

# Post Maternity Leave Changes in Work Performance



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**Declaration:**

I, Saba Islam, hereby solemnly declare that the work describes in my thesis “Post Maternity Leave Changes in Work Performance” has been carried out by me under my supervision of Ms. Mariam Mohsin. I did not use any other means to complete this work except those that I started directly in this thesis. All ideas that were adapted and copied from other written sources were properly checked with the resource. This work was not published or addressed in the same or similar way to any other board of review. I am solely responsible for the content of this thesis, and I own the sole copyrights of this thesis.

## **DEDICATION**

This thesis is dedicated to my Parents  
for their unconditional love and support.

## **Acknowledgement**

I thank all who in one way or another bestowed in the completion of this dissertation. First, I give thanks to Almighty **Allah** for fortification and ability to do my work. I would never have been able to finish my dissertation without the supervision of my supervisor, support from my family. I would like to express my deepest gratitude to my supervisor, Ma'am Mariam Mohsin for her outstanding direction, gentleness, tolerance, and letting me experience the research of management in the field and practical matters beyond textbooks.

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## ABSTRACT

This study aims to find what challenge are faced by female academics in Pakistan educational institutes and factors that effects their health and performance. The objective is to explore the post maternity work experience of female academic and educational institutes provide a supportive environment. The data sample consists of 24 participants selected from different educational institutes. The results show that female academics who return to work after maternity leave increases responsibilities, after return to work they have to manage the child and work responsibilities, simultaneously. Educational institutes expect from female academics that they don't bring their child in workplace. Sometimes educational institutes increase the workload due to which the female faculty face postpartum depression effects on their physical and mental health and also impact their performance. This research gives some suggestions to improve the policies of maternity leave. 6months extension in maternity leave, provide the daycare center in the institutions and all other organizations and allow 3 months paid leave for a contract employee.

**Keywords:** *Challenges, Educational Institutes, Responsibilities*

## CHAPTER I: INTRODUCTION

According to Burke (2007), Williams (2010) lack of in balance occurs in faculty work as personal life responsibilities, such as caregiving, come up against ideal worker expectations of absolute commitment to work without pressure on family responsibilities. Human life needs space during infancy, disease, or infirmity to take care of others. With demands for benefits such as maternity leave (Ried,2015) or other care leave, the deviance from the ideal -worker picture is apparent.

There is need to consider the interplay of individual and social factors that influence female work/family decisions, academic success and fulfillment. Systematic barriers to women's participation in academia and the family characteristics of women who become professors require major policy and practice changes (Case & Richley 2013; Mason, Wolfinger, & Goulden, 2013) so both men and women will participate fully in their communities and make full use of their skills work (Philipsen & Bostic, 2010; Slaughter, 2015).

The main reason of maternity leave is to give a period for female academia to fully recover from giving childbirth and make bond with new-born child. (Baker & Milligan,2008)

According to Snyder & Dillow, (2011), more women apply for and complete graduate degrees than ever before; they now exceed men in completing graduate programs. When women enter graduate school, they are adjusted to the academy's rigors, and this, together with continuing education, has educated women in the higher education field. Women become actively involved in university life, not only as students but as academics with a lifetime career. As the composition of higher education faculties starts to change, so do the faculties needs. Females are pursuing PH.D. programs faster than ever after master's degrees and progressing into faculty tenure-track position by their twenties. This change in educational attainment and fertility advances may clash with the most advantageous years of childbearing for a woman. In fact, the combination of pre-tenure years



for female faculty members and peak child-bearing years poses new questions for academy (Byrne,2005; Srockdell-Giesler &Ingalls,2007).

There is now broad recognition that women face specific structural and cultural barriers in both academic career development and progress (Reay, 2004). According to Britton and Society (2017) academic was described as both a chilly environment for women and as a place of subtle and enduring inequality, rather than simply oppressive. While there are many barriers to women's advancement at the university, such as sexual harassment and network exclusion, gender is important to understand women's academic work experience regardless of their family duties. The work force at the faculty has undergone a significant transformation. fifty year ago, the majority of members of the faculty were men.by 1998, women made-up 36%of the faculty in colleges and universities across the country (Glover & Parsad, 2002). According to the Sallee (2008) a man who can rely on a stay -at-home wife to take care of children. Today's member of the faculty struggles to balance competing work and family demands. Several colleges and universities have adopted numerous leave program over the last several decades to accommodates the pregnancies of their female faculty members.

According to Pesonen (2015) , maternity leave rights have different criteria in the countries. Importance of maternity leave have an impact on female academic and their new-born child and also help improve their mental and physical stress after childbirth. Maternity contains a collection of specific roles and the emotion and feelings related to its women connected with two conditions:(the mother and the career women). It is difficult for the female academic to decide to return to work after childbirth. Zhang (2007) added the social problems in the pieces of evidence that deciding to return to work after childbirth, women get affected by

factors such as childcare, feeding the child and feelings of anxiety and blame on herself, leaving the child in the care of other people or formal institutions.

The mother who has experienced the process of returning to work provides information on current maternal employment characteristics including working hours, paid or unpaid leave and other information related to maternity leave. In this study, the variation in the time of mother facing employment in the post-birth period is discussed (Han, Ruhm, Waldfogel & Washbrook, 2008).

Collins (2014) focus on women returning to work, the impact on job progress and how the institute helps to provide supportive environment, but the study also shows that how female academic showed perseverance before and after return to work. On the other hand, Morris (2014) states that there is a lack of supportive environment in workplace for the mothers after their maternity leave. Poor support from the management affects the well-being of women. Results indicate that healthy relations between the employees and the line manager play a vital role in encouraging back to work routine. Maternity leave policies affect female academic. Policies concerning female, if are not considerate regarding women then they are unable in addressing issues that are specific to them. Researchers focusing on feminism have the view point that there are many influencers which avoid same financial security for women as men practice in workplace (Lovell & Negrey, 2001).

Considering the increased number of females at workplace, there is an increased number of women who have to balance their involvement in office and at home. Following the cultural expectations, women try to make efforts in balancing their roles as a good mother and a good employee by fulfilling their expected standards. Many researches have documented the expansive research done on how female academia strive and struggle to attain the positions of being exponential in their roles of a mother and an employee (Buzzanell & Liu, 2005).

Acker and society (1990); Deetz (1992) defined good worker as an employee who is devoted in performing beyond what is expected from a normal employee by out doing assigned responsibilities. Such employees are fervent in their role for institutes success and prioritize it as compared to their personal lives. In this context women come with disadvantages because of their involvement as a mother during the actions of attending to their children while breastfeeding or making an effort to excel as good mothers (Turner & Norwood,2013)

In the research, a particular stream could be established in the literature on the experience of female academia when they become mothers. Becoming a mother is observed as a significant milestone that profoundly affects a woman's life, and therefore is worth studying. Besides experiencing potential health and well-being problems, women share their goals also shift after having children and this causes them to re-evaluate both their career and family roles (Bailey,2000).

