The contribution of management style to the achievement of social responsibility, an applied study on public hospitals in Naâma (Algeria)

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Abstract :

This study aimed to examine the impact of management style on the level of social responsibility achieved on public hospitals in Naâma (Algeria). The SPSS program was used to study the variables and test the validity of the hypothesis. The results showed that the hospitals in the study sample have an average to advanced level of social responsibility. On the other hand, it was found that there is a statistically significant relationship between the management style and the level of social responsibility achieved and that the participatory management style is the one that reaches the highest level of social responsibility.

*Key Words***:** social responsibility, management style, public hospitals, measure, Naâma

JEL Classification : M14, M12.

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Introduction :

Corporate social responsibility is an essential part of market content because of its impact on the future of institutions and their relationships with different stakeholders. In this context, we find that most institutions are looking for ways to increase their sustainability in the market compared to their competitors. Organizations' primary concern is finding a model for measuring social responsibility and achieving the best possible balance between the different stakeholders and their objectives on the one hand. On the other hand, when discussing management style, the latter is considered one of the permanent variables affecting the institution, as the first challenge is determining the best management style for the sustainability of organizations. Before considering the best management style and all dimensions of social responsibility, the leader's concern is to manage his or her company efficiently and improve the institution's social responsibility. This brings us to the central question that will be addressed in this study:

Is there a relationship between management style and the level of corporate social responsibility?

Hypothese : The following hypothesis was formulated based on the research: There is a statistically significant relationship between participative management style and the highest level of social responsibility achieved.

Research methodology : To prove the validity of the hypothesis or not, the descriptive approach was adopted. The research was completed in two parts, the first is theoretical by collecting and analyzing information and the second is applied by analyzing the data collected through a questionnaire form where the SPSS program was used.

I. Theoretical Approach:

Leaders' personalities, personal beliefs and orientations, and perceptions of the environment affect decision-making and more specifically, the degree to which sustainable development practices are adopted. Emphasize personal values as an explanatory variable for sustainable entrepreneurial intention. Business performance as the operating capacity necessary to satisfy the wishes of the major shareholders of the company. (Smith & Reece, 1999). Several researchers have been interested in this notion and have attempted to define it (Bonneveux, Calmé, & Soparnot, 2016).

1.Corporate social responsibility :

According to the European Commission, the implementation of the principles of sustainable development at the company level must be done through social responsibility. It defines corporate social responsibility (CSR) as "the voluntary integration by companies of social and environmental concerns in their business activities and in their relations with their stakeholders". The current importance of the theme of sustainable development reinforces the idea that that the company's contribution to sustainable development involves a multidimensional responsibility that affects the business world. (Abdelli, 2018)

Bowen starts a definition based on of these practices in his book "*Social Responsibilities of the Businessman*.(1953) "It was during the 1950s and 1960s that CSR experienced a strong development. In the context of the inflation of CSR discourse, he proposes to define this concept as well as the doctrine of social responsibility as follows "The term Corporate Social Responsibility will be used frequently. It refers to the obligations of business people to follow policies, make decisions, or follow directions that are desirable in terms of the goals and values of our company. This definition does not imply that business people, as members of the Society, do not have a right to criticize the accepted society's accepted values and contribute to their improvement. The term social responsibility doctrine refers to the idea, now widely expressed, that the businessman's voluntary assumption of social responsibilities, or could be, an operational means of solving economic problems and achieving the financial objectives pursued. (Acquier & Gond, 2007)

The first environmental scandals broke out.This was the birth of the first ecological pressure groups with shareholder activism as their first means of expression shareholder activism and, for example, the boycotting of shares companies that do not respect their social environment. Several public regulations then appeared to force companies to change their behavior. (Mignon & Sarant, 2016)

It becomes necessary to explain the notion of performance since it applies to areas of business management (Capron & Quairel, 2006). In the strict sense of the term, a performance is a quantified result from a ranking perspective (improving one's performance in relation to oneself and/or in relation to others). Therefore, the performance evaluation is built in relation to the reference system.

1.1 .Social and environmental responsibility :

Corporate Social Responsibility (CSR) has again become, in recent years, one of the key themes of several disciplines of managerial literature" (Ben Yedder & Zaddem, 2009).

