

Impact of Corporate Daycare Facilities on the Productivity of Female Employees: Evidence from Bangladesh

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ABSTRACT

Purpose: The current study aims to identify the impact of corporate daycare facilities on female employees' productivity in the organizations of Bangladesh.

Methodology: A structured questionnaire has been developed and distributed to the current daycare facility users to collect information on the research framework. Data collected from 203 respondents have been analyzed using smartPLS4 to establish the possible relationship between four daycare service factors and the productivity of female employees.

Findings: The results show that corporate onsite daycare facility has a significant positive impact on the productivity of female employees. Whereas the impact of cost-efficient corporate daycare, infrastructure, and quality of daycare services have not been statistically significant.

Practical Implications: The study has great practical implications as the findings will help organizations in designing an appropriate daycare service facility for female employees in Bangladesh.

Originality/Value: As corporate daycare is an inclusion strategy that attracts female employees to the workforce. Organizations are trying to provide daycare facilities to retain more women employees as supported by previous research. However, the productivity in the workplace of female employees, who have been provided with daycare facilities remains unresolved in the developing economy. So the study will fill the gap in the existing literature on onsite daycare systems.

Limitations: The current study is based on urban settings limiting the cultural diversity in the responses and based on convenient sampling, which might limit the generalizability of the findings.

1. Introduction

Corporate compliance through which a company can safeguard the implementation of laws and regulations that apply to their business. Financial compliance, IT and data compliance, health and safety compliance, legal compliance are decisive types of compliance in an organization to pursue. Our society sometimes upholds patriarchy and wrongly attributes women's performance shortcomings to their supposed lack of ability instead of acknowledging the absence of necessary resources that would enable them to balance their work and traditional roles as mothers, daughters, wives, and homemakers

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(Chowdhury, 2018). Nambiar et al., 2022 stated that the patriarchal structure that has been in place for centuries has created significant obstacles for women in their respective professions. The primary challenges that hinder female leader includes biased attitudes in education and training, lack of support from male colleagues, inadequate maternity leave, absence of daycare centers, and inflexible working hours (Nambiar et al., 2022; Kamal & Sabrin, 2014).

The lack of social support for working mothers impacts their mental health and also in rendering childcare facilities after giving birth (Meaney et al., 2022). While some large corporations and academic institutions have made admirable efforts to provide support for their female employees, there are still many that have not followed it well. To ensure that working mothers' sacrifices of balancing their careers and commitments to organizations are worthwhile, it is crucial to prioritize labor efficiency while also being mindful of their needs (Islam & Khan, 2015). This study will explore the potential link between the availability and quality of onsite daycare facilities for working mothers and their resulting productivity and job satisfaction.

Women's participation in the labor force in Bangladesh has been increasing in recent years (Gathmann & Sass, 2018), but many face challenges in balancing work and family responsibilities (Marija Sikiric 2021). Onsite daycare facilities can help to alleviate this burden and provide a supportive work environment for female employees. The aim of this study is to investigate the evidence on the impact of onsite daycare facilities on female employee's productivity in several organizations of Bangladesh and discuss the potential benefits and challenges of implementing such facilities.

Balancing work and family responsibilities can be a significant source of stress for many employees, particularly those with young children (Chowdhury, 2018). Onsite daycare facilities have emerged as a potential solution to this challenge, providing a safe and supportive environment for children while their parents at work (Moon & Hasan, 2022). This study will discuss the potential challenges and considerations that organizations must consider when designing and implementing onsite daycare facilities, such as the cost and logistics of providing high-quality childcare services.

When considering the implementation of onsite daycare facilities, organizations have several options to choose from. For large businesses with a significant number of employees, setting up an onsite daycare facility exclusively for their employees might be the best option (Gathmann and Sass 2018). This approach provides the company with more control over the quality of daycare services and ensures that their employees have easy access to reliable and affordable daycare services (Islam & Khan, 2015). On the other hand, collaborating with neighbourhood groups or educational institutions can be a cost-effective way for smaller businesses to offer onsite daycare services to their employees (Kossek & Nichol, 2006). This approach allows the company to benefit from existing resources and expertise and can also help to foster relationships with the local community (Kossek & Nichol, 2006).