In addition, Podder and Poder (2015) research on women's experiences in Finland, Sweden and Estonia states that women's return to work after childbirth and maternity leave is not an easy journey. After childbirth and maternity leave, it is said that women still find it challenging to return work. In this study, they have examined the experience of female academia in the government sector upon returning to paid or unpaid job after maternity leave. During this time, not only do women have to manage the demands at home (for exmple,as a mother and as a wife), women also face new challenges at workplace such as discrimination against motherhood. They could also be met by a lack of support from paternity insitues. Futhermore, female acadamic may feel guilt and/or be judged for working and not spending enough time with their young children. It is also critical to understand the significance of this specific period of women's life and employment (when they return to work after chilbirth and maternity leave). In order to provide necessary support to women

and create meaningful improvements in organization and community ,the smoother the re-entry is the more likely it is that the women perform strongly at work and thus, they are less likely to drop out. Organization can therefore make better use of their human resources and reduce the costs of inefficiency or turnover the workers.(Nguyen ,2019)

Research concerning the return of women to work after becoming parent seems insufficient and broken. There have been robust research attempts that have explored various factors such as employment, work history, financial drives (Houston & Marks, 2003; Y.Lu, Wang, & Han, 2017; Rahim,2014), childcare(Boyd, walker, & Thorpe,2013; Gregory Cartwright,2011;Murray,2015), self-fulfillment need (Tai,2017),anticipated level of career (Houston & Marks,2003; Moe &Shandy,2010; Oun & Trujillo,2005; Rahim,2014; Stone,2008), the probability of mothers returning to work after maternity leave that impact.in addition, research on domestic labor division affection the work and employment of the mothers (Cheung & Halpern, 2010; Tammeline,2009),as well as issues related to work-life combination of female academic (Alstveit, Severinsson, & Karlsen,2011; Cheung & Halpern,2010;Stone,2008).

After childbirth and return to work, mothers may experience health problems (Cheng & Li,2008). which may continue overtime and may affect the emotional and physical health of mothers (Schytt & Waldenstrom,2007; Webb et al.,2008).

The factors that affect the female academic' health and work performance and also the cause of depression anxiety and stress are considered and analyzed (Thoits & Behavior,2010). Exposure to stressful life activities represents a major risk factors for poor health.

The mothers agreed to return to the workforce after their maternity leave. Then I will continue to describe their work experience and being a working mother, as well as how working mothers handle different working and family life situations. The fundamental issues of identity

and role perceptions in this study are argued as an important component of the experiences of the mothers and will be discussed throughout the literature review

### **1.1. Research Gap**

As we review the literature describe the maternity leave linked to female academic returning to work, maternity leave policies, paid employment, childcare development, postpartum depression, anxiety and mental health issues. Pakistani educational institutions could not have any research on maternity leave change in work performance. The purpose of this study is to understand why the institutes does not help the female academic on the job and cause of postpartum depression, their mental health is affected by anxiety.

### **1.2. Research Question**

- How post maternity leave effects work performance of female employee?
- Which factor contribute to work performance of female returning after maternity leave?
- How educational institutes policies help in coping up with postpartum depression?
- How health of female academic effects their work performance?

### **1.3. Significance of the Study**

This study is beneficial for female academic and educational institutions. It also helps educational institutes to improve to their environment and policies, understand the problems female academic face in after maternity leave (as mother, as wife and employee). It is also helpful for contract-based employees to understand the different factors that affect their work performance.

Educational institute are unaware of the effects maternity leave have on female employees and how it changes their work performance. This research identifies these effects and issues faced by female academic during performing both roles of a mother and an employee. This study will

help understand how this performance can be improved and which factors contribute to the provision of better environment and conditions for female employees who come back to work after their maternity leave. Counting in the effects of paid or unpaid employment, healthcare of the child and mother and mental health on their performance after their return. This will help educational institutes in Pakistan to provide required necessities, thus, improving efficiency of female workers.

## CHAPTER II: LITERATURE REVIEW

Worldwide, Maternity leave have 12 to 14 weeks duration, but it varies from country to country in many countries with differences it's from 8 weeks to one year. The main purpose of maternity leave to protect the both mother and child health. Maternity leave may be fully paid leave, unpaid leave or parent leave and normally maternity leave support to the maternity protection. (Jemedze,2018).

Maternity leave refers to working women leave at the time of the birth of a child, the period leave is necessary for the physical recovery from childbirth. The purpose for introducing maternity leave policies is to protect both mother and newborn baby and also have concern about economic and employment policies. (O'Connor, & Wright, (2013).

The concept of maternity leave consists of four stages: announcement, preparation for leave-taking, leave and preparation for return, and re-entry.

The announcement starts with women's awareness of her pregnancy and continues with the notice from her employer. In this stage, women are most worried about pregnancy-related to physiological changes and anxieties (Brookman;1988; Hees-Stauthamer;1985, Pickens;1982).

In the announcement period, women collect information about maternity leave processes to reduce their ambiguity (Ashford, Taylor, & management, 1990; Miller & Jablin, 1991). Information seeker observes other expecting women and observe other women employee who returns their work after a leave and knows about the unemployment experience, foresees their organization response and observe ways to avoid (Ibarra, 1993; Marzollo, 1991, Smith, 1990) and also collect information about organizations insurance and leaves policies.

The second stage preparation leave-taking means managing change of the other people's thoughts of expecting women employees and providing for someone to cover her job responsibilities (Miller, Jablin, Casey, Lamphear-Van Horn, & Ethington, 1996). In the preparation stage, the manager has three responsibilities. **1)** Manager wants to check the company's maternity leave policy and confirm that process is being followed at the workgroup level (McCrum, 1987). **2)** Manager are answerable for finding possible health risks to the pregnant women and her fetus (Harris, 1992; Marshall & Kramer, 1993; Bureau of National Affairs, 1987). **3)** The next thing that the manager takes in his consideration is redesigning the unit work, training, responsibility by assigning the task to the next member (Catalyst, 1986; McCrum, 1987). The manager must have to be in touch with increasing work pressure of another coworker who is taking responsibility to leave taker (Miller et al., 1996).

In the third stage, leave and preparation to return, expecting women worker leave work for childbirth after recovery prepare to return to the organization. After giving birth leave takers, return to work they make efforts to understand the routine of organization and adjust their lifestyle patterns, check their work-family priorities, experience additional physiological and psychological changes and confirm their childcare plan. General work-related studies regularly support leave takers and keeping in touch with others in the workplace (Marzollo, 1991; Schneider, 1987; Smith, 1990). A woman can try to keep in touch **a)** keep up-to-date information current projects so that she will not lose valuable time catching up **b)** avoid being forgotten management **c)** leave taker show she is still concerned in her career. Managers can also employ contact with the leader whose knowledge is vital to the project's success and whose efforts cannot be replaced.

