%</td>
<td>8.8%</td>
<td>29.4%</td>
<td>58.8%</td>
</tr>
<tr>
<td>11-15 years</td>
<td></td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0.0%</td>
<td>0.0%</td>
<td>35.7%</td>
<td>57.1%</td>
</tr>
<tr>
<td>More than 15 years</td>
<td></td>
<td>0</td>
<td>0</td>
<td>8</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0.0%</td>
<td>0.0%</td>
<td>53.3%</td>
<td>40.0%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>2</td>
<td>6</td>
<td>50</td>
<td>71</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.5%</td>
<td>4.5%</td>
<td>37.6%</td>
<td>53.4%</td>
</tr>
</tbody>
</table>

The job satisfaction in relation to flexible maternity leave increased with increasing duration with the organization. Less than one year 22%, 1-5 years 58.8% slight decline to 57.1% to an exponential increase to 70% between 6-10 years. 91% agree that length of employment increase with organizational commitment.

The analyses reveal that the length of service for a respondent did not affect their views on the effect of flexible maternity leave on the level of job satisfaction. Generally respondents from
all categories were not sure and agreed that flexible maternity level affects their job satisfaction as shown by 53.4% of those who agreed and 37.6% who were not sure.

### 4.4.5 Length of service and organizational commitment

The following table shows an analysis of the length of employment and the organisational commitment.

**Table 4.5 Length of service and organisational commitment**

<table>
<thead>
<tr>
<th>Length</th>
<th>Organizational Commitment</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Less than a year</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td></td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>4.4%</td>
<td>4.4%</td>
</tr>
<tr>
<td>1-5 years</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td></td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>6-10 years</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>0.0%</td>
<td>40.0%</td>
</tr>
<tr>
<td>11-15 years</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>0.0%</td>
<td>40.0%</td>
</tr>
<tr>
<td>More than 15 years</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>2.3%</td>
<td>6.8%</td>
</tr>
</tbody>
</table>

The analysis above shows that all respondents who were less than 1 year were neutral on their view on the effect of flexible maternity on organisational commitment. The same trend was also shown on those aged between 11 and 15 where 60% were not sure about the impact of flexible maternity leave on organisational commitment.
4.5. Total Duration of maternity leave before and after Birth

The total duration maternity leave was included to put into perspective the background against which respondents were responding to the research questions. The total duration of maternity leave findings are presented below.

![Pie chart showing total duration of maternity leave before and after giving birth]

**Figure 4.3: Total Duration of maternity leave before and after giving birth**

Majority women employees 61.7% indicated that the total duration of maternity leave before and after giving birth is 3 months and 27.1% said the total duration is 3 months or more. Moreover research findings presented in the figure above show that 3% of the survey participants have had none maternity leave before or after birth while 8.3% respondents indicated that they have had the total duration of maternity leave before and after giving birth of a month or less.

4.6 Maternity leaves taken

The study investigated the number of maternity leaves that women employees have taken. This was necessary to that the participants had some interest in the subject matter since they
would have been on maternity leave themselves. The findings are presented in the figure below.

![Figure 4.4: Maternity leaves taken](image)

**Figure 4.4: Maternity leaves taken**

Figure 4.4 above shows that 16.5% women employees who took part in the survey indicated that they have not taken any maternity leave, 31.6% indicated they have taken one maternity leave and 24.1% said they have taken three maternity leave. Moreover 21.1% women employees argued they have taken 3 maternity leave, 4.5% respondents said they have taken 4 maternity leave and 2.3% women employees said they have taken 5 or more maternity leave. This shows that the majority (83.5%) of women employees who participated in the survey have taken at least one maternity leave, this validates the study findings as the research pursued to find out the impact of flexible maternity leave on job satisfaction, motivation and commitment to the organisation in that the women respondents have had the experience of maternity leave.

### 4.7. Preference to start maternity leave before delivery

The survey participants were asked by the researcher their preferred time duration to start maternity leave before their expected date of delivery. This was the background against which the study was conducted. The responses from the survey participants are presented in the figure below.
Findings in the figure above show that 6.8% of the survey participants stated that they prefer to start maternity leave when duration to delivery is >45 and 11.3% said when duration to delivery is between 44-21 days. Moreover 29.3% survey participants highlighted that they prefer to start maternity leave when duration to delivery is 14-20 days, 21.8% prefer maternity leave 7-13 days to delivery and 30.8% majority respondents argued that they prefer to start maternity leave when duration to delivery is <7 days. Thus 52.6% prefer to start maternity leave in the last 14 days to the date of delivery. The responses therefore lead to the implication that majority of women employees prefer to start maternity leave when duration to delivery is between 7-13 days or <7 days. Whilst only 18.1% preferred to start maternity leave within the duration required by law which is between 21-45 days.
4.4 FLEXIBLE MATERNITY LEAVE
The description of flexible maternity leave system in organisations had to be analysed so that the understanding of flexible maternity leave of respondents who participated in the study could be established. The findings are tabulated below.

4.4.1 Flexible time management while on maternity leave
The views of the respondents on flexible time management while on maternity leave are tabulated in the table below.

Table 4.6: Flexible time management while on maternity leave

<table>
<thead>
<tr>
<th>Flexible time management while on maternity leave</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company has maternity leave policy that is flexible enough to respond to employees’ individual situations</td>
<td>8.3%</td>
<td>24.8%</td>
<td>17.3%</td>
<td>40.6%</td>
<td>9%</td>
</tr>
<tr>
<td>Supervisors trust employees to occasionally arrive at work late or leave work early to deal with a family problem (flexi-time)</td>
<td>16.5%</td>
<td>16.5%</td>
<td>13.5%</td>
<td>33.1%</td>
<td>20.3%</td>
</tr>
<tr>
<td>Its permitted to join maternity leave with other forms of pending leave, e.g. vocational leave</td>
<td>18.8%</td>
<td>18%</td>
<td>16.5%</td>
<td>24.1%</td>
<td>22.6%</td>
</tr>
<tr>
<td>Decision when to start maternity leave rests with the employee</td>
<td>7.5%</td>
<td>13.5%</td>
<td>9.8%</td>
<td>54.1%</td>
<td>15.1%</td>
</tr>
</tbody>
</table>

The table 4.6 above shows 8.3% respondents strongly disagreed and 24.8% disagreed to the fact that their company has maternity leave policy is flexible enough to respond to employees’ individual situations and 17.3% were neutral. On the contrary 40.6% women employees agreed and 9% strongly agreed that their organisation has a maternity leave policy that is flexible enough to respond to employees’ individual situations.
4.4.2 Flexible maternity leave

Figure 4.6: Flexible maternity leave

Eighteen percent research participants strongly agreed and 47.4% agreed that their organisation value results more than processes with 14.3% being neutral. However 12.8% disagreed and 7.5% strongly disagreed to the same research question. The responses described above show that organisations value results more than processes. Figure 4.6 above shows that 11.3% respondents strongly agreed and 48.9% agreed that flexible work allows for more work which is life balance in their respective organisation. On the contrary 11.3% respondents strongly disagreed and disagreed with 17.3% responses being neutral. This implies that flexible work allows for more work which is life balance.

