

SUPERVISORS' PERCEPTIONS OF PRODUCTIVITY OF EMPLOYEES
WITH PRESCHOOL CHILDREN IN WORKPLACE ON-SITE CHILD CARE

by

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(ABSTRACT)

Corporate leaders at Dominion Bankshares Corporation established an on-site child care facility at its operations center for its Roanoke, Virginia employees. The immediate supervisors of parents of children enrolled in the Dominion Child Development Center were surveyed to determine the factors they believed affected worker productivity and their perceptions of how employees' work habits had changed as a result of the opening of the child care center. A description of the demographic characteristics of persons who supervise employees who use Dominion Bank's Child Development Center is included.

The supervisors of persons using the on-site child care center were primarily white males from 36 to 45 years old with ten or fewer years experience with the corporation. These supervisors perceived that employee productivity is mostly affected by employee morale,

emotional stress level, and absenteeism. Supervisors believed that employee morale, productivity, and absenteeism related to child care improved after the opening of the Dominion Child Development Center.

Some corporate leaders call the lack of affordable, licensed child care an economic problem for our society. Many supervisors are not aware that their employees' child care dilemmas affect job performance. Inservice training could provide educational opportunities to improve attitudes and increase awareness.

Dedicated to the memory
of my father,

and

my grandmother,

-P.P.M.

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CHAPTER I

INTRODUCTION

Prior to the Industrial Revolution, the family was the economic unit, sharing in the production of food, clothing, and marketable goods. Because work took place at home with children participating, there was typically no separation between the workplace and family life. Industrialization during the nineteenth century resulted in major changes in work life and family life as many income-generating tasks were removed from the home. Thus, there was a spatial division between the location of the workplace and the home environment (Piotrkowski, Rapoport, & Rapoport, 1987). The domestic science movement of the early 1900's attempted to assist women who became responsible for the health, well-being, and development of all the family members. The norm was that a woman's place was in the home, which led to the creation of the role of housewife (Oakley, 1974). Men commonly became the sole wage earners for their families with their employment located outside of the home.

Since World War II our country has again experienced major social and economic revisions. Changing patterns of women's employment, variations in family structure, changes in traditional sex-role attitudes, and transitions in the structure of the labor force have made a dramatic impact on

work and family life (Piotrkowski, Rapoport, & Rapoport, 1987). Today, over 50% of all mothers with children younger than six years are employed (Bloom & Steen, 1988), while less than 10% of American households are of the "Leave It To Beaver" type where the father is the breadwinner and the mother stays at home to care for the children (Gallagher, 1988). Typically, those needing child care depended upon an informal child care network consisting of relatives and neighbors. However, today's work and family patterns have reduced the availability of relatives and neighbors who are willing or able to offer such services.

As a result of the recent changes in the American labor force and family structures, home economists and other professionals have been studying the interrelationship between work and family satisfaction. Parents are faced with many difficult decisions and new opportunities regarding career, home, and child care. Some of these issues are child care arrangements, the high cost of care, a lack of quality child care services, scheduling problems, conflicts and stress, little parental leave, and strained parent-child relationships. With continued increases in the numbers of single-parent families and dual-income families, some corporations are now recognizing the need to address child care issues. Corporate involvement could benefit not only the personal lives of employees and the well-being of our

nation's children, but also the businesses themselves as labor shortages are predicted for the 1990's.

Many industries are already experiencing difficulty in finding workers to fill particular jobs (Bloom & Steen, 1988).

A greater pool of workers is required to meet labor market needs. The supply of workers is expected to drop further through the year 2000. Statistics from the Census Bureau's 1982 Current Population Survey indicate that 26% (1.7 million) of unemployed mothers of preschool children would seek employment if affordable child care were available. In addition, "13% of employed women with preschoolers (almost 700,000 workers) said they would work more hours if additional or better child care were available" (Bloom & Steen, 1988, p. 24). Among ways that corporations can solve labor shortage problems, Bloom and Steen (1988) cite offering flexible scheduling, substituting computers and other machinery for human workers, and reducing the restrictions on immigration laws. They continue by stating that "none of these solutions is better suited to satisfying the needs of employers and families as expanding the child-care industry and improving the quality of care" (Bloom & Steen, 1988, p. 24). Improved child care systems could lead to a greater labor market pool. Parents, especially mothers, would be able to work more hours and

could work at more career-oriented jobs. This could result in improved morale, increased employee productivity, and a lower turnover rate of employees (Bloom & Steen, 1988), reduced absenteeism, and decreased stress levels among workers (Fernandez, 1986), all substantial benefits to employers.

Companies are often eager to adopt new technologies as wise business practices. Establishing on-site child care centers is one option that businesses have in combating these problems, but very few major corporations have begun such operations. More research is needed to determine the potential benefits and rewards to employers (not to mention workers and society as a whole) before more corporations will decide to provide child care services. If corporations continue to ignore the changes in the American workforce, they might experience diminished productivity and less profits. Results from this study would be useful to Dominion Bankshares and other corporate officials who are concerned about how work and family-related issues affect each other. This information could be helpful to other corporations as they analyze whether or not to pursue similar on-site child care programs.

Dominion Bankshares Corporation in Roanoke, Virginia is a national leader in offering corporate child care to its employees. After surveying its employees and discovering

that most of the working parents had difficulty in finding quality child care, Dominion Bankshares opened a 5,000 square foot, on-site child care center in August 1986 for the workers at its operations center. The initial start-up cost was \$120,000; Dominion allocates an additional \$100,000 annually to subsidize the child care center. The enrollment capacity is 70 children between the ages of six weeks and five years. The program's waiting list of parents who want to register their children is as large as its enrollment. Parents whose children attend the center report that this service enhances their family life and work (Jones, 1988).

Dominion Bankshares President Warner Dalhouse and other corporation executives seek ways to improve the employee assistance programs. Leaders at Dominion Bankshares are interested in offering services to its employees to increase work and family satisfaction. They believe this will not only benefit their employees, but will also increase employee productivity and profits.

Middle management supervisors' opinions are important to corporate leaders when evaluating the effectiveness of any change. Because of their roles, supervisors can provide the best input to higher-level management regarding employees' attitudes, reactions, and feelings about decisions made by those in upper management positions (Imundo, 1980). Imundo (1980) concluded that "if higher

management and staff do not take supervisors' opinions and advice into consideration in decision making, they may find themselves in the position of having to force decisions on the organization at considerable social and psychological as well as economic expense" (p. 11).

Statement of Problem

While some information is available about the benefits of the Dominion Child Development Center based on informal accounts and surveys of the parents using the center, no studies have been conducted to determine supervisors' perceptions of productivity. The purpose of this research is to determine whether supervisors at Dominion Bankshares perceive on-site child care as making a difference in employee productivity. Research questions addressed in this study were:

1. What are the demographic characteristics of persons who supervise employees who use the Dominion Child Development Center?
2. What factors do these supervisors perceive affecting employee productivity?
3. How do the supervisors perceive that these factors are effected by the center?

Results from this study provide the bank with information about the perceptions of their supervisors

regarding the child development center. The findings could be used by Dominion Bankshares executives when deciding how and whether to improve on-site child care orientation and informational programs for supervisors or expand the child care assistance program. These findings would also be important to business, industry, and government when leaders decide whether to establish or enhance on-site child care programs. It is difficult for working parents to balance work and family responsibilities. Employers often believe that workers' child care problems lead to low productivity (Couch, 1989). Educational inservice training could provide supervisors with information to help them become aware of work and family conflicts and possible solutions for their employees.