However, various organizations must carefully consider the cost and logistics of providing onsite daycare services (Viitanen 2005), as daycare facilities can become expensive if enough workers don't use them. Furthermore, the daycare facility must be adaptable enough to appeal to a wide range of parents, including those with children of different ages and needs. Organizations must carefully evaluate their options and consider the potential challenges and benefits of offering onsite daycare facilities to their employees (International Finance Corporation, 2018). By doing so, they can provide their employees with this valuable benefit that can increase productivity, reduce absenteeism, and improve employee retention rates.

2. Literature Review and Development of Constructs

Daycare refers to the provision of care for children of different ages, including infants, toddlers, preschoolers, and school-aged kids (Islam & Khan, 2015). It can be a specialized program or facility designed to care for handicapped or dependent children or extension of home care for children. Child

daycare is a place where parents pay for their children to be taken care of by individuals other than themselves, usually within a group setting (Islam & Khan, 2015). This service is typically provided for infants through preschool-age children. In the past, families in Bangladesh relied on extended family members, particularly mothers or close relatives, for child-rearing support. However, the changing social conditions and urbanization in the 20th century led to the need for childcare services for working mothers in Bangladesh (Dutta & Kamra, 2022).

2.1 Cost Efficient Corporate Daycare

Cost-efficient corporate daycare refers to a daycare program that is affordable for the employees and provides high-quality care for the children of the employees (Arnett, 1989). Employers often provide daycare services as a benefit to attract and retain talented female employees who may otherwise struggle to balance their work and family responsibilities. To keep the costs of corporate daycare affordable, some employers may partner with existing daycare providers to offer discounted rates for their employees (Viitanen, 2005). Others may choose to create their own onsite daycare facilities to better control the costs and quality of care. In either case, cost-efficient corporate daycare programs typically balance the costs of care with the benefits of increased employee productivity and retention (Balasooriya et al., 2022). To grasp the benefits of cost-effective daycare facilities, the organizations do not forget the matter of quality. Usually, organizations maintain quality and cost-effective daycare facilities by optimizing their existing resources like- shared spaces, staff, and materials (Davies et al., 2019). Technology can also play a significant role in offering these facilities. Sankelo et al. (2019) found that modern architectural design of a daycare building reduces the consumption of energy than normal building. So, the organizations may leverage technology to streamline administrative tasks and reduce overhead costs (Gabriel et al., 2022).

2.2 Availability of Corporate Onsite Daycare Facility

A corporate onsite daycare facility is a daycare center that is located on the premises of a company or organization, providing childcare services for the children of their employees. Onsite daycare facilities can be a valuable benefit for working parents, as they provide a convenient and reliable option for childcare while they are at work (Wood et al., 2020). Moon and Hasan, (2022) stated that corporate onsite daycare facilities typically offer age-appropriate learning and play areas, nutritious meals and snacks, and qualified caregivers who are trained in child development, safety, and first aid. They may also offer enrichment activities such as music lessons, art classes, and physical exercise programs (Aseyedali et al., 2019). Having an onsite daycare facility can also benefit employers by reducing employee absenteeism and turnover rates, improving employee morale and productivity, and providing a competitive advantage in attracting and retaining talented workers. Additionally, onsite daycare facilities may also help to promote a family-friendly corporate culture and support gender diversity in the workplace (Feeney & Stritch, 2019).

