

## Responsible HRM in enterprises: the case of enterprises in the Bejaia region

إدارة الموارد البشرية المسؤولة في المؤسسات: حالة الشركات في منطقة بجاية

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### Abstract:

*Our contribution addresses the issue of green and responsible HRM among companies in the Bejaia region. The results obtained enable us to categorize the responsible HRM acts within the said undertakings into two categories: An active green HRM, marked by commitments in responsible acts towards the environment and society in particular and the desire to formalize them in CSR, and a passive green HRM also marked by responsible acts and a reluctance to formalize responsible commitments.*

**Keywords:** HRM; green HRM, CSR, HRM Responsible

**Jel Classification Codes :** M12, M14, M19

### ملخص:

تتناول مساهمتنا في موضوع إدارة الموارد البشرية الخضراء والمسؤولة داخل الشركات في منطقة بجاية. نتيج لنا النتائج التي تم الحصول عليها تصنيف أعمال إدارة الموارد البشرية المسؤولة داخل الشركات المذكورة إلى قسمين: إدارة موارد بشرية خضراء نشطة؛ تتميز بالالتزامات في الأعمال المسؤولة تجاه البيئة والمجتمع على وجه الخصوص والرغبة في إضفاء الطابع الرسمي عليها في المسؤولية الاجتماعية للشركات، كما تتميز إدارة الموارد البشرية الخضراء السلبية بالأفعال المسؤولة والإحجام عن إضفاء الطابع الرسمي على الالتزامات المسؤولة.

إدارة الموارد البشرية، إدارة الموارد البشرية الخضراء، المسؤولية الاجتماعية للشركات، إدارة الموارد البشرية المسؤولة

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**كلمات مفتاحية:** إدارة الموارد البشرية، إدارة الموارد البشرية الخضراء، المسؤولية الاجتماعية للشركات،

إدارة الموارد البشرية المسؤولة

**تصنيف** *M12, M14, M19:JEL*

## INTRODUCTION

The globalization of economies and the proliferation of knowledge is the environmental context in which the company is situated. In this context, what will allow the company to follow its development is this ability to develop a strategic vision. This requires the definition of managerial practices that can ensure sustainable development in a constantly changing environment.

Major challenges are presented to the company both internally and externally. Internally, what is relevant for a company is to develop its resources and basic skills by mobilizing the material and intangible resources directed through a dynamic and flexible organization, whose role of the human variable is predominant both in possessing the skills that the company needs, but also in developing them. Although, the ownership and development of skills and knowledge are also the result of the company's relations with entities linked to its external environment.

To this end, the company develops and puts into perspective certain managerial practices that allow it to go beyond the traditional vision where the company was a profit center, its main mission is financial, to a new more modern vision where the company becomes an economic, social or even societal actor. The company is rooted in its environment in general and its territory in particular with which it interacts, and is considered a key player thanks to the various relationships it maintains with the variables of the territory and its participation in its development. All of these practices are developed within the company thanks to the coalition of individuals involved in its operation mobilized in the first place by the entrepreneur who is looking for other solutions that allow his company to develop, to become sustainable and to gain a competitive advantage. It is in this sense that Dubrion insists that "the idea that employee CSR practices tend to reconcile the interests of the company and its workers and bring about win-win solutions is not neutral" (Dubrion, 2010). The dynamism of the human resources function through the adoption of socially responsible practices is of crucial importance. These practices aim to develop the human factor within the company and its economic, social and societal development, which will have beneficial repercussions for the company (Djafri & Laib, 2020).

In this vein, the dynamism of the human resources function requires its openness to the external environment. Indeed, the human resource's function is influenced by the latter through two main phenomena.

The first relates to the development of new forms of organization, and the second to the use of IT by members of the organization (Gunia, 2002) The first phenomenon leads to a redefinition of roles and functions within the company, making the hierarchy less prevalent. Among the factors we mention are the internationalization of companies, the development of new management methods, the weight of the social partners. The second phenomenon is

caused by the use of IT to help human resources departments anticipate and implement the changes needed to structure it.