CHAPTER II

REVIEW OF LITERATURE

Work and Family Roles in Transition

Prior to and during the first half of this century, traditional work roles and family roles were distinct, partly as a result of how industrialization evolved in our society. Men worked outside the home and did not have to deal with family concerns while on the job. Women stayed home to care for the family and solve daily problems. Often wives did not even share family matters with their husbands unless something "important" developed. Even the study of these two spheres of home and work have been separate and distinct when studied by sociologists and psychologists (Kanter, 1977b; Piotrkowski, 1979; Rapoport & Rapoport, 1965). "The study of the social-psychological connections between families and the work of their members has emerged as a recognized field of inquiry only since the 1960's" (Piotrkowski, Rapoport, & Rapoport, 1987, p. 251). Rapoport and Rapoport (1965) were among the first researchers to investigate the close relationship between work and family roles. Today there exists an emphasis on viewing work and family as interactive (Chow & Berheide, 1988).

Sociologists, psychologists, family therapists, home economists, corporate leaders, and other professionals are

interested in the interrelationship between work and family life for a variety of reasons. Transitions in society are evident as home life and the workforce undergo change. These modifications affect not only the lives of adults as they deal with work and family conflicts, but also the lives of children. For example, results from a survey reported in Working Mother magazine indicate that approximately 33% of the eight-year-olds and over 50% of the nine-years-olds studied had a self-care arrangement during after-school hours (Burtman, 1984). Some estimates claim that 7%, or 500,000, preschool children are at home alone for some time during the day while their parents work (Watson, 1984). The implications of child self-care are great for the children who are left alone, their parents who are responsible for the children's welfare, businesses whose employed parents' productivity is affected by the concern for the children who are unattended, and society in general as other problems arise from the nature of the children's early experiences.

Other child care problems arise that conflict with a parent's work responsibilities: care for sick children, child care for jobs with overnight travel, care when there is a breakdown in existing child care arrangements, parents returning to work after the birth or adoption of a child, and care for children with special needs or disabilities.

It is obvious that child care dilemmas affect family

life. In studying dual-career couples, Sekaran (1986) described challenges that corporations must face in the 1990s related to work and family issues. If wage earners cannot solve problems related to their work and family situations, corporations will continue to be faced with absenteeism, employee turnover, and negative attitudes of workers. These problems indicate a needed change among organizations (Sekaran, 1986). Establishing on-site child care could be a possible way for industry to overcome these problems.

Corporate and Government Policies

Under the Reagan Administration, federal budget cuts were imposed which greatly affected social programs including child welfare benefits. The major source of federal funds for child care is Title XX of the Social Security Act. In 1981, government funds available for child care through the Title XX program were reduced by 21% (Watson, 1984) and severe restrictions now apply. Lately, however, there has been a shift in the structure of the American family and in the values of our society. According to the Congressional Research Service, about one-hundred bills have been recently introduced in Congress to deal with child-care issues (Crim, 1988). It is unclear which child-care proposals will pass under the Bush Administration,

although an important point is that the issues will be given serious consideration according to campaign promises and a growing concern among legislators. In a survey conducted with 5,000 employees from five technically oriented corporations, John Fernandez (1986) found:

convincing evidence to corporate and governmental leaders that helping employees deal with family/work conflicts and child care issues is a win/win proposition for all concerned: employees, children, employers, the economy, the government, and society as a whole. (p. 11)

One of the first priorities is in getting corporate executives and government officials to understand and acknowledge current societal trends and the interaction between work and family life. In 1988 the Business Roundtable, which acts as a lobbying group for the chief executive officers of 200 large corporations, called child care a "vital business issue." As reported by Crim (1988), the Business Roundtable conducted a study with 84 businesses and concluded that 51% of the companies plan to put new child-care policies into effect by the end of 1990. While this is a progressive step for those major corporations responding to the needs of their employed parents, 27% of the corporations involved in the survey stated only that they might make new policies available and 15% have no plans to implement child-care policies. Two percent saw no need for child-care policies (Crim, 1988).

Corporate Child Care Centers

Many corporate executives believe child care responsibilities ought to be shouldered by women (Fernandez, 1986). Traditionally, these corporate positions have been filled by men whose wives had foregone careers in order to take care of family responsibilities. Regardless of the changes in the work and family structures and increased public awareness, progress is slow (Long & Long, 1983). Long and Long (1983) found corporate child care available in less than 1% of U.S. companies. This figure has increased slightly. Nationally, only 2% percent of the 1.2 million companies with 10 or more employees offer employer-sponsored child care services (Moskowitz & Townsend, 1988). Most companies are not addressing child-care issues even though (a) there is a rapidly increasing number of women employed in our country and (b) there is an increasing number of men sharing in child care arrangements. For instance, in order to cope and survive in a dual-income marriage both partners must share family responsibilities (Fernandez, 1986).

Single parent families maintained by the mother comprise the largest segment of the population living in poverty. In 1987 the annual cost for full-time child care services in major U.S. cities and suburbs was \$3,000 per child (Crim, 1988). This equals approximately 33% of the net pay earned by the average single female head of household (Burge, 1987;

AFL-CIO, 1986). According to Gongla and Thompson (1987), 21.4% of all families with dependent children in 1981 were single-parent families with the proportion and number of single-parent families in our society, both male and female, continuing to increase (Gongla & Thompson, 1987).

While some major corporations are investigating on-site child care, many others choose to not offer this service for a variety of reasons. Some corporate leaders believe there is no need for child care assistance; others might not be aware of what steps should be taken to benefit employed parents, children, and the company. Still, there may be some decision-makers who are unacquainted with child-care dilemmas that many of their employees face. In spite of the fact that the majority of women are in the workforce because of economic need (U.S. Department of Labor, 1986), there are many who believe women's roles are in the home and not in the workplace, and therefore, choose to not address the problems. Company supervisors should be educated in child care issues not only to improve employee productivity and employee relations, but also for humanistic reasons and the healthy growth of American society.

Child Care as a Workforce Issue

According to former U.S. Secretary of Labor Ann McLaughlin, child care is a workforce issue which "affects

the productivity of our industry and the supply of our labor. And, as the 1990s approach, it will be at the heart of efforts to better the American workforce." (U.S. Department of Labor, 1988). A government task force was appointed to examine the national child care problem which cuts across all demographic lines. Three main problems received much attention by members of the task force to assess their implications upon the workforce: affordability, availability, and quality. The findings of the task force indicate that low-income working parents are mainly concerned with the cost of child care. In addition, working parents at all economic levels are concerned about the quality and availability of care (U.S. Department of Labor, 1988). Corporate involvement could provide assistance with these common problems. Such efforts could enhance not only productivity of individual working parents, but also supervisors and employees within workplace departments.

Fernandez (1986) concluded that work and family conflicts affect not only working parents, but also their supervisors. When employed parents experience work and family conflicts and do not have supportive or understanding supervisors, they become less productive and might not accept job promotions due to fear of extra burdens being placed upon them. A detriment to corporations is the loss of good employees who resign because of work and family conflicts.

These well-trained individuals normally seek employment with companies that offer more in the way of child care benefits and policies rather than completely leave the workforce (Fernandez, 1986). For example, in order for health care providers to remain competitive, some are opening child care centers for their employees' children. The August 8, 1988 issue of The Bureau of National Affairs' Employee Relations Weekly reported that there are only 750 child care centers operated by U.S employers with 66-80% run by health care providers (Crim, 1988).

With severe labor shortages predicted in many industries, corporate leaders will have to decide what policies would make employment with their companies attractive. There are more females entering the labor force than males (AFL-CIO, 1986). Within the past 10 years, over two-thirds of the people entering the job market have been women. Of these working women, two-thirds have children, most of whom are five years of age or younger. "Overall, some 65% of the mothers of children under 18 and 52% of the mothers of children under 6 are now in the workforce" (AFL-CIO, 1986, p. 6). For the first time in the history of our country, we can say that most mothers work outside the home (U.S. Bureau of the Census, 1989).