Research findings also show that 16.5% respondents strongly agree and 36.9% agree that in their organisation there is a scheme for time off for emergencies while 15% were not sure. On the other hand 10.5% disagreed and 21.1% strongly disagreed and stated that in their organisation there is no scheme for time off for emergencies. The findings analysed above lead to the implication that organisations have employed a fair scheme for time off for emergencies. According to 21.1% women employees they strongly agreed and 31.6% agreed
that in their organisation they are free to set their own schedule at work, while 11.3% were neutral. On the contrary 20.3% disagreed and 15.8% strongly disagreed to the same fact.

**4.4.3 Existence of a maternity leave policy that is flexible enough to respond to employees’ individual situations**

The researcher asked the respondents who were women employees if their respective company has a maternity leave policy that is flexible enough to respond to employees’ individual situations. The responses are presented in the figure below.

![Figure 4.7: Existence of a maternity leave policy that is flexible enough to respond to employees’ individual situations](image)

The pie chart above shows that 12.8% respondents strongly agree and 36.8% agree that their respective company has a maternity leave policy that is flexible enough to respond to employees’ individual situations. On the other hand, 24.8% disagreed and 8.3% strongly disagreed meaning that their organisation has no flexible maternity leave policy to respond to employees’ individual situations.

**Figure 4.7: Existence of a maternity leave policy that is flexible enough to respond to employees’ individual situations**

The pie chart above shows that 12.8% respondents strongly agree and 36.8% agree that their respective company has a maternity leave policy that is flexible enough to respond to employees’ individual situations. On the other hand, 24.8% disagreed and 8.3% strongly disagreed meaning that their organisation has no flexible maternity leave policy to respond to employees’ individual situations.
4.5 Spearman’s Correlation Table

Spearman's rank-order correlation was used this is a nonparametric version of the Pearson product-moment correlation. Spearman's correlation coefficient rho also signified by \( r_s \) measures the strength of association between two ranked variables. Assumptions are that the variable is ordinal, ratio or interval and that the variables have a monotonic relationship. Spearman’s correlation is a measure of statistical dependence between two variables.

The following table gives the correlation tables for the variables of this study:

**Table 4.7 Correlation analysis**

<table>
<thead>
<tr>
<th></th>
<th>Flexible</th>
<th>Motivation</th>
<th>Job satisfaction</th>
<th>Organisational Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexible</td>
<td>1.000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Motivation</td>
<td>0.188*</td>
<td>1.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>0.476*</td>
<td>0.223*</td>
<td>1.000</td>
<td></td>
</tr>
<tr>
<td>Organisational</td>
<td>0.495*</td>
<td>0.044*</td>
<td>0.389*</td>
<td>1.000</td>
</tr>
</tbody>
</table>

* Correlation is significant at the 0.05 level (1-tailed).

The table above shows that the correlation values are statistically significant with a p value less than 0.05 and they can be included in the model. This is indicated by the asterisks on all the correlations. The r-values are all less than 0.5. This shows that the independent variables are not closely related there is no multicollinearity.

4.5.1 Flexible maternity leave and motivation correlation

There is a weak positive correlation of \((r=0.188; p<0.05)\) between flexible maternity leave and motivation which is statistically significant.
4.5.2 Flexible maternity leave and Job satisfaction

The results show a moderate, positive and statistically significant relationship between flexible maternity leave and job satisfaction as evidenced by $r=0.476; p<0.05$.

4.5.3 Flexible maternity leave and organizational commitment

The results also show a positive, moderate and statistically significant relationship between flexible maternity and organizational commitment as evidenced by $r=0.495; p<0.05$.

4.6 MOTIVATION AND FLEXIBLE MATERNITY LEAVE

4.8 Flexible maternity leave affects motivation level

This section provides an analysis of the objective of this study that seeks to assess the impact of flexible maternity leave on the level of motivation. The regressions and ANOVA tests were used.

Table 4.8 Regression coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
<th>Correlations</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td>Zero-order</td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>2.241</td>
<td>.392</td>
<td>.98</td>
<td>5.713</td>
<td>.000</td>
</tr>
<tr>
<td>Flexible</td>
<td>.261</td>
<td>.119</td>
<td>.188</td>
<td>2.190</td>
<td>.030</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Motivation

The analysis above shows that the regression model between flexible maternity leave and job motivation is as follows:

Motivation = 2.241 + .261 flexible maternity leave

The analysis above shows that the p value of 0.05 is greater than 0.030 we therefore fail to reject the null hypothesis and conclude that the model is significant. This implies that the flexibility of maternity leave is motivating women. This is also supported by a positive
correlation of 0.188 which is positive which means as the organisations introduce flexible maternity leave women workers become more motivated.

4.5.1 Regression Model validity Summary for flexibility and motivation

Table 4.9 Regression model summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.209&lt;sup&gt;a&lt;/sup&gt;</td>
<td>.044</td>
<td>.036</td>
<td>1.109</td>
</tr>
</tbody>
</table>

The R square value is weak (0.44=4.4%). Thus only 4.4% of motivation is explained by flexible maternity leaves with a standard error of 1.109.

4.5.2 ANOVA ANALYSIS

ANOVA – One way Analysis of variance

This measures differences between three or more groups to see if they are likely to be occurring by chance or if there is really a “statistically significant difference”. It produces an F statistics and a significance probability level. A high F statistic and a significant p level of below 0.05 should offer a “statistically significant” result i.e. not one occurring by chance. Assumptions for using ANOVA are its robust that is it can be used even if the data deviates from being normally distributed as long as the study is balanced.