2.3 Infrastructure of Corporate Daycare

The infrastructure of corporate daycare refers to the physical and organizational features of daycare facilities provided by companies to their employees (Himmelweit, 2016). The infrastructure typically includes the design and layout of the daycare center, the availability of age-appropriate learning materials and equipment, the safety and security measures in place, and the qualifications and training of the caregivers (Olds, 2001). Corporate daycare facilities are often located on or near the employer's premises, allowing parents to easily drop off and pick up their children during work hours. The facilities may have separated rooms for infants, toddlers, and older children, with appropriate toys, books, and learning materials for each age group (Gathmann & Sass, 2018). They may also have

outdoor play areas, nap rooms, and designated areas for feeding and changing. To ensure the safety of the children, corporate daycare facilities may have security cameras, secure entrances, and safety protocols in place (Gautam & Agrawal 2020). In the developed economy, organizations need to maintain some quality standards for a daycare facility but in the developing countries like Bangladesh have no regulatory framework and minimum standards for childcare. This leads to the variation in the daycare structure and facilities in these countries (Dutta & Kamra, 2022).

2.4 Quality of Daycare Services

The quality of daycare services refers to the standard of care provided to children in a daycare setting. Islam & Khan, (2015) viewed that high-quality daycare services typically offer a safe, nurturing, and stimulating environment that supports children's development and well-being. This includes providing age-appropriate activities, promoting social interaction and emotional regulation, ensuring proper nutrition and rest, and maintaining clean and organized facilities. Several factors contribute to the quality of daycare services, such as the ratio of caregivers to children, the level of caregiver training and qualifications, the availability of appropriate learning materials and toys, the presence of outdoor play areas, and the communication between caregivers and parents (Moon & Hasan, 2022).

2.5 Productivity of Female Employees

The productivity of female employees indicates the amount and quality of work they are able to accomplish during their time at work. Research has shown that factors such as work-life balance, job satisfaction, and access to support services can significantly impact the productivity of female employees (Purwanto, 2020; Richmond et al., 2017; Tejero et al., 2021). When female employees can balance their work and family responsibilities, they are more likely to feel satisfied and engaged in their work, leading to higher productivity levels. Support services such as flexible work schedules, on-site daycare facilities, and parental leave policies can help to make this balance easier to achieve (Gautam & Agrawal, 2020). Employers who prioritize the well-being and career development of their female employees may also see a boost in productivity (Chowdhury, 2018). This can be achieved through initiatives such as mentorship programs, leadership training, and equal pay policies, which help to foster a culture of inclusion and support for women in the workplace. Research has also shown that diverse teams tend to be more innovative and productive, and companies that prioritize gender diversity often have better financial performance. By valuing and investing in the productivity of their female employees, companies can create a more inclusive and successful workplace for everyone (Kamal & Sabrin, 2014).

3. Development of Hypothesis

3.1 Cost Efficient Corporate Daycare and Productivity of Female Employees

Cost-efficient daycare can help to reduce the financial burden on employees and increase their job satisfaction, leading to improved productivity in a low-income economy (Hojman & López Bóo, 2019). Cost-efficient childcare can ensure lower absenteeism rates, improved retention rates with lower collective turnover for the employers (Piszczeck, 2020). However, it is essential to ensure that cost savings do not compromise the quality of care provided to children. There was a lower satisfaction among the employees regarding the expenses the company charges more for childcare (Islam & Khan, 2015). Thus, the companies should look for reasonable alternatives to reduce the expenses. Therefore, following hypothesis can be developed-

H1: *Cost Efficient Corporate Daycare (CECD) has positive impact on the Productivity of female employees (PFE).*

3.2 Availability of Corporate Onsite Daycare Facility and Productivity of Female Employees

A study conducted by Chowdhury (2018) discussed on the impact of on-site childcare availability on productivity and organizational commitment among female workers in Bangladesh. The study also found that the availability of on-site childcare facilities has a positive impact on both productivity and organizational commitment of female employees. Onsite childcare facilities motivate working mothers to work for longer hours in the organization and having an on-site daycare would increase employee's loyalty toward the organization (Oded, 2013). Again, Schober and Schmitt (2017) found that the daycare expansion has positive impact on job satisfaction for lone mothers and for full-time employed partnered mothers. Moon & Hasan, (2022) found in their analysis that there was a higher level of satisfaction among the women employees of higher age group for the availability of daycare facilities in their organizations. Adequate childcare provision, particularly for children under the age of three, helps to augment active female participation in the labor market (Kossek & Nichol, 2006). Based on the above study hypothesis has been stated below:

H2: *Availability of Corporate Onsite Daycare Facilities (CODF) positively influences the productivity of female employees (PFE).*

3.3 Infrastructure of Corporate Daycare and Productivity of Female Employees

It is stated that a congenial work environment in an office or workplace significantly enhances employees' efficiency and productivity and also strengthen their motivation and commitment to work (Zhenjing et al., 2022). Islam & Khan (2015) found that there is a lack of standard childcare infrastructure in Bangladesh. The design and canny layout of the daycare facilities which includes the trained service givers, interior finishes, outdoor spaces, selection of equipment, education material and proper room arrangement is unavailable in 98% child day care in Bangladesh (Kamal & Sabrin, 2014). The review found that corporate daycare facilities that are well-designed, conveniently located, and staffed with experienced caregivers can reduce the stress and anxiety that working mothers often experience when they have to leave their children in daycare (Moon & Hasan, 2022). This can result in increased job satisfaction, higher retention rates, and improved productivity among female employees. The given hypothesis has been constructed based on the above discussion-

H3: *Infrastructure of Corporate Daycare (ICD) positively influences the productivity of female employees (PFE).*

3.4 Quality of Daycare Services and Productivity of Female Employees

Research suggests that there is a positive relationship between the quality of daycare services and the productivity of female employees. The quality-of-care services is the most important factor for children under 3 years of age for their growth and development (Megalonidou, 2020). A study conducted by Islam & Khan (2015), showed that working mothers who have access to affordable and high-quality daycare services are less likely to miss work or to be distracted by concerns about their children's well-being. This can result in increased job satisfaction and productivity. Moreover, providing high-quality daycare services can also help to attract and retain female employees, particularly those with young children (Chordiya, 2019). Employers who invest in high-quality daycare services can be benefited from increased productivity and retention rates of the female employees. Hence the following hypothesis has been developed-

H4: *Quality of Daycare Services (QDS) positively influences the productivity of female employees (PFE).*