Cornet (1996), quoted by Gunia. N, considers that the major challenges of HRM go well beyond the fields of training and communication, because they push the entire company to an organizational structure and to determine an effective and efficient human resources management policy (Gunia, 2002). In this context, Roy and Alli believe that: “the organizational structures and HRM policies shape the positioning of the actors in the face of the change project and constitute the context of appropriation of these technologies” (Gunia, 2002)

The skills acquired enable the development of organizational capacities and push the company to establish itself, and to this end, human resources management has also put in place dynamic and forward-looking management that makes it possible to define “the mission, vision and priorities of the human resources function” (Elakremi & Saad, 2004). This same perspective is not realistic without a minimum of debate, coordination by involving the actors and the members concerned. The latter, who in working life with values and then in working and interacting with other individuals, will bring about new values that reflect the experience (Kadri Messaid, 2006)

In this vein, the issue of sustainable human resources management is addressed from the concept of corporate social responsibility. These authors consider that companies must be accountable for their governance principles and respect ethical principles in human resources management (Bigler & Rüfenacht, 2003; Cozette, Bretagne, & Bourguinat, 2005; Laville, 2004; Weil & Woodall, 2005). All the more so since, according to Maazouz, the sustainable management of human resources contributes greatly to improving the performance of companies in all its dimensions (economic, financial, managerial, etc.) (Maazouz, 2013; Kheloufi, 2018).

The prevailing view is that the Corporate Social Responsibility model (VonCranach, 2001) draws the attention of companies to their economic responsibility and utility to society.

It is in this vein that our contribution seeks to provide answers to the main question: **How does HRM take responsibility?**

We assume that HRM practices are of paramount importance to the companies studied. However, this importance varies according to the degree of importance given to these practices in the overall management. The second assumption relates to green HRM practices, which are certainly taken into account by the companies but are not very formalised in practice.

In order to answer our questions, we conducted semi-directional interviews with a sample of 71 companies located in the most active areas of the wilaya of Bejaia.

## **1. Theoretical framing**

### **1.1 Human resources management and skills development**

The issue of human resources and their management has been such a major topic that has generated and is still generating so much work that has recognized the importance of the human variable in the success of organizations. This is how different organizations are seeking to adopt guidance strategies through human resources management.

Without dwelling on the different definitions attributed to HRM, the synthesis of our readings allows us to consider HRM as a set of activities that allow a company to acquire the necessary human resources in quantity and quality. This is based on HR acquisition practices, in this case planning and recruitment activities, development practices through staff training and assessment actions, retention practices through remuneration, career management and social management activities.

With respect to HR activities, various studies have sought to establish that human resources management systems are strategic assets that promote organizational performance and value creation ( (Maybe, Gooderham, & Klarsfeld, 2004)

. The contingency approach has been one of the most recognized works, stating the importance of adapting human resources management to the company's management infrastructure and aligning it with its strategy, and also with the organizational structure (Schuler and Jackson, 1987).

Penrose(1959) was the first to give this consideration to management science. He sees the company as a portfolio of resources that offer multiple scalable and often underutilized productive opportunities: In this sense, whether the company has resources that are poorly or poorly valued and exploited.

The Resources Based View (RBV) approach proposes a break with market dominance by giving a privileged role to internal resources in the development of competitive advantage (Barney2002, Dierick and Cool1989, Grant 1991, Koenig 1999, Mohaney and Pandian 1992, Peteraf 1993 and Wernerfelt 1984), through the implementation of a dynamic and forward-looking human resource strategy enabling the the mission, vision and priorities of the human resource function (Bomberger and Meshoula, 2000, Hagan, 1996, Lado and Wilson, 1994, Snell et al, 2000) thus providing a body of knowledge and skills. (Maybe, Gooderham, & Klarsfeld, 2004) .