There is a shortage of available spaces for preschool children in need of care in our country. The licensed child

care centers and family child care programs can only serve 2.5 million children, however, 10 million preschoolers have mothers who work outside the home (Zipser, 1989a). Other children are left with neighbors, relatives, individuals who offer child care in their homes through newspaper advertisements, or in unlicensed facilities where the quality of care is often substandard. Some children, seven years old or younger, are left to care for themselves during all or part of the day (McMurray & Kazanjian, 1982). These children are mostly from low-income families where the parents work, often single parents who have lost eligibility for child care subsidies (McMurray & Kazanjian, 1982; Long & Long, 1983).

Fernandez discovered in his study of 5,000 employees in five companies that an overwhelming majority perceived that corporations would benefit by becoming involved in issues of work and family conflicts and child care. He stated:

when asked whether increased corporate involvement in the area of child care would increase productivity, three-fourths of the women surveyed (76%) and more than half of the men (58%) asserted that it would. (1986, p. 43)

Furthermore, 67% of employees, regardless of gender, believed that child care problems resulted in losses of corporate revenue due to "unproductive use of employees' minds and time" (Fernandez, 1986, p.43). One female, middle-level manager commented on the survey,

Since I do not have children, I am not an expert

on this issue. However, I strongly believe that reliable child care provided through the company would cut down on tardiness, missed days, accidents, lost work, and increase time at work and productivity at work through a happier and more at-ease employee. (Fernandez, 1986, p. 44)

Findings from a study conducted in Portland, Oregon with 8,000 employees support this observation. Employees with dependent children reportedly missed more days of work, were tardy more often, left work earlier, and used work time to deal with family issues more than their co-workers who did not have dependent children (Emlen & Koren, 1984). It was anticipated that some employees might be reluctant to disclose that child care problems or work and family conflicts affect their productivity because of the tendency of some employers to frown upon the interference of an employee's personal problems upon job performance.

Child Care Perceived as Women's Responsibility

To the large number of female single parents, child care dilemmas can be overwhelming. Even in dual-income families child care arrangements are typically left to the female partner. Women primarily manage child care problems and other family conflicts even when both partners are employed the same number of hours (Piotrkowski, Rapoport, & Rapoport, 1987). The underlying message is that for many women the family role is allowed to interfere with the work role, and for men the work role is allowed to interfere with family

responsibilities (Fox & Hesse-Biber, 1984). This puts women at a disadvantage not only because of work and family conflicts but also because their work commitment is sometimes perceived by supervisors as less compared with male co-workers (Kanter, 1977a). Conflicting role messages lead to problems at home and at work "largely because the sexist socialization of women and men maintains traditional role patterns in a time when they are outmoded" (Fernandez, 1986, p.82). Single male parents experience many of the same difficulties, even though as a group their income is higher (Burge, 1987).

When child care and other work and family problems of employees are addressed both employees and corporations will benefit. Fernandez (1986) stated,

For the past thirty years, social scientists have recognized the importance of good working relationships in order for people to function at their most productive level. The most satisfying and productive work environment is one in which employees feel that there is a high degree of openness, honesty, trust, supportiveness, and sensitivity, and a feeling of fairness. In order to provide such an environment, a company must be sensitive to the changing make-up and needs of its work force. Probably the major change in the make-up of the work force is the increasing number of working mothers. If companies utilize outmoded employment policies and practices to deal with the new realities of women's employment, work group stress and tension will most assuredly increase. (p. 99)

Dominion Child Development Center

Dominion Bankshares Corporation offers corporate child

care as part of its employee assistance program. Because of the high quality of its program, Dominion Bankshares has been named one of the top corporations in the United States for employed mothers by Working Mother magazine (Moskowitz & Townsend, 1988, 1989). In these articles, Dominion Bankshares was one of the top corporations that offer employer-sponsored child care out of the 50 and 60 cited in 1988 and 1989 respectfully for overall services to working mothers.

The budget at Dominion Bankshares provides a \$100,000 annual subsidy to its child care center. Parents of preschoolers who are enrolled in the center pay \$14.00 per day for the service and are invited to visit with their children during employee work breaks. Regular parenting seminars are also conducted for employees. These seminars are provided as an educational service to all employees and are not limited to those who use the child development center.

The standards of the Dominion Child Development Center are higher than state licensing requirements. For example, the center is one of only two in Southwest Virginia to seek and attain accreditation by the National Association for the Education of Young Children. This is one of the reasons there is a high demand for the care provided.

It is apparent that Dominion Bankshares leaders are very

concerned about their employees. A philosophy exists that a high level of employee satisfaction leads to more productive workers. Corporate concern and assistance to employees have been a priority. Dominion's President Dalhouse chaired a governor's advisory commission on corporate child care. The commission's report found "child-care efforts are sound investments for employers for the sake of their profitability and growth" (Zipser, 1989b, p. Extra 6). The Dominion Child Development Center is an example of how corporations can meet the needs of working employees, society, employee productivity, and their own profitability.

Along with awareness of various personnel aspects, supervisors must be able to understand and motivate employees (Betts, 1980). Supervisors' understanding and their opinions of factors that influence the productivity of employees in their departments provide the basis of this study. Productivity can be defined as "a systemic concept concerning the conversion of inputs to outputs by the system under consideration" (Adam, Hershauer, and Ruch, 1981, p. 10). Direct supervisors are responsible for the productivity of employees, and appraisal of performance is a basic personnel technique used for evaluating work within a department (Sibson, 1976).

The establishment of the Dominion Child Development Center was a strategy implemented in 1986 and was a major

change for the organization. One of the final stages to applying principles of change in any organization is ongoing evaluation. Belcher (1987) suggested eight activities to include for ongoing evaluation and maintenance. One activity is "reviewing productivity measures to assess the degree of improvement" (Belcher, 1987, p. 187). Productivity measures are useful for feedback, opportunity assessment, problem solving (Belcher, 1987), efficiency, and effectiveness (Adam, Hershauer, & Ruch, 1981). Direct supervisors were surveyed in this study because their positions within the organization could best give evaluations and perceptions of productivity in the respective departments.

Supervisors' perceptions of the Dominion Child Development Center's effect on productivity could be influenced by their own acceptance of the program. Supervisors have an integral role in the success of new corporate strategies by creating an accepting environment when changes occur. Often employees are not the only ones who resist new policies; the supervisor of a department may consciously or unconsciously resist them (Sartain & Baker, 1978). Supervisors at Dominion Bankshares have influence on the success of the child development center and its acceptance by employees. Sartain and Baker (1978) found:

...the objective of planning is improvement, and

this means that change often must take place. So, in order for planning to be effective, there must be created an environment of acceptance of change. Unless such an environment is deliberately developed and continuously fostered, a persistent resistance to plans may be expected from employees. (p. 31)

These attitudes are communicated to employees verbally, nonverbally, and through the atmosphere that is created in the department (Betts, 1980).

CHAPTER III

METHODOLOGY

Background

Over 20 million mothers are in the American workforce, and this figure is continually increasing. Most of the fathers are also employed, and many must cope with family responsibilities. Dominion Bankshares Corporation employs about 5,700 people in more than 270 offices in Virginia, Tennessee, Maryland, and Washington, D.C. Seventy-five percent of its labor force is female (Moskowitz & Townsend, 1988). The purpose of this study is to determine how selected supervisors of Dominion Bankshares Corporation perceive the on-site child care center at the operations center in Roanoke, Virginia as affecting employee productivity. Research questions addressed in this study focus on the demographic characteristics of the supervisors who were surveyed, factors which supervisors perceive may affect employee productivity, and how supervisors perceive the operation of the Dominion Child Development Center may influence the work habits of employees within their individual departments. This chapter describes the population, development of the questionnaire, how the questionnaire was administered, and how the data were analyzed.

Population

The population for this study was the supervisors of Dominion Bankshares who had employees within their departments using the Dominion Child Development Center. For the purpose of this research, the definition of supervisor was a person who was directly responsible for the management of any employees who had children enrolled in the Dominion Child Development Center. Therefore, the supervisors selected were the ones responsible for completing performance reviews for these employees. To select this group, a list of parents whose children attend the corporate child care center was obtained. Bank officials supplied the names of supervisors for each of these employees so that surveys could be distributed to them. Fifty-four questionnaires were mailed to supervisors through the bank's in-house mail system.

