

Ecole des Hautes Etudes Commerciales



**Thesis Submitted in Fulfillment of the Requirements
For Master's Degree in Commercial Sciences**

Major: Management and Entrepreneurship

TOPIC:

**The impact of Corporate Social
Responsibility on Corporate Social
Performance**

CASE STUDY : SEAAL

Submitted by :

Nada MAOU

Supervised by :

Mrs. Lynda GRINE

Senior Lecturer A

**6th promotion
June 2019**

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Abstract:

The environment is becoming more complex and imposes on companies a growing effort, adaptation and modernization. As a result, the mutual expectations of companies and employees are multiplying and the idea that individuals make the success of the company is increasingly highlighted.

With changes in the business environment and internationalization with all its forms, Algerian companies to ensure sustainability and solvency must follow the trend and adopt a CSR approach that takes into account sustainable development with all its dimensions as the majority of multinational companies. This multidimensional approach encourages companies to surpass their classic and purely economic vision and to integrate environmental and social aspects into their activity.

Our research is therefore interested in the company's initiatives in order to integrate a CSR approach into its classical management, and to invest the performance in its human and social dimensions and then include integrating this variable into a global approach. Of the concept in question.

This dissertation's main objective is to demonstrate the correlation existing between CSR and the Company's Social Performance, in order to highlight the need for this approach and to encourage and enrich environmental and social thinking.

Keywords:

Corporate Social Responsibility, Sustainable Development, Company Image, Global Performance, Social Performance, Human Performance / HR, CSR Approach, Social Aspect, Economic Aspect, Environmental Aspect, Ethical Spirit.

ملخص:

أصبحت البيئة الاقتصادية أكثر تعقيدًا وتفرض على الشركات جهدًا متزايدًا وتكيفًا وتحديثًا. ونتيجة لذلك، تتضاعف التوقعات المتبادلة للشركات والموظفين، ويتم تسليط الضوء بشكل متزايد على فكرة أن الأفراد يحققون نجاحًا للشركة

مع التغييرات والتغيرات في بيئة الأعمال والتدويل بكل أشكاله. يتعين على الشركات الجزائية لضمان الاستدامة والملاءة اتباع هذا الاتجاه واعتماد نهج المسؤولية الاجتماعية للشركات الذي يأخذ في الاعتبار التنمية المستدامة بكل أبعادها كأغلبية الشركات متعددة الجنسيات. يشجع هذا النهج متعدد الأبعاد الشركات على تجاوز رؤيتها الكلاسيكية والاقتصادية البحتة ودمج الجوانب البيئية والاجتماعية في نشاطها

لذلك يهتم بحثنا بمبادرات الشركة من أجل دمج نهج المسؤولية الاجتماعية للشركات في إدارتها الكلاسيكية، واستثمار الأداء في أبعاده الإنسانية والاجتماعية ومن ثم تضمين دمج هذا المتغير في نهج المسؤولية الاجتماعية للشركات.

الهدف الرئيسي من هذه الأطروحة هو إظهار العلاقة القائمة بين المسؤولية الاجتماعية للشركات والأداء الاجتماعي للشركة، من أجل إبراز الحاجة إلى هذا النهج وتشجيع وإثراء التفكير البيئي والاجتماعي

الكلمات المفتاحية:

المسؤولية الاجتماعية للشركات، التنمية المستدامة، صورة الشركة، الأداء العالمي، الأداء الاجتماعي، الأداء البشري / الموارد البشرية، نهج المسؤولية الاجتماعية للشركات، الجانب الاجتماعي، الجانب الاقتصادي، الجانب البيئي، الروح الأخلاقية

Résumé :

L'environnement devient de plus en plus complexe et impose aux entreprises un effort grandissant, d'adaptation et de modernisation. De ce fait, les attentes mutuelles des entreprises et des salariés se multiplient et l'idée que les individus font le succès de l'entreprise est de plus en plus mise en avant.

Avec les changements et les mutations de l'environnement des entreprises et l'internationalisation avec toutes ses formes. Les entreprises Algériennes afin d'assurer la pérennité et la solvabilité doivent suivre le courant et adopter une démarche RSE qui prend en considération le développement durable avec toutes ses dimensions comme la majorité des firmes multinationales. Cette démarche multidimensionnelle incite les entreprises à surpasser leur vision classique et purement économique et intégrer à leur activité les aspects environnementaux et sociaux.

Notre recherche s'intéresse donc aux initiatives de l'entreprise dans le but d'intégrer une démarche RSE dans son management classique, et d'investir la performance dans ses dimensions humaines et sociales et comporte ensuite d'intégrer cette variable dans une approche globale de concept en question.

Ce mémoire a comme objectif majeur de démontrer la corrélation existante entre la RSE et la Performance Sociale de l'entreprise, dans le but de faire apparaître la nécessité de cette démarche et d'encourager et enrichir la réflexion environnementale et sociale.

Mots clés :

Responsabilité Sociétale des Entreprises, Développement Durable, Image de l'Entreprise, Performance Globale, Performance Sociale, Performance Humaine/RH, Démarche RSE, Aspect Social, Aspect Économique, Aspect Environnemental, esprit éthique.

Dedication:

I am dedicating this thesis to the special people who influenced me and made me the person I am today.

To my father who has always been there for me, who always trusted me, for his wisdom and advice.

To my mother who gave me life, who always showed kindness and courage, for her endless sacrifices, encouragement, her love and Support to her little family.

To my two brothers, AYMEN and ANOUAR for their support, fan and love

To my sweet little sister ALAA EL RAHMEN

To my fiancé for his support and encouragement from day one, for his advice, care and respect

To my LOVELY aunt HASSIBA, whom I consider like my second mother, for her support, help, care and love

To all the members of my family, to my friends

Thank you for supporting me, for sharing those moments, I am grateful and happy to be surrounded by people like you.

Nada

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General Introduction

General Introduction

In recent years, the economic context is marked by permanent changes. More than ever, it is characterized by an opening linked to the internalization of markets to the effect of globalization. This opening is marked by the arrival in force of the multinationals which are implanted in Algeria with new modes and managerial trends said socially responsible resulting from the rise of the aspects of the social responsibility in the world of the contemporary companies which are always looking to innovate and create competitive advantages.

To speak nowadays about a socially responsible company is to speak about a company which takes into account all the dimensions of Sustainable Development. The demands for Social Responsibility and the research for Social Performance by companies and their leaders today are stronger than ever before. Just as companies have woken up to environmental responsibilities, they now face even more complex demands concerning Social Responsibility, corporate citizenship, ethical issues and sustainable development. Following laws, paying taxes and salaries, and producing high quality products is no longer enough, companies are required to actively influence the development of the societies in which they operate.

CSR refers to a commitment to meeting moral and ethical obligations in economic, environmental, social and societal terms. It is part of a search for growth, performance and return on investment. It is dictated by both internal and external stakeholders, and also supported by the legislator. In this research we are mainly interested in employees as the main stakeholder. In fact, human capital has become an essential source of value for companies. The performance, prosperity and survival depend to a large extent on the behavior, satisfaction, motivation and attitudes of the people who work there.

To develop our study, the choice fell on the company SEAAL as a practical case, this public company which settled in 2002 has known a rather important expansion, it arrived with a new fashion management said socially responsible, which is little known and practiced in Algeria especially for a public company.

This research is a trial to cover the general context of CSR in Algeria, the aims is also to identify the multiple dimensions of the concept in question, to know the reality of the existence of this managerial practice. As well as, the interest it matters for the employees and the company in general. These are the causes that led us to choose this topic as well as this company.

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That been said, the research is here to answer the following primary question:

“To what extent can CSR affect the company’s social performance?”

Or in another word:

What is the impact of setting up a CSR approach on the SEAAL's social performance?

So for this question to be answered, it is more than necessary to pass by the following sub-questions:

- **Q1:** What is Corporate Social Responsibility?
- **Q2:** Can CSR be a social performance driver?
- **Q3:** What can the company benefit from CSR approach?

After initiating prior and previous studies and researches, and from the basis of some personal remarks and perceptions, we based our research on the next hypothesis:

- **H1:** CSR is a multidimensional concept, it is based on three major pillars; economy, society and environment.
- **H2:** A significant relationship exists between CSR and the company’s social performance; Human Resources performance.
- **H3:** The commitment to CSR approaches improves the social performance, and enhance the staff satisfaction.

As the purpose of this research is to investigate the role and the impact of Corporate Social Responsibility on Corporate Social Performance, we had to choose a methodology that enables us to understand in details the importance and effect of implementing a CSR approach.

The adopted methodology was both descriptive, and analytical through a quantitative study that included the distribution of a questionnaire for a better data collection.

This thesis is divided into two parts, a theoretical part composed of two chapters and a third chapter about the practical case in SEAAL Company. The final work was therefore divided into three chapters as follows:

Chapter One:

This chapter will give a broad understanding of what CSR is about; its history then shortly presents the role of CSR in business and international standardization. Also provides the different schools and theories about the concept in question, its tools, approaches and how to implement CSR in companies, and discuss motives for engaging in CSR initiatives. To

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furthermore, in order to enrich our research, we will introduce a section about the CSR engagement in Algeria.

Chapter Two:

In the second chapter, we will introduce an overview about the corporate performance, its types and key indicators. Then, a broad understanding of social performance will be introduced in the second section, passing to the main topic; the third section will be represented as an analysis or demonstration of the relationship of Corporate Social Performance and CSR.

Chapter Three:

The chapter starts in the first section with presenting an overview of the host organization «SEAAL» to become familiar with it, then an explanation of the research methodology followed in the second section, then we will make an analysis through a questionnaire with the objective to provide an understanding of how this company perceives social responsibility and what is the degree of their application. And the results obtained from our survey conducted at SEAAL will be introduced in the section three, thus, a global synthesis to propose some suggestions for the improvement of HR practices socially responsible vis-à-vis the employees, in order to achieve a performance HR will in turn influence the overall performance of the company.

CHAPTER ONE:
Corporate Social
Responsibility

Chapter one: Corporate Social Responsibility

Since the last decades our society has changed a lot, and this is due to technological innovations and economic development, but these changes impose social, equitable and environmental challenges on companies to do more than just make profits and integrate sustainable development goals in their activities, and this is what we call Corporate Social Responsibility.

This chapter will give a broad understanding of what CSR is about; its history then shortly presents the role of CSR in business and international standardization. Also provides the different schools and theories about the concept in question, its tools, approaches and how to implement CSR in companies, and discuss motives for engaging in CSR initiatives.

To furthermore, in order to enrich our research, we will introduce a section about the CSR engagement in Algeria.

Section One: An overview of Corporate Social Responsibility

*« For us in business, I can see only one sure course to follow. Call it common sense. Call it policy, call it anything you like. To my mind, industry must aim **for**, exist **for** and everlastingly operate **for** the good of the community. The community cannot ride one track and **business** another. The two are inseparable, interactive and interdependent. » Cleo F. Craig president, AT&T, 1951-1956¹*

1.1. Definition of Corporate Social Responsibility:

CSR also called corporate conscience, corporate citizenship, sustainable and responsible business or others, is a concept that has become a standard part of most business models in the last decades. It is commonly defined as being the integration of issues of concern held by the wider society in companies' business models or operations, and their interactions with stakeholders, on voluntary basis. CSR provided more benefits that just improving the general image of business, as being socially and environmentally friendly. Other benefits can include cost reduction, greater employee engagement, brand differentiation, improved business sustainability, and others.

¹ <https://iveybusinessjournal.com/publication/creating-shared-value-the-inseparability-of-business-and-society>, 21/04/2019, 14:19.

Chapter one: Corporate Social Responsibility

1.1.1. Defining CSR:

Defining CSR is challenging, as there are many, sometimes conflicting definitions that attempt to explain its governing concept(s) using normative social constrictions that can vary across cultures, regions, etc. One such governing concept is reflected in the following reasoning:

For CSR: *"Economic organizations such as corporations are responsible to their shareholders, employees, and stakeholders"*¹.

This reasoning supports the argument that corporations should no longer prioritize maximizing profits and shareholder value because they have responsibilities to other groups as well.

There are many viewpoints, however, as to whom or what constitutes a stakeholder and whether or not they should even be considered in the decisions of the corporation. Furthermore, there are also many potential stakeholders including individuals and groups in the workplace (employees), the marketplace (customers, suppliers), government, and the community; as well as non-governmental organizations with very specific interests such as the environment, ethics and human rights².

Although the debate on the relationships between business and society, and the implied responsibilities, has been ongoing for decades, there is still no consensus on a commonly accepted definition of CSR³.

This may be partly due to the fact that people within (and outside) the field, notwithstanding the issue of literary translation, employs, promotes and defends different interpretations that have emerged over the past three decades. These range from Corporate Social Responsibility to Sustainable Development, from Business Ethics to Corporate Social Contract, from Corporate Accountability to Business in Society and from Corporate Citizenship to Corporate Governance⁴. This variety of themes in itself is interesting and demonstrates the richness of the concept itself as well as the criticality of research (Carroll, 1999; Ougaard and Nielsen, 2002). Yet, this research area still lacks a 'common ground' which is accepted by the majority and a necessary development to assert legitimacy, credibility and value of research on the social and environmental responsibilities of business to wards society.

¹ MOSES (Oketch), *"The Corporate Stake in Social Cohesion"*, Peabody Journal of Education Vol. 80, No. 4, Organizations and Social Cohesions (2005), P 31.

² LANCE (Moir), "Corporate Governance", Vol 1, MCB UP Ltd, 2001, P 16

³ ARCHIE B (Carroll), *"CSR and Business Ethics Management"*, University of Georgia, 1991 p25

⁴ MC WILLIAMS and SIEGEL, *"CSR: A theory of the firm perspective"*, Academy of Management, 2001, p65

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1.1.2. Definitions by authors:

Table N°I.1: Definitions of CSR from academic researchers over the past 50 years.

Author	Definition
Bowen (1953)	CSR refers to the obligations of businessmen to pursue those policies to make those decisions. Or to follow those lines of action which are desirable in terms of the objectives and values of our society.
Frederick (1960)	Social responsibility in the final analysis implies a public posture toward society's economic and human resources and a willingness to see that those resources are used for broad social ends and not simply for the narrowly circumscribed interests of private persons and firms.
Friedman (1962)	There is one and only one social responsibility of business to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say, engage in open and free competition without deception or fraud.
Davis and Blomstrom (1966)	Social responsibility, therefore, refers to a person's obligation to consider the effects of his decisions and actions on the whole social system.
Sethi (1975)	Social Responsibility implies bringing corporate behavior up to a level where it is congruent with the prevailing social norms, values and expectations of performance.
Carol (1979)	The Social Responsibility of business encompasses the economic, legal, ethical and discretionary expectations that society has of organizations at a given point in time.
Jones (1981)	CSR is the notion that corporations have an obligation to constituent groups in society other than stakeholders and beyond that prescribed by law and union contract.
Wood (1991)	The basic idea of CSR is that business and society are interwoven rather than distinct entities.
Baker (2002)	CSR is about how companies manage the business process to produce an overall positive impact on society.

Source: KAKABADES Nada, ROZUEL Cecile, LEE-DAVIES Linda, "*Business Governance and Ethics*", Vol 1, No. 4, 2005, P 281.

1.1.3. Definition by organizations:

The meaning of CSR is often more practical or managerial in scope. Depending on the stakeholders' interests, CSR is defined either in a business- or society-centered way. And it is frequently related to the concept of sustainability. Different organizations have framed different definitions although there is considerable common ground between them: That CSR is about how companies manage the business processes to produce an overall positive impact on society.

Table N°I.2: Interpretations of CSR by representatives from business and society.

Organization	Definition
World Business Council for Sustainable Development (WBCSD) (2003)	Corporate Social Responsibility is business' commitment to contribute to sustainable economic development working with employees, their families, the local community, and society at large to improve their quality of life.

Chapter one: Corporate Social Responsibility

CSR Europe (2003)	Corporate Social Responsibility is the way in which a company manages and improves its social and environmental impact to generate value for both its shareholders and its stakeholders by innovating its strategy, organization and operations
Organization for Economic Co-operation and Development (OECD) (2003)	Corporate Responsibility involves the 'fit' businesses develop with the societies in which they operate. (...) The function of business on society is to yield adequate returns to owners of capital by identifying and developing promising investment opportunities and, in the process, to provide jobs and to produce goods and services that consumers want to buy. However, corporate responsibility goes beyond this core function. Businesses are expected to obey the various laws which are applicable to them and often have to respond to societal expectations that are not written down as formal law.
Amnesty International Business Group (UK) (2002)	Companies (have) to recognize that their ability to continue to provide goods and services and to create financial wealth will depend on their acceptability to an international society which increasingly regards protection of human rights as a condition of the corporate license to operate.
The Corporate Responsibility Coalition (CORE) (2003)	As an 'organ of society', companies have a responsibility to safeguard human rights within their direct sphere of operations as well as within their wider spheres of influence.
Unilever (2003)	We define social responsibility as the impact or interaction we have with society in three distinct areas: (i)voluntary contributions, (ii)impact of business's direct operations, (iii) impact through the value chain
Novethic (2003)	Linked to the application by corporations of the sustainable development principle, the concept of CSR integrates three dimensions an economic dimension (efficiency, profitability), a social dimension (social responsibility) and an environmental dimension (environmental responsibility) To respect these principles, corporations must pay more attention to all the stakeholders 1... 1 which Inform on the expectations of civil society and the business environment
Noso Nordisk (2003)	Social responsibility for Novo Nordisk is about caring for people 'this applies to our employees and the people whose healthcare needs we serve It also considers the impact of our business on the global society and the local community As such, social responsibility is more than a virtue_ it is a business imperative.

Source: ARCHIE B (Carroll), op. cit, P 282.

1.1.4. Definition of ISO 26000¹:

Corporate Social Responsibility is defined in ISO 26000 as the responsibility of an organization for the impacts of its decisions and activities on society and environment, through transparent and ethical behavior, that:

- Contributes to sustainable development, including health and the welfare of society.
- Takes into account the expectations of stakeholders.
- Is in compliance with applicable law and consistent with international norms of behavior and;

¹ STEELE (Rob), International standard ISO 26000, " *Guidance on social responsibility*", First edition, 2010, P03.

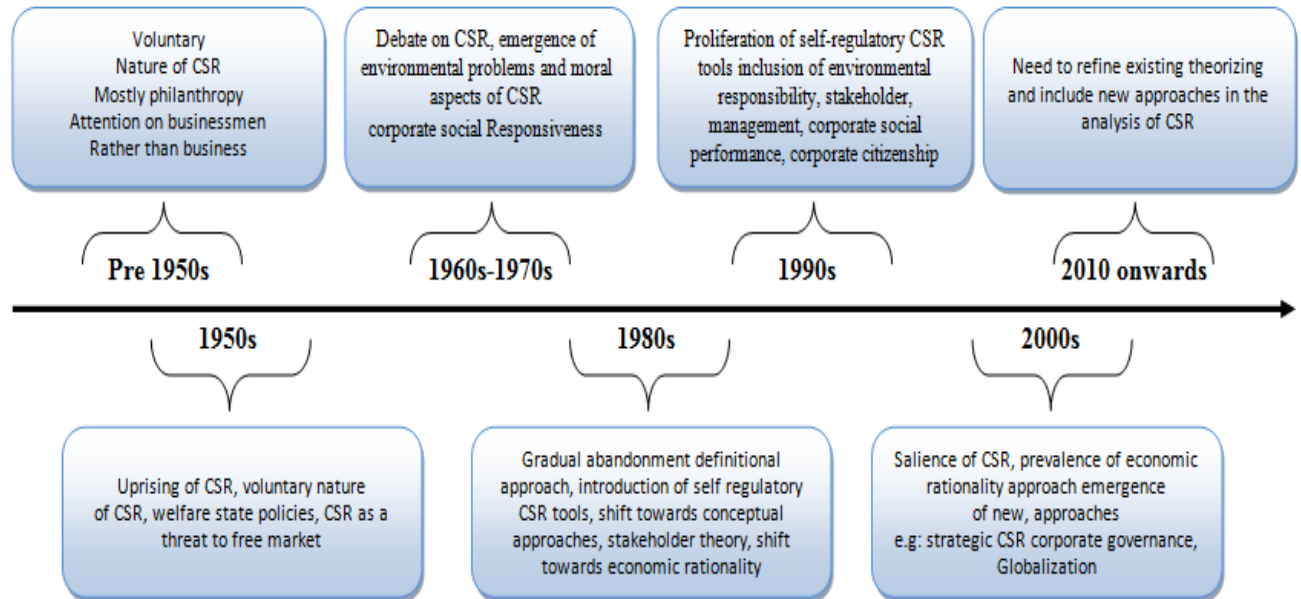
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- Is integrated throughout the organization and practiced in its relationships.

1.2. History:

We often associate CSR to sustainable development or globalization, although this concept was created long before these phenomena. In fact, CSR appeared in the United States in the 1950s, but its diffusion to other contexts was staggered over time. That's why we will represent a shape of history in the figure below

Figure N°I.1: The evolution of CSR perspectives.



Source: FRIEDMAN (Milton), *“The Social Responsibility of Business is to Increase its Profits”*, New York Times Magazine, 13 September (1970), p126.

1.3. The perceived role of CSR in business:

"In the flat world, with lengthy global supply chains, the balance of power between global companies and the individual communities in which they operate is tilting more and more in favor of the companies..... As such these companies are going to command more power, not only to create value but also to transmit values, than any other institution on the planet."¹

Many factors and influences have led to increasing attention being devoted to the role of companies and CSR². These include:

- **Sustainable development:** United Nations'(UN) studies and many others have underlined the fact that humankind is using natural resources at a faster rate than they are being replaced. If this continues, future generations will not have the resources they need for their development. In this sense, much of current development is unsustainable-it can't be continued for both practical and moral reasons. Related issues include the need for greater attention to poverty

¹THOMAS (Lorene). FRIEDMAN (Milton), *“The World is Flat”*, Earth Print, 2005, P 61

²HOHNEN (Paul), *“Corporate Social Responsibility: An Implementation Guide for Business”*, International Institute for sustainable development. 2007 p7

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alleviation and respect for human rights. CSR is an entry point for understanding sustainable development issues and responding to them in a firm's business strategy. Otherwise, Sustainable development can be a part of a company's social responsibility program.

- **Globalization:** With its attendant focus on cross-border trade, multinational enterprises and global supply chains-economic globalization is increasingly raising CSR concerns related to human resource management practices, health and safety, environmental protection, and, among other things. CSR can play a vital role in detecting how business impacts labor conditions, local communities and economies, and what steps can be taken to ensure business helps to maintain and build the public good. This can be especially important for export-oriented firms in emerging economies.
- **Governance:** Governments and intergovernmental bodies, such as the UN, the Organization for Economic Co-operation and Development (OECD) and the International Labor Organization (ILO) have developed various compacts, declarations, guidelines, principles and other instruments that outline norms for what they consider to be acceptable business conduct. CSR instruments often reflect internationally-agreed goals and laws regarding human rights, the environment and anti-corruption.
- **Corporate sector impact:** The sheer size and number of corporations, and their potential to impact political, social and environmental systems relative to Governments and civil society, raise questions about influence and accountability. Even small and medium size enterprises (SMEs), which collectively represent the largest single employer, have a significant impact. Companies are global ambassadors of change and values. How they behave is becoming a matter of increasing interest and importance.
- **Communications:** Advances in communications technology, such as the Internet and mobile phones are making it easier to track and discuss corporate activities. Internally, this can facilitate management, reporting and change. Externally, NGOs, The media and others can quickly assess and profile business practices they view as either problematic or exemplary. In the CSR context, modern communications technology offers opportunities to improve dialogue and partnerships.
- **Finance:** Consumers and investors are showing increasing interest in supporting responsible business practices and are demanding more information on how companies are addressing risks and opportunities related to social and environmental issues. A sound CSR approach can help build share value, lower the cost of capital, and ensure better responsiveness to markets.
- **Ethics:** A number of serious and high-profile breaches of corporate ethics resulting in damage to employees, shareholders, communities or the environment -as well as share price-have contributed to elevated public mistrust of corporations. A CSR approach can help improve corporate governance, transparency, accountability and ethical standards.
- **Consistency and Community:** Citizens in many countries are making it clear that corporations should meet the same high standards of social and environmental care, no matter where they operate. In the CSR context, firms can help build a sense of community and shared approach to common problems.

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- **Leadership:** At the same time, there is increasing awareness of the limits of government legislative and regulatory initiatives to effectively capture all the issues that CSR address. CSR can offer the flexibility and incentive for firms to act in advance of regulations, or in areas where regulations seem unlikely
- **Business Tool:** Businesses are recognizing that adopting an effective approach to CSR can reduce the risk of business disruptions, open up new opportunities, drive innovation, enhance brand and company reputation and even improve efficiency.

1.4. International standards and principles of CSR:

There are over 200 CSR rules or principles, making it difficult to compare between different companies. However, not all have the same degree of visibility and notoriety. Here we have selected the most important standards:

1.4.1. The United Nations Global Compact

The United Nations Global Compact is a non-binding United Nations pact to encourage businesses worldwide to adopt sustainable and socially responsible policies, and to report on their implementation. The UN Global Compact is a principle-based framework for businesses, stating ten principles in the areas of human rights, labor, the environment and anti-corruption. Under the Global Compact, companies are brought together with UN agencies, labor groups and civil society.

The Ten Principles of the United Nations Global Compact¹:

They are derived from: the Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention Against Corruption.

Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.

Principle 2: business should make sure that they are not complicit in human rights abuses.

Labour

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

Principle 4: the elimination of all forms of forced and compulsory labour.

¹ www.unglobalcompact.org/what-is-gc/mission/principles, 01/04/2019, 21:25.

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Principle 5: Businesses should uphold the effective abolition of child labour.

Principle 6: Businesses should uphold the elimination of discrimination in respect of employment and occupation.

Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges.

Principle 8: business should undertake initiatives to promote greater environmental responsibility.

Principle 9: business should encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

1.4.2. The Organization of Economic Co-operation and Development (OECD)

OECD was established in 1961 as an intergovernmental association, and today it has 34 members' states worldwide. It operates as a policy organ recommending all kinds of economic and development issues to its members including behavioral issues connected to corporate governance (CG) and corporate social responsibility (CSR). CSR is defined in OECD as part of the OECD Guideline for Multinational enterprises, which contain twelve director principles for CSR.

1.4.3. Global Reporting Initiative (GRI):

Is an independent institution established in 1999 with the mission to provide a reliable and credible framework for preparing sustainability reports that can be used by organizations regardless of size, sector or location. Today, GRI guidelines are the main international for preparing sustainability reports.

1.4.4. ISO 26000:

This standards was published in 2010 and developed by ISO (the International Standard Organization), in order to guide organizations how to implement CSR. It is defined as the international standard developed to help organizations effectively assess and address social responsibilities that are relevant and significant to their mission and vision; operations and processes; customers, employees, communities, and other stakeholders; and environmental impact.

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The ISO 26000 standard provides guidance on¹:

- Recognizing social responsibility and engaging stakeholders.
- Ways to integrate socially responsible behavior into the organization.
- The seven key underlying principles of social responsibility:
 - ✓ Accountability
 - ✓ Transparency
 - ✓ Ethical behavior
 - ✓ Respect for stakeholder interests
 - ✓ Respect for the rule of law
 - ✓ Respect for international norms of behavior
 - ✓ Respect for human rights
- The seven core subjects and issues pertaining to social responsibility:
 - ✓ Organizational governance
 - ✓ Human rights
 - ✓ Labor practices
 - ✓ The environment
 - ✓ Fair operating practices
 - ✓ Consumer issues
 - ✓ Community involvement and development

In addition to providing definitions and information to help organizations understand and address social responsibility, the ISO 26000 standard emphasizes the importance of results and improvements in performance on social responsibility.

1.4.5. ISO 14000:

The ISO 14000 family of standards provides practical tools for companies and organizations of all kinds looking to manage their environmental responsibilities which represent one of major pillars in CSR.

ISO 14001, 2015 and its supporting standards such as ISO 14006, 2011 focus on environmental system to achieve this. The other standards in the family focus on specific approaches such as: audit, communications, labelling and life cycle analysis, as well as environmental challenges such as climate change.

1.4.6. Standard SA 8000²:

It is a voluntary management standard developed by SAI (Social Accountability International) of the United Nations, published in 1997 on working conditions and an independent control system for the ethical production of goods and services as well as suitable working conditions.

