

## The Role Of The Dimensions Of Social Responsibility In Activating The Performance Of The Human Resource In The Economic Institution Case Study Of Algeria- Telecom-Batna

دور أبعاد المسؤولية الاجتماعية في تفعيل أداء المورد البشري بالمؤسسة الاقتصادية  
دراسة حالة شركة اتصالات الجزائر – باتنة

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### Abstract

This study aims to determine the role of the dimensions of social responsibility in activating the performance of the human resource in companies. The data for the study were collected through questionnaires as a basic tool and the interview as a complementary with the participation of 40 high-position employees of Algeria-Telecom-Batna. Several methods were used to analyse statistical data, including regression coefficient and the statistical program *spss*. The findings revealed that there is a moral role in the social dimension.

**Keywords:** Social responsibility; dimensions of social responsibility; performance; human performance; Algeria Telecom-Batna.

**JEL Classification Codes:** M12, M14

ملخص:

تهدف هذه الدراسة إلى تحديد دور أبعاد المسؤولية الاجتماعية في تفعيل أداء المورد البشري في المؤسسات. ومحاولة اسقاط ذلك من خلال دراسة استطلاعية استبائية لعينة من 40 مفردة من اطرار شركة اتصالات الجزائر-باتنة، تم جمع البيانات والمعلومات باستخدام الاستبانة كأداة أساسية والمقابلة كأداة مكملة مع بعض إطرار الشركة. استخدم في التحليل الاحصائي للبيانات عدة أساليب من بينها: معامل الانحدار وتحليل البيانات باستخدام البرنامج الاحصائي *spss*. توصلت الدراسة إلى جملة من النتائج أهمها: يوجد دور معنوي لأبعاد المسؤولية الاجتماعية في تفعيل أداء المورد البشري بشركة اتصالات الجزائر-باتنة.

كلمات مفتاحية: المسؤولية الاجتماعية؛ أبعاد المسؤولية الاجتماعية؛ الأداء؛ الأداء البشري؛ شركة اتصالات الجزائر-باتنة.

تصنيفات JEL : M14،M12

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### **Introduction:**

Human resources represent a strategic resource for economic institutions, as the human element is the real resource capable of creating value for them and ensuring the stability and continuity of their activity in a business environment that knows rapid changes and transformations, so most organisations of different sizes and quality of activity work to attract the best competencies capable of ensuring continuous improvement of their performance.

This continuity depends on the extent to which organisations are interested in improving the performance of their human resources.

The topic of social responsibility is one of the important topics in many countries, especially developed ones, and it is included in their strategies and plans and urged companies to adopt the concept of social responsibility to help the government in solving society's problems. On the other hand, Social Responsibility has a role in private sector institutions that does not depend on their positive impact on the environment and citizens but contributes to improving the organisation's reputation and offering society's trust and respect.

### **The Problem of the Study**

Algerian institutions, like other international institutions, face great challenges in light of the changes the world is witnessing; they need to adopt social responsibility in their management. This portal requires the optimal use of all resources, especially human resources, and directing them according to dimensions that reflect positively on their performance level. In this context and through the already discussed points, the main question of the study can be posed as follow:

### **To what extent do the dimensions of social responsibility contribute to activating the human resource performance at Algeria Telecom-Batna?**

To address this problem, raising a set of the following sub-questions is required:

- What does social responsibility mean? And what are its dimensions?
- What do we mean by human resource performance?
- Is there a role for the dimensions of social responsibility in activating the human resource performance at Algeria Telecom-Batna?

**The hypotheses of the study:** this study is based on a primary hypothesis, which is divided into a number of sub-hypotheses, as follows:

- **There is a role for the dimensions of social responsibility in activating the human resource performance at Algeria Telecom-Batna.**

Within this primary hypothesis, there are four sub-hypotheses, as follows:

- There is a moral role of the economic dimension in activating the human resource performance at Algeria Telecom-Batna.
- The legal dimension has a moral role in activating the human resource performance at Algeria Telecom-Batna.
- The ethical dimension has a moral role in activating the human resource performance at Algeria Telecom-Batna.
- The human dimension has a moral role in activating the human resource performance at Algeria Telecom-Batna.

**The approach of the study:** to answer the problem of the study, we relied on the theoretical part of the descriptive analytical method by referring to Arab-foreign references to address some concepts, while for the practical part, we used the case study approach by choosing Algeria Telecom-Batna as a studied case.

**The significance of the study:** the importance of the study comes in the fact that it deals with an important topic, which is to identify the dimensions of Social Responsibility and its role in activating the performance of the human resource in Algeria Telecom-Batna, as this study is considered as a scientific addition that contributes to emphasising the need to expand the application of the dimensions of social responsibility in Algerian institutions if they want to improve the performance of their human resources.

**Objectives of the study:** the objectives that can be reached through this study can be summarised as follows:

- To define the concept of social responsibility, goals, and dimensions on which social responsibility is based;
- To identify the level of human performance at Algeria Telecom-Batna;
- To determine the nature and relationship between the dimensions of Social Responsibility and Human Performance at Algeria Telecom-Batna;
- To present various results and make recommendations.

