

**The reality of the adoption of social responsibility in Algerian
companies - requirements and prospects
case study of ROUIBA NCA Company For drinks as a model**
واقع تبني المسؤولية الاجتماعية في الشركات الجزائرية - المتطلبات والافاق
دراسة حالة شركة رويبة للعصائر NCA

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Abstract:

This study aims at presenting the reality of the adoption by Algerian economic companies of the principles of social responsibility and the evaluation of social performance through a number of indicators that are prepared according to established standards. The adoption of social responsibility is reflected in the economic performance of the company through a reciprocal relationship between social responsibility and financial performance, Production, marketing and the performance of its human resource.

Through the this study we found several indicators which Show that the NCA company is interested to social responsibility, In its various environmental activities increasing and community and with its employees, This reflects on its profits in the last years from 2010 to 2016 and the rise in the value of its shares in the stock market and its market share.

Key words: corporate social responsibility, CSR, performance, ROUIBA NCA Company For drinks

JelClassificationCodes: A13, L2 ,M14 , Q52,I1

ملخص

تهدف هذه الدراسة إلى عرض واقع تبني المؤسسات الاقتصادية الجزائرية لمبادئ المسؤولية الاجتماعية، وتقييم الأداء الاجتماعي من خلال عدة مؤشرات يتم إعدادها وفق معايير مضبوطة، و ينعكس تبني المسؤولية الاجتماعية على أداء المؤسسة الاقتصادية من خلال علاقة تبادلية بين المسؤولية الاجتماعية و الأداء المالي لها، وكذلك أدائها الإنتاجي و التسويقي و أداء موردها البشري. و من خلال دراسة ميدانية لشركة روية NCA للمشروبات، توصلت الدراسة إلى وجود عدة مؤشرات تبين مدى اهتمام الشركة NCA بتبني المسؤولية في مختلف نشاطاتها المجتمعية و البيئية و مع موظفيها، وهذا انعكس على أرباحها خلال السنوات الأخيرة 2010 إلى 2016، وارتفاع قيمة أسهمها في البورصة وحصتها السوقية.

الكلمات المفتاحية: المسؤولية الاجتماعية للشركات، الاداء الاجتماعي، شركة روية NCA للعصائر.

تصنيف JEL: I1, Q52, M14, L2, A13

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1. INTRODUCTION

The increasing interest of companies recently in corporate social responsibility to serve their interests, in order to serve their economic objectives, and keep continuity and the value of their shares, the non-governmental organizations to preserve the environment, it is necessary for the CSR to be adopted and applied by reach companies (Gulbaz M, et al, 2016, p33), in order to preserve the environment, safety, society, customs and traditions. The role played by the economic companies has changed from a traditional, perspective that depended on the owner's interests, and investors to a modern role that takes into consideration the interest of other parties, the companies -willingly or unwillingly- are fast becoming responsible for a wide array of issues. Their traditional role is being rewritten. It is clear that the present debate on CSR is still young, despite its strong roots. It is rapidly gaining momentum and impact in the international business arena supported by developments, incidents, publications, measures (Jan Jonger, Marco, 2006, p3).

The tendency of companies in the world adopt a social responsibility, which oblige the Algerian companies to keep up with this trend, in order to remedy the situation and to achieve competition.

From the above information, we can introduce the following problematic:

- What is the reality of the adoption of social responsibility in the Algerian economic companies?

Under this problematic, there are secondary problematics:

1. What is the concept of social responsibility and its dimensions?
2. What are the benefits of corporate social responsibility?
3. What is the level of NCA company adoption of social responsibility towards society and the environment?

Hypotheses

Hypothesis H01: There is a global agreement on social responsibility and its dimensions that impose on companies the respect for the economy, environment, society and humanity.

Hypothesis H02: There are financial, economic, social and environmental benefits of compqnies when adopting social responsibility .

Hypothesis H03: NCA Rouiba company is a leading organization in achieving the objectives of social responsibility towards the society and the environment in Algeria.

The importance of this study:

This study is very important, when the company has CSR , it will achieve economic objectives and profits in the short and long run, stakeholders are interested in the social performance of the company. In addition to that, there are personal interests in achieving mutual benefits.