It focuses on different conventions of the International Labour Organization (ILO), the Declaration of Human Rights and the Convention on the Rights of Child, which focuses on

¹ <https://asq.org/quality-resources/iso-26000>, 13/04/2019, 15:27

² <http://prevenblog.com/en/know-different-csr-standards>, 13/04/2019, 21 :29

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avoiding the competitive advantage of lower production costs through a lower level in working conditions. This standard is very interesting for companies that are active in countries with a less demanding social and cultural environment than the west and therefore with lower development aspects in safety and health at work, which is why it is currently the management standard that is the most widespread in emerging countries, especially in the area of southeast Asia.

Section two: CSR between theories and practices

2.1. Theories:

2.1.1. Different Schools of CSR:

Within the field of CSR, there are five different schools: the Dogmatic, the Philanthropic, the International, the Dialogue-oriented and the Ethical school.

Table N°I.3: An overview of the main aspects in relation to the different schools.

Schools	Basic Assumption	Theoretician	Definitions
The dogmatic school	That any responsible company's main concern must be to maximize profit	Friedman	The Social Responsibility of Business is to Increase profit" (Milton Friedman, Greenwood 2001:29)
The philanthropic school	Focus is put on profit making, but Companies should give part of their profit back to society	Carroll & Buchholtz	"The social responsibility of business encompasses the economic, legal, ethical and philanthropic expectations placed on organizations by society of a given point in time" (Carroll & Buchholz 1999:35)
The international school	-Voluntary CSR activities that goes beyond laws and regulations -CSR consists of a trinity focus is put on social, environmental and economic aspects (the Triple Bottom Line 3BL) -CSR is accomplished in a collaboration with stakeholders	Marrewijk & Werre Freeman	CSR, refers to a Company's activities - voluntary by definition demonstrating the inclusion of social and environmental concerns in business operations and in interactions with stakeholders' (Marrewijk & Werre 2003:107) "A concept where by companies integrate social and environmental concerns in their business operations and in their interaction with their stake-holders on a Voluntary basis." EU (ec.Europa.eu)
The dialogue-oriented school	Basic points: □□ Take relevant stakeholder expectation into consideration □□ Dialogue and process are central concepts	Freeman Vos morzing and schultz	CSR is defined as the obligations or duties of an organization to a specific system of stakeholders (vas, 2003:142)

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The ethical school	<input type="checkbox"/> CSR is good because it's the only right thing to do <input type="checkbox"/> Ethics and morality are fundamental concepts	scherme rhorn	"The organization voluntarily moves beyond economic. Legal and ethical responsibilities to provide leadership in advancing the well-being of individuals, communities and society a whole"(schermerhorn 2005:76)
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Source: NEERGARD (Nielsen), "*Social Answer lighted, Fra idealism til forretningsprincip*". First edition, Academia, (2010): PP 21-24

The different schools clearly demonstrate that the concept of CSR is far from unequivocal, and NEEGARD states (2010:24) that the division of the different schools might differ from how other scholars interpret the concepts. Additionally, some of the schools do have common characteristics, especially the international and the dialogue-oriented schools which both, to a certain degree, are derived from Freeman's stakeholder theory (Neergaard, 2010:24). The main difference between the international and the dialogue-oriented schools is that the international school's main focus is put on the 3 aspects, social, environmental, and economical factors. In contrast, the dialogue-based school is focused on dialogue and process. But, even though the international school focuses on the 3 factors mentioned in the above, it focuses on CSR being achieved in co-operation with stakeholders.¹

2.1.2. CSR Theoretical Approaches:

Just as there are many definitions of CSR proposed in the literature, there are also a considerable number of proposed theories. Since this great heterogeneity of theories and approaches of CSR, discussion in this thesis is based on a comprehensive analysis by Secchi (2007)² and it is compared with an analysis by Garriga and Mele (2004)³.

Secchi has come up with a group of theories based on a criterion what role the theories confer to the corporation and society.

The theories are as follows:

- 1) The utilitarian theory, 2) The managerial theory and 3) The relational theory **Table (4)**.

On the other hand, Garriga and Mele's (2004) analysis maps CSR into four types of territories. They are:

- 1) Instrumental theories, 2) Political theories, 3) Integrative theories and 4) Ethical theories. **Tables (5, 6, 7, 8, and 9)** describe the theories and the relevant approaches.

Table N°I.4: Utilitarian, managerial and relational theories of CSR.

Utilitarian Theory	Managerial Theory	Relational Theory
Theories on social costs Functionalism	Corporate social performance Social accountability, auditing and reporting (SAAR) multinationals Social responsibility for multinationals.	Business and society Stakeholder approach for Social contract theory Corporate global citizenship Social contract theory

Source: SEECHI, D. op. cit. P350.

¹ NEEGARD (Nielsen), Op. cit. p33

² SEECHI, D. "*Utilitarian, managerial and relational theories of corporate social responsibility*", international Journal of Management Reviews, (2007), P 349.

³ GARRIGA, E & MELE, D. "*Corporate social responsibility theories: Mapping the territory*". Journal of Business Ethics, 53 (1/2), (2004), PP 51-71.

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Table N°I.5: Instrumental theories-focusing on achieving economic objectives through social activities

Approaches	Short description	Key references
Maximization of shareholder value	Long-term value maximization	Friedman (1970)
Strategies for competitive advantages	Social investments in a competitive context	Porter and Kramer (2002)
	Strategies based on natural resources view of the firm and the dynamic capabilities of the firm	Hart (1995) Lizt (1996)
	Strategies of the bottom of the economic pyramid	Prahalad and Hammond (2002) Hart and Christensen (2002) Prahalad (2003)
Cause-related marketing	Altruistic activities socially recognized used as an instrument	Varadarjan and Menon (1988) Murray and Montanari (1986)

Source: CRANE, A., MATTEN, D., SPENCE, U., “*Corporate Social Responsibility Reading and cases in global context*”. New York: Routledge, 2008, P 96.

Table N°I.6: Political Theories-focusing on a responsible use of business power in the political arena

Approaches	Short description	Key references
Corporate constitutionalism	Social responsibilities of business arise from the amount of social power that they have	Davis (1960,1967)
Integrative social contract theory	Assumes that a social contract between business and society exists	Donaldson and Dunfee (1994,1999)
Corporate (or business) citizenship	The firm is understood as being like a citizen with certain involvement in the community	Wood and Logsdon(2002) Andriof and Melntosh (2001) Mattenand Crane (2005)

Source: Ibid, 96.

Table N°I.7: Integrative theories – focusing on the integration of social demands

Approaches	Short description	Key references
Issues management	Corporate processes of response to those social and political issues which may impact significantly upon it	Sethi (1975), ackerman (1973) Jones (1980),vogel (1986) Wartick and mahon (1994)
Public responsibility	Law and the existing public policy process are taken as a reference for social performance	Preston and post (1975and1981)
Stakeholder management	Balances the interests of the stakeholders of the firm	Mitchell et al (1997) agle and Mitchell (1999) Rowley (1997)
Corporate social performance	Searches for social legitimacy and processes to give appropriate responses to social issues	Carroll (1979) Wartick and Cochran (1985) Wood (1991) Swanson (1995)

Source: ibid, 97.

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Table N°I.8: Ethical theories – focusing on the right thing to achieve a good society

Approaches	Short description	Key references
Stakeholder normative theory	Considers fiduciary duties towards stakeholders of the firm	Freeman(1984-1994) Evan and freeman(1988) Donaldson and Preston (1995) Greeman and Phillips(2002) Philips and al.(2003)
Universal rights	Frameworks based on human rights, labor rights and respect for the environment	The global Sullivan principles (1999) UN global compact(1999)
Sustainable development	Aimed at achieving human development considering present and future generations	World commission on environment and development (Brundtland report)(1987) Gladwin and Kennelly(1995)
The common good	Oriented towards the common good of society	Alford and Naughton(2002) Mele (2002), Kaku (1997)

Source: CRANE, A., MATTEN, D., SPENCE, U, op. cit, 97.

As CSR is a business activity, we can assume that the "theory of business" should offer us the analytical understanding of the concept. From this perspective, we can distinguish four theories:

❖ Stakeholder (Shareholder) Theory:

The initial and most widespread theory is a dominant theory of firms; recognized by mainstream neoclassical economists, called Stockholder Theory. This is a simple assumption that firms play a purely economic role. They are owned and controlled by "homo economics" and managed with a view to profit, and this procedure is limited only by the need to act within the law. According to this theory, perfect competition eliminates an undesirable behavior that depletes the participants and the market as such. The most famous proponent of this view is the holder of the Nobel Prize in economics Milton Friedman¹.

“The business of business is to maximize profits, to earn a good return on capital invested and to be a good corporate citizen obeying the law no more and no less”². Challenging the broader responsibilities of business, Friedman built on a number of arguments:

- The legal person is a social construct and responsibilities may have only a real person.
- Management represents the owners and its main duties is accountable to the owners rather than against the broader groups of stakeholders.
- Taking into account the protection of stakeholders (except stockholders) would almost happen at the expense of stockholders and the management would practically tax them.
- Stockholder theory promotes individual responsibility, which speaks in favor of this theory.
- Corporate Social Responsibility is detrimental to society freedom and reduces the economic freedom that the self assumes the obligations, which distorts the pluralist interference of interests. This pure neoclassical approach leaves no space for deliberate, arbitrary, and socially responsible spending, which may reduce rather than increase the gross profit.

¹ ROBINS, F, “*Why corporate social responsibility should be popularized but not imposed*”. Corporate Governance, Vol.8, No.3, 2008, P 330.

² FRIEDMAN (Milton). op. cit, p 155

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Milton Friedman (1996) argued that CSR activities indicate the "principal agent problem", which is increasing due to separation of ownership and control in the enterprise, namely due to the conflict between the interests of managers and stakeholders. According to him, managers use CSR to support their own projects to the detriment of the remuneration of other stakeholders.

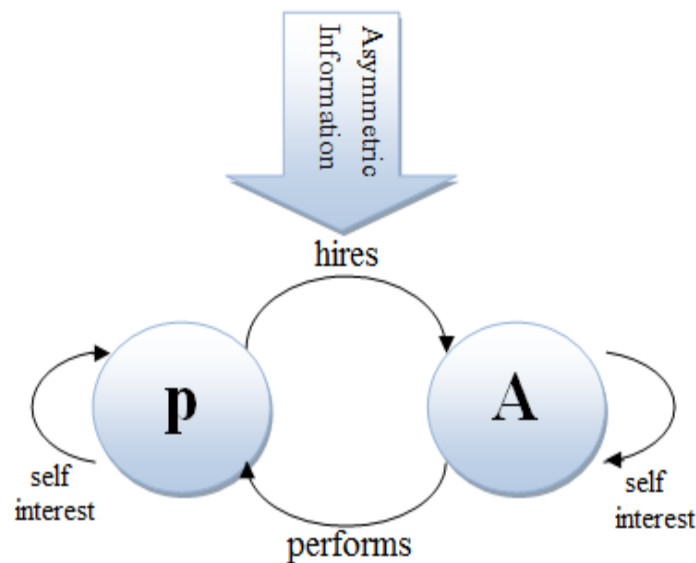
❖ Agency Theory:

Agency theory or the Theory of the principal - agent comes where there is a separation of ownership and control of the company¹.

The principal-agent problem can be seen as a problem that arose as a result of ever-expanding possibilities of companies and the emergence of conflicts between stakeholders.

However, this problem appears to be new and high current, this is considered in Adam Smith's work called *An Inquiry into the Nature and Causes of the Wealth of Nations* (1776), which expresses doubts about the value of joint-stock companies, which reduce the financial incentives to managers in relation to the performance, if the capital is provided by the owners rather than by managers²

Figure N°I.2: The principal agent problem



Source : <http://economicobjectivism.wordpress.com/2007/12/09/wga-update-the-not-so-basic-economics-ofindustrial-action/> [2013-03-29]

The problem inheres in the relationship of management and shareholders when shareholder (principal) hires manager (agent) to manage the company for him. Shareholders want to lead management of a company so that they maximize the value for shareholders. But management mostly wishes to establish a powerful empire by merger or other acquisition, which may interfere with the interests of shareholders. As a result of separation of ownership from control the agency costs are rising.

Agency costs relate primarily to large publicly traded companies in particular for two reasons. The first reason is that the biggest owner of these companies rarely own more than 50%, so

¹Mc WILLIAMS and SIEGEL. D, op. cit, P 117.

²Adams (Smith), "*Fundamentals of Business Economy*", Financial Management, 2008, P16.

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the agency costs usually absent in small family businesses. The second reason is that in small family businesses are not separated owners from enterprise management and thus would not create any agency costs. Lack of this theory is that it is strictly focused only on two interest groups: the shareholders and management.

❖ Stakeholder Theory:

One of the most commonly discussed and often cited theories, based on the questions of "who matters to an organization and to whom should organizations pay attention to"¹.

According to this theory, the success of the organization depends primarily on how well are managed relationships with many key groups, which include customers, employees, suppliers, financiers and other important community organizations with which it cooperates. On each of these groups, including those with whom it has no legal contractual relations is seen as a group with some participation (some stake) in the activities of the enterprise².

Stakeholders' theory, however, does not list specific stakeholders. From the perspective of this theory the work of manager is to support all these groups, carefully align their differing interests that should create the organization to be a place where shareholders' interests can be collectively maximize gradually (Freeman and Phillips. 2002 in Robins, 2008).

This classical theory is by some authors regarded as outdated. According to Robins, there are two reasons for the failure of this theory. The first reason is that the stakeholders theory does not help to management identify who and what groups are or are not stakeholders. The second reason for failure of stakeholder theory is that it does not specify how a manager should compare the competing interests of different stakeholder groups.

-Its Relationship to CSR:

The stakeholder concept is highly relevant for CSR, as without it would be difficult to identify various groups (stakeholders) that can be, and actually in practice are, highly influential for company's success. Further, also many modern definitions of CSR incorporate stakeholder theory (e.g. Chandler, the European Commission).

Also, using stakeholder concept can help in measuring CSR. Clarkson proposed that corporate social performance can be analyzed and evaluated more effectively by using a framework based on the management of a corporation's relationships with its stakeholders than by using models and methodologies based on concepts concerning CSR³

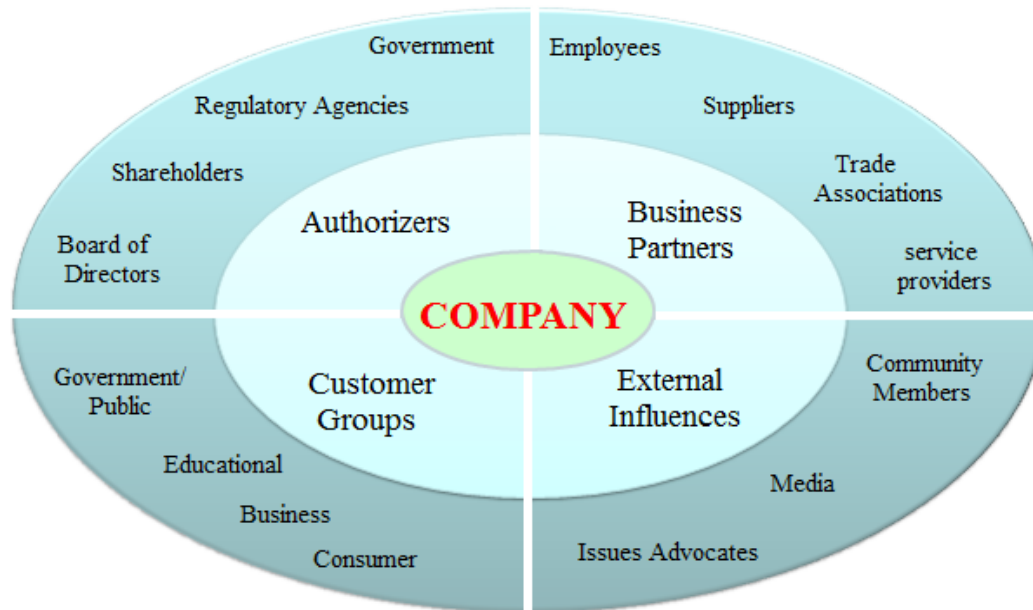
¹ Mitchell, R.K., Agle, B.R., & WOOD, D.J. "Toward a theory of stakeholder identification and salience: Defining the principle of who and what really counts". The Academy of Management Review, 22(4), (1997), P 853.

² ROBINS, F, op. cit, P 339.

³ CLARKSON, M. B.E., "A Stakeholder Framework for Analyzing and Evaluating Corporate Social Performance", (1995), p 126

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Figure N°I.3: Stakeholder Model



Source: Based on Dell (2007), "Dell's Sustainability Report for fiscal year 2006".

Relationships with stakeholders are not static but evolve over time. These relationships often go through the following stages:

2. Awareness at this stage stakeholders know that the company exists;
3. Knowledge - stakeholders have begun to understand what the company does, its values, strategy, and mission. During this stage companies provide stakeholders with relevant information to make knowledgeable decisions;
4. Admiration in this stage trust between companies and stakeholders is being developed.
5. Action - companies collaborate further with stakeholders. Customers refer business, investors recommend the stock, and employees are willing to take greater responsibility.

Similarly as CSR, stakeholder concept has also its critics. One of their arguments is that "stakeholderism aims to take rights away from the owners, who can be assumed to constitute a single body with a common purpose, and to give those rights to a plurality of groups, which would include shareholders but in a much diminished role¹. Surely, this claim has a lot true in it, but stakeholder concept does not want to take rights away from shareholders, only to increase a number of groups, which has to be taken into account when making decisions in the company.

❖ Stewardship Theory:

Stewardship theory, linked to Donaldson (1990) and Davis et al. (1997), is separated from the Agency theory because of the hypothesis that managers should be less individualistic, less opportunistic and less self-serving than pro-organization and more trustworthy. Stewardship theory implies that managers can better achieve their objectives by serving to the multiple

¹ Barry N, 'The stakeholder concept of corporate control is illogical and impractical', The Independent Review, Volume VI N° 4, spring 2002, p15.

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interests of organization. "Homo economics" is replaced by a "steward" whose behavior is pro-organization as well as more collectivistic than individualistic and self-serving¹
 "A steward who successfully improves the performance of the organization generally satisfies most groups, because most stakeholder groups have interests that are well served by increasing organizational wealth "(Vaisanen, 2006).²There is, however, the same problem as in the theory of stakeholders. Unless clearly defined who is a stakeholder, it is unclear whose interests should be supported.

The theories discussed above represent the most commonly used theories related to CSR. This is of course not an all-inclusive list as there are several other theories which are sometimes used (social contracts theory, social identity theory, etc.). What theories discussed above do represent is the mainstream literature on the CSR; All have their pros and cons. Some deal with only the interests of one or only a few groups that have some stake in organization, others on the contrary, include the interests of all stakeholders, without being entirely clear who is still a stakeholder and who is not. But for all these theories are common, they want to integrate the social requirements and contribute to society as well.

2.1.3. The Triple Bottom Line³:

The triple bottom line (TBL) is a framework or theory that recommends that companies commit to focus on social and environmental concerns just as they do on profits. The TBL posits that instead of one bottom line, there should be three: "profit, people, and the planet." A TBL seeks to gauge a corporation's level of commitment to corporate social responsibility and its impact on the environment over time. In 1994, John Elkington the famed British management consultant and sustainability guru coined the phrase "triple bottom line" as his way of measuring performance in corporate America. The idea was that we can manage a company in a way that not only earns financial profits but which also improves people's lives and the planet. In finance, when we speak of a company's bottom line, we usually mean its profits. Elkington's TBL framework advances the goal of sustainability in business practices, in which companies look beyond profits to include social and environmental issues to measure the full cost of doing business. Moreover, the TBL tenet holds that if a company focuses on finances only and does *not* examine how it interacts socially, then that company cannot see the whole picture; and thus cannot account for the full cost of doing business.

- ❖ According to TBL theory, companies should be working simultaneously on these three bottom lines:
 1. **Profit:** The traditional measure of corporate profit—the profit and loss (P&L) account.
 2. **People:** Measures how socially responsible an organization has been throughout its operations.
 3. **The planet:** Measures how environmentally responsible a firm has been.

¹ ROBINS, 2008, op. cit, P 330.

² FRIEDMAN (Milton), op. cit, P 333.

³ <https://www.investopedia.com/terms/t/triple-bottom-line.asp>, 21/04/2019, 14:08.

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2.1.4. Carroll's pyramid:

Carroll believes that for CSR to be legitimate it has to address all obligations that a business has to society, therefore, he defines CSR as follows:

"Social responsibility of business encompasses the economic, legal, ethical and discretionary (philanthropy) expectations that society has of organizations at a given point in time"¹.

Carroll (1991:40) mentions four different kinds of social responsibilities which constitute CSR: an economic, a legal, an ethical and a philanthropic responsibility. Furthermore, he combines them in a pyramid with what he believes to be the most fundamental responsibility at the bottom.

Figure N°I.4: Carroll's Pyramid of CSR



Source: ARCHIE B (Carroll), *The Pyramid of Corporate Social Responsibility: Toward the Moral Management of Organizational Stakeholders in Business horizons*. Vol. 34, No. 4, July-August, Elsevier, 1991, PP 39-48.

The pyramid starts with economic responsibility as a foundation²; the component Economic Responsibilities is the first and foremost responsibility of business. As the basic economic unit in society, a business is responsible to provide goods or services and make profit to create wealth. At the same time, rules and regulations are set for the business to operate within certain limits. Meeting these 5 rules constitutes the legal responsibilities of business. Besides the ethical norms embodied in the first two categories, there are additional ethical actions which are not included in law but expected by society. The importance of ethical responsibilities has been well noticed although it is always an issue to judge what is and is not ethical. It is reasonable to say that the ethical responsibilities are the expectations above legal

¹ ARCHIE B (Carroll), A, *Three dimensional conceptual model of Corporate Social Responsibility*, The Academy of Management Review, Vol. 4, No. 4, 1979, P 500.

² ARCHIE B. Carroll, KARAKOWSKY (Len), BUCHHOLTZ (Ann K), *Business and Society: Ethics and Stakeholder Management*, First Canadian, 2004, P79

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requirements that society has of business. Discretionary/philanthropic responsibilities are even vaguer than ethical responsibilities. Society leaves these to the judgment and choice of business. To fulfill these responsibilities, the social role of business is voluntary. The decision to assume them is not required by law and is also above and beyond the sense of ethical. It is only led by the business's desire to be involved in this role and contribute to society (Carroll 1979).

Carroll (2004) suggests that although the four components are discussed separately for illustration purposes, they are not mutually exclusive. To view the components separately could give managers an idea of different types of responsibilities. This could also help managers to see the conflicts between components, such as a conflict between economic and the other three responsibilities indicated by Carroll (1991) as "concern for profits" versus "concern for society".

2.1.5. Wood synthesis:

Based on the work of Carroll (1979), Wartick and Cochrane propose a model of CSP (Corporate Social Performance) they define as¹ "The integration between the principles of societal responsibility, the process of social responsiveness and the policies developed to respond social problems "; They show in particular how several alternative perspectives (economic, public responsibility and social responsiveness) can be incorporated in this model. Subsequently, several theoretical and empirical researches have been but, as Wood (1991)² points out, no major changes have been made to the model.

Wood proposes another definition of this notion³: "a configuration of principles of social responsibility, social responsiveness processes, and policies, observable programs and results in so far as they relate to the societal relations of the company ". Wood then defines three levels of approach to the four categories of Carroll⁴:

- **The institutional level:**

Relies on the principle of legitimacy: the society delegate to the company the power to "do business", on condition to respect the existing legal and ethical standards and to solve the problems that its activity has created directly (primary responsibility) and indirectly (secondary responsibility). This principle of legitimacy is supported by the idea of stakeholders. . The organization is located in interrelation not only with customers, suppliers, employees, shareholders, but also with any person, group of persons or institution that may be affected by the organization of the enterprise and its production.

¹ WARTICK et COCHRAN: «*The evolution of the corporate social performance mode*», Academy of Management Review, p.758.

² WOOD. J: «*Corporate Social Performance revisited*», Academy of Management Review, 1991, p.692.

³ Ibid, p.693.

⁴ WOOD. J, op. cit., p.693.

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- **The organizational level:**

Relies on the principle of public responsibility: the company is responsible, directly and indirectly, for the consequences of its activity in the fields in which it operates.

- **The individual level:**

Relies on the managerial will: the company is composed of actors who constantly make decisions that they must assume. By crossing the four Carroll's categories of responsibility and the three levels of approach, Wood builds a new reading grille more operational.

2.2. Practices:

The fundamental thrust of CSR is to look at how business impacts on four core areas: workplace, marketplace, community, and the environment. CSR addresses responsibility issues around labor relations and practices. The onset of climate change is a prime example of how external events are affecting business operations.

So what do people actually do when they say they are "doing CSR?" Here are six core things that they ought to be doing¹:

Review operations and chart materiality: CSR begins with an in depth review of what and how their business impacts the four core areas. Responsible businesses improve and add value, reduce and mitigate impacts. A review also takes into account what are the most relevant and significant social, environmental and economic impacts on their business and stakeholders. Companies should benchmark themselves against their peers.

A review process requires senior management to be transparent and accountable about their operations and their impacts. Doing a poor job at this stage but claiming to be a responsible business results in negative backlash and accusations of "green-washing"

Engage with stakeholders: Consulting key stakeholders allows businesses to understand how and what their impacts are. Identifying key stakeholders is fundamental to understanding their views and aspirations. Businesses are known to engage on a regular basis with regulators, bankers and investors. However, proper stakeholder engagement includes a much wider group which includes employees, customers, social and environmental NGOs, and local communities where businesses operate in. Often these are ignored or forgotten as important stakeholders in how a business operates responsibly.

■ **Ensure product and service responsibility:** At one time, a company's responsibility for a product ended when it left the company's premises or after the warranty ran out. Responsible companies are now evaluating the long term implications of their products. They are asking questions such as "What materials are being used to manufacture this product? Who is making this product? How will it be packaged? How will it be used? Who will use it?" Choosing to offer customers biodegradable packaging, talking to customers on proper and safe use of products, using recycled material, designing and building with non-hazardous materials, introducing take back schemes to ensure proper disposal are examples of product responsibility.

¹ 'Corporate Social Responsibility: What it means in practice', the seventh CSR Asia Summit, Kuala Lumpur, Malaysia Report, 24 August 2009, p13.

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Invest in the community: Community investment is different from corporate philanthropy or charitable giving. Community investments involve strategic initiatives and projects which add value to the business and to local communities. There are tools which measure the impact of investments and how they add value to both the community and business. A property developer working with people who are disabled to design disabled friendly buildings, soft drink manufacturers investing with communities to protect watersheds, financial institutions teaching financial literacy to poor women are examples of strategic community investments.

Verify and measure: Doing CSR is not something abstract and fluffy. Proper CSR is measurable, data is collected, targets are set, and impacts are verified. Examples of measurements include greenhouse gas emissions, gender and racial diversity within senior management, fewer customer complaints, reduction in accidents at the work place, reduced fertilizer and pesticide use, improvements in energy efficiency, supply chain compliance and reduction in pollutants.

Communicate and report: Business adds value to their CSR by reporting their initiatives in an honest and transparent manner. A CSR report explains how the business performed on key materiality issues, targets achieved, and reasons for not meeting targets. Public listed companies should publish their CSR reports annually, but all businesses can still communicate it relatively cheaply. Designing a leaflet, producing a summary presentation for stakeholders, opening facilities to stakeholders, or uploading information on to corporate websites for access by all are examples of ways companies can communicate and engage.

2.3. Implementation:

There is no "one-size-fits-all" method for pursuing a corporate social responsibility (CSR) approach. Each firm has unique characteristics and circumstances that will affect how it views its operational context and its defining social responsibilities. Each will vary in its awareness of CSR issues and how much work it has already done towards implementing a CSR approach.

That said, there is considerable value in proceeding with CSR implementation in a systematic way-in harmony with the firm's mission, and sensitive to its business culture, environment and risk profile, and operating conditions.

Many firms are already engaged in customer, employee, community and environmental activities that can be excellent starting points for firm-wide CSR approaches. CSR can be phased in by focusing carefully on priorities in accordance with resource or time constraints. The bottom line is that CSR needs to be integrated into the firm's core decision making, strategy, management processes and activities, be it incrementally or comprehensively.