#### **Previous studies**

**The study by Yahyaoui Naima, Ben Arama Abla; 2017, which was entitled "The Role of Social Responsibility in Improving the Performance of the Human Resource in the Hospital Institution - a case study of the University Hospital Center in Batna", Journal of Industrial Economics, Vol.07, No. 02, University of Batna 01, Algeria.** - This study aims to show the importance and role of social responsibility in the direction of human resources in hospital institutions by distributing 80 questionnaires at the University Hospital Center in Batna. The results of the study revealed that there is a strong correlation between social responsibility and Human Resource performance.

**The study of Rafika snekra, Mounira salami in 2020, which was entitled "The Impact of Applying Corporate Social Responsibility Towards Human Resources on Human Performance; case study of the National Institution for Well Services Institution ENSP Hassi Messaoud", Algerian Journal of economic development, Vol. 07, No. 02, Kasdi merbah University, Ouargla, Algeria,** this study aimed to shed light on the topic of Social responsibility and Human Resources performance in economic institutions, a case study of the National Institution for Well Services Corporation ENSP to identify the extent to which the institution under study can exercise social responsibility towards human resources and the impact of this on performance of human resources, thus we based on the case study method using the questionnaire as a study tool, which was distributed to a sample of 250 workers from various organisational levels, and the results of the study were analysed using the data analysis program spss, the results of the study showed that the institution under study adopts practices towards human resources at an acceptable level, and a statistically significant correlation was established between the dimensions of social responsibility towards human resources as independent variables and the performance of the human resource as a dependent variable.

**Falah Bin Faraj Al-Subaie's study, 2014, entitled "The Impact of Adopting Social Responsibility Programs Towards Employees on Human Resources Management Policies "applied to industrial companies in Riyadh region", Journal of Humanities and Social Sciences, issue 42, Imam Muhammad Bin Saud Islamic University, Saudi Arabia.** This study aimed to identify the motivation for the adoption of Social Responsibility programs for employees of industrial companies in the Riyadh region, to measure the impact of this on the policies of human resources management, as well as to measure the differences between employees in their performance of the social responsibility programs provided to

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them according to a number of demographic variables; the study reached several results, the most important of which is that the companies under investigation work to achieve job security for employees, provide job opportunities for graduates, and apply a system of incentives and rewards that positively reflects on the performance of employees.

**The structure of the study:** to achieve the objectives of the study and answer the problem, the structure of the study included the following chapters:

1. The theoretical framework of social responsibility.
2. The theoretical framework of human performance.
3. The fieldwork study at Algeria Telacome-Batna.

**1- The Theoretical Framework of Social Responsibility**

**1-1 Definition of social responsibility:**

The American economist John Morris Klark is considered the first who write on the topic of social responsibility of organisations in 1916 with an article entitled "Fundamental Changes in Economic Responsibility", and through this research, he proposed expanding the scope of responsibility of the organisation to include the social dimension. (Bouyou, 2010, p. 44)

Social responsibility is "an organisation's commitment to the society in which it operates, and this commitment expands with the breadth of stakeholder segments in this society and the diversity of their orientations "(Taher Mohsen and Nima Abbas, 2008, p.289). Social responsibility is the development of processes for stakeholder assessments of environmental requirements and the implementation management programs for social issues ( Bryanlt & SOO, 2008, p. 338).

But reaching a comprehensive and integrated concept of social responsibility for business organisations is not easy because two things complicate this concept) (Shaker Jarallah, 2015, p. 149):

- The presence of a large number of stakeholders whose interests towards business organisations are numerous and decreasing;
- There is a gap between what society expects from these organisations and what businessmen imagine of the possibility of what their organisations offer to society. This gap can be reduced by increasing mutual trust between organisations and society.

Although most organisations recognise the importance of Social Responsibility and support its adoption, some find different arguments that push organisations to either adopt this idea for their free existence and the following table social responsibility or avoid and ignore it.

**Table (1): Arguments for and against social responsibility**

<b>Arguments against social responsibility</b>	<b>Arguments in favour of social responsibility</b>
<ul style="list-style-type: none"> <li>- Enterprises should take care of economic goals and leave the social goals to the competent organisation.</li> <li>- Pursuing a social goal weakens economic productivity, which leads to a lack of profits.</li> <li>- Social work is considered a cost for the organisation.</li> <li>- The dominance of organisations in</li> </ul>	<p><b>Public expectations:</b> high social expectations from organisations and public opinion support Social Interest and economic goals..</p> <p><b>-Long-term earnings:</b> a result of relations with society and improving the image of the organisation with the public.</p> <p><b>Moral commitment:</b> to do what is right and avoid illegal actions.</p>

<p>society, especially after the commitment to social responsibility, it will become more powerful.</p> <ul style="list-style-type: none"> <li>- Limited experience and lack of skill in</li> <li>- Facing social problems.</li> <li>- Weakening the other goals of the institution, as it consumes not a little energy.</li> <li>- Social responsibility is a complex and difficult issue that is often difficult to understand.</li> <li>- Lack of public support and the possibility of different opinions may lead to disagreements, the organisation is indispensable.</li> </ul>	<p><b>Enterprise image:</b> create the best images to attract more audience and sweep bigger markets.</p> <p><b>Ecology:</b> creating a more stable and attractive environment for skilled workers.</p> <p><b>Interests of shareholders:</b> raising the value of shares in the long term.</p> <p><b>Possession of resources</b> organisation has the necessary capabilities to provide social support.</p> <p><b>-Prevention is better than cure</b> organisation working in society seeks to solve problems before the situation worsens.</p>
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Source: (Najm Abboud, 2014, Page 214)

## 1-2 Dimensions of Social Responsibility

Many researchers tried to identify the dimensions of social responsibility, each according to his point of view, and the Carroll model was chosen since it is the most common model, which divided the dimensions of social responsibility into four categories according to importance.