The re-entry stage, leaver-taker woman adjusting their new schedule, managing with childcare worry, and changes others' perception of the new mothers and maybe offering new tasks



at work. Leave taker return to her work units and joining the new unit new mother faces the challenge to succeeding “mommy track” maintain their status of the employee (Fernandez, 1986; Jacobs, 1994; Kantrowitz & Wingert, 1993; Schwartz Felice, 1989). This struggle involves restoring personal and task relationship (Ibarra, 1993), adapting to work and analyzing the progress of current work finished in her absence. Communicating their interest in work and current projects and limiting conversation about baby started by others and minimizing the opinion of others on woman’s lack of attention and wish to work (Marzollo, 1991). At a similar period, the new mother should come up with plans related to her child, manage unanticipated child-related predicaments that characterize employed mothers’ dual workday (Brody, 1994; Chafetz, 1988; Hood, 1981).

If the maternity leave process undergoes through mismanagement may increase turnover that is hinder in her career growth (Zigler & Frank, 1988; Hardesty and Jacobs, 1986). Manager actions during the maternity leave process, build an impression of organizational justice for ones who are seeking to leave inequality among members build a negative image that may lead to emotional disorder(Bies, 1987) .Being not biased the manager has to look at all other situations by himself that have probability i.e. how the work affects others(Miller et al., 1996)

If we want to improve the quality, care and intension especially at the time of the birth of the newborn child we must have to think about the services and the most important newborn and maternal survival. As the maternity leave is essential for the health and care of the children. Working women has the especial consideration related to their work process. The health has a direct link towards the process as well as the progress of the work. All private and government based working organizations have different structure of maternity leave. McDonald and Dear (2006) note that “there is paucity of empirical work women’s perceptions pf pregnancy in the workplace have been discussed, much fewer behavioral trends identified in cases where women

face disadvantage as a result of pregnancy”. Attitudes, expectations and assumptions about the positions of mothers and employees and perceived differences between these roles are more likely to become evident to pregnant workers (Halpert et al,1993). Pregnancy and childbirth often entail a break in jobs for mothers, and the manner in which his disruption is handled has significant implications for working and family lives for women. In many European countries the possible vulnerability of pregnant employees to unfair treatment and discrimination, health and safety threats and problems related to reintegration into jobs is recognized across maternity rights legislation and anti-discrimination legislation. Bank and Russell (20011) describe entitlements for Irish staff during pregnancy and the early maternity period.

The modern society argue that for a woman only being as a home manager is to underestimate her professional skills. some social and cultural norms are the obstacle that build a status woman as caretaker and men as provider.The modern judicial system is changing the economic trend towards dual income households to achieve work life balance. Fortunately, some countries pay attention towards gender equality to increase sense of caregiving for both partners. other step towards gender equality is to share of maternity leave between both. national policies have to undertake gender equality to rise a peaceful office and home environment. This may provide chance to both to work on senior status (O’Connor, & Wright, (2013).

According to the Armenti (2004), Liston et al. (1997), Ward and wolf-wendel (2004) colleges and universities have had maternity leave policies in place for a long time, many women still reporting not feeling supported in their desire to reconcile motherhood with their career. Even with availability of maternity leave programs and the federally mandated family and Medical Leave Act (FMLA), many women are trying o schedule their children’s births so as not to conflict with their academic careers. Rossin-Slater, (2017) also revealed that maternity and family leave

policies have been designed to give work break to new mother so that she can improve her health and can give attention to newborn baby. In addition, this can provide a family support improve the family wellbeing as individual can his or her to the ill member of family as women give more attention to her family, so these policies have impact on gender differential in both market and family. In this study research insight, an important question that being on leave have impact on woman labor market experiences, consequences for child well-being and have effect on authorized person. Less than one-year leave can boom the women labor supply but in contrast exceed to one year can have negative result on women career (Klerman & Leibowitz, 1994).

(Falletta et al., 2019) also found that mostly female faculty in the first year after childbirth, almost everyone returns to work in the third month. Found that when female faculty reentry after childbirth their health was “fair” or “poor” during the first month of work reentry and feeling depressed several or more in their first month back to work after childbirth and they face mental health challenges.

Armenti (2004) found that women of various generations used different techniques to accommodate their children’s births. Elderly women reported having “may babies” or babies born during the summer break. Younger women, on the other hand, did not place as much emphasis on having summer babies as on waiting to have kids until after tenure was won. Some of the women felt their chances of winning tenure would be damaged by becoming pregnant and having babies. Some women are not alone in their convictions. Despite the social climate of today, many faculty members are unwilling to take leave of their jobs for fear of causing harm (Finkel et al. 1994; Sullivan et al. 2004; Yoest 2004). Finkel et al. (1994) found, in a faculty survey at an American research university, that while the majority of faculty members supported paid leave for the female faculty for childbirth and stopped the tenure clock, they assumed that

taking such leave would professionally damage them. To help faculty members maintain a work/life balance, many institutions offer a variety of sated policies. In the review of the benefits provided to faculty by 255 institutions Hollenshead et al.(2005) found that institutions offered programs and policies that included: paid leave to recover from childbirth; both paid or unpaid dependent care leave; the ability to stop the clock of tenure; a temporary reduction in teaching duties after the birth of a child; limited, part-time and unpaid childcare leave.

In current studies that maternal employment effects the child health and development because female faculty who are balancing their job and care of newborn child. Maternal employment during child's first year are related to problem in behavior and negative result on children's cognitive development. (Baum II,2003; Brooks–Gunn, & Waldfogel,2002). According to the Chatterji, & Markowitz, (2004) found that the main aim of study on how maternal leaves lengths effects on maternal health sample size female academia who return to work after childbirth. The conclusion of past research recommended that longer maternity leave for working mother can have rewards for children. Limited research on how the length of maternal leave after childbirth may impact maternal health and wellbeing. According to the Baum II,2003; Klerman, & Leibowitz, 1999 ,Waldfogel,1998) in the economic research many of the study on maternal leave it is suggested that leave policies have impact on the labor market, wages and job environment and child health and development(Baum II,2003; Ruhm,2000; Winegarden, 1995). In these studies, recommended that longer maternity leave has positive effects on children's health development.