What follows below (**Table 9**) is a broad framework for implementing a CSR approach that builds on existing experience as well as knowledge of other fields, such as quality and environmental management. The framework follows the familiar "plan, do, check and improve" model that underlies such well known initiatives as those of the International Organization for Standardization (ISO) in the areas of quality and environmental management

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systems. The framework is also intended to be flexible, and firms are encouraged to adapt it as appropriate for their organization.¹

Table N°I.9: implementation framework

When ? (conceptual phase)	What? (task delineation)	How? (checkpoints on the journey)
Plan	1. conduct a CSR assessment	<ul style="list-style-type: none"> • Assemble a CSR leadership team; • Develop a working definition of CSR; • Identify legal requirement • Review corporate documents, processes and activities, and internal capacity; • Identify and engage key stakeholders.
	2. develop CSR strategy	<ul style="list-style-type: none"> Build support with CEO, senior management and employees • Research what others are doing, and assess the value of recognized CSR instruments; • Prepare a matrix of proposed CSR actions; • Develop ideas for proceeding and the business case for them; • Decide on direction, approach, boundaries and focus areas.
Do	3. develop CSR commitments	<ul style="list-style-type: none"> • Do a scan of CSR commitments; • Hold discussions with major stakeholders; • Create a working group to develop the commitments; • Prepare a preliminary draft; • Consult with affected stakeholders.
	4. implement CSR commitments	<ul style="list-style-type: none"> • Develop an integrated CSR decision-making structure; • Prepare and implement a CSR business plan; • Set measurable targets and identify performance measures; • Engage employees and others to whom CSR commitments apply; • Design and conduct CSR training; • Establish mechanisms for addressing problematic behavior; • Create internal and external communications plans; • Make commitments public.
Check	5. assure and report on process	<ul style="list-style-type: none"> • Measure and assure performance; • Engage stakeholders; • Report on performance, internally and externally.
Improve	6. evaluate and improve	<ul style="list-style-type: none"> • Evaluate performance; • Identify opportunities for improvement; • Engage stakeholders.
Cross	Check one cycle completed	Return to plan and start the next cycle

Source: HOHNEN (Paul), op. cit, P 19.

¹ HOHNEN (Paul), op. Cit, p 18

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2.4. Tools:

The growing concern about the broad business impacts on society has resulted in an explosion of instruments to manage measure, communicate and reward the execution of CSR. Apart from the open dialogue with all stakeholders, socially responsible companies can use a variety of CSR tools; code of conduct, social and environmental labels, certifications and socially responsible investment.

2.4.1. Codes of conduct:

Codes of conducts are formal declarations related to values and to commercial practices of a company and sometimes also to its subcontractors and/or suppliers¹. Under the increasing pressure of consumer associations and non-governmental organizations, companies are increasingly agreeing on codes of conduct to reduce the risk of negative reactions and to reinforce their image. The company must specify in its code of conduct the framework of its approach, and for this, the rules must be clear to everyone. The company must, therefore, say clearly what she wants and what she does not want. A code of conduct is a prerequisite, that is, a starting point. It has value only once distributed, known especially and applied. According to the Commission of the European Union, codes of conduct constitute important innovative instruments for the promotion of fundamental human rights and workers, the protection of the environment and the fight against corruption, especially in countries where governments do not respect minimum standards required.

Codes of conduct can be distinguished into three categories:

- (a) Internal codes for companies, employers' associations, those set implemented without the intervention of third parties.
- (b) Codes that are written by companies with the participation of syndicates, NGOs.
- (c) Codes developed by NGOs or independent bodies.

2.4.2. Environmental and social labels:

Labels or tags are signs that allow consumers identify qualitative characteristics in the manufacture of goods or services or in the behavior of the companies that have them². On the social front, the responsible purchasing approach first concerned companies of textile, toys and mass distribution sectors, similarly accused of search for the lowest prices by relocating their production to entrust it to chains subcontractors in developing countries; a practice that favors the appearance of "sweatshops", which are not respectful for human rights³.

In response to this trend, a growing number of social labels have been created by manufacturers or sectors, NGOs or governments. This is a market initiation (rather than

¹ European commission: «livre vert: *Promouvoir un cadre européen pour la responsabilité sociale des entreprises*», Bruxelles, 2001.p.26.

² Groupe One: « *Guide de l'entreprise responsable* », Ed Labor, Bruxelles, 2003, p.126.

³ LAVILLE (Elisabeth): « *L'entreprise verte* », Pearson Education, Paris, 2006, p.84.

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regulatory authorities) that can contribute to a positive social change among companies, retailers and consumers. According to the Green Paper on CSR, the multiplication of social labels could harm their effectiveness, because the diversity of criteria used and the lack of clear meaning of a label to another is confusing to the consumer¹.

2.4.3. Socially responsible investment:

Socially Responsible Investment (SRI) is a segment of the financial markets which is considered by many authors as one of the most effective vectors which can influence the integration of social and societal concerns into the management of firms. This phenomenon begins to grow in Europe, and indirectly obliges listed companies to change their behavior by integrating the concept of responsibility in their strategy to meet the new requirements of shareholders and fund managers².

There are 3 main approaches in the SRI decision process:

- (a) Invest in companies that show a high degree of responsibility and who aspire to high standards (positive screening);
- (b) Avoid investing in specific industrial sectors, such as tobacco or arms, or in companies with an irresponsible type of management (negative screening);
- (c) "Shareholder" activism (buying or holding a security and putting pressure on the society, either by exercising voting rights in general meetings or by dialogue with the companies in which they invest).

The objectives of SRI investors are classified in two categories³:

- Control risks for better long-term financial performance.
- Combine SRI and ethics.

2.5. Limits:

Despite the contributions that the CSR approach presents, several critics have been made and that a company should not neglect. CSR can be seen as an indirect means of obtaining the dedication of staff because it is associated with a new form of paternalism. By equating CSR with a voluntary approach, the margin of the dominant actors is consecrated under the pretext of a withdrawal of the State, while it is through it that formalize trade-offs between social actors and therefore potential social equity. CSR can represent a new form of cynical manipulative communication: The only reason companies would implement CSR projects would be a utilitarian reason, with a commercial benefit in improving their reputation with the public and governments.²

¹ Commission Européenne, op.cit., p.21.

² WOLFF (Dominique) and MAULEON (Fabrice) : « *Le management durable - l'essentiel du développement durable appliqué aux entreprises* », Lavoisier, Paris, 2005, p.65.

³ ROSE. J.J: « *Responsabilité sociale de l'entreprise* », Boeck université, Bruxelles, 2006, p.62.

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Beyond the criticisms brought by these authors, companies perceive the approach CSR as being³:

- **Expensive:** Companies with limited resources, the establishment of a CSR can compromise the performance of their long-term activities because they will run out of funds to deal with the main activities of the company.
- **Lack of competence in the field:** Companies have the will to put in place a CSR approach, however, they often encounter problems related to lack of involvement, experience and expertise in the field and to deal with social programs.
- **Lack of support:** Social actors are not convinced of the role that companies can play in protecting the environment, and the contribution of its activities in the society. Indeed, it is not easy to convince developing countries to adopt new ways of producing to protect the planet, because this practice is closely associated with the constraint of additional costs. Also, the multiplicity of references limits the readability of the approach; organizations expect that the state gives them more power to align with the environment that is in perpetual mutation.

Section Three: Corporate Social Responsibility in ALGERIA

Algeria is part of a perspective opening to foreign capital, joined the Euro-Mediterranean network whose aim is to work together to establish an area of dialogue, exchange and cooperation guaranteeing peace, stability and prosperity in the Mediterranean basin¹. The agreement signed with Algeria in December 2001 for the strengthening of economic cooperation² launched by Barcelona's conference in 1995, aims to support the liberalization of industrial trade. It was agreed to establish a dialogue between the parties on social issues, including on the conditions of life and work, the social, cultural and human aspect. The Barcelona Declaration aims to develop human resources, promote understanding between cultures and exchanges between civil societies. The merger with the EU forced Algerian businesses to renew their policies and practices, which inevitably moving towards a direction of social responsibility.

3.1. Algeria: A State of Social and Environmental Responsibility

Algeria has faced in recent years of economic problems that have led to constraints on urban management, unemployment, environment, quality of the built environment and living conditions of the populations, which require reforms. Preserving environmental heritage covers both the economic and financial information that promote the well-being of the individual and the social welfare optimization. From a social point of view, the goal of the strategy of sustainable development in Algeria is the answer to the legitimate aspirations of the population in terms of raising the standard of living, stable employment and economic security by meeting all conditions the establishment of an investment process and sustainable wealth creation and employment. The Observatory for the Environment and Sustainable

¹ BOUALEM (Fatima), *'Un Etat de la Responsabilité Sociale'*, Montpellier university, P 9

² The Association Agreement established between the European community, its members and Algeria.

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Development is a project of the Ministry of Planning and MATE environment for the control and management of environmental issues, including toxic waste. Namely that Algeria produced 2,000,000 t of industrial waste per year, oil accounted for 34% of industrial waste stored, and the mining sector is in turn 13%. The main source of industrial pollution comes mainly from companies SMI / SME private sector (Johannesburg summit: Algeria Country Profile 2002). At the international level, Algeria is a member of the ISO committee. International cooperation is the appropriate framework to achieve the goals and effectiveness sought by Agenda 21 environmental and sustainable development.

3.2. Standardization:

3.2.1. The Algerian Institute of Standardization (IANOR)¹:

The Algerian Institute of Standardization (IANOR) was erected in public industrial and commercial establishment (EPIC) by Executive Decree No. 98-69 of 21 February 1998 as amended and supplemented by Executive Decree No. 11-20 of January 25, 2011.

It is responsible for:

- The development, publication and dissemination of Algerian standards.
- Centralization and coordination of all standardization work undertaken by existing structures and those to be created for this purpose.
- The adoption of marks of conformity with Algerian standards and quality labels as well as the granting of authorization for the use of these marks and the control of their use within the framework of the legislation in force.
- The promotion of works, researches, tests in Algeria or abroad as well as the installation of test facilities necessary for the establishment of standards and the guarantee of their implementation.
- The constitution, conservation and availability of any documentation or information relating to standardization.
- The application of international conventions and agreements in the fields of standardization to which Algeria is a part.
- Assures the secretariat of the National Council for Standardization (CNN) and the Technical Standards Committees.
- The Algerian Institute of Standardization is also the Algerian point of information on Technical Barriers to Trade (TBT) and this in accordance with the TBT Agreement of the World Trade Organization.

IANOR has introduced the ISO 26000 standard on the social responsibility of organizations in Algeria by setting up awareness-raising programs and training to encourage its adoption.

¹ http://www.ianor.dz/Site_IANOR/A_propos.php?id=1, 27/04/2019, 22:57.

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3.2.3. ISO 26000¹:

Algeria participated in SR MENA project (2011-2014) to encourage the use of ISO 26000 in the Middle East and North Africa region. It targets 8 pilot countries, namely, Algeria, Egypt, Iraq, Jordan, Lebanon, Morocco, Syria, and Tunisia and covers a series of actions aimed to creating a team of national and regional experts, who are able to assist a number of voluntary pilot organizations to apply ISO 26000 in the different countries. This project supported by ISO and the Swedish Cooperation Agency has been supported by the Algerian Institute for Standardization (IANOR). Between 2011 and 2014, 17 Algerian companies received support for operate in a socially responsible, ethical and transparent manner based on the standard ISO 26000.

Table N°I.10: Algerian pilot companies for SR MENA Project.

Year of participation	Participated Company
2011	<ul style="list-style-type: none"> - The private company NCA - ROUIBA - The public laboratory CETIM – BOUMERDES
2012	<ul style="list-style-type: none"> - The public company ENAC – ALGER - The private company CONDOR - BBA - The private company SASSACE - BOU SMAIL - The private company ETRHB
2013	<ul style="list-style-type: none"> - The public company SAIDAL Group - ALGIERS - The public company SEAAL - The public company COSIDER ALREM - The public company SOCOTHYD - The public company CTPP - ALGER - The university ENSM - ALGIERS - The public company Hydro development - ROUIBA
2014	<ul style="list-style-type: none"> - MULTICATERING - AMIMER ENERGY - ORIFLAME - NAFTAL / fuel branch

Source: http://www.ianor.dz/Site_IANOR/ISO%2026000.php?id=7, 29/04/2019, 16:05.

These companies took the standard with the tools and the national and international technical assistance provided by ISO and took the time to share their thoughts and experiences on social responsibility.

The main objective is to build capacity for action in each of the selected countries, relying on the National Standards Body as a priority. It aims to build local capacities specific to the implementation of ISO 26000 to enable organizations to apply the principles within their activities.

In each country, a pool of national experts of the ISO 26000 application was created within the project to help for a choice of organizations in the partner countries and the region to

¹ http://www.ianor.dz/Site_IANOR/ISO%2026000.php?id=5, 28/04/2019, 21:54.

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apply the principles of societal responsibility in their activities. For this, the exchange of experience and good practice between pilot countries and partner countries in the implementation of ISO 26000 was facilitated. Actions such as training of trainers involving National Standards Body professionals, governments, industry, consumer organizations, etc. was realized.

The project put in place a coordination mechanism that involved National Standards Body and other actors from each country. The duration of the project is 4 years. It rolled out in two phases, Phase I being implemented in 2011 and Phase II from 2012 to 2014.

The interest of the approach:

- Join a regional approach followed worldwide.
- Put in place recommendations of social responsibility in harmony with a sustainable development approach.
- Anticipate the future application of an international reference system.

3.2.4. CSR platform:

The CSR Algerian platform (www.rsealgerie.com) initiated by the **Hawkama El Djazair Institute** and the **ORSE**¹ aimed to:

- Promote initiatives and good practices of companies.
- Promote CSR and Sustainable Development initiatives on a national and international level.
- Support sustainable development reporting initiatives.

Corporate Social Responsibility (CSR) is an approach that allows companies to integrate, on a voluntary basis, sustainable development objectives into their strategic orientations and practices. It commits them to reflect on their environmental, social, societal and economic impacts. It invites them to act accordingly and to evaluate progress over time.

CSR is largely based on listening and ongoing dialogue with the company's stakeholders (shareholders, social partners, customers, employees, suppliers and subcontractors, public authorities, associations, local residents, citizens, etc.).

In Algeria, CSR develops gradually but unevenly according to the sectors and the size of the companies. Visibility is still limited regarding implementation conditions and results. This free website, open to all, aims to make known the international and regional normative frameworks that contribute to the development of CSR, public and private initiatives in Algeria in terms of sustainable development and aims finally, to give visibility to the good business practices.

¹ **ORSE** (Observatoire français sur la Responsabilité Sociétale des Entreprises); it is a French association created in 2000 whose mission is to promote CSR and ensure a watch on the issues and tools of the CSR.

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Table N°I.11: Initiatives and good practices.

Year	Good practice	Language	company
2015	Literacy and continuing education	Fr	SASACE
2015	Promote and participate in the production of Algerian standards on economic and societal issues	Fr	SASACE
2015	Debate on the Governance of Public Economic Enterprises in Algeria, organized by CARE with the support of the Delegation of the European Union	Fr	Association CARE ¹
2015	Impact of CSR on our economic performance	Fr	SASACE
2015	Digital services for CSR	Fr	Association Founder Family
2014	Observatory Wellbeing & Motivation	Fr	NCA ROUIBA
2014	Reforestation operation after quarrying	Fr	LAFARGE Algeria
2014	Design and manufacture of an Oxo-biodegradable bag	Fr	SASACE
2014	Provide complementary medical and social coverage to all employees	Fr	SPA DANONE DJURDJURA Algeria
2014	Setting up a bio-air conditioning system	Fr	SASACE
2014	Substitution of solvent inks with water inks	Fr	SASACE
2014	Empowering women by creating a company nursery	Fr	LAFARGE Algeria
2014	Kafaât Program: Staff Skills Development	Fr	LAFARGE Algeria

Source: http://www.rsealgerie.org/fr/initiatives_et_bonnes_pratiques-4.html, 29/04/2019, 15:19.

3.2.5. Laws and Conventions:

- ❖ **Human Rights:** Algeria has ratified 8 out of 8 fundamental ILO (International Labor Organization) Conventions, namely²:
 - Forced Labor Convention (No. 29).
 - Freedom of Association and Protection of the Right to Organize Convention (No. 87).
 - Right to Organize and Collective Bargaining Convention (No. 98).
 - Equal Remuneration Convention (No. 100).
 - Convention (No. 105) on the abolition of forced labor.
 - Discrimination (Employment and Occupation) Convention (No. 111)
 - Minimum Age (Minimum Age Requirement: 16 years) Convention (No. 138)
 - Worst Forms of Child Labor Convention (No. 182).
- International Convention on the Elimination of All Forms of Racial Discrimination.
- Convention on the Elimination of All Forms of Discrimination against Women.
- International Covenant on Economic, Social and Cultural Rights.
- ❖ Algeria has ratified the Vienna Convention and the Montreal Protocol on 13/09/1992, the Kyoto Protocol, the Convention on Climate Change, and began the process of ratification of the Copenhagen Amendment to the Montreal Protocol. With the gradual introduction of

¹ CARE ; (Cercle d'Action et de Réflexion autour de l'Entreprise)

² http://www.ilo.org/dyn/normlex/fr/f?p=NORMLEXPUB:11200:0::NO::P11200_COUNTRY_ID:102908, 29/04/2019, 13:46.

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instruments to control the production process and product quality that reflect aspects of the environment and sustainable development (anti-pollution, certification and standardization of products and processes taxes, control and monitoring the flow of goods and materials classified as harmful or dangerous etc..).

- ❖ At the national level, several laws have been enacted in the context of sustainable development¹:
 - Law No.01-19of 12 December 2001for the management, control and disposal of waste;12,2001 for the land;
 - Law No. 01-20 of December 12,2001 for the land;
 - Law No. 02-02 of February5, 2002for the protection and enhancement of the coastline;
 - Law No.03-10of 19July 2003 for the Protection of the Environment Act No.04-03 of 23June 2004 for the protection of mountain areas;
Law No.04-09of 14 August 2004for the promotion of renewable energy;
Law No. 04-20 25/12/2004 on the prevention of risks major and disaster management;
 - Effective application of ecological tax in January 2005.

Conclusion of Chapter One:

The current chapter allowed us to highlight the concept of CSR in order to give a better understanding of its context, from theoretical approaches to its practices and implementation, and to show its importance for all the stakeholders of the company.

The voluntary CSR engagement which is a very important component for our vision of a modern world pushed the firms to be more careful and conscious about the impact of their activities on the environment and the society. This means that companies made the choice to put the human aspect, the wellbeing of their human resources, transparency and business ethics in the center of their interests.

CSR aimed to make companies social actors; it contributes to the deployment of a new state of mind and to enhance a responsible behavior toward stakeholders. Many companies believe that CSR engagement represents a competitive advantage that improves the image of the company and its reputation and leads to costumers' satisfaction.

The implementation of CSR is strongly linked to the characteristics of the sector of activity and the company itself, but also more broadly to the cultural aspects of the country. However, its development opens the way to its globalization. One thing is certain, sensitization and training of actors to social risks band environmental protection is an essential step in the long process of implementation of CSR.

¹BASTA (Hocine), *'The link between Business Ethics and Corporate Social Responsibility'*, Dissertation Submitted in Fulfillment Of The Requirements for Master's Degree In Commercial Sciences, HEC Algiers, 2014, P 58.

**CHAPTER TWO:
Corporate Social
performance and CSR**

Chapter Two: Corporate Social Performance and CSR

Performance has long been reduced to its financial dimension. This performance consisted in achieving the desired profitability by the shareholders with the turnover and the market share which preserved the long-term viability of the company.

But in recent years, we have shifted from a financial representation of performance to more global approaches including social and environmental dimensions. Other actors (called stakeholders) have emerged and the notion of performance has been used again.

At present, the sustainability of companies no longer depends solely on the financial aspect of their activities, but also on the way in which they behave, this what lead to the management by CSR.

In the current chapter, we will introduce an overview about the corporate performance, its types and key indicators. Then, a broad understanding of social performance will be introduced in the second section, passing to the main topic; the third section will be represented as an analysis or demonstration of the relationship of Corporate Social Performance and CSR.

Section One: Corporate Performance

1.1. History and Definitions:

Performance is a polysemic concept so it is necessary to define and present the elements that determine it.

The word performance originated in the middle of the 19th century in the French language. At that time, he referred to both the results obtained by a racehorse and the success of a race. Then it pointed out the results and the sporting feat of an athlete. It's meaning evolved and during the 20th century¹, it indicated in a numerical way the possibilities of a machine and designated by extension an exceptional performance. Thus, the performance in its French definition is the result of an action, to see the success or the exploit.

The question of performance is often the subject of many interesting debates. Indeed, in the 1950s, performance was defined as *the extent to which an organization as a social system was achieving its objectives* (Georgopoulos and Tannenbaum, 1957).

¹ ZERIBI. Olfa and BOUSSOURA. Ezzeddine : « *Responsabilité Sociétale des Entreprises et Performance Financière: le cas des entreprises Tunisiennes cotées* », 2009, p. 20.

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During the 1960s and 1970s, (Yuchtman and Seashore, 1967) defined performance as *the ability of an organization to take advantage of its context to access scarce resources*.

During the 1980s and 1990s, Constructivist thinking has gained ground in the field of organizational theory and it has been recognized that the identification of goals is a more complex task than was first thought. When measuring the performance of an organization, we have to consider the perceptions of the various stakeholders or groups involved, including those who work in it (Hassard and Parker, 1993).

Peter Drucker also defined the performance as follows:

"Performance is the constant ability to produce results over long periods of time and in a variety of areas". Peter Drucker

We will retain a sufficiently broad definition of performance to adapt to the plurality of realities experienced by companies: *"Performance refers to the achievement of organizational objectives, regardless of the nature and variety of these objectives, the performance is multidimensional, like the organizational goals, it is subjective and depends on the chosen referents"*¹

So the performance:

*"It's not the job well done, the job well done, already paid for by the classification of the job, is the duty of every employee."*²

Performance is not just a contribution to the operation, that's why the definition of individual performance goals requires research and creativity.

Performance is a notion that goes everywhere that has many meanings for the manager it refers to the aid of the actual achievement of a task or the achievement of a goal.

The word of performance has of multiple signified which is articulated around 3 senses:

Success: performance does not exist in itself; it is based on representations of success that varies from one company to another and from one actor to another.

The result of the action: this meaning does not contain a value judgment. The measure of performance is understood as the evaluation of the results obtained.

Action: in this sense performance is a process and not a result that appears at a specific moment.

Lorino defined the performance in his work as follows¹: "is performance in the company all that and only what contributes to improve the value / cost combination in contrast is not performance which contributes to reducing the cost at increase the isolation value".

¹ HADJ SLIMANE (K) and BENTAYEB (H), « *Les fondements de la performance RH et son évaluation par la RSE* », University Abou Baker Belkaid Tlemcen, Thesis of research. P 45.

² LEMONNIER (J), « *Les objectifs individuels de performance* », Vuibert Edition, Paris 2010, p5.

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The performance in the business all that, and only what contributes to achieving the strategic objectives;

For Lebas² (1995), performance only exists if it can be measured and this measure cannot be limited to the knowledge of a result. Then, the results achieved are evaluated by comparing them with the desired results or with standard results.

1.2. The performance evaluation criteria:

There is confusion between the notion of performance and other related terms such as effectiveness and efficiency and relevance. Despite the connection between these concepts, there are differences. Because performance is viewed as a combination of three criteria: relevance, effectiveness and efficiency. The combination of these three elements implements the performance of an organization. The notion of performance is represented as triangle according to three elements defines the three criteria.

1.2.1. Effectiveness:

The notion of effectiveness is defined as: “the ratio between the results achieved by a system and the objectives aimed at. In this way more results will be close to the desired objectives, the more effective the system will be”³. We express a degree of effectiveness to characterize the performance of a system.

According to this definition, it can be said that using a number of qualitative and quantitative effectiveness indicators one can tell whether the organization has achieved its objectives satisfactorily. That is to say that in this phase where the organization seeks to achieve efficiency, it compares the results obtained with the objectives this phase is included in the evaluation process and the performance of the organization.

This definition can be summarized in the following formula:

<p>Effectiveness = results achieved / goal targeted.</p>

¹ LORINO. P : « *Méthodes et pratiques de la performance* », Productive- Hermès, Paris, 2001, p.67.

² BIEFNOT. Yvon and PESQUEUX. Yvon : « *L’Ethique des affaires* », Organisation Editions, Paris, 2002, p.89.

³ DE BOISLANDELLE, (Henri Mahe) : « *Dictionnaire de gestion, vocabulaire, concepts et outils* », Edition ECONOMICA, Paris, 1998, pp.318-319.

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1.2.2. Efficiency:

In the framework of evaluation and measurement of the performance of a system, it is considered that

"Efficiency expresses the relationship between the objectives pursued and the means employed to achieve them"¹

According to this definition, the notion of efficiency is concerned with the quality of factors and all types of means used to achieve the objectives of the organization. These factors are: the number of hours of work, the various consumption costs related to production, the number of hours of machinery, etc.

On the other hand, it is possible to delimit efficiency with notions of idleness and waste. Idleness means the non-use of production capacities which generates capacity costs and wastage, the partial use of capacities that could be more productive and which generates operating costs.

Efficiency = results achieved / means implemented.

When we say efficiency, we focus on the way of allocation and especially the importance of rationalizing the use of resources.

The author KALIKA Michel² considers that efficiency is measured by the quantity of resources used to produce a given production entity, whereas effectiveness would characterize the degree of achievement of the specific objectives that the enterprise has set itself and would be therefore a concept broader than that of efficiency.

1.2.3. Relevance:

This concept is based on the objective / means / result triptych, that is to say, it is strongly linked to the satisfaction vis-à-vis the means implemented and the objectives set.

According to Jean LE MOIGNE, "it is then a matter of verifying if one actually does what one is going to do".³

Relevance = level of satisfaction obtained / results obtained.

¹ DE BOISLANDELLE, (Henri Mahe), op. Cit, p.140.

² Kalika, Michel : « *structure d'entreprise, réalité, déterminantes .performance* », édition ECONOMICA Paris 1998, p.211.

³ LE MOIGNE Jean : « *l'évaluation des systèmes complexes : système de mesure de la performance* ». HARVARD EXPANSION, 1999, p.203.

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According to this presentation, it can be concluded that there are differences between the notion of performance and certain similar and close concepts, effectiveness, efficiency and relevance. These notions are met on the degree of satisfaction.

To achieve performance, you have to realize all of its key elements at once:

- * Effectiveness by achieving the objectives set by the company.
- * Efficiency by controlling costs, and rationalizing the resources available to the company, or setting it up for the achievement of objectives.
- * The relevance by the level of satisfaction obtained with respect to the results, i.e. having the impact or the effect on the population (customers, the public, and the staff).

1.3. The different types of performance¹:

1.3.1. Economic performance:

It is understood as the profitability of the company, it is the survival of the company and its ability to achieve the objectives set. It can be measured from the change in activity and the profitability of investments and sales. The understanding of economic performance can also come from an informed analysis of the income statement. In fact, net profit (or loss) is a final measure of a company's profitability that allows shareholders and financial analysts to assess the performance of a firm.

1.3.2. Commercial performance:

For many organizations, measuring business performance is essential for preparing management decisions. It is carried out according to previously identified indicators: loyalty, turnover and market shares.

1.3.2.1. Customer loyalty:

Loyalty is the creation of a lasting relationship with a product, brand, or organization. Fidelity is essential for market organizations that face particularly intense competition. However, associations and other public organizations can evaluate the satisfaction of their members or users in order to improve their services.

¹ <http://www.memoireonline.com/01/14/8494/>, 06/05/2019, 22 :49.

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Customer loyalty is reflected in a set of indicators related to his behavior. To measure loyalty, we observe the increase in the average basket, the frequency of purchases, the recommendation of the company by its customers, etc.

1.3.2.2. Turnover (excluding taxes):

The turnover is the total amount of sales of the company.

Turnover = quantities sold x selling price.

To develop its turnover, a company has two levers: quantity (succeed in selling more products than in previous years) and / or the price (sell more expensive). Turnover is an indicator of the level of activity of the company and therefore its commercial performance.

1.3.2.3. Market share:

Market share is the share of a company's sales compared to the total sales of all suppliers in the market. It reflects the position it occupies in its market. The company or brand with the biggest market share is the market leader, the second is the challenger, and the others are the followers.

A company can see its turnover increase but its market share decreases. It is deduced that it has seen its sales progress, but less quickly than those of its competitors.

<p>Calculation of the market share = (turnover of the company / total turnover of the market) × 100.</p>

The increase in the market share of a company is the translation of its greater competitiveness in the market.