### 1-2-1 The economic dimension:

The economic dimension of social responsibility in achieving profits for owners, administration, employees and shareholders; Peter Drucker says, "The social responsibility of the organisation consists first of achieving economic profits that enable it to cover future costs". In addition to making a profit for the rest of the parties affected by the organisation's decisions for individuals, all this must be done within the framework of the applicable laws and regulations (Lagouil; Zamali, 2016, p.304).

### 1-2-2 Legal dimension:

Society has not only sanctioned businesses to operate on the basis of the profit motive. (Benguireche; Ouguenoune, 2022, p. 478)

This dimension of social responsibility concerns legal obligations and the totality of legislation unified in an organisational framework, which the organisation must respect and comply with (Joël & Arvind, 2007, p. 18)

### 1-2-3 Ethical dimension:

Represents acceptable behaviour that is approved by shareholders, investors, especially society and organisations working in the same activity, and most of the rules governing this behaviour are norms, traditions and inherited values that are united at the same time and work with other dimensions to consolidate the social responsibility of organisations (Ahmed Mohebi, 2019, P.137).

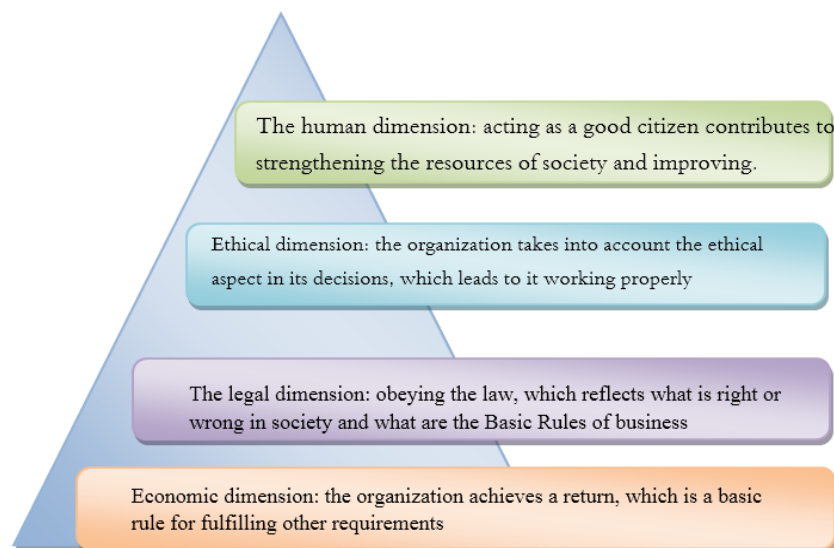
### 1-2-4 The human dimension:

It is at the top of the pyramid of Social Responsibility, which may not represent one of the requirements of the organisation's work, but it represents the well-being, reputation and position occupied by the organisation in the market or the desire of customers dealing with it. This is done through its activities and activities supporting the already mentioned dimensions (Thamed, 2012, P.07).

From the previous points, the dimensions of social responsibility can be illustrated by the following figure:

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**Figure (1): The Pyramid of Social Responsibility according to the author Carroll**



Source:Source spécifiée non valide.

**1-3 Elements of Social Responsibility**

A large number of researchers have identified elements of social responsibility. Still, they differ in the order of priority of these elements, and the elements of social responsibility can be explained in the following table:

**Table (2): elements of social responsibility**

Elements	Some of what an entrepreneurial organisation should be aware of its social role
<b>Owners</b>	Protect the company's assets, make the greatest possible profit, paint a good picture of the organisation, maximise the value of the share and the organisation as a whole, and increase sales volumes.
<b>Workers</b>	Job justice, health care, paid salaries and wages, paid vacations, opportunities for advancement and promotion, continuous training, housing and transportation of individuals, suitable working conditions.
<b>Consumers</b>	Suitable prices, honest advertising, safe products and good quality, instructions on the use of the product such as disposal or from its remnants.
<b>Competitors</b>	Honest information, non-withdrawal of individuals from others by dishonest means, fair and honest competition.
<b>Suppliers</b>	Fair prices, continuity in processing, repayment of financial obligations and honesty in dealing.
<b>Ecology</b>	Afforestation and establishment of green spaces, harmless products, reduction of water, air and soil pollution, optimal use of resources, especially renewable ones.
<b>Government</b>	Compliance with the laws, rehabilitation and training, equality of opportunity in employment, solving social problems, repayment of tax obligations.
<b>Lobbyists</b>	Honest dealing with the press, respect for the activities of environmental protection groups, Good dealing with consumer protection associations, respect for the role of trade unions and good dealing with them.

Source: preparation of researchers based on (Al-Serafi, 2007, pp. 70-72)

#### **1-4 Obstacles to Social Responsibility**

The lack of capabilities and experience of employees, limited marketing efforts, lack of management experience and inappropriate institutional systems can represent internal obstacles. External obstacles are manifested in the existence of legislation limiting the activity of these institutions, the lack of adequate support from the government for such practices, as well as the lack of interest of organisations in social responsibility programs as the motives for applying social responsibility on the personal beliefs of senior management (Miliani and Araba, 2023, P.98).