CSR, which is practically associated with corporate philanthropic endeavors, also reflects everything from charitable donations and social engagement, to the immediate integration of disadvantaged people into the daily business activities of a company. (Awuah, Amoako, Yeboah , Marfo , & Mensah, 2021).

The concept of "corporate performance" occupies an important place in work in management science. (Gu & Luo, 2022). CSR refers to the obligation of managers to carry out policies, make decisions, and follow the lines of conduct that meet the objectives and values considered desirable in our society. The field of business performance measurement lacks a cohesive body of knowledge. Management researchers in areas as diverse as strategy management, operations management, human resources, organizational behavior, information systems, marketing, and management accounting and control contribute to performance measurement. While diverse and multi-disciplinary research is appealing, it can also foster complications. These different approaches towards performance measurement have led to numerous definitions of a business performance measurement system, and there is little consensus regarding its main components and characteristics. (Franco-Santos, et al., 2007).

1.2. Measurement of social responsibility :

VIGEO is the European leader in social and environmental rating, in other words extra-financial. It integrates the notion of social responsibility and sustainable development to measure the company's performance and provide investment decision support tools (analysis and research of socially responsible investment to asset providers: investors and asset managers). In addition, to offer managerial assistance tools for companies (diagnostics, action plans, support for organizations on all or part of CSR issues). To measure social and environmental performance, we applied the VIGEO methodology[1]. (vigeo, 2010)

Each of the questions is scored on a scale of 0 to 100. This rating makes it possible to classify the companies in our sample according to their degree of commitment to social responsibility. (vigeo, 2010).

Table 1: « The rating scale »

Points	The level of the company's commitment to CSR and management of the associated risks.
0	No tangible commitment From poor to very poor risk management
30	Commitment initiated From poor to moderate risk management guarantee
65	Consolidate commitment. Reasonable assurance of risk management.
100	Advanced commitment. CSR objectives are actively promoted.

Source: (vigeo, 2010)

Table 2: « VIGEO's fields and criteria of analysis »

Fields	Criteria
Human Resources	1. Promotion of employee relations. 2. Encourage employee involvement. 3. Quality of compensation systems. 4. Improving health and safety conditions.
Environment	1. Environmental strategy and green design. 2. Minimizing the environmental impact of energy use. 3. Waste management.
customers/suppliers	1. Product safety. 2. Customer information. 3. Integration of environmental factors in the supply chain.
corporate governance	1. Board of directors.
social commitment	1. Contribution to public interest causes. 2. Promoting economic and social development.
human rights	1. Respect for freedom of association and the right to collective bargaining. 2. non-discrimination 3. Elimination of child labor.

Source: (vigeo, 2010)

Once the evaluation criteria have been customized for the sector, VIGEO's analysis focuses on how each company addresses each criterion regarding the results through detailed questions.

Table 3: « VIGEO's Issue Scoring »

	Indicators	What are the company's indicators?
Effectiveness of Results	**Stakeholder Perspectives:**	How do internal or external stakeholders assess managerial commitments?
	Controversies / Trends	How serious are the controversies against the company, how transparently does it react to them, how does it cooperate with the stakeholders?

Source: (vigeo, 2010)

A company's score in each of the six fields is compared to that of all other companies in the sector. This score allows for one of five different 'opinions', depending on the distribution of scores within the sector, on that domain.

The scores of the six domains will allow us to build a single score for each company based on an arithmetic average of the domains. All domains have identical weighting. But to rate a company, you need quality data.

Vigeo has found the solution by considering that information is an element of social responsibility. The availability and quality of data thus become elements of evaluation. This approach should encourage companies to provide more information. For safety reasons, the agency's analysts do not rely solely on official company communications: they also use other sources of information (the press, stakeholders, etc.) that allow them to cross-reference data. (vigeo, 2010)

We have chosen an arithmetic sum because it allows us to break down the scores more than a geometric sum, which tends to compress the results. Our objective is to highlight the differences that may exist between the companies in the sample.

