



Corporate social responsibility as a source of competitive advantage case study on Algérie Télécom – Laghouat-

المسؤولية الاجتماعية للشركات كمصدر للميزة التنافسية – دراسة حالة بشركة الجزائر للاتصالات بالأغواط-

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Abstract

The aim of this study is to identify the key sources of Corporate Social Responsibility and Competitive Advantage and to analyze the relations between them. Corporate Social Responsibility enables businesses and organizations to connect with customers but it also creates space for corporations to engage with the world around them in a positive way. Furthermore, Competitive Advantage distinguishes a company from its competitors. The study structure is represented by CSR as independent variable and the competitive advantage as dependent variable. this research is to reach the study goal of the questionnaire that was handed to a randomized sample of 45 staff members in Algeria Telecommunications Corporation in Laghouat. The survey was analyzed through Structural equation to form the structure of the study. The SPSS and Smart PLS software's for the statistical analysis to test the hypotheses under the available data we have. The final result that there is an impact of CSR on competitive advantage.

Keywords

Corporate social responsibility;
Competitiveness;
Competitive advantage.

JEL Classification Codes : M14 ; M20.

الكلمات المفتاحية

مسؤولية اجتماعية للشركات؛
تنافسية؛
ميزة تنافسية.

الملخص

الهدف من الدراسة هو تحديد المصادر الرئيسية للمسؤولية الاجتماعية للشركات والميزة التنافسية وتحليل العلاقات بينهما. المسؤولية الاجتماعية للشركات هي جانب من جوانب أي عمل تجاري، فهي لا تتيح فقط للشركات والمؤسسات التواصل مع العملاء ولكنها أيضا تخلق مساحة للشركات للتفاعل مع العالم من حولهم بطريقة إيجابية. علاوة على ذلك، فإن الميزة التنافسية تميز الشركة عن منافسيها. يساهم في ارتفاع الأسعار والولاء للعلامة التجارية، ويعد إنشاء مثل هذه الميزة أحد أهم أهداف أي شركة. يتم تمثيل هيكل الدراسة من قبل المسؤولية الاجتماعية للشركات كمتغير مستقل والميزة التنافسية كمتغير تابع. كما يهدف هذا البحث إلى الوصول إلى هدف الدراسة من الاستبيان الذي كان لعينة عشوائية من 45 موظفاً في مؤسسة اتصالات الجزائر بالأغواط. تم تحليل المسح من خلال النمذجة بالمعادلات الهيكلية لتشكيل هيكل الدراسة. تم تنفيذ هذا الأخير بواسطة برنامجي SPSS و Smart PLS للتحليل الإحصائي لتحديد الارتباط واختبار الفرضيات وفقاً للبيانات المتاحة لدينا. النتيجة النهائية أن هناك تأثير للمسؤولية الاجتماعية للشركات على درجة المنافسة.

تصنيف JEL : M14 ; M20

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I.INTRODUCTION:

For a long time ago, within the field of business, all what mattered was making money and increasing the shareholders profits. However, a movement, if we can call it so, called Corporate Social Responsibility (CSR) changed the perspective of conducting business and reaching success. This latter can be a source of Competitive Advantage (CA) that puts the company in a favorable business position in comparison with other competitors. Hence, in this first chapter we will understand the meaning of CSR and CA, their importance in business, their models and principles and so much more. Finally, it will be illogical and incomplete unless we shed the light on the link between the two concepts (CSR and CA) and that's the end of in our study.

1. Problem statement

Despite the growing interest in corporate social responsibility, there are still some concerns among capital owners due to fixed costs, which are considered a loss of money, and dispensing with them is a profit because the institution aims to profit and its responsibility to achieve the maximum returns. Therefore, from the latter, we can ask the following questions:

A. How can Corporate Social Responsibility be a source of Competitive Advantage?

a. Research questions

There are sub-questions linked to the main problematic. They are as follow:

- What is Corporate Social Responsibility?
- What is Competitive Advantage?
- What is the link between Corporate Social Responsibility and Competitive Advantage?

b. Hypotheses

In light of the research problem, we can formulate the following hypothesis:

A. Main hypothesis:

Corporate Social Responsibility can be a source of Competitive Advantage through its demotions

B. Sub-hypotheses:

- i. There is no statistically effect of economic responsibility on competitive advantage;
- ii. There is no statistically effect of law responsibility on competitive advantage;
- iii. There is no statistically effect of ethical responsibility on competitive advantage;
- iv. There is no statistically effect of philanthropic responsibility on competitive advantage;
- v. There is no statistically effect of environment responsibility on competitive advantage.

II.THEORETICAL FRAMEWORK AND PREVIOUS STUDIES:

1.Definition of corporate social responsibility:

There is no specific or particular definition of Corporate Social Responsibility (CSR). It varies and differs according to writers and textbooks here and there. Therefore, CSR can be defined as:

- The broadest definition of corporate social responsibility is concerned with what is – or should be – the relationship between global corporations, governments of countries and individual citizens (Crowther, 2008). More locally the definition is concerned with the relationship between a corporation and the local society in which it resides or operates. Another definition is concerned with the relationship between a corporation and its stakeholders.
- Broadly defining the concept of Corporate Social Responsibility (CSR) we can state