On the other hand, CSR is the embodiment of its interest, and belief in social responsibility towards stakeholders, especially the local governments and non-governmental organizations push the stakeholders and companies to adopt the CSR.

Objectives of this study: This study seeks to:

1. Provide a conceptual framework for the concept of social responsibility.
- 2 - Defining the concept of the social performance of the economic company, and the definition of criteria and indicators that measure social performance.
3. Trying to assess the social responsibility of NCA company for drinks.

Scientific method

We relied on the descriptive approach in our study, we collected the facts related to social responsibility by looking at the literature related to the subject of the study. We relied on a case study methodology in the applied

framework, collecting information about the company and trying to give field results.

1-Theoretical framework

1-1 Definition of Social Responsibility Companies CSR:

Despite numerous efforts to bring about a clear and unbiased definition of CSR, there is still some confusion as to how CSR should be defined. Altogether, 37 definitions of CSR were found and analysed. The definitions originated from 37 authors and covered a time span from 1980 to 2003, although most definitions were published from 1998 onwards. The definitions were primarily of European and American origin (Alexander D , 2006, p3).

The World Business Council for Sustainable Development (WBCSD) has defined corporate social responsibility as “[t]he commitment of business to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve their quality of life (Tom Fox, et al , 2002, p1).

The Commission has defined CSR as the responsibility of enterprises for their impact on society. CSR should be company led. Public authorities can play a supporting role through a smart mix of voluntary policy measures and, where necessary, complementary regulation (The European Commission, 2018). Companies can become socially responsible by: following the law; and integrating social, environmental, ethical, consumer, and human rights concerns into their business strategy and operations.

When times get hard, there is the incentive to practice CSR more and better - if it is a philanthropic exercise which is peripheral to the main business, it will always be the first thing to go when push comes to shove (Mallen baker, 2017), CSR is the concept that an enterprise is accountable for its impact on all relevant , stakeholders. It is the continuing commitment by business to behave fairly and responsibly and contribute to economic development while improving the quality of life of the work force and their families as well as of the local community and society at large (Alexander D , 2006, p3).

1-2 The importance of social responsibility Companies CSR

In the interest of enterprises - CSR provides important benefits to companies in risk management, cost savings, access to capital, customer relationships, HR management, and their ability to innovate, In the interest of the EU economy - CSR makes companies more sustainable and

innovative, which contributes to a more sustainable economy, In the interests of society - CSR offers a set of values on which we can build a more cohesive society and base the transition to a sustainable economic System (The European Commission,2018).

1-3 The Benefits OF CSR

CSR may be seen as a strategic investment, it yields substantial business-related benefits to the firm, in particular by supporting core business activities and thus contributing to the firm's effectiveness in accomplishing its mission" (Anna L, Helena B, 2015,p15).

1. Company image & reputation: Both image and reputation can influence the competitiveness of a company and hence have a beneficial effect. Research has shown that CSR can have a positive impact on both, especially on reputation on a more long-term basis.

2. Employee motivation, retention and recruitment: These positive effects could be a result of enhanced reputation. However, CSR could also increase motivation for those employees who are motivated by a better working environment, by participating in voluntary activities, etc.

3. Cost savings: Epstein & Roy (2001) argue that implementing a sustainable strategy can improve materials efficiency, time savings, energy consumption, etc., which could lead to cost savings. Moreover, this could generate a positive customer reaction, who in turn might benefit from these cost savings or the improvements of the products.

4. CSR-related risk reduction or management: CSR can reduce the risk of negative publicity or NGO-related pressure. Furthermore, there might be some direct financial effects from for example avoiding fines, etc.

1-4 The dimensions of social responsibility Companies CSR

the modern definition of CSR is rooted in Archie Carroll's "Pyramid of Corporate Social Responsibility." In this Pyramid a corporation has four types of responsibilities (Carroll A, 1991,p 405):. The first and most obvious is the economic responsibility to be profitable. The second is the legal responsibility to obey the laws set forth by society, The third, which is closely linked to the second, is the ethical responsibility, That is to do what is right even when business is not compelled to do so by law, The fourth is the philanthropic responsibility. Also called the discretionary responsibility, it is best described by the resources contributed by corporations toward

social, educational, recreational and/or cultural purposes (Rangsan N, Titida N, 2014,p43) (www.growyourgiving.org, 2018).