1.3.2.4. The commercial dashboard

The dashboard is a tool that groups indicators of commercial performance. It allows the management of the organization by the leaders. It is optional, its form is free, and its content is chosen according to the needs of the leaders. In general, the dashboard presents comparisons over time and includes all the commercial activity, which can be more or less broken down by product or geographical area. It makes it possible to follow quickly and synthetically the evolution of the commercial activity with regard to the fixed objectives.

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1.3.3. Financial performance:

The measure of financial performance is imposed by law. In fact, some organizations, such as companies, have to produce, at the end of each accounting year, summary documents: the balance sheet and the income statement. These documents and their appendices contain the basic information for measuring financial performance. There are several indicators: profitability, self-financing and dividends paid to shareholders.

1.3.3.1. Profitability:

The profitability of a company is its ability to generate profits from sales. It compares the net accounting profit (profit or loss) with the turnover excluding taxes for the financial year.

$$\text{Profitability rate} = (\text{net income} / \text{turnover}) \times 100.$$

1.3.3.2. Sharing the financial value: salaries, self-financing or dividends

The actors of the company have contradictory expectations. Employees seek better working conditions and higher pay while the manager and partners want to make a profit. However, any increase in salary corresponds to a fall in profits. Knowing that the performance of the company cannot do without the motivation of the individuals at work, the leader will have to arbitrate between the expectations of the employees and the will to make profits.

Only, if the company makes a profit, arbitration must be considered. In fact, the profit can be paid to shareholders in the form of dividends or left partly in reserve in the company (future self-financing).

Dividends reward the risks taken by the partners. Reducing them may discourage shareholders. However, the leaders are waiting for self-financing. Indeed, it represents a stable (long-term), free (no interest) and non-repayable (unlike bank loans) financing resource. The decision to allocate profits should therefore allow a balance between the future financing of the company and the desire to reassure the owners of the organization.

1.3.4. Social performance:

Social performance is the ability of the organization to effectively mobilize its human resources. For this, she must ensure their well-being. In concrete terms, the organization will implement actions aimed at improving working conditions or remuneration in order to make employees want to invest. Social performance is also strategic in order to heal the image that the organization conveys to its environment.

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1.3.5. Societal performance:

Indicates the company's commitment in the environmental, humanitarian and cultural fields. The tools of corporate social responsibility (CSR) can be used to assess the level of performance of the company.

1.3.6. Technological performance:

It can be said that the technological performance is the effective use of resources in the field of information technology and the degree of innovation in the information system, management system ... etc.

1.3.7. Strategic performance:

To ensure its sustainability, an organization must differentiate itself from its competitors by setting appropriate strategic objectives, such as improving the quality of its products, adopting original marketing or adopting 'a more efficient manufacturing technology. For senior management, the major concern at this stage is communicating its strategic objectives to staff and ensuring that they are transformed into business objectives in order to achieve long-term performance or strategic performance.

Strategic performance can also be defined as maintaining a distance with competitors, sustained by a strong motivation (incentive and reward system) of all members of the organization and a focus on sustainable development.

Long-term performance is associated with:

- The ability to challenge acquired strategic advantages;
- The definition of a system of wills aimed at the long term;
- The company's ability to develop a sustainable competitive advantage;
- The company's ability to find value sources that create margin;
- Excellence at all levels of the company.

1.3.8. Organizational performance:

Inspired by the Taylor and Fayol studies, this approach dominated the first half century. She fed the work of the so-called school (scientific organization of work), introduced in Europe at the end of the First World War. Organizational performance is about how the organization is organized to achieve its goals and how it achieves them.

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1.3.9. Global performance:

Global performance is defined by the lexicon of economy as: «Ability to achieve its different objectives in the various management fields: customer satisfaction (marketing performance), value creation for financial performance, respect of environmental standards and prices based on stakeholder motivations»

Global performance can be defined as a search to balance the weight of different performances and take into account the interests of each stakeholder.

Social performance is distinguished from commercial or financial performance because it is not directly related to economic activity. The commercial performance consists in imposing itself in a competitive environment in order to record a rise in the level of sales (turnover) to conquer market shares. Financial performance is measured by the organization's ability to make a profit and be profitable.

Only, it seems that financial performance and social performance, although contradictory at first glance, are linked. In fact, poor working conditions or insufficient wages contribute to a deterioration of the social climate whose consequences (resignations, high turnover) have a financial cost for the company. Conversely, a financially efficient company will be able to more easily meet the wage demands or related to the working conditions of employees.

1.4. The performance assessment indicators:

1.4.1. Performance indicator definition:

1.4.1.1. General Definition: An indicator is information or a set of information that contributes to a decision-maker's assessment of a situation.

1.4.1.2. Specific Definition: A performance indicator is a measure or set of measures that focuses on a critical aspect of the global performance of the organization. A performance indicator never leaves the decision maker indifferent. When the decision maker does not act, it is consciously.

1.4.2. Key Performance Indicator KPI¹:

1.4.2.1. Oxford's Dictionary definition of KPI: A quantifiable measure used to evaluate the success of an organization, employee, etc. in meeting objectives for performance.

¹ www.klipfolio.com/resources/articles/what-is-a-key-performance-indicator, 18/04/2019, 15:16.

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1.4.2.2. Investopedia's¹ definition of KPI: A set of quantifiable measures that a company uses to gauge its performance over time.

1.4.2.3. Macmillan's Dictionary definition of KPI: A way of measuring the effectiveness of an organization and its progress towards achieving its goals.

1.4.3. How to define KPI:

Defining key performance indicators can be tricky business. The operative word in KPI is “key” because every KPI should relate to a specific business outcome with a performance measure. KPIs are often confused with business metrics. Although often used in the same spirit, KPIs need to be defined according to critical or core business objectives. Follow these steps when defining a KPI:

- What is your desired outcome?
- Why does this outcome matter?
- How are you going to measure progress?
- How can you influence the outcome?
- Who is responsible for the business outcome?
- How will you know you’ve achieved your outcome?
- How often will you review progress towards the outcome?

1.4.4. What is a SMART KPI?

One way to evaluate the relevance of a performance indicator is to use **the SMART criteria**. The letters are typically taken to stand for Specific, Measurable, Attainable, Relevant, and Time-bound. In other words:

- Is your objective Specific?
- Can you Measure progress towards that goal?
- Is the goal realistically Attainable?
- How Relevant is the goal to your organization?
- What is the Time-frame for achieving this goal?

¹ **Investopedia:** is an American Website based in New York City that focuses on investing and finance education along with reviews, ratings and comparisons of various financial products such as a brokerage accounts.

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1.5. The Aims of Performance Measurement¹:

- To help clarify organization goals, directions and expectation.
- To help organizations learn how to accomplish goals more effectively.
- To communicate the priorities of the organization.
- To support strategic/business line planning by linking broad statements of direction to specific operational outputs and outcomes.
- To support budgetary planning and resource allocation processes.
- To monitor the operation of programs and to make continuous improvements.
- To assess whether the organization is achieving its goals.
- To strengthen internal administrative and external political accountability.

Section Two: Social Performance

The notion of social performance (or by men) according to ACHTE (I)² refers to the idea that it is up to companies, and more particularly to the HR function, to ensure that all employees are satisfied with the profession. He practices but also working conditions (remuneration, access to training, social climate, etc.) existing within his company. Thus, apart from the objective of economic profitability, assigned to any company, it is up to the HR function to optimize the role, work and skills of each of the actors but also to ensure that everyone is fully involved in the organization.

We find that the criteria for assessing social performance are: job satisfaction, social climate, work involvement, and organizational commitment. The social performance of an organization in relation to economic and environmental performance takes into account the nature of relationships, between its employees and with the other actors with whom it interacts.

2.1. The origin of term social performance at work:

Research has shown for many years that well-being at work is synonym with the effectiveness of the company: employees who are satisfied with their work and their company are performed employees. This link gives meaning to the term social performance to describe the impact of the experience of employees at work, a term already used in the world of work to qualify these topics, although it is not always consensual. We will therefore choose to talk about social performance to describe the set of indicators that can assess the experience of individuals at work,

¹ <http://press-files.anu.edu.au/downloads/press/p76681/mobile/ch04.html>, 27/04/2019, 16:53.

² ACHTE (I) and others : « *Comment concilier la performance et le bien-être au travail* », Thesis of research for obtaining Master's Degree in business administration, Paris university, 2010, p.30.

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2.2. Definitions:

The Social Performance Task Force defines social performance as the results of a business in areas that do not directly relate to economic activity. Social performance is the effective implementation of the social mission of an institution in accordance with this definition shows that social performance is not a measurable result; it is evaluated by agreement with social values.

A definition can here be given as an attempt to gather the elements that are eminent for the maximization of this concept. Human resources or social performance is the process in which each of the factors that can affect the individual performance of the employees should be treated separately and jointly in order to find the adapted combination that leads to the enhancement of the global performance of the teams and therefore that of the company.

It means taking into account the human factor at work on at least three axes: individual performance, collective performance and organizational performance. Indeed, the idea is that the smooth running of the company is due as much to its economic performance as to relationships between employees, to their satisfaction and in general, to the fact that it makes "good work" in the company. So social work performance of the company influenced the reach of the company's economic performance.

2.3. Social performance indicators:

The effectiveness of actions put in place to improve the aspirations of employees is assessed through the analysis of social indicators, which cover the different areas of human resources (staffing, training, recruitment ...).

They allow comparisons over time and between organizations. Internally, they serve as a basis for discussion and negotiation with collaborators; externally, they are useful for communicating about the social climate of the organization.

There are many indicators, among which we can mention:

- The number of recruitments per year;
- The average number of years of presence in the company;
- Employee turnover;
- The annual resignation rate;
- Absenteeism rate;
- The budget devoted to training;
- The average remuneration of the staff ...

The information used to calculate these different indicators comes from a variety of sources. The data may come from the company's accounting and administrative documents, but also from a staff survey or a global assessment, via an audit.

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2.3.1. The social report:

The social report is an instrument that makes it possible to evaluate the social performance of the company. It summarizes in a single document the main figures to assess the social situation of the company, to record the achievements made and to measure changes in the past year and the two previous years. It is mandatory for companies with more than 300 employees.

The social report includes information on employment, remuneration, working conditions, training, professional relations ... It is a communication tool that will allow dialogue with the partners of the company: employees and their representatives, the shareholders or even the labor inspectorate.

2.3.2. Social dashboards:

The social dashboard is an essential instrument for managing the performance of human resources. It highlights by numbers, dysfunctions present within the company. It helps the leader to choose the best strategy to adopt. A social dashboard has a free form; it is optional and allows obtaining, with a chosen periodicity, information useful to the management of the organization. It will enable the implementation, if necessary, of corrective measures and will stimulate social dialogue with employee representatives.

Table N° II.1: Social performance indicators.

Themes		indicators
Diversity	Engagements and charters	- signature of formal commitments: -Signature of the diversity charter by the company.
	Division Man/Woman	-distribution of employees by gender / percentage of women in the total workforce. - male / female distribution by hierarchical level / percentage of women in all cadres - Number of women on the management committee.
	Division by age	- distribution of the workforce by age group / age pyramid - average age of employees - average seniority of employees
Employment	Sustainability of employment	- distribution of staff according to the type of contract: CDI / CDD - transformation of CDD into CDI
	Work time	- distribution of the workforce according to the working time: time partial / full time
	Stability of employment	- employee turnover = departures over the year / average workforce annual

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Working conditions, health and safety	Absenteeism	-Absenteeism rate
	Work accident	- accident frequency rate (number of accidents for 1 million hours worked) -States of severity of occupational accidents (number of lost days per thousand hours worked or number of work for 1000 days worked)
	Safety of Employees	-number of employees trained in safety, health and hygiene - plant security systems
Internal communication	Employee Satisfaction	- frequency of employee satisfaction measurement (satisfaction index, surveys)
	Suggestion systems	-systems of suggestions / consultations
social Dialogue	Employee representation	- total number of staff representatives - share of employees represented by elected organizations or union
	Collective agreements	-number of signed collective agreements - percentage of employees covered by collective agreements on specific questions
	confliction	- number of strike days per employee - number of lost days per employee
	Social plans and redeployment measures	- number of reclassifications - percentage of employees affected by a social plan - number of collective and individual redundancies
Management and skills development	Training	- percentage or number of employees who have undergone training - training rate (number of training hours / number hours worked, or number of days)
	Accompaniment of individual courses	-procedures implemented (career management plans, training...) - percentage of employees receiving annual maintenance
	Professional progression	- number of promotions - promotion rate
Salaries and benefits	Remuneration	- comparative remuneration of men and women - amplitude of remuneration (ratio between the average of executive compensation and the average of remunerations of all workers and employees)
	Employee share ownership	- employee share ownership rate - employee savings / corporate savings plan - variable remuneration schemes: bonuses, profit-sharing, participation, matching
	benefits	- social protection devices - various benefits

Source: DJAIZ (K) and MAAZOUZ(M), « *La responsabilité Sociétale et la performance de GRH dans les entreprises* » University of Nice Sophia-Antipolis, France, 2010, p10.

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2.3. Sustainable performance¹:

Long-term performance can be defined as: “*the development of a potential, the creation of immaterial accumulation (knowledge, the sustainability of the organization, the flexibility capacity, etc.) with a view to deal with the changes*”²

In the short and medium term, performance can be defined in terms of efficiency and effectiveness. So, it's about measuring the potential of the company for the future, sitting on its human resources and ensuring the sustainability of value creation beyond the short period.

A- Employees: essential stakeholder:

Employees contribute in the first place to the sustainable performance of the company. In return, they expect, in a way that can no longer be legitimate, counterparties to their efforts that can take various forms.

B- The measure of sustainable performance:

Practically, this sustainable performance can be analyzed and measured around the two axes listed below:

B.1. The development of a potential: That is to say the recognition of capitalization in men and teams, the accumulated know-how, the increase of the durability of the company.

Examples of indicators that can be selected for this purpose:

- ✓ In terms of staff having expanded their skills on their position, rate of multi-skilled employees.
- ✓ Departure rate of new entrants.

B.2. Flexibility in the face of change: Sustainable performance here can be appreciated as the ability to adapt to situations of growth or recession. Example indicator that can be used for this purpose:

- ✓ Percentage of employees in key occupations that have not been in training for three years.
- ✓ Flexibility of the wage bill defined as the ratio: wage bill of temporary staff: fixed-term, temporary... / total payroll.

¹ REGUIG Moussa, « *L'impact de la Responsabilité Sociale sur la Performance des Ressources Humaines* », thesis for the requirement of Master 's Degree, EHEC Algiers, September 2015, p49.

² MARTORY (B), « *piloter la performance RH* », Liaisons Edition, p23.

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Section Three: The impact of CSR on Social Performance

"Management is an art, the art of the arts, and the art of making and building talents"

Mr. MADAGH MOHAMED ECHERI-EHEC Algiers

CSR management is how to manage and be responsible, how and by what means do we invest human capital in the projects of the company and how this change becomes a corporate culture.

In order to operationalize and steer the dimensions of CSR, it was necessary to invent a new concept: that of corporate social performance CSP, The aim is to translate the actions and achievements of CSR in terms of performance.

Carroll was the first to build the principles of a performance based on CSR concepts. It consists of measuring, monitoring and reporting on organizations' efforts to take into account societal and ethical aspects.

An instrumental conception of the link between HRM and CSR implicitly establishes a link between the commitment to a CSR approach and the improvement of the company's social performance, notably through an increase in its social reputation and its attractive potential in terms of recruitment in a context of labor shortages. At the same time, taking into account the challenges of CSR is supposed to eventually lead to a reduction in hidden costs (absenteeism, turnover, degradation of the social climate).

It should be noted that CSR has three pillars: economic, environmental and social. We will be interested in our research in the social aspect. The efforts of companies, more committed to developing a CSR policy in the social field, are around sensitive issues: racial and sexual discrimination, inclusion of the disabled, youth integration, retention of old, the quality of the social climate, organizational justice...etc. All these aspects are mentioned in the social balance sheet of the companies, which makes it possible to follow them.

3.1. CSR practices at work:

It is not difficult for any company to support the expectations and needs of their human resources in a way that enhances their potential, but in conditions do not exceed the framework and the limits of work. And if we see the big companies in the world especially the multinationals and the one of what they invest and offer in terms of quality of life and the conditions of work thus the other advantages to its human resources, in order to improve their social performance. We will find that this one represents only a marginal part compared to the gains that they realize.

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This leads us to cite the different social responsibility practices that we see as having a direct relationship with the human resources function that will ensure their application:

3.1.1. Promote diversity:

"A source of wealth and integration, diversity makes it possible to widen the sources of recruitment, to avoid internal discriminations related to age, gender, ethnicity or disability"¹

The workforce diversity, which is a social responsibility of the company (CSR), is primarily a matter of will of leaders and managers. The different types of diversity are: (Age, Seniority, Nationality, Disability, Training of origin, Professional experience, trade union membership ... etc.).

We see that diversity offers the best solutions:

- ✓ provides a better understanding of market places of exercise of business activities,
- ✓ Allows a better understanding of the problems experienced.
- ✓ Allow greater speed of response to issues encountered.
- ✓ Through diversity, it is the increased collective intelligence that must be sought.
- ✓ Diversity therefore has no borders and should not create resistance, gender (man-woman).

3.1.2. Recruitment:

The company must ensure a fairly reliable recruitment process based on selection criteria that favor talent without discrimination. This can have a positive effect on the image of the company so it will attract a lot of carriers of knowledge that can help the company to improve skills to build a successful human capital, and this will affect the global performance of the company.

3.1.3. Management of working conditions:

Take care of your employees; health at work is an essential element of a CSR policy:

- Preventing possible accidents at work, reducing absenteeism, checking the actions undertaken, are the goals sought here.
- The resolution of problems related to safety, nutrition, management of aggression in a professional situation ... to act better and feel better.
- Health, hygiene and safety, to show that employees are the concerns of the company.

¹ PASCAL(B), « *Stratégie et RSE : la rupture managériale* », DUNOD Edition, 2014, p63.

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- Tension, arduousness, psychological pressures ... but still prevention health, reductions of risk factors ... beyond legal obligations.

3.1.4. Remuneration policy:

Go beyond the framework of the collective agreement, privilege transparency, seek equity that can motivate, retain and engage HR ... this is called a CSR policy. "Go Beyond" asks for an inventory:¹

- Salaries are higher than the standards imposed by the collective agreement.
- The salary scale is written and known to all.
- In a comparable position, the remuneration is really identical.
- The company provides other types of compensation, direct or indirect.
- Provident, supplementary pension, mutual insurance for all, employee savings system ... etc.
- Benefits in the context of particular family situations (paid maternity / paternity leave, nursery, restaurant vouchers, holiday vouchers ... etc.

3.1.5. Training and skills development:

"It's a convergence between the management of skills and the responsible development of the company"². It is necessary to offer the conditions for the expression of knowledge, the deployment of talents and the stimulation of memberships:

- A clear and promising skills development strategy.
- Use its training programs as a tool for developing and enhancing skills in a way that improves their employability and the overall performance of the company.
- A tool for anchoring the company culture.

3.1.6. Social climates:

3.1.6.1. Well-being at work:

"The social responsibility of a company begins with the creation of a framework that offers a high quality of life to its staff"³

We can retain from this expression, to what extent it is important to integrate the human and social aspects into work organizations in a responsible company. That is to say, consider:

¹ Gouiran, (M), « *Les indicateurs clés de la RSE et de développement durable* », AFNOR Edition, 2012, p82.

² Monique (G), « *Responsabilité sociale et ressources humaines* », Afnor Edition, 2012, p86.

³ SCHERMERHORN (R), « *Comportement Humain et Organisation* », renouveau pédagogique Edition, 3rd edition, 2006, P 48.

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- The material working conditions,
- A socially responsible company must also be organized to fight and prevent any kind of stress.
- To create the conditions of support for employees weakened by the vagaries of personal and professional life.
- Ensure to avoid social dysfunction.

This involves procedures and an organization that must be adapted to the realities of individual and collective life.

3.1.6.2. Work ambiance:

Perceive the internal atmosphere; identify the need to weld teams ... etc. These are the expectations out of any financial criteria. CSR is very much reflected in the way of doing things:

- The company must know and measure the state of mind of employees (satisfaction survey, perception survey, consisting of asking all employees how they live their business and perceive it vis-à-vis the outside ... etc.).
- Organize events put in place actions that contribute to reinforce the cohesion of teams (Seminar, sports event, solidarity action on the territory, participation in a local event ... etc.).

3.1.7. Social dialogues:

To interact with the staff representatives and build a whole in the interest of all. Which can be a shared basis for better dialogue, more visibility. Leading decisions, allowing a better vision of human resources ... etc.

- Are there staff delegates and / or union representatives?
- What types of agreements have been negotiated with the social partners?
- Are there social tensions: individual disputes, collective actions?

3.1.8. Internal communications:

Explaining the course of action taken to conduct CSR actions through internal communication, around a permanent dialogue, is essential to the process. The objective is to know the means of internal communication, their perception by the employees and solicit opinions, glances on the life of the company. CSR will be exercised in the participation of employees, valuing their knowledge, developing their pride of belonging to the company.

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For this, there are tools for communication and dialogue for employees (intranet, letter or internal newspaper, posting, information meetings, ideas box, working groups, surveys ...).

- ✚ We can summarize that in the next question: In case of difficulty, is the employee accompanied internally (information on his rights and obligations ... etc.)?

3.1.9. Balance (private life/professional life):

Has the company made commitments to balance work and family life, especially for women?

Various actions can enable employees to find the balance between the private sphere and the needs of the company. Among them are:

- Flexibility of time management to facilitate the professional organization of employees (e.g. no meeting after 18 hours, flexibility in schedules, adaptation to the constraints of schools or nurseries, taking into account long journeys domicile and work.
- Proposal of childcare solutions.
- Optimization of maternity and parental leave.
- Chosen part-time granted to employees.
- Adaptation of holiday periods, etc.
- Other actions appear and develop as: dedicated bonuses (birth, marriage), facilities for sick children, help with children's studies, holiday vouchers or access to summer camps, etc.

To the question: "Should an employer help employees coordinate their work with their family life? The reasons that lead an employer to help his employees highlight in order of importance:

- ✓ The reduction of absenteeism (in priority).
- ✓ The well-being of employees.
- ✓ Improved productivity and performance.
- ✓ Employee loyalty.
- ✓ The improvement of the image of the company.

It is therefore about joint interests, which is in line with a basic principle of CSR, which is a "win-win" research whose benefits are collective efficiency and individual commitment.

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3.1.10. Social advantages:

It is a question of offering social benefits to employees, in order to promote their well-being (sports and cultural activities, catering, transport of personnel, etc.). Officials here guarantee in a voluntary way its advantages in order to involve their staff, their slogan is: "fulfilled employees Equals Company that works"

It should be noted that CSR has a big impact on HR performance because it plays on the factors of HR performance, saying that CSR improves the quality of life at work it is what promotes employee trust and empowerment

This topic can be addressed by the first three central questions, and the seven principles of CSR. We start with the first question, which is **the governance of the organization**. Effective governance should be based on integrating **the principles of social responsibility** into the decision-making and implementation processes. For example, if we take the principle of recognizing the interests of stakeholders; **the gratitude of workers' rights** is something primordial in the company's management. In the absence of this, the worker will feel oppressed and neglected and will not only be ineffective but will perhaps seek to resign or destroy the business through corruption in all these forms.

3.1.11. The principle of equality:

is added, whether in compensation, training, promotion... etc. Discrimination is a reason for the non-performance of an employee because if he makes efforts or not it will be the same for him, there is no recognition for these efforts, and his contribution to prosperity of the company. So he will not be motivated and it will generate the ineffectiveness and inefficiency of the latter.

3.2. Citizen enterprise:

The concept of corporate citizenship refers both to a type of company that intends to put the interest of the Company (in the broad sense) at the same level as its own interest that a stream of thought that considers the company as a player with a legitimate role to play beyond the economic and financial sphere.

In its first meaning, the notion implies an effective consideration of the social and environmental dimensions of CSR in order to respect the general interest and take charge of the common good.

1 The first responsibility of the corporate citizen is to make men autonomous and responsible. It thus allows all dimensions of man to reveal, accepts, even generates, necessary counter-powers and receives in return commitment and creativity from everyone.

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2 Every employee has a life outside the company: the balance between professional life and personal life fills his or her growth.

3 Self-research allows the leader to find his balance and play his role better with his collaborators.

4 business, education, training: exchange

Affirming itself as a place of permanent learning and promoting exchanges with the educational system, of which it is an indispensable complement

3.3. Retention of talents and attractiveness of new employees:

The CSR approach dictates the improvement of the employee's quality of life, his motivation and his positioning at the center of the company's concerns, so that the company gains the trust of its internal employees and conveys an image, Positive "employer brand" which is attractive to the potential workforce. Human capital is the wealth of the company, adopting socially responsible behavior in the workplace is essential for the stability of employees, an employee satisfied with working conditions, and who feels safe when performing his tasks, is a more efficient employee, he develops a sense of belonging and loyalty to the company, and becomes more motivated, involved and engaged in what he does, which has a positive impact on his productivity and productivity return.

Conclusion of chapter two:

In this chapter, we highlight that the concept of work performance is very complex. It is one of the important bases at the level of the company; it is divided into several types (financial, commercial, social etc., and characterized by different indicators of appreciations.

The criteria for assessing social performance are: job satisfaction, social climate, work involvement, and organizational commitment. The social performance of an organization in relation to economic and environmental performance takes into account the nature of the internal relationships between its employees and with the other actors with whom it interacts.

Today, we have to move from conceptual invention to true social innovation, in order to promote employee performance. This statement remains theoretical, and to verify it, we will present in the third chapter a practical case in a company that is part of a CSR / SD approach.

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CSR concern all the stakeholders of the company (staff, customers, and suppliers, ecologic and societal environment) but here we are interesting to the social or human resources performance.

After having treated the different theoretical aspects of our study, to make the link between the theory and the practice of the studied enterprise. This last chapter is devoted to explaining and analyzing the relationship between social responsibility and social performance development within SEAAL.

The chapter starts in the first section with presenting an overview of the host organization «SEAAL» to become familiar with it, then an explanation of the research methodology followed in the second section, then we will make an analysis through a questionnaire with the objective to provide an understanding of how this company perceives social responsibility and what is the degree of their application. And the results obtained from our survey conducted at SEAAL will be introduced in the section three, thus, a global synthesis to propose some suggestions for the improvement of HR practices socially responsible vis-à-vis the employees, in order to achieve a performance HR will in turn influence the overall performance of the company.

Section One: Presentation of the host company

1.1.History¹:

The Algerian Society of Water and Sanitation (SEAAL) is a public corporation (SPA) of a productive and commercial nature under the responsibility of the Ministry of Water Resources with a turnover of 1,741,000,000 AD. This system is based on a national economic and social development plan for the management and distribution of water. The management system of public services for the drinking water supply in Algeria has been defined in several stages:

1962-1970: The distribution of water in this period was carried out by the commercial water company of the State of Algiers and by the North African Water Corporation and a French company which provided contracts for remote areas from the center of the capital.

1970-1974: The Regional Directorate of Water Distribution THE SONADE was created by Decree No. 28-70 of 23 November 1970.

1975: Creation of the Regional Directorate of the Algerian State under the technical supervision of the Water Authority Secretariat and supervised by the serial system of the Algerian state.

¹ SEAAL internal document

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1977: Creation of water collection organization in Algeria (LA SEAAL), a state-owned company by the decree n ° 13/77 (19/07/1977) Regional Direction of the State of Algeria.

1983: Establishment of water management and distribution in Algeria by Decree No. 83/33 of 14/05/1983 under the supervision of the Ministry of Water

2001: The creation of the Public Water Company (EPL-ADE 01/101) on April 21st, 2001, with a turnover of 9 billion DA (120 million dollars), includes the introduction of state institutions under the tutelage of Algerian of water (l'Algérienne des Eaux).

2002-2006: Improvement of the status of drinking water services and the Disposal of dirty water for the Algerian State, particularly in the area of continuity of services according to the quality of the water and the conduct of the networks and services of the permanent water consumers.

The project started in October 2002 and was approved by establishing a protocol on 10/02/2003 through the Algerian Water Company (ADE), a public industrial and commercial institution for the provision of water and sanitation services. The National Office water. For ONA disinfection and the French company SUEZ environment, is an international industrial group of services that manage the distribution and production of water and clean and treat dirty water and waste disposal and this has been approved by the Minister. From Algeria "Society of Water and Sanitation of Algiers".