Development of the Instrument

A self-administered questionnaire was developed to collect data from supervisors to learn what they believed about the productivity of their employees 21 months after the opening of the corporation's child care center. The questionnaire was comprised of four main parts: the nature of the work performed within the supervisor's department, evaluation of specific factors affecting employees'

productivity, how the Dominion Child Development Center affects the work and work habits within the respondent's department, and personal characteristics of the respondent.

A content validity review was conducted with selected bank administrators to ensure that questions and topics covered accurately reflected work within the bank and were clearly written. Instruments of similar nature and design were studied to further ensure construct validity.

The self-administered questionnaire was chosen so that the respondents could maintain anonymity, and therefore be more likely to answer the questions honestly. A cover letter from Dominion Bankshares President Dalhouse was attached to the questionnaire to encourage the supervisors to complete the survey and to guarantee confidentiality to the respondents. Questionnaires were coded for follow-up purposes only. A copy of the instrument appears in Appendix A.

Nature of the Work Performed Within the Supervisor's Department

Respondents were asked to indicate their supervisory responsibilities for employees in the department from a list of 11 factors and to add others which were not among those listed. Spaces were also provided for comments concerning a description of the nature of work performed within the supervisor's department and how productivity was measured

within the department.

Factors Affecting Employees' Productivity

Thirteen factors that could influence or affect employee productivity were rated on a four-point Likert-type scale as having great influence, moderate influence, little influence, or no influence. The Cronbach's Coefficient Alpha for this scale was 0.8603. Additional spaces were provided so the respondents could specify other factors that were not listed and rate them.

Effects of the Child Care Center on Work and Work Habits

Eight factors related to the work habits of the employees who had children enrolled in the Dominion Child Development Center were rated on a four-point Likert-type scale: work habits had improved greatly, improved moderately, had no change, or had deteriorated. Cronbach's Alpha was computed to determine inter-item reliability. The Alpha coefficient for this scale was 0.9499. Spaces were provided for comments regarding (a) how the opening of the child development center has affected work within the department and (b) other existing factors that influence productivity that had not been mentioned.

Personal Characteristics

Personal variables included gender, age, race, and the number of years of employment with Dominion Bankshares Corporation. Age was indicated by each supervisor using the following categories:

- | | |
|-------------|-------------|
| 1. Below 25 | 4. 46-55 |
| 2. 25-35 | 5. 56-65 |
| 3. 36-45 | 6. Above 65 |

Race was reported as black, white, or other, with a blank provided for a specific response.

Administering the Questionnaire

Questionnaires were delivered to the Dominion Bankshares main operations center and distributed to the supervisors through the bank's in-house mail system. Each questionnaire package included the following:

1. A cover letter from Warner Dalhouse (Appendix B).
2. A second cover letter from Penny L. Burge explaining the purpose of the survey, stating that the study was supported by the Virginia Department of Education and by the Department of Vocational and Technical Education at Virginia Polytechnic Institute and State University, providing instructions for completing the questionnaire, and encouraging the respondents to answer candidly with

the guarantee that all responses would be kept in strict confidence. This letter comprised the first page of the questionnaire which is presented in Appendix A.

3. A copy of the four-page questionnaire.
4. A postage-paid business reply envelope in which to return the completed questionnaire.

The supervisors who did not return the completed questionnaire by the indicated date were sent a postcard through Dominion Bank's in-house mail system. The postcard reminded those who had not yet returned the survey to do so, instructed those who had not received the questionnaire or those who had misplaced it to call to request that another be sent, and thanked those who had returned the questionnaire which had not yet been received. A copy of the postcard appears in Appendix C.

Data Analysis

To determine the demographic characteristics of the supervisors who were surveyed, frequencies and percentages were calculated for each of the demographic items. In order to give a profile of the supervisors, a description of the supervisors' characteristics and the responsibilities they had at the bank appears in Chapter IV.

To establish which factors supervisors of parents using the Dominion Child Development Center perceived as affecting employee productivity, frequencies and percentages of responses to factors that influenced productivity were tabulated. To identify how these supervisors perceived that these factors were affected by the center, frequencies and percentages were tabulated for the changes in work habit items. Results of the open-ended questions were used to develop the context for the tabulated data.

Study Limitations

Generalizability to supervisors in corporations other than Dominion Bankshares in the Roanoke area may not be possible due to sampling procedure and methodology.

CHAPTER IV

RESULTS

The purpose of this study was to determine how selected supervisors at Dominion Bankshares Corporation perceived the on-site child development center as affecting employee productivity. Questions addressed in this survey focused on the demographic characteristics of the supervisors who participated, factors which the supervisors perceived may affect employee productivity and how the supervisors viewed the operation of the Dominion Child Development Center as influencing the work habits of employees within their individual departments. A list of 54 supervisors who had employees with preschool children enrolled in the Dominion Child Development Center was provided by bank personnel. Forty supervisors returned completed questionnaires, resulting in a response rate of 74%.

Demographic Characteristics

Table 1 addresses the first research question by presenting the demographic characteristics of the supervisors who responded to the survey. Personal variables included gender, age, race, and length of employment with Dominion Bankshares Corporation. The respondents were mostly white males between 36 and 45 years old with ten or fewer years of

Table 1

Demographics of Supervisors (n=40)

Questionnaire Item	Frequency	Percent
Gender		
Male	27	67.5
Female	<u>13</u> 40	<u>32.5</u> 100.0
Age		
25 - 35 years	7	17.5
36 - 45 years	23	57.5
46 - 55 years	9	22.5
56 - 65 years	<u>1</u> 40	<u>2.5</u> 100.0
Race		
White	39	97.5
Black	<u>1</u> 40	<u>2.5</u> 100.0
Years of Employment at Dominion		
1 - 5	12	30.0
6 - 10	10	25.0
11 - 15	7	17.5
16 - 20	5	12.5
Over 20	<u>6</u> 40	<u>15.0</u> 100.0

employment with Dominion Bankshares. Employment with Dominion Bankshares Corporation ranged from less than one year to 31 years and averaged slightly less than 11 years.

There were 27 males represented in this study and 13 females. This compares to findings by Kanter (1977a) where even in service areas where the number of workers is largely female, managers are most likely to be males. Regarding race, 39 of the respondents were white, and 1 was black.

Respondents were asked to briefly describe the nature of the work performed within their respective departments. Responses ranged from security operations to branch bank manager. Appendix D presents the many different responses to this question.

Supervisors' Responsibilities

Table 2 continues to profile the supervisors who were surveyed by summarizing responses to the question, "Which of the following activities are included within your responsibility for persons in your department? Circle all the responses that apply." Respondents were asked to indicate their supervisory responsibilities for employees in the department from a list of eleven factors and by adding others which were not among those listed. Results showed that there was not much differentiation in responsibility as almost all the supervisors carried out these tasks.

Table 2

Supervisors' Personnel Responsibilities (n=40)

Questionnaire Item	Frequency	Percent
Which of the following activities are included within your responsibility for persons in your department? *		
Organize work flow and priorities	39	97.5
Advise on proper completion of work	38	95.0
Appraise employee performance	38	95.0
Assign work among employees	38	95.0
Initiate disciplinary actions	37	92.5
Maintain quantity and quality standards	37	92.5
Train employees	37	92.5
Interpret policies and procedures	36	90.0
Recommend promotions	36	90.0
Recommend pay adjustments	35	87.5
Select and approve work applicants	34	85.0
Other	2	5.0

* Persons indicated more than one response.