1-5 The Effects of CSR

1-5-1 The CSR and financial performance

There are several studies identified a role for CSR policies based in economic fundamentals. The role is to anticipate and minimize conflicts between corporations and society and its representatives, aligning private and social costs if differences are the source of the conflict, or minimizing distributional conflicts if these are the issue. The literature on CSR suggests that the avoidance or reduction of conflicts is indeed a major contribution of effective corporate CSR programs. A comprehensive list of the benefits that commentators have linked to CSR programs includes the following (Geoffrey H, 2004,p 13): Reducing risk ,Reduced waste ,Improving relations with regulators ,Generating brand equity,Improved human relations and employee productivity ,Lower cost of capital.

1-5-2 The link between CSR-business strategy and business benefits

It is evident from the literature that many companies realize the link between being socially active, increasing stakeholder expectations, and creating profit (Chin-HuangLin,2009,p56-63).CSR has become an important and integrated part of organizational marketing and corporate communications for effective marketing (Shu-Ling Yeh, et al, 2014 ,p 266).

The CSR is not or should not be separate from business strategy and operations: it is about integrating social and environmental concerns into business strategy and operations. It means CSR should develop with an organisation's strategic plan, integrate with other objectives of organization (www.ukessays.com , 2015). And Recent theories of the strategic use of corporate social responsibility emphasize and how CSR is likely to be incorporated into a firm's product differentiation strategy (Fang-Mei , Shu-Hao 2014,p 120) , also, that such an approach to CSR may result in higher financial flexibility in terms of increased social investment. From a supply-chain perspective, a company's desire to be seen as socially responsible is not necessarily shared by other players in the chain (Chin-HuangLin,2009,p56-63).

1-5-3 Social responsibility returns to investors

If investors value the operational activities or policies of firms, a firm has an opportunity to engage in strategic CSR. In an environment in which

citizens reward these activities only in the marketplace, a CSR firm chooses strategic CSR to maximize its profits. If citizens also obtain social satisfaction from those activities, social entrepreneurs, or the managers they hire, carry strategic, CSR beyond the point that maximizes profits or market value. (David P, 2005,p30).

1-6- Performance criteria for environmental and social sustainability

In its report issued in January 2012, the International Finance Corporation (IFC) of the World Bank Group identified eight criteria that customers must follow up and ensure compliance. The Company requires clients to apply performance criteria to manage risks and environmental and social impacts to enhance opportunities Development, and these standards are (IFC, bank world group, 2012,p2) : **1:**Assessment and Management of Environmental and Social Risks and Impacts, **2:** Labor and Working Conditions, **3:** Resource Efficiency and Pollution Prevention, **4:** Community Health, Safety, and Security, **5:** Land Acquisition and Involuntary Resettlement, **6:** Biodiversity Conservation and Sustainable Management of Living Natural Resources,**7:** Indigenous Peoples, **8:** Cultural Heritage.

1-7- The motivations that encourage companies in Algeria to pay attention to social responsibility:

Motivation that encourages local companies to reach their social responsibilities are as follows (Daoud,2017):

- The Need for a better business environment, better governance, transparency, voluntary participation, and respect for laws.
- Establishing some important values for corporate employees to encourage them to respect the values of work and excellence, and encourage the qualified employees and trained workers.
- The will to raise the level of productivity to face the intensification of competition globally and locally.
- Commitment to the implementation of international standards, especially when exporting from abroad and respect for the terms of government procurement.
- The Use of social responsibility programs as a tool for monitoring and evaluation within companies.

On the other hand there are obstacles that make barriers to the companies in adopting CSR .as The factors relating to lack of resources,

lack of strategic vision, lack of measurement system, high regulatory standards, and low willingness to pay for CSR are significant barriers to implementing strategic CSR (Kum F, Jun M, 2016, p 49) .