The evidence is important not only for the single mother viewpoint but also for policy perspective as well. Female faculty face challenges after they return from maternity leave according to past studies. Women returning to work post-delivery have to maintain balance between their work role and role of mother that become exhaustive and time draining causing a lot

of health related issue. These issues remain the same even in unemployed women, issues including recovery from delivery, postpartum depression, fluctuations in spouse relations and health of the child itself. (Ellis & HEWAT, 1985; Gjerdingen, Froberg, & McGovern 1993; Gjerdingen, Chaloner, & Street1995; Mercer,1985).

Women in many fields struggle to balance work and family responsibilities, and the stresses for female academics, particularly assistant professors who try to earn tenure, may be even more intense. Faculty life is influenced by several factors, including academic level, institutions jobs, discipline and personal concerns. Faculty member who are not yet tenured work in different ways to develop themselves than do those who are already proven in their profession. Furthermore, the form of organization determines the balancing between teaching, study and operation. Multiple factors influence the role of faculty, including how and where professors work and their field of study. The daily lives of faculty members may also be affected by personal factors such as age, gender, race or family. (Wolf-Wendel & Ward,2015). Chatterji, & Markowitz, (2004) examine the effect of maternity leave length on mother health. we focus on depression that women struggle with it as it has a negative effect on child. This research suggests that longer the maternity period have the positive effect on maternal health. If this have the cause effect relation this paper suggests that policies that support the longer period would be added to reduce depression for female faculty. There are further suggestions that young mothers are not regarded as oriented scholars, nor is their research or profession given as much consideration, primarily because they have had a career break in order to have children (Ledwith & Manfredi,2000). Those who are highly motivated individual women, who simultaneously seek to and do manage as academics and young mothers, also face their own set of challenges. Ghubash, (2017) also found that some situations, while women don't return to work as soon after childbirth because of personal problems. consequently, it is difficult

to make the policy to build the relationship between management and working female employee in the postpartum period. When working outside the home become need for women that create negative impact on their mental health and also their lives.

Halpert, Wilson & Hickman, (1993) also found that one of the most damaging assumptions from the point of view of the institutions is the assumption that the pregnant employee is no longer committed to her job and may not return to work after childbirth. This conviction is not restricted to workers at lower levels. It notes that "the greatest fear among many employers is that a once assertive woman executive will ease her work, then take paid maternity leave and never return." This assumption is held to the point that managers and supervisors are acting on it, leading to unfair discrimination (Hughes1991).

This is true, in particular, because high-performance educational institutes have increased their expectations regarding time, dedication to energy work, while at the same time women are still expected to do the majority of household tasks (Hochschild, 1997). The female academia manages the work and family duties. Organizational culture at a university is departmentally organized (McAlear and McHigh,1994; Floyed,2016).

According to Sheppard and Aquino,2017 the generally perception of interactions in female dominated departments as favorable though male dominated departments interactions were general perceived as negative. But there have also been cases of 'Queen bees' (Stain et al.,1974) female colleagues who have been regarded as 'honorary persons' and unsupportive (Bagihole and Goode, 2001). Parker & Wang, (2013) also suggest that institutes provide flexible work policies and processes that aloe workers focus on important values and other life experiences other than work, such as aging parents, educational, family, community, and spirituality activities. Many of these factors contribute to a person's overall sense of well-being but being able to flexibly

"choose" is not everyone's preference. Silverman, (2011) also revealed that when an institution offers an opportunity for flexibility they may vary based on an individual's level or role in the organization or the culture of the organizations, making it difficult to take advantage of them. Women and men are still suffering unfairly from a number of factors when a company does not give or prohibit the ability to flexibly work.

In addition to the efforts of women, workplace support (or lack of it) plays an important role in the experiences of female faculty at work when they return to work from maternity leave. According to the Öun *et al.*, (2010) Workplace help could include both formal policies and services, as well as informal means. Some important institutional policies and programs that promote the work of mothers are flexible work arrangements, security of health and safety, breastfeeding rights and facilities, childcare on site, protection against discrimination and dismissal. Among the policies, providing flexible work choices, such as shorter working hours, part-time work, remote jobs, etc., is argued to be critical in allowing women to balance work and family, and failure to achieve such an arrangement may eventually force women to scale back their careers or opt-out from work (Stone, 2007; Moe & Shandy, 2010). Stone, 2007; Moe & Shandy, 2010; Fiksenbaum 2014; Pedulla & Thebaud, 2015) also found that all these formal supports are necessary, however, they are either missing from the workplace in many countries or not as successful as desired. In addition to the discussion of assistance at work, some scholars have put greater emphasis on means of informal support. Workplace culture, e.g., shared values, (gender) roles ideologies, norms, managerial support, etc., is claimed to have greater influences on the experiences of working mothers at work than formal policies and programs (Wayne *et al.*, 2006; Premeaux *et al.*, 2007; Moe & Shandy, 2010; Fiksenbaum, 2014; Pedulla & Thebaud, 2015; Wayne & Casper, 2016).

In other words, if the workforce follows a more balanced gender and family-friendly view and behavior, the experience of a woman would be more positive. Similarly, the position of managers (including their attitudes and behaviors towards working mothers) as facilitators for the work of mothers and the role of mentors in the workplace was highlighted in studies such as Hill's (2005), Lupu's (2012), Weber and Cissna-Health's (2015), Clark et al.'s, (2017) and Tai's (2017). However, it is frequently observed in practice that: the working culture is highly male-oriented (Benschop & Doorewaard, 1998; Moe & Shandy, 2010; Jones, 2012; Lupu, 2012; Galy-Badenas & Croucher, 2016), managers are not supportive of the working mother's circumstances when homework spillovers occur (Clark, 2000; Tai, 2017), and mentoring is weak in efficiency (Lupu, 2012). Some positive experiences can still be found at the work of mothers, e.g. where the organizational culture and managers are supportive (like those mentioned in the study by Moe and Shandy (2010).

According to Nguyen, M. (2019) The traditional view of the society of gender roles where women are seen to be more qualified as homemakers and men as breadwinners may mean that workplace standards and practices are unfavorable to the work of mothers and thus trigger the negative experiences of working women.



### **CHAPTER III: METHODOLOGY**

This study focused on assessing work performance after maternity leave. The study examines how female face problem in personal and professional life and why educational institutes not support to female academia in workplace. University employees were taken as a population which gave us a clear understanding of the performance changes caused by maternity leave, interviews were conducted from semi structure in-depth interviews and non-random sampling was used.

The qualitative data collection had section: female academia experience, recent return maternity leave, management supportive or not, attitudes to the women and the workplace reason of depression anxiety and other basic information. A variety of methods of communication, such as face to face, audio recording and email were used to conduct interviews with female faculty in senior and middle level positions in educational institutions. All the participant was selecting randomly visiting different educational institutions and day care Centre. The selected participants meet the following criteria: return to work from maternity leave, experience 3 to 4-year return to work, working as a contract base or permean faculty.