According to this logic, the future of the company depends on the development and valorization of the skills held by each human variable. Resources and skills are the two basic concepts developed for the success of organizations through their human potential.

By resources, Wernefelt(1984) means the tangible and intangible factors used semi-permanently by the company. Tangible factors include physical assets (local equipment, raw materials, semi-manufactured products...) financial resources, human capital, organizational resources (formal and informal structure, set of mechanisms dedicated to coordination, planning and control...). Intangible assets include everything related to property rights, patents and information (Perais, 2001)

Competencies refer to the company's ability to combine, coordinate and deploy these resources to perform a range of operations. They are based not only on information knowledge (knowledge) but also integrate the factors resulting from this learning process (know-how) and attitudes (know-how) (Perais, 2001)

While the RBV approach articulates the importance of the company's internal environment in building resources and skills, the company acts and interacts with both dimensions of the

internal and external environment. These are the many relationships it maintains with the stakeholders in the territory in which it is located, relationships that are necessary for its proper functioning and that partially condition its performance, allowing it to benefit from a better knowledge of the latter but above all to acquire the resources and skills of which it is poor.

## **1.2. The HRM Responsible**

In the definition of the importance of the links between HRM activities and society, internal factors lead one to foresee the real interest of an enterprise in "meshing" with the territory in order to benefit to the best of its resources: on the one hand, the recognition of the limits of "intramural" HRM policies, on the other hand, a confirmed attachment of employees to the territories in which they are established (Le Boulaire, Dégruel, Defélix, & Retour, 2010).

### **1.2.1. Recognition of the limits of HRM policies "intra muros"**

In the sense that HRM policies within enterprises are clearly directed towards employees only. Indeed, the need to go beyond the natural legal perimeter of the enterprise is indeed evident for the main areas of HRM action, particularly with regard to HR acquisition activities, evaluation and remuneration activities and social management activities.

With regard to the acquisition of human resources for certain so-called "tension" occupations, concerted recruitment communication policies or joint operations between several companies is a possible solution.

In order to solve their structural recruitment problems, companies are working together to identify and support people who might be able to integrate their structures but who are encountering integration difficulties. They pool investment and risk-taking.

With regard to the activities of evaluation and remuneration of human resources, the authors put forward the idea of consultation between companies that make their employees available to other companies. This consultation is particularly justified in the situation in which an employee of a company invests part of his time in collaborative projects with companies outside his company. Therefore, its assessment can only be complete if the employer takes account in one way or another of the achievements made in an external environment.

In terms of social regulation, as the company is becoming more and more "extensive" and in a situation of co-activity on a site or a territory, the need to create a joint committee and dialog is very important.

For the development of human resources, the need to train employees in techniques or occupations not covered by existing training structures leads more and more companies, directly or under the aegis of a trade union, to cooperate in developing training curricula. In addition, some companies have thus fully integrated the territorial dimension into their approach to managing jobs and skills and mobilizing local partners to facilitate the external employability of its employees.

The company, taken in isolation, is a zero-sum game, so to speak, and in this sense is a limited playing field for employees. Companies that have identified their sensitive jobs and

have accompanied the reorientation of their employees quickly found themselves at the foot of the wall... The possibilities, internally, generally remain quite limited, especially when it comes to offering new positions in the same employment pool.

Furthermore, it is important at this level to emphasise that human resource management is not as specialised as it is in large companies. The manager performs multiple functions and is versatile. In this respect, the need for a highly qualified workforce is not always favoured, especially when the SME's market is limited to the local area. As a result, the manager, in a more restricted circle, will look for the profile in his or her family circle and friends, favouring for him or her individualism at the expense of the collective and mutual aid spirit. On the other hand, when the SME's market is extended to the regional, national and international level, the search for high-level skills and qualifications becomes a requirement. The local territory for the SME manager is more favoured when the qualification sought is not found in his or her family and friend circle. The recourse to the non-local territory takes place only when the qualification is not found in the latter (Kadri Messaid, 2006).