1-8- Pilot organizations in Algeria

Launched in June 2011 the RS MENA project of implementation of the ISO 26000 standard in Algerian organizations interested the following companies and organization for example: *L'entreprise privée NCA - ROUIBA*

(www.ianor.dz, 2018):

The Companies can follow directions The Commission CSR in the EU international guidelines and principles. The EU's policy is built on an agenda for action to support this approach. It includes (The European Commission, 2018):

- ✓ Enhancing the visibility of CSR and disseminating good practices
- ✓ Improving and tracking levels of trust in business
- ✓ Improving self and co-regulation processes
- ✓ Enhancing market rewards for CSR
- ✓ Improving company disclosure of social and environmental information
- ✓ Further integrating CSR into education, training, and research
- ✓ Emphasising the importance of national and sub-national CSR policies
- ✓ Better aligning European and global approaches to CSR.
- ✓ evaluate the CSR strategy.

2- Case study framework

2-1 Introduce the studied Company

Company Name: NCA The Company is a shareholding company (NCA-Rouiba). Social Headquarters: National Road No. 5, **Rouiba** Industrial Area, Algeria. Social capital: 849.195.000 DJ owned by 19 shareholders
director managers: Salim Othmani: Chairman of the Board of Directors and Mohammed Sahabi Othmani, General Manager

The company was established in May 1966 under the name of The New Algerian Plant for the Drinks, which was then a small store in the area of **Rouiba**, but its activity has expanded over the years, to specialize in the following series of productivity in various areas of conversion, such as industrial tomato and jam. The company entered the field of juice and drinks, and introducing a modern technology in the manufacturing. In the

last decade, the company possessed an important share market of 849.195.200 DA and the number of shareholders increased to 2.122.988 shares.

2-2 Financial performance of the company

The stock has experienced successive declines during the year 2014, to reach 375 dinars at the end of Q1 2015. This does not reflect the economic and financial reality of the company which continues to improve since its IPO in 2013: Net results Growth of 36% in 2014 vs. 2013. Evolution of Turnover Growth of 17% in 2014 vs. 2013.

- Investment of more than 2.7 billion dinars over the last 2 years
- Distributions of dividends of more than 143 million dinars over the last 2 years

Earnings per share of 20-37 dinars / Action 2012-2014.

To summarize the accounts and financial results achieved by the company, we list the following table:

Table (02): Financial indicators of Rouiba-NCA (2012-2016)DA

Loss and Profit Statement	2012	2013	2014	2015	2016
Production of year	5 836 321	6 046 803	7 046 791	7 557 130	8 013 855
Operating added value	1 391 406	1 534 272	1 856 881	1 879 445	1 830 733
Exceed gross operating	771 658	778 466	1 024 758	1 034 440	997 789
Operating income	336 137	382 619	454 398	439 791	317 634
Ordinary profit before tax	238 152	290 514	368 943	252 021	130 675
Net income for the year	168 603	228 870	310 854	188 985	8 013 855
Investments (in thousands of dinars)	476 097	1 061 893	1 687 134	1 281 013	---

Source: <http://www.rouiba.com.dz/wp-content.2015/07.Rapport.pdf>

2-3 ISO 22000 – Management System of food safety

In order to provide our consumers with healthy and safe products, procedures, good hygiene and manufacturing practices and protocols have been implemented in order to master the risks and potential dangers. Since 2011, NCA Rouiba has started a project for setting up a new food management system. That is, the outcome of this project could be reached only through high involvement of different corporate structures.

In January 2013, an ISO 22000 certification occurred to lead up the efforts of over two years in order to strengthen their commitments with their customers and their consumers who have got an additional guarantee of quality by choosing its products (Rouiba-company, 2018).

2-4 The CSR of the company

Among the values held by the company and transposed within NCA Rouiba, corporate social responsibility (CSR) is part of their daily lives, making NCA Rouiba among the leading companies with integrated ISO 26000 MENA (Middle East North Africa).

Worldwide project for the promotion of this new norm (published in 2010), the project has been funded by the Swedish organization SIDA (Swedish International Development Agency).