This global rating is considered to be close to an indicator of the company's overall positioning in relation to corporate ethics. The rating is a relative score that positions the company with regard to other companies in the sector. The consolidation is done in such a way that the scores of all the companies form a Gauss curve: 5% of the companies, the best ones, obtain "++", 25% obtain "+", 40% obtain "=", and so on.

2. Different styles of management:

The manager directing his staff can take various forms according to external elements and his personality. The leadership style is reflected in how the manager makes decisions and how he makes his subordinates apply them. There are several classifications of leadership style, that of K.Lewin (which distinguishes three forms of management according to the mode of exercise of authority and the leader's impact on the group (authoritarian, laissez-faire, and democratic). (Derray & Lusseault , 2008).

The managerial grid proposed by Blake and Mouton (Blake & Mouton, 1980) according to two elements the first is the interest shown in production and the task as a negative view of the man at work, and the second is the interest of man, where he added a third concerning the hierarchical system for involving individuals in production.

At the level of French companies, the leader is more often to decide alone than to decide optimally. It is necessary to have at least three possible alternatives but not more than four. Therefore, we notice that this limited number of other options presents the quality of the participation of subordinates in decision-making since collective commitment is one of the characteristics and essential bases of the participatory style and the same for solid communication. Participation is weak and limited at the level of French companies (Barabel & Meier, 2006). On the other hand, the formal position of authority is significant, hence "the leader must be powerful even feared" (Robbins & Decenzo, 2008); the great hierarchical distance possibly explains this difficulty, as indicated by Hofstede from where the superiors are authoritarians or good fathers (Hofstede & Bollinger, 1987).

This culture of centralization specific to the history of France is essentially linked to a permanent attitude of opposition and resistance to authority. It is explained by the lack of trust between the leader and his subordinates, which this lack draws its source from the long decades of class struggle in these companies. (Robbins & Decenzo, 2008). Leadership style is not static; several variables, such as national culture, influence it.

2.1. Extreme styles:

a. Authoritarian Style: Some individuals react by adopting this style, from which they like to impose their decisions. In addition, the leader who adopts this style thinks that his subordinates will never reach his competence; in other words, he controls and decides everything of which he considers the rules of sanctions, promotions are rules, and procedures applied to subordinates who would like to challenge the authority of a leader (Papin, 1985). This style specifies the relationship between two stakeholders, namely employee and manager, and focuses on the proper internal functioning, which can be exercised in a closed system, so this type does not achieve global performance.

b. laissez-faire style (Let-do style): The leader trusts and lets everyone manage. Hence the subordinate does not know whether, in difficulty, the leader will prove weak or autocratic. The leader who adopts this style, leaves his subordinates without directives. In addition, he does not encourage individuals when they succeed and does not punish them when they fail. In other words, the leader is considered an unreliable boss (Papin, 1985). Yet subordinates also can carry out instructions within the organization's framework because they understand their functions better than others. This style summarizes the relationship between the leader and the employee from where the subordinate is engaged then the leader is almost absent; therefore, his role is marginal towards the responsibility to manage the company, so this style gives importance to the social aspects of subordinates in organizations, degrading the need for economic development.

2.2. Intermediate styles:

Between these two extreme styles, three intermediate management styles can be grouped in the following way:

a. Paternalistic Style: The leader with a paternalistic style considers his subordinates as children, from where he decides on the details. Hence, the leader voluntarily forgets to sanction the subordinates who will have the wisdom to make amends; in other words, "he controls with an iron fist in a velvet glove" (Papin, 1985) . Then the subordinates never exercise real responsibilities; hence the leader exploits their ideas, but he does not keep the paternity, leaving a great void that a child experiences when he abandons their company.

b. Consultative Style: The leader is aware that he must consult his subordinates, who are best placed to inform him "He alone has, in fact, the perspective necessary to choose the main orientations": each collaborator undergoes the unpleasant impression of participating relatively little in the decisions made by the leader. The manager appreciates his collaborators for their technical competence. He chooses the people concerned with the greatest care and assigns them where he can effectively exploit this skill. This style is characterized by great importance given to control procedures from which "subordinates accept them willingly since they are exercised a posteriori.

c.. Participatory Style: The leader is considered a facilitator and is not a decision-maker; in other words, to give the individual the responsibilities and to help him practice them. The leader favors encouraging his collaborators to participate actively in the choice of objectives. But he bears the ultimate responsibility. Moreover, the leader devotes much time to communication and regrets that his subordinates reproach him for not giving them enough responsibility. The leader represses these guilty thoughts by reminding you that the role of a business leader is to be efficient and not to have fun. So "the manager finds the strength to question, although from time to time a malicious observation comes back to titillate his mind: "with my colleague so and so, an autocratic leader, things are not going so badly if I judge by its profits for the past year" (Papin, 1985).