### **1.2.2. A commitment of employees to their territory**

The behavior of employees or jobseekers present in a territory also helps to structure the way in which enterprises take the "local question" seriously. Businesses are increasingly realizing that the region seems to be becoming an increasingly important factor in employees' life choices. They assess the quality of life and potential offered by the labor pool according to its size and specializations, and choose the location that will offer them the compromise that they find most acceptable. Once they are "settled," their attachment to the land is strong; they are attached in every sense of the word.

More and more companies, especially through their recruiters, are reporting that their employees, even at high levels of responsibility, are becoming less mobile. Two reasons are generally put forward: on the one hand, the fact that now in couples, men and women are working and do not want to sacrifice their careers; on the other hand, employees are increasingly anxious to preserve their personal quality of life and do not unnecessarily abandon the life they have built in a place where they have often bought their home (one of the first barriers to mobility) and developed a social life. This is now prompting companies to adapt and rethink job mobility opportunities accordingly. Moreover, the territory is rich in its territorial resources, in fact, with the classic inputs of capital, labor and raw material, come to combine the cognitive learnings accumulated locally, culture, specific training...".

### **1.2.3. The place of learning in the activities of animation of men**

It seems clear that the success of companies in this new economic trend is not limited to their ability to define strategies that allow them to grow and become sustainable and thus face competition. Indeed, the development of skills and the acquisition of certain so-called strategic resources remain one of the key success factors enabling companies to gain a lasting competitive advantage by relying on learning, which appears to be a driving force for development. It can be acquired by members of the organization as they go along and also through the different relationships; they have with each other and with other stakeholders.

## **2. Discussion of the results**

### **2.1 Methodology followed and sample size**

As far as our work is concerned, what matters is to define the interest of the company in society. This interest which can be marked by its use of its localization territory to recruit the available workforce, and its development by using training centers (private or public) but also other companies located in the territory of Bejaia, for the development and acquisition of new knowledge and skills. The questions that also allow us to measure the social climate that prevails within the companies surveyed through the nature of the relationships established (employment contract), the Turn Over rate and the rate of accidents at work were also of interest to us for our study. We would point out that the choice of the three activities mentioned above does not exclude the lack of importance of other management practices. Simply, it was their functionality in the field that drove us to select them.

**Table 1.** Companies surveyed according to their size

	<b>Effectif</b>	<b>%</b>
Micro entreprise	6	8,5
Small entreprise	24	33,8
Mediumsize enterprise	28	39,4
Large size enterprise	13	18
Total	71	100

**Source:** Prepared by the authors by SPSS

The data in table 1 describe the predominance of SMEs. 39.4% are medium-sized enterprises with 50-250 employees, 33.8% are small and 8.5% are micro enterprises.

The large size that employs more than 250 employees is present in our sample with a rate of 18%.

## **2.2.HRM practices and the Territory**

The practical examination of green and responsible HRM in the companies surveyed will be carried out by analyzing their use of their territory in relation to the various fields and fields of application of HRM. We will essentially delineate three, namely recruitment, training and assessment of the social climate. So, we will try to see whether companies rely on the localization territory, that is to say the region of Bejaia, for the acquisition of HR, their retention and their development? but also through the analysis of the responsible acts in which they have invested.

### **2.2.1. Recruitment**

It is the supply of human resources and skills to companies that match the profile of the desired position. The types of recruitment are two: internal and external.

The use of the internal environment is more preferred, since the recruit has already familiarized himself with the organization, however, the use of the external environment is also important, especially when the skills sought do not exist in the internal environment.

Externally, the results obtained with respect to the various types of recourse territory in the context of the business recruitment campaign, allow us to note that the use of local recruitment is favored for the businesses in our sample.