Table 4.10 Analysis of Variance

<table>
<thead>
<tr>
<th>ANOVA</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Regression</td>
<td>7.354</td>
<td>1</td>
<td>7.354</td>
<td>5.983</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>161.037</td>
<td>131</td>
<td>1.229</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>168.391</td>
<td>132</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Motivation
b. Predictors: (Constant), Flexible
Using the ANOVA test the p value of 0.016 is less than 0.05 which entails that the model is statistically significant. So we reject the null hypothesis flexible maternity leave does not affect the motivation of female employees. We therefore conclude that the motivation of women workers is statistically affected by flexible maternity leave.

In the ANOVA table for motivation, the $F$ statistic is equal to 5,983. The distribution is $F(1, 132) = 5,983$, and the probability of observing a value greater than or equal to 5,983 is less than 0.05. There is statistically significant weak evidence that the standard error is not equal to zero. The $r^2$ term is equal to 0.044, indicating that only 4.4% of the variability in the motivation is explained by the flexible maternity leave.

The F-ratio of 5,983 depicted above was used to prove the overall regression model was a good fit for the analysis of the impact of flexible maternity leave on motivation.

**4.5.1 Motivation as a result of flexible maternity leave**

This section analyses the views of the survey participants on the extent to which motivation is a result of flexible maternity leave in organisations.

The table below gives tabulated information on the respondents’ views with regards to the factors that motivate workers through flexible maternity leave.

**Table 4.11: Motivation as a result of flexible maternity leave**

<table>
<thead>
<tr>
<th>Factor</th>
<th>Highly motivated</th>
<th>motivated</th>
<th>Neutral</th>
<th>unmotivated</th>
<th>Highly unmotivated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effort and hard work appreciated even when on leave</td>
<td>11.3%</td>
<td>20.3%</td>
<td>21.8%</td>
<td>22.6%</td>
<td>24.1%</td>
</tr>
<tr>
<td>Working whilst pregnant is challenging and exciting</td>
<td>13.4%</td>
<td>20.9%</td>
<td>21.6%</td>
<td>24.7%</td>
<td>19.4%</td>
</tr>
<tr>
<td>Co-workers pleasant and helpful during pregnancy</td>
<td>26.8%</td>
<td>31.3%</td>
<td>7.5%</td>
<td>24.8%</td>
<td>9.8%</td>
</tr>
<tr>
<td>Organisation has supervisors who are helpful and fair</td>
<td>22.5%</td>
<td>26.3%</td>
<td>24.1%</td>
<td>22.6%</td>
<td>4.5%</td>
</tr>
<tr>
<td>Flexible maternity motivates me to stay on this job</td>
<td>27.8%</td>
<td>17.3%</td>
<td>21.8%</td>
<td>21.8%</td>
<td>11.3%</td>
</tr>
</tbody>
</table>
The table 4.11 above shows that 11.3% respondents indicated that they are highly motivated and 20.3% said they are motivated by effort and hard work appreciated even when on leave while 21.8% was neutral. On the other hand 22.6% of the respondents indicated that they are unmotivated and 24.1% said they are highly unmotivated by the fact that effort and hard work are appreciated even when on leave. Findings lead to the implication that women employees are not motivated enough by having effort and hard work being appreciated even when on leave. Also findings show that 13.4% respondents are highly motivated and 20.9% are motivated by the fact that working whilst pregnant is challenging and exciting and 21.6% were neutral to the research question. However 24.7% of the survey participants stated that they are unmotivated by the challenges of working whilst pregnant and 19.4% were highly unmotivated.

Research findings in the table above also show that 22.5% respondents are highly motivated with 26.3% stated they are motivated by the organizations’ supervisors who are helpful and fair. Conversely 22.6% respondents said they are unmotivated and 4.5% are highly unmotivated on the same issue.

Table 4.11 above also shows that 27.8% respondents are highly motivated and 17.3% are motivated by having flexible maternity which motivates them to stay on this job with 21.8% being neutral. On the other hand 21.8% said they are unmotivated and 11.3% added that they are highly unmotivated by flexible maternity leave to stay on the job. This shows that women employees are motivated but to a lesser extent by having flexible maternity which motivates them to stay on the job.
4.5.2 Motivational factors from maternity leave flexibility

The motivational factors from maternity leave flexibility from the views of the respondents are presented in the figure below.

![Motivational factors from maternity leave flexibility](image)

Figure 4.8: Motivational factors from maternity flexibility

Figure 4.8 above shows that 13.3% of the women respondents indicated that they are highly unmotivated and 26.4% said they are unmotivated by satisfactory maternity leave pay while 8.9% were neutral. However 20.1% respondents said they are motivated and 31.4% indicated that they are highly motivated by satisfactory maternity leave pay. This implies that

Also 14% respondents stated that they are highly motivated and 28% said they are motivated by the status and prestige they get when on maternity. On the other hand 17.7% respondents said they are unmotivated and 10.2% said they are highly unmotivated while 28% were neutral. Basing on the findings of the majority the research therefore implies that women employees are motivated by the status and prestige they get when on maternity.

Moreover the research findings show that 25.6% respondents are highly motivated and 24.8% are motivated by job security when on maternity leave while 22.6% respondents were neutral.
Besides 23.3% respondents stated that they are not motivated and 3.8% said they are highly unmotivated by job security on maternity leave.

4.6 JOB SATISFACTION AS A RESULT OF FLEXIBLE MATERNITY LEAVE

This section assesses the study objective that flexible maternity leave impacts on job satisfaction.

From the Spearman’s correlation table above the results show that a moderate, positive and statistically significant relationship between flexible maternity leave and job satisfaction as evidenced by \( r=0.476; p<0.05 \).

4.6.1 Flexible maternity leave and Job satisfaction Model

This section provides an analysis of the relationship between flexible maternity leave and job satisfaction.

Table 4.12 Regression coefficients

<table>
<thead>
<tr>
<th>Coefficients</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>2.292</td>
<td>.240</td>
<td>9.532</td>
<td>.000</td>
</tr>
<tr>
<td>Flexible</td>
<td>.373</td>
<td>.071</td>
<td>.416</td>
<td>5.242</td>
</tr>
</tbody>
</table>

a. Dependent Variable: JobSatisfaction

The analysis above shows that the model between flexibility and job satisfaction is as follows: **Regression Model Equation**

\[
\text{Job satisfaction} = 2.292 + 0.373 \times \text{Flexible Leave}.
\]

The \( p \) value of 0.05 is greater than 0.000 which implies that flexible maternity leave is statistically significantly contributing to the job satisfaction of women workers in organizations offering flexible maternity leave. This is also supported by a positive, moderate correlation of 0.475 between flexible maternity leave and job satisfaction.