2. Social responsibility and leadership style :
The company increases its productivity by respecting and encouraging its employees to develop and realize their potential and to be reliable and innovative in the direction of global quality. By improving its performance practices in the interest of all, encouraging managers to go beyond the restrictive dimension of regulations (safety, product quality, environment...), reducing staff turnover and absenteeism, and opening up to new skills (Dubigeon, 2005).

According to Jean-Yves Saulquin and Guillaume Schier (Berger-Douce, 2009), CSR is an opportunistic performance lever involving communication strategies and a change in stakeholder relationships. The customer perceives the link of solidarity that exists in the company. Since the employees give their all, the customers are delighted. Thus, creating economic value is reconcilable with social performance, where internal communication and subordinates' mobilization is undoubtedly critical to this approach's success. In other words, it promotes mutual influence rather than a formal network of relationships. Other authors indicate that internal communication concerns the categories of merit, seniority, and experience. These communication practices range from emphasizing teamwork to highlighting job

winners. In other words, these authors suggest that internal communication helps to mobilize staff and strengthen the sense of belonging. (De la broise & Lamarche , 2006).

II. Empirical study :

According to the characteristics of the Algerian context, we chose the public health sector in the Naama region (Algeria) as the framework for analysis. The data collection tool used is the questionnaire intended for the managers of the surveyed hospitals (2022-2023). Our natives consist of thirty-two foundations. The sampling method is convenience sampling. The questionnaire consisted of three parts; the first was determining the nature of the approved management style. The second is related to measuring the degree of social responsibility of the study sample and a part dedicated to the respondent's personal information.

The data analysis software used is the SPSS to describe the behavior of our variables. To answer our problem and test our hypothesis, we used the cross-tabulation method. Cross-tabulation allows us to visualize the distribution of response frequencies for two variables. To test the relationship between the variables, it is necessary to analyze the correlations. The most common test is the chi-square test, because its purpose is to test the independence of variables in a cross-tabulation by comparing the observed distribution of a sample with the theoretical distribution.

1. Identification of management style :

The empirical results show that the managers of 64% of the hospitals favor decentralization in decision-making. In 72% of companies, the manager does not favor the continuous control of his subordinates. In addition, 19% of the managers describe the work procedures in a very detailed way, and they oblige the subordinate to follow them. Therefore, we can confirm that there is no clear definition of the employees' work procedures. The managers of 89% of the hospitals give importance to the participation of the operational level employees in the decision-making. They are willing to be contradicted or challenged.

Evidence that there is an effort on the part of supervisors and managers in hospitals to spread the spirit of cooperation and boost the morale of workers and encourage them to do more work and perform better on the job, taking into account their progress on the job and giving them better opportunities to develop their abilities. Skills and experience.

The highest frequency corresponds to hospitals where leaders define employees' work objectives and give them leeway to accomplish their jobs. 88% of hospital managers give importance to the delegation of responsibilities to subordinates, or decentralization at all levels expresses it. 58% of the hospitals consider the person's participation in strategic decisions important. In other words, the leaders of these companies tend to agree to involve their subordinates in strategic issues that affect their positions.

The interest of hospitals in providing services to their employees, including health services, and the involvement of employees in setting hospital policies and encouraging them to pay more attention to the nature of their work, especially the

humanitarian aspect, as they are primarily concerned with sick people who need health care and treatment.

Therefore, the management style adopted by these hospitals is the participative style.

2. Measurement of social and environmental responsibility:

The companies surveyed have a competitive social and environmental responsibility.