2-4-1 The environment

Throughout its mission of Corporate Citizenship, they contribute on the preservation of the environment through an approach that aims at saving natural resources, using clean technologies, and using the recycling processes.

Drilling ensures the water supply of the plant. The supply via the public network covers the drinking water needs of the business. A monthly and regular monitoring of water consumption was introduced in 2002. Additionally, in order to meet the requirements of their industrial equipment, they have been equipped in 2002 by a process of reversed osmosis for the treatment of water (Rouiba-company, 2018).

2-4-1-1 A continued reduction of water consumption

In 2012, consumption of raw water from both wells was about 451 871 m³ for a production of 86.3 million liters of finished products, 5.2 liter of water / liter juice. This is an usual ratio when using the reverse osmosis technique which is characterized by a maximum output of 75%.

During the year 2013, the consumption of raw water from two wells was 432 670 m³ for a production of 88.3 million liters of finished products, 4.9 liter of water / liter of juice.

In 2014, consumption of raw water from both wells is 423,367 M³ for a production of 104 million liters of finished products, 4.7 liters / liter of juice. Therefore, improving this ratio demonstrates the optimization of

operation of reverse osmosis and continuous reduction of water consumption.

2-4-1-2 The treatment of waste water

Industrial liquid wastes are collected in an equalization tank with a capacity of 200 m³, commissioned since the second half of 2012. This allows the folding of the pollutant load, before the evacuation via the public sewage network to the treatment plant of Réghaïa. The monitoring of wastewater quality by external laboratories has shown that the level of pollution parameters is less than the threshold tolerated by the regulations.

2-4-1-3 Environment Protection

Environmental protection is, for over a decade, a major concern of the company. It is marked by improvement in the collection, sorting and recovery of recyclable waste (cardboard, PET, plastic, casks, drums, pallets).

2-4-1-4 Recyclable waste

Recyclable wastes generated by the company are made of cardboard, plastic, bottles and PET pre-forms, metal drums and plastic drums. This waste is collected, sorted and made available to authorized recyclers. they managed to reduce the quantities of waste generated by 29%. This reduction is achieved by the efforts of all staff to reduce waste containers and wrappers, for a better control of the recycling rate (Rouiba-company, 2018).

2-4-2 Human Resources Policy

NCA Rouiba, a major player in the field of the production of drinks and fruit juices, is a human-sized company which unites its employees around high value ambitious projects.

Table (03) : The Indicators of Workforces DA

	2010	2011	2012	2013	2014	2015	2016
Workforce	401	421	481	510	539	536	539
WorkforceCosts	-	464579	528526	640731	723916	729349	766196

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Training Costs	28231	15105	16687	25221	13122	-
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Source: <http://www.rouiba.com.dz>. 2016/07/Rapports.pdf

NCA Rouiba, a major player in the field of the production of beverages and fruit juices, is a human-sized company which unites its employees around high value ambitious projects.

Human Resource Management at NCA Rouiba is a strategic pillar that is constantly improving. In 2015, the Human Resources Department launched a vast program around the improvement of skills and the social climate, we quote:

- The launch of the Competency and Performance Assessment process
- The implementation of a new remuneration system based on the principle of meritocracy in thus creating a dynamic of involvement of all employees
- The renewal of the trade union body, which makes a very significant contribution to the success of Rouiba.

Other actions are being launched, such as:

- The project GPEC, or Forecast Management of Jobs and Skills, which will allow an anticipatory and preventive administration of human resources according to the constraints of the environment and the strategic choices of the company
- Beginning the dematerialization of HR processes with a goal set at 30%
- MBA and MINI MBA training courses will be introduced to the high potentials known as HIPO
- The talent succession plan of the "Talents 2015-2016" promotion will be put in place to target new "Talents"
- A strategic career management committee will be established because human resources are everyone's business, 2015 is also: 539 employees, More than 100 trainees, 20 apprentices 4000 hours of training provided.

On the other side, providing a working environment conducive to professional development: There is a daily readiness to provide the best working conditions. A good example is the establishment of an observatory in addition to the establishment in 2015 of a fully equipped medical clinic, specialist doctors, training courses for all staff and disease detection

campaigns. Provide health and security prevention (Rouiba-company, 2018).