### **2- Theoretical Framework of Human Performance**

#### **2-1 The concept of human performance**

Before dealing with the concept of human performance, we will define the term performance, it refers to the degree of achievement and completion of the tasks that make up an individual's job, and it reflects how the individual achieves or satisfies the job requirements. (Ben Ashi, 2012, p.13) human performance is one of the most difficult connotations that cannot be definitively separated in its concept; studies have pointed to different concepts of human performance. (Makkawi; Mekrash, 2020, P.414) Some considered human performance as behaviour and defined it as: "the total value of the behaviours performed by an individual over a while and expected by the institution". (Haines & Saint-Onge, 2007, p. 98).

On the contrary, some defined it as an achievement: "the level that a working individual achieves when doing his job in terms of the quantity and quality of the work provided by him. Performance is the effort of everyone in the organisation, including organisers, managers and engineers, "he said. (Hamdawi, 2004, p. 123).

In general, no matter how many definitions have been given for human performance, it is nothing more than a purposeful behaviour performed by an individual to achieve the desired goals.

#### **2-2 Components of human performance:**

The performance of working individuals is determined by the mixing and interaction of three basic factors, which can be illustrated in the following performance equation: (Mustafa, 2018, p. 30)

**Human performance= motivation × abilities and skills × job role perception**

##### **2-2-1 Motivation:**

The performance of individuals within the organisation varies according to the degree of their enthusiasm and desire. This is why motivation is defined as: "the process in which behaviour is directed towards satisfying specific needs in order to reach some goal". (Abbas, 2011, p.166), Motivation is a latent (internal) force.

##### **2-2-2 Abilities and skills:**

Are the personal characteristics used to perform the job; these abilities do not change and fluctuate over a short period. (Rwaya, 2004, page 210)

##### **2-2-3 Perception of the functional role:**

Perception can be defined as: "the way in which an individual sees and evaluates external stimuli that he receives through his senses". (Diri, 2011, P. 66) individual receives several influences, interprets, organises and assimilates them influenced by his motives and previous experiences, and the characteristics of those influences.

Human performance is the result of the interaction of a group of factors, where the relationship between the variables is clear, the individual has the abilities and skills to perform

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certain work, but he needs to have sufficient motivation to perform it to be aware of the importance of the job role he plays.

### **2-3 Human Performance Evaluation:**

To determine the extent to which the set goals are achieved and to identify the level of performance of individuals, the human resources department, in cooperation with other departments, evaluates their performance, as they use financial, material, technical, informational and other resources, this evaluation ensures the optimal use of those resources.

#### **2-3-1 Definition of human performance evaluation:**

Many designations have been given by management writers to performance evaluation; some called it performance evaluation, it was also called efficiency rating, and others called it efficiency rating, but the best designation for it is performance evaluation for its widespread use (Nouri, 2014, p338) the performance evaluation is: "the process that allows the individual to Progressive progress and development, and it leads to continuous improvement in the level of individual performance" (Peretti, 1999, p. 339).

It is intended to study and analyse the performance of employees for their work and observe their behaviour and actions during work to judge the extent of their success and the level of their efficiency in doing their current work and also to judge the possibilities of growth and progress of the individual in the future and assume greater responsibilities, or promotion to another job. (Mohamed Abdelbaki, 2001, p. 275)

#### **2-3-2 Objectives of human performance evaluation:**

The process of evaluating the performance of individuals is one of the important activities practised by the human resources department in the organisation, and when it carries out the evaluation process, it aims to achieve the following goals: (Berber, 1997, p. 125)

- **Administrative objective:** by making decisions regarding transfer, promotion or layoffs;
- **Developmental goal:** Identifying the weaknesses of individuals in preparation for overcoming them, in addition to increasing the motivation of individuals through the use of objective methods in the evaluation process.
- **Conditions for the success of the human performance evaluation process:** for the human performance evaluation process to be effective and help achieve the goals for which it was found, a set of conditions must be met, the most important of which are: (Dessler, 2005, pp. 330-331)
  - The identification of the problems of Human Performance Evaluation and work to address them;
  - The use of the appropriate method or methods of evaluation;
  - The preservation of files of human performance evaluation results and reports;
  - The confirmation of the use of competencies of the parties based on the evaluation process is used on the ground.

### **2-4 Difficulties and errors in evaluating human performance:**

Many common mistakes accompany the process of evaluating human performance, some of which are mentioned below: (Abbas, 2011, pp. 287-288)

- The influence of a certain quality in judging subordinates' competence: the boss may give one of his subordinates a high or low rating based on one trait he touches in him.
- Intransigence or leniency on the part of superiors in the evaluation: is to avoid problems that may arise between them and their subordinates or for the desire to help



them due to social conditions faced by subordinates. (Mohamed Abdelbaki, 2001, page 306).

- **Personal bias:** the evaluator is biased with or against one of the parties for reasons unrelated to performance, such as bias due to religion, race, gender or the family from which the individual comes. (Nori, 2014, Page 360)
- **Central orientation:** many evaluators give points characterised by convergence; they tend to focus the assessment around a middle point. (Hijazi and Maallim, 2013, p. 57)
- **Novelty:** this error appears if the evaluation process is extended for long periods, where the evaluator takes the previous performance of the individual without paying attention to the subsequent developments on the individual after the first or previous evaluation process, or he neglects the previous performance of the individual. (Ibrahim Mohammed, 2013, page 163).