The beta value is a measure of how strongly flexible maternity leave influences job satisfaction. The beta is measured in units of standard deviation. The standardised coefficient beta = 0.416 means that one standard deviation change in flexible maternity leave will result in 0.416 change in job satisfaction.
The significance of the slope of the regression line is determined from the t-statistic. It is the probability that the observed correlation coefficient occurred by chance if the true correlation is zero. The t-statistic = 5.242 for the significance of the slope is essentially a test to determine if the regression model (equation) is usable. Since the slope is significantly different than zero, then we can use the regression model above to predict job satisfaction for any value of the flexible maternity leave.

Table 4.13 ANOVA Test for Flexible maternity leave and Job Satisfaction

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>1</td>
<td>11.304</td>
<td>27.474</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>131</td>
<td>.411</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>132</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: JobSatisfaction
b. Predictors: (Constant), Flexible

The ANOVA table 4.13 above shows that the significance value 0.000 is less than the p value of 0.05 and we therefore conclude that the model is significant.

Table 4.14 Model summary for Flexible maternity leave and job satisfaction

<table>
<thead>
<tr>
<th>Model Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td>1</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Flexible

There is a positive moderate correlation of r=0.416. this is statistically significant since the p value is 0.00 which is less than 0.05(one tail) with a standard error of 0.641. The significance level with p=0.00<0.05 implies that the sample is a true representation of the population and the findings can be used to infer on the population as shown by table 4.14 above.

The R square value is 0.173 which means the model is approximating 17.3% of the data in the model of job satisfaction is explained by flexible maternity leave. That is 17.3% of job satisfaction is explained by flexible maternity leave. The F (1,131) = 27.474 is statistically
significant with $p=0.00<0.05$ thus the null hypothesis that flexible maternity leave does not impact on job satisfaction is rejected.

The $t$-statistic for the slope was significant at the 0.05 critical alpha level, $t=5.242$; $p=0.000$. Thus, we reject the null hypothesis and conclude that there was a positive significant relationship between flexible maternity leave and job satisfaction. Furthermore, 17.3% of the variability in job satisfaction could be explained by flexible maternity leave.

The following findings were taken from the research participants’ views and responses. They are descriptive of the responses of the research participants.

### 4.6.1 Job satisfaction as a result of flexible maternity leave

![Bar chart showing job satisfaction as a result of flexible maternity leave](image)

**Figure 4.9: Job satisfaction as a result of flexible maternity leave**

Figure 4.9 above shows that 17% of the survey participants strongly agree and 39.1% strongly agree that they are satisfied on their job due to flexible maternity leave because there is promotion as there is potential for growth in the organisation, 23.3% were neutral. Also
11.3% disagreed and 9% strongly disagreed to the fact that there is job satisfaction through promotion as there is potential for growth in the organisation. This implies that women employees are satisfied on their job due to promotion as there is potential for growth in the organisation.

Findings from the study reveal that 21.1% strongly agreed, 51.9% majority responds agreed that they get job satisfaction from flexible maternity leave because their job recognises social responsibilities while 10.5% were neutral. However 10.5% disagreed and 6% strongly disagreed and stated that they do not get job satisfaction from their job through its recognition of social responsibilities.

Furthermore, findings also show that 16.3% strongly agree 47.9% agreed and 14.6% were neutral to the fact that they get job satisfaction from flexible maternity leave because they have control of their work which is autonomy.

Also according to 20.8% strongly agreed and 33.1% agree that they are satisfied on their job because of benefits befit job responsibilities which is a good salary. On the contrary 21.8% disagreed and 15% strongly disagreed to the same fact. The findings imply that women employees are satisfied on their job as a result of flexible maternity leave as there are benefits that befit job responsibilities which are a good salary.

Research findings from the figure above show that 21.8% respondents strongly agreed and 49.6% agreed that they get job satisfaction through flexible maternity leave as there is recognition of job well done while 9.8% strongly disagreed and 6.8% disagreed.

Study participants represented by 21.8% strongly agreed and 51.1% agreed that they get job satisfaction as they are close to co-workers and 15% were neutral. On the other hand 10.5% disagreed and 1.55% strongly disagreed. This implies that women on maternity leave are satisfied on their job if they are close to co-workers.

**4.7.1 ORGANIZATIONAL COMMITMENT AND FLEXIBLE MATERNITY LEAVE**

The following section seeks establish the effect of flexible maternity leave on women employee’s organizational commitment. The research sought to determine the extent of talent retention as a result of flexible maternity leave.
Flexible maternity leave and organizational commitment correlation coefficient ($r$)

The results from correlation coefficient table above show a positive, moderate and statistically significant relationship between flexible maternity and organizational commitment as evidenced by $r=0.495; p<0.05$.

**Table 4.15 Flexible maternity leave and organisational commitment**

<table>
<thead>
<tr>
<th>Coefficients*</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
<td>Unstandardized Coefficients</td>
<td>Standardized Coefficients</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td>t</td>
<td>Sig.</td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>2.425</td>
<td>.251</td>
<td>.304</td>
<td>9.656</td>
<td>.000</td>
</tr>
<tr>
<td>Flexible</td>
<td>.271</td>
<td>.074</td>
<td></td>
<td>3.646</td>
<td>.000</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Organisational Commitment

The analysis above in table 4.15 shows the model between flexibility and organizational commitment as follows: **Regression Model Equation**

Organizational commitment = 2.425 + 0.271 Flexible Leave.

The p value of 0.000 is less than 0.05 which implies that flexible maternity leave is statistically significantly contributing to the organizational commitment of women employees in organizations offering flexible maternity leave. This is also supported by a positive, moderate correlation of 0.495 between flexible maternity leave and organizational commitment.

The beta value is a measure of how strongly flexible maternity leave influences organizational commitment. The beta is measured in units of standard deviation. The standardised coefficient beta = 0.304 means that one standard deviation change in flexible maternity leave will result in 0.304 change in organizational commitment.