The largest percentages (69.01%, 43.66%, 33.80%) show that the workforce comes from the immediate area where the companies are located, i.e., the municipality.

The reasons for this appeal are.

- 69.01% of the work force is skilled
- For 43.66% the choice of local labor is motivated to minimize the costs of recruitment research. However, recourse to local recruitment is motivated by the abundance of the labor force for 33.80%.

**Table 2.** Reasons why companies use the Bejaia territory to recruit

% of labour force Reasons of the choice	<b>more than 50% in the commune of location</b>	<b>less than 50% of the commune of location</b>	<b>more than 50% of the surrounding communes</b>
<b>abundant labour force</b>	33.80	2.81	0
<b>skilled labour</b>	69.01	2.81	2.81
<b>Minimise recruitment costs</b>	43.66	0	0

**Source:** made by us from SPSS software

In addition to these factors, it should be noted that the use of local territory by businesses to recruit is also justified by the fact that:

- local recruitment helps to develop team spirit in 64.8% of cases.
- In 42.3% of cases, local skills and knowledge can be brought to bear.
- It allows the development of an enterprise culture, which can foster the emergence and development of a territorial culture for 35.2% of cases.
- For 34.4%, the local workforce makes it possible to enhance the company's civic image.

Indeed, local recruitment allows a company to take ownership of the image of the corporate citizen by the population, because it creates jobs while making use of local labor.

One of the first things we can draw from these results is the commitment of businesses to responsible economic and social action by creating jobs and sources of income for citizens.

### **2.2.2. Appreciation of the social climate**

Beyond the results obtained at the top by analyzing recruitment activities, we tried to assess the social (labor) climate of the companies in our sample by examining the nature of the employment relationship, the Turn Over rate and the rate of accidents at work.

#### **A. The nature of the employment relationship within the companies in our sample**



In order to assess the stable or precarious nature of work in the firms surveyed, we crossed the nature of the employment contract concluded with the size of the firm. This cross-checking enables us to reveal, on the one hand, the nature of the employment relationship established within the companies in our sample, unlimited (CDI) or limited (CDD), and on the other hand, to characterize the social climate of the companies surveyed.

Let us start from the basic idea that recourse to the stability of the employment relationship through the DTA commitment is important with the growth of enterprises. Facts that are justified by HRM practices that will be formalized and promoted. In these circumstances and with respect to recruitment practices, they will be better organized and planned over time.

The nature of the employment contract within a given undertaking reflects the nature of the employment relationship and its stability over time.

The results obtained describe an unlimited working relationship in 50 companies in our sample, i.e. a rate of 70.42% compared to 29.57% in which the working relationship is limited in time. These facts show that employment in the majority of the companies surveyed is relatively stable.

The use of CSD is justified by the 29.57% of SMEs by:

- Economic slowdown: in our sample, one SME experienced a reduction in its workforce from an overall workforce in 2013 of 30 employees to 2 employees in 2022.
- The predominance in some of these SMEs, of the socio-professional category implementing agent, considered a category of low importance compared to the other categories. The performing category does not require a high level of education in order to occupy posts within such undertakings. This is a testament to personnel administration practices rather than HRM in our view.
- The non-permanent nature of an SME leads it to enter into a limited-time relationship with its employees.
- The limitation of the employment relationship by engagement in fixed-term contracts is motivated by one micro-enterprise, due to its recent market breakthrough (2017) and by a high turnover of staff for another.

**Table 3.** Cross-reference between the predominance of the contract and the size of the company

Nature of contract	Micro enterprise	Small enterprise	Medium size enterprise	Large size enterprise
Significant number of CDDs	3	6	12	0

significant number of permanent contracts	3	18	16	13
Total	6	24	28	13

Source: made by us from SPSS software

### B. The Turn Over Rate in Businesses in the Bejaia Region

Turn Over is a measure of the turnover of a company's workforce. It measures the number of outgoing departures and the internal rotation.