1.2.General definitions¹:

1.2.1. SEAL profile:

SEAAL was set up in March 2006 as part of a partnership between the Algerian of Waters (ADE), the National Sanitation Office (ONA) and the French group SUEZ. The ADE and the ONA are owners; they control the execution of the specifications, as for the leaders are members of SUEZ. The main mission of SEAAL is to produce and serve drinking water, then collect and treat wastewater on the perimeter of the states of Algiers and Tipaza. It thus serves 3.8 million inhabitants, or about 10% of the national population.

SEAAL also manages the taksebt drinking water treatment plant (the largest Algerian treatment plant) which supplies drinking water to the states of Tizi Ouzou, Boumerdes and Algiers. In total, it provides, directly or indirectly, drinking water to a population of about 5 million. SEAAL provides service to 761824 customers (households, administrations, industrial businesses and tourist sites); the number of employees stood at 6 293 professionals (Algiers and Tipaza), specialists in water and sanitation who work daily to improve the

¹ SEAAL internal document

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quality of service to 3.2 million inhabitants of the Wilaya of Algiers and 600 000 inhabitants of the Wilaya of Tipaza.

1.2.2. ADE profile:

The Algerian of Waters (ADE) is a national public establishment industrial and commercial character with legal personality and autonomy financial. It was created by Executive Decree No. 01-101 of 27 Moharrem 1422 corresponding to 21 April 2001. Its head office is in Algiers at the industrial zone of Oued Smar.

1.2.3. ONA profile:

The National Sanitation Office (ONA) is a national public establishment of a productive and commercial nature (E.P.I.C) created by Executive Decree No. 01-102 of 21 April 2001.

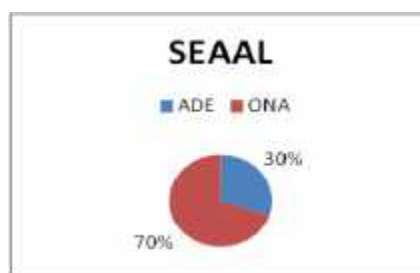
The ONA replaces all public, national, regional and local institutions and organizations in charge of the public sanitation service, including:

- The National Agency for Drinking Water and Sanitation (AGEP)
- National public institutions with regional responsibility for sanitation management.
- EPEDEMIAS of wilaya; municipal authorities and services for the management of sanitation systems.

1.2.4. SUEZ profile:

SUEZ ENVIRONNEMENT is a French group of water and waste management, created in 2003, the number of its employees amounts to 80990; its registered office is in Paris -France. Its main role is to control and direct the organization.

Figure N°III.1: SEAAL partners



Source: SEAAL internal document.

This figure represents the two state partners of SEAAL and the percentage of each two: 70% for ADE and 30% for ONA

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1.3. The objectives and the role of SEAAL¹:

1.3.1. The objectives:

- Ensure a continuous service of water distribution 24 hours a day.
- Modernize the water service (the production, treatment, transfer, storage and distribution of drinking water).
- Upgrading and running the sanitation service (collection of sewage and rainwater of urban types, their lifting, transport, purification, discharge and reuse).
- Modernize the customer service and the corresponding management of the subscriber relationship (billing, collection and claim)
- Have a modern and adequate organization (management procedures, training ...) and develop human resources.

1.3.2. The role of SEAAL Company:

This company is responsible for managing the distribution of drinking water and at the same time the sanitation network at the wilaya of Algiers. SEAAL holds a very important place in the life of Algerians; because it must supply them with drinking water and manage their sanitation network while offering them an exemplary customer service.

1.4. Human Resources and Careers²:

SEAAL's Human Resources policy is resolutely modern and social. The context in which the SEAAL was created is marked by two fundamental decisions of the Algerian authorities: to preserve the purely public status of the service and to answer to a major priority of the country, that of the safeguard of the employment, by relying on the people in place. This has led us to deploy, in the dialogue between the various partners, a Human Resources policy whose key points are to ensure the development of our employees' skills, offer them career development opportunities and develop a policy incentive pay. All in an environment where social dialogue is an essential element.

This has been made possible through the establishment of a clear, stable and transparent organization where everyone has a defined and legitimate function in the company. This clarity is the result of efforts to modernize, energize and objectify management.

¹ SEAAL internal document

² <http://www.seaal.dz/rh-carriere>, 22/05/2019, 22:45.

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1.4.1. Recruitment policy:

1.4.1.1. Priority to internal mobility:

Each year, more than 5000 applications are studied by SEAAL's recruitment teams. The recruitment process within the company necessarily gives priority to skills and gives priority to internal applications. Job vacancies are indeed as many opportunities for mobility and career development for our employees. Employment scholarships are first launched internally, in a spirit of giving priority to opportunities for career development and development of internal employees. If the position is not filled by internal resources, SEAAL launches a call for external recruitment, looking for the profiles requested, based on criteria of competence and adaptability to the position, and non-discriminatory. The recruitment criteria are based on the required technical skills but also on the respect of the values through which SEAAL defines itself, namely Professionalism, Dynamism and Confidence.

1.4.1.2. A voluntary policy for youth:

A special attention is given to young people in SEAAL's human resources policy. The Company / Schools relationship has been strongly developed. This materializes in particular through the reception of trainees and apprentices through partnerships with schools, universities and training centers.

1.4.1.3. Relations with schools:

Learning and school relations at SEAAL are strategic axes to test the adequacy of training to its needs and assess potential candidates by promoting the integration of the best of them. SEAAL is thus a reference partner of 7 educational institutions (USTHB, ENP, ENSH, schools of technicians). On the Tipaza perimeter, SEAAL has signed 3 partnership agreements with the CFPA and the Hadjout Institute. This allows the company to forge privileged links with the students during their studies and to make them discover the opportunities offered.

Of the 175 trainees hosted in 2013 in the different teams of SEAAL, nearly half of which come from partner schools: ENSH, ENP, USTHB. This approach is gradually being duplicated for BAC and BAC + 3 level training, on operational profiles such as maintenance or civil engineering, with vocational training centers.

1.4.1.4. Learning to encourage integration:

More than 100 trainees and apprentices are welcomed each year at SEAAL. The missions entrusted to them allow them to quickly find their position. The implementation of this learning policy meets a triple ambition: to contribute to the acquisition of skills in our businesses, to build a breeding ground for future recruitments and to promote sustainable integration into employment by an efficient and pragmatic means.

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1.4.1.5. More and more places for women:

Human resources at SEAAL are 89% male, because of the specific nature of the company's activities. The trend is nevertheless towards the feminization of staff with the rise of support functions (Customers, Human Resources, Purchasing), but also in the emerging professions of the environment (wastewater treatment and more generally sanitation businesses).

1.4.2. Training; performance leverage:

In its training policy, SEAAL places priority on the pool of existing skills and on its ability to progress. It thus makes the notion of internal mobility an essential issue. The diversity of the sectors strongly favoring opportunities; our employees develop their career by broadening their professional experience and enriching their career with new roles and responsibilities.

1.4.3. Talent management:

Reinforcing the talents of their employees is at the heart of SEAAL's human resources policy. This approach is based on a simple principle: the skill that an employee puts at the service of the company is fundamentally based on its own resources called "its strengths and levers". The development of these personal resources to guarantee the increase of skills of their employees is thus the heart of Suez Environment's strategy at SEAAL.

1.5. CSR and sustainable development¹:

Corporate Social Responsibility (CSR) is the concept that designates the responsibility of a company for the social, health and environmental consequences of its activities, especially with regard to its stakeholders. It is an approach of progress that has been the subject of an international standard, the ISO 26000 standard, for which SEAAL is engaged since 2013. Compliance with the requirements of this standard includes SEAAL in a Sustainable Development approach.

For SEAAL, The Corporate Social Responsibility and Sustainable Development approach is to take into account the social and environmental impacts of its activity in order to adopt the best possible practices and thus contribute to improving access to water and environment preservation.

¹ <http://www.seaal.dz/developpement-durable>, 24/05/2019, 00:27.

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1.5.1. Preservation of the environment:

1.5.1.1.Reducing the impact of the activity on the environment:

SEAAL is actively involved in the preservation of the environment with, first and foremost, the recourse to a net reduction in underground resources. In addition, it has been able to significantly reduce the direct discharge of wastewater into the natural environment by improving the operation of the collection networks and by improving the treatment efficiency of the wastewater treatment plants.

1.5.1.2.SEAAL is catalyst for the promotion of environmental culture:

SEAAL is also committed to promoting an environmental culture, especially among younger generations. An eco-citizen park will soon open its doors on the site of the Réghaia wastewater treatment plant in order to introduce the people of Algiers to the issues of sanitation and the rich biodiversity of wetlands.

1.5.2. Fulfillment of employees:

1.5.2.1.An innovative human resources management policy:

Listening and helping employees thrive is at the heart of SEAAL's Human Resources Management policy. These two main axes make it possible to obtain employees who are actors of innovation in their profession, especially young people, and to stimulate a real development of skills through training and internal mobility. SEAAL promotes respect for diversity and equal opportunities, especially in the equity of men and women, the integration of young people through specific support or the care of disability in the Enterprise.

Moreover, and in order to maintain the level of membership and commitment of employees SEAAL values the work of teams through the popularization of good examples and good practices, encourages transversality by stimulating teamwork and interpersonal exchanges (TOP SEAAL, team buildings, Technical Days ...) and develops a communication strategy internal coherent, conveying the values of the Company and highlighting the talent of its employees.

The Health and Safety policy at SEAAL has been strongly developed since 2006, and focused on compliance and ongoing worker awareness of workplace injury prevention. Work accident indicators have been evolving favorably since 2006.

1.5.2.2.Development of relations with the university world:

SEAAL develops its relations with universities through 7 partnerships which are now references in terms of business-university rapprochement. It welcomes a hundred trainees and apprentices a year to train them to a level of international requirements.

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1.5.2.3. Constructive dialogue with stakeholders:

Since 2006, it aims to share expertise and good practices, where the development and listening of employees is a key factor. Hence, actions such as social barometer and words of young employees, or the awareness program "Customers at the heart of the SEAAL concerns" which is another example. It made all employees aware of the interest they have to satisfying the customer.

1.5.3. The SEAAL ethical charter¹:

The SEAAL ethical charter sets the framework for lasting trust between our customers, our partners and us. It is based on the following basic principles:

- ❖ We act in full compliance with internal regulations, national laws and related international reference texts:
 - To Human rights.
 - To Workers' rights.
 - To the deontology of economic affairs.
 - The fight against corruption.
 - The protection of the environment.
 - Standards of quality, hygiene and safety.

- ❖ We deliver a vital public service; we contribute to the quality of life of citizens by providing water of quality, H24, and ensuring the efficient management of sanitation services.

And that, we do it:

- By responding to the principles of public service of quality, continuity, proximity and solidarity,
- By behaving with integrity, loyalty and honestly to our shareholders, our colleagues, our suppliers and subcontractors, our customers, the citizens and more generally to all our stakeholders;
- By putting the general interest and that of SEAAL before our personal interests;

¹ Charte-éthique-SEAAL-version-finale-signée-28-02-2016.doc, p15.

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- By ensuring that the values and commitments of SEAAL are shared and respected by our partners.

❖ The responsibilities of each one:

Each one of SEAAL employees commits to:

- Take note of the contents of the ethical charter, and keep a copy of it,

- Respect the guidelines,

- Act and ensure, on a permanent basis, that its principles are written and adopted in the general interest of SEAAL.

❖ The managers also have the responsibility of:

- To be the guarantors of a good understanding of the guidelines of this ethical charter,

- encourage exchanges around the values and principles mentioned to enable their dissemination and appropriation by all employees,

- To be exemplary in the respect of the ethical charter,

- help collaborators who request it to solve the difficulties they face.

Section Two: Methodology of study and survey process:

The purpose of this section is to outline the methodology used in the research process, the research that aims to investigate the impact of Corporate Social Responsibility on Corporate Social Performance and how its implementation leads to staff satisfaction.

For better understanding the perception of the “SEAAL ” staff about the importance, the role and to see what impact of implementing a CSR approach on its social performance, We have made an investigation in its headquarter located in Kouba-Algiers.

2.1. The choice of the company:

We have chosen the SEAAL Company because it is one of the most known Algerian public companies that practice CSR in its Business, while we interest in the Algerian case we found that SEAAL is the suitable company to do this investigation for its reputation as a socially responsible company.

2.2. The objectives of the research:

- The main objective is to show the importance of CSR implementation at “SEAAL” social performance the level of their application.

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For this we conducted an investigation, using a questionnaire². Other secondary objectives supported this investigation, such as:

- To what degree “SEAAL” is involved (active) in CSR practices.
- What motivates “SEAAL” to be engaged in CSR?
- What benefits “SEAAL” can identify from their application of business ethics and involvement in CSR.
- And what main barriers or obstacles "SEAAL" encounters when carrying out CSR and social performance.

2.3. Sampling:

Sampling is an important step in our research as it determines the adequate respondents from the total number of target population to be used. So we are in charge in this investigation to collect a large amount of information that is why we developed a questionnaire (quantitative study) which will give us answers concerning our objectives.

2.3.1. Sample Choice:

Because of the nature of research's topic, it was considered better to target both managers and employees of “SEAAL” of the different areas and subsidiaries, because they are considered as the only resource of information that we can depend on.

2.3.2. Sample Size:

During our internship in SEAAL we knew that the number of the population (staff) is 6270 employee and manager, so more the sample is large the more is representative for the mother population, and we aimed to take 10% of the population:

NB: random sampling without replacement must be: $n/N \geq 5\%$

While: **n: the sample size**

N: the population size

N= 6270, n= N 10% ➡ n=627

We succeeded to share the questionnaire in SEAAL platform “*Paroles de Collaborateurs*” which is made for staff satisfaction survey since 2017, this helped us to gain an important number of responses from different areas and categories, we could attend a number of **300** response during a month and a half, and due to the lack of time we considered that this rate may be enough for our study.

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2.4. Architecture of the Questionnaire:

Wording the questionnaire is really a challenging task because it requires attention and time consuming in order to obtain required information. It is known as: "A list of a research or survey questions asked to respondents, and designed to extract specific information. It serves four basic purposes:

- To collect the appropriate data,
- To make data comparable and amenable to analysis,
- To minimize bias in formulating and asking question, and
- To make questions engaging and varied

When writing the questionnaire, we took into account the respect of certain principles:

- Questions should be clear, simple and accurate.
- The words used must have the same meaning for everyone.
- The questions must be structured, ranging from general to detail, from simple to complex.
- Confidential questions should be at the end of the questionnaire.

Our questionnaire consists of multiple questions about employee perception of CSR, including:

- CSR as a source of good social climate.
- CSR practices as a source of social performance.
- Perception on the different social and HR aspects (training, health and safety ... etc.).
- Satisfaction with their work and top managers

The chosen questions are made with an implicit way, because going ahead and asking employees about if the company practices CSR or not, most of them do not know this term, but they absolutely know how to answer simple questions related to the concept in question.

Based on the construction of the theoretical framework and the proposed hypotheses, the questionnaire was designed to identify the profile of the respondents, to see the representativeness of the sample as well as the diversity of SEAAL Human Resources, the existing CSR practices and the measurement of human performance and staff satisfaction while implementing CSR approach.

The questionnaire was divided into three parts in order to provide evidence and test hypotheses and answer the research questions given in the introduction. The full questionnaire is provided in the appendix.

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- ✓ **Rating scale questions:** In this type of questions, respondents are often asked to indicate their answer at the most appropriate point on scale.

EX: To what extent do you agree or disagree with the following statement 'The primary responsibility of business is to make a profit'?

Not at all			A great extent	
1	2	3	4	5

2.6. Testing of the Questionnaire:

Testing is an indispensable part of questionnaire development, so after completing a plan of a questionnaire carefully, one questionnaire was sent to my supervisor in SEAAL Company, checked and returned. Then appropriateness of individual questions and questionnaire as a whole was discussed with him. Based on discussion rewording of some questions and reasonable changes in the questionnaire were made.

- ✚ Two copies of the questionnaire are attached in annex to show its structure, an English version for our study, another in French for the staff, because not all of them can answer in English.
- ✚ we used both of **SPSS** and **EXCEL** software in results analysis to put up the different tables and graphs

Section Three: Results and data analysis of the conducted survey

3.1. Results of the questionnaire and data analysis:

A personal information

1. Gender Diversity:

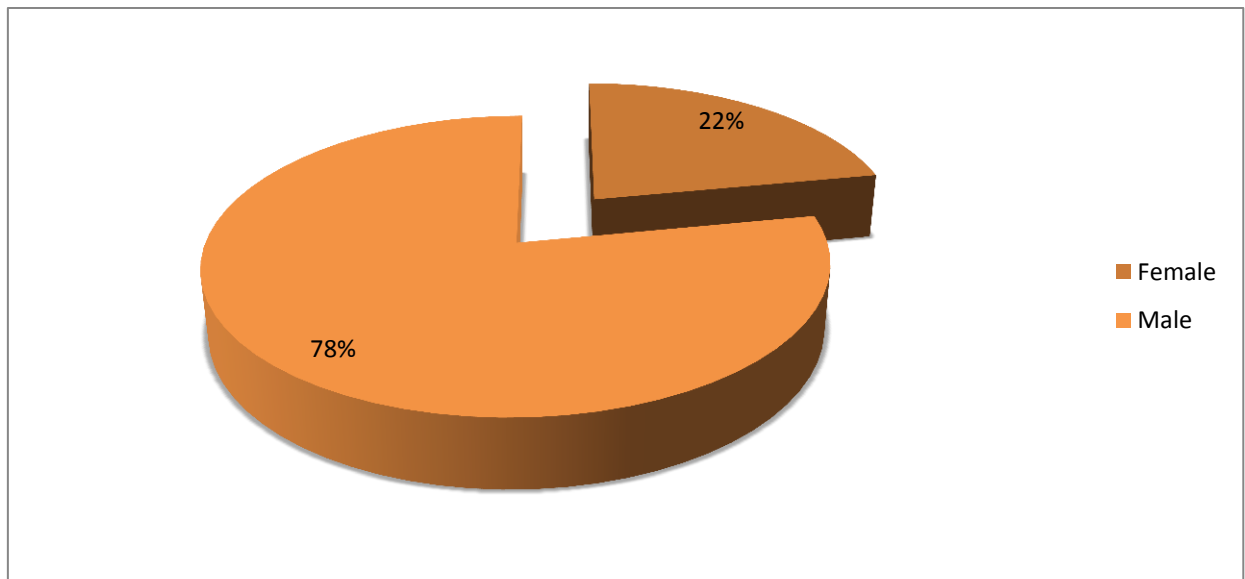
Table N° III.1: Gender diversity

Gender	Responses	Percentage%
Female	66	22
Male	234	78
Total	300	100

Source: made by the researcher.

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Figure N° III.2: Gender diversity

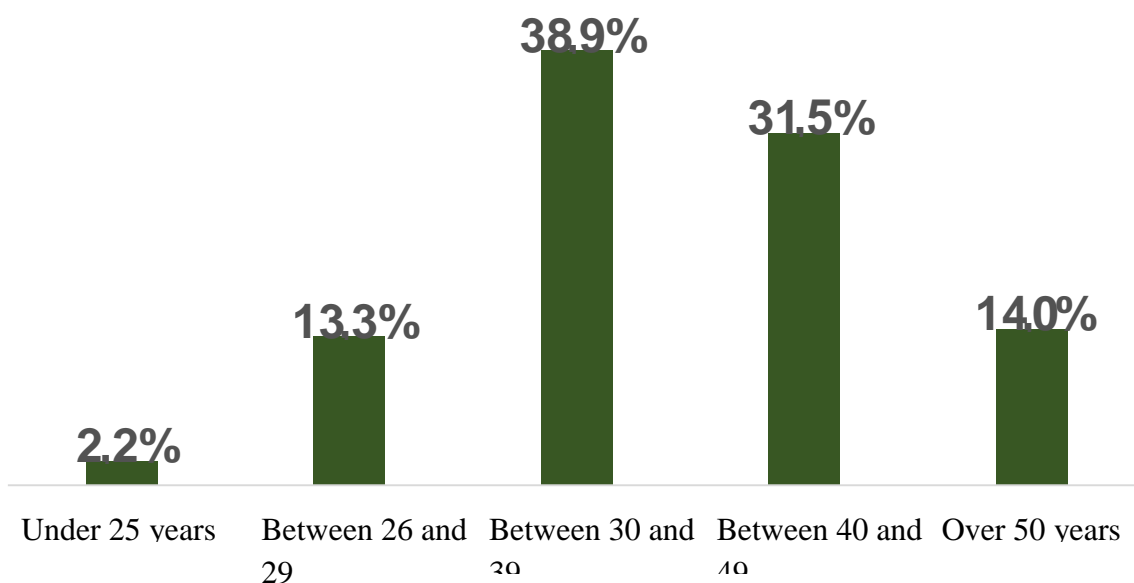


Source: made by the researcher.

Table N° III.1 shows that the random selection of the sample includes 78% of male and 22% of female. The dominance of males in the field of work in SEAAL mainly due to the nature of work in manufacturing and the need of employee mobility impose the recruitment of male in certain position, so women are represented in the headquarter and the different agencies and subsidiaries.

2. Age diversity

Figure N°III.3: Age diversity



Source: made by the researcher.

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We note that the highest rate is that of the segment that is between 30-39 years, with a rate of 38,9% of all respondents, following the portion that is between 40-49 years, and a rate of 13,3% for the segment between 26-29 against 14% for age group over 50, and 2,2% for under 25 years.

It is clear that the study population is moderately young, which is an asset for management. The absence of young people under 25 is related to the experience requested by the employer for the profiles sought.

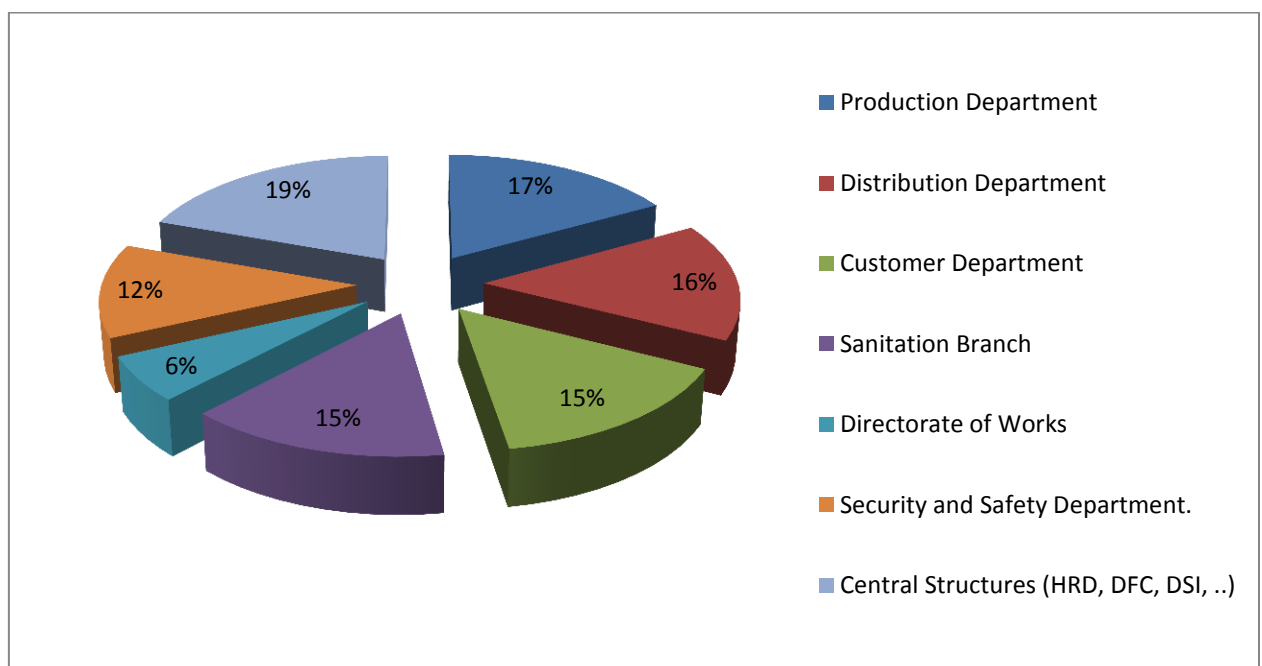
3. Respondents' department:

Table N° III.2: respondents' department

	Responses	Percentage%
Production Department	50,7	16,9
Distribution Department	46,8	15,6
Customer Department	45	15
Sanitation Branch	43,8	14,6
Directorate of Works	18	6
Security and Safety Department.	37,2	12,4
Central Structures (HRD, DFC, DSI...)	58,5	19,5
total	300	100

Source: made by the researcher.

Figure N°III.4: respondents' department



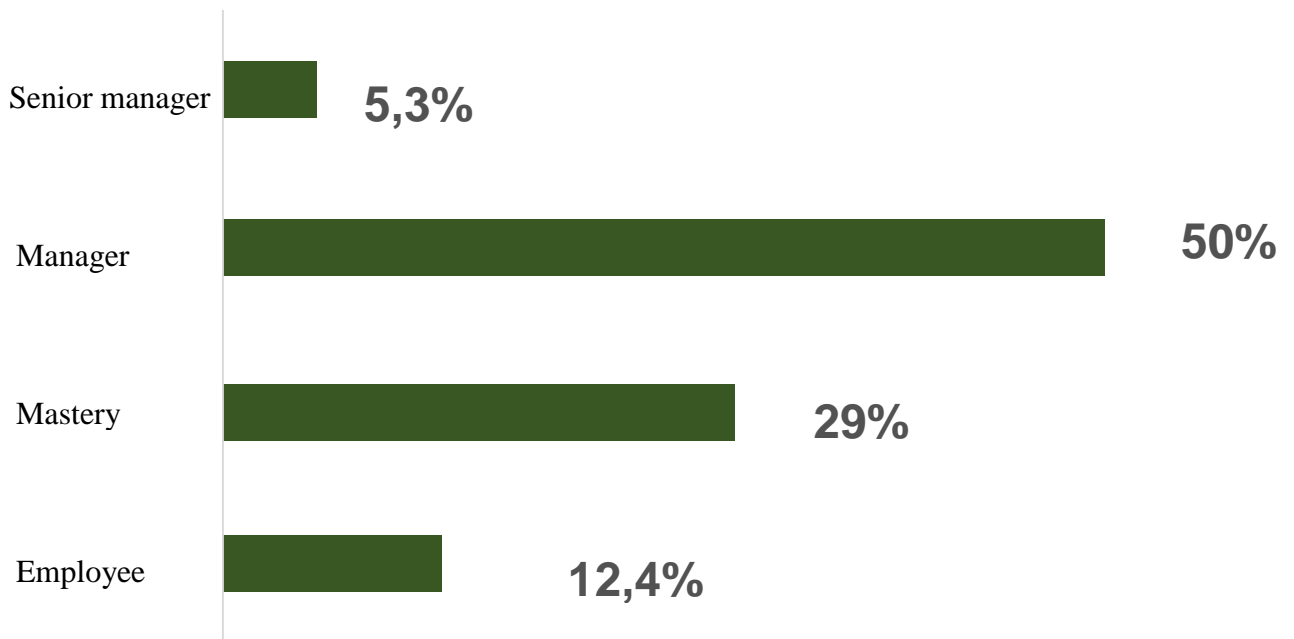
Source: made by the researcher

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we note that the questionnaire was answered by the staff of the different structures At close rates between all the fields, except the higher rate is 19% for central structure where we made our internship because of our influence on them to reply on the survey, the minimum rate is that of directorate of works with 6% because of the work pressure they have.

4. Respondents' position:

Figure N° III.5: Respondents' position



The study is spread over 5, 3% senior managers, 50% managers, 29% mastery and 12, 4% are employees. The choice between the different categories was made randomly. The aim of this question is to show the diversity of our sample and by whom it was replied.