The significance of the slope of the regression line is determined from the $t$-statistic. It is the probability that the observed correlation coefficient occurred by chance if the true correlation is zero. The $t$-statistic = 3.646 for the significance of the slope is essentially a test to determine if the regression model (equation) is usable. Since the slope is significantly different than zero, then we can use the regression model above to predict organizational commitment for any value of the flexible maternity leave. This shows the sample was randomly selected and can represent the population. Thus there is sufficient evidence at 95 %
confidence interval (p<0.05) to reject the null hypothesis and conclude that flexible maternity positively impacts organizational commitment by 9.2% with a standard error of 0.670.

Table 4.16 Model summary Flexible maternity leave and organisational commitment

<table>
<thead>
<tr>
<th>Model Summary</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.304*</td>
<td>.092</td>
<td>.085</td>
<td>.670</td>
</tr>
<tr>
<td>a. Predictors: (Constant), Flexible</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 4.16 above indicates that 9.2% of organizational commitment is explained by flexible maternity leave in women employees working in organizations offering flexible maternity leave.

Table 4.17 ANOVA: Flexible maternity leave and organisational commitment

<table>
<thead>
<tr>
<th>ANOVA*</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>5.965</td>
<td>1</td>
<td>5.965</td>
<td>13.295</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>58.772</td>
<td>131</td>
<td>.449</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>64.737</td>
<td>132</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Dependent Variable: OrganisationalCommitment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Predictors: (Constant), Flexible</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The ANOVA table 4.17 above shows that the significance value 0.000 is less than the p value of 0.05 and we therefore conclude that the model is significant. So we reject the null hypothesis flexible maternity leave does not affect the organizational commitment of female employees. We therefore conclude that the organizational commitment of women workers is statistically affected by flexible maternity leave.

In the ANOVA table for organizational commitment, the $F$ statistic is equal to 13.295. The distribution is $F (1, 131) =13.295,$ and the probability of observing a value greater than or equal to 13.295 is less than 0.05. There is statistically significant evidence that the standard error is not equal to zero. The $r^2$ term is equal to 0.92, indicating that 9.2% of the variability in organizational commitment is explained by the flexible maternity leave.

The F-ratio depicted above was used to prove the overall regression model was a good fit for the analysis of the impact of flexible maternity leave on organizational commitment. Thus the
sample drawn was representative of the population and conclusion drawn in the study can be inferred to the whole population.

The table below provides additional summarises and analysis of the views of the respondents on organizational commitment and flexible maternity leave.

**Table 4.18: Organisational commitment**

<table>
<thead>
<tr>
<th></th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I surpass the expected in order to help this organization be successful</td>
<td>9.8%</td>
<td>11.3%</td>
<td>7.5%</td>
<td>51.1%</td>
<td>20.3%</td>
</tr>
<tr>
<td>I am flexible to responsibilities to keep working for this organization</td>
<td>11.3%</td>
<td>8.3%</td>
<td>21.8%</td>
<td>44.4%</td>
<td>14.3%</td>
</tr>
<tr>
<td>My values and the organizational values are very similar</td>
<td>10.5%</td>
<td>15%</td>
<td>16.5%</td>
<td>47%</td>
<td>10.9%</td>
</tr>
<tr>
<td>Little change can cause me to leave this organization</td>
<td>13.4%</td>
<td>20.1%</td>
<td>26.9%</td>
<td>28.4%</td>
<td>10.4%</td>
</tr>
<tr>
<td>I am morally and ethically obliged to the organization</td>
<td>11.5%</td>
<td>11.5%</td>
<td>13.8%</td>
<td>46.9%</td>
<td>16.3%</td>
</tr>
</tbody>
</table>

Table 4.18 above shows that 9.8% respondents strongly disagreed and 11.3% disagreed to the fact that they surpass the expected in order to help their organisation be successful while 7.5% were neutral. Majority respondents 51.1% agreed and 20.3% strongly agreed that they surpass the expected in order to help this organisation be successful.

Findings also show that 11.3% respondents strongly disagree and 8.3% disagree and stated that they are not flexible to responsibilities to keep working for their respective organisation and 21.8% were neutral. On the contrary 44.4% survey participants agreed and 20.3% strongly agreed that they are flexible to responsibilities to keep working for their respective organisation.
Research findings also show that 47% of the respondents agreed and 10.9% strongly agreed that their values and the organisational values are very similar with 16.5% being neutral.

On the other hand 15% disagreed and 10.5% strongly disagreed. This shows that women employees on maternity leave are committed to their organisation because their values and the organisational values are very similar.

According to 13.4% respondents they strongly disagreed and 20.1% agreed that little change can cause workers to leave the organisation. However 28.4% agreed and 10.4% strongly agreed while 26.9% were neutral to the fact that little change can cause workers to leave the organisation. 11.5% of the survey participants agreed and strongly agreed that they are morally and ethically obliged to their respective organisation while 13.8% were neutral. Majority respondents 46.9% agreed and 16.3% strongly agreed that they are morally and ethically obliged to the organisation.

**4.9 TEST OF HYPOTHESIS**
The following table provides a non-parametric test using Kruskal Wallis Test.

**Table 4.19 Tests of Independence**

<table>
<thead>
<tr>
<th>Test Statistics</th>
<th>Job Satisfaction</th>
<th>Motivation</th>
<th>Organisational Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chi-Square</td>
<td>39.843</td>
<td>21.915</td>
<td>57.057</td>
</tr>
<tr>
<td>Df</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Asymp. Sig.</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
</tbody>
</table>

a. Kruskal Wallis Test  
b. Grouping Variable: Flexible maternity leave

All the values above are 0.000 and they are less than 0.05 which implies that they are significantly affected by the grouping variable which is flexible maternity leave. It can be therefore concluded that flexible maternity leave affects the other three dependent variables.
4.7.1 CHAPTER 4 CONCLUSION

The Researcher performed a descriptive analysis of collected data. Analysis of variance (ANOVA), correlation analysis and regression analysis were also done in an undertaking to address the objectives of this research study. Furthermore, this research study sought to test and validate the two hypotheses that were formulated from the review of literature. The data that was collected from the working women whose organization offer flexible maternity leave within Harare, Zimbabwe was used for hypothesis testing and the results are discussed in the next section.