Responses ranged from the least common, selecting/approving work applicants (85%), to organizing work flow and priorities (97.5%) which was the most frequently given response. Two respondents gave the following three comments in the space for "other" activities:

- 1) "Disseminate policies to banking affiliates regarding loan program changes."
- 2) "Make lending decisions."
- 3) "Assist with system testing of new consumer loan programs."

The supervisors were asked, "How do you measure productivity within your department?" Answers to this question were diverse and appear in Appendix E. Most supervisors had a means by which productivity was measured, although the process for measuring productivity was dependent upon the nature of the work performed within the department.

Factors Affecting Productivity

The second research question regarded the factors that supervisors of parents using the Dominion Child Development Center perceived as affecting employee productivity. To answer this question, the following item was included in the survey, "To what extent do you think that the following factors influence or affect your employees' productivity? Circle the number that best fits your response." Thirteen

factors that could influence or affect employee productivity were rated on a four-point Likert-type scale as having great influence, moderate influence, little influence, or no influence. Additional spaces were provided so the respondents could specify other factors that were not listed and rate them. Four respondents specified other factors as having great influence: family problems, perceived goldbricking by other employees, effective supervisor, training and qualifications, flexible hours, and working conditions. Two respondents listed factors as having moderate influence: benefits and pay, and corporate climate.

The supervisors' responses to the factors affecting productivity are presented in Table 3. Ninety-five percent of the supervisors perceived employee morale as having a great or moderate influence on productivity. Emotional stress was also a highly rated factor affecting productivity with 92.5% of the supervisors indicating great influence or moderate influence. Eighty-five percent of the supervisors rated absenteeism as either great or moderate influence. For these three top rated factors--employee morale, emotional stress, and absenteeism--no supervisors marked the "no influence" column.

The factor rated the least important in affecting employee productivity was illness of a relative with only 17.5% indicating great or moderate influence. Other factors

Table 3

Supervisors' Perceptions of Factors Affecting Their Employees' Productivity (n=40)

Questionnaire Item	Frequencies and Percents					
	Mean	GI	MI	LI	NI	N
Employee morale	3.78	35 87.5%	3 7.5%	1 2.5%	0	1 2.5%
Emotional stress	3.45	24 60.0%	13 32.5%	2 5.0%	0	1 2.5%
Absenteeism	3.15	14 35.0%	20 50.0%	5 12.5%	0	1 2.5%
Illness - self	3.18	14 35.0%	19 47.5%	7 17.5%	0	0
Illness - children	3.05	13 32.5%	18 45.0%	7 17.5%	2 5.0%	0
Financial stress	3.00	9 22.5%	22 55.0%	9 22.5%	0	0
Child care	2.78	10 25.0%	15 37.5%	12 30.0%	2 5.0%	1 2.5%
Children's behavior	2.45	5 12.5%	13 32.5%	19 47.5%	1 2.5%	2 5.0%
Substance abuse	2.35	16 40.0%	2 5.0%	6 15.0%	12 30.0%	4 10.0%
Tardiness	2.43	3 7.5%	13 32.5%	22 55.0%	2 5.0%	0
Illness - spouse	2.40	3 7.5%	12 30.0%	23 57.5%	2 5.0%	0
Children's school performance	2.20	3 7.5%	10 25.0%	20 50.0%	6 15.0%	1 2.5%
Illness - relative	1.98	2 5.0%	5 12.5%	23 57.5%	10 25.0%	0

Note: GI = Great Influence; MI = Moderate Influence; LI = Little Influence; NI = No Influence; N = No Answer

that had the least effect on employee productivity were children's school performance with 32.5% indicating great or moderate influence and illness of one's spouse with 37.5% indicating great or moderate influence.

Effects of the Child Development Center on Work Habits

To determine how the on-site child development center affected the factors that these supervisors rated as influencing employee productivity, they were asked, "What changes, if any, have occurred in the work habits of the employees who have children enrolled in the Dominion Child Development Center? Circle the number that best fits your response." Table 4 presents the results to this question. Eight factors related to the work habits of the employees who had children enrolled in the Dominion Child Development Center were rated on a four-point Likert-type scale: work habits had improved greatly, improved moderately, had no change, or had deteriorated. Work habits influenced by the Dominion Child Development Center as perceived by the supervisors ranged from the least indicated, absenteeism related to child's illness (22.5% responded that it improved moderately with no one responding that this improved greatly) to the most indicated, employee morale (20% responded that it improved greatly and 50% perceived that it improved moderately).

The three factors receiving the highest ratings (respondents indicated either improved greatly or improved moderately) were employee morale (70%), productivity (47%), and absenteeism related to child care (45%). No supervisors perceived either employee morale or productivity as deteriorating among employees who had children enrolled in the on-site child care center. Only one supervisor responded that absenteeism related to child care deteriorated. Half of the respondents perceived no change in absenteeism related to child care.

The only significant negative responses to this question regarded absenteeism related to a child's illness. Fifteen percent believed that this had deteriorated, while 80% perceived either no change or that absenteeism due to a child's illness had improved moderately. Some may have felt that this deteriorated due to a parent's need to remain at home when a child is ill. Child care centers under Virginia licensing and health department regulations are not permitted to accept children for care when they have an illness or a contagious condition (Virginia Department of Social Services, 1986). Prior to having children enrolled in the Dominion Child Development Center, parents might have left their children with private home care providers. Most persons who offer child care services in their own homes are not required to adhere to the Virginia licensing standards. At their

Table 4

Supervisors' Perceptions of Dominion Child Development Center's
Influence on Employees' Work Habits (n=40)

Questionnaire Item	Mean	IG	Frequencies and Percents			
			IM	NC	D	N
Employee morale	2.90	8 20.0%	20 50.0%	12 30.0%	0	0
Productivity	2.58	6 15.0%	13 32.5%	20 50.0%	0	1 2.5%
Absenteeism related to child care	2.48	4 10.0%	14 35.0%	20 50.0%	1 2.5%	1 2.5%
Amount of energy devoted to job	2.58	7 17.5%	9 22.5%	24 60.0%	0	0
Quantity of work produced	2.33	2 5.0%	11 27.5%	26 65.0%	0	1 2.5%
Tardiness	2.33	2 5.0%	11 27.5%	26 65.0%	0	1 2.5%
Quality of work produced	2.43	5 12.5%	7 17.5%	28 70.0%	0	0
Absenteeism related to child's illness	1.98	0	9 22.5%	23 57.5%	6 15.0%	2 5.0%

Note: IG = Improved Greatly; IM = Improved Moderately; NC = No Change; D = Deteriorated; N = No Answer

discretion, children may be accepted for care while they have symptoms of colds and minor illness which means parents would not need to miss work because of a child's illness.

Dominion Child Development Center's Effect on Productivity

Spaces were provided for comments regarding (a) how the opening of the child development center had affected work within the department and (b) other existing factors that influence productivity that had not been mentioned. A definite or possible change was perceived by 57.5% of the respondents (Table 5). Fourteen supervisors perceived a definite change, and nine supervisors believed there was a possible change. Seventeen respondents or 42.5% perceived no change resulting within their department as a result of the opening of the Dominion Child Development Center. Comments to these two questions appear in Appendix F and Appendix G.

In their comments most of the supervisors responded that the child care center had given employed parents a sense of security about the welfare of their children. This resulted in improved morale and less emotional stress related to child care arrangements. Another common response was that only one employee within the department used the services provided by the child development center, and the work within the department had not changed because the employee typically had a high level of motivation prior to the establishment of the

Table 5

Supervisors' Perceptions of Dominion Child Development Center's Effect on Productivity (n=40)

Questionnaire Item	Frequency	Percent
How has the opening of the Dominion Child Development Center affected the work within your department?		
Definite change	14	35.0
Possible change	9	22.5
No change	<u>17</u>	<u>42.5</u>
	40	100.0

center. Three respondents had negative opinions in that the children were in the employees' office areas if the employee had to work beyond the hours of operation of the child development center. The children's presence led to distractions and interruptions. Other opinions related to productivity factors not mentioned in the survey varied among individuals with no common themes.