Table 4: « Measurement of social and environmental responsibility»

Level	CSR rating	number of hospitals	%
Upcoming	<50	10	31.25%
Average	50<à<60	18	56.25%
Advanced	70<à<80	4	12,5%
Total		32	100%

Source: made by the authors

The highest frequency of hospitals corresponds to the middle class, where 56.25% of the companies surveyed are considered moderately socially responsible, ten hospitals belong to the category "becoming socially responsible," and four companies belong to the class of advanced hospitals in social responsibility. This synthesis of the commitment to CSR can show that social responsibility is between average and advanced levels.

3. Measuring social responsibility for each field

3.1. Human Resources:

● Preventing workers from dropping out in any way, boosting their morale and always encouraging them to work harder.

● Taking into account specific categories of workers in their work, such as the elderly, women, and young adults, as well as paying attention to incentives, workers' compensation, and taking into account the best behavior of workers.

● Providing programs to improve the quality of life for workers and focus on social and ethical aspects that lead to higher levels of accountability.

● Emphasizing equal access to employment.

● Providing employment opportunities for people with special needs.

● Making salaries and bonuses a factor of work attractiveness and a source of creativity by applying the principle of equity and efficiency.

● Enhancing training and development activities to develop skills in all disciplines.

● Adopting measures to reduce employee turnover.

● Taking benefit from training and development programs to enrich the hospital's culture.

3.2. Environment:

● The relationship between the environment and human health is one of mutual influence in which each party affects and is affected by the other, as a clean and pure environment positively affects human health.

● The term "medical waste" refers to waste generated by health centers, research centers, and medical laboratories.

● Recycling and treatment of waste to reduce environmental pollution.

- Raising environmental awareness through posters and seminars.
- Wastewater treatment for medical facilities.
- Encouraging medical research related to the environment.

3.3. Customers/Suppliers:

- Use of training organization to improve the performance of stakeholders who provide direct patient care as a single facility customer.
- Measures to reduce patient wait times and unreserved patient capacity.
- Adopt high communication skills, implement programs to reward ethical behavior, and set high standards and clear recruitment procedures to ensure proper employee selection.

3.4. Corporate governance:

In the field of governance, and since hospitals are primarily involved in social ethics, we have proven that the profit aspect is less important while ensuring that the profession's ethics are implemented.

3.5. Social commitment:

- A vital and effective role in improving the overall health level of society.
- To improve the level of medical awareness in the community and develop further awareness of medical services provided in general and medical services in particular.
- Adopt a voluntary program where hospitals regularly contribute their after-hours efforts and participate in social initiatives such as a free medical campaign, especially in remote areas.
- Ensure that the patient and his or her companions are able to distinguish between the various levels of medical services provided wherever they are.
- The patient can select only those medical services of distinction. He desired positive therapeutic outcomes, and rejected all profit-oriented medical means and services.
- More oriented to participation in community activities and events.
- Strengthen its role in the local community.
- Try to cooperate with hospitals and other health organizations, public or private, to promote community health.
- Participate in a community health education program by providing outreach programs for specific groups.
- Coordinate with the media and communication by presenting health programs that affect individuals' negative behaviors and create good behaviors.

3.6. Human rights :

- The study proved that hospitals are keen to implement the most important basis of human rights, namely the citizen's right to health care and non-discrimination.
- We have not documented any cases of child exploitation in the workplace.

4. The contribution of the management style to the realization of the social responsibility of the hospitals surveyed:

The Chi-square test indicates that there is a significant relationship between the participative management style and the level of social responsibility. This confirms the hypothesis developed.

Table 5: « The significance test »

Chi-square of person	Value 77.000	Ddl 73	Significance Asym 0.438

Source: made by the authors

The managers of the hospitals give importance to decentralization in decision-making, encouragement of employees of these companies, and integration of staff. The hospitals surveyed have an acceptable level (average + advanced) of social responsibility. We found improved working conditions, reduced work accident rates, and strict application of safety standards. The investment in the field of safety and health is necessary, the safety and health conditions of the employees are essential, the compensation policy is considered motivating, consistency between staff productivity and the configuration of the compensation system, and the encouragement of customers by the company's environmental policy. The hospitals declare that men accept to be managed by women; this shows that equality exists between men and women. The hospitals emphasize the professional insertion of disabled people, which shows us that the company commits to society.

