Copyright is owned by the Author of the thesis. Permission is given for a copy to be downloaded by an individual for the purpose of research and private study only. The thesis may not be reproduced elsewhere without the permission of the Author.

BEYOND THE CAREER BREAK

Women Returners' Perceptions of the Skills they bring from the Home and Barriers to their Return to and Advancement in Paid Work: An Exploratory Analysis

A thesis presented in partial fulfilment of the requirements for the degree of Master of Business Studies in Human Resource Management at Massey University

> Ruth Mason 28th February 2000

ACKNOWLEDGEMENTS

There have been many people who have assisted with the completion of this thesis who need to be acknowledged.

Firstly, I would like to thank my supervisors Dr Paul Toulson and Ms Jacqui Cleland, whose input has been crucial in the completion of this study. They provided me with unlimited support, encouragement, advice, and inspiration throughout the project – far beyond that required of them.

Secondly, I would like to thank the Manawatu Branch of the New Zealand Federation of University Women (Inc.) who assisted with the funding required to undertake this study.

It is also important to acknowledge the continuous support, encouragement and interest shown by my friends and family. In particular, I would like to thank my mother Rebe Lindauer Mason who kept an eye out for articles relating to my research.

Finally, I wish to acknowledge my daughters Emma and Kate Mason, who for many years have tolerated being sent to bed early or having to entertain themselves while their mother studied.



TABLE OF CONTENTS

ACKNOWL	EDGEMENTS	1
TABLE OF	CONTENTS	
LIST OF TA	BLES	IV
LIST OF FIG	GURES	v
ABSTRACT		VI
СНАРТ	CER 1: INTRODUCTION	1
СНАРТ	ER 2: LITERATURE REVIEW	4
2.1 TA	KING A CAREER BREAK	4
2.1.1	Changes in Women's Career Breaks	5
2.1.2	Why Women's Career Breaks are Changing	8
2.1.3	Parental Leave	
2.2 TF	E SKILLS AND STATUS OF WOMEN RETURNERS	16
2.2.1	A taxonomy of competences	19
2.2.2	Assessing Competence	
	ARRIERS TO WOMEN RETURNING TO THE LABOUR FORCE	
2.3.1	Public and Private Worlds	26
2.3.2	Sex-typed family roles	27
2.3.3	Employer discrimination	
2.3.4	Unavailability of resources	
2.3.5	Characteristics of the labour market	
2.3.6	Other Barriers	
	EYOND THE CAREER BREAK	
	IE IMPORTANCE OF WOMEN RETURNERS	
2.5.1	Demographic Trends	
2.5.2	Skill Shortages	
2.5.3	Society's Best Interest	
CHAPI	ER 3: THE PRESENT STUDY	36
3.1 RE	SEARCH OBJECTIVES	36
3.2 RA	ATIONALE FOR METHODOLOGY	36
3.2.1	Questions of Paradigm	36
3.2.2	Questions of Method	37
CHAPT	ER 4: METHOLODOGY	40
4.1 SE	CLECTION OF PARTICIPANTS	40
	DLLECTION OF DATA	
	IALYSIS OF DATA	
СНАРТ	ER 5: RESULTS	44
5.1 Di	EMOGRAPHIC DATA	44
5.1.1	The Participants and their Children	
5.1.2	The Participants' Careers	
5.1.3	The Participants Return to Work	45

5.2 Tr	HE EFFECT OF CAREER BREAKS	48
5.2.1	Level of Return	48
5.2.2	Promotion Opportunities	
5.2.3	Status	50
5.2.4	Overall Effects	
5.2.5	The Importance of a Career	
5.3 A1	TTITUDES TOWARDS THE SKILLS OF WOMEN RETURNERS	
5.3.1	The Skills of Women Returners	
5.3.2	Recognition of Women Returners' Skills	
5.4 B	ARRIERS	
5.4.1	Special Needs	70
5.4.2	Accommodation by Manager	
5.4.3	Work-Family Conflict	
5.4.4	Suggestions	
6.1 DI	FER 6: DISCUSSION	
	EMOGRAPHIC DATA	
	TITUDES TOWARDS THE SKILLS OF WOMEN RETURNERS	
6.3.1	The Skills of Women Returners	
6.3.2	Recognition of Women Returners' Skills	
	ARRIERS	
	MITATIONS AND GENERALISABILITY	
6.5.1	Limitations of Sample	
6.5.2	Limitations of Methodology	
6.5.3	Limitations of Design	
CHAP1	CER 7: CONCLUSIONS	105
REFERENC	ES	109
APPENDIX	I: INTERVIEW GUIDE	117
APPENDIX	II: INFORMATION SHEET	119
ADDENDIV	III. CONSENT FORM	121

LIST OF TABLES

2-1	PAID PARENTAL LEAVE AVAILABLE IN NEW ZEALAND AND OVERSEAS 14
2-2	CAREER OPTIONS EMERGING FROM THE FUNCTIONAL ANALYSIS OF UNPAID WORK IN THE HOME
5-1	SKILLS AND QUALITIES OF WOMEN RETURNERS
5-2	SPECIAL NEEDS OF PARTICIPANTS
5-3	SUGGESTIONS GIVEN BY PARTICIPANTS

LIST OF FIGURES

2-1	LABOUR FORCE PARTICIPATION BY PARENT, BY AGE OF YOUNGEST CHILD	4
2-2	CUMULATIVE PERCENTAGE OF MOTHERS ENTERING LABOUR FORCE AFTER BIRTH OF LAST CHILD	7
2-3	SELECTION METHODS USED REGULARLY OR NOT AT ALLBY EMPLOYERS IN NEW ZEALAND	2000
5-1	CUMULATIVE PERCENTAGE OF WOMEN RETURNING TO WORKAFTER COMMENCEMENT OF CAREER BREAK	
5-1	COMPARISON OF LENGTH OF CAREER BREAKS BETWEENPARTICIPANTS AND POPULATION STUDIES CENTRE STUDY 84	

ABSTRACT

This thesis reports the results of a study about the perceptions of women who have returned to work after taking a career break due to family responsibilities (women returners). Most of the women who participated in the study believed that their career breaks and ongoing family commitments had adversely affected their careers. The participants also believed that, because of the skills they had acquired through their roles as caregivers and home managers, they were better employees. However, not all of the women valued those skills themselves, and many believed that their employers did not recognise them either. The study also found that women returners have various needs that, if not met, become barriers to their ability to be involved in paid work. The two most commonly reported needs were reduced hours and flexi-time. Good quality and affordable childcare, understanding from managers and colleagues, and a change in societal attitudes that equate time spent at work with ability and commitment were also important needs of women returners. Conclusions that arose suggest that employers should change policies and train managers and those involved in the recruitment and selection process to meet the needs of women returners. This will increase the organisation's ability to develop creative solutions that will support the needs of both the organisation and its employees. Furthermore, the government needs to consider the implementation of paid parental leave and allowing all childcare expenses to be claimed against earnings. Through implementing these suggestions, mothers will have more choice about when they return to work, allowing them to better meet their own needs as well as those of their families.