From the above, it can be said that the performance of the human resource is what helps determine the position of the organisation in the world of its activity; if the performance of individuals is good and effective, it will contribute to the organisation's status among successful organisations and ensure its continuity and stability.

### **3- Fieldwork Study at Algeria Telecom-Batna**

Algeria Telecom is the historical operator of the Algerian telecommunications sector; it is a company with 100% state-owned shares, established by applying clause No. 12 of Law No. 03/2000 dated 05 August 2000 on the restructuring of the postal telecommunications sector. Under this decision, the separation of postal and telecommunications activities was carried out. Thus, Algeria Telecom company resulted from this law and became a Joint-Stock Company. More than 345 agencies of telecom Algeria are spread throughout the national territory, which is a policy aimed at getting closer to customers and attracting the largest number of them to provide various services for the company.

Algeria Telecom Batna is one of the directorates of the Algeria Telecom complex, established on 21 January 2003, and it includes 08 commercial agencies and 09 technical centres affiliated with it.

#### **3-1 Population and the Sample of the Study:**

Our study population is represented on all frames of the company. Forty questionnaires were distributed, of which 38 were responded. After examination and inspection, 03 questionnaires were excluded for not meeting the analysis requirements, so the number of acceptable and valid questionnaires for statistical analysis is 35.

#### **3-2 The used statistical processing: the following statistical methods were used:**

- **Descriptive statistics measures:** which aim to describe the study sample and show its characteristics based on percentages and repetitions and arrange variables according to their importance based on arithmetic averages and standard deviations;
- **Stability coefficient Alpha Cronbach:** used to measure the stability of the study instrument and to demonstrate the strength of the relationship between its paragraphs and consistency;
- **Criterion validity:** to measure the validity of the study instrument;
- **Regression variance analysis:** used to test the suitability of the proposed model to represent the relationship between the study variables (dimensions of social responsibility, Human Performance);
- **Regression analysis:** to test the role of the independent variable in its various dimensions in the dependent variable. In addition to testing the role of each

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dimension of independent variables (economic dimension, legal dimension, moral dimension and human dimension) separately in human performance.

**3-3 The study tool, testing its validity and reliability:**

**3-3-1 Study tool:**

To obtain the data, the questionnaire was relied on mainly; in addition to the interview as a complementary tool, the questionnaire included two main sections—the first section was specific to the general data of the participants.

The second section, which is specific to the sections of the questionnaire and in turn, consists of two sections, the first relates to the dimensions of Social Responsibility, and the second relates to human performance.

The five-point Likert scale was used to measure the questionnaire's answers. The following table shows the low and high levels of the 5-point Likert scale.

**Table (3): Low and high levels of the five-point Likert scale**

Degree	1	2	3	4	5
The level	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Weighted average arithmetic mean	1.79 - 1.00	2.59 - 1.80	3.39 - 2.60	4.19- 3.40	5.00 - 4.00

Source: prepared by researchers

**3-3-2 The validity of the study tool**

The validity of the study tool was chosen by presenting the questionnaire to a group of teachers at Elhaj Lakhdar Batna University. We asked them to express their opinion about the statements in terms of clarity, wording and the degree of their relevance with the problematic of the research and its hypotheses to benefit from their opinions and suggestions and then make appropriate adjustments in light of their recommendations, as the questionnaire was improved and drafted in the final form.

**3-4 Structural validity of the study tool**

The Structural validity reflects the extent to which each questionnaire statement relates to the dimension it measures. To make sure of this, the researcher calculated the Pearson coefficient, whose value ranges from (-1, +1); if its value is equal to zero, this indicates that there is no relationship, and if its value ranges between (greater than 0, +1) this means that there is a direct relationship, but if the value ranges between (less than zero, -1), then there is an inverse relationship (Haidar Abd El Karim, 2017, P.320).

**3-4-1 Calculate the coefficients of the correlation of the statements of the axis of social responsibility.**

The coefficients of the correlation of statements measuring the dimensions of the social responsibility axis can be presented in the following tables:

**Table (4): Structural validity of the legal dimension**

Paragraphs	Correlation coefficient	sig valu
The company adheres to the laws that seek to provide health and medical care to workers.	**324	.000.
The company respects all laws and legislation on Environmental Protection.	**537	.000.
The company is obliged to respect consumer protection laws.	**490	.000.
The company adheres to the laws to protect workers from occupational accidents and diseases.	**531	.000.
The company recognises the right of union work	**637	.000.

**Table (5): Structural validity of the economic dimension**

Paragraphs	Correlation coefficient	sig valu
The company uses appropriate economic means to achieve profit.	**461	.000.
The company uses appropriate economic means to achieve distinction from other companies.	**629	.000.
The company contributes to supporting the local and national economy.	**785	.000.
The company strives to reach high levels of efficiency at work.	**621	.000.
The company is keen on the optimal use of economic resources.	**518	.000.