4.7.1 DISCUSSION OF THE RESULTS

The alternative hypothesis $H_1$ claimed that flexible maternity leave had a positive impact on women employee’s motivation, job satisfaction and organizational commitment whilst the null hypothesis $H_0$ claimed that flexible maternity leave had no positive impact on women employee’s motivation, job satisfaction and organizational commitment. The results above were statistically significant to show that the results are not by chance at 95% confidence interval.

The Spearman’s Correlation Table showed that there are positive correlation coefficients between flexible maternity leave (independent variable) and motivation, job satisfaction and organizational commitment (dependent variables). This means that an increase in flexible leave conditions results in moderate increase in job satisfaction ($r=0.476$) and organizational commitment ($r=0.495$) and a weak increase in motivation ($r=0.188$).

Flexible work arrangements and motivation

The study established a weak positive correlation coefficient ($r =0.188; p<0.05$) between flexible maternity leave and motivation levels of women employees. The regression analyses from this study suggest that only 4.4% of motivation is explained by flexible maternity leaves with a standard error of 1.109. These findings were statistically significant at 95% level of confidence. The ANOVA test had p value of 0.016 is less than 0.05 which entails that the model is statistically significant. So we reject the null hypothesis flexible maternity leave does not affect the motivation of female employees. We therefore conclude that the motivation of women workers is statistically affected by flexible maternity leave.

In their study, Gupta and Smith (2009) argued that pregnant women are motivated by giving them flexible maternity leave where they can decide to work from home in order to take care of the child as well as fulfilling their job roles. Besides working from home expecting
mothers can have flexible hours to do their job and return to nurse the child. In this sense, there is reduced stress of thinking about the little baby at home and put more effort during work time. This has a positive connotation to organisational productivity (Gangl and Ziefle 2009).

Wickham and O'Donohue (2009) highlighted that the positive work-life balance effects of flexible working are probably the best known and most frequently cited advantages. Aiming for a greater balance between demands from within and outside the workplace is often the driver for individuals to seek such arrangements. Baker et al. (2008) commented that the interplay between employee wellbeing, work-life balance and performance brings into play factors such as organisational commitment, enthusiasm, energy and satisfaction. The findings from the study carried out by Baker (2009) support the intuitive expectation that the employee who is better able to integrate work and non-work will experience enhanced wellbeing. Indirectly, this positive association impacts on performance, with employees in a sense ‘repaying’ their organisation with improved levels of motivation and drive.

As Kalimullah (2010) suggested, a motivated employee has his/her goals aligned with those of the organization and directs his/her efforts in that direction. In addition, these organizations are more successful, as their employees continuously look for ways to improve their work. Getting the employees to reach their full potential at work under stressful conditions is a tough challenge, but this can be achieved by motivating them.

Thus the positive impact of flexible maternity leave and motivation of women employee found in this study is supported by other researches above. However, Lotte Bailyn (2010) argues that some positions do not easily lend themselves to flexibility, requiring supervisors/managers to make individual decisions and to balance the needs of the employee with the needs of the job. Urwin (2011) adds that small businesses employ more women and young people and so may experience maternity leave frequently. Such burdens, it is argued, deter employers from recruiting women of a certain age. Baul (2008) validates organisation’s value results more than processes in that employee rights to request flexible working is perceived by some organisations as unnecessary, administratively cumbersome and as introducing an undesirable formal element into what are depicted as satisfying informal relations between employees and their employer.
Also Wayne and Casper, (2012) the rewarding system and the working conditions are also some of the motivational factors that may attract competitive human resources. Several organizations are focusing on improving their human resource reputations to attract talent.

In addition to the study findings, Be van (2001) states that flexible and family-friendly working practices can produce benefits of lower labour absence and turnover, increased retention of skilled staff and improved motivation and productivity. In contrast Harris and Foster (2005) argue that such practices also potentially entail costs for employers or constraints on their action, including high financial costs of replacing staff who take up new work-time arrangements or career breaks, for example; increased administration costs; disruption to existing workplace practices and relationships; and perceived loss of human capital or productivity arising from individuals reducing work-time commitments.

**Flexible work arrangements and job satisfaction**

Flexible work arrangements and job satisfaction are positively and moderately correlated ($r =0.476; p<0.05$). This finding is statistically significant. From regression analysis 17.3% of job satisfaction was caused by flexibility. The ANOVA F-test rejected the null hypothesis thus failing to reject the alternative hypothesis which is the basis of this study.

These findings are similar to Meeusen et al. (2011) who found that flexible work schedules lead to, job satisfaction, enhanced productivity, decreased absenteeism, improved commitment, and better recruiting. Similarly, Butler et al. (2009) found a positive relationship between flexible work schedules and job satisfaction.

Salmon (2012) suggests that job flexibility can offer many benefits to both employers and employees, including improved job satisfaction, reduced absenteeism, greater commitment, and reduced turnover(Council on Family and Work, 2006).According to Rachel (2010) employees place a very high priority on job flexibility as a tool for improving their job satisfaction and quality of life.

**Organizational commitment as result of flexible maternity leave**

The results from correlation coefficient table above show a positive, moderate and statistically significant relationship between flexible maternity and organizational commitment as evidenced by $r=0.495; p<0.05$. 
9.2% of organizational commitment is explained by flexible maternity leave in women employees working in organizations offering flexible maternity leave. The ANOVA F-test statistic above shows that the significance value 0.000 is less than the p value of 0.05 and we therefore conclude that the model is significant. So we reject the null hypothesis flexible maternity leave does not affect the organizational commitment of female employees. Hence there is a positive impact of flexible maternity leave and organizational commitment which is statistically significant at 95% level of confidence. This is supported by the following studies.

Baker et al. (2008) commented that the interplay between employee wellbeing, work-life balance and performance brings into play factors such as organisational commitment, enthusiasm, energy and satisfaction. On the other hand the findings from the study carried out by Baker (2009) support the intuitive expectation that the employee who is better able to integrate work and non-work will experience enhanced wellbeing. Indirectly, this positive association impacts on performance, with employees in a sense ‘repaying’ their organisation with improved levels of motivation and drive.

Also according to Rachel (2010) employees place a very high priority on job flexibility as a tool for improving their job satisfaction and quality of life. A Quality of Life Survey conducted by the Council on Family and Work found that more than half of the staff felt that flexible full-time hours were among the most valuable programs and most important program/policy in continuing employment. However the most frequently cited barriers to getting flexibility were the nature of the work and immediate supervisors. The same survey was carried in America and found and concluded that of all the programs and policies suggested in the survey, flexibility was the one most highly valued by staff.