A total 24 interviews were conducted from different institutions some interview half-an-hour and some interview 7 to 20 minutes. 22 interviews conduct face to face with audio recording and 2 interviews conducted via email.

The majority of the participant working as an assistance professors, lecturer and researcher permean employee in the institutes, but 2 participants work as an administrative staff and lecturer these employees on contract base in the educational institutes. These participants shared the background in term of duration of maternity leave, paid or unpaid leave, and how long has it been since return from maternity period.

After collection data we transcript all the interviews and read carefully and make themes and sub-themes.

**Step 1:** the transcripts of the interview were carefully read and understand the whole of each story. Analyzed each transcript of the interview to know make coding and then key themes and subthemes.

**Step 2:** the interview transcripts were carefully read again after making initial list of themes and subthemes to ensure that nothing important or significant was missed. Repeated words were removed and meaningful list of themes and sub-themes was created.

**Step 3:** Themes were manually finalized cross check gain and again because we ensure that key themes and subthemes not missed. Two main themes and several sub-themes all identified sub-themes are inter-related to each other.

**Table 1. Participant profile**

| <b>ID</b> | <b>Duration of maternity leave</b> | <b>Position in organization</b> | <b>Experience</b>  | <b>During employment times maternity leave</b> |
|-----------|------------------------------------|---------------------------------|--------------------|--|
| 1         | 3 months                           | assistant professor             | 1year              | 1time  |
| 2         | 3 months                           | Researcher                      | 23days             | 2time  |
| 3         | 3 months                           | Researcher                      | 4year              | 2time  |
| 4         | 3 months                           | Lecturer                        | 2year              | 2time  |
| 5         | 3 months                           | Lecturer and adamic work        | 7months            | 3time  |
| 6         | 3 months                           | Assistance professor            | 1month             | 2time  |
| 7         | 3 months                           | Lecturer                        | 4year              | 2time  |
| 8         | 3 months                           | statistical assistance          | 1yearand<br>5month | 1time  |
| 9         | 3 months                           | Lab in-charge and documentation | 6month             | 2time  |
| 10        | 3 months                           | lecturer and supervisor         | 8month             | 2time  |
| 11        | 3 months                           | assistant professor             | 1year 5month       | 1time  |
| 12        | 10days                             | Lecturer                        | 2year              | 1time  |
| 13        | 3 months                           | Lecturer                        | 9month             | 1time  |
| 14        | 3 months                           | Administrator                   | 2year              | 2time  |
| 15        | 3 months                           | Assistance professor            | 1year 5month       | 2time  |
| 16        | 3 months                           | Lecturer                        | 4year              | 1time  |
| 17        | 6months                            | Administration work             | 3year              | 1time  |
| 18        | 3months, 16 days                   | Research and lecturer           | 3year              | 1time  |
| 19        | 3months                            | Researcher and academic work    | 1and half year     | 3time  |
| 20        | 3months                            | assistance professor            | 2year              | 2time  |

|           |           |  |                 |       |
|-----------|-----------|--|-----------------|-------|
| <b>21</b> | 3months   | Assistance registrar and deputy director | 1 and half year | 1time |
| <b>22</b> | 3months   | Lecturer                                 | 1year           | 2time |
| <b>23</b> | 3.5months | finance directorate accounts             | 1year 3month    | 3time |
| <b>24</b> | 3months   | Researcher                               | 2year           | 1time |

## CHAPTER IV: ANALYSIS AND DISCUSSION

The study reveals how female academic handles the work and family duties, in Pakistani educational institutes and the difficulties and challenges faced by post maternity leave returning to work. Such results illustrate the factors of institutes affects the performance of the female academic and the physical and mental problems. Table 1 provides the information of the participants and table 2 summarizes the key themes representing their experience and educational institutes perspective.

**Table 2: Overview of Themes and Subthemes**

| Themes              | Subthemes      | Experiences   |
|---------------------|----------------|---|
| Organization factor | Lack of policy | My maternity leave duration was 6months because I had extended my leave (ID.17).      |
|                     |                | My maternity leave was unpaid because I am working as contract base employee (ID.14). |
|                     | Working hours  | I think being a mother changing my working hours according to my child (ID.11).       |

|                    |                      |   |
|--------------------|----------------------|---|
|                    | Management/Attitudes | No, management not provide any support. I had to manage my working hours and my child feeding hours (ID.13).  |
|                    | Work gap             | There was a lot of work gap created when I came back to work, which was very stressful. Managers should be cooperative enough to help with the return by handing over all pending work gradually and with intervals to assist in its completion. (ID.6) |
| Individual factors | Attitude             | I think its personality of the women. My attitude is affected because I went through emotional stress when I was back to work a little bit depression because my responsibilities increases. (ID.8)   |

|  |  |   |
|--|--|---|
|  |  |   |
|  | New feeling experience of individual mother          | No, that was rarely very difficult the first day when I left my baby in the home I was crying. (ID.18)  |
|  | Impact of postpartum depression reducing performance | After returning from maternity leave that is not just only office pressure but also there is another mental and physical pressure due to newborn baby mothers mind divests from its child duties but she had to cope-up all the situation. (ID.9) |
|  |  | My performance has been affected due to change in my attitude and my attitude has been affected and diverted due to change in my life standard. (ID.17)   |

## 4.1. Organizational Factor

Despite the extension of the law on maternity leave, it is not yet implemented in the organizational and institutional sectors. Roles and duties of female academia are not static. Her position, her responsibilities and her status are dynamic in succession. When a woman works as an individual lady, she is solely responsible for herself, as her status changes to her personality and duty step-up married, but being a mother not only means personality change and increase in duties, but also change in her role.

Life as a female academic means she plays three different roles at once. The experience of being a new mother is looking after the duties of her family, working as a professional in duty hours and the most important role that she handles in all this circumstances the company will bear in mind that there are certain variables that can influence their professional abilities.

Mostly replied say:

*“I believe you focus on the job duties while you work as a non-mother. But when you get married and being a working mother, you just struggle between the obligations of your work as well as family responsibilities.” (ID.1)*

### 4.1.1. Lack of Policy

Officially the maternity leave duration is of three months, 45 day before and 45 days after the child birth in educational institute. While incorporating the respondent’s remarks in respect of this policy their view points are different from existing policy.

*“I did not need to leave 45 day before childbirth because I am physically and mentally fit my baby birth expected date before I apply for leave my 1month leave waste because the rule of maternity leave is 45days before and 45 days after childbirth when I return to work from maternity leave I am not fit physically and mentally fit”(ID.2)*



Some of the respondent sentenced that the leave period should be extended form 3 months to 6 months. After child birth 6 months are the most important time for both mother and child in respect of physical as well as emotional bonding. It is quite difficult for her to bring the baby along as this results in divided attention towards baby and the office work resulting in poor focus on both.