11 % of hospitals surveyed, their managers prefer to make their own decisions. Decentralized decision-making in the hands of the executive may be converging the interests of stakeholders.

In conclusion, to achieve a better level of social responsibility, it is necessary to reconcile the organization of work with the life choices of the subordinates, and the physical and psychological integration of the subordinates, by building quality relationships and offering attractive working conditions with pride in identifying with the growth of the company. A hospital that develops social responsibility is a hospital that involves its employees in its construction, its evolution, its strategy, and its decision-making processes and that sees human resources as a strategic area with strong concerns for the development and employability of employees. The employees of a socially responsible hospital are more loyal to the hospital and are motivated. Hence, the socially efficient company is characterized by sustainable management of its human resources, which implies a reduction in absenteeism, turnover and work accidents.

The managers who do not give importance to the work control of the employees, these hospitals have an acceptable level of social responsibility.

It has been identified that:
- There is an interdependent relationship between "the participatory style and CSR customer-supplier domain."
- There is an interdependent relationship between "the participatory Style and CSR human resources.

- There is an interdependent relationship between "the participatory way in decision making and CSR environment.
- There is an interdependent relationship between "the participatory Style and CSR corporate governance.
- There is an interdependent relationship between "the participatory Style and CSR social commitment**.**
- There is an interdependent relationship between "the participatory Style and CSR human rights**.**
- The managers of the hospitals surveyed in our sample adopted the participative management style to improve the social responsibility level of these hospitals.
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Conclusion :

The issue of social responsibility has been a significant concern in the business field, which has prompted those interested in the field to identify other variables that increase the institution's effectiveness in the market, including the institution's management approach. The completed study proved the following:

- The hospitals in the sample achieved an average to advanced level of social responsibility in all six areas combined.
- The hospital's manager adopts the participatory management style.
- There is a positive relationship between the participatory management style and maximizing the sample's social responsibility level.

Recommendations: Among the recommendations that we consider useful:

- The need to improve the levels of each dimension of social responsibility.
- The levels that have proven to be successful in social responsibility must be improved as much as possible because the institution lives in a competitive environment with unlimited standards.
- Ongoing awareness of the need to adhere to social responsibility among members of the organization at all levels.

However, we concede that our research has limitations, most notably the time constraint. Indeed, the number of companies surveyed was reduced, so it becomes difficult to generalize the results. In addition, it would be relevant and interesting to try to test the hypothesis of this work in a larger sample of companies.

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Appendices
1- Questionnaire

Social responsibility (CSR)	Strongly agree	Somewhat agree	Somewhat disagree	No agree
"The company takes into account, on an ongoing basis, the concerns of employees.				
"In our company, the employees are very disciplined.				
"We work in good health and safety conditions."				
"Our compensation policy is motivating"				
"Our environmental commitment has resulted in a significant decrease in the pollution caused by our "				
"The environmental commitment of our company's stakeholders (especially suppliers) is sought after and encourages their customers"				

"Our company complies with national and international environmental standards. "Our company's stakeholders (especially suppliers) respect national and international environmental standards". "The customers are mostly loyal to our products". "The market share of our company is growing "Our managers try to voluntarily deploy social and environmental practices advocated by international standards organizations." "The number of children working in the company is significant " "In our company we try to encourage stakeholders especially suppliers not to employ children" "In our company, there is no conflict of interest "In our company, women hold important positions (strategic bodies)".				
Management style (MS)				
"your manager prefers to make decisions alone "The manager continuously monitors the work of his or her subordinates. "The manager values the participation of operational employees in decision-making. "In his absence, my superior delegates his responsibilities to me". "I participate in strategic decisions that affect my position, e.g. introduction of new production means, content of training programs ....)				