5. Contract type:

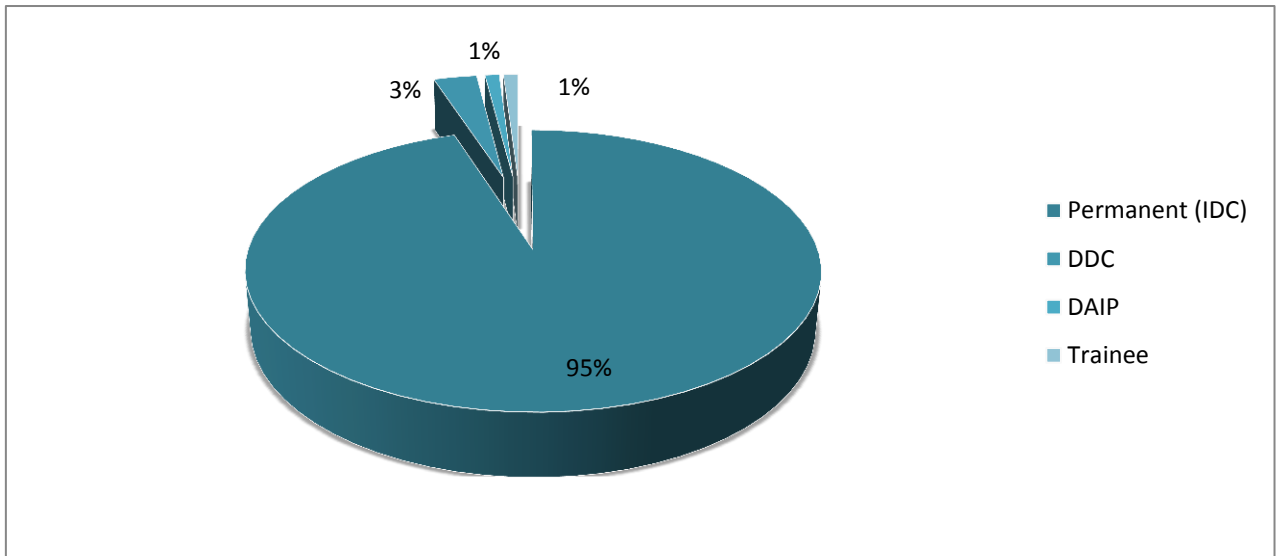
Table N° III.3: contract type

	Responses	Percentage%
Permanent (IDC)	285	95
DDC	9	3
DAIP	3	1
Trainee	3	1
Total	300	100

Source: made by the researcher.

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Figure N° III.6: contract type

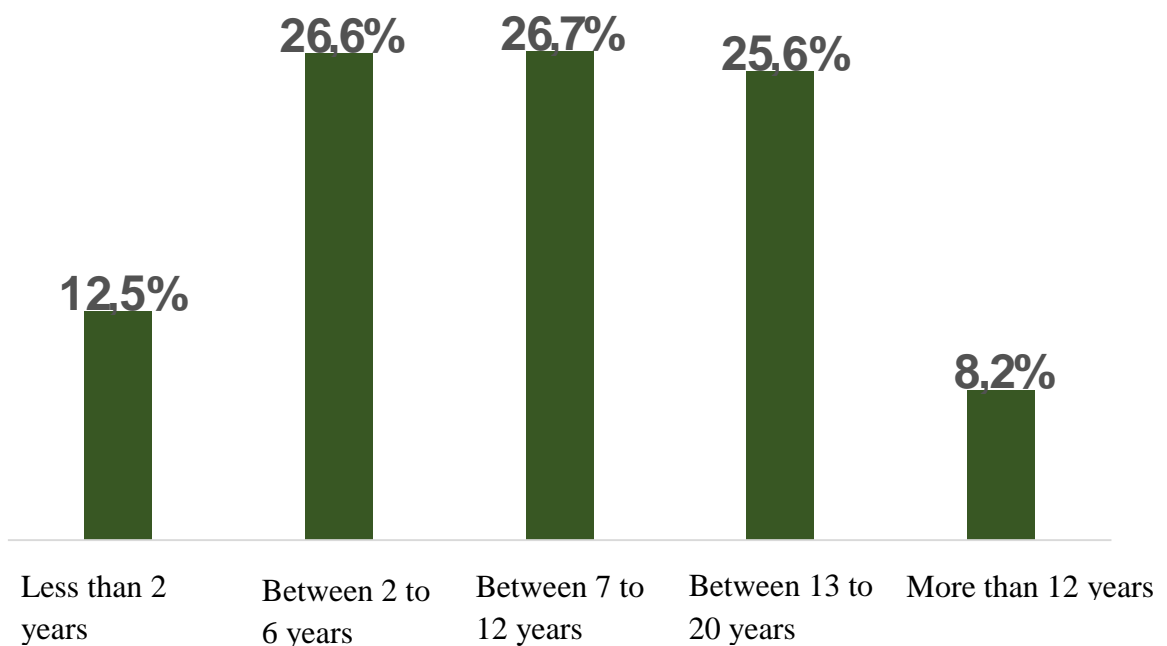


Source: made by the researcher.

This pie chart above indicate that the majority of the respondents are permanent in the job, because the stability offered by the company, in order to gain sustainable human resources and develop their integration over experience' years.

6. Work experience:

Figure N°III.7: work experience



Source: made by the researcher

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We note that respondents with seniority that is between 2 and 6 years, and between 7 and 12 years and between 13 and 20 years are more dominated with 26, 6%, 26, 7% and 25, 6% respectively; it is an important experience of the staff which represents an asset for the company, comparing with the rate of 8,2% for the category of over 12 years' experience, and this is due to the expansion of the company over years since its creation 17years ago.

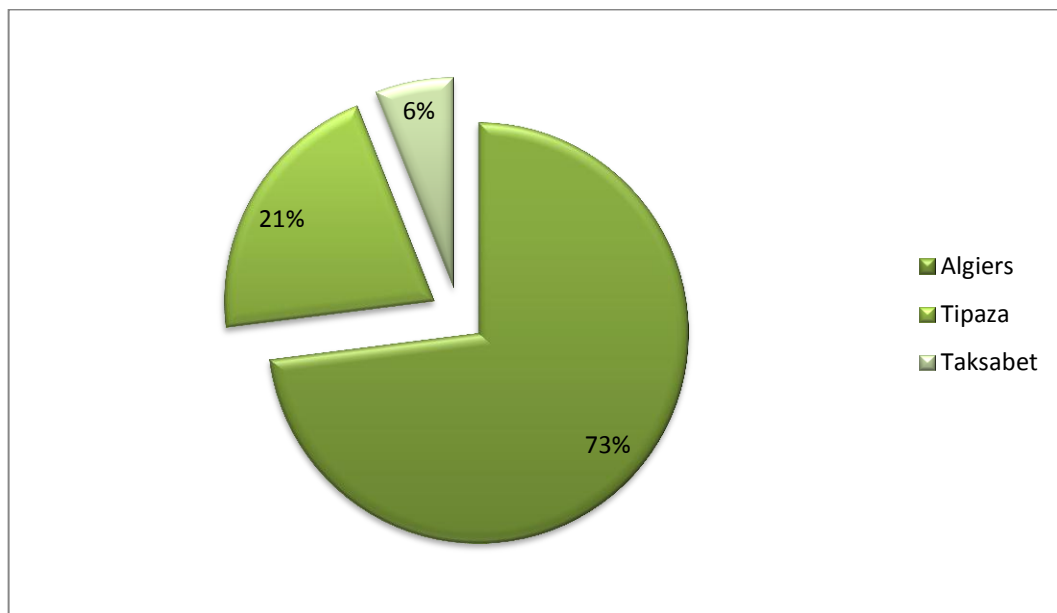
7. Geographical area:

Table N°III.4: Geographical area

perimeter	responses	percentage%
Algiers	219	73
Tipaza	63	21
Taksabet	18	6
Total	300	100

Source: made by the researcher.

Figure N°III.8: Geographical area



Source: made by the researcher.

The aim of this question is to show the diversity of our sample and by whom it was replied. To show that the study is conducted in the various subsidiary of the company in different geographical perimeter, the majority of respondents are from Algiers 73% because it is the region that contains the highest number of staff.

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B CSR within SEAAL

This second part of the questionnaire consists of three questions whose main purpose is to collect general information on the perception of SEAAL's employees in relation to CSR.

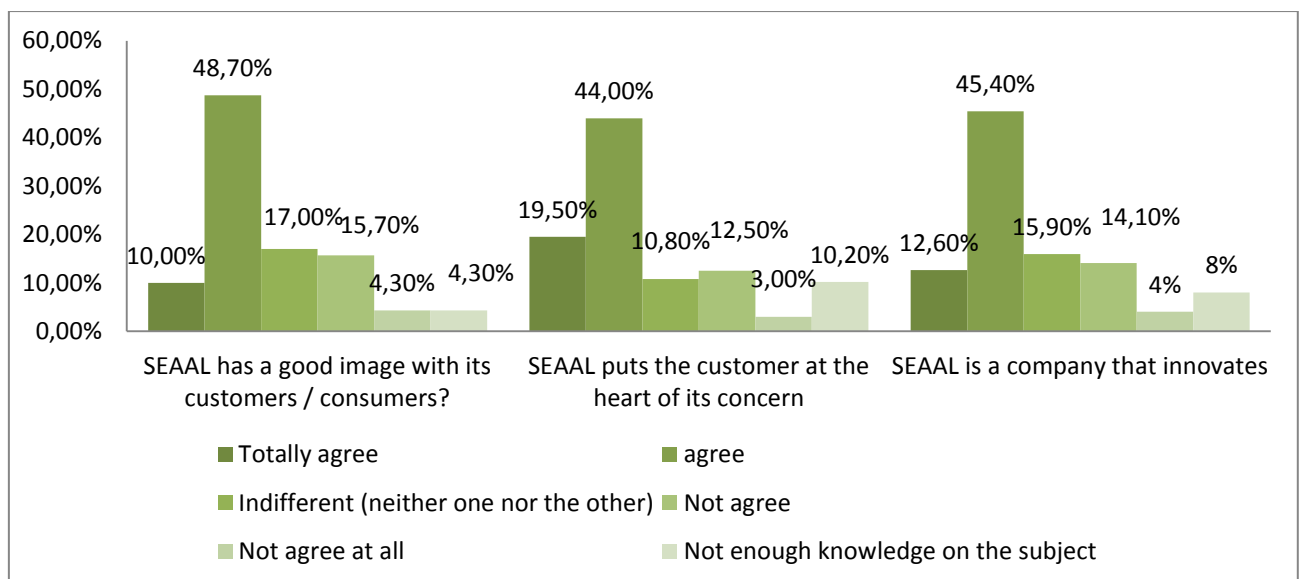
8. Image of the company

Table N°III.5: Results of Staff perception about the Image of the company

Do you think that :	Totally agree	Agree	Indifferent (neither one nor the other)	Not agree	Not agree at all	Not enough knowledge on the subject	Total
SEAAL has a good image with its customers / consumers?	10,00%	48,70%	17,00%	15,70%	4,30%	4,30%	100%
SEAAL puts the customer at the heart of its concern	19,50%	44,00%	10,80%	12,50%	3,00%	10,20%	100%
SEAAL is a company that innovates	12,60%	45,40%	15,90%	14,10%	4%	8%	100%

Source: made by the researcher.

Figure N°III.9: Results of Staff perception about the Image of the company



Source: made by the researcher.

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These diagrams show that most of SEAL's staff agreed that the company puts the customer at the heart of its concern with a rate of 44% and 19,5% totally agreed on this.

The interest and the care of the company toward its customers forces it to innovate in its business that's why most of respondents 45,4% affirmed that SEAL is company that innovates.

SEAL is a company that innovates and conscious toward its customers, these are important leverage that enhances the company's image, more than the half of employees believe in that.

9. Corporate citizenship:

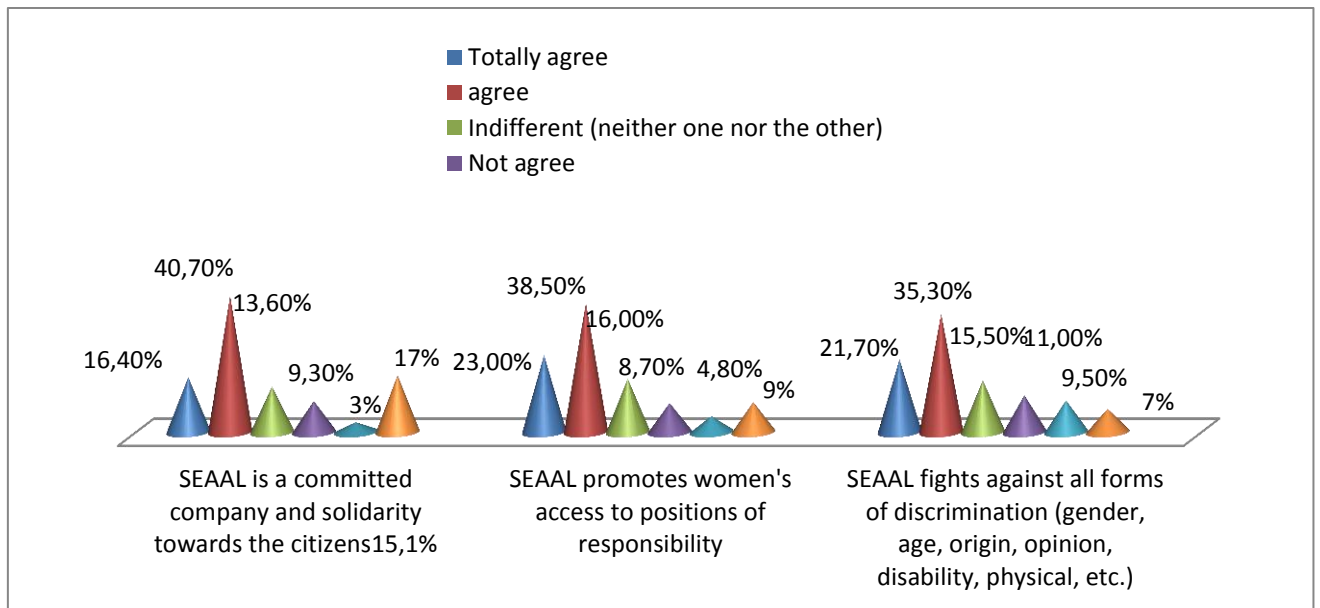
Table N°III.6: Results about the citizenship of SEAL

	Totally agree	Agree	Indifferent (neither one nor the other)	Not agree	Not agree at all	Not enough knowledge on the subject	Total	
SEAL is a committed company and solidarity towards the citizens	15,1%	16,40%	40,70%	13,60%	9,30%	3%	17%	100%
SEAL promotes women's access to positions of responsibility	23,00%	38,50%	16,00%	8,70%	4,80%	9%	100%	
SEAL fights against all forms of discrimination (gender, age, origin, opinion, disability, physical, etc.)	21,70%	35,30%	15,50%	11,00%	9,50%	7%	100%	

Source: made by the researcher.

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Figure N°III.10: Corporate citizenship



Source: made by the researcher.

It turns out that the majority of respondents agree that SEAAAL is responsible in its practices towards them; it is a conscious company towards the citizens, and promotes women's access to position of responsibility, and a company that fights against all forms of discrimination (gender, age, origin...) in order to achieve a better performance of its human resources.

10. Respecting ethical charter:

Q10: Do you know and apply the company's code of ethics?

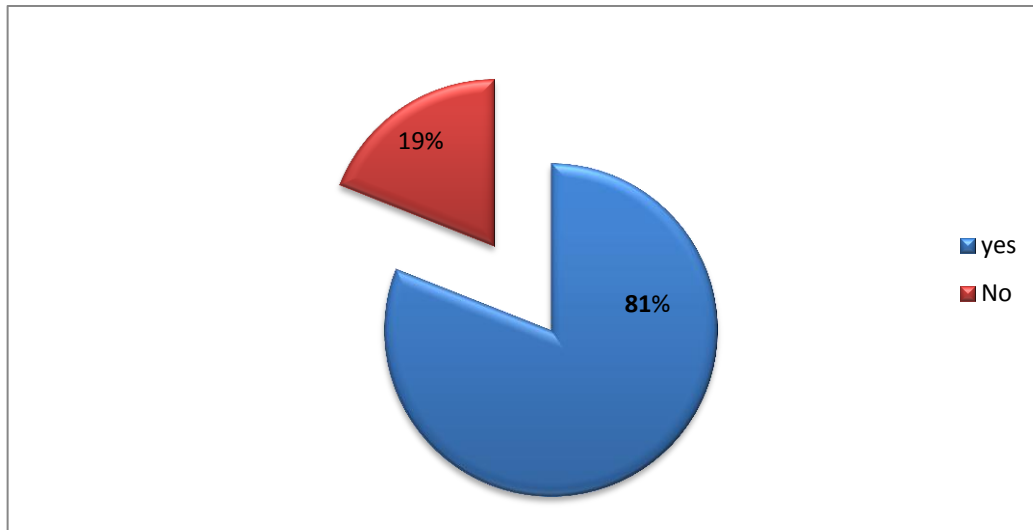
Table N°III.7: Results about ethics code

I know and apply the company's code of ethics	responses	percentage
yes	243	81%
No	57	19%
total	300	100%

Source: made by the researcher.

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Figure N°III.11: ethical charter



Source: made by the researcher.

The majority of respondents replied “Yes” for knowing and applying the code of ethics with a rate of 81%, this may be because the majority of them are managers and the ones who answered with “No” should be the workers in manufacturing. This result shows that SEAAL gives an importance to business ethics and improve the ethical spirit between its employees.

C Socially responsible actions towards employees

11. Salary and pay equity:

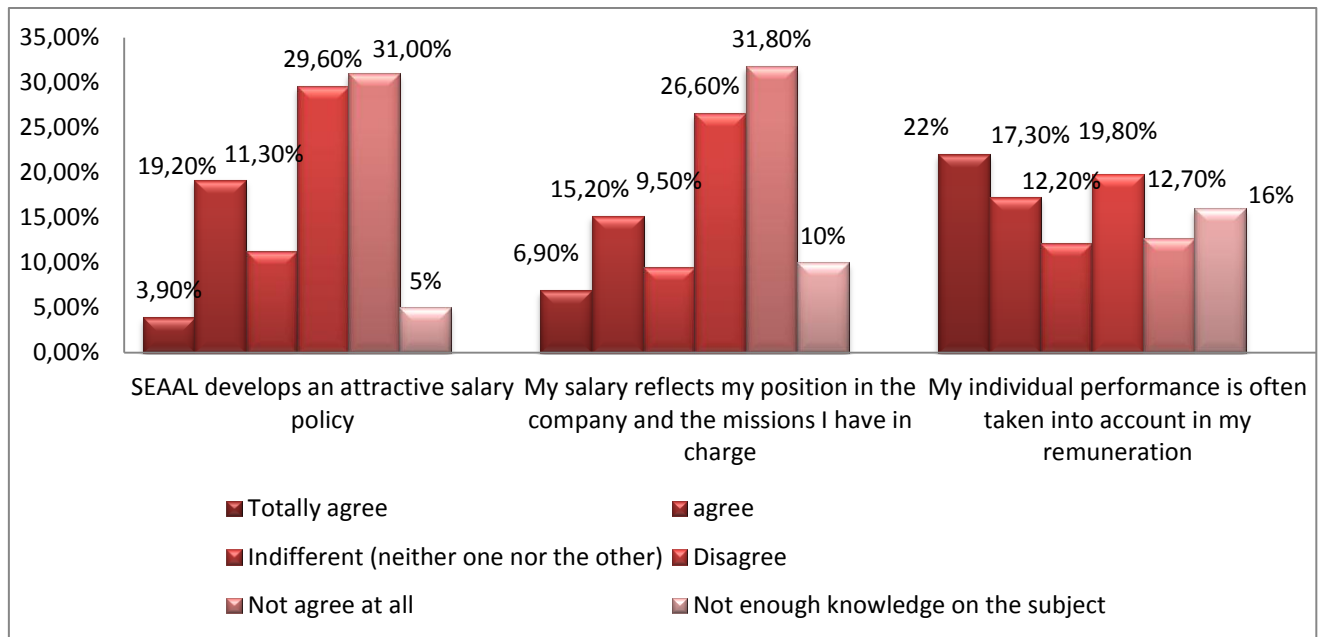
Table N°III.8: Results about salary and pay equity

	Totally agree	Agree	Indifferent (neither one nor the other)	Disagree	Not agree at all	Not enough knowledge on the subject	Total
SEAAL develops an attractive salary policy	3,90%	19,20%	11,30%	29,60%	31,00%	5%	100%
My salary reflects my position in the company and the missions I have in charge	6,90%	15,20%	9,50%	26,60%	31,80%	10%	100%
My individual performance is often taken into account in my remuneration	22%	17,30%	12,20%	19,80%	12,70%	16%	100%

Source: made by the researcher.

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Figure N°III.12: Salary and pay equity



Source: made by the researcher.

The most of respondent are not satisfied about SEAAL' salary policy and they consider that their salary do not reflect their positions and the effort they give to the company is not really taken in account, we see that this is because it is a public company and the budget is decided by ADE and ONA

12. Training and skills development:

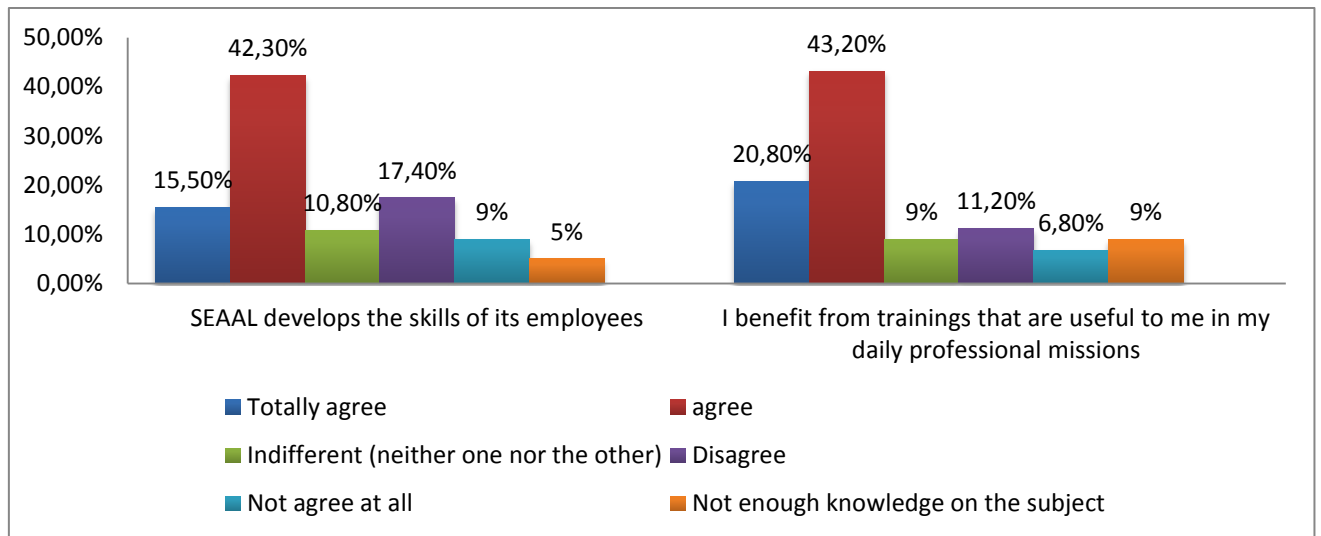
Table N°III.9: Results about training and skills development

	Totally agree	Agree	Indifferent (neither one nor the other)	Disagree	Not agree at all	Not enough knowledge on the subject	Total
SEAAL develops the skills of its employees	15,50%	42,30%	10,80%	17,40%	9%	5%	100%
I benefit from trainings that are useful to me in my daily professional missions	20,80%	43,20%	9%	11,20%	6,80%	9%	100%

Source: made by the researcher.

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Figure N°III.13: training and skills development



Source: made by the researcher.

Almost all the employees are satisfied about training, they agree that SEAAL develops their skills by having effective training, and we confirmed this during our internship and we had the information that SEAAL makes sure that all its employees have at least 3 days of training per year, and they are building (not finished yet) their own center for training just next the headquarter at Kouba-Algiers.

13. Social well-being:

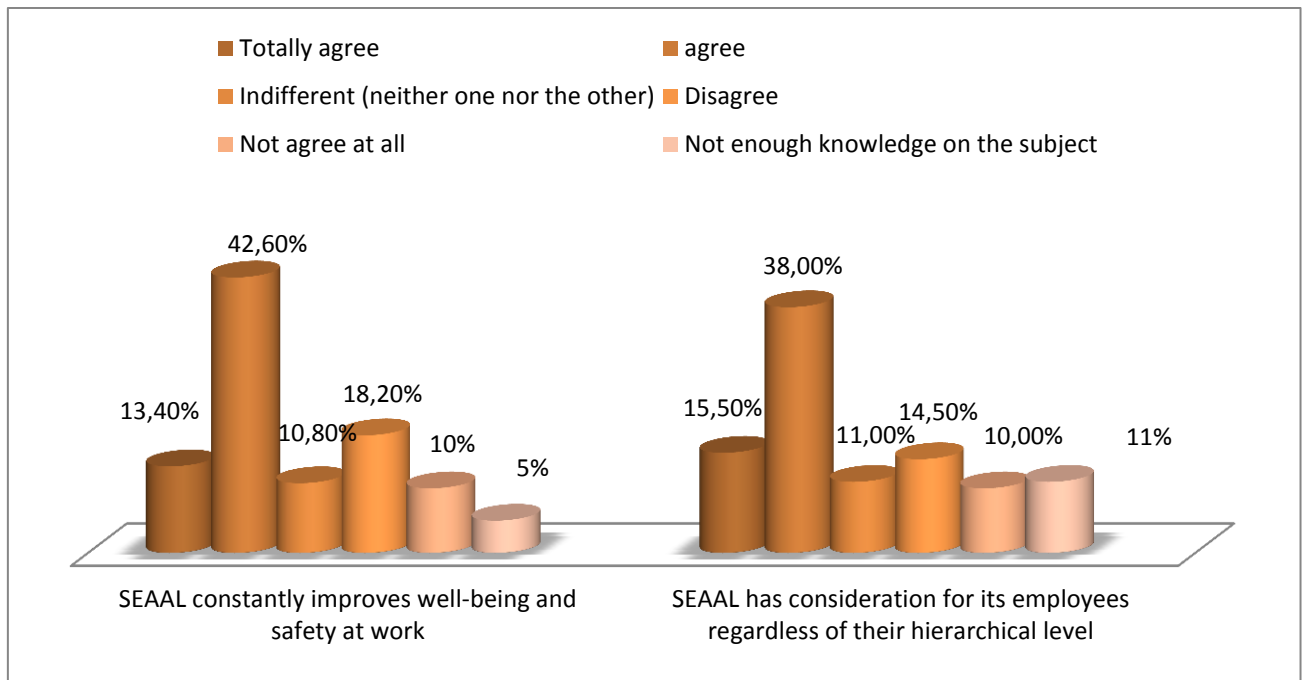
Table N°III.10: Results about social well-being

	Totally agree	Agree	Indifferent (neither one nor the other)	Disagree	Not agree at all	Not enough knowledge on the subject	Total
SEAAL constantly improves well-being and safety at work	13,40%	42,60%	10,80%	18,20%	10%	5%	100%
SEAAL has consideration for its employees regardless of their hierarchical level	15,50%	38,00%	11,00%	14,50%	10,00%	11%	100%

Source: made by the researcher.

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Figure N°III.14: social well-being



Source: made by the researcher.