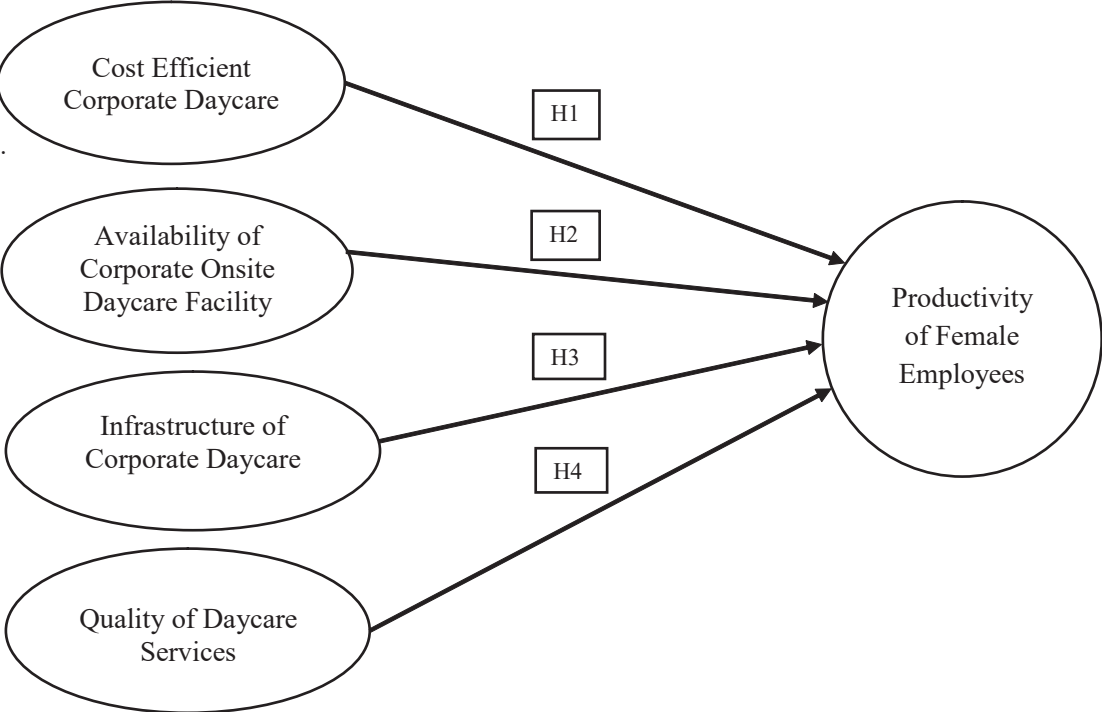


Figure 1.
Conceptual Framework

4. Research Methodology

4.1 Data and Sampling

The study population consists of employees, who already experience using onsite day-care facilities in different organizations of Bangladesh. Since the total population size is unknown, as the number of female employees is not defined in this sector. A non-probability convenient sampling method is employed to select the participants for data collection. This type of sampling is applicable where the researcher has limited access to the entire population (Jager et al., 2017). In the current study the target population is the female employees, who have experience of using daycare facilities in their workplace. Although number of organizations either public or private are offering daycare facilities for the children in Bangladesh, there is no national policy for managing the documentation of such facilities. Therefore, it is hard or the researcher to get a complete list of all the female employees, who have exercised these facilities for their children. Considering these circumstances, the current study takes convenient sampling methods, where questionnaire is distributed to the daycare users' female employees, whom we can identify easily. Using this policy, 350 questionnaires were distributed to female employees working in different capacity of the organizations. However, a total of 203 completed questionnaires were returned from the respondents. In terms of sample adequacy, a sample size of 200 is considered acceptable, while a sample size of 300 is deemed suitable for statistical analysis using structural equation modeling (SEM) (Kline, 2017). It is worth noting that the sample size of 203 is more than ten times the number of endogenous variable-directed arrows, making it suitable for PLS research (Hair et al., 2011).

4.2 Measurement Instrument

To achieve the research objectives, the study uses multiple-item measurement model to develop the latent constructs. To measure the infrastructure of daycare, cost-efficient daycare, and corporate onsite

daycare facility four items were referenced for each construct from the work of Kossek & Nichol (2006). The quality of daycare services is assessed using five items adopted from the study conducted by Rathee et al. (2017). Additionally, the productivity of female employee, which serves as the dependent variable, is measured using six items adopted from Chowdhury (2018). However, to make the questionnaire more understandable to the respondents some wordings have been changed with modification to minimize the contextual differences in the responses.

4.3 Data Analysis Technique

The data collected has been analysed using two different statistical tools. For the descriptive statistics the Statistical Package for Social Sciences (SPSS25) has been used. On the other hand, SmartPLS4 is utilized to obtain the results for both the measurement and structural models. In this study, Partial Least Squares Structural Equation Modeling (PLS-SEM) is employed to examine the significance of the hypothesized relationship among the constructs. SEM is a valuable tool for elucidating the relationships between the variables under consideration (Hair et al., 2010). PLS-SEM is equally important as it serves as a means to model the applied multivariate analysis (Reisinger & Mavondo, 2007). The analysis proceeded by first assessing the measurement model, including validity and measurement reliability followed by an examination of the structural model to test the hypothesized relationships.

5. Data Analysis and Findings

5.1 Respondents' Profile

Table 1 presents demographic characteristics of the respondents of the study. The respondents include only female employees of private organizations majority having age level of 30-34 years (38.9%). Regarding the level of education, 40.9% of the respondents have completed post-graduate and 51.2% of them have completed graduation. Therefore, among 203 respondents, 92.3% have at least graduation as their level of education. This means that the respondents have sufficient knowledge about the contemporary development of the day-care services. Among all respondents, most of them are using onsite day-care services regularly. Therefore, the demographic characteristics of the respondents and their frequency of using the onsite day-care services demonstrate the sufficiency of measurement of the observed variables under the current study.