*“Maternity leave is 3-months but I’m not physically and mentally fit do I’m apply for extension in leave and my institution can approve my leave” (ID.17)*

The participants explain the issue that they face getting information from the Department. One of the participants shares her experience with HR department.

*“I am shocked to learn that there is no policy for contract base employee HR department to inform me that you are submitting this leave offer unpaid for just one month, so after one month I return to work.” (ID.3)*

The above discussion shows that maternity leave duration impacts on female academics because the situation varies from female to female most of the time, they do not avail the 45 days before childbirth. Female employees face different situations during this period. This must be on their own choice whether they would opt to avail 45 days leave before childbirth or adds it with the 45 days period after childbirth, as the 3 months duration after childbirth is the most difficult for both baby and the mother. It takes time to heal from physically and mentally.

In government sector the maternity leave is paid and earned leave also facilitates them to some extent. According to the institutional regulation, females may extend their leave period to 3-months ass earned leave are the one which are charged annually. For example, the following respondent who works in an educational institution mentions that 3-months maternity leave is paid but the extended duration of leave does not include compensation allowances.

*“Maternity leave is actually paid under the government rule, but you need an extension, then the allowance is not included and you also don’t pay full salary.” (ID.6)*

Similarly, the following respondent who works in a government institution explains that there is no concern about their income issues, mostly woman work on contract base simply because of resource limitation. For contract based female employees the maternity leave is granted for 10-15 days without any pay after which they have to return to work.

*“My maternity leave is unpaid because I work as a contractor at the contract base.” (ID.4,14)*

The above experience suggests that paid or unpaid leave does not impact work performance for working mother because they are aware of their pay policies.

#### **4.1.2. Working Hours**

The study reveals the effects of working hours on performance at work. Female academic changes their working hours according to the situation demand. The following participant explain how work time shifts after their performance.

*“As I return to work from the maternity leave, I set my schedule according to my child as I went to daycare and feed my child some time off my break. Day care Centre clos 4:00oclock so I off my office at 3:30 and pick my child from daycare Centre.” (ID.5)*

Another female employee shares her experience about changing her schedule according to her child’s needs

*“After returning to work, I had to reschedule my lectures to morning shift from an evening shift so that I can spend some time with my child in the evening undisturbed” (ID.20)*

(Byrne & Keher Dillon, 1996; Grove, 2015; Lewis & Humbert, 2010) also suggest that flexible working time arrangements are generally associated with positive effects in resolving work-life conflict; however, they are also associated with negative career impact, especially in

academia. Human body' working capacity is pre-defined by nature. There are many changes that occur with the passages of time. Female are more sensitive in work environment than male. Instantly they lose their working capacity at initial stage. After their return from maternity leave their must be some reduction in their working hours, if they were working 9 to 5 in usual routine their hours should be reduced to 9 to 2 so that they can spend time with their child.

#### **4.1.3. Management/Attitude of Supervisor**

A good management and supportive step from their side partially reduces new mother mental stress. She feels relax when she comes back to work as management and colleagues help her at certain level. Some participants have positive organizational experience because management and their supervisor help manage their work gap.

*“when I return to work after my first child, I am not ready to join again when I came to my workplace, my supervisor gradually gave me my pending work and helped me cope up with my work with the passage of time”.* (ID.6,14,15)

Some participants had negative experience in their organization because their supervisor attitude was not cooperative with them, one of them stated an example

*“They don't provide a daycare Centre, I had to provide all facilities for my baby at work and also my colleague criticizes me when I returned to work, my management was of no help and also my colleagues passed comments on me.”* (ID.1,2)

*“I faced a general problem of our society, our society did not corporate with the working mothers in any way, male cannot ever understand such issues that a working mother face in her environment.”* (ID.17)

The above study tells that Pakistani culture is not quite supportive in this perspective. After coming back from leave, female employees face many challenges regarding their personal and

professional duties. If she brings her baby with her, the colleagues pass negative remarks and criticize, and management shows no support for her. Daycare is a need for the working mothers. There is day care center in some of the institutions in Pakistan, but these are not well maintained. It is the duty of management to provide them a comfortable environment.

#### **4.1.4. Work Gap**

When women return to work from maternity leave there is a lot of work that is pending, they try to manage the work gap to some extent. Some participants revealed that there is a lot of workload that effects their mental health and their performance.

*“once I return to work, I’m faced with a lot of work waiting for me and I handle this work gap by spending extra hours and putting off my break. Sometimes I cannot give proper time to my child and I feel guilty.” (ID.5)*

Some organizations hire the internee in their absences in which case when working mothers return to work there is no work gap.

*“My management arranges the internee in my absence. Once I return, they support me and with the passage of time they hand over my work and the specifics of the project meeting that took place in my absence.” (ID.4,8)*

Via conversation, it became aware that some female employees take too long to return to work that when they do return, they feel uncomfortable physically and mentally in their work environment. This is management’s duty to get comfortable and assist in getting back to work again.

#### **4.2. Individual Factor**

When a female academic work as individually try to maintain the balance between work duties, child and family duties. The demands of balancing work and family life can be a major

cause of depression in an individual's life, resulting in reduced satisfaction for both domains and harmful health and well-being effects (Frone,2003). Sometimes female academic not focus on their child feel guilty. Individual factors affect their attitude, cause of postpartum depression and reducing performance and it's also effects the work life balance. The participant says that when female academic return to work from maternity leave you manage all duties you sacrifice some part of work life, family life and health.

*“I think it's quite difficult to manage both duties initially for a 2-year.if you return to work at the time you are attending an important meeting and at the same time the child needs attention, you need time to manage all this either you have to give up on health family life and some of the work environment”(ID.6)*

The above discussion show that return to work increase in the responsibilities and its effect on the performance.

#### **4.2.1. Work Life Balance**

According to (Byrne,2005) Work life balance is a way to tackle the issue of increasing amounts of work place stress as people try to juggle a wide range of factors in their working/life environment. The quest for work life balance is a phase where people try to change thing according to their own preferences.

The construct it will identifying here the bounders are affected and they are intreated each other for example work life balance related to working hours. Being a working mother handles the burden of the job and of the home. Participants describe how they are faced with a problem in order to balance their working life and also tell us about their issues.

*“there is no more option, I managed all thing by myself. There is no maid to look my child at home so I adjust my time according to my child” (ID.20)*

The participant explains when they return to work from maternity leave there is some change in your life standers.