The most of SEAAL's staff affirmed that it has consideration for them and always try to improve their well-being and safety at work, that is why the company spent money and engaged in certification; SEAAL is certified ISO 2600 for CSR and ISO 1800 for Health and Safety at Work

14. Health / Safety at Work:

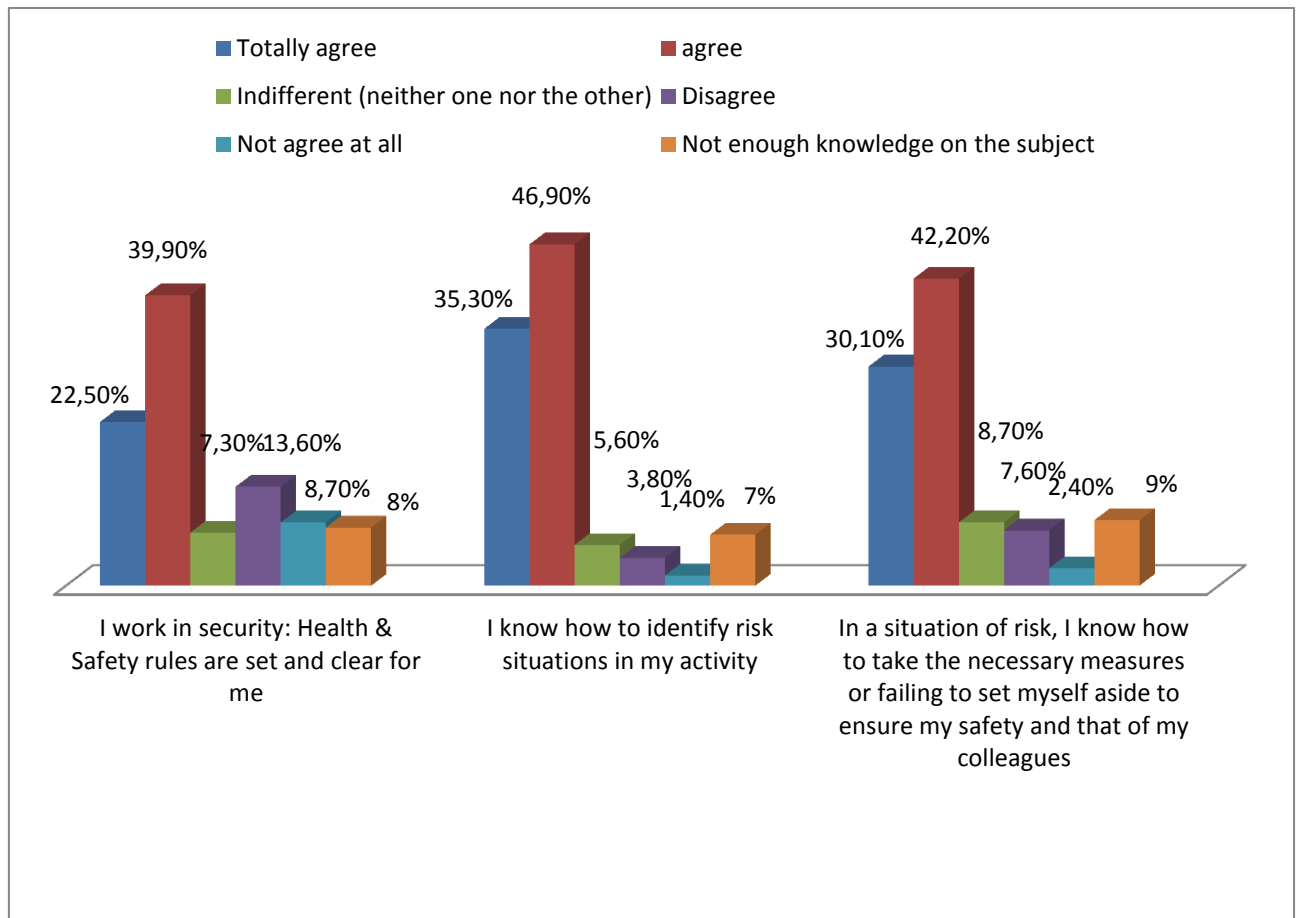
Table N°III.11: Results about health and safety at work

	Totally agree	Agree	Indifferent (neither one nor the other)	Disagree	Not agree at all	Not enough knowledge on the subject	Total
I work in security: Health & Safety rules are set and clear for me	22,50%	39,90%	7,30%	13,60%	8,70%	8%	100%
I know how to identify risk situations in my activity	35,30%	46,90%	5,60%	3,80%	1,40%	7%	100%
In a situation of risk, I know how to take the necessary measures or failing to set myself aside to ensure my safety and that of my colleagues	30,10%	42,20%	8,70%	7,60%	2,40%	9%	100%

Source: made by the researcher.

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Figure N°III.15: Health / Safety at Work



Source: made by the researcher.

From this diagrams we conclude that more than the half of SEAAL's employees are satisfied about health and security policy of the company, for them the health and safety rules are set and clear, because emergency instructions are hanging on the wall with both languages French/Arabic everywhere in the building the same as the extinguisher wherever you go you'll find one and this is noticed during the internship, the employees of SEAAL have such awareness in identifying risks and the necessary measures to take in order to ensure their safety, and this is very important depending on the nature of workplace and the nature of the work itself.

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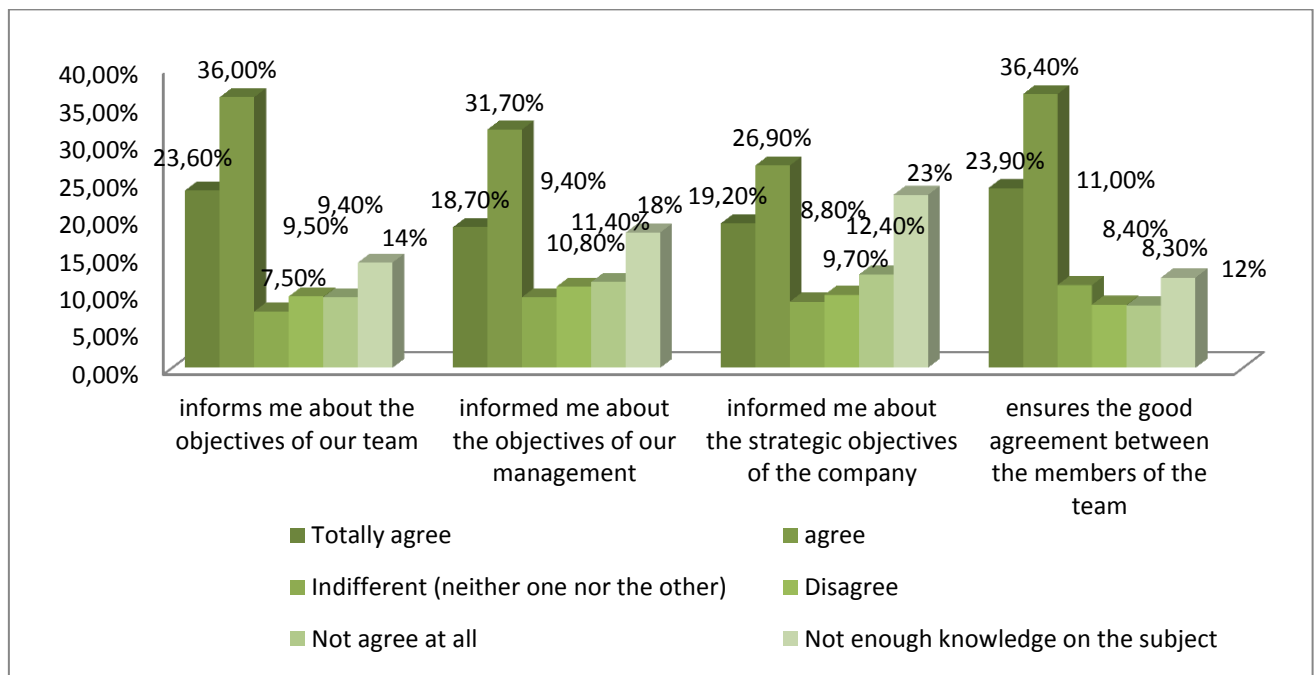
15. Internal Communications:

Table N°III.12: Results about communication

	Totally agree	Agree	Indifferent (neither one nor the other)	Disagree	Not agree at all	Not enough knowledge on the subject	Total
My Manager:							
informs me about the objectives of our team	23,60%	36,00%	7,50%	9,50%	9,40%	14%	100%
informed me about the objectives of our management	18,70%	31,70%	9,40%	10,80%	11,40%	18%	100%
informed me about the strategic objectives of the company	19,20%	26,90%	8,80%	9,70%	12,40%	23%	100%
ensures the good agreement between the members of the team	23,90%	36,40%	11,00%	8,40%	8,30%	12%	100%

Source: made by the researcher.

Figure N°III.16: Internal Communications



Source: made by the researcher.

The investigation with SEAAL employees shows their satisfaction as regards to internal communication between them or between employee/manager, this enhance data exchange and confidence between each other by developing good work relationship. They presented their satisfactions of their relations with their colleagues, which indicate good internal

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communication within the company and a less confrontational atmosphere marked by an ambiance between the employees, due to the communication strategy based on the dialogue and the respect of the other.

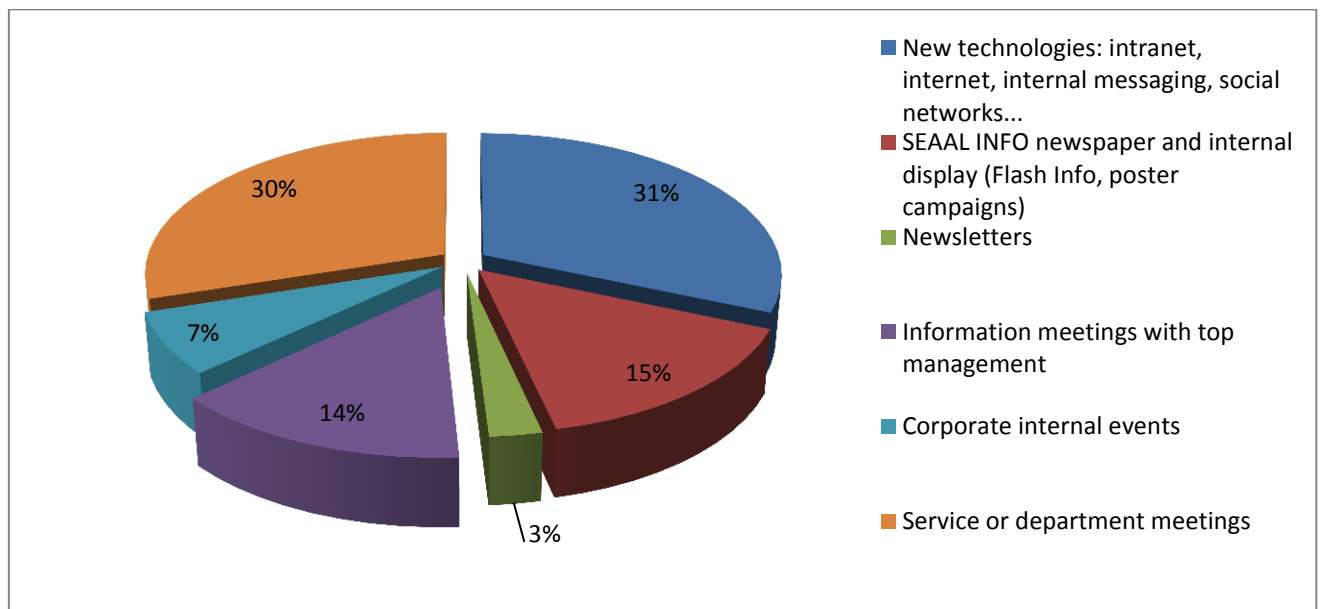
16. What are the internal information means that SEAAL needs to develop in priority?

Table N°III.13: Results about favorite communication mean

	Responses	Percentage%
New technologies: intranet, internet, internal messaging, social networks...	94,5	31,5
SEAAL INFO newspaper and internal display (Flash Info, poster campaigns)	45	15
Newsletters	7,5	2,5
Information meetings with top management	42	14
Corporate internal events	21	7
Service or department meetings	90	30
Total	300	100

Source: made by the researcher.

Figure N°III.17: favorite communication mean



Source: made by the researcher.

The aim of this question is to show the diversity of SEAAL's means of communication with its collaborators, and to show that these means are welcomed and used by employees; this

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may facilitate the diffusion of information and improve the co-working especially by meetings, internal events, focus groups...

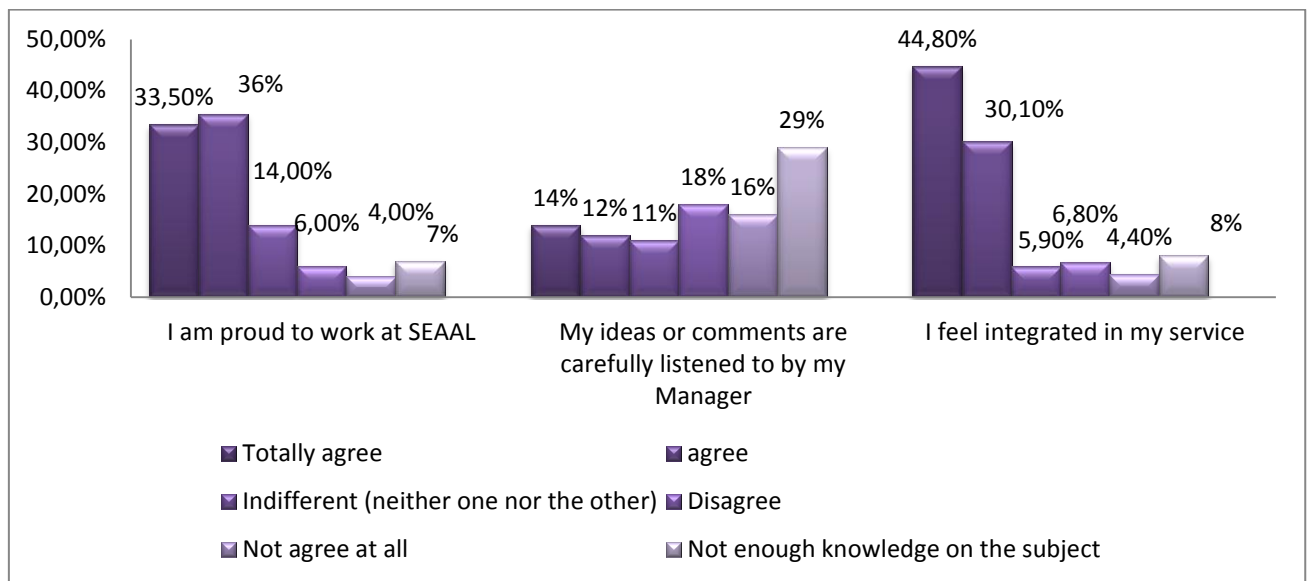
17. Belonging to the company:

Table N°III.14: investigation results about staff belonging

	Totally agree	Agree	Indifferent (neither one nor the other)	Disagree	Not agree at all	Not enough knowledge on the subject	Total
I am proud to work at SEAL	33,50%	36%	14,00%	6,00%	4,00%	7%	100%
My ideas or comments are carefully listened to by my Manager	14%	12%	11%	18%	16%	29%	100%
I feel integrated in my service	44,80%	30,10%	5,90%	6,80%	4,40%	8%	100%

Source: made by the researcher.

Figure N°III.18: Belonging to the company



Source: made by the researcher.

The most of SEAL's staff are proud to work there more than 65% and agreed that they feel integrated in their services and belong to the company this must due to the effective internal communication which makes them feel that their ideas and opinions are important and that SEAL is conscious and socially responsible them towards, this develop their pride of belonging.

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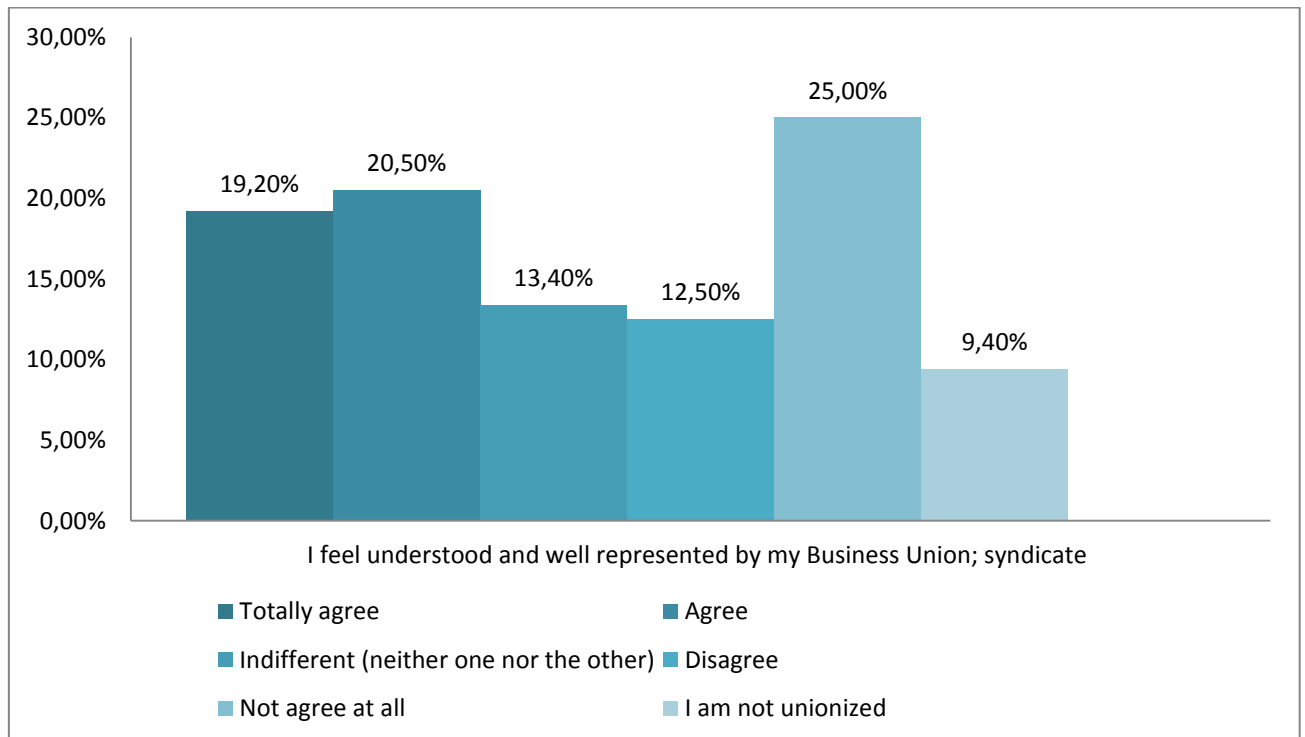
18. Indicate the level of agreement on this sentence:

Table N°III.15: Social dialogue

	Totally agree	Agree	Indifferent (neither one nor the other)	Disagree	Not agree at all	I am not unionized	Total
I feel understood and well represented by my Business Union; syndicate	19,20%	20,50%	13,40%	12,50%	25,00%	9,40%	100%

Source: made by the researcher.

Figure N°III.19: social dialogue



Source: made by the researcher.

This investigation about syndicate understanding and representation for employees results two major categories one that agrees with this statement and present their confidence as elected union members, (19,2% totally agree and 20,5% agree) against the second that do not feel represented by the syndicate and they are not convinced, they say that representatives do not defend the interest of employees, in exchange for the benefits offered by management (12,5% disagree and 25% not agree at all) the rest of the simple are indifferent or not unionized.

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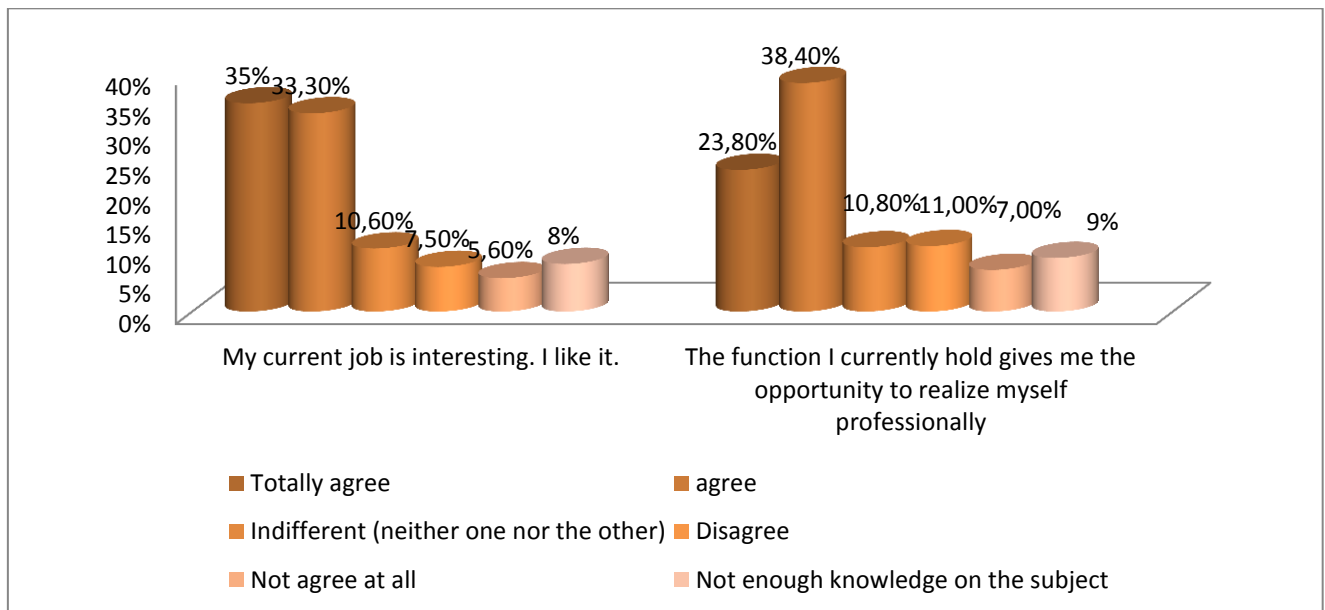
19. Satisfaction at work:

Table N°III.16: Results about work satisfaction

	Totally agree	Agree	Indifferent (neither one nor the other)	Disagree	Not agree at all	Not enough knowledge on the subject	Total
My current job is interesting. I like it	35%	33,30%	10,60%	7,50%	5,60%	8%	100%
The function I currently hold gives me the opportunity to realize myself professionally	23,80%	38,40%	10,80%	11,00%	7,00%	9%	100%

Source: made by the researcher.

Figure N°III.20: work satisfaction



Source: made by the researcher.

More than the half of number of respondents are satisfied about their job and positions and like it; this means that SEAAL has a good recruitment policy to put the right man in the right place to better have significant performance for each one of them. On the other hand the company does everything to put its employees in favorable working conditions by offering the materials needed to do their work (PCs, air conditioning...).

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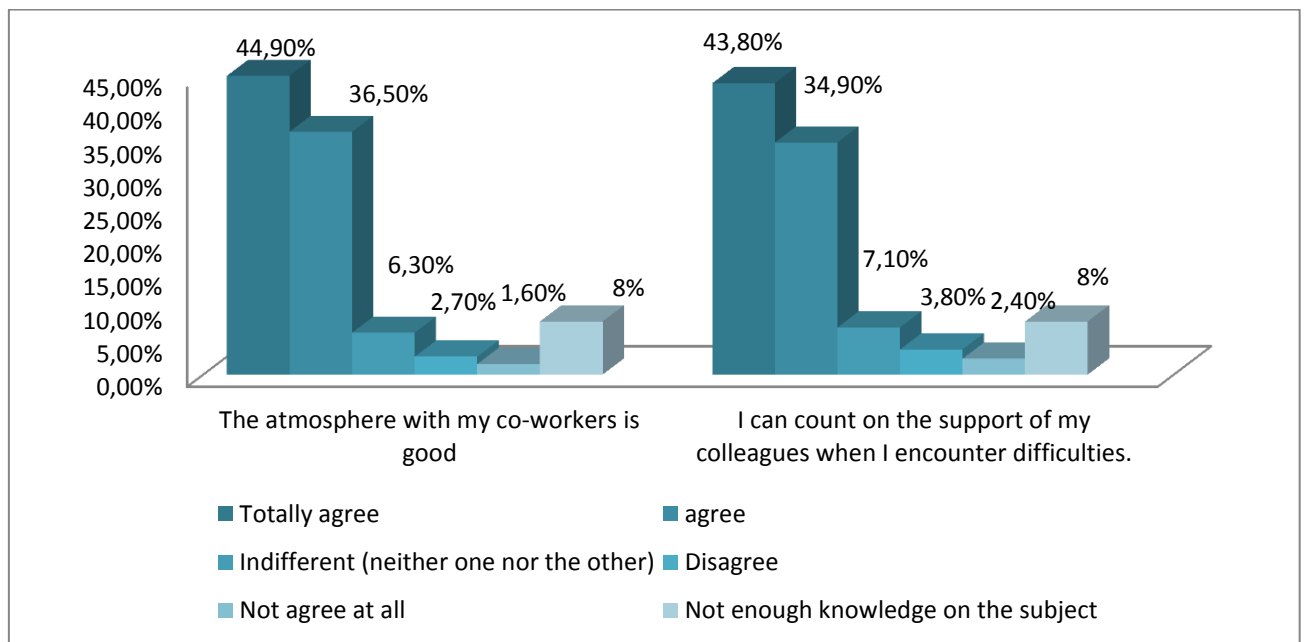
20. Workplace ambience:

Table N°III.17: Result of staff perception about workplace ambience

	Totally agree	Agree	Indifferent (neither one nor the other)	Disagree	Not agree at all	Not enough knowledge on the subject	Total
The atmosphere with my co-workers is good	44,90%	36,50%	6,30%	2,70%	1,60%	8%	100%
I can count on the support of my colleagues when I encounter difficulties.	43,80%	34,90%	7,10%	3,80%	2,40%	8%	100%

Source: made by the researcher.

Figure N°III.20: Workplace ambience



Source : made by the researcher.

we can notice that there is a very good ambience between the collaborators over 70% affirmed that and said that they count on the support of each other in case of difficult? This indicate that SEAAL atteind to create a corporate culture and integrate team work as an essensiel aspect in its business, it has to be due to the good and effective communication which is the fruit of good management and in the heart of CSR.

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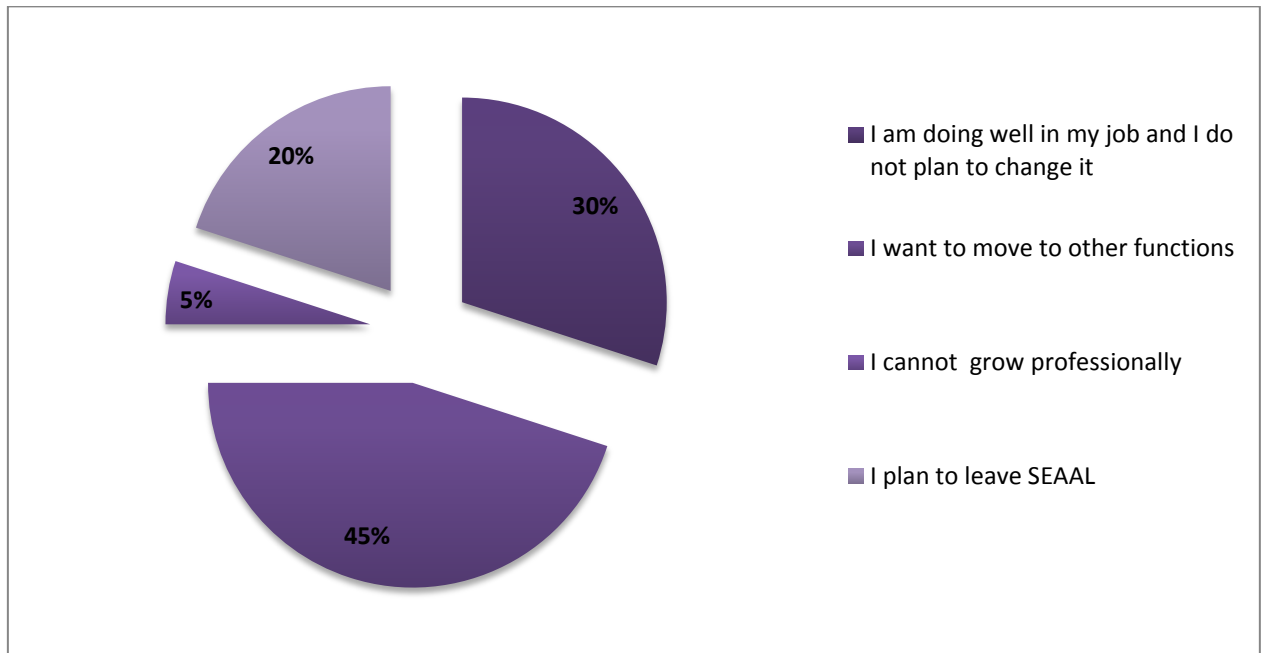
21. Here are 4 sentences about your professional development, which best fits what you think?

Table N°III.18: Results about professional development

	Responses	Percentage%
I am doing well in my job and I do not plan to change it	90	30
I want to move to other functions	135	45
I cannot grow professionally	15	5
I plan to leave SEAAL	60	20
Total	300	100

Source: made by the researcher.

Figure N°III.22: Professional development



Source: made by the researcher.

30% are satisfied about their job and want to keep it, 45% of them expressed their interest to be mobilized to other functions while 5% said that they cannot grow professionally maybe because of the nature of their positions and 20% plan to leave SEAAL perhaps because of the salary or they have charge in their missions or the nature of their contract or they found other better opportunities, because the most of employees are loyal and satisfied working in SEAAL.