Motivation and Wages in Performance: Performance results are an intelligent combination of different factors of efficiency and motivation. On this basis, the company decided to establish a system of compensation based on innovation and good performance and the system of wages in the company is based on a fixed salary, and a final reward provided annually according to the result.

2-5 Achieving requirements for ISO26000

ISO26000 provides guidelines for any organization that seeks to take social responsibility that has an impact on its decisions and activities. Therefore, a number of activities were carried out to introduce the company and introduce its activities in the field of social responsibility, including:

- Organizing an open day under the theme "ISO 26000 and Sustainable Business", organized by DEVED-GIZ
- Organization of the Conference on Sustainable Development and Corporate Social Responsibility: Growth Requirements in Small and Medium Enterprises
- Workshop on ISO 26000, organized by PABA
- Organization of a study day by the Swedish Embassy in Algeria on corporate social responsibility
- Corporate Social Responsibility Conference: National School of Applied Arts.
- Regional Workshop ISO: Marrakech - Morocco.
- Presentation of the Algerian experience (Rouiba NCA) during the exhibition '26000 ISO in Geneva, Switzerland.

With the publication of articles in the national and international press: Al Watan, Li Yabrati, Emerging Morocco, JohnAfrique. El Watan, Liberté, Maghreb Emergent, JeuneAfrique.

Discussion and results

Through the presentation of indicators ,the reality of social responsibility In Rouiba NCA company , it turns out that the company has made progress in various areas of social responsibility , we notice that, there is a High financial performance in last years, rising stock returns , investment value, adhering to the laws, improving the quality of performance and obtaining the ISO26000 in 2011, improving the working

conditions of its employees, and Spending money on training workers, Carrying out charity work such as to open a hospital to workers, Organizing competitions, and Encouraging youth to Create their projects.

Also we notice the company is very attentive to the societal developments facing the country. Its obligations are developed around the basic unit of society- Rouiba is also a founding member of the Labor Department and its impact on the company (CARE) and is a member of the Hawkama el Djazair Institute in Algeria. It should also be noted that Mr. Saleem Othmani, Head of the company's management, is the Chairman of CARE since July 2012.

The company participated in 2013 for the first time in Innovation Award , and won through the most stimulating observer Observatoire Bien-tre et Motivation ", ranked first in twenty companies selected for competition. The company ROUIBA NCA is looking forward

- Developing a reference model for the improvement of human capital.
- providing the conditions for a true well-being at work.
- Promoting an innovative and ongoing social dialogue.
- Developing and maintaining the best compensation package, based on skills and performance.

Conclusion

The CSR plays much importance in the contemporary companies, The findings establish that CSR leads corporations to refocus their strategic goals from the maximization of shareholder value, to the maximization of the goals of a broader set of stakeholders (Leonardo B, et al, 2009, p20), CSR can improve reputation of an organisation, build better image to stakeholders, mainly customer, employees and suppliers. Customers/ investors would pay/ invest even more money to a company which have good reputation.

On the other side, we must nonetheless consider that the CSR choice may have positive effects on market value by enhancing workers productivity, especially when it involves wage and non-wage benefits for firm employees. The productivity enhancing effect of such benefits is widely analyzed by the efficiency.

Finally, We found several results:

- 1- The CSR can improve the reputation of an organisation, and build a better image of the stakeholders, mainly costumers, employees and suppliers.
- 2- There are many reports show the benefits of CSR, but just a little that show the real motivation of doing this. It is not difficult to distinguish real motivation of the organisations doing CSR, most of them are just for superficial reasons .
- 3- Putting more attention on CSR and realise the importance. The good way to make CSR more clearly is by publishing annual reports. Using clear numerical data so that we can compare with other organisations.
- 4- We must consider that the CSR choice have positive effects on market value by enhancing workers productivity.
- 5- Algerian companies can adopt social responsibility to develop their performance in the long run.
- 6- There are many obstacles that make barriers to the Algerian companies in adopting social responsibility that must be recognized and overcome them.

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