**Table (6): Structural validity of the of the human dimension**

Paragraphs	Correlation coefficient	sig valu
The company contributes to the creation of positions to work to reduce the unemployment rate.	531**	.000
The company allocates a percentage of open positions for employment to women and people with special needs.	777**	.000
The company contributes to the sustainable development programs programmed by the government.	340**	.000
The company sponsors cultural events and activities in the community.	347**	.000

**Table (7): Structural validity of the ethical dimension**

Paragraphs	Correlation coefficient	sig valu
The company has a declared ethical guide for all its staff.	360**	.000
The company gives bonuses to individuals who report irregularities and negative practices.	352**	.000
The company is committed to transparency in recruitment procedures away from nepotism.	340**	.000
The company is committed to fair competition and not to resort to withdrawing workers from other organisations by extraneous, legitimate ways.	416**	.000
The company is committed to ethically advertising its products.	698**	.000

\*\* Means comparing the SIG value (significance level) or the error value (P-VALUE) significance level of 0.01 or less.

\* Means comparing the SIG value (significance level) or the error value (P-VALUE) significance level of 0.05 or less.

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The previous tables show that all the values of the correlation coefficients that measure each dimension of social responsibility are positive and statistically function at the significance level of 0.01 or less, confirming the correlation of each statement with the dimension it measures.

**3-4-2 Calculation of the correlation coefficients of the statements of the human performance axis.**

The correlation coefficients of statements measuring the human performance axis can be presented in the following table:

**Table (8): Structural validity of the human performance**

Paragraphs	Correlation coefficient	sig valu
The company is keen to comply with labour regulations and laws.	453**	.000
The company encourages to use all available resources to complete the work without waste.	352**	.000
The company is always keen on people's understanding and knowledge of the content and working procedures.	623**	.000
The company is keen to follow the values and behaviours that encourage business excellence.	661**	.000
There is coordination and cooperation between all individuals in the company to do all the work accurately.	473**	.000
The company is keen on exchanging new knowledge and ideas about work among all individuals.	553**	.000

\*\* Means comparing the SIG value (significance level) or the error value (P-VALUE) significance level of 0.01 or less.

\* Means comparing the SIG value (significance level) or the error value (P-VALUE) significance level of 0.05 or less.

The previous table shows that all the values of the correlation coefficients that measure the axis of human performance are positive and statistically function at the significance level of 0.01 or less, confirming the correlation of each statement with the axis of human performance that it measures.

**3-4-3 Stability of the study tool:**

The alpha Cronbach coefficient was used to measure the stability of the study tool, the results of which were shown in the following table:

**Table (9): Results of the questionnaire stability coefficient test and its validity**

The axis	Paragraphs	Alpha Cronbach
Dimensions of social responsibility (independent variable)	19	0,792
Human performance (dependent variable)	06	0,890
All resolution axes	25	0,888

**Source:** prepared by the researcher based on the outputs of the SPSS program

From Table (9), we notice that the coefficient of internal consistency of the study tool is characterised by a high degree of stability and validity, as the coefficient of total stability of the axes of the resolution as a whole is **0.888**; therefore, it meets the conditions required for its use as an analysis method for the study.

**3-5 Analysis and interpretation of results:**

**3-5-1 Analysis of the general characteristics of the study sample:**

Through statistical analysis, it is clear that the majority of the respondents were males, with a percentage of 73.2%, while 26.8% of the total study population were females.

According to the results of the analysis, we find that the majority of the study sample members have university degrees, where they reached 75%, and this is natural because all the members of the study sample occupy important positions in the company. Followed by individuals with a secondary level of 15% concerning years of experience, we find that most of the study sample members range from 10 years of experience to less than 15 years, representing 53.7%; this means that their current positions are recent. While the percentage of individuals whose years of experience range from 05 years to less than ten years is 22%, the percentage of 12.2% represents the respondents whose years of experience are less than 05 years. And finally, individuals whose years of experience ranged from 15 to less than 20 years were 22 by 12%.

**3-5-2 Normal distribution test:**

**Table (10): normal distribution test**

Study variables	Torsion coefficient skewness	Kurtosis flatness coefficient
<b>Social responsibility</b>	<b>0.650</b>	<b>1.050.</b>
The economic dimension	0.550	0.650
The legal dimension	0.261	0.870
The moral dimension	0560	1.580
The human dimension	0.338	-0.245
<b>Human performance</b>	<b>0.317</b>	<b>0.690</b>

Source: prepared by researchers based on the outputs of the SPSS program

The previous table shows that the study variables follow the normal distribution where the torsion coefficient (skewness) was confined (0.261-0.650), and thus the condition was met that the torsion coefficient was confined between (-1.1). The flattening coefficient (kurtosis) was confined between (-0.245, 1.05), and thus the condition was met, and the flattening coefficient was confined Between (-3, 3). The previous results confirm that the data of the study variables follow the normal distribution and therefore accept the nihilistic hypothesis; that is, the data of the study variables follow the normal distribution.