An analysis of the Turn Over rate among the companies in our sample shows that:

- Turn Over rate is higher than 10 in 6 SMBs and a single large enterprise.
- It is located between 5 and 10% in 15 SMEs and 6 large companies
- Finally, a low Turn over rate characterizes 60% of the enterprises surveyed, including 37 SMEs and 6 large enterprises. This means low staff turnover and stability. This can be explained, on the one hand, by the unemployment that characterizes the labor market, and/or by the quality of HR policies within these enterprises.

### C. The rate of accidents at work

The results obtained show that the rate of accidents at work is more than 10% in three enterprises, including two SMEs and one large enterprise. This can result in a high cost for them (recruitment and training costs) and a considerable loss of skills.

It is located between 5 to 10% in 9 companies including 5 SMEs and 4 large companies. Finally, it is less than 5% in 59 companies in our sample, i.e. a rate of 83%.

In view of the results obtained with regard to the nature of the employment relationship, the Turn Over rate and the rate of accidents at work, we can consider that the social climate of companies in the Bejaia region can be considered favorable to the development of employees because:

- This stability is marked by the predominance of the CDI contract in the majority of the companies surveyed.
- Turnover rates and low work-related accidents, which shows the importance given to the stakeholder employed for the proper functioning of companies.

In addition, it should be noted that 83% of the companies in our sample have internal rules to establish the rules at work, and only 11.3% have a charter of good conduct alongside the internal rules. Businesses with up to 20 employees comply with regulations to establish labor relations.

#### 2.2.3. HR development activities

The valorization and development of skills play a key role in the development of learning, particularly through use and practice. The following points will provide information on the importance attached to training policy, its objectives, its areas and the use of stakeholders to implement it:

##### A. The existence of a training policy in the firms surveyed

The results obtained show that 91.5% of companies have a formalized training policy. For the remaining 8.5%, the reasons given for the absence of a formalized training policy are linked to the fact that training is very costly for five companies, i.e., a rate of 7%, but also to

the fact that the staff are not interested in or yet motivated to participate in training actions, and this for a single company, i.e., a rate of 1.4%.

**Table4.** The existence of a training policy in the companies surveyed

	Frequency	%
Existence of a training policy	65	91.5
Absence of a training policy	6	8,5
Total	71	100

**Source:** made from SPSS software

### **B. The objectives and fields of training in the firms surveyed**

The objectives of the training and the areas concerned for the 65 enterprises vary and are set out in Table 5.

Increasing staff performance is the most important objective, represented by a rate of 67.6.3%. The acquisition of new skills and the mastery of new technologies introduced are the objectives pursued in training investment in 66.2% and 49.3% of enterprises respectively.

For 28.2% of companies, training actions and dedicated plans are adopted only to comply with the regulations. These companies do not set organizational or employee-related goals. In fact, in the latter we can see that HRM is not yet up to its standards, in other words, we can judge that in these companies the practice dedicated to the man in his work results in the management of the personnel.

**Table 5.** Objectives and related Training Areas

	Frequency	%
<b>The objectives</b>		
Mastering the new technologies introduced	35	<b>49.3</b>
Increase staff performance	48	<b>67.6</b>
Acquire new skills	47	<b>66.2</b>
Comply with regulations	20	<b>28.2</b>
Other	1	<b>1.4</b>
<b>The areas of training of the enterprises surveyed</b>		
Personnel management	29	<b>40.8</b>

The administrative domain	20	<b>28.2</b>
The area of supply and negotiation	26	<b>36.6</b>
The financial and accounting field	36	<b>50.7</b>
External relations	18	<b>25.4</b>
The field of environmental protection	11	<b>15.5</b>
HSE	18	<b>25.4</b>
Quality management	25	<b>35.2</b>
Other areas	9	<b>12.7</b>

**Source:** made from SPSS software

The fields of training are also variable. In fact, 50.7% of companies train their staff in the financial and accounting fields. 40.8.% of enterprises train their personnel in the areas of personnel management, 36.6% of enterprises also use other areas such as procurement and negotiation, and 28.2% of enterprises use administrative areas. In addition to the latter, other areas of redress have become necessary as a result of the changing business environment and the requirements of sustainable development. We find among: the HSE field (25.4%), quality management (35.2%), external relations (25.4%), but also environmental protection (15.5%), and the technical field (12.7%).