Table 1.

Demographic profile of the Respondents

		Frequency N=203	Percent
Gender	Female	203	100
	Male	0	0
Age Level	20-24	8	3.9
	25-29	76	37.4
	30-34	79	38.9
	35-39	22	10.8
	40 and above	18	8.9
Level of Education	Below Graduation	6	3.0
	Graduation	104	51.2
	Post-Graduation	83	40.9
	Post-Graduation with other degrees (MPhil/PhD/CA/CMA etc.)	10	4.9
Experience	Less than 1 year	114	56.2
	1-2 years	39	19.2

	2-3 years	32	15.8
	3-4 years	6	3.0
	More than 4 years	12	5.9
Frequency of Using Onsite Daycare Facilities	Occasionally	35	17.2
	Rarely	45	22.2
	Regularly	72	35.5
	Very Often	51	25.1

Source: Authors Developed

5.2 Measurement Model

5.2.1 Convergent Reliability and Validity

Convergent validity has been undertaken (Table 2) in relation to the loading of the items of the variables, Cronbach's Alpha (CA), Composite Reliability (CR) and the Average variance Extracted (AVE). The results of CR are varied between 0.865 - 0.902, providing a positive reliability rate of the variables and the value is well above the threshold criteria of 0.70 (Hair et al., 2019). Similarly, the CA values for the variables ranged between 0.792-0.870, higher than the cut-off value of 0.6, depicts significant reliability of our measurement model. Moreover, the PLS algorithm produces AVE score greater than 0.50 for all the latent variables, which means the variables are reliably measured and sufficient (Hair et al., 2019; Henseler et al., 2014).

Table 2.

Item Loading, Convergent Validity, and Reliability

Constructs	Items	Loading Value	CA	rho_A	CR	AVE
Cost Efficient Corporate Daycare (CECD)	CECD1	0.680	0.808	0.826	0.875	0.638
	CECD2	0.804				
	CECD3	0.811				
	CECD4	0.887				
Corporate Onsite Daycare Facility (CODF)	CODF1	0.811	0.840	0.850	0.891	0.672
	CODF2	0.819				
	CODF3	0.817				
	CODF4	0.831				
Infrastructure of Corporate Daycare (ICD)	ICD1	0.852	0.792	0.796	0.865	0.617
	ICD2	0.809				
	ICD3	0.737				
	ICD4	0.739				
Productivity of female employees (PFE)	PFE1	0.723	0.870	0.878	0.902	0.605
	PFE2	0.770				
	PFE3	0.776				
	PFE4	0.826				
	PFE5	0.817				
	PFE6	0.752				
Quality of Daycare Services (QDS)	QDS2	0.838	0.853	0.872	0.895	0.631
	QDS3	0.828				
	QDS4	0.686				
	QDS5	0.781				
	QDS1	0.829				

Source: Authors Developed

5.2.2. Discriminant Validity

Upon assessing the convergent validity, which indicates the reliability between items and the constructs, the discriminant validity is measured, demonstrating the degree to which each variable is discrete from others (Hair et al., 2011). According to Fornell and Larcker (1981), the square root of AVE of a variable should be greater than its correlation coefficient with other variables. The result in Table-3 represents all the values below the diagonal line are smaller than the values of diagonal line (square root of AVE) indicating acceptable discriminant validity (Hulland 1999). This indicates that there's no correlation between two variables in the table and all the variables are discrete.

Table 3.