**3-5-3 Statistical analysis of the dimensions of social responsibility:**

Analysing the respondents ' answers about the dimensions of social responsibility at Algeria Telecom-Batna, were generally in agreement, with a total arithmetic mean of 3,715 and a standard deviation of 0,767. This is shown in the following table:

**Table (11): Results of the analysis of the level of dimensions of social responsibility according to the answers of the study sample**

For the level of dimensions of social responsibility	Arithmetic mean	Standard deviation	Degree of response
The economic dimension	3.66	0.51	Agree
The legal dimension	3.80	0.63	Agree
The moral dimension	4.00	0.78	Agree
The human dimension	3.56	1.24	Agree
<b>Total</b>	3,715	767	Agree

Source: prepared by researchers based on the outputs of the SPSS program

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Table (11) summarises the tendency of respondents' answers about the level of social responsibility dimensions, where the moral dimension came in first place in terms of ranking and relative importance given to it by the study sample members with an arithmetic 4.00 and a standard deviation of 0.78. This shows that the company's high-position employees emphasise ethical behaviour. Then the legal dimension had an average arithmetic of 3.80 and a standard deviation of 0.63, while the economic dimension had an average arithmetic of 3.66 and a standard deviation of 0.51. Finally, the human dimension with an average calculation 3.56 and a standard deviation of 1.24, where the analysis of the statements of this dimension indicates that the company attaches great importance to the application of the dimensions of social responsibility.

**3-5-4 Statistical analysis of the human performance axis:**

**Table (12): Summary of the results of the analysis of the human performance axis according to the answers of the study sample**

Human performance	Arithmetic mean	Standard deviation	Degree of response
Values	3.63	0.59	Agree

Source: prepared by researchers based on the outputs of the SPSS program

Table (12) summarises the tendency of respondents' responses on the human performance axis, where the total average 3.63 standard deviation of 0.59. According to the respondents' perceptions, the level of human performance in the company under study was high.

**3-6 Testing the hypotheses of the study:**

**3-6-1 Test the validity of the form**

**Table (13): analysis of inflation coefficient and Tolérance variance**

Variants	Inflation coefficient	Tolérance variation
The economic dimension	2.22	0.339
The legal dimension	1.95	0.513
The moral dimension	1.87	0.533
The human dimension	1.75	0.570

Source: prepared by researchers based on the outputs of the SPSS program

The table shows that the coefficient of variation inflation for all independent variables is limited between 1.75-2.22 and is less than 10. Also, the Tolérance variance is limited between 0.333-0.570, greater than 0.1. Therefore it can be said that there is no correlation between the independent variables and that the model is valid for testing the study's hypotheses.

**3-6-2 Testing the main hypothesis:**

The main hypothesis can be presented statistically as follows:

**H<sub>0</sub>**: no moral role for the dimensions of social responsibility in activating the human resource at Algeria Telecom-Batna.

**H<sub>1</sub>**: there is a moral role of social responsibility in activating the human resource at Algeria Telecom-Batna.

**Table (14): Analysis of the simple linear regression coefficient between the dimensions of social responsibility and human performance**

Scope	Correlation coefficient $r$	coefficient of determination $r^2$	Regression coefficient	The F value	Sig significance level
Value	0,897	0,804	0,835	425,180	0,000

Source: prepared by researchers based on the outputs of the SPSS program

Through Table (14), it is clear that the correlation coefficient  $r=0,897$ , that is, there is a positive relationship between the independent variable and the dependent variable, and this is explained by the determination coefficient, which estimates  $r^2=0,804$ , which is a large ratio. Also, the calculated value of F amounted to 425,180 probability value sig= 0,000, which is lower than the approved significance level (0.05), indicating a significant significance of the model. The results also show a moral decline, which reached 0.835. Therefore we reject the null hypothesis and accept the alternative hypothesis, which states. There is a moral role of the dimensions of social responsibility in activating the human resource performance in Algeria Telecom-Batna.

**3-6-3 Testing of sub-hypotheses:**

- **Testing the first sub-hypothesis:** this hypothesis can be presented statistically as follows:

**H<sub>0</sub>:** There is no moral role of the economic dimension in activating the human resource performance at Algeria Telecom-Batna.

**H<sub>1</sub>:** There is a moral role of the economic dimension in activating the human resource performance at Algeria Telecom-Batna.

**Table (15): Analysis of the simple linear regression coefficient between the economic dimension and human performance**

Scope	Correlation coefficient $r$	coefficient of determination $r^2$	Regression coefficient	The F value	Sig significance level
Value	<b>0.949</b>	<b>0.925</b>	<b>1.083</b>	<b>395.070</b>	<b>0,001</b>

Source: prepared by researchers based on the outputs of the SPSS program

Table (15) shows that the correlation coefficient  $r=0,949$ , that is, there is a positive relationship between the independent variable and the dependent variable, and this is explained by the determination coefficient, which estimates  $r^2=0,925$ , which is a large ratio.

Also, the calculated value of F amounted to 395,070 probability value sig= 0,001, which is lower than the approved significance level (0.05), indicating a significant significance of the model. The results also show the moral decline, where it reached 1,083. Therefore we reject the null hypothesis and accept the alternative hypothesis, which states. There is a moral role of the economic dimension in activating the human resource performance at Algeria Telecom-Batna.

**3-3-4Testing the second sub-hypothesis:**

This hypothesis can be presented statistically as follows:

**H<sub>0</sub>:** No moral role of the legal dimension in activating the human resource performance at Algeria Telecom-Batna.

**H<sub>1</sub>:** There is a moral role of the legal dimension in activating the human resource performance at Algeria Telecom-Batna.