2- CSR Human Resources Field

	Number	Percentage	Valid Percentage	Cumulative
Upcoming	9	28.12	28.12	28.12
Average	15	46.87	46.87	74.99
Advanced	8	25	25	100
Total	32	100	100	

3- CSR in Environment Field

	Number	Percentage	Valid Percentage	Cumulative
Upcoming	9	28.12	28.12	28.12
Average	14	43.75	43.75	71.87
Advanced	9	28.12	28.12	100
Total	32	100	100	

4- CSR Customer-Supplier Field:

	Number	Percentage	Valid Percentage	Cumulative
Upcoming	5	15.62	15.62	15.62
Average	14	43.75	43.75	59.37
Advanced	11	34.37	34.37	93.74
Pioneers	2	6.25	6.25	100
Total	32	100	100	

5- CSR Corporate Governance Field

	Number	Percentage	Valid Percentage	Cumulative
Upcoming	5	15.62	15.62	15.62
Average	14	43.75	43.75	59.37
Advanced	13	40.62	40.62	100
Total	32	100	100	

6- CSR Social Commitment Field

	Number	Percentage	Valid Percentage	Cumulative
Upcoming	4	12.5	12.5	12.5
Average	14	43.75	43.75	56.25
Advanced	12	37.5	37.5	93.75
Pioneers	2	6.25	6.25	100
Total	32	100	100	

7- CSR Human Rights Field

	Number	Percentage	Valid Percentage	Cumulative
Upcoming	4	12.5	12.5	12.5
Average	16	50	50	62.5
Advanced	12	37.5	37.5	100
Total	32	100	100	

8- Global CSR * decentralized decision-making by the manager

		decentralized decision-making by the manager				
		Strongly agree	**Somewhat agree**	**Somewhat disagree**	**No agree**	Total
Global CSR	Upcoming	4	6	0	0	10
	Average	6	13	**0**	0	18
	Advanced	3	1	0	0	4
	Total	13	19	0	0	32

9- Global CSR * Employee Work Control

		employee work control				
		Strongly agree	**Somewhat agree**	**Somewhat disagree**	**No agree**	Total
Global CSR	Upcoming	0	0	3	6	9
	Average	0	1	**7**	12	20
	Advanced	0	0	2	1	3
	Total	0	1	12	19	32

10- Global CSR * Definition of Work Procedures

		definition of work procedures				
		Strongly agree	**Somewhat agree**	**Somewhat disagree**	**No agree**	Total
Global CSR	Upcoming	0	0	4	5	9
	Average	0	1	**7**	13	21
	Advanced	0	0	2	0	2
	Total	0	1	13	18	32

11- CSR / HOS

HOS	CSR F1	CSR F2	CSR F3	CSR F4	CSR F5	CSR F 6
1	69.2	73	88	54.66	60.01	55.34
2	56.77	69.08	79.11	60.25	55.49	67.07
3	70.3	77.76	88	89	64	66.45
4	52,85	62,272	65,83	67	54.55	68,33
5	65.43	62.13	82,5	7856	64.33	56.77
6	53.32	53.4	61.48	63.44	56,76	65.55
7	68.66	60.09	70.4	77	61.8	60.12
8	59,09	46,9	86	41,66	66.45	60.01
9	65.32	65.67	84	78.99	53.76	61.76
10	59,09	53.76	84	100	55.55	70
11	66.76	76	77	86.06	66	67
12	65.77	77,12	70,83	65	78	59,16
13	56,76	53	69	78.98	46,9	48,75
14	64.43	69	86.66	85.55	55.55	68,33
15	77	65.65	63.88	68.54	54.88	70.76
16	71	65	61.43	69.65	45.65	63.66
17	71,9	97.86	70.54	67	58	64
18	66.43	71.05	68	70.6	54.88	77,08
19	78	77,12	70,83	65	75	59,16
20	60,33	65,45	70	74	73	74,16
21	65.65	63.88	76	56.78	66	80.87
22	58,33	78,18	65	65	65	82,91
23	59.99	60	79.54	76	56	56
24	58.53	59.54	76,67	65	53,33	57,08
25	68,81	88,09	98	96.43	41,67	84,09
26	79,05	59,09	70	100	30	52,08
27	63.44	62.02	79.88	67.65	54.66	68,33
28	80.03	60.43	67.98	97	45	76.54
29	70	58,63	65	65	53,33	59,16
30	55,23	55,45	82,5	65	65	53,75
31	60.8	56.77	77.84	88	54	57,08
32	49.89	78.25	74.87	100	46	60

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[1] NOTE: currently, the agency's website has been modified: http://www.vigeo-eiris.com/