It has been suggested by Huselid and Day, (1991) that employees who exhibit both high organizational commitment and high job involvement are unlikely to leave the organization whilst those employees with low levels of organizational commitment and job involvement should be the most likely to leave the organization voluntarily.

**CONCLUSION**

The study demonstrated the there is a statistically significant impact of flexible maternity leave on motivation, job satisfaction and organizational commitment. The results also suggest that the sample was representative of the population and the findings can be inferred to the whole population.
Women employees get job satisfaction through flexible maternity leave when there is recognition of job well done. Study findings are echoed by Dwivedula and Bredillet, (2010) who state that motivation factors for high job satisfaction include opportunities for recognition, advancement and professional growth.

Dissatisfied customers leave, and take the organization’s cash flow and profits with them. Important stakeholder groups that include customers, creditors, investors, employees watch workforce stability and capacity carefully. Workforce strength, capacity, and dependability influence the confidence of all these constituents.
Chapter Five

5.0 Conclusions and Recommendations

5.1 Introduction

The purpose of this study was to determine the impact of a flexible maternity leave system on Zimbabwean female employee’s motivation, job satisfaction and organizational commitment who work in organization that offer flexible maternity leave. This was necessitated by the fact that pregnant women are requesting adjustments of their expected dates of delivery (EDD) so as to allow them temper with their maternity leave days. Women want to spend more time with their babies after delivery than spending 21 days or 45 days at Home alone before they deliver. This is the current practice as legislated by the labour law in Zimbabwe.

This chapter draws inferences and conclusions from the major findings that were discussed in the previous chapter. Conclusions will be discussed based on the study’s objectives which were set out in chapter one and on the basis of a theoretical framework that was modeled from the literature review. The discussion on conclusions will be followed by recommendations whose primary focus is on improving key areas which were identified in the findings. Managerial implications as well as policy implications will also be presented. Finally the limitations of the current study will guide areas of further research.

5.2 Conclusions

The following conclusions were drawn from the descriptivedemographic findings of the study which seeks to understand what women refer to as a flexible maternity leave.

5.2.1 Maternity leave

The study found out and concluded that the total duration of maternity leave before and after giving birth is 3 months or more. Majority of women employees have taken at least one maternity leave the research has concluded. Moreover the research concludes that women employees prefer to start maternity leave when duration to delivery is less than two weeks.
A longer leave allows the mother more res tand time to provide care for her child. She can better work through breastfeeding challenges and establish a routine (ILO 2012). Worldwide, the typical maternity leave ranges from 12 to 14 weeks. In Zimbabwe maternity leave is a statutory requirement provided for in the Labour Act [Chapter 28;01] and a right as per the Constitution of Zimbabwe Amendment (No. 20) Act, 2013 section 65(7) and it is 14 weeks. However according to Kreyenfeld and Pailhe (2009), implementing maternity leave rights is seen as adding further complexity to payroll administration, which diverts employers from their core business to social issues. Furthermore, formalisation of maternity leave is perceived as undermining the personal, informal approach to people management that employers and employees prefer (Andersen 2013).

5.2.2 Flexible maternity leave

The study concludes that organisations that have a flexible maternity leave policy are flexible enough to respond to employees’ individual situations. And also the study concludes that there is flexi time in organisations such that supervisors trust employees to occasionally arrive at work late or leave work early to deal with a family problem.

Research also concludes that some organisations permit women employees to join maternity leave with other forms of pending leave for instance, vacational leave. The decision to start maternity leave rests with the employee the research has concluded.

The research found out and concluded that organisations value results more than processes as part of the flexible maternity leave system. Also it is concluded that flexible work allows for more work-life balance.

It is concluded in the study that organisations have employed a fair scheme for time off for emergencies as part of the flexible maternity leave system. Furthermore it is concluded that women employees are fairly free to set their own schedule at work in their respective organisations. According to Rachel (2010) employees place a very high priority on job flexibility as a tool for improving their job satisfaction and quality of life.

The survey concludes that to a fair extent, organisations have a maternity leave policy that is flexible enough to respond to employees’ individual situations. For employers, flexible and family-friendly working practices can produce benefits of lower labour absence and turnover, increased retention of skilled staff and improved motivation and productivity (Scheibl and Dex 1998; Be van 2001; CIPD 2005; Harris and Foster 2005).
5.3 The Hypothesis

The hypothesis that a flexible maternity leave policy impact positively on Zimbabwean female employees’ motivation, job satisfaction and organizational commitment was not rejected with 95% confidence. The ANOVA F-test statistic proved it. The sample was representative of the population from which it was drawn as evidenced by results above.

5.4 Recommendations.

The implications of the study to management.

- The study recommends organizations to implement flexible maternity leave. This is supported by the findings of the study the correlation coefficient, regression and the hypothesis testing which are statistically significant. These confirmed a positive impact of flexible maternity leave on employee motivation, job satisfaction and organizational commitment. The implications of these findings are that having satisfied and committed employees help keep best employees who are loyal and avoid costly recruitment and retraining (Miller, 2013). Turnover costs include the expense of recruiting new employees, the relatively low productivity of new workers, drains on the productivity of colleagues and supervisors, human resources processing, training, and the productivity lost between the departure of one employee and the hiring of a replacement (www.iwpr.org).

- Also the research recommends organisations to recognise and value the enhanced commitment levels amongst flexible workers, and develop ways of translating this into tangible benefits for everyone concerned. This can be undertaken by having parental leave to give parents the opportunity to spend time caring for a young child and to be only taken after the end of maternity leave. This can be a motivating factor to the employees and the organisation can benefit through improved commitment and productivity of employees.

- Organizations are recommended to encourage cultural and workplace norms which have a high probability to support the introduction and/or take-up of flexible, family-friendly, maternity leave working arrangements. Such as the introduction of lactation rooms at the work place, these will enable expressing breast milk during the working hours and storing it in the fridges that will also be provided. Nurseries will enable nursing mothers to bring their babies and baby minders to work so they can feed their babies whilst working.
For employers, flexible and family-friendly working practices can produce benefits of lower labour absence and turnover, increased retention of skilled staff and improved motivation and productivity (Scheibl and Dex 1998; Be van 2001; CIPD 2005; Harris and Foster 2005). The findings from the study carried out by Baker (2009) support the intuitive expectation that the employee who is better able to integrate work and non-work will experience enhanced wellbeing.