### **C. The use of the companies surveyed by the stakeholders in the territory to carry out their training activities**

With respect to the question "Do you have training programs or projects with other companies?"

The results recorded in the table 6 show that the companies surveyed are engaged in training projects with the companies in their territory (suppliers, distributors, customers, subcontractors, etc.). This is observed in 29.6% of cases. This shows that, in part, the companies surveyed interact with the companies in their territory with a view to sharing and developing knowledge and know-how.

Beyond this, we note that 11.3% of the other cases, collaborate in their training projects alongside local enterprises with enterprises outside their territory of location, that is to say with enterprises located along the national/regional territory. In 2.8% of cases, training programs are carried out with foreign companies.

Among other things, we find the use of 39.4% of the enterprises surveyed of training projects with enterprises located at the local, national and foreign level. The use of off-territory supplies is justified by the national and foreign origins of supplies of raw materials, supplies and equipment for certain undertakings.

**Table 6.** The place of the Bejaia territory in the implementation of training programs

Responses	Staff	Percentage
In the localization territory	21	29.6
local and national	8	11.3
local and foreign	2	2.8

domestic and foreign	2	2.8
abroad	2	2.8
all three	28	39.4

Source: made by us from SPSS software

### 3. Green and Responsible HRM

In this axis will be devoted to the presentation and discussion of the results related to the mobilization and investment of HRM in the companies surveyed in green and responsible acts.

The analysis of the data in Table 7, following the intersection of the questions relating to the nature of the commitments responsible and the intention to formalize the CSR approach, allows us to note that:

- 17 companies are involved in waste management. Among them, 09 have the ambition to integrate the ISO 26000 approach and thus formalize responsible acts in their managerial practices, compared to 8 who does not envisage it.
- 19 companies, mobilized their HR in order to commit their mission to allocating aid intended for citizens and society in general (construction/renovation of roads, mosques, neighborhood development...). Of this total, 07 business leaders want to be part of the CSR approach, compared to 12 who do not.
- Only one (01) company in our sample has granted aid (material and financial) to certain start-ups in its vicinity, and the HR department of this company is considering adopting ISO 26000.
- Another company has invested with its HR in environmental protection activities, in particular reforestation and cleaning of forests and beaches, but considering adopting CSR in its management is not considered.

Table 7. Green HRM acts in the companies surveyed

		Social and societal responsibilities			Total
		Yes	no	no response	
<b>an impulse of a territorial project</b>	yes, it is related to waste management	9	8	5	22
	yes, it is linked to various forms of aid to be granted for the benefit of citizens and society	7	12	0	19
	yes, it is linked to aid to companies	1	0	0	1
	yes environmental protection activities: reforestation, forest and beach clean-up	0	1	1	2

	No	6	9	12	27
<b>Total</b>		23	30	18	71

**Source:** created from SPSS software

With regard to the answers obtained, we can say that the companies of the Bejaia region are engaged in responsible acts, economic in nature through the creation of local employment and economic wealth, ecological in nature through their commitment to environmental protection actions (treatment plant, waste treatment, recycling, forest cleaning...) but also social and societal actions (donations, patronage, sponsorship, renovation/construction of mosques, roads, museum...) nevertheless, we cannot say that the latter are socially responsible.