CHAPTER V

DISCUSSION

Summary

The purpose of this study was to describe how selected supervisors from Dominion Bankshares Corporation perceived the on-site child care center as affecting employee productivity. Research questions focused on the demographic characteristics of the supervisors who were surveyed, factors which the supervisors perceived may affect productivity within their departments, and how the supervisors viewed the operation of the Dominion Child Development Center as influencing the work habits of the employees they supervise.

A survey was distributed to each immediate supervisor of employees who used the on-site child care center to learn what they believed about the productivity of their employees after the establishment of the center and how employees work habits had changed. A self-administered questionnaire was used to ask participants about the nature of the work performed in the department, the factors which they perceive affecting employee productivity, how the on-site child care center affects the work and habits within the individual's department, and the demographic characteristics of the respondent.

Results showed that the supervisors were primarily white

males who were from 36 to 45 years old with 10 or fewer years experience with Dominion Bankshares Corporation. As a group, the supervisors responded that employee productivity is mainly affected by employee morale, emotional stress level, and absenteeism. They perceived that employee morale, productivity, and absenteeism related to child care improved after the opening of the child care center.

Conclusions and Implications

Supervisors' Characteristics

The fact that 67.5% of the supervisors were males and 97.5% were white indicated the supervisors in this study were typical of supervisors who work for other corporations; the majority were white males (Kanter, 1977a; U.S. Bureau of the Census, 1989). Kanter (1977a) described findings by the U.S. Census Bureau that indicate 74% of the total employed workers in the clerical and kindred labor force are women. "Women are to clerical labor what men are to management--in almost the same proportions" (Kanter, 1977a, p. 17).

Seventeen (42.5%) perceived no change resulting within their departments as a result of the opening of the Dominion Child Development Center, and nine (22.5%) perceived a possible change. A recurring comment was that because only one employee used the child development center, work within

the department had not changed. Twenty-six (65%) perceived no change in the quantity of work produced; 28 (70%) believed there was no change in the quality of work produced within the department. Three supervisors expressed negative opinions in that children of employees who use the center were in office areas if the employees had to work beyond the hours of operation of the child development center. The children presented distractions and interruptions.

Attitudes and feelings contribute to work relationships between employees and supervisors (Pulich, 1984). Supervisors' views could be different from employed parents who were mostly women with the primary responsibility of arranging for child care.

Corporations could plan and implement workplace training sessions as a solution to this possible problem. Because nearly half of our country's employees are women (Couch, 1989) inservice training could provide education to improve supervisors' awareness and attitudes concerning family and work conflicts and child care dilemmas. The problems associated with balancing work and family responsibilities result in an economic problem for corporations and for society (Couch, 1989). Corporations that provide various forms of educational programs could assist supervisors, families, and the entire corporation. Couch (1989) stated that "family-responsive policies increase worker satisfaction

and productivity" (p. 25). Inservice programs that include analysis of gender roles and combining work and family roles offered to supervisors and employees could help alleviate these barriers. These issues could be explored further in an open forum.

Factors Related to Employee Productivity

Results of this study indicate that supervisors believed that productivity was influenced primarily by employee morale, emotional stress, and absenteeism. The respondents also described Dominion Child Development Center as having a positive effect on employees' work habits, especially in improving employee morale, productivity, and child-care related absenteeism. The factors which they believed most influenced productivity were also the factors most affected by the Dominion Child Development Center. Results showed that those surveyed perceived the opening of the Dominion Child Development Center as having influenced employee morale, productivity, and absenteeism related to child care.

Employee Morale

Employee morale was the highest rated factor affecting productivity, when considering both frequencies and mean scores. Betts (1980) stated, "Although morale is difficult

to define accurately most people know what is meant by the term. State of mind, outlook, enthusiasm, collective attitude, sensitivity, and co-operation, all add up to morale" (p. 187). Leaders at Dominion Bankshares are eager to provide employee assistance programs. In this case, the establishment of the on-site child care center has improved employee morale according to the supervisors surveyed.

Emotional Stress

Emotional stress was the second highest rated factor that the supervisors perceived affecting employee productivity. Dominion Bankshares employees' concern about a lack of available child care was evident to decision-makers from preliminary investigations prior to establishing the on-site center. Many child care specialists emphasize to parents the importance of psychological, emotional, cognitive, and social development for children when seeking child care programs. Quality programs allow for such individual differences among the children they serve. Some parents place emphasis upon early childhood education programs for their children when deciding upon child care. It is difficult to find child care, let alone being able to combine care with educational benefits. The emotional stress to parents of locating affordable, quality child care can be a factor in employee productivity.

Absenteeism

Absenteeism was perceived as the third highest factor affecting employee productivity, with 85% indicating that it had either great or moderate influence. Imundo (1980) found that "job dissatisfaction that can cause absenteeism often displays a variety of symptoms to which supervisors and others must be sensitive. Treating the symptoms will not correct the problem. Treating the underlying cause is the most effective long-run solution" (p. 153). Among the symptoms listed, Imundo (1980) included high turnover rate, excessive tardiness, and quality and quantity of work problems. The presence of child care conflicts was an indirect factor related to one's job that could lead to absenteeism (Imundo, 1980).

The Effects of On-Site Child Care

Supervisors perceived that the Dominion Child Development Center had a positive effect on many factors that influence work habits. Employee morale, productivity, and absenteeism related to child care were the highest rated factors. Two of the factors that the supervisors believed affected employee productivity--employee morale and absenteeism--were influenced by using the child care center. This information could be helpful when corporate leaders evaluate the on-site child care center and in making future

decisions regarding the employee assistance programs. Results could be used to influence other corporate leaders' decisions on whether to establish similar programs.

Corporate Evaluation of Child Care Dilemmas

Corporate executives at Dominion Bankshares have a commitment to assisting employees with work and family conflicts. It is not usually in the best interests of a corporation to segregate difficulties into two categories, those of the individual and those of the group (Sartain & Baker, 1978). With the ongoing changes in the workforce, policies at Dominion Bankshares are continually evaluated and revised to meet the needs of employees' personal lives and of the organization as a whole.

Supervisors' perceptions of employee productivity are just as critical when evaluating child care policies as they are when any new policy is implemented. Belcher (1987) stressed ongoing evaluation and reviewing productivity to assess degree of effectiveness when changes are part of a corporation's strategy. Supervisors' perceptions in this study will serve to aid in the evaluation process.

Hannah (1989) reported that Eugene August, professor at the University of Dayton, suggested that employers should be more creative in coming up with solutions to child care problems. The Du Pont Company of Wilmington, Delaware

adopted expanded parental leave policies and established two child care centers after a company study showed that 25% of male employees and 50% of its female employees had thought of seeking employment elsewhere for more flexible policies related to child care (Hannah, 1989). By conducting company studies, Dominion Bankshares and Du Pont discovered employees' difficulties in managing child care arrangements. This technique helped the corporations in attaining their goals of offering employee assistance because most employees do not feel comfortable discussing child care problems with their supervisors (Fernandez, 1986). Many of the supervisors might have been unaware that such problems existed among their staff.

Information from this study could provide content for inservice training designed for supervisors and other employees. Discussions could be directed to employees at all levels within the organization and could include such topics as how morale influences productivity, what factors contribute to morale, and how productivity and absenteeism affect each other. Another topic of inservice training could focus on reasons why some employees are uncomfortable with addressing child care conflicts with supervisors. Training could help supervisors, who are primarily males, become more sensitive to these and other issues.

Recommendations for Future Study

Future studies could explore whether differences related to the age, gender, education, overall work experience, and/or marital status of supervisors of employees who use on-site child care make a difference in supervisors' responses. Further research using person-to-person interviews could reveal their understanding and awareness of how child care conflicts affect work and family structures. Further study might reveal whether these demographic characteristics of the supervisors influenced (1) their perceptions of factors that affect productivity, or (2) how they perceive on-site child care as influencing employees' work and work habits.