Correlations among the Constructs (Fornell and Larcker Test)

	CECD	CODF	ICD	PFE	QDS
CECD	0.799				
CODF	0.531	0.820			
ICD	0.573	0.580	0.786		
PFE	0.487	0.628	0.528	0.778	
QDS	0.562	0.432	0.609	0.437	0.794

Source: Authors Calculation

Another measurement for assessing the discriminant validity of the variables is heterotrait-monotrait ratio (HTMT) (Henseler et al., 2015). The assessment requires the cut-off value to be below 0.85 as recommended by the research (Hair et al., 2019; Kline 2015). However, in some cases, the threshold value is suggested to be 0.90 (Gold et al., 2001; Hair et al., 2019). The variable's discriminant validity is quite satisfactory since the HTMT ratio of the variables (Table 4) complies with the strict cut-off of 0.85. Therefore, based on convergent reliability and discriminant validity the variables are reliably measured and are available for structural model analysis.

Table 4.

Heterotrait Monotrait (HTMT) Ratio

	CECD	CODF	ICD	PFE	QDS
CECD					
CODF	0.652				
ICD	0.715	0.720			
PFE	0.564	0.704	0.624		
QDS	0.674	0.500	0.741	0.490	

Source: Authors Calculation

5.3 Structural Model

The structural model enables us to understand the relation between the independent variables and dependent variables (Memon et al. 2017). In table 5, all the variables and the respective b value, standard deviation (SD), t-value and p-values have been shown. The P value is utilized to measure the significance of hypothesized relationships between independent variables and dependent variables. The b indicates the extent to which the dependent variable fluctuates when the independent variable changes. While the results of P value represent the statistical significance of such changes. The hypothesis of the current study has been evaluated using the significance level at 0.05 ($p < 0.05$). Here CECD (H1: CECD $\rightarrow$ PFE, $\beta = 0.116$, SD = 0.095, $t = 1.216$ and $p = 0.224$) has not significantly related to PFE since the significance level is larger than the required 0.05. Conversely CODF (H2: CODF $\rightarrow$ PFE, $\beta = 0.440$, SD = 0.110, $t = 3.986$ and $p = 0.000$) has strongly positive impact on PFE as result is significant at $p < 0.05$. Similarly, ICD (H3: ICD $\rightarrow$ PFE, $\beta = 0.151$, SD = 0.096, $t = 1.579$ and

$p = 0.114$) and QDS (H4: QDS $\rightarrow$ PFE, $\beta = 0.090$, $SD = 0.062$, $t = 1.459$ and $p = 0.145$) have not positive impact on PFE since the significance level is larger than the required 0.05.

Moreover, R^2 , the coefficient of determination indicates the predictive power of the model of the variables (Memon et al. 2017). While the R^2 value 0.75, 0.50 and 0.25 denote the substantial, moderate and weak predictive power of the variables respectively (Hair et al., 2019). Here the value of R^2 stands at 0.452 which indicates the independent variables have moderate predictive power to explain the dependent variables (PFE) as this value nears to 0.50.

Table 5.

Results of Path Analysis

Path	β	Standard Deviation	T Statistics	P Values	Decision
CECD->PFE	0.116	0.095	1.216	0.224	Not Supported
CODF->PFE	0.440	0.110	3.986	0.000	Supported
ICD->PFE	0.151	0.096	1.579	0.114	Not Supported
QDS->PFE	0.090	0.062	1.459	0.145	Not Supported

Source: Authors Calculation

6. Discussion of Findings

The results of the analysis indicate that only H2, which states that Availability of Corporate Onsite Daycare Facilities (CODF) positively influence the productivity of female employees (PFE), is found to be significant. This suggests that the provision of onsite daycare facilities within organizations has a noticeable impact on the productivity of female employees. One possible explanation for this finding is that CODF contributes to reduce the logistical challenges faced by working mothers. By providing daycare facilities within the workplace, organizations help to alleviate the burden of finding external childcare options, allowing female employees to focus more on their work responsibilities (De Bruin et al., 2012). This convenience and accessibility may result in increased productivity as employees can devote more time and energy to their tasks. Teshager et al. (2019) found that daycare facilities and other incentives positively influenced the performance of working mothers in a developing economy context. Similarly a study in Bangladesh revealed that while responsive characteristics had no significant impact on productivity of female employees but corporate onsite daycare facilities had a substantial impact on their productivity (Chowdhury, 2018).