In spite of the observations raised above, some responsible initiatives and social acts are still far from being appreciated, this is the case in particular of a company in our sample that has adopted CSR in its managerial practices since June 2017. This is due to steps and initiatives taken by this company and the mobilization of its HR.

In order to synthesize we have from the results above, supported by the interviews conducted, we can identify two main profiles of green HRM practices within the companies in our sample:

- **Active green HRM:** marked by commitments to responsible action, the will and ambition are mainly guided by the motivations of the company and its staff. To do this, companies invest in relationships that have led to collaborations and partnerships, but also to responsible commitments. As for the possibility of adopting CSR, we can say that it is integrated in the governor's management vision and by the will of HR.
- **Passive Green HRM:** in this category we find the investment of companies in responsible acts marked by a reluctance to formalize such acts by adopting CSR. This reticence can be explained by discretion and beliefs.

## CONCLUSION

This work is an attempt to study and understand the issue of green and responsible HRM in companies in the Bejaia region.

According to the CSR model, the company, beyond its economic and financial responsibility, must evaluate the economic, social and environmental effects of its activity and its decisions on society in order to best ensure its development and good health. This state of affairs is based on the integration of responsible acts into management practices and therefore into the strategic vision of the company, particularly in HRM.

In order to highlight these theoretical insights and verify them on the ground, we looked at a sample of businesses located throughout the Bejaia region, especially the most dynamic areas that are home to a significant number of businesses.

The results of our field study showed us that the HRM practices we analyzed are important in these companies. However, their level of development differs from case to case, so that some of them have significantly higher levels of HRM practice than others. In our view, this

difference can be explained, on the one hand, by the importance placed by managers on these practices in developing and enhancing them, and, on the other hand, by the nature of the activity, on the other hand (some activities require more formalization than others).

HRM-related activities, in particular recruitment, training and social management activities, have their essence in integrating the territory of the Bejaia region and its stakeholders into their actions.

The results show that the companies in question make greater use of the Bejaia region to recruit. The labor sought comes from the immediate locational territory, first because of its qualification, then to minimize the costs of recruitment research, and finally because of its abundance. The interest in recruiting local workers enables these enterprises to develop the team spirit, benefit from local skills and know-how, and develop the enterprise culture and enhance its image.

We also noted the existence of extensive and regular relations between businesses in the region studied and local businesses in order to carry out their training projects.

The assessment of the social climate is one of the points on which we focused our research. In fact, talking about HRM is really looking at the working relationships between men and women with the organization itself. The stability of these relations allows us to assess companies by the interest of the internal stakeholder "*employees*".

Furthermore, in the companies surveyed, responsible acts are to be raised. Green and responsible HRM is marked by the mobilization of HR around the themes related to the economic, social and environmental triptych. Although not all of these responsible commitments are formalized.

In the end, it seems sensible to propose a number of recommendations to better mobilize HRM and HR practices around responsible acts:

- Business leaders in the Bejaia region should, in our view, establish a local computerized private base to better manage recruitment and training activities. This database will allow private companies located along the territory of Bejaia, to choose the right profile for the desired position by simple access. It is an instrument that will help to develop and provide businesses in the Bejaia region with an adequate and available workforce. It is also a very flexible solution giving the company the possibility to regulate the work of employees according to the development of its activity, facilitating the management of social security and the organization of their employment relationship. Businesses in need of labor will be able to call directly on this base.
- In addition, the networking of companies and their inclusion in a network of relationships will help to realize joint training projects. In this sense, local training centers (universities, institutions and training schools) should be favored over external ones. Some local companies, having already developed a know-how in a particular field, will be able to act as trainers and possibly establish a framework of territorial competences.
- In addition, collaboration with local training centers will enrich this database and place it in a future perspective and green HRM. With this anticipation, companies will be able to properly manage the careers of their employees and help those whose occupations are destined to disappear, their employability in the labor market (training

in new occupations may be possible), so that each company could draw up its own business map from this base.

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