Future studies of dual-income families could probe whether the productivity of the employee's spouse is also positively affected or improved. Personal interviews with the supervisors and employees could supply further information to answer such questions.

Remarriage could make a difference for employees and their supervisors as couples nurture a "second family." With the increasing numbers of dual-income families, parents who did not have child care concerns during a previous marriage might be faced with these dilemmas in a remarriage.

In addition, researchers could study whether older males have different perceptions about on-site child care. Some men might have insight to child care conflicts through their

grown children who are faced with such problems. When problems affect the lives of an individual or one's family, the person often becomes more aware and educated about such difficulties.

Another area of future study could be to extend this research to hospitals and other business and industry sites. Hospitals are primarily responsible for pioneering corporate child care centers in this country due to the high demand for health care personnel and the lack of available child care, especially for night shifts (Fernandez, 1986). Information from other work sites about supervisors' perceptions and providing inservice education regarding child care could be useful to employers as they make decisions about employee benefit programs. This, in turn, could improve the ability of workers to balance their home and work roles more productively. Studies such as this will assist not only business, but will also help employees deal with some major work and family conflicts and be a benefit to our next generations.

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Appendix A

VIRGINIA TECH

Division of Vocational &
Technical Education

College of Education
Blacksburg, Virginia 24061

May 3, 1988

You can help Dominion Bankshares Corporation improve its employee assistance program by answering the following questions. This survey is an effort to learn how supervisors feel about the productivity of their department one year after the opening of the Dominion Child Development Center.

Please answer all of the questions. If you wish to comment on any question or tell more, use the margins or a separate sheet of paper.

This study is funded by the Virginia Department of Education and conducted by Virginia Tech. You are asked to respond candidly with our assurance that your responses will be treated confidentially, and your name will never be connected to your responses in any way. The code number at the bottom of this page will be used for follow-up purposes only.

Thank you very much. Your help is greatly appreciated.

Please use the enclosed envelope to return this survey by May 16, 1988 to:

Dr. Penny L. Burge
Vocational and Technical Education
212 Lane Hall
Virginia Tech
Blacksburg, VA 24061-0254

Code # _____

Q-1 Briefly describe the nature of the work performed within your department.

Q-2 Which of the following activities are included within your responsibility for persons in your department? (Circle all the responses that apply.)

- 1 ORGANIZE WORKFLOW AND PRIORITIES
- 2 ASSIGN WORK AMONG EMPLOYEES
- 3 ADVISE ON PROPER COMPLETION OF WORK
- 4 MAINTAIN QUALITY/QUANTITY STANDARDS
- 5 INTERPRET POLICIES AND PROCEDURES
- 6 SELECT/APPROVE WORK APPLICANTS
- 7 TRAIN EMPLOYEES
- 8 APPRAISE EMPLOYEE PERFORMANCE
- 9 INITIATE DISCIPLINARY ACTIONS
- 10 RECOMMEND PROMOTIONS
- 11 RECOMMEND PAY ADJUSTMENT
- 12 OTHER _____

Q-3 How do you measure productivity within your department?

Q-4 To what extent do you think that the following factors influence or affect your employees' productivity? Circle the number that best fits your response.

	GREAT INFLUENCE	MODERATE INFLUENCE	A LITTLE INFLUENCE	NO INFLUENCE
1 EMPLOYEE MORALE	1	2	3	4
2 ABSENTEEISM	1	2	3	4
3 TARDINESS	1	2	3	4
4 ILLNESS - SELF	1	2	3	4
- CHILDREN	1	2	3	4
- SPOUSE	1	2	3	4
- RELATIVE	1	2	3	4
5 STRESS - FINANCIAL	1	2	3	4
- EMOTIONAL	1	2	3	4
6 SUBSTANCE ABUSE	1	2	3	4
7 CHILD CARE	1	2	3	4
8 CHILDREN'S SCHOOL PERFORMANCE	1	2	3	4
9 CHILDREN'S BEHAVIOR	1	2	3	4
10 OTHER, PLEASE SPECIFY				
_____	1	2	3	4
_____	1	2	3	4
_____	1	2	3	4

Q-5 What changes, if any, have occurred in the work habits of the employees who have children enrolled in the Dominion Child Development Center? Circle the number that best fits your response.

	IMPROVED GREATLY	IMPROVED MODERATELY	NO CHANGE	DETERIORATED
1 ABSENTEEISM RELATED TO CHILD CARE	1	2	3	4
2 ABSENTEEISM RELATED TO CHILD'S ILLNESS	1	2	3	4
3 TARDINESS	1	2	3	4
4 PRODUCTIVITY	1	2	3	4
5 QUALITY OF WORK PRODUCED	1	2	3	4
6 QUANTITY OF WORK PRODUCED	1	2	3	4
7 EMPLOYEE MORALE	1	2	3	4
8 AMOUNT OF ENERGY DEVOTED TO JOB	1	2	3	4

Q-6 How has the opening of the Dominion Child Development Center affected the work within your department? Please explain.

Q-7 Do other factors that influence productivity exist that have not been mentioned? Please comment.

Q-8 How many years have you been employed at Dominion Bankshares Corporation? _____

Please circle the correct answer for the next three questions.

Q-9 What is your gender?

- 1 MALE
- 2 FEMALE

Q-10 What is your age category?

- 1 BELOW 25
- 2 25-35
- 3 36-45
- 4 46-55
- 5 56-65
- 6 ABOVE 65

Q-11 What is your race?

- 1 BLACK
- 2 WHITE
- 3 OTHER, PLEASE SPECIFY _____

Thank you for your assistance.

Appendix B

To: Roanoke Area Employees*Memorandum*From: Warner N. DalhouseDate: May 3, 1988

Domininet No: _____

Subject: Virginia Tech Research ProjectCo. Location: Office of the President

In recent months, we have been cooperating with professionals from the Virginia Tech Division of Vocational and Technical Education to help them conduct a research project which will look at how work and family-related issues affect each other.

We have given them permission to distribute questionnaires to some of our employees to try to explore this area. You have been selected to receive this questionnaire based either upon random selection or upon certain criteria set by the investigators. Please complete it, if you don't mind, and send it back in the return envelope enclosed with the questionnaire.

This information will be kept strictly confidential by the researchers at Virginia Tech. The only information that will be received by Dominion will be in the form of group responses. No individual data will be reported.

This is valuable information for us to have when considering human resource issues such as benefits and employment policies. Your cooperation will be appreciated greatly.

Appendix C

Recently a questionnaire was mailed to you asking you to share some information about your work at Dominion Bankshares Corporation. Your name was drawn from a random sample of Dominion Bankshares Corporation employees.

If you have already completed the questionnaire and returned it to us, please accept our sincere thanks. If not, please do so today. We want information from every person surveyed so we can best determine what services should be provided to employees. It is important that your responses be included if the results are to represent accurately the opinions of Dominion Bankshares Corporation employees.

If you did not receive the questionnaire or if it has been misplaced, please call either of us at 703-961-5377 and we will mail you another one immediately.

Sincerely,

Penny L. Burge
Associate Professor

Vocational and Technical Education

Daisy L. Stewart
Associate Professor

Vocational and Technical Education

Dr. Penny Burge
Division of Vocational and
Technical Education
Virginia Polytechnic Institute
and State University
Blacksburg, VA 24061-0254

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Appendix D

Supervisors' Comments

Question # 1: Briefly describe the nature of the work performed within your department.

Software development and maintenance.

1) Administration, 2) Sales, support and training, 3) Operations, security.

EDP Auditing.

I have three full-time and two part-time clerks who reconcile teller balances and various General Ledger accounts, and one part-time file clerk.

Collect charge-off and bankrupt accounts.

We sell out-of-town industrial ad business prospects; the orders of moving their companies to western Virginia.