*“when I return from maternity leave there is increase in workload and have to manage all this pending work in give time by spending extra hours its complicated after childbirth to manage all this” (ID.21)*

Participants explain after maternity leave return to work there is a lot of work t mange the workload spending extra hours. There is no relation in the working hours

*“by spending extra hours to manage my work and effect my health” (ID18)*

*“In government sector there is no relaxation in your working hours because there are certain criteria as that need to follow according to policies”. (ID 24)*

The above discussion shows that working mother manager their work to spending extra hours but it’s also a government policy there is no changing in working hours. According to Jayanthi and Vanniarajan (2012) working hours in some organization can server as an indication of commitment and productivity, working hours is a barrier to work life balance. This work life unbalance can have a negative impact on work performance (Naithani & Science, 2009) .The increased interest in work life balance continues to be motived by concerns that work life imbalance may contribution to health problem, low productivity and consequences for individuals, their families, and organizations (L.Lu & Kao,2013; Singh, 2010)

#### **4.2.2. Attitude**

Attitude of employees and management vary according to the situations. 24 participants in this research were included. Every participant faced different life experiences during and after this period which affected their lives. Management shows no concern to their problems. The following participant explain how attitude effects their work

*“I think before my child I am focus on my work but now I have a responsibility of the child, my focus diverts now it’s quite difficulty to meet the work deadlines” (ID.2)*

Similarly, the participant explains the attitude may the constrain to achieve their goal. But some time change attitude depends on other task

*“now I have 2 major duties a childcare and other professional life, some time I feel dizzy and I am not much productive after increase in responsibilities” (ID.6)*

The following participant explain that the nature of women to affected herself to fulfill the responsibilities.

*“I think the personality of the women affected herself. When I was return to work a little bit, I went to emotional stress, depression otherwise I was fulfilling my job duties” (ID.8).*

The above results show that due to increase of the responsibilities. This kind of attitude not only effects poorly on their job quality but also on their personal lives.

#### **4.2.3. Impact of New Feeling and Experience of Individual Mother**

Experience of new mothers is related to their feelings they have as mothers and employees. The participants disclosed that is quite difficult when they personally handle the burden of being a mother and working women because there is no support from their family that affects that work performance and health.

*“My husband isn’t there here with me, he’s staying out of town because of the work I’m juggling between my baby and my job duties. It’s difficult to manage both duties when you concentrate on your job and if I focus on our kid, it’s a battle between two responsibilities” (ID.1)*

Similarly, other respondents share their experience, saying that our society expects that it is the sole responsibility of a mother to manage child’s needs.

*“In Pakistan mothers are only for raising, caring and training children, and father is still considered the bright winner and is not responsible for household tasks and babies” (ID.1)*

On the basis of above discussion, we analyze that It's quite a new feeling for women to experience being a mother. This not only affects her lifestyle but also changes her focus level. she's now getting into the fresh circle of life with an extra responsibility. Their return to work from maternity leave is an experience which is stressful. Managing both personal life with a new baby and professional time is pretty difficult. it is quite difficult to manage only 3 months to be a mother as working woman because the baby needs full attention and care.

#### **4.2.4. Effect of Postpartum Depression Reducing Performance:**

Efficient work requires physical and mental balance. After child birth women feel more depressed and down in performing their work. Their capacity is reduced from their normal level in their first 6 months as they are challenging for a new mother. When they return to work there is a lot of workload which causes them to face postpartum depression. People criticizes.

*“if there's no one to support morally in this situation then depression will automatically rise because people don't understand your mental issues if you're talking about someone they have just answered that's happening to everyone, it's not something that everyone is facing, so there should be a supportive environment to cope with all these issues.”(ID.16)*

*“Generally, depression and anxiety appear when you have a lot of things to do but you have no time to settle everything in given time limit because you have to manage both your household and professional status”. (ID.18)*

Being a mother as a housewife is not quite manageable after the maternity period but a sudden additional change in your duties at the workplace that you had to manage creates additional mental depression.



*“what I have experienced in my study is that what causes my anxiety is that I have to divide my time to manage my home duties, office duties and my study as well. Working mother faces more challenges due to workload than a housewife.” (ID.15)*

Physically and mental stress after childbirth is so common. this is because of major hormonal changes. The participant said the reason of postpartum depression due to hormonal changes.

*“I did not face any depression and anxiety after back to work but there were natural hormonal changes to some extent” (ID.24)*

The results show that additional responsibility of professional duties is another stress increasing factor. Joining back from maternity leave mean that there is some workload that will be handed over to them. Some participants incorporate that they feel difficulties while managing workload.

Due to postpartum depression and workload reduce performance because female faculty manage their work and family responsibilities. The reasons of reduction in performance after maternity leave participants are:

*“when I was not a mother, I could focus on my work but after becoming a mother that focus diverted. I manage my work and also my child and family.” (ID.13)*

*“My performance was not affected after maternity leave because when I was on leave either there was semester break or it’s the start of semester.” (ID19)*

Sometimes academic females take the maternity leave at the end of their semester and they joined back at the start of new semester when there is no such additional workload so their performance has not been affected the additional factor that supports them they are committed that they have to perform after the period of time.

*“There is no change in performance because you are bound to perform well. Organization’s only concern is with results not your health, so my routine was much affected.” (ID.11)*

Female academics explained that their performance was not much affected by their leave or their absence due to maternity leave. Some mothers felt that their focus was lost or they could not concentrate much but most of them reported that they came back with the same performance level.

### **4.3. Discussion**

In Pakistani culture housework remains regarded as the domain of the woman. When return to work after maternity leave added additional workplace burden as well as on their domestic line.

The study shows that Pakistan’s female academics faces workplace challenges. When they return to work the main problems are workload, non-cooperative management, depression, anxiety, and stress. They bring child with them; people criticize them and pass on comments. For example,

*“an opposite culture is observed in Pakistani work-place where an employee of the State and a mother, Mahjabeen Sheran was asked to leave the assembly as she brought her ailing child to her work-place. Mahjabeen found herself in stress when deciding between the care of her child and her work, this uncomfortable situation affects not only her role as a mother but also as an employee. Provision of a day-care facility was asked by her but rejected by Baluchistan assembly which gave no attention to a female employee. Being productive was made difficult by fellow employees as well as they mocked her actions, this situation displayed unsupportive work-place of Pakistan where working mothers are not provided facilities to attend to their children and their work.”*

An NTC report in UK emphasized on the well-being of mothers and providing them maternity leave with a job after their return. This gets them a positive treatment and a well-adjusted environment to facilitate their needs of being a parent and an employee.

In Pakistan, educational institutions provide 3 months maternity leave for permanent employees with pay. However, on contract employees are provided with 15 to 20 days maternity leave without salary. Still both permanent and contractual employees face problems in their life which effects their work performance. Sometimes educational institute practices, culture, and policies can create problems for female academic and thus, they are not able to contribute their full work effort after their maternity leave. Professional duties and child responsibilities both are important factors for a female academic, and they try to keep them aligned for a balanced life. After childbirth when they return to work, they put in efforts to maintain their professional and personal life. They face many issues and try to keep balance between both aspects of life. With the passage of time, things get settled but initially one life gets affected and that is mostly their personal life and the child suffers a lot.

On the unpaid leave. The participants address. They give the contract base employee the unpaid leave and also the length of the leave is 10 to 20 days the impact during their health and also affects the work performance and organizations not providing the facility like daycare and nursing room for child. For example.

*“Sara khan work in Lahore Medical and Dental college (LMDC) and recently know she’s expecting her 2<sup>nd</sup> child. Sara has a very supportive family she believes that her institution maternity leave policies are unfavorable to young and expected mother. She says when I had my first child, she took an unpaid maternity leave but the tough part she returns to work while still in postpartum period. Sara was shocked when know about there is lack of a proper nursing room.”*

Under the new west Pakistan Maternity Benefit Ordinance (WPMBO), “any working woman shall be entitled to a maximum of 12 weeks of completely paid maternity leave. She may take this leave six weeks before delivery and six weeks after delivery. A woman on maternity leave shall be paid at the rate equivalent to her last paid salary”.

The 90 days maternity leave is giving 45 days before childbirth and 45 days after childbirth in government institution and also the contract base employee gets 10 to 20 days maternity leave providing unpaid leave. Bandial is also one of the lawyers who drafted the 2019 Punjab maternity leave benefits (Amendment)act 2019, which Pakistan Muslim league-Nawaz (PML-N) MPA Hina Pervaiz Butt submitted to the assembly earlier this year. Under the proposed modification, a proper definition will be given to the term “woman worker “under which women employed by all institutions will be recognized as working in any capacity under the law. In addition, in this proposed to extend maternity leave from 12 weeks to 16 weeks, and also including the leave for miscarriage and sickness during expectation of child, and allowance for daycare facilities and nursing breaks. In Pakistani culture mostly organization not supportive environment and when mothers come in the workface.

In this study it is discussed the organization and supervisor are not cooperative and employee pass comment on the back of working mothers. Participants have positive and negative experience. We discuss in the findings. Morris (2014) evidence that the workplace lacks a supportive environment for the mothers after their maternity leave. Poor management support has a negative impact on women wellbeing. Results show that healthy relationships between the staff and the line manager play a vital role in facilitating the return to routine work.

The study reveals that when mothers return to work expecting a lot of work sometime and experiencing postpartum depression, anxiety and stress due to work load, but with the passage of

time they calm all things down. Organizational and individual factors affect the performance of their work and also their wellbeing.

According to Morris (2008), 39% of mother viewed their return to work as difficult, and the majority of mothers said it was hard to adjust to work again. The reasons for this included: missing their children, concentration problems, and an increased workload (in term of balancing family and work responsibilities). These women initially reported feeling emotional but eventually adjusted. on factors affecting a woman's experience of returning to work can be collected into two groups (organization and individual factors).

According to the American Psychological Association (n.d), the sign and symptom's factors for postpartum depression are:

- Hormone changes after childbirth.
- Previous experience of depression or anxiety
- Family history of depression or mental illness
- Difficulty involving caring for baby and handling new life changes
- Having a demanding infant who cries more than normal, is difficult to console or needs sleep and food.
- Raising a child with special needs (e.g., premature birth, medical complications, disease)
- First motherhood, very young motherhood or older motherhood
- Other emotional stress such as the death of a loved one or family problems
- Financial or work problems

Women can develop depression after childbirth, referred to as postpartum depression (Beck & Driscoll,2006). Postpartum depression includes symptoms such as loss of preferences, anxiety,

remorse, irritability, depression, suffering, lack of sleep, lack of interest in the new born and difficulty focus or memory (American psychological association,2017). These symptoms usually occurs within the first four weeks of birth (Hendrick, Altshuler, Strouse, Grosser, & anxiety,2000) and may last for up to 1year or longer (Ward & Hisley , 2016 Lintner gray ,2006) .This study results show that participants face same sign and symptoms after return to work effect their health and work performance

## **CHAPTER V: CONCLUSION & RECOMMENDATIONS**

The research focuses on the female academics who are returning to work after maternity leave and facing work performance problems during post maternity leave. In Pakistan culture organizational factors and individual factors affects the performance of the working mother due to workload, management/supervisor, leave length, pay policy, attitudes, postpartum depression, working hours, decreased performance and work life balance. These results show that organizational and individual factors are interrelated with each other as well as have an impact on success and well-being of women.

Our main finding is organization no concern with you have birth 2 or 4 child and exception with you work as the working unit of the organization. Female academics face postpartum depression due to workload because responsibilities increase, they manage family and work duties.

### **5.1. Recommendations**

On the basis of research, the following recommendation and suggestion to improve in the maternity leave policies.

- Maternity leave should be extended 6months.
- Contract base employee give 3months maternity leave with paid leave.
- Flexibility in working hours for working mothers.
- Parental leave policy implements in the organization.
- A proper Daycare must be in all institutions and other organizations.

### **5.2. Limitations of the Study**

This study is conducted in different educational intuition of Islamabad/Rawalpindi. The data is collected from different female academics who had returned to work after maternity leave.

First limitation was the unavailability of female employees. I had already contacted them and took an appointment but due to the end of semester most of the participants were very busy and could not give me enough time to conduct a detailed interview. Second limitation is the region from where data is collected. This research includes interviews from employees in the institutes of Rawalpindi and Islamabad so it cannot be generalized that the performance of female employees is same as the performance of female employees in other cities of Pakistan. Although there is diversity in Islamabad but the cultural differences in different areas of Pakistan might result in different treatment of female employees.



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## APPENDIX I: QUESTIONNAIRE

1. How long was your maternity leave period?
2. Were you on paid or unpaid maternity leave?
3. What is changing in your job duties?
4. The problematic situation that you have faced during post-maternity leave?
5. What changes are your working hours?
6. How your job is affected by your attitude?
7. After returning were you ready to work again (physically and mentally)?
8. How long have you been here since after childbirth?
9. How do female employees experience work to return from maternity leave?
10. How many times have you taken maternity leave during employment?
11. Where did you get information about your maternity leave?
12. Have you faced any workload that affects your personal and professional life?
13. How did you manage the work gap after returning from maternity leave?
14. How management will help you engage in the work environment after maternity leave?
15. Did you feel differently about being a mother after you returned to work – in what way?
16. Any suggestions and recommendations for improvement in policies of maternity leave?
17. being a working mother or return to work after maternity leave you to face any postpartum depression anxiety? And reasons for depression and anxiety?
18. Return to maternity leave changes in work performance or not?