The other hypotheses (H1, H3, and H4) did not yield significant results because of several reasons. Firstly, onsite daycare facilities in Bangladesh are limited as there is lack of resources and awareness, limited government incentives, cultural norms and traditional gender roles, limited space and infrastructure (Kamal and Sabrin, 2014). So, employees in this country context might not be aware of cost and quality in the absence of sufficient alternatives.

Secondly, many private organizations in Bangladesh may not be fully aware of the benefits and importance of providing daycare facilities for their employees. Establishing and maintaining daycare facilities can be costly for the organizations, especially small and medium-sized enterprises (SMEs). The additional expenses of hiring trained staff, ensuring a safe and conducive environment, and providing necessary resources can be seen as burdensome. A lack of clear policies, financial incentives, or regulatory frameworks can discourage organizations from investing in daycare facilities (Abner et al., 2013). Finally, traditional gender roles often place the responsibility of childcare on women in Bangladesh. This cultural expectation can make it challenging for organizations to prioritize and provide daycare services. Some employers may assume that female employees will take care of their children at home, reducing the perceived need for daycare facilities. Moreover, the female employees may find the daycare facilities sometimes more expensive with insufficient infrastructural facilities and security. Besides, employees working with poor daycare facilities might feel anxiety for their child in

the workplace, which can cause their low productivity. That is how they might disagree on the quality and infrastructural facilities of daycare are increasing their productivity. This paper establishes that the organizations need to update and innovate their infrastructure, quality, and cost efficiency of daycare facilities to retain productivity of their female employees.

7. Limitations and Future Research Direction

The study has various limitations. Firstly, the study collects responses from the employees of the urban area, so the employees working in non-urban area may have different perception. Secondly, the study uses a convenient sampling technique. A convenient sampling is not representative when there is a large heterogenous population. Thirdly, the study focuses on quantifying the opinion, which might restrict employees' perceptions regarding the said issue. Lastly, the study does not consider the cultural, social, and economic context in identifying the performance of the daycare facility. As culture, religiosity and social values greatly defined people's attitude to bring up their children, these can be significant predictors of the current daycare facilities which remain unobserved in the present study. Considering the above limitations, the future research can be carried out covering wide range of corporate compliance along with due consideration to economic well-being and social culture of the female employees.

8. Implications and Conclusion

The study provides researchers and management of the organizations a new insight into how the onsite daycare facility influences productivity of female employees. As the study found that corporate onsite daycare facility plays a positive motivation for the female employees of an organization so the management of the organizations should emphasize on this facility. But the cost-efficient corporate daycare, infrastructure of daycare and quality of daycare services show insignificant influences on the productivity of female employees. The study has significant practical implications to provide a guideline for investors while investing in daycare services. They should consider the project's viability focusing on employee's orientation to daycare services quality, its infrastructure and cost. Since, we are living in the era of 4th industrial revolution and the women is one of the driving forces of this industrial transformation. The design of daycare facilities should be based on the employee's perception about the quality and cost. Employees' satisfaction with the daycare facilities depends on its service quality (a comparison of cost and benefits of the services). So, the policymaker in the organizations should implement the appropriate daycare services to attract their female employees in order to increase their productivity. Moreover, the study can open a new avenue of research on childcare in the developing economy like Bangladesh. In conclusion, onsite daycare facility promotes gender equality in the workplace. It enables working mothers to pursue their careers without compromising their parenting responsibilities. Overall, the implementation of appropriate daycare services for women not only supports working mothers but also contributes to the economic development of the country. It empowers women, promotes gender equality, enhances productivity, and strengthens the labor force, thereby creates a conducive environment for sustainable economic growth. So, every organization must add standard daycare facilities to their corporate environment for maximizing women's productivity.

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