Corporate accounting function for \$ 8 billion bank holding company; general ledger, accounts payable, fixed assets, financial applications systems.

To collect payments on past due installment loans; to hold losses to a minimum.

Programming and systems analysis to support the bank's customer information systems.

1) Benefit administration for the corporation, 2) Customer (employee) service activities relating to corporate benefits for Roanoke Valley and DBNA Region 1.

Branch bank manager.

Compliance and credit review related functions.

Human resources.

Purchasing officer, buy printing, manager of printing facility.

Corporate finance, investor relations, stock transfer, and economic research.

Information security; EDP Quality Assurance; Contingency Planning; Standards and Procedures.

Regulatory financial reporting, management accounting, coordination of corporate-wide profit planning and development, and utilization of corporate-wide profitability systems.

Payroll for the entire corporation.

Audit all areas of the bank for compliance with management policies and procedures, laws and regulations, and fair presentation of financial statement.

Child care for employees of the bank.

I work in Fixed Asset Accounting. This involves accounting for capitalizable assets (furniture, fixtures, and equipment). I also supervise personnel in intercompany billings.

Install and maintain computer operating system software.

Analysis and programming for computer applications.

Computer systems development and maintenance.

Provide telephone communications to company locations.

Process all banking applications within the holding company to provide satisfactory user acceptance. Maintain maximum availability for the online network throughout three states.

Input-output computer report and microfiche distribution all balancing, job scheduling for D.P. Operations.

Analysis of banking systems, both automated and manual, and recommendations for solutions. Also project management to completion.

Our division provides user support and training to the corporate users of Dominion's automated computer system.

System and user support.

Support users of systems, test system changes before they are installed, train users of systems.

Answer customer inquiries and research of exception items to return or process.

We process and service all student loan products for DBC.

1) Analytical; planning marketing strategies. 2) IRA operations.

Accounting and operations functions. On-line entry of information, balancing, etc.

Credit, collections, title follow-up, insurance, customer service, lease-end, functions of auto lease portfolio.

Process applications for loans, process loans, apply payments, customer service, balance general ledger accounts, balance systems for both regular loans and charged-off loans.

Manage a commercial sales force that covers the eastern U.S. and has a loan portfolio of approximately \$250 and a staff of 20.

Appendix E

Supervisors's Comments

Question # 3: How do you measure productivity within your department?

Each assignment has a deadline or number of days to complete. Productivity is measured against the deadline/days and volume handled.

Against deadlines.

Against historical performance records.

The size magnitude of backlogs. We handle administrative functions; hard to quantify productivity

Subjective judgment of quality of projects; objective judgment against target dates.

Performance against goals. On time reporting of sales results. Absence of problems, losses, security emergencies.

Very subjective - Based upon quality and the meeting of time schedules. My staff is professional rather than clerical in nature. Project oriented.

Calls made, loan generated ad referrals of business to other areas of the bank.

Our employees maintain records.

Pre-set standards.

Computer generated reports.

Productivity is measured by standards set by DBC productivity management. Our employees keep records of everything they do, whether measured, unmeasured, or waiting for work.

Accumulate monthly tasks statistics.

Monthly production reports.

Quality of work performed within the scheduled calendar dates for each audit.

Time required to complete task and quality of work.

Quality of work performed within the scheduled time.

On-time and quality of work.

By the amount of money collected per month.

By using reasonable deadlines for the completion of all tasks, but keeping these flexible as volume increases/decreases.

Both intercompany billings and fixed assets are accumulated and recorded monthly. Productivity for fixed assets is measured by the number of outstanding invoices not recorded to the fixed asset system and the dates of the invoice. Productivity for billings are measured by the time it takes to bill affiliates and receive payment.

Software must be correct and on time.

Based on ontime performance.

Based on ontime performance of batch and online applications.

Goal setting.

Part of area in on-work productivity standards. Others are measured by performance of daily work.

Primarily by observation of work habits, assessment of attitudes and output.

Time "on-task."

Quality and volume produced.

Quality and quantity.

Quality and quantity produced.

Against predetermined performance objectives, some item-count related jobs for routine processing, some "special project" jobs.

By meeting approved project plans.

By monitoring actual manhour progress to manhour estimates and plans.

By weekly and monthly individual progress.

By project progress - number of projects, size, etc.

Completing project jobs.

It would be based on sales, new accounts, and loan volume.

We don't have a productivity measure. (2 responses)

Appendix F

Supervisors' Comments

Question # 6: How has the opening of the Dominion Child Development Center affected the work within your department? Please explain.

My staff seems much more satisfied with the level of care at the center and therefore less worried about the child's welfare than if they were somewhere else.

Employees talk about their children's experiences in the CDC.

Allowed employees to return to work more quickly and with less concern about child care.

My department IS the Dominion Child Development Center--work has been affected significantly!

Relatively small number within this group utilize center, but for those that do we have noticed improvement.

Yes. One employee returned to work as soon as center could take the baby--employee extremely high on all aspects of CDC.

Employees are more secure in that child development center is developing child as well as caring for child.

Absenteeism is reduced because there is never a problem with a sick babysitter. On the other hand, absenteeism has increased because when a child gets sick or has a medical appointment, the men on my staff with children at the center attend to this, where before the mother would usually take care of the child.

Yes. Too many visits to see children.

It has had no effect of any measurable difference.

People using the service seem to feel better about being able to get to a sick or hurt child quicker.

Yes--for the better.

We have only one employee who uses the day care center. We are affected only when the child is ill and must be taken out.

1. Helped in recruiting.

2. Only one employee has used--not convenient to downtown.

Only one employee utilizes the center; her morale is high, and she seems relieved to have her child on the same premises where she can have lunch, snack breaks, etc.

Not at all. Only 1 employee has a child there.

No, because only one employee uses center and work habits of individual have not changed.

There has been moderate improvement but if a child is sick the parent has to remove their child so the improvement is lost.

Only one person in my department utilizes it.

No significant change. But if anything it is an interference (employees bring their children into the department) and distraction.

Children sometimes visit the office with their parents and disrupt the work of many of the division's employees.

It has added to our work. We must now take child care payroll deductions each pay period. When our department must work past 6:00 p.m., the children (of the employees that use the center) must be in our work area while their mothers complete their work.

Negligible effect.

One employee leaves her child with her mother because of the expense. One new employee (3 weeks) uses the day care. The rest of us have school-age or older children.

Yes. The parents spend more time visiting their children.

The two people who use the child development center did not have children before it was opened.

No change.

Rarely is one of my staff members' children in the day care center because of shifts worked.

Only have one employee with a child there. Therefore, it has not been a major influence.

Has not affected the department.

Very few can afford it--which is not helpful.

Appendix G

Supervisors' Comments

Question 7: Do other factors that influence productivity exist that have not been mentioned? Please comment.

Flex hours are very beneficial. That enables parents to attend school functions, get to orthodontist and doctor appointments, and attend parent-teacher conferences.

Not that relate to child care.

Motivation of the individual. The person that uses the center is a highly motivated individual whose job has not shown much change since the center opened. It has taken a certain amount of stress from her--she does not have to worry about whether she will have day care the next day.

Many of the jobs in our area cannot be planned ahead so everyone pitches in to assist--we always meet deadline even if it requires extra work hours.

Type work; environmental; feeling a part of the overall corporate/business function; respect; management attitude toward the job.

After the opening of the center, ease of working small amounts of overtime (either early or late).

Yes. Poor communication of corporate goals to employees, and the retention of employees who do not perform or that have retired on the job.

Education was not mentioned (except Question 2, #7 "Train"). Certainly that affects productivity.

Having access to technical tools that aid productivity is an important factor.

Lack of communication and direction from upper management.

Some employees are in positions not suited to their abilities.

Corporate culture--we care; smoking policy--mostly positive.

As they relate to the Child Development Center? - None.

Yes. The list would be quite lengthy and worthy of a survey of its own.

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