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**Table (16): Simple linear regression coefficient analysis between the legal dimension and human performance**

Scope	Correlation coefficient $r$	coefficient of determination $r^2$	Regression coefficient	F The value	Sig significance level
Value	0.917	0.921	1.033	519.304	0,000

Source: prepared by researchers based on the outputs of the SPSS program

Table (16) presents that the correlation coefficient  $r=0,917$ , that is, there is a positive relationship between the independent variable and the dependent variable, and this is explained by the determination coefficient, which estimates  $r^2=0,921$ , which is a large ratio.

Also, the calculated value of F amounted to 519,304 with a probability value sig=0,000, which is lower than the approved significance level (0.05), indicating a significant significance of the model. The results also show a moral decline, which reached 1,033, so we reject the null hypothesis and accept the alternative hypothesis, which states; there is a moral role of the legal dimension in activating the performance of the human resource at Algeria Telecom-Batna.

**3-6-5 Testing the third sub-hypothesis:**

This hypothesis can be presented statistically as follows:

**H<sub>0</sub>:** there is no moral role of the ethical dimension in activating the performace of the human resource at Algeria Telecom-Batna.

**H<sub>1</sub>:** there is a moral role of the ethical dimension in activating the human resource performance at Algeria Telecom-Batna.

**Table (17): Analysis of the simple linear regression coefficient between the ethical dimension and human performance.**

Scope	Correlation coefficient $r$	coefficient of determination $r^2$	Regression coefficient	F The value	Sig significance level
Value	0.938	0.911	1.073	493.058	0,000

Source: prepared by researchers based on the outputs of the SPSS program

It appears from Table (17) that the correlation coefficient  $r=0,938$ , that is, there is a positive relationship between the independent variable and the dependent variable, and this is explained by the determination coefficient, which estimates  $r^2=0,911$ , which is a large ratio.

Also, the calculated value of F amounted to 493.058 with a probability value sig=0,000, which is lower than the approved significance level (0.05), indicating a significant significance of the model. The results also show the moral decline, which reached 1,073. Therefore we reject the null hypothesis and accept the alternative hypothesis, which states. There is a role there is a moral role of the moral dimension in activating the performance of the human resource at Algeria Telecom-Batna.

**3-6-6 Testing the fourth sub-hypothesis:**

This hypothesis can be presented statistically as follows:

**H<sub>0</sub>:** there is no moral role of the human dimension in activating the human resource performance at Algeria Telecom-Batna.

**H<sub>1</sub>:** there is a moral role of the human dimension in activating the human resource performance at Algeria Telecom-Batna.



**Table (18): Analysis of the simple linear regression coefficient between the human dimension and performance.**

Scope	Correlation coefficient $r$	coefficient of determination $r^2$	Regression coefficient	F The value	Sig significance level
Value	0.925	0.913	1.078	394.215	0,000

Source: prepared by researchers based on the outputs of the SPSS program

Table (18) shows that the correlation coefficient  $r= 0,925$ , that is, there is a positive relationship between the independent variable and the dependent variable, and this is explained by the determination coefficient, which estimates  $r^2= 0,913$ , which is a large ratio.

Also, the F value amounted to 394,215 with a probability value sig= 0,000, which is lower than the approved significance level (0.05), indicating a significant significance of the model. The results also show the significance of the regression, which reached 1,078. Therefore we reject the null hypothesis and accept the alternative hypothesis, which states. The human dimension has a moral role in activating the performance of the human resource at Algeria Telecom-Batna.

### **Conclusion**

This study analysed the role of social responsibility in activating the performance of human resources in Algeria Telecom-Batna, where we were exposed to the theoretical framework of Social Responsibility and Human Performance. Then we presented the fieldwork study conducted at Algeria Telecom-Batna. We processed the data statistically using the social science statistical package program SPSS.

The study came to a set of results that can be presented as follows:

- Social responsibility is related to a set of dimensions: the economic dimension, the legal dimension, the moral dimension and the human dimension;
- Human performance is considered to be the product of the efforts made and the behaviours practised by individuals to achieve the goals of the enterprise;
- Stability of the study instrument was confirmed, as it reached 0,881 with an estimated validity coefficient of 0.938; therefore, it meets the conditions required to use it as an analysis tool for the study.
- The staff of Algeria Telecom-Batna are aware of the importance of the economic dimension and consider it necessary to improve their performance in the company, where the arithmetic average of the economic dimension reached 0.833 with high relative importance.
- The staff of Algeria Telecom-Batna have agreed on the axis that expresses Social Responsibility, which confirms that the company under study applies the dimensions of social responsibility;
- The staff of Algeria Telecom-Batna also agreed on the human performance axis, which confirms that the company under study is interested in improving the performance of its employees;
- It was proved that there is a statistically significant correlation between the dimensions of social responsibility in various dimensions and the activation of the performance of the human resource at Algeria Telecom-Batna;
- According to the results obtained, some recommendations can be proposed.

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- -The need to be convinced of the importance of adopting the dimensions of social responsibility as a strategic option for the company to reach its goals;
- -The establishment of a specialised section in the field of social responsibility, to which a special budget is allocated to support the activities and programs of these units and to give it independence to support and implement its programs;
- Enterprises should draw up a code of ethics that defines and regulates relations between all interested parties;
- The need to take advantage of the experiences of successful States and organisations in applying the principles of social responsibility;
- The focus on improving human performance, by intensifying training and learning activities.

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