- Organizations with predominantly male workforces are recommended to introduce paternity leave so that fathers help their wives care for the baby. This will improve their appreciation of the maternity leave for their female counterparts in their organization.

**The Policy implications of the study.**

- The legislatures must modify the maternity protection law so as to allow women employees to go on maternity leave within the last two weeks before their date of delivery or later depending on their health in the third trimester. This will help reduce the incidences of lower segment caesarean section (Guendelman 2009).

- The length of maternity leave must be increased so that it supports the World Health Organization (WHO) recommendation of exclusive breast feeding for up to 6 months and also to support zero prevention of mother to child transmission for HIV. The health of the mother is also improved by more time to recover. According to research by economists Sara Markowitz and Pinka Chatterji, published in 2008 by the National Bureau of Economic Research, women who return to work soon after the birth of a child are more likely to get depressed than other mothers.

- Paid paternal leave can also be legislated to encourage fathers to take up paternity and help in the care of the newborn baby and also to allow bonding between the father and the baby.

**5.3 Limitations of the study**

- The sample representing the population was drawn from antenatal clinics private and public medical institutions which might have influenced the responses given by the women. This was necessitated by the difficulty in entry into different organizations.
• The sample was also drawn from a Harare radius due to financial limitation.

• Finally time was a limiting factor since the study was supposed to be completed in 6 months yet maternity leave is a right by law and wider consultations required more time which was not available.

5.4. Area of Further Study

A further study should be conducted to assess the impact of flexible maternity leave on motivation, job satisfaction, and organizational commitment of employees in their respective organizations. This will help to authenticate the findings of this study.
REFERENCES

Ackroyd S and J. A. Hughes(1981), Data Collection in Context  Longmam


CIPD (2005) Annual Survey Report, Recruitment, Retention And Turnover, UK


Hegewisch, A. & Gornick, J.C (2011) . The impact of work-family policies on women's employment: a review of research from OECD countries. pages 119-138


The Third Work-Life Balance Employer Survey (2010) EU Commision

APPENDIX 1

Questionnaire Employed women in private and public sector

Demographic questions

1. Length of working in the organization

<table>
<thead>
<tr>
<th>Less than a year</th>
<th>1-5 years</th>
<th>6-10 years</th>
<th>11-15 years</th>
<th>More than 15 years</th>
</tr>
</thead>
</table>

2. Educational Qualifications

<table>
<thead>
<tr>
<th>Non primary</th>
<th>secondary</th>
<th>certificate</th>
<th>Diploma</th>
<th>Degree or higher</th>
</tr>
</thead>
</table>

3. Total Duration of maternity leave before and after Birth

<table>
<thead>
<tr>
<th>Non</th>
<th>1 month or less</th>
<th>3 months</th>
<th>3 months or more</th>
</tr>
</thead>
</table>

4. How many maternity leave have you taken?

<table>
<thead>
<tr>
<th>0</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5 or more</th>
</tr>
</thead>
</table>

5. I prefer to start maternity leave when duration to delivery is

<table>
<thead>
<tr>
<th>&gt;45 days</th>
<th>44-21 days</th>
<th>14-20 days</th>
<th>7-13 days</th>
<th>&lt;7 days</th>
</tr>
</thead>
</table>
SECTION A: FLEXIBLE MATERNITY LEAVE

The section below describes flexible maternity leave system in your organization. For the questions that follow, may you rank your opinion on a Lickert scale of 1-5 as guided below:

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>disagree</th>
<th>neutral</th>
<th>agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FLEXIBLE MATERNITY LEAVE</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. You are free to set your own schedule at work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Decision when to start maternity leave rests with the employee</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. My company has maternity leave policy that is flexible enough to respond to employees’ individual situations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Working at or from home during normal working hours (telecommuting)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Scheme for time off for emergencies</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Supervisors trust employees to occasionally arrive at work late or leave work early to deal with a family problem (flexi-time)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. It's permitted to join maternity leave with other forms of pending leave, e.g. vacational leave</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Flexible work allows for more work-life balance.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Organization value results more than processes.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The section that follows is about Motivation as a result of flexible maternity leave in your organization. May you rank your opinion on likert scale as guided below?

Ref: Shouksmith & Hesketh (1986) [chronbach alpha 0.8]

<table>
<thead>
<tr>
<th>Highly unmotivated</th>
<th>Unmotivated</th>
<th>Neutral</th>
<th>Motivated</th>
<th>Highly motivated</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

**MOTIVATION AND FLEXIBLE MATERNITY LEAVE**

1. Has supervisors who are helpful and fair
2. Give you status and prestige
3. Provides satisfactory maternity leave pay
4. Allow you to work until you decide to start maternity leave
5. Co-workers pleasant and helpful during pregnancy
6. Job security during maternity leave
7. Physical environment suitable during pregnancy
8. Working whilst pregnant challenging and exciting
9. Effort and hard work appreciated even when on leave
10. Flexible maternity leave motivates me to stay on this job

The section that follows is about job satisfaction as a result of flexible maternity leave. May you rank your opinion on likert scale as guided below?

Ref: Sarpello & Campbell 1983 chronbach alpha 0.77

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Not sure</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

**JOB SATISFACTION**

1. All my talents and skills are used
2. I have control of my work (autonomy)
3. Physical environment is user friendly
4. Supervisor gets along with employees
5. Close to Co-workers
6. Recognition for job well done
7. Job recognises social responsibilities
8. There is guaranteed job Security
9. Benefits befit job’s responsibilities (good salary)
10. Promotion there is potential for growth in the organization

The section that follows is about talent retention as a result of flexible maternity leave. May you rank your opinion on likert scale as guided below?

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Not sure</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

**Organizational commitment**

| 1. I surpass the expected in order to help this organization be successful. |
| 2. I identify with my organization as a great organization |
| 3. I am flexible to responsibilities to keep working for this organization |
| 4. I am emotionally attached to my organization |
| 5. My values and the organization’s values are very similar. |
| 6. I can work for a different organization as long as the type of work was similar. |
| 7. Little change can cause me to leave this organization. |
| 8. I do not like organization’s policies on important matters relating to its employees. |
| 9. I am in this organization for fear of losing income |
| 10. I am morally and ethically obliged to the organization. |