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3.2. Synthesis:

After gathering the information during our internship from SEAAL' head office as well as the information from the questionnaire used in the investigation about the impact of CSR on Social Performance, we found that SEAAL is a company that is engaged in CSR approach, a company that cares about the well-being and safety of its employees, it always looks for satisfying them and to create a social climate, an ethical behavior and develop the spirit of team work in order to ensure a better performance at work,

We summarized some weak points and strengths derived from the questionnaire analysis and the observations made in the company:

3.2.1. Strengths:

- The company tries to create a favorable working environment so that it provides employees with the necessary means and conditions, which is why most employees are satisfied with their work.
- A good interpersonal relationship between the employees and between the employee / manager due to the good and effective communication.
- The presence of a CSR approach vis-à-vis the employees and that the company bears interest for them.
- A proactive health and safety system, in accordance with international rules and standards, to create a healthy work environment for HR.
- The company's managers felt the importance of a human factor. A fairly developed concept of skills development following a rich training policy that can improve the performance of HR and the company with a rate of 3 training days / year at least for each employee. This increases the sense of belonging, as most do not want to change the business.
- SEAAL has a rich diversity in Human Resources; age, work experience, gender, region, level of study, it receives competent young people from different business schools, universities and institutions and because difference is strength this diversity is an asset for SEAAL.

3.2.2. Weaknesses:

- The lack of updated operating systems and the lack of competent computer engineers and this due to the costs generated by the recruitment of its latest.
- Not all employees are syndicated this may cause a real problem for the company and affect employees social interests.
- The pay policy does not please the staff, so either there is mismanagement of remuneration or or-the budget is not enough.

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- The unsatisfied salary can be a barrier for improving the image of the company and the employer brand of SEAAL.
- Most employees of the company are not familiar with the term "CSR", they describe it as an unclear meaning, that why we put implicit questions about the term in question in our survey.

3.3. Recommendations:

After analyzing the results, the suggestions that can be offered for the improvement of a few points concerning the implementation of CSR and to reach social performance in "SEAAL" are:

- Promoting and disseminating aspects of social responsibility to employees in different sites so that they know what CSR really is, as well as the company's interest in them by adopting this approach.
- Try to reduce the fixed-term contracts to have employees involved by guaranteeing their jobs.
- Monitoring of performance measurement indicators and especially: absenteeism, turnover and productivity (this is one of the most important indicators to follow).
- Organize solidarity projects (blood donating) and sporting events (football, Ping-Pong, billiards ...).
- Provide social benefits for HR, such as:
 - ✓ Break rooms, catering.
 - ✓ Transportation of staff.
 - ✓ Recognition parties, free gifts.
 - ✓ Travel / excursion Functional accommodation.
- Participate in socio-cultural activities (Participate in forums and trade fairs for companies to acquire new skills, wiki stage, TED ex ...).
- (Bonuses, bonuses, benefits ...) relating to a significant productivity in a perspective of satisfaction, motivation and employee involvement.
- Strengthen its presence on social networks to promote and manage its image, and thus strengthen its reputation among the public including stakeholders and develop an e-reputation for the company.
- Involve staff in discussions on sustainable development issues related to company activities.
- Take the necessary and serious measures to deal with non-Ethical behavior in a workplace.
- Trying to switch to telecommuting is one of the most requested benefits by employees, and one of the most effective actions to improve their well-being as well as the image

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of the company and its employer's mark. It allows the flexibility of work and to find a better balance professional life / private life, it is the future of a responsible and efficient company.

- Promoting youth employment, this makes it possible to have more active and efficient work teams.

Conclusion of Chapter Three:

Throughout this last chapter, we have tried to present, analyze and synthesize the results of our survey, to understand the place of CSR in SEAAL and its role in improving the performance of employees. The results of the study carried out in the company allowed us to note some insufficiency. Indeed, the conditions are met to talk about a high level of responsible HRM within the company.

At the end of this chapter, we tried to offer some suggestions for putting practices in the field in order to develop a culture of a responsible company vis-à-vis its HR. while stressing that these practices must be born of real awareness by the management and a real commitment by all the HR of the company. For the introduction of an efficient and responsible management of human resources is conditioned by the implementation of a social approach that takes man as the primary source of performance.

General Conclusion

General Conclusion

The theoretical framework covered in this research enables us to have a clearer vision over both Corporate Social Responsibility and Corporate Social Performance

The first chapter was there to comprise a review of the literature on CSR in the context of this study. It provides a broad understanding of the concept of CSR and examination of CSR as a tool for achieving citizenship, business ethics... It locates also the relationship between CSR and sustainable development, its implementation and tools and its limits.

The second chapter then brought us closer to the concept of Performance in general and the Corporate Social Performance in particular and its implication in an overall performance for the firm because the human is the main resource of power for the company.

At last, a third chapter that includes a critical review and examination of the impact of CSR on Corporate Social Responsibility through a quantitative study with questionnaire and the observations in the field during the practical internship in our Host Company SEAAL.

CSR is recognized in several studies as a business practice; it has significant levels of development and is often recognized by Algerian companies as a more or less neglected practice. Its impact on social and environmental performance is positive but moderate at a global level. Models introduce the orientation towards the environment, hence the need for Algerian companies to adapt their current practices to a context of preservation of the environment. Despite the complication of integrating CSR principles into the company's strategy, it is a future trend in economic development. On the other hand, integrating CSR principles into the company's HRM policy in a strategic way is a crucial issue in the company's future development tactics. HRM occupies a key place in its development.

We see that CSR allows, in Human Resources Management, to stimulate the motivation of employees, and to improve their performance, making them more faithful. Thus, a company that is interested in the working conditions of its employees, who provides them with the factors of satisfaction and motivation, will have a positive image and will attract skills and high potential. This should lead the HR function to consider the employee as an internal customer, whose satisfaction and motivation are essential to the success of the company.

This research was intended to contribute to a better understanding of the different dimensions of CSR as well as its role and contribution to improving the performance of human resources. By assessing the consequences of CSR practices on employee attitudes and behaviors, in order to boost their performance. Thus, to see how the company engages in this managerial aspect, and what are the indications that it can respect this commitment.

General Conclusion

Since the results of our study were previously presented and synthesized at the end of the third chapter, and since recommendations for possible reforms were then given, we are here to reformulate those results in a trial to answer the sub questions from our general introduction and also verify the veracity of the made hypotheses. Needless to say, the three hypotheses were primary answers for the three sub questions respectively.

This study enabled us to confirm the three hypotheses **H1** and **H2** and **H3** which stipulate respectively:

- **H1:** CSR is a multidimensional concept, it is based on three major pillars; economy, society and environment.

Taking into account the social and environmental dimensions, which are now a crucial concern within companies, linked to the current fields of creating partnership value and wealth, and improving the efficiency and overall performance of the company Indeed CSR is a multidimensional concept that it based on major pillars; social, economy and society as we mentioned before in the concept “Triple Bottom Line”.

- **H2:** A significant relationship exists between CSR and the company’s social performance; Human Resources performance.
- **H3:** The commitments to CSR approaches improve the social performance, and enhance the staff satisfaction

Both second and third hypothesis have been answered and confirmed in the second and the third chapters, theoretical framework as well as the practical case proved that there is a significant relationship between the two variables and that the committed company to CSR approach is aware about the interest of its employees, a company that always looks to satisfy and motivate them in order to achieve a better performance. Integration CSR in its social dimension, integrating CSR into its social dimensions is focused on ethical behavior, the professional spirit, its citizenship, and of course the good communication which is an essential lever for the creation of a responsible corporate culture and a healthy and safe social climate.

These factors improve the image of the company and create a brand of employer that brings to it a good reputation and make it attractive for new competences. A socially responsible company gain the trust of citizens, customers, suppliers and all it stakeholder.

So we can say that CSR has a huge impact on social performance, it represents a whole commitment and a change in corporate practices a whole new vision of things and that every action must be responsible to all stakeholders.

General Conclusion

However, this research is not free of limits and it opens new questions. This for the following reasons:

- The size and quality of the sample of employees questioned does not make it possible to generalize the results obtained as the company has several activities in different sites and geographical areas.
- The difficulties that we faced while the research of the internship so we could not have enough time to make the work that we aimed to.

Finally we hope to have participated in the reflection on the issue and we hope that other work will enrich ours.

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Appendixes

Appendix A

The SEAAL's platform interface for internal survey and employees' satisfaction study.



Appendix B

Extract from CSR roadmap:

Structural approach to our CSR:



Appendix C

1st Roadmap = 11 strategic objectives:

1. Connaitre nos parties prenantes et répondre efficacement à leurs attentes	Délivrer un service conforme aux attentes de nos parties prenantes
2. Consolider et capitaliser nos savoir-faire	
3. Délivrer un service public de qualité	
4. Favoriser le bien-être au travail	Favoriser l'épanouissement de nos collaborateurs
5. Promouvoir et valoriser la diversité	
6. Agir de façon responsable et en cohérence avec l'intérêt commun	Incarner un service public durable et responsable
7. Faciliter l'accès au service à nos clients handicapés	
8. Etre acteur du développement par la promotion de l'emploi local	
9. Protéger la ressource en eau	Améliorer l'impact environnemental de nos activités
10. Réduire notre impact environnemental	
11. Sensibiliser la communauté aux problématiques environnementales	

Appendix D

From SEAAL ethical charter:

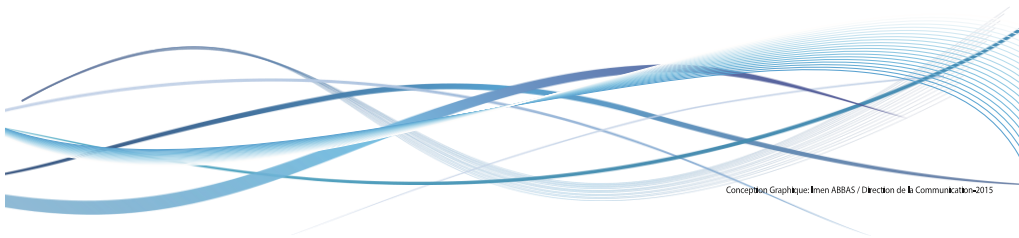


L'éthique est un domaine évolutif.

*Le **CHARTRE ETHIQUE** SEAAL sera donc amenée à être complétée*

pour intégrer les meilleures pratiques, dans un esprit d'amélioration continue.

*La **CHARTRE ETHIQUE** SEAAL est accessible sur l'intranet
de l'Entreprise de SEAAL*



Appendix E

From SEAAL ethical charter:

 Société des Eaux et de l'Assainissement d'Alger	
1	 - Mot du Président du Conseil d'Administration - Mot du Directeur Général <small>page 4-5</small>
2	 PRINCIPES DE CONDUITE DANS NOS PRATIQUES PROFESSIONNELLES <small>page 8</small>
3	 PREAMBULE <small>page 11</small>
4	 NOS CLIENTS <small>page 13</small>
5	 NOS PARTENAIRES INSTITUTIONNELS <small>page 16</small>
6	 NOS FOURNISSEURS ET SOUS-TRAITANTS <small>page 20</small>
7	 NOS COLLABORATEURS <small>page 24</small>
8	 LA COMMUNAUTE <small>page 29</small>
9	 MISE EN APPLICATION DE LA CHARTE <small>page 30</small>

Appendix F



Mot du Président du Conseil d'Administration: NOTRE CŒUR DE METIER, UN ENGAGEMENT QUOTIDIEN



Chèr(e)s collègues,

A l'entame de sa dixième année d'existence, SEAAL a considérablement gagné en notoriété et en maturité qui contribuent à la hisser aux premières loges des grandes entreprises de Services Publics algériennes dont les performances et la qualité des prestations sont suffisamment appréciées par les citoyens.

Portée par cette dynamique, SEAAL a pu, au fil du temps, réussir le pari du resserrement des liens de confiance établis avec ses parties prenantes. Une confiance aussi valorisante quant à l'image de l'entreprise que révélatrice d'un potentiel de professionnalisme et de dynamisme au sein d'un collectif soudé de managers et de collaborateurs, entièrement dévoués à l'accomplissement des missions qui leur sont assignées.

L'essor de SEAAL se doit aussi à la volonté des pouvoirs publics qui n'ont point lésiné sur les moyens financiers pour disposer d'un instrument fiable à même d'améliorer le bien-être des populations d'Alger et Tipasa. Comme il se doit également, aussi bien au choix d'un partenaire managérial d'expérience et de renommée mondiale, qu'à l'engagement total des organes sociaux au côté de l'équipe dirigeante de l'Entreprise, pour mener à bien le processus de sa modernisation et de l'amélioration de sa gouvernance.

C'est, manifestement, dans le sillage de ce processus d'évolution permanente, conjugué à l'apparition de nouvelles exigences qui s'imposent à SEAAL, notamment celles découlant de son devoir d'exemplarité envers ses consœurs et de responsabilité envers la société, que vient s'inscrire cette louable initiative de doter l'Entreprise d'une CHARTE ETHIQUE.

A l'instar de ce qui existe dans les entreprises modernes et citoyennes à travers le monde, cette CHARTE ETHIQUE a vocation de cerner et de consigner un ensemble de règles qui nous seront applicables au sein de l'Entreprise, individuellement et collectivement, en termes de valeurs à partager, de principes à défendre et de comportements à suivre. De ce fait, cette CHARTE ETHIQUE est également destinée à faire office de guide de conduite pour tout un chacun d'entre nous, sur le chemin du perfectionnement et de l'amélioration, pour mieux servir SEAAL, ses clients, ses partenaires, la société et l'environnement.

Je suis confiant quant à son adoption et à l'usage approprié et utile qui lui sera réservé également par tous.

*Smâin AMIROUCHE
Président du Conseil d'Administration*

Alger, le 30 Septembre 2015

Appendix G

QUESTIONNAIRE; ENGLISH VERSION

Survey about the impact of Corporate Social Responsibility on Corporate Social Performance

For the sake of preparing our final study thesis for the requirement of Master's Degree in Commercial Sciences, Major: Management and Entrepreneurship at l'Ecoles Des Hautes Etudes Commerciales d'Alger Ex INC, discussing “ the impact of CSR on Corporate Social Performance- Case Study: SEAAL”, I am very grateful for your help by devoting some time and answering these questions.

I thank you in advance for your help, and I guarantee that the answers will be studied in complete confidentiality and not be used for any other purpose except the scientific research.

A- Identification of the respondents' profile

1 Are you:

Man

Woman

2 How old are you?

Under 29 years

between 30 and 39

Between 40 and 49

over 50 years

3 What is your Department?

DP: Production Department

DD: Distribution Department

DC: Customer Department

- DA: Sanitation Branch
- DTX: Directorate of Works
- DSS: Security and Safety Department.
- Support: Central Structures (HRD, DFC, DSI, ..). Other (Please specify)

4 Are you?

- employee
- Mastery
- Manager
- Senior manager

5 What is the nature of your employment contract?

- Permanent
- DDC
- DAIP
- Trainee

6 Are you in the business since?

- Less than 2 years
- Between 2 to 12
- More than 12 years

7 What is your geographical area?

- Algiers
- Tipaza
- Taksebt

B CSR within SEAAL

8 Image of the company

Do you think that :	Totally agree	agree	Indifferent (neither one nor the other)	Disagree	Not agree at all
SEAAL has a good image with its customers / consumers?					
SEAAL puts the customer at the heart of its concern					
SEAAL is a company that innovates					

9 Corporate citizenship

	Totally agree	agree	Indifferent (neither one nor the other)	Disagree	Not agree at all
SEAAL is a committed company and solidarity towards the citizens					
SEAAL promotes women's access to positions of responsibility					
SEAAL fights against all forms of discrimination (gender, age, origin, opinion, disability, physical, etc.)					

10 Do you know and apply the company's code of ethics?

Yes

No

C Socially responsible actions towards employees

11 Salary and pay equity

	Totally agree	agree	Indifferent (neither one nor the other)	Disagree	Not agree at all
SEAAL develops an attractive salary policy					
My salary reflects my position in the company and the missions I					

have in charge					
My individual performance is often taken into account in my remuneration					

12 Training and skills development

	Totally agree	agree	Indifferent (neither one nor the other)	Disagree	Not agree at all
SEAAL develops the skills of its employees					
I benefit from trainings that are useful to me in my daily professional missions					

13 Social well-being

	Totally agree	agree	Indifferent (neither one nor the other)	Disagree	Not agree at all
SEAAL constantly improves well-being and safety at work					
SEAAL has consideration for its employees regardless of their hierarchical level					

14 Health / Safety at Work

	Totally agree	agree	Indifferent (neither one nor the other)	Disagree	Not agree at all
I work in security: Health & Safety rules are set and clear for me					
I know how to identify risk situations in my activity					
In a situation of risk, I know how to take the necessary measures or failing to set myself aside to ensure my safety and that of my colleagues					

15 Internal Communications

My Manager:	Totally agree	agree	Indifferent (neither one nor the other)	Disagree	Not agree at all
informs me about the objectives of our team					
informed me about the objectives of our management					
informed me about the strategic objectives of the company					
ensures the good agreement between the members of the team					

16 What are the internal information means that SEAAL needs to develop in priority (prioritize them)?

- New technologies: intranet, internet, internal messaging, social networks...
- SEAAL INFO newspaper and internal display (Flash Info, poster campaigns)
- Newsletters
- Information meetings with top management
- Corporate internal events
- Service or department meetings

17 Belonging to the company

	Totally agree	agree	Indifferent (neither one nor the other)	Disagree	Not agree at all
I am proud to work at SEAAL					
My ideas or comments are carefully listened to by my Manager					
I feel integrated in my service					

18 I feel understood and well represented by my Business Union; syndicate

- Totally agree
- Agree
- Indifferent (neither one nor the other)
- Disagree
- Not agree at all
- I am not unionized

19 Satisfaction at work

	Totally agree	agree	Indifferent (neither one nor the other)	Disagree	Not agree at all
My current job is interesting. I like it.					
The function I currently hold gives me the opportunity to realize myself professionally					

20 Workplace ambiance

	Totally agree	agree	Indifferent (neither one nor the other)	Disagree	Not agree at all
The atmosphere with my co-workers is good					
I can count on the support of my colleagues when I encounter difficulties.					

21 Here are 4 sentences about your professional development, which best fits what you think?
Only one answer is expected:

- I am doing well in my job and I do not plan to change it
- I want to move to other functions
- I cannot grow professionally
- I plan to leave SEAAL

Appendix H

QUESTIONNAIRE ; FRENCH VERSION

Enquête sur l'impact de la Responsabilité Sociétale des Entreprises sur la Performance Sociale

Afin de préparer le mémoire de fin d'études du master en sciences commerciales, option: Management et Entreprenariat à l'Ecole des Hautes Etudes Commerciales d'Alger Ex INC, débattre de « l'impact de la RSE sur la performance sociale des entreprises Étude de cas: SEAAL », reconnaissante de votre aide en consacrant du temps et en répondant à ces questions.

Je vous remercie d'avance de votre aide et je vous garantis que les réponses seront étudiées en toute confidentialité et qu'elles ne seront utilisées à aucune autre fin que celle de la recherche scientifique.

A- Identification du profil du répondant

1 Etes-vous:

- Homme
- Femme

2 Quel âge avez-vous?

- Moins 25 ans
- entre 26 et 29
- Entre 30 et 39
- Entre 40 et 49
- plus 50 ans

3 Quelle est votre Direction?

- DP : Direction Production
- DD : Direction Distribution
- DC : Direction Clientèle
- DA : Direction Assainissement
- DTX : Direction des Travaux
- DSS : Direction Sureté et Sécurité.
- Support : Structures Centrales (DRH, DFC, DSI,..).

Autre (veuillez préciser)

4 Etes-vous?

- employé
- Maitrise
- Cadre
- Cadre supérieur

5 Quelle est la nature de votre contrat de travail?

- CDI
- CDD
- DAIP
- Apprenti

6 Etes-vous dans l'entreprise depuis:

- Moins de 2 ans
- Entre 2 à 6
- Entre 7 à 12
- Plus de 12 ans

7 Quel est votre périmètre géographique:

- Alger
- Tipasa
- Taksebt

B RSE au sein de SEAAL

8 Image de l'entreprise

Pensez-vous que :	Tout à fait d'accord	Plutôt d'accord	Indifférent (ni l'un ni l'autre)	Pas d'accord	Pas du tout d'accord
la SEAAL a une bonne image auprès de ses clients/consommateurs?					
SEAAL met le client au cœur de ses préoccupations					
SEAAL est une entreprise qui innove					

9 La citoyenneté de l'entreprise

	Tout à fait d'accord	Plutôt d'accord	Indifférent (ni l'un ni l'autre)	Pas d'accord	Pas du tout d'accord

SEAAL est une entreprise engagée et solidaire envers les citoyens					
SEAAL favorise l'accès des femmes à des postes à responsabilité					
SEAAL lutte contre toutes formes de discriminations (sexe, âge, origine, opinion, handicap, physique, etc.)					

10 Je connais et j'applique la charte éthique de l'entreprise

- Oui
- Non

C Actions socialement responsables envers les employés

11 Salaire et équité de la rémunération

	Tout à fait d'accord	Plutôt d'accord	Indifférent (ni l'un ni l'autre)	Pas d'accord	Pas du tout d'accord
SEAAL développe une politique salariale attractive					
Mon salaire reflète ma position dans l'entreprise et les missions que j'ai en charge					
Ma performance individuelle est souvent prise en compte dans ma rémunération					

12 Formation et développement des compétences

	Tout à fait d'accord	Plutôt d'accord	Indifférent (ni l'un ni l'autre)	Pas d'accord	Pas du tout d'accord
SEAAL développe les compétences de ses salariés					
Je bénéficie de formations qui me sont utiles dans mes missions professionnelles au quotidien					

13 Le bien-être social

	Tout à fait d'accord	Plutôt d'accord	Indifférent (ni l'un ni l'autre)	Pas d'accord	Pas du tout d'accord
SEAAL améliore constamment le bien-être et la sécurité au travail					
SEAAL a de la considération pour ses salariés quel que soit leur niveau hiérarchique					

14 Santé/Sécurité au Travail

	Tout à fait d'accord	Plutôt d'accord	Indifférent (ni l'un ni l'autre)	Pas d'accord	Pas du tout d'accord
Je travaille en sécurité : les règles Hygiène & Sécurité sont établies et claires pour moi					
Je sais identifier les situations à risques dans mon activité					
En situation à risque, je sais prendre les mesures nécessaires ou à défaut me mettre en retrait pour assurer ma sécurité et celle de mes collègues					

15 Communication interne

Mon Manager :	Tout à fait d'accord	Plutôt d'accord	Indifférent (ni l'un ni l'autre)	Pas d'accord	Pas du tout d'accord
m'informe sur les objectifs de notre équipe					
m'a informé sur les objectifs de notre direction					
m'a informé(e) sur les objectifs stratégiques de l'entreprise					
veille à la bonne entente entre les membres de l'équipe					

16 Quels sont pour vous les moyens d'informations en interne que SEAAL doit développer en priorité (classez les par ordre de priorité)?

- Les nouvelles technologies : intranet, internet, messagerie interne, réseaux sociaux...
- Le journal interne SEAAL INFO et l'affichage interne (Flash Info, campagnes d'affichage)
- Newsletters
- Les réunions d'information avec la Direction
- Les évènements internes d'entreprise
- Les réunions de service ou de département

17 Appartenance à l'entreprise

	Tout à fait d'accord	Plutôt d'accord	Indifférent (ni l'un ni l'autre)	Pas d'accord	Pas du tout d'accord
Je suis fier(e) de travailler à SEAAL					
Mes idées ou mes remarques font l'objet d'une écoute attentive de la part de mon Manager.					
Je me sens intégré dans mon service					

18 Je me sens compris(e) et bien représenté(e) par mon Syndicat d'Entreprise

- Tout à fait d'accord
- Plutôt d'accord
- Indifférent (ni l'un ni l'autre)
- Pas d'accord
- Pas du tout d'accord
- Je ne suis pas syndiqué

19 Satisfaction à l'égard de son travail

	Tout à fait d'accord	Plutôt d'accord	Indifférent (ni l'un ni l'autre)	Pas d'accord	Pas du tout d'accord
Mon travail actuel est intéressant. Il me plaît.					
La fonction que j'occupe actuellement m'offre la possibilité de me réaliser pleinement sur le plan professionnel					

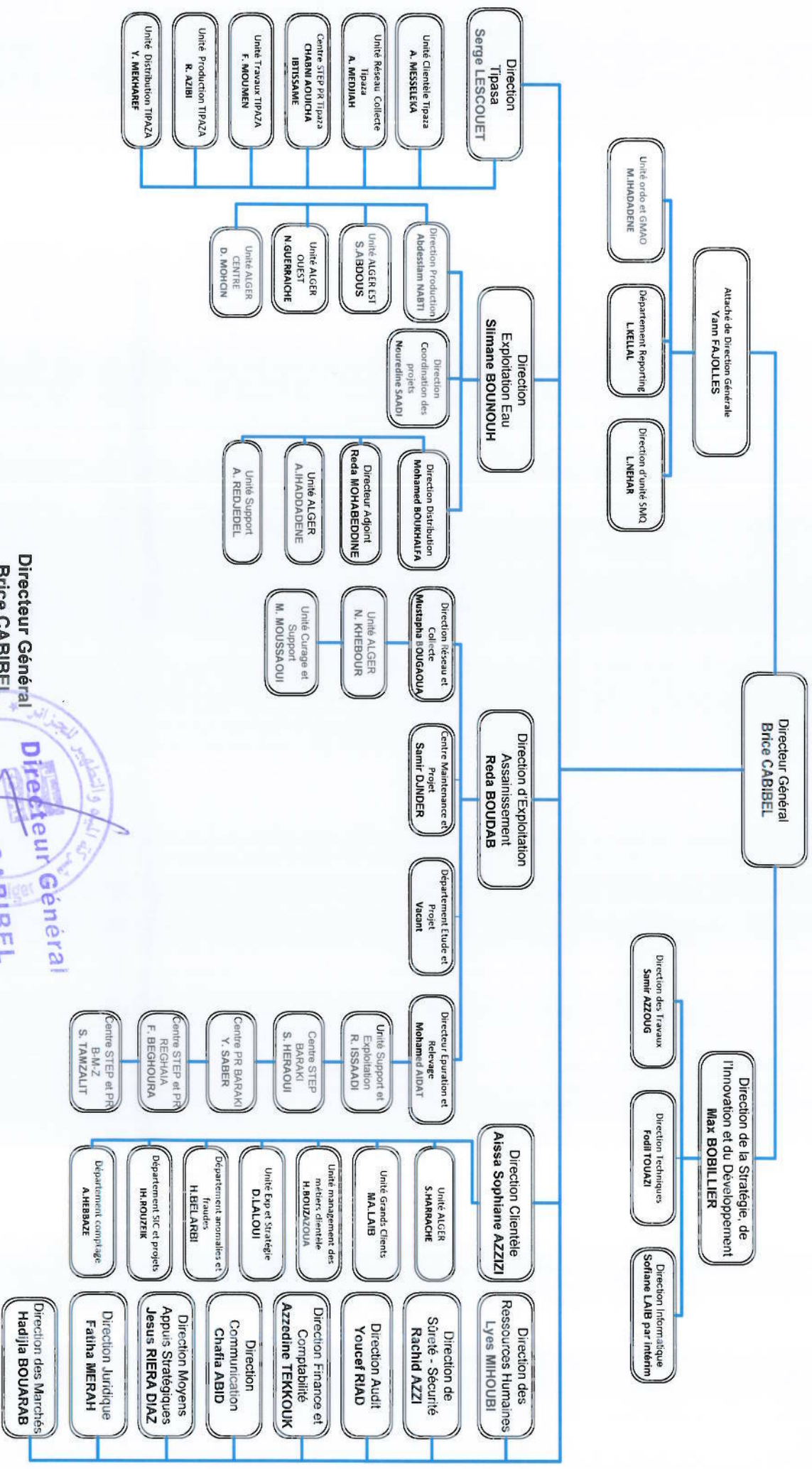
20 Ambiance au travail

	Tout à fait d'accord	Plutôt d'accord	Indifférent (ni l'un ni l'autre)	Pas d'accord	Pas du tout d'accord
L'ambiance avec mes collègues de travail est bonne					
Je peux compter sur le soutien de mes collègues lorsque je rencontre des difficultés.					

21 Voici 4 phrases à propos de votre évolution professionnelle, laquelle correspond le mieux à ce que vous pensez ? Une seule réponse est attendue :

- Je suis bien dans mon poste et je n'envisage pas de changer de fonction
- J'ai envie d'évoluer vers d'autres fonctions
- Je n'arrive pas à évoluer professionnellement
- J'envisage de quitter SEAAL

Organigramme Général de SEAL



Directeur Général
Brice CABIBEL

01/10/2018



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