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Master Dissertation

In Human Resource Management

Child care service effects on the performance of working mothers

Case study: Employees of the National Social Insurance Fund (CNAS)

Tiaret

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SUMMARY

this study analyzes the effect of providing child care service onsite on the performance of working mothers at the National Social Insurance Fund for Salaried Employees (CNAS) Tiaret, The hub of the study is to knowhow it influences motivation and absenteeism overall performance, also how it affects the leadership style.

The population of the sample is 20 working mothers with children under the age of five, a qualitative study, using a semi-structured interview guide and observation was employed in gathering the data.

Qualitative Content Analysis i used in analyzing the data. The results show that the provision of daily childcare services within the workplace has positive repercussions at various levels, providing the appropriate atmospheres, achieving and social stability for the families of employed and working mothers; it will also be a source of motivation for them to provide high job performance and reduce the frequency of their absence or delay.

Keyword: childcare service, performance, motivation, absenteeism.

الملخص:

تعالج هذه الدراسة تأثير تقديم خدمة رعاية الأطفال داخل مكان العمل على أداء الأمهات العاملات تم تطبيق الدراسة داخل الصندوق الوطني للتأمينات الاجتماعية للعمال الأجراء (CNAS) تيارت ، وكان محور الدراسة هو معرفة مدى تأثيرها على الدافعية ومعدل الغياب ، كيف تؤثر على أسلوب القيادة .

يتمثل مجتمع العينة من 20 أم عاملة لديها أطفال دون سن الخامسة، تم استخدام دراسة نوعية، باستخدام دليل مقابلة شبه منظم ؛كما تم أيضا استخدام الملاحظة في جمع البيانات.

. أظهرت النتائج أن تقديم خدمات رعاية الأطفال اليومية في مكان العمل له تداعيات إيجابية على مختلف المستويات ، وتوفير الأجواء المناسبة ، وتحقيق الاستقرار الاجتماعي لعائلات الأمهات العاملات ؛ كما سيكون مصدراً لتحفيزهم على تقديم أداء عمل عالي وتقليل تكرار غيابهم أو تأخيرهم.

الكلمات المفتاحية: خدمة رعاية الطفل ، الأداء الوظيفي ، التحفيز ، التغيب.

Résumé:

Cette étude analyse l'effet de la prestation de services de garde d'enfants sur le lieu de travail sur la performance des mères qui travaillent à la Caisse nationale d'assurance sociale pour les employés (CNAS) Tiaret, le pivot de l'étude était de savoir comment cela influence la motivation et l'absentéisme, la performance globale, également comment cela affecte le style de leadership.

La population de l'échantillon était de 20 mères qui travaillent avec des enfants de moins de cinq ans, une étude qualitative, utilisant un guide d'entrevue semi-structuré et une observation a été utilisée pour recueillir les données.

L'analyse qualitative du contenu a été utilisée pour analyser les données. Les résultats montrent que la prestation de services de garde d'enfants quotidiens sur le lieu de travail a des répercussions positives à divers niveaux, créant des atmosphères appropriées, assurant et stabilisant la vie des familles des mères employées; ce sera également une source de motivation pour eux de fournir des performances professionnelles élevées et de réduire la fréquence de leur absence ou de leur retard.

Les mots clés : service de garderie, performance, motivation, absentéisme.

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LIST OF ABBREVIATIONS:

CDP: Gross domestic products.

CEDAW: The Convention on the Elimination of All Forms of Discrimination against Women.

CNAS : Caisse Nationale des Assurances Sociales des Travailleurs Salariés.

CNN: Cable News Network.

ILO: International Labor Organization.

IRG: personal income tax.

OECD: Organization for Economic Co-operation and Development

OWI: Qualified Wilaya invalidity commission.

UNCRC: The United Nations Convention on the Rights of the Child.

UNESCO: United Nations Educational, Scientific and Cultural Organization.

Introduction

INTRRODUCTION:

Women's employment rate has increased very rapidly over the last several years. The entry of women in the field of salaried jobs was a result of a number of factor such as economic needs, the spread of education among women, social and national reform movements attracted the attention of the people towards women empowerment, a search of identity, freedom to women all over the world by recognizing equality as a fundamental right irrespective of sex, race, etc. The education of women is not imperative for the benefit of women-only but uplift of society also. Today women from all comers started working in government, semi-government or private salaried jobs.

The great development that has taken place in modern societies has greatly affected the position and function of women, with the result that they have obtained a large part of their social, economic and political rights by taking advantage of educational and training opportunities, and the changes in the economic structure of societies have enabled women to participate intensively in productive life in all sectors, in the knowledge that such participation has profoundly affected the lives of women. Having assumed sole responsibility for the family, she has been forced to work two jobs, one at the family level and the other at the enterprise level.

Despite the documented growth and rising importance of working women, and With the beginning of the woman's going into the stage of motherhood, and the intensity to take care of the infant or children, the employed mother finds herself obliged to return to her work and her child only spent two months, to enter the mother in many difficulties and a number of obstacles in balancing their dual roles as a professional and mother. Among them, little or no paid family leave after giving birth, lingering employer reticence to offer breastfeeding support or flexible schedules, workplace discrimination against new parents, especially mothers, finding affordable, quality child care (especially for newborns) , Work and family stress, difficulty finding work-life balance and the most important one have to rely on others to take care of their children. And that directly affected their work

Therefore, Strengthening the role of women workers in economic activity can only be achieved by developing legislation that preserves women's right to work and to care for their families and children. The main reason why women are reluctant to work is their inability to reconcile their family responsibilities, duties, and obligations towards their work.

Several foreign studies have sought to find a way to help mothers balance family and work obligations, and enhance their work performances, in contrast with Algerian women who still struggle to achieve such balance and to work with no worries and no stress and increase her work performance, thus we wanted to tackle the research and study the Child care service effects the performance of working mothers.

Our study was divided into four chapters, the first was devoted to present the importance and objectives of the study in addition to its problems, while the second chapter came to present previous studies that relate to the research as well as explaining the concepts that include the study, in addition to the third chapter, which we have allocated to explain the methodology used in the study And for the fourth semester, we presented the results

CHAPTER ONE: THE IMPORTANCE AND THE OBJECTIVE OF THE STUDY

SECTION 01: THE IMPORTANCE AND THE OBJECTIVE OF THE STUDY:**The importance of this study to:**

The importance of the study lies in the fact that it shed light on one of the mechanisms used by some companies, which is providing child centers for working parents especially for women to achieve the goals of their company and their performance.

The study will assist the administration in CNAS to manage employee's commitment, turn over, absenteeism, and recognition of workers to nurture the organization's growth. It will help working mothers illuminate in various factors that lead to job satisfaction and how to uplift their level of morale in their duties.

The objective of the study:

The motive behind this study was to spotlight the issues that appear due to the absence of daily childcare services in all the establishments in Algeria in general and in CNAS Tiaret in particular.

- ✓ To investigate how administration and co-worker support and help providing the implementation of daily child care service at the workplace on the performance of working mothers.
- ✓ To study and analyze how daily childcare service at the workplace facilities influences motivation of working mothers.
- ✓ To study the effects of daily childcare service at the workplace on the performance of working mothers.
- ✓ To determine how daily childcare service at the workplace will help reduce the rate of absenteeism and overall the performance of working mothers.
- ✓ Also the Personal interest in subjects related to the public and private life of Algerian women, In the light of the economic, social and political changes that Algerian society is undergoing.

PROBLEMATIC:

There is no doubt that women have made gains in the global economy. Today, they run a third of the companies in the world .Their skills in management have become increasingly recognized. There are growing confessions and evidence that diversity in the formation of work teams at all administrative levels, leads to positive results. Improving women's

participation in the labor market is associated with higher levels of growth and an increase in GDP (Gross Domestic Product)¹.Ilo .org

Despite all these facts, women especially Algerian working mothers struggle against several obstacles that affects their performances and retention and perhaps the most important one is balancing between family and work responsibilities, especially women with children.

Therefore, there is a need to facilitate their working lives, by providing all the assessments that they need .Moreover, in this regard, **SAQIB**explains that one of the best-proven ways for helping working mothers to balance their lives both at home and work is by establishing daycare centers at their workplaces, especially those in formal sectors to better concentrate on their jobs and have a relief from their responsibilities on their working time (Saqib, 2008, p. 8)

This study aims at assessing the effect and the related consequences of daily childcare absence at workplaces on the performance of working mothers, we chose the National Social Insurance Fund (CNAS) in TIARET, as our case study.

After investigating the workplace, the following elements were pointed as the major effects of daily childcare absence:

- A high rate of absenteeism and lateness especially for women who recently give birth, whose excuse was that they did not have an appropriate place or a caregiver to take care of their children,.
- A high rate of stress and anxiety, about their children that leads them to less focus during their working time, which directly affects their productivity and performance.

From this standpoint, the following questions come to mind:

- What is the effect of integrating daily childcare at workplaces on the performance of Algerian working mothers?
- What is the effect of daily childcare service on the motivation of working mothers?

HYPOTHESES :

1. The implementation of daily child care services will enhance the performance of working mothers.

¹ Gross Domestic Product: the total value of goods produced and services provided in a country during one year.

2. The provision of daily childcare services will influence the motivation of working mothers overall their performance.

SECTION TWO: PRESENTATION OF THE HOST ORGANIZATION:

Introduction:

From 09 February to 19 /03 / 2020 I did my internship at: National social insurance fund for f salaried employees(CNAS) agency of Tiaret, during this internship I had the opportunity to learn about the social security sector in Algeria. Social security is a system that covers certain categories of population or the entire population against social risks or events that can affect the health or economic and social situation of people making up these populations.

The Algerian system is based on the principle of distribution and solidarity. It covers all the branches of social security provided for in international conventions.

1-Presentation of the National social insurance fund for salaried employees:

The CNAS is a public establishment with specific management in application of article 49 of the law n° 88-01 of January 12, 1988. It has legal personality and financial autonomy, and is considered as a merchant in its relations with third parties.

- Manage social insurance benefits (sickness, maternity, disability, death) as well as accidents at work and occupational diseases (AT/MP)
- Manage family allowances on behalf of the State.
- Ensure the collection, control and litigation of the recovery of contributions intended to finance the benefits.
- Assign a national registration number to social security contributors and employers.
- Contribute to promote the policy of prevention of TA/PM and manage the TA/PM prevention fund.
- Manage the benefits due to persons benefiting from bilateral social security agreements
- Carry out medical check-ups of the beneficiaries.

- Undertake actions to enable workers and their beneficiaries to benefit from collective benefits in the form of health and social achievements.
- To manage the aid and relief fund.
- Conclude agreements with care providers
- Ensuring information for beneficiaries and employers.

1-2 Organizations of the CNAS:

The CNAS is administered by a board of directors, it is placed under the supervision of the Minister of Labor, Employment and Social Security, its head office is in Algiers (Ben Aknoun). It has national powers and has central and local services.

1-3the structures of the CNAS:

The CNAS has

- ✓ A general direction
- ✓ 49 wilaya agencies (including 2 in Algiers)
- ✓ 839 payment structures, of which :
 - ✓ 368 payment centres
 - ✓ 405 payment antennas
 - ✓ 66 local connections
- ✓ 4 specialized clinics (infant cardiac surgery, orthopedics and rehabilitation, ENT, dental)
- ✓ 4 Regional Medical Imaging Centres
- ✓ 35 diagnostic and care centres
- ✓ 55 pharmacies
- ✓ 30 nurseries and kindergartens
- ✓ A printing house in Constantine
- ✓ A family centre with social character in Ben Aknoun
- ✓ A tourist complex in Melbou (Bejaia)

2- TIARET WILAYA AGENCY:

it is an agency classified in the second category with more than 27300 insured persons and 5456 employers, the national social insurance fund of the willaya of tiaret is supported by 270 employees including 06 senior manager, 88 middle manager, 158 master, 18 executing; it contains :

Nine (9) payment centers (each managing more than 10,000 insured persons) and 02 branches (each managing less than 10,000 insured persons) classified as follows:

- ✓ At the level of the wilaya li there are three centers (center of the CNAS headquarters, the center of AMMOR AEK and Azzedine el Habib center).
- ✓ A center in Dahmouni
- ✓ A center in Sougueur
- ✓ A centre in Frenda
- ✓ A center in Mahdia
- ✓ A center in Rahouia
- ✓ A center in Kasrchalalla
- ✓ An antenna in Aindheb
- ✓ An antenna in Ain kermes

All these centers are managed from headquarters (Tiaret), which is made up of five subdirectories:

- ✓ THE BENEFITS SUB-DIRECTORATE
- ✓ FINANCE AND COLLECTION BRANCH
- ✓ THE SUB-DIRECTION OF THE ADMINISTRATION, REALIZATIONS, EQUIPMENTS AND GENERAL MEANS
- ✓ THE MEDICAL CONTROL SUB-DIRECTORATE
- ✓ THE COMPUTER SCIENCE SUB-DIRECTORATE (COMPUTER CENTRE)

2-1 Services of the National Social Insurance Fund for Salaried Employees:

- ❖ **Medical Control Presentation: The medical player in risk management, medical control**

- ✓ Advising social security contributors and health professionals on medico-social regulations;
- ✓ Accompany the insured and consult with health professionals to improve the care of the socially insured and in particular the chronically ill;
- ✓ Analyse and monitor claims for benefits;
- ✓ To ensure the application of the legislation and regulations in force

➤ **Structure and organisation:**

Made up of medical practitioners (medical officer, dental surgeon) and administrative staff, medical control is organized, at the national and local levels, according to a pyramidal structure. The medical examination carried out by the medical adviser ensures the application of social security legislation and regulations and enables all socially insured persons to receive the benefits necessary for their state of health.

➤ **Missions**

The medical consultant receives the medical files of the socially insured persons, which the benefits department submits to the medical examination for an opinion. The medical consultant may summon the patient if he deems his presence necessary. After studying the medical file, the medical consultant shall decide on the application for reimbursement of the social security benefit and reply to the Benefits Department. The opinion of the medical examination may relate to a prescription for medication, cessation of work, a request for the treatment of a chronic condition, invalidity, accidents at work, occupational diseases, etc.

➤ **The medical check can be carried out:**

- ✓ before payment of benefits (a priori control) or after payment of benefits (a posteriori control).
- ✓ A favourable opinion is issued when the medical consultant has evidence and justification for the claim for benefits.
- ✓ Medical information will be collected from the medical file and/or from the attending physician.

- ✓ A medical rejection is issued in case of disagreement on the assessment of the patient's state of health between the attending practitioner and the medical adviser.
- ✓ The recourse is medical expertise.
- ✓ The request for an expert opinion is made by the insured person.
- ✓ An administrative rejection is issued in the event of disagreement on the application of the regulations.
- ✓ The appeal in case of administrative rejection is to the Local Commission for Qualified Prior Recourse (CLRPQ) in the first instance and the National Commission for Qualified Prior Recourse (CNRPQ) in the second instance.
- ✓ Disputes relating to the assessment of the state of invalidity and the rates of incapacity with regard to accidents at work and occupational diseases are brought before the Commission d'Invalidité de Wilaya Qualifiée (CIWQ) (Qualified Wilaya Invalidity Commission).

❖ **Health insurance benefits include:**

Coverage healthcare costs, both preventive and curative, for the benefit of the insured and their beneficiaries. They cover the costs :

- ✓ Medical,
- ✓ Surgical,
- ✓ Hospitalization, diagnostic and therapeutic medical acts, including biological explorations,
- ✓ Fitting and prosthetic devices,
- ✓ Functional re-education and vocational rehabilitation,
- ✓ Dental care and prosthetics and maxillofacial orthopedics,
- ✓ Medical optics,
- ✓ Thermal or specialized cures,
- ✓ Medical transport or any other means required by the patient's condition,
- ✓ Family planning services.

- **Cash benefits:** Allocation of a daily allowance to an employee who is forced to interrupt his work temporarily due to illness.
- **To benefit from these services you must:**
 - ✓ To have the quality of social insured
 - ✓ Fulfill certain administrative and medical conditions
- **Rate of coverage of benefits in kind:**
 - ✓ As a general rule, benefits in kind are reimbursed at 80%. This rate may be increased to 100% in certain cases provided for in article 4 of Decree No. 84-27 of February 11, 1984
- **Repayment method:**
 - Reimbursement of these costs is made by transfer to the postal or bank account according to the choice of the insured person.
 - If you are chronically ill, however, if your prescription includes medicines subject to special conditions of reimbursement (which are not part of the usual specific treatment), it is subject to prior medical control.
 - If you are over 75 years of age
- **obligations in the event of work stoppage :**
 - ✓ obligations in the event of work stoppage :
 - ✓ Declare the work stoppage to the Caisse within 2 working days on the day set for the work stoppage not included (deposit or mailing of the medical certificate of work stoppage),
 - ✓ Not to engage in any unauthorized professional activity (unless authorized by the social security organization),
 - ✓ Do not leave home unless prescribed by a doctor for therapeutic purposes (outings are permitted from 10 a.m. to 4 p.m.),
 - ✓ Not to travel without prior authorization from the Fund (for therapeutic purposes, convalescence or justified personal convenience),
 - ✓ Submit to any medical or administrative examination by the Fund

➤ **The per diem is equal to**

- ✓ At 50% of the salary subject to contributions, after deduction of the social security contribution and tax (IRG), for the first 15 days of absence from work.
- ✓ This rate is increased to 100% in the following cases:
- ✓ As of the 16th day of the work stoppage.
- ✓ In case of hospitalization.
- ✓ In the case of a long-term condition.

❖ **Recovery and Litigation**

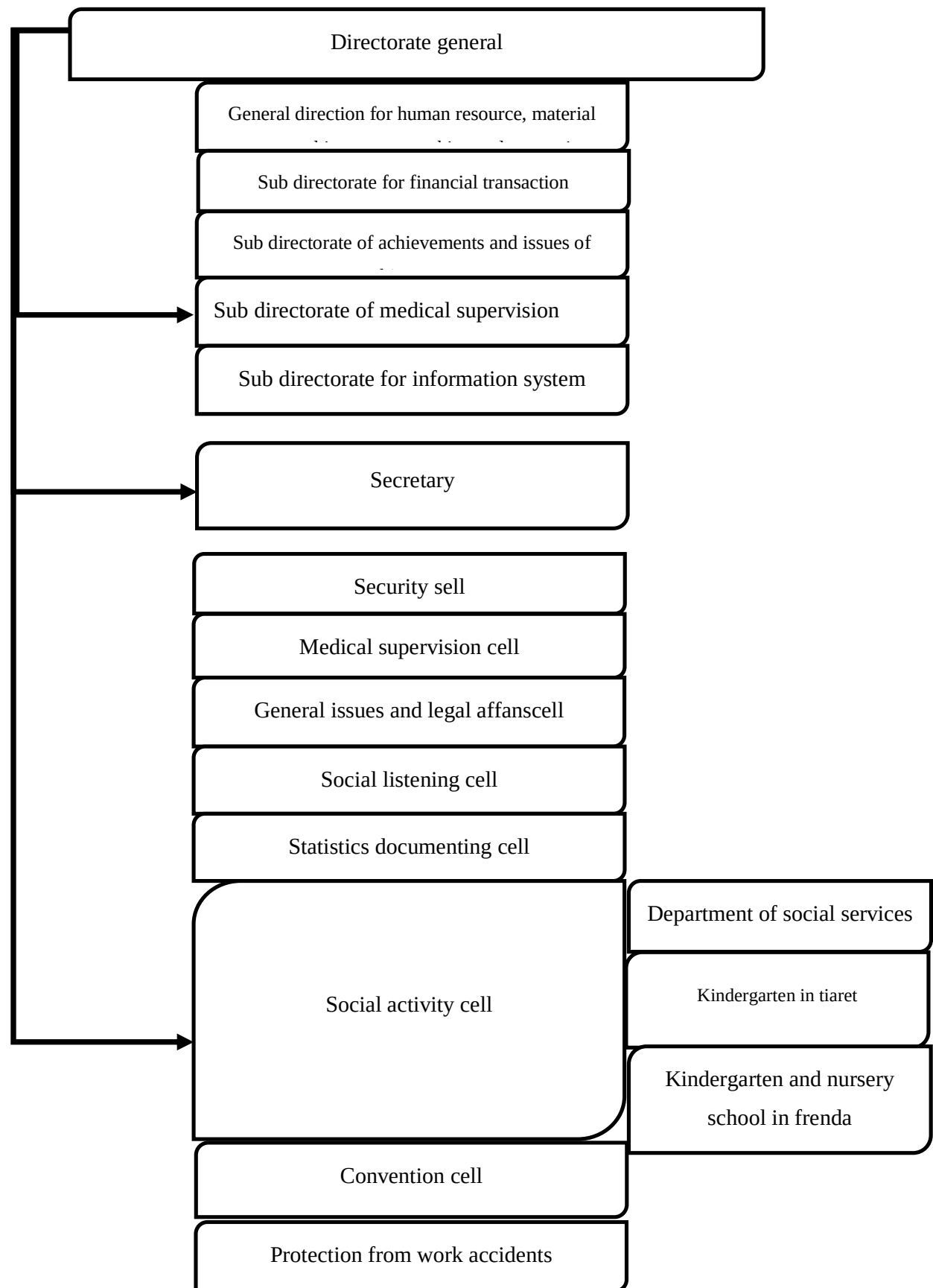
- ✓ Le recouvrement des cotisations de sécurité sociale destinés au financement des prestations de toutes natures....
- ✓ The CNAS is empowered to monitor employers in the application of social security legislation and regulations,
- ✓ Control missions are carried out by control officers approved by the Minister responsible for social security and duly sworn in,
- ✓ Each taxable person may be inspected, at any time and place of work and for all periods of taxation,
- ✓ Taxable persons and employees are required to submit to the control officers the documents and information necessary for the performance of their duties.
- ✓ Obstructing controls is punishable by the penalties provided for in the offence described in Article 183 of the Penal Code.

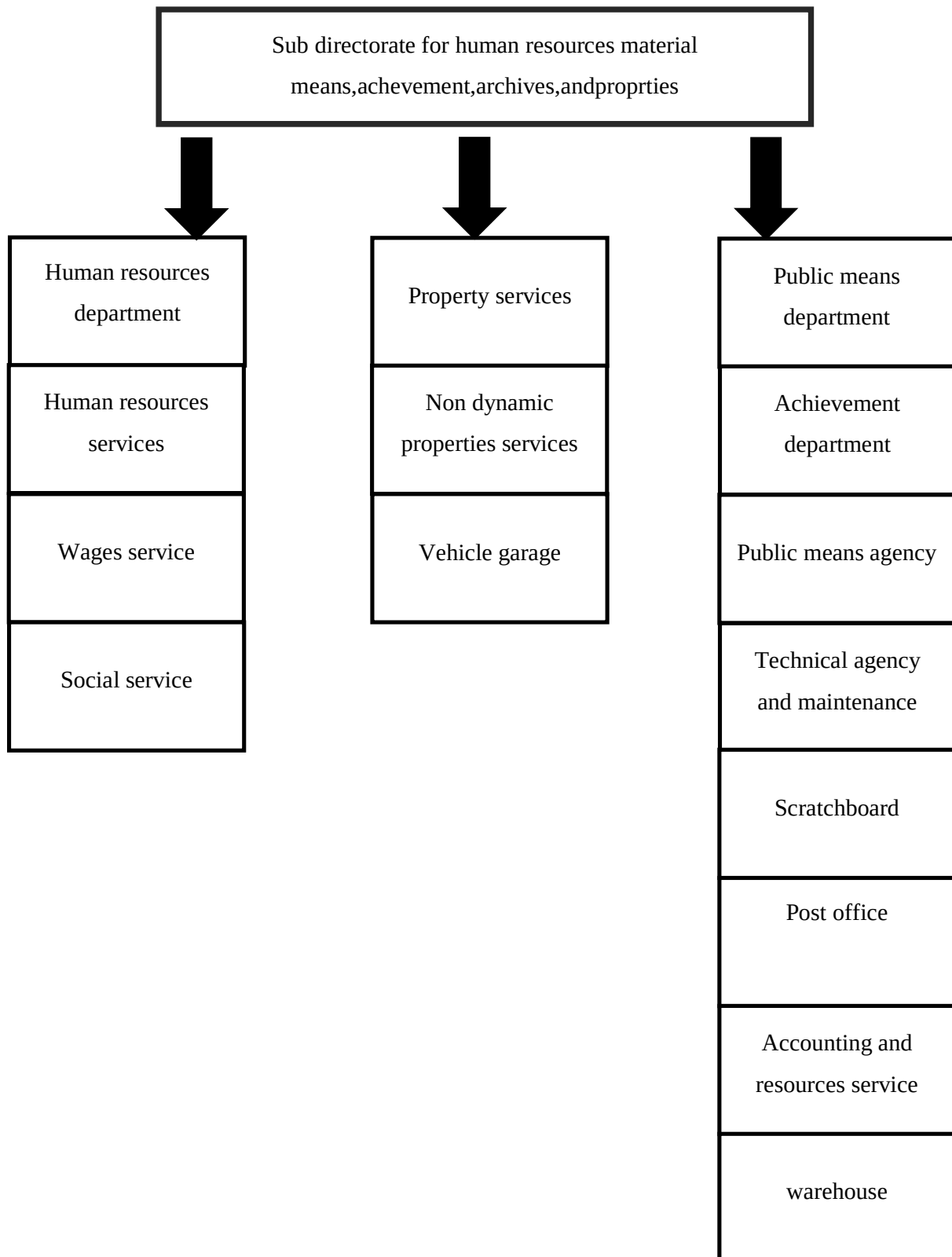
❖ **Prevention:**

- ✓ Ensuring the prevention of occupational accidents and diseases among workers.

❖ **Social and Health Action.**

3- ORGANIZATIONAL CHART :





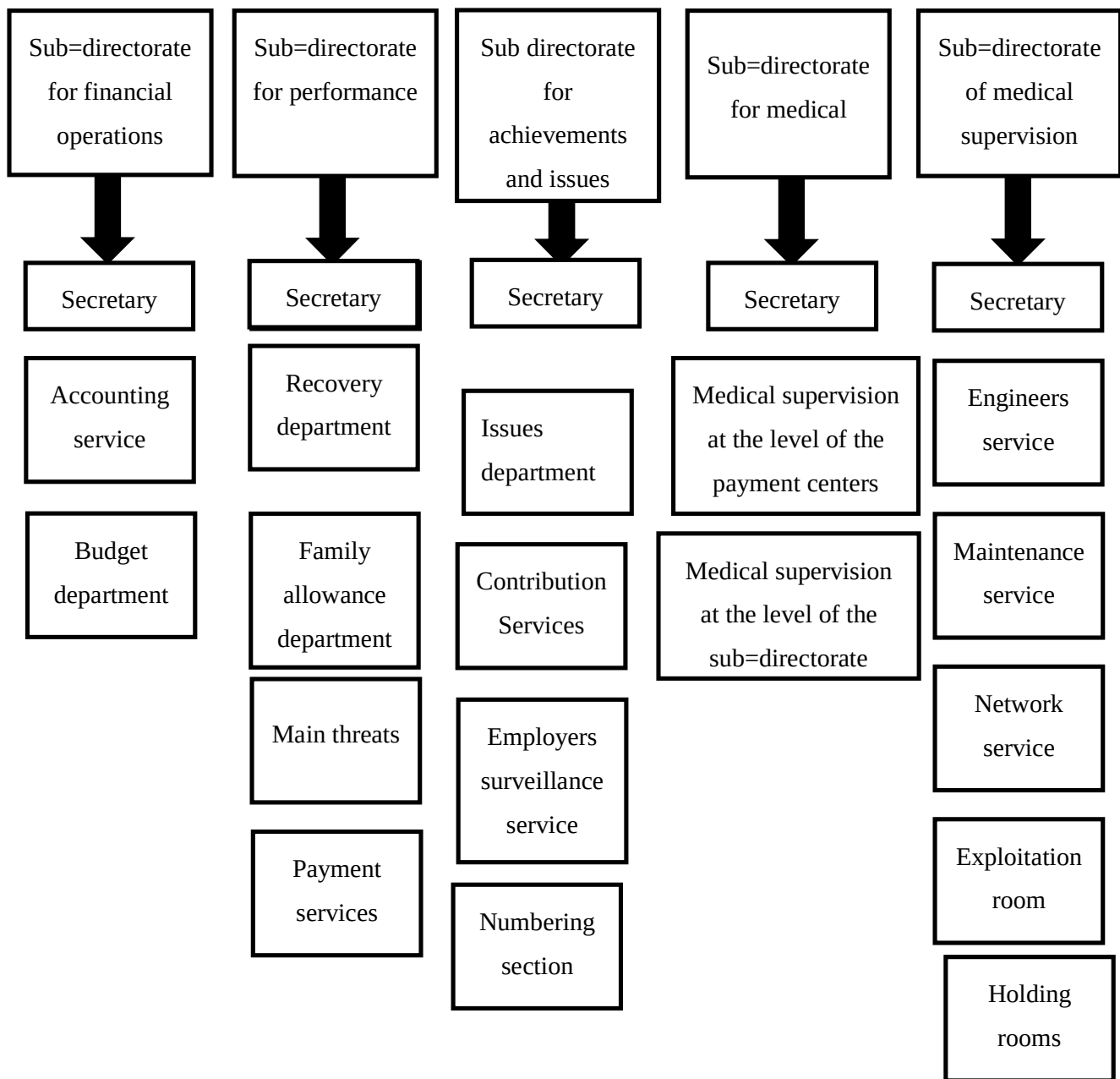


Table 1: A table showing training information of the host organization:

The name of the organization	the National Social Insurance Fund for Salaried Employees caisse national d'assurance social Tiaret (CNAS)
The organization address	10 rue rahou Mohamed tiaret
Phone number	046 22 26 30 046 20 22 52
E-mail address	<u>Celluleecoutettaret@cnas.dz</u>
Organization logo	

Source: Prepared by the student, based on the National Social Insurance Fund for Salaried Employees information.

CHAPTER TWO: LITERATURES AND CONCEPTS OF STUDY

SECTION ONE: LITERATURE REVIEW:

Childcare and maternity issues are at the forefront of current social debate in Algeria, and work-life balance policies are needed by those with children.

Debates on the provision of childcare range from access, affordability, and choice to best practice models, with an increasing awareness of the importance of making early years childcare an educative environment that will prepare a child for life. The provision of childcare can be viewed as a remedy or a positive initiative for three different reasons: first, it would enhance gender balance in the workplace by relieving women of the burden of childcare; second, it would provide educationally beneficial circumstances for the development of the child through educative care; and third, it would relieve the pressure on working parents by providing facilities that match their employment responsibilities.

Scientific article under the title impact of child care assistance A work-life balance practice on Employee Retention in Indian IT sector Submitted by Babu (2013) his study shows that when the average childcare assistance score increases, the average employee retention score also increases proportionately. The study reveals positive correlation and significant association between Employee Retention and childcare assistance.

Journal of Managerial Psychology under the title vouching for childcare assistance with two quasi-experimental studies submitted by. Gulleksonetal(2014) Found that employee performance was higher and absenteeism was lower among employees using on-site childcare than employees using an off-site center or who had no children. Creating an office environment where family and work aren't mutually exclusive and where productivity flourishes should be the new work/life balance. After all, a company's most important asset is its people who will move the company forward through creativity and innovation. The fewer distractions, the more engaged and productive they will be. The on-site childcare benefit retains current employees, but also works as a recruitment tool to attract new employees that may have recently started a family or planning to in the future.

an Algerian study for designing and implementing an appropriate system of child care in rural areas submitted by Tir showed that Algerian women increasingly want to engage in business or income-generating activity for their achievement and to ensure their financial income and to improve their situation and that their families, the achievement of this equation can be only made by establishing childcare centers and developing new method for

caring of young children, therefore structured and childcare centers are needed because they affect the physical, emotional and cognitive development of the children.

Scientific article under the title Value of Daycare Services at the Workplace Case Study on the Telecommunications Sector in Jordan submitted by Shomali(2016) argued that among several different possible traits for a daycare service, the most important trait the respondents looked for was proximity to the workplace followed by excellent hygiene and safety and having the same opening hours as the workplace. These choices reinforce the previous conclusion that employees highly prefer having a daycare service at their workplace.

Scientific article under the title Benefits of a Day Care in the Workplace presented by Finn (2017) showed that the absence of childcare at the workplace would cause less productivity and employee turnover. However, companies that have on-site childcare available either full time or on a drop-in basis find it beneficial to employees and the company's bottom line. Employees reported decreased parental anxiety, feeling happier at work and feeling less stressed about balancing work and family.

A child-centered approach explained the advantage of a child-centered Kindergarten, is not only beneficial to parents but it encourages children to take learning into their own hands, also with this approach children will be mentally and physically active, it will help them to become more independent, responsible and confident, the child will develop executive skills (self-control) and gain knowledge in content areas such as creative representation, language, literacy, initiative, and will promote social and emotional development.

SECTION TWO: WHAT IS DAYCARE.

2-1 : Definition of day care

Crèche (also spelled) is a "French word" that means infant bed. It also means crib (i.e. a bed for a child older than a baby.)(Saqib, 2008, p. 04)

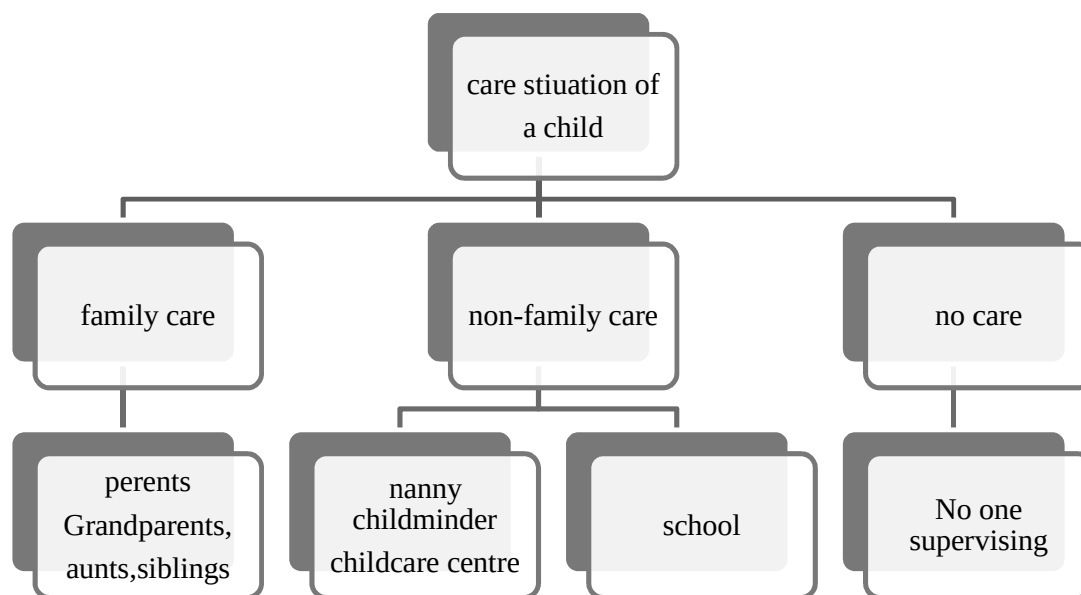
In British English it means:

Day care is the childcare during the day by a person other than the child's parents or legal guardians, typically someone outside the child's immediate family. Day care centers are known in British English as crèches.

A Crèche can also be defined as “facilities that provide occasional care for children usually less than eight years old, and these facilities are provided on particular premises for more than five days a year.(Hein, 2010, p. 4)

At any particular time, a child can be in the care of a family member, someone from outside the family or no one. This simple schema is represented in figure:

Figure01:childcareschema:



Source :(Hein, 2010, p. 5)

Family care:

Families are the main providers of care for their children. At birth, usually the round-the-clock care needed is provided by the family and a baby is not normally left with no one responsible, someone has to ensure their basic needs are met (fed, washed, clothed, housed and so on) as well as to provide a loving and stimulating environment that will foster their social and psychological development.(Hein, 2010, p. 6).

Non-family childcare

Non-family care is needed to look after children during the working hours of parents when there is no family member available, many working parents in both industrialized and developing countries need non-family care for both preschool and school-age children. This non-family childcare.

School can be seen as a form of childcare but is usually perceived rather as “education” and so is shown separately in figure 1.1. As children get older, most societies agree that they should go out of the family to school, and in virtually all countries, attendance at primary school is obligatory as from the age of 5 or 6. Describes in more detail the three main types of childcare arrangements proposed in figure 1.1: “nannies”, “child minders” and childcare centers. The category “childcare centers” includes pre-primary schools (kindergartens, early childhood education) which might be categorized as schools, but since they are not part of compulsory schooling, are usually considered as part of childcare. For children of preschool age, it is difficult to make the distinction between childcare and education and, in fact, both care and education are needed and often occur simultaneously, as reflected in the use of the term “early childhood care and education” (ECCE).

For school-age children, childcare may be needed before or after school, during a lunch break or during school holidays. The types of childcare also apply:

2-2- Main types of childcare:

In the child’s home. Someone who cares for children in their own home, in some cases living in the child’s home, is variously called a “nanny”, babysitter or au pair. This person is usually an employee of the parents. Care can be for children of any age.

In the home of a child minder. A child minder (day mother, family daycare) offers private care for children of all ages, usually in her own home. Child minders are normally self-employed and may have children of their own at home so that child minding provides a way for them to earn income while looking after their own child. The number of children that can be looked after by a child minder is in some countries limited by legislation.

Childcare centers. The terms used to refer to childcare centers differ considerably from country to country, as well as the age groups of the children attending. Centers that take very young children are sometimes called daycare centers, nurseries, and crèches. Some centers may focus on pre-primary education for children aged 3 to 5 years and are variously called kindergarten, pre-primary school, nursery school, écolematernelle or early childhood education center. Sometimes, particularly in developing countries, childcare centers may take children from 3 months to school age.(Hein, 2010)

2-3: The History of Daycare centers in the Workplace:

Many companies offer childcare vouchers in lieu of on-site childcare services.

Countries outside the U.S. were the first to develop daycare facilities associated with the mother's workplace. In countries like France and Italy, daycare facilities are part of the regular public-school system. The first daycare centers appeared in France during the 1840s and were recognized by its government in 1869. It would be nearly three-quarters of a century later before the U.S. would have a daycare center at the mother's place of work.

2-3-1- Early Daycare History

The beginning of daycare in the U.S. was woven into the early welfare and reform movements of the mid-19th century. Many of the early daycare nurseries grew out of the need for someone to look after the children of disadvantaged immigrant workers. Jane Addams, winner of the 1931 Nobel Peace Prize, opened a settlement house in Chicago in 1889 – Hull House – that provided much-needed assistance and care to immigrants. It included resident quarters, a dining hall, a library, a salon and a nursery school that provided childcare on behalf of its immigrant working parents. Some residents worked at the Hull House itself, while many worked outside the settlement house, which also provided classes and training for adults.

2-3-2- Shipyard Daycare Centers

The first daycare centers located at the mother's workplace were built during World War II when "Rosie the Riveter" went to work instead of her husband who was busy fighting the war. In 1943, the Kaiser Company opened up daycare centers at its shipyards in Richmond, California, and Portland, Oregon. The centers, built by owner Henry Kaiser, were open 24 hours a day, had a nurse on site for sick children and provided hot meals for mothers to take home at the end of the day. Large windows looked out on the shipyards, so children could watch the shipbuilding. The intent of the centers was to reduce mother's absenteeism and keep her at work, but the centers were closed once the war ended.

2-3-3-Corporate-Sponsored Daycare

The Stride-Rite Corporation, a company that has produced children's shoes since 1892, began their daycare services in the early '70s. Today it's grown to include an inter-generational center, which includes services for the elderly parents of workers as well as for toddlers and preschoolers. Other companies have followed the actions of Stride-Rite, but opened centers

much later. Many companies today offer childcare vouchers in lieu of on-site childcare services.

2-3-4-Top Companies

CNN Money listed its opinion of the top 100 companies, which includes 33 that provide childcare services on site to its workers. The top five companies with the cheapest on-site services rated by CNN include the SAS Institute, AFLAC, Baptist Health South Florida, Bright Horizons and Memorial Health. Many companies also offer plans that allow parents to receive vouchers for childcare services or hold money out of their paychecks to pay for such services.(Brenner, 2012)

2-4- the importance of child care for working mothers:

Looking after children was traditionally considered to be a responsibility of families alone – mainly the women. It was not an issue of concern to trade unions or employers. As for governments, childcare was often regarded as mainly a matter of providing welfare assistance for poor families. The assumption was that most families can look after their children, which was perceived as “their responsibility anyhow.

Apart from a few welfare cases, childcare usually has to be paid for by the parents, so that it is mainly well-off parents who can find arrangements for ensuring that their children are well looked after while they work. Paying a reliable nanny or child minder or putting a toddler into quality daycare can be quite expensive and often out of the reach of low-income and even middle-income parents. So they are faced with a no-win choice. They can use parental time to fill in the childcare gap by, for example, working at different times in the case of dual parent households or reducing their work activity (typically that of the mother) and consequently their income. Or they can leave the child with poor-quality care or no care at all. Whatever their choice, the child will probably suffer, as will the parents. The consequences of lack of access to affordable, good-quality childcare go beyond the welfare of individual children and their families and affect the social and economic development of the whole society. For society, benefits of childcare include the following:(Hein, 2010, p. 6)

2-4-1-Promoting gender equality:

As women are often the parent with major responsibility for children, lack of access to affordable, reliable childcare can be a major factor in gender inequality, undermining women’s ability to work and their opportunities for employment. In the European Union,

childcare is recognized as a critical factor in meeting its goal of full employment and a concrete way of eliminating barriers to women's participation in the labour market. As a result, at the Barcelona summit in 2002, EU governments set childcare targets for the year 2010: 33 per cent coverage for children under 3 and 90 per cent coverage for children between 3 years and compulsory school age. Evidence from Europe suggests that where governments support the costs of widely available childcare, these countries tend to have higher rates of women's labor force participation and fertility and lower gender inequality, as is particularly the case in Nordic countries.

Childcare can help parents, particularly mothers, ensure continuity in their careers. If they are compelled to resign for lack of affordable, quality childcare and do not work at all for a long period, they tend to have difficulty re-entering work, particularly at the same level as they were when they left .(Hein, 2010, p. 7)

2-4-2- Promoting the rights and development of children:

Child care centers are the concept of providing supervised childcare facilities to the children while their parents are away. The childcare centers meant to provide a safe environment for young children, to ensure their healthy growth, sanitation, nutrition, play material, cradles, beds, and a supervisor who can provide a stimulating environment to the children in the absence of their parents.

Child care centers offer positive social environments for children to learn positive social interaction skills with peers and adults. And children will have the opportunity to talk and play with other children and can learn important skills like conflict resolution and anger management skills when it comes to dealing with peers. They can also learn the importance of being helpful and giving compliments to others.(Hein, 2010, p. 8)

2-4-3-Contributing to the national economy:

Well-structured childcare support policies can pay for themselves, according to a report from the Organization for Economic Co-operation and Development (OECD): without support, parents can face a more difficult time participating in the labor force, which can lead to "higher welfare expenditure, lost tax revenues, inhibited growth and wasted human capital".

Childcare not only increases women's access to employment, but also increases employment opportunities in childcare, and contributes to job creation in the service sector to replace some of the unpaid household work such as cleaning and food preparation. One estimate of the job

creation effects of women's employment is that ten jobs are created for every hundred additional women in work.⁸ Indeed, in most industrialized countries; there has been an increase in employment in childcare. In the Netherlands, for example, the childcare sector has evolved since 1990 from a small sector with 8,000 employees into a mature sector employing over 60,000 employees in 2003.⁹ Similarly in France, the number of child minders (26ssistantmaternelles) more than tripled during the 1990s: the number approved and directly employed by parents increased from about 70,000 in 1990 to 232,000 in 2000, reaching 264,000 in 2005.(Hein, 2010, p. 9).

2-4-4-Helping to break the vicious circle of inter-generational poverty:

For disadvantaged families, access to childcare can help prevent the perpetuation of social disadvantage by:

- increasing the family income, often through women's labor force participation; and
- fostering the physical, social and cognitive development of children, and improving their life chances.

Often as a result of research and political pressure from civil society, governments are increasingly realizing that many families are having difficulties ensuring that their children are well looked after while the parents work, and that lack of childcare is leading to the inefficient functioning of labor markets, under-utilization of public investments in human resources and insufficient care of the next generation. Thus it is increasingly accepted that it is in the public interest for governments to support and facilitate access to childcare.(Hein, 2010, p. 10)

2-5-International guidance: Conventions and labor standards:

A number of international conventions recognize the fact that working parents especially (women) need outside support in coping with childcare and call for the provision of childcare facilities. And among these standards:

The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), adopted in 1979 by the UN General Assembly, sets out an agenda for national action to end discrimination against women. Among the measures foreseen to prevent discrimination and ensure women's effective right to work is Article 11 2I: States Parties shall take appropriate measures to encourage the provision of the necessary supporting social services to enable parents to combine family obligations with work responsibilities and

participation in public life, in particular through promoting the establishment and development of a network of child-care facilities.

Similarly, with a view to creating effective equality of opportunity and treatment for men and women workers, **the ILO Convention on Workers with Family Responsibilities**, 1981 (No. 156), 11 also call for childcare measures:

All measures compatible with national conditions and possibilities shall further be taken to develop or promote community services, public or private, such as childcare and family services and facilities. (Article 5(b).

The issue of childcare concerns not only the well-being of working parents but also of their children and how they are cared for. The UN Convention on the Rights of the Child (CRC), which has been ratified by 191 countries, specifies:

For the purpose of guaranteeing and promoting the rights set forth in the present Convention, States Parties shall render appropriate assistance to parents and legal guardians in the performance of their child-rearing responsibilities and shall ensure the development of institutions, facilities and services for the care of children.

States Parties shall take all appropriate measures to ensure that children of working parents have the right to benefit from child-care services and facilities for which they are eligible. (Article 18) (Hein, 2010, p. 11).

Convention on the Rights of the Child ,Adopted and offered for signature, ratification and accession in accordance with the decision of the General Assembly, United Nations 25/24 of 20 November 1989,Entry into force: 2 September 1990, in accordance with Article 49 explain in article 18 that .States Parties shall take all appropriate measures to ensure that children of working parents have the right access to child-care services and facilities for which they are eligible.(اتفاقية حقوق الطفل, 1990).

Furthermore, working Women in the Algerian legislative system indicate that The state's position on women's work according to the National Charter was based on a cultural background through which the state seeks to integrate women into professional life without causing tremors that may affect the stability of social construction. This is why the state's view of the National Charter did not differ much from the viewpoint of The Islamic religion is at its core, and this trend appears clearly, especially after the issuance of the Family Law in 1984. That is why the National Charter affirms the need to take special measures for women

working in the field of social protection to “organize women’s work in line with the duties of the home and family, to ensure maternity protection in particular.”, And humiliated As to be established gradually and according to the capabilities of the country, nurseries, kindergartens, childcare centers, and school restaurant.(1990، اتفاقية حقوق الطفل)

Also working women benefit from the social services stipulated in Article Three of Decree No. 82-179 of May 15, of the year 1982, which defines the content of social services and how they are funded as a matter of principle. It is an application of the legislation and regulation in force and can be done in the following areas: - Social assistance, health services, maternity homes and kindergartens.

This decree also provides special protection for women working in many areas, including

The leave granted to women before and after childbirth (14 weeks), and taking advantage of maternity homes are two factors that provide health protection for working women and children. The nurseries and kindergartens are two social institutions that can help the working wife who has children, even relatively speaking, in reconciling her work outside the family space and raising and caring for his children.(162، صفة 2008، مانع)

Arab countries whose labor laws provide nurseries for child workers:

- The Jordanian Labor Law obliges the employer to provide a nursery to care for the children of workers under the age of four / in every establishment that employs at least 20 workers (Article 72 of the Labor Law and its amendments No. 8 of 1996).
- The Tunisian Labor Law stipulates the employer's obligation to provide a crèche to care for the children of female workers/in every establishment that employs at least fifty women, provided that her total monthly salary does not exceed two and a half times the value of the minimum wage guaranteed by the contribution to the cost of childcare in incubators.
- The Egyptian Labor Act requires the provision of a crèche for the children of working women if the employer employs 100 or more workers in a single location (article 96 of the Labor Act 12 of 2003 and article 11/4 of the Constitution of 2014).
- The Moroccan Labor Code stipulates that a special breastfeeding room must be set up in each contracting enterprise, or in the immediate vicinity, if at least 50 workers over the age of 16 are employed there. Breastfeeding rooms may be used for the children of contract workers. (Article 162 of the Labor Code of 11 September 2000, art. 162).

- The Yemeni Labour Act stipulates that public and private institutions employing fifty or more workers in the same establishment are required to establish or commit to a nursery to accommodate the children of female workers (article (45 bis) of the Labor Act No. (5) Of 1995 and amendments thereto).
- The Saudi labor system requires obliging the employing employer to provide and establish nurseries for the construction of female workers (article 159 of the Labor Act).

Although the labor laws in the aforementioned Arab countries stipulate the commitment of employers to provide incubators for the children of female workers, some of these legislations have tightened the requirement that the number of women workers reach 100 for the purpose of achieving the commitment to provide nurseries, in addition to the requirement that the number of children reaches 25 children, which means that in some workplaces the employer is not bound by this social security for working women just because the number of workers is less. (الاتحاد العربي للنقابات)

2-6- Types of measures for promoting work–family reconciliation:

Government has a leadership role to play in setting policy orientation and creating a social climate that is conducive to dialogue and change for improving work–family reconciliation. In particular, government has the key responsibility to design legislation related to equality objectives, thus challenging existing gender inequalities in paid work and unpaid care work. The contributions of employers, trade unions and workers, academia and civil society to the design and implementation of work–family measures are also vital. Policies and measures at the workplace and in collective bargaining agreements and services at the community level, designed for workers with family responsibilities, can make an enormous difference for businesses, workers, their families and communities (ILO, 2012, p. 5)

The following diagram (Figure 02) summarizes the diverse measures to promote work-family reconciliation established by ILO standards on workers with family responsibilities, which fall mainly within the direct means of action of governments, social partners and civil society actors:

FIGURE 02 the divers measures to promote work=family reconciliation.

**Figure 02**

Policy research is necessary to understand the challenges that workers and employers are facing in relation to balancing work and family responsibilities and their preferences for addressing those challenges, and is a key means to identify and set priorities.

Education, information and advocacy are required to improve awareness and understanding of the principle of equality of opportunity and treatment for men and women, and problems facing workers and employers in addressing work–family conflict, and the implications of such conflict for societal goals such as human rights, gender equality, business productivity, individuals’ well-being, child education and development. Education programmers and information campaigns can be targeted at a range of different stakeholders, from government officials to the general public and children.

Active labour market measures refer to measures that specifically address ways to enable both women and men to become and remain integrated in the labour force or to return to work after a period of absence. They can include remedial education, vocational guidance and training, job search assistance, in-job training, paid educational leave arrangements and other supports. Such measures help to ensure that family responsibilities do not undermine men and women's equitable access to and participation in paid work and, they promote broader conditions for equality in both paid and unpaid work.

Fair and adequate wages and incomes are important for establishing minimum standards of living that enable workers to provide for care and basic needs their dependents. Policies and practices promoting equal pay for work of equal value help to reduce the gender pay gap that persists in virtually all countries around the world. Such a gender pay gap both undermines women's bargaining power in the home and provides economic incentives for households to reduce women's paid work in response to the demands of unpaid care work.

Working time, care services and leave policies are key areas influencing the ability of workers to reconcile work with family responsibilities.

Basic infrastructure and services to support family responsibilities are those that affect the amount of time and timing required for workers to meet their paid and unpaid work commitments. Roads and transportation services affect commuting time; the availability of housing with labour-saving layouts reduces the time devoted to household work. The means to access water and energy affect the amount of time spent obtaining these resources. The locations of schools, school hours, day care centers, health services and utility payments are all examples of the logistics town planners, architects, workers and businesses must consider in reconciling paid work and family responsibilities.

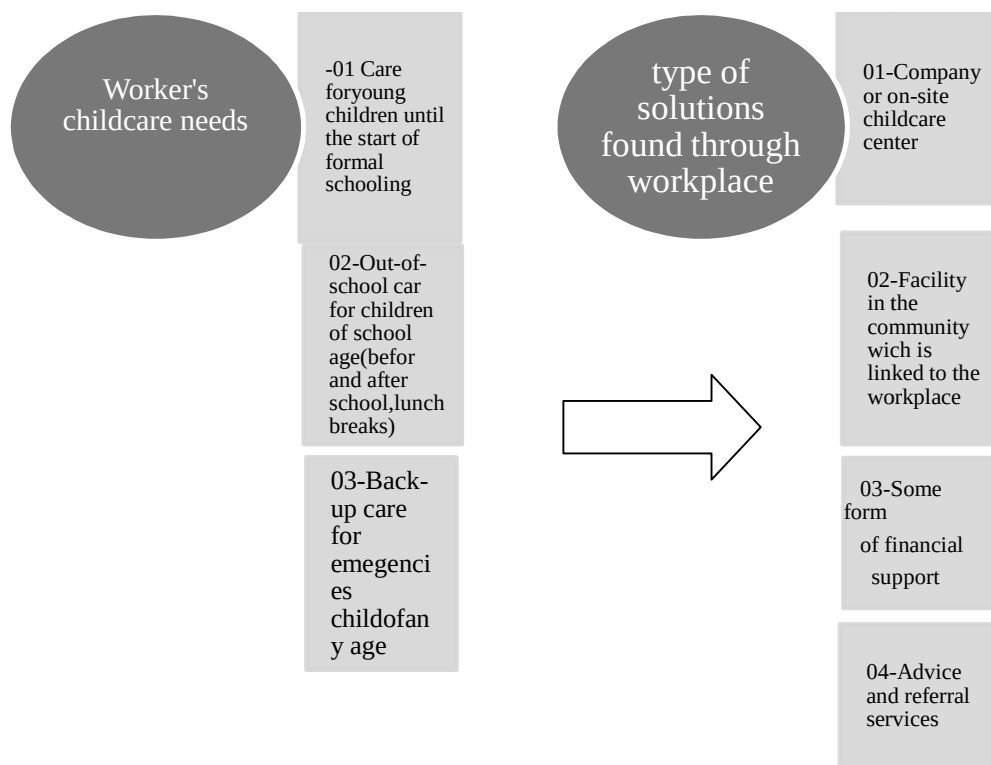
Social security benefits, contributory and non-contributory, play a key role in providing support for the costs of family care responsibilities, for example, through social health protection, support for childcare, support during family related leaves and support for senior citizens, with countries using means as diverse as conditional or unconditional cash transfers, insurance mechanisms and tax policies(ilo, 2012, p. 6)

2-7- Childcare needs and types of solutions:

The care services needed by workers depend on the ages of their children.

Three main types of childcare needs are identified in figure 03. The first is care for young children until the start of formal schooling, which is probably the most obvious need. Workplace assistance for this age group is the most common. Nevertheless, the second need – out-of-school care for children of school age – can be a major problem for parents, and some workplaces provide help for this age group. The need for emergency, back-up care can occur for children of all ages, as even the best arrangements can go wrong when a carer doesn't show up, a grandmother is sick or there is a special school holiday. Help at the workplace so parents can access emergency "back-up" care is becoming increasingly common. Various types of arrangements can help workers find affordable childcare at the times they need and of the quality they want. As shown in figure3, workplace solutions may be categorized into four main types:(Hein, 2010, p. 15)

- A childcare center of the company (companies) or on-site;
- A facility in the community which is linked to the workplace (through arrangements such as negotiated discounts, reserved places, subsidized places);
- Some form of financial support (childcare vouchers, funds or subsidies)
- Advice and referralservices.

Figure 3: Childcare needs of workers and types of workplace assistance

Source: (Hein, 2010, p. 15)

2-8- the working environment of the child caregiver:

The provision of childcare services must be affordable and of high quality, however; to ensure that a lot of pressure is placed on childcare workers because of low salaries or a high number of children per worker, or both, as explained by the UK UNISON Trade Union it is important that childcare is not provided at affordable prices at the expense of childcare workers.

The quality of childcare is that the well-being of the children is particularly related to the nature of the interaction between the staff and the children. One of the key aspects of quality is a consistent and warm childcare. UNESCO notes that the importance of the relationship between the adult caregiver and the child is encouraging for those working in resource poor situations where physical features are hard to address. Also underlines the importance of careful selection of childcare workers, adequate levels of staffing (staff –to-child ratios), and working conditions that permit this kind of interaction and promote continuity of their employment.

Furthermore the Organization for Economic Co-operation and Development (OECD) identifies a mix of indicators for quality child care; High-quality systems have a number of core components including:

- ✓ Substantial public investment.
- ✓ Public funding to develop and revise quality standards.
- ✓ Good working conditions for staff, with opportunities for professional development.
- ✓ Favorable child–adult ratios.
- ✓ Partnerships with community and parents.(Bretherton, 2010, p. 6)

2-9-The importance of nursery school and kindergarten:

Early childhood is the stage when the foundations of all human life are laid and are highly sensitive, and is characterized by rapid changes in physical growth and cognitive and emotional development.

Studies and research have demonstrated the positive effects of kindergarten enrolment on boys and girls in primary school.

And the above levels of education, which help them in several areas, of which the most important are:

- Early childhood is a better time for learning; it helps the child to use mental processes to organize him/herself. Emotions and emotions develop motor skills and muscle coordination to increase opportunities for social participation and interaction. With peers, surveying, discovery, reflection, and problem solving to move effectively to the next steps.
- A nursery school and kindergarten is the first stage of the education phase and is characterized by gentle treatment and guidance of childrenprepares - with early education and upbringing - the child to receive the following life roles on a healthy basis.
- To maintain the child's instincts and nurture its moral, mental, and physical development under normal and normal circumstances similar to the atmosphere derived from the family.
- Development of values that work to cherish religion, and belonging to the country.
- Familiarize the child with the school environment, prepare him/her for school life and gently transport him/her from the central self to social life. Share with peers.

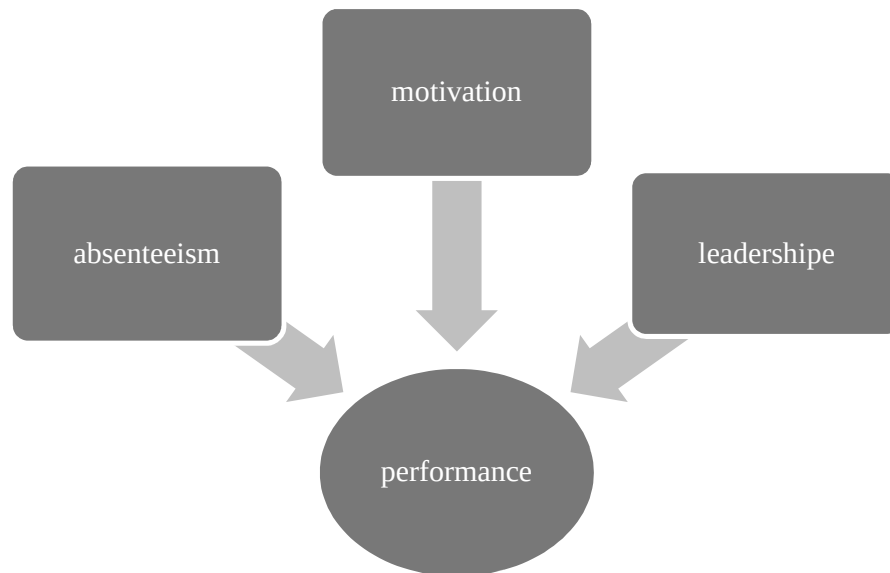
- Provide the child with a multitude of correct expressions, accessible fundamentals, and age-appropriate information and related to his surroundings.
 - To train the child in motor skills, to accustom him/her to healthy habits, to raise his/her senses, and to exercise them well.
 - To encourage its innovative activity, to pledge its good taste, and to give the opportunity to its vitality to be targeted.
 - Satisfy the needs of childhood, the happiness of children, and discipline without being pampered or exhausted.
 - Vigilance to protect children from harm and to combat signs of abnormal behavior and good response to childhood problems.
 - Provide opportunities for substantive dialogue on child-specific issues.
 - The development of the child's personality through growth in a compatible environment
- (الدليل التنظيمي. ص38)

SECTIONTHREE: THE CONCEPT OF THE STUDY

Almost every organization will hire women who are or will become mothers. An estimated sixty percent of women with children less than one year of age are working,; And how to retain and positively impact productivity of women with offspring is thus an important consideration for organizations, and the development of policies that address the needs of working mothers is of paramount concern for the well being of both working mothers and organizations. Finding ways to retain women after childbirth in positions that fully utilize their experience and education provides economic benefits to the employer, employee and the economy as a whole. (Hixson-Somanchi, 2010, p. 3)

The child care services provided by an employer had a positive effect on employees’ perceptions on their performance. Employees in companies which provided either on-site or off-site child care services had positive effects on working parents and in the way they do their job. (Improving child care services what can be done).

In order to achieve this performance, a set of criteria must be taken into consideration by the employer to manage employee’s commitment, morale, absenteeism, and recognition.

Figure04: what influences on the performance:

Source: Made by the student.

3-1- motivation:

3-1-1- concept of motivation:

The word motivate is frequently used in the context of management as a transitive verb: motivation is by implication something done by one person or group to another. A further implication of this usage is that the motivated parties need to be induced to perform some action or expend a degree of effort, which they would not otherwise wish to do. That this is an issue of vital importance to the prosperity of commercial organizations is emphasized by Lawler (1973): “Those individual behaviors that are crucial in determining the effectiveness of organizations are, almost without exception, voluntary motivated behaviors.

Employee motivation has always been a central problem for leaders and managers. Unmotivated employees are likely to spend little or no effort in their jobs, avoid the workplace as much as possible, exit the organization if given the opportunity and produce low quality work. On the other hand, employees who feel motivated to work are likely to be persistent, creative and productive, turning out high quality work that they willingly undertake. Many things can be said to answer this question; the reality is that every employee has different ways to become motivated. Employers need to get to know their employees very well and use different tactics to motivate each of them based on their personal wants and

needs. Today's manager needs to understand the reasons why employees work and offer the rewards they hope to receive. Motivated employees have a drive to succeed no matter what the project. Managers cannot "motivate" employees, but they can create an environment that inspires and supports strong employee motivation.(Nduka, 2016, p. 2)

3-1-2- intrinsic versus extrinsic motivation:

Motivation can be divided into two types: intrinsic (internal) motivation and extrinsic (external) motivation.

A) Intrinsic Motivation

This type of motivation comes out from an individual pleasure or interest in the task and it does not involve working on activities for the sake of external rewards, it instead necessitates the feeling of inner pleasure in the activity itself. It can be seen as a force that involves doing activities without external incentive. According to Amabile (1993), individuals are intrinsically motivated when they seek enjoyment, interest, satisfaction of curiosity, self-expression, or personal challenge in the work.

Lawler (2002) explains that employees who are intrinsically motivated are more likely to engage in the task willingly as well as work to improve their skills, which will increase their capabilities. Employees are likely to be intrinsically motivated if they: attribute their performance results to factors under their own control, also known as autonomy, believe they have the skill that will allow them to be effective agents in reaching desired goals (i.e. the results are not determined by luck), are interested in mastering a role, rather than just rote-learning to achieve good grades(Nduka, 2016, p. 6)

B) Extrinsic Motivation:

It is the opposite of intrinsic motivation; it regards the carrying out of an action in order to achieve an external reward. The source of extrinsic motivation is from an individual physical environment. More job benefits, bigger salary, incentives and job promotion are some rewards that leads to extrinsic motivation.

Adams (2005) explains that extrinsic motivation refers to the performance of an activity in order to attain an outcome, which then contradicts intrinsic motivation. It is widely believed that motivation performs two functions. The first is often referred to as the energetic activation component of the motivation construct. The second is directed at a specific behavior and makes reference to the orientation directional component. Extrinsic motivation

comes from outside of the individual. Common extrinsic motivations are rewards like money and grades, and threat of punishment.(Nduka, 2016, p. 7)

3-1-3- motivation is the key to performance improvement:

Performance is considered to be a function of ability and motivation, thus:

Job performance =f (ability)*(motivation)

Ability in turn depends on education, experience and training and its improvement is a slow and long process. On the other hand, motivation can be improved quickly. There are many options and an uninitiated manager may not even know where to start. As a guideline, there are broadly seven strategies for motivation.

- Positive reinforcement
- High expectations
- Effective discipline and punishment
- Treating people fairly
- Satisfying employees needs
- Setting work related goals
- Restructuring jobs
- Base rewards on job performance(Singh, 2017)

3-1-4- the importance of employee motivation on their performance:

An effective performance management action is an important tool for employee motivation for optimal performance. However, it is not an enough condition for effective performance management. The most important issue with any performance management system is how critically it is taken and how devotedly it is used by managers and employees.

Performance management is all about perfection, synchronizing, upgrading to create value for and from customer with the result of economic value creation to stockholders and owners. The expansion of performance management is clearly very large, which is why performance management must be viewed within an enterprise as a tool to improve on employee motivation for high performance (Nduka, 2016, p. 9)

Moreover, managers need to find creative ways in which to consistently keep their employees motivated as much as possible. Motivation is highly important for every company due to the benefits that it's able to bring. Such benefits include.

Human Capital Management A company can achieve its full potential only by making use of all the financial, physical, and human resources that it has. It is through these resources that the employees get motivated to accomplish their duties. This way, the enterprise begins to glisten as everyone is doing their best to fulfill their tasks.

Meet Personal Goals and Help an Employee Stay Motivated Motivation can facilitate a worker reaching his/her personal goals, and can facilitate the self-development of an individual. Once that worker meets some initial goals, they realize the clear link between effort and results, which will further motivate them to continue at a high level.

Greater Employee Satisfaction Worker satisfaction is important for every company, as this one factor can lead towards progress or regress. In the absence of an incentive plan, employees will not feel ready to fulfill their objectives. Thus, managers should seek to empower them through promotion opportunities, monetary and non-monetary rewards, or disincentives in case of inefficient employees.

Raising Employee Efficiency An employee's efficiency level is not strictly related to his abilities and qualifications. In order to get the very best results, an employee needs to have a perfect balance between ability and willingness. Such balance can lead to an increase of productivity, lower operational costs, and an overall improvement in efficiency, and can be achieved only through motivation.

A Higher Chance of Meeting the Company's Goals Any enterprise has its goals, which can be achieved only when the following factors are met:

There is a proper resource management

- The work environment is a cooperative one
- All employees are directed by their objectives
- Goals can be reached if cooperation and coordination are fulfilled at once through motivation(GANTA, 2014, p. 225)

Better Team Harmony A proper work environment focused on cooperative relationships is highly important for an organization's success. Not only that it can bring stability and profits,

but employees will also adapt more easily to changes, fact which is ultimately in the company's benefit.

Workforce Stability: stability of the personnel is highly important from a business point of view. The staff will stay loyal to the enterprise only they meet a sense of participation within the management side. The abilities and potency of staff can be used in their own advantage, but also in the benefit of the company. This may cause an honest public image within the market which can attract competent and qualified individuals into the business.(GANTA, 2014, p. 226)

3-2-leadership:

The leadership literature reveals that leaders are responsible for creating a vision of where the organization is going and implementing initiatives to achieve the vision. They generate enthusiasm for goal achievement and communicate employees' roles in contributing to the organization's strategy. Furthermore, effective leaders engage with the external environment, building collaborative relationships within the wider community, in order to promote the necessary change orientation.(Helen Shipton, 2008, p. 440)

3-2-1-The concept of leadership:

Tannenbaum, Weschler and Mussarik (1961) defined leadership as "interpersonal influence exercised in a situation and directed, through the communication process, toward the attainment of the specialized goal or goals"

Yukl (2008) defined leadership as a process where one person exerted influence intentionally to a group of people

Leadership, as defined by Gharibvand (2012) is how the leader communicates in general and relates to people, the way in which the leader motivates and trains the subordinates and the way leaders provides direction to his/her team to execute their tasks an organization through relationship, structure, and guide.

Sharma & Jain (2013) defined leadership as a process of which a person influences other people to accomplish an objective and directing in a way that makes it more cohesive and coherent(Abdul Basit, 2017, p. 114)

3-2-2- leadership style:

Authoritarian leaders, also known as autocratic leaders, provide clear expectations for what needs to be done, when it should be done, and how it should be done. There is also a clear

division between the leader and the followers. Authoritarian leaders make decisions independently with little or no input from the rest of the group.

Democratic leadership, also known as participative leadership, is a type of leadership style in which members of the group take a more participative role in the decision-making process. Researchers have found that this leadership style is usually one of the most effective and lead to higher productivity, better contributions from group members, and increased group morale.

Laissez-faire leadership, also known as delegative leadership, is a type of leadership style in which leaders are hands-off and allow group members to make the decisions. Researchers have found that this is generally the leadership style that leads to the lowest productivity among group members.

(Cherry, 2006, p. 10)

3-2-3-Leadership and Performance:

Northouse (2013) asserts that ineffective or inappropriate leadership styles can directly affect the performance and retention of employees in contemporary organizations. According Dale Carnegie Training (2012), argues that leadership enables employees connect with organization and those who emotionally connect in a positive way with an organization feel a sense of ownership and are more likely to stay with it, delivering superior work in less time and reducing turnover costs.

Leadership also promotes justice, organizational justice is important because employees who have a perception of organizational fairness are reported to have a higher level of work performance, trust in their supervisor, psychological ownership and organizational commitment.

Also, leaders who consider work life balance promote performance Work-life balance benefits have the potential to simultaneously improve an employee's quality of life of and organizational effectiveness.

However, according Koubova and Buchko (2013) involvement in multiple roles, be it a family role, work role or some other roles may have either a negative or positive effect on job performance (Roussel, 2017, p. 88)

3-3- employee absenteeism:**3-3-1- the concept of absenteeism:**

The word Absenteeism refers to workers' absence from their fixed work because of several reasons. According to Webster's dictionary –Absenteeism is the practice or habit of being a non-attendant and an absentee is one who is habitually staying away from work. According to the Labor Bureau of Shimla Absenteeism is defined as the total number of people shifts. In other words, it signifies the absence of an employee from work on a regular basis, when he is programmed to be at work. Any employee may stay away from the work if he has taken leave to which he is entitled or on the basis of any previous sanction of leave. Thus, absence may be of two types authorized or unauthorized, willful or in other words caused by conditions beyond one's control.

Also, Absenteeism means keeping away from the place of work without prior notice. Many causes of absence are authentic, as an example personal illness or family problems; however, absence can also usually be derived to alternative factors like poor work surroundings or employees who don't seem to be committed to their jobs. If such absences become excessive, they can have a hostile impact on a business's operations and, ultimately, its profitability (Gupta, 2019, p. 582)

3-3-2- Types of Absenteeism:

There are three types of Absenteeism which are:

Planned and Approved: These are the situation in which the employee has planned to take a leave and it is approved by the employer. Such as Holiday; maternity or paternity or work from home.

Unplanned but Approved: In this category, absenteeism is unexpected by the employee but is already approved by the employer, fall into this category and hence this is categorized as unplanned on account of employees. Such as sick leave/accident, or bereavement.

Unplanned and Unapproved: The above categories are from the employer's end but the third category is unplanned and unapproved which is out of the employer control and serious and strong steps would be needed on employer's end in order to control ; such as disengagement, overworking, personal reasons(Gupta, 2019, p. 583)

3-3-3- Outcomes of Absenteeism:

Absenteeism lowers process quality and output as well as a firm's operational efficiency

Absenteeism affects other withdrawal behaviors, such as turnover. Some articles show a strong positive relationship between absenteeism and turnover.

The presence of absence behavior seems to aggravate overall organizational health; employees in such organizations have lower morale, high levels of stress, poor communication, and the relationships between management and staff are poor.(drana Cikes ID, 2018, p. 19)

3-4- The benefit of providing day care in the workplace:

For dual-career parents, finding adequate and quality childcare can be quite challenging Even after childcare arrangements have been made, how parents feel about he arrangement can be a source of anxiety and strain, therefore providing on-site child care can have many benefits for companies, including improving employee morale and motivation, lowering absenteeism and attracting a wider variety of applicants.

3-4-1- Employee Benefits

Workplace day care is an important benefit for many employees, allowing them to spend more time with their children during the workday. Some on-site programs allow employees to spend lunch and breaks with their children or for new mothers to pop in and breastfeed. Parents can travel to and from work with their children, increasing the amount of time they spend together. Workplace day care also decreases anxiety for some parents, improving their ability to concentrate on their jobs.

3-4-2-organizations Benefits

Workplace day care can improve employee morale and lower absenteeism and turnover because fewer employees need to take time off to look after their children, according to an article in Bloomberg Businessweek. This leads to lower company costs. The same article cites a study in the book “Kids at Work: The Value of Employer-Sponsored On-Site Child Care Centers” in which two large companies saved \$150,000 and \$250,000 in wages through providing on-site day care. Another big savings is realized in bringing new mothers back to work sooner, allowing companies to save in hiring and training replacements.

3-4-3-Day Care Options

A large company with a high number of employees may opt to open an on-site day care center serving only its own employees. For other companies, a better option may be to partner with a local organization or school to provide services. For example, a shortage of affordable day

care in Rochester, Minnesota, led to a partnership between day care provider Child Care Resource and IBM. A new day care facility was built adjacent to IBM, with IBM's financial assistance. Smaller companies located near each other can consider joining to open a nearby day care cooperative. Another option is partnering with a local day care to accept employee children at a discount. (Magloff, 2011)

CONCLUSION

This chapter has attempted to explain and shows the need of providing a daily childcare services fact and specifically at the national social insurances fund in Tiaret. From the study a major factor has come up such as motivation leadership and absenteeism.

CHAPTER THREE: RESEARCH DESING AND METHODOLOGY

After we presented the theoretical aspect of the study and its various concepts, we will try through this chapter to discuss and clarify the design and methodology of this study, the researches aimed at explaining the methods and tools employed in collecting and presenting data for analysis in order to enhance proper and maximum comprehension of the information related to the subject under study

In order to reach a convincing answer to our problematic issues, about Child care service effects on the performance of working mothers; also, for our study to be categorized within scientific research, we had to infer a method that would explain to us the path used to arrive at the truth and in a scientific way.

SECTION 01: RESEARCH DESIGN:

The methodological approach adopted for this research is one of a qualitative nature.

Indeed, the goal is to gather information from the working mother to better understand the importance of providing them a daily child care services at their workplace, and how it affects their performance, at the national

Qualitative research is therefore a relevant strategy to adopt since it “aims at understanding and interpreting practices and experiences rather than measuring variables using mathematical procedures.” **(Paillé and Mucchielli, 2008: 9)**

We seek to extract the meaning of the data instead of transforming them into percentages or statistics **(Paillé and Mucchielli, 2008)**

In addition, one of the strengths of qualitative data is that it allows descriptions and explanations that are rich in information:

Another characteristic of qualitative data is their richness and their character encompassing, with a strong potential for deciphering complexity; such data produce dense and penetrating descriptions, nested in a real context and which have a resonance of truth having a strong impact on the reader. **(Miles and Huberman, 2003: 27)**

And the definition of qualitative research according to **(Merilleyblais, Stephan Martineau 2013)**

Qualitative research is a research that is conducted on the subject of a person, event, and document in a natural context, in which the researcher collects the data, and then analyzes it in an inductive style, with a focus on the meanings carried by words, events, or images. In qualitative research, the goal is an in-depth understanding of the phenomenon or the studied

state. And the aim is not to reach results for generalization of similar phenomena or cases, so it is not a requirement that the sample be representative of the research community. "The value of qualitative research in the greater part is related to the competence of the researcher in giving meaning to the data he collected, i.e. going further than what the raw data wants to say. (الدكتور حلوش مصطفى، ص04)

1-2- The tools used in the study:

Data collection is an important step since it "consists of the actual collection of the prescribed information from the persons or observation units in the sample. »(Campout et al., 2011: 164)

1-2-1-Justifying the use of Qualitative interview

Qualitative interview is an important data collection tool used in qualitative research design. It is used in case studies, grounded theory and in ethnographies (Myers & Newman, 2007). Among the types of qualitative interviews are structured, unstructured or semi-structured interviews and group interviews (ibid). According to Kvale and Brinkmann (2009), a qualitative interview attempts to understand the world from the subjects' point of view. The qualitative interview also gives details of the meaning of participant's experiences and also uncovers their lived world experience (Kvale&Brinkmann, 2009). It aims at deriving interpretations from what the respondents say (Warren, 2001).

Therefore, we decided to use the qualitative interview because we wanted to have a better understanding of the everyday experiences of working mothers specially their work and family live.

1-2-2- The semi-structured interview guide

The main reason for the study was to know whether the daily child care provided for working mothers in their workplace would enhance their performance, we employed the use of a semi-structured interview guide to get the needed responses. From the viewpoints of Myers and Newman (2007), the semi-structured interview makes room for invention since the script that will be used is partial. Although the researcher prepares the interview questions before hand, there is the need to makes amends during the interview section.

Also The advantages of this method include access to people's experiences, explanations, and interpretations, the diversity of responses obtained, the depth of the analytical elements collected, the interest aroused in the interviewee, the overall perception that it is possible to

have and the flexibility of the tool (Angers, 2009; Campehoudt et al., 2011). On the other hand, it also has some disadvantages such as the indirect access to the facts, the false answers of the interviewee, the possible subjectivity of the interviewer, and the fact that it is heavy to transcribe and analyze (Angers, 2009).

OBSERVATION:

We used observation technique to get contextual information for the interviews conducted. Thus, observation served as a supportive or supplementary method that complimented the information received through the interview (Robson, 2002). It was done during our presence at the field study headquarters at (CNAS) the National Social Insurance Fund for Salaried Employees Tiaret, in order to know the difficulties and challenges faced by the working mother inside her workplace and to know what are the reasons that limit their capabilities in order to provide the desired job performance, in addition to take a closer look at the reasons that cause a working mother to have an imbalance between her private and professional life. Also, to know the material and moral assistance, that the institution provides to them.

1-2-3-Interview form:

An interview questionnaire, presented in the appendix, was designed to guide the interviews. Semi-directed. This questionnaire is linked to the reference framework presented in Chapter 2 in the sense that each dimension is translated into a general question and then into sub-questions which relate to a more precise aspect of the general question (Angers, 2009). Thus, all the questions in the interview questionnaire correspond to dimension of the frame of reference and this is why each question and its sub-questions form a block in the interview scheme thus focusing on one of its themes. (Angers, 2009: 77)

As for the data collection process, it was carried out between 09 February and 10 March 2020. These interviews all lasted about an hour; because each interview requires spending enough time to go deep into it. And tackle all the planned themes; we conducted twenty interviews with working mothers, in the workplace. We presented the guide of the interview in Arabic, and then it was translated into English because all members of the sample speak only Arabic or French.

This is the tool we used in the field study and is filled indirectly. By the researcher when interviewing the respondents, the researcher asks questions the respondent responds.

One of the advantages of this technique is that it greatly assists the researcher in collecting information in a way that Clear, because it simplifies the questions to the respondent, and therefore answers them without fear or hesitation.

Therefore, this technique "aims to record the responses in the document, along with the reactions of the respondents related to the topic (Claude, 1992, p. 32)

The interview form contains 29 questions, and the questions were divided into three sections axes these axes have been divided as follows:

The first axis: it includes preliminary data on working mothers.

The second axis: data on the effect of working mothers' work on them and their children.

The third axis: data on the working mother's level of professional performance.

In the interview form, we mixed closed-ended and open-ended questions, where We used closed-ended questions in order to obtain precise and specific answers, while we used Open-ended questions to give respondents complete freedom to express their opinions.

In general, the interview form is "a list of questions or a form

The researcher conducts his or her data by means of an interview that takes place between him or her and the researcher; it includes the position of direct confrontation. "It is also considered to be the guide or leader that guides the interview that takes place between the researcher and the researcher after having mapped out his or her paths and defined his or her subjects(796 صفحة ص (محمد، 1981 ،،

1-3- target population and sampling design:

The selection of the sample was based on taking the category that has a direct relationship to the topic and they are the category of working mothers who have children less than 5 years.

The numbers of female workers at the national social insurance fund Tiaret were 146 women, according to our study we found just 20 working mothers with children, under the age of 5

Table 02 shoes the total workforce by socio-professional category

Socio-Professional Category	Women
Execution	09
Control	94
middle manager	41
senior manager	02
Total workforce	146

Table 03 show the respondents for the study:

Category	Target population	Sample size
Execution	09	04
Control	94	12
Middle manager	41	03
Senior manager	02	01
Total work force	146	20

Made by (student, 2020)

SECTION 02: THE COURSE OF STUDY**2-1- Interview Process**

The field study was conducted at the level of the National Social Insurance Fund for Salaried Employees Tiaret and was completed within a month and a half

The study started with an exploratory interview to get acquainted with the field of study, which is the National Social Insurance Fund for Salaried Employees Tiaret, then a group of unstructured interviews followed with the companion, Mohammed Assal, who is our supervisor in the field of study, to know what's (CNAS), as well as to know what they provide as services to the society in general and what they provide to employees in particular, also if working conditions available for the institution's employees, especially for working mothers. Then we fixed a suitable date, place and time to interviewed the working mothers we met sixteen on their offices and four outside their offices. Also while we were at the agency we interviewed the human resource director in order to know the extent to which managers contribute to help the working mother increase their production at work and motivate them and contribute to providing Possibilities that help them achieve a family career balance such as providing care places for their children inside the agency.

2-2- Data Analysis

We used the qualitative content analysis to work with the data. Content Analysis is a way layperson describe and explain aspects of their world (Robson, 2002). It is also a research technique commonly used in analyzing qualitative text data (Hsieh & Shannon, 2005). Text data can be obtained from surveys, interviews, observations or from focus groups. In a research using qualitative content analysis, the focus is on the features of language used in the communication with attention to the content or contextual meaning of the text (Hsieh & Shannon, 2005).we sought to use content analysis in analyzing the data because by using it, my understanding of the opinion of working mothers .

2-2-3- Analytical Approach:

In the beginning of our analyzing we read thoroughly to have a better understanding of how to apply content analysis in our research analysis. Content analysis also involves „□coding participants□ open-ended talk into closed categories which summarizes and systematizes the data□□ (Wilkinson, 2008, p.198). To do this, I read and re-read the data till I could remember most of the answers the participants gave. After reading through the data for some time, we

made initial notes of our impression of the whole data. This initial note writing enabled us to come out with the emerging themes or categories.

The approach we used in putting our data into categories has been defined by Hsieh and Shannoh (2005) as conventional content analysis. These authors defined conventional content analysis as a type of analysis where coding categories are derived directly from the text data. The themes we used were directly got from the data and that confirms the conventional content analysis. Also, with the conventional approach, relevant theories or other research findings are addressed in the discussion section of the study.

CONCLUSION:

Finally, we conclude the importance of the methodological framework of the study, as it is the one that defines us the nature of the subject we are studying, by defining the method followed and identifying the concepts behind it and thus it is considered as an essential step that cannot be crossed in any scientific research.

CHAPTER FOUR: PRESENTATION AND ANALYSIS OF THE STUDY RESULTS

We will present through this chapter the various data obtained during the field study at the level of the National Agency in Tiaret and we will analyze it in order to reach an answer regarding the problem of the study

SECTION ONE: CHARACTERISTICS OF THE INDIVIDUALS OF THE RESEARCH SAMPLE.

Through the methods and tools used in collecting information related to the study, we reached the following data:

1-1-The first interview (Unstructured interview):

09-02-2020, Tiaret Agency - Escort Authority, at 9: 00-12: 00, and it was an exploratory interview in Tiaret Agency, and took place with the companion Assal Mohammed. To learn about the social security sector in Algeria. Social security is a system that covers certain categories of population or the entire population against social risks or events that can affect the health or economic and social situation of people making up these populations.

The Algerian system is based on the principle of distribution and solidarity. It covers all the branches of social security provided for in international conventions.

the National Social Insurance Fund for Salaried Employees (Tiaret) it is an agency classified in the second category with more than 27300 insured persons and 5456 employers, the national social insurance fund of the wilaya of Tiaret is supported by 270 employees including 06 senior manager, 88 middle manager, 158 master, 18 executing; it contains :

Nine (9) payment centers (each managing more than 10,000 insured persons) and 02 branches ((each managing less than 10,000 insured persons) classified as follows:

At the level of the wilaya there are three centers (center of the CNAS headquarters, the center of AMMOR AEK and Azzedine el Habib center).

Age	Number
25-30	0
31-36	9
37-42	6
43 and over	4
Total	20

1-2 Analysis of interviews with the sample:

1-2-1- the first axis : Characteristics of the research sample:

We see from the table N. (04) Related to the distribution of the sample population by age group shows that the majority of women interviewed are concentrated in the 31-36 age group, followed by the 37-42 age group and then the 43+ age group. And in the last age group, which is between 25-30

Table05 Distribution of the sample population according to the occupational category:

Occupation	Number
Mastery	12
Excution	4
Middle manager	3
Senior manager	1
Total	20

We observe in table n 5 related to Distribution of the sample population according to the occupational category that The majority of the respondents are in mastery section with

twelve working mothers and in the execution section are four and for the manager they have one middle manger and one senior manager .

Table 6 Distribution of the sample population by education level

Education level repetition	Number
Some high school education	0
bachelor'sdegre	0
Vocationaltraning	7
LMD	10
M.A.	3
Ph.D.	0
TOTAL	20

We see in table n6 related to Distribution of the sample population by education level that ten of the working mothers their education level is LMD and three of them have M.A degrees and the seven of them they had vocational training.

Table6: Distribution of sample individuals according to marital status

Marital status	Number
Married	17
Divorced	2
widow	1
total	20

We see in table n6 related to Distribution of sample individuals according to marital status that seventeen of the females are married and two of them are divorced and one of them she is widow.

Table7: Distribution of the sample population according to the number of children

Children number	Number
One child	5
Two children and more	3
Three children and more	12
Total	20

It is clear from Table No. (7) Related to the distribution of the sample population according to a number of Children, the majority of the respondents stated that they have three or more children with a twelve respond, and five of them they have one child and three of them respondent that they have children between two and more .

Table07: Distribution of respondents' children by age

Child's Age	Number
Infant	4
From one to three years	6
From three to five years	10
Total	20

It is clear from Table No. (7) Regarding the distribution of the children of the respondents according to Age, that the ten of the respondent have kids from three to five years and six of them have kids from one to three years and four respondents have infant.

1-2-2 the second axis:

Analysis the data on the effect of working mothers' work on them and their children.

Does your work affect your children?

This question basically discusses if the work affects their children, All the mothers said yes accept mother 7 and 12 whom said that their work don't affects their kids, for the working mothers who said yes they mention that it's affect them in way that it is so stressful sometime they wanted to Resign

That is what mothers 3/5/6/10/15/18/20 said "sometime I can't stand the pressure of work but If life was not that hard, I resign so I can be all the time with my kids"

Do you go home on your working time?

Nine of the working mother 01/3/4/7/9/11/12/15/19 revealed that they do sometime go home for personal reasons and five of them mother 2/5/6/17/20 said that had to go check on their children this is what mother 5/17/20 said: "*sometime I ask for an hour or two so I can go home to check on my babies to verify if they need something and this is hat mother 2/6 said "I have to go home so i can breastfeeding my girl "*

Have you ever stopped working for a period of time?

Eighteen of the respondents revealed that they didn't stop working only on holidays and maternity vacation and two working mothers they did stop, mother 14 said that: "*I did stop working for one year because I was sick*" and mother 6 said that: "*I stopped working for 7 months because I had to stay at home with my kids I couldn't find someone to stay with them also me and my husband we could not afford to pay the kindergarten*"

Do you receive help from others for your child's care and attention? – whom supervises your child during your work?

These two questions question basically discusses if this working mothers receives help from others to take care for their children and who is the one who do supervise them ; all the respondent said that they do receives help : mothers 2/4/6/7/9 said that their mothers whom watch their children "*I leave my kids at their grandmothers house "*

And mothers 1/3/5/8/ 10/11 said that their husband's family who take care of their kids while they at work and the rest of the mothers put their children in kindergarten.

Do you have any child care services in your institution?

The answers to this question were complicated because the CNAS do have I kindergarten for its employees but the problem it is not on-site, and that not what our research discuss ;therefore this is the answers that were given to us , nine of the working mothers revealed that they leave their children in the kindergarten but four of them they leave them at the CNAS kindergarten that what mothers 12/13/18/20 said “ I leave my kids at the CNAS crèche but it’s far away from home and work and cause me a lot of trouble and waste of time and money for me “

And the other five mothers they leave their children in others Kindergarten, for the rest mothers they answer that they do not have childcare services in their work place.

Would you prefer your workplace to have a daycare centre at work?

This question discusses if this working mothers prefers to have a daily childcare service at their work place; seventeen of the respondents did prefer it , mothers 2/6/10 said” it will be I great i can check on my baby in my free time and I will have time to breastfeeding “

And the other mothers 1/3/17/18/19/20 said that “that will be so helpful and It reflects on the level of my performance and my production, and relieves all parties, whether it is the father or the me or the child himself, and allows me to achieve close follow-up to my kids at this age, and the causes of anxiety and stress disappear, and send more psychological relief to me”

The answers of mothers 5/8/9/11/13/14/15/16 is “It’s a wonderful thing, because it saves me the trouble of searching for a suitable nursery, not to mention the time and effort it saves, how comfort I will feel, and i can be assured of my children over time”

And for the mothers 4/7/12 they did not prefer to have a daily child care service at their work place and this is what mother 2 said “I do not like the idea to bring my girl everyday to work I would like her to stay at home with her grandmother” also add mother 4 “that I hate to bring my boy to work I do not like him to be seen every day by my college.

1-2-3- The third axis:

Data on the working mother's level of professional performance

As working mother what are the most difficulties you face in your daily life ?

This question basically discusses how the mothers perceived their work and family life. the mothers were asked about their experiences of mothering and their career, they described it as very stressful and tiring ,These expressions were due to the routines of their everyday life because they are supposed to wake up every day and make sure to get the children ready for

school and to take them to kindergarten or to their caregiver and also get to work on time and what all the respondent agree to mother 5 said “very stressful, very stressful, right from the time I open my eyes ... till the time I decide to go to sleep again , I work throughout, work, home ,work, children , work, husband ; the house responsibilities , what to cook , work.....”

This response was in relation to her experience as a mother and a career woman also mother 2 she said that “most of difficulties that we working mothers face in our daily life, is Professional and family stress also Difficulty finding a balance between work and personal life, and Having to rely on others to take care of our children that should be our job, also Rising cost of living and a single source of income is not enough that why we do need to work so we can help our families”

Do you sometimes miss work?

Despite the kind of stress some mothers experience as a result of their participation in the labor force all day sometimes they had to miss work to deal with the daily events she faces in her parenting life, all the respondent said that they do miss work at least once in week, because of their personnel needs or to take care of their children as mother 5 said that “ sometime I had to miss work because I had to take the children to the doctor , I have a boy who get sick easily” add to her mother 8 she said “ I live with my husband family and we are big family we do have a lot of events and that is why I had to run off work sometime”

Do providing daycare services reduce your absenteeism rate?

While we were at the study filed we noticed that working mother miss a lot of work and after we interviewed them and knowing the reason of this absenteeism we asked them, does the provision of daily child care service at their work place will reduce their absenteeism rat , fourteen respondent said that it’s very helpful and save them a lot of time . mother 7/15 said “that it is great and very helpful for me; because I have to miss work a lot because I’m divorced and I don’t have another place but home to leave my kids in and I cannot leave them alone”, also mother 13 said that “I am I widow I do miss work and they reduce my salary every month , also I can’t afford to pay for kindergarten”

What really motivates you as working mother?

In our time at the CNAS we observed working mother and we noticed that they were unmotivated all day, and that they developed lower levels of engagement, poor communication, lower performance , lower moral , a lot of conflicts between the coworker and I noticed that some of the working mothers their work place become a toxic environment

to them and they were not engage in their work at all, also the majority were not reaching their full potential, therefore we asked the working mothers what is the kind of motivation she needs; sixteen respondents revealed “that our motivation level can increase by balancing our work and family life, financial bonuses, more than one month of holiday in year also what really motivate us if our superiors take in consideration what can benefits us working mother.” and four respondents t said “what really motivateme is to hear some good word and some appreciation, and showing us some appreciation and trust, also promotion”.

Does the provision of child care affect your motivations?

While we were working with mothers, and in the same time we observed their daily work routine we noticed that almost all the mothers cheeks their phone for a time, or calling their family to ask about their children, and we noticed that they were not really focusing on their work and they were worried half of the time, that is why we asked them if their institution provides them childcare service will it decrease the level of their worries and anxiety, and motivate them to give a better work so seventeen respondents declare that “The working mother needs in her workplace the presence of a crèche in which she leaves her child during working hours so that can be close to her; what will achieve her psychological comfort and motivate her to make all efforts and dedication to work and thus increase productivity”

And for mother 6 she said “it will make me very happy to have such service at my work place, that will make me spend more time with daughter especially in my lunch time, and that will make me feel that she is around me all time, also I will not have to ask for help from anyone to watch or take care of my child”

Do you feel your efforts are appreciated in your organization? Give your opinion in a brief summary of what you feel the management should do to ensure the good relationship between the employee and the employed

The reason we asked this question is when employees feel valued, they’re more likely to remain loyal to the organization, even if it is not perfect. Increased job satisfaction can lead to improved performance and reduced turnover and absenteeism. Clearly, employers have an incentive to ensure employees feel valued, but the question is how can they do that? And that how some working mothers respond: mother 1/5/6/8/12/14/16/17/said that “I do sometime fell appreciate by my head of service” and mother “2/3/4/15 said that “sometime I just want to

leave everything and go home he do not like or approve any of my work and Interferes in everything even when it is not his business”

Then we asked them to give us their opinion on how the responsible should change or to improved to ensure the good relationship between the employee and their employed, mothers 10/19 said “I would like to change my department or to change the head of service because she really drives me crazy” and mothers 3/4/7 said «I believe the working environment should be based on respect, trust, justice and understanding”

Does the provision of child daycare services relate to leadership style? If yes in which way?

This question was mentioned to discussed if there is a relationship between the leadership style and the provision of childcare for working mothers , all the responds agree that there is a direct relation between it , mother 5/20 said that " Yes, it is closely related to him, because the leader has to take into account the needs of the working mother, especially with regard to her children, so the leader must be understanding and able to achieve the requirements of his employees because that will benefit the workers and the institution; and that the possibility of providing a daily child care service in the workplace is his decision in the end.

And for mother 2 she said “As the senior manager and also a mother I should be very co-operative when it came to issues concerning the welfare of my time specially the working mother. And the idea of providing them a daycare service it will be helpful, I think for them and for us to”

Do you think providing childcare in the workplace contributes to improving your job performance?

This theme basically discusses how the provision of daily child care services contribute to improve the working mothers’ job performance, therefore we asked the working mothers at the CNAS agency this question all of the twenty respondents agree . Mother 1/3/4 said that “Providing childcare services for the children of female employees will achieve the psychological and emotional balance of working mothers and increase their productivity, especially in light of the high price of crèche this days” also mother 2shesaid “when I think that my kids are in safe hand and taking care of I will defiantly be relief and ill affect directly my performance. I will have nothing to think of but my work”

Add to her mother 9 “it is very important to have a crèche in my place of work andi realizes that it has a number of benefits, including the psychological stability I will have during work

because I will feels safe for my child, and I will concentration more in work which leads to increased productivity”

Mother 15/19 said that “integrated childcare for our children in our place of work can be very helpful for example if anything happens to my kid or emergency problems arise I will know it right away and I will get their very son”

Add to her mother 7 It will saves effort and time taking my girl to my mother house during their working hours, and it also helps me ease the burden of expensive child care costs,

SECTION TWO: GENERAL ANALYSIS OF STUDY RESULTS

Summary of findings:

Through the analysis and discussion of various field data we can present in this part of the research

This study delved into Child care service effects on the performance of working mothers at the National Social Insurance Fund for Salaried Employees (CNAS) Tiaret. The objective of this study was to spotlight the issues that appear due to the absence of daily childcare services.

The study revealed that the majority of female workers were mothers but according to our study we found out that only twenty of them have children under the age of five, furthermore, while we were at the agency and our interviews with the working mother we found several of problems facing them because of lack of the provision daily child care on site, such as job and family stress, A high rate of work lateness and frequent absences , Also lack of motivation, lack of concentration and frequent professional errors and that affect directly their work performance

It became clear to us when analyzing the field data for the first hypothesis that all the working mothers approved that the provision of daily child care services on their work-place will enhance their motivation because they will have psychological comfort, and flexibility, also they manage their time better because they will be spending more time with their children, also it will spare them the trouble of searching for a suitable nursery, not to mention the time and effort saved, and the level of comfort and reassurance that they feel and the healthy climate that the nursery provides during working hours, which has a positive impact on the level of performance and stability at work and at home, and it will motivate them to make all efforts and dedication to work and thus increase productivity, they also mention that having financial bonuses will also be a good source of motivation .

Accordingly, the first hypothesis that it says that the provision of daily childcare on the workplace will motivate the working mothers has been fulfilled.

As for the reasons of the high rate of lateness and absences from work, in the view of the respondents, most of them considered that the reason was due to intertwined factors, where the working mothers they are late for work because they take their children to the caregiver, their mother's house, or kindergarten before going to work in the morning or because of their personnel needs such as medical conditions, or low morale, or eldercare, therefore we asked the working mothers if the provision of daily childcare at their workplace will reduce the rate of their absenteeism, accordingly, all the respondents agreed that it will be very helpful for them and also it will affect directly their performance thus increasing productivity

It was also clear to us through the results we found there is a direct relationship between the leadership style and the performance of the working mothers because, Evaluating the performance of employees means measuring their efficiency and the extent of their contribution to accomplishing the tasks surrounding them, as well as Judging their behavior and behavior during work, But before that, the leader or the manager has to provide all the appropriate working conditions for his employees, especially working mothers, as they face many work and family pressures such as the provision of daily child care services at their workplace. It will enhance their performances Because it shows that the leader or manager takes into account their own needs and tries to find solutions to their problems that may interfere with their daily work, which helps to establish a good relationship between employers and employees.

In addition, It became clear to us through our presentation and analysis of data for the second hypothesis that the implementation of daily child care services will enhance the performance of working mothers according to the result of our interviews with them; the availability of a kindergarten in the workplace is a prerequisite for every working mother, for many reasons guaranteed by the institution. The first of these reasons is to gain the trust of the employees, also increasing productivity, and to build a solid and professional relationship between the institution and the mother, and a feeling of security with the mother which reinforces loyalty and affiliation to the institution, It will ensures them psychological and social stability.

Limitations of the study:

We have encountered difficulties in both theoretical and field fields

In theory, we did not find many references that serve the core of the topic. All that we found (books or articles) refer to only a small part of the topic, and although studies and research on the topic exist in various societies, they are missing in university libraries.

Therefore, the study used a small number of participants (20). Thus, it is not possible to make generalizations of the findings.

Moreover, the mothers had different experiences based on the structure and organization of their everyday life, hence generalizing these findings is not possible

Secondly, though the study employed the use of observational method to collect additional data, the results obtained through this method were limited. This is because; we were incapable to redo the interviews to ensure the credibility of the results because of the quarantine and the COVID 19 crisis.

Suggestions for future research:

I recommend that future studies should be made in all sectors public or private.

Activating and educating the community about the positive dimensions of providing childcare services within the work institution.

Also, future studies can change the methodological approach we used, a combination of qualitative and quantitative (survey) method could be used in order to have a larger sample. This could increase generalization.

CONCLUSION:

Finally, we conclude that the establishment and provision of daily childcare services within the workplace has positive repercussions at various levels, providing the appropriate atmosphere, and achieving psychological and social stability for the families of employed and working mothers, and encouraging them to engage in various jobs, and their families are reassuring about their children, which reflects positively on their family and job stability, Hence the improved performance and increased productivity. In addition to being a civilized manifestation, and social, humanitarian, and educational necessity in line with tendencies towards upholding childhood and motherhood.

The presence of nursery in all institutions is a translation of an insightful vision that exceeds the many positive repercussions at the level of the family and society as a whole, which requires the concerted all official, societal and civil efforts to raise awareness of the right of working mothers in the presence of daily childcare for children in the workplace, and the definition of many positive goals in order All institutions follow the example of others that initiated the establishment of nurseries in them according to humanitarian and educational standards Controls provide safety and protection for children, as the presence of such nurseries in institutions allows the application of laws that help the working mother to grant her during breastfeeding, and reduces dependence on foreign to take care of their children while they are at work.

It will also be a source of motivation for working mothers to provide high job performance and reduce the frequency of their absence or delay.

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ANNEX

Introduction

Hello and thank you for taking the time to complete this survey!

We are asking working mothers at the national fund to complete this survey in order to understand how employees feel about daycares in their workplace and whether they benefit from having them available to them and their children. Also to investigate, whether it affects their performance or not.

This is only scientific research and the information you will be providing is secret and used only for scientific purposes.

We thank you for taking the time to answer our questions. Your responses are important and beneficial to us and the quality of our work.

The first axis: preliminary data for the working mother:

1 -age.....

2 -Occupation.....

3- Education level:

High School diploma ☐

Bachelor's degree ☐

Professional training ☐

LMD ☐

PhD ☐

4 Marital statuses: single, divorced, widowed

5- Number of children:

One child, ☐ two children ☐

three children and more ☐

6- The age of your child: an infant ☐

under 3 years old ☐

under 6 years old ☐

The second axis: data on the effect of working mothers' work on her and her children.

7-How many hours do you work daily

8- What is the degree of impact of work on children? Very affects, does not affect, does not affect at all

9- How often do you go home from work: Always ☐ sometimes ☐ never go back ☐

10- Have you ever stopped working for a certain period of time: Yes ☐ No ☐

Reasons for stopping

11 Your child is a baby: Yes ☐ No ☐

12 What type of breastfeeding do you rely on for your baby's nutrition?

Breastfeeding ☐ , artificial feeding ☐

13-Do you need help from others for your child's care and attention?

Are you receiving help that ☐ you are not? ☐

14 who is the supervisor to take care of your child during your work?

The mother ☐ the husband's family ☐ a kindergarten ☐ caregiver ☐

15- Do you have childcare services in your institution? Yes ☐ No ☐

16- Would you prefer to have a structure at your workplace to take care of your children during working hours Yes ☐ No ☐

17- I think that every workplace should have a daycare center for the children of employees in its buildings as one of the benefits for their employees, what do you think?

I don't agree ☐ I agree ☐ I totally agree ☐ totally agree ☐

The third axis: data on the working mother's level of professional performance

18- How do you work? What are the most difficult difficulties you encounter in your professional life.

19- do you miss a lot of work ? Yes ☐ No ☐

20- If you are absent, what are the reasons for your absence?

21- Does the provision of childcare services help reduce your absenteeism rate?

Yes ☐ No ☐

23- Does the provision of childcare services have an impact on your motivations?

Yes ☐ No ☐

24- Does the administration take into account your suggestions as an employee? Explain, why do you think this?.....

25- Do you feel that your efforts are appreciated in your organization?

Yes ☐

No ☐

26- Briefly give your opinion on what you think the administration should do to ensure a good relationship between the employee and the employer.....

27- Is the provision of childcare services related to leadership style?

Yes ☐

No ☐

If so, in any way

28-Do you think that workplace sponsorship helps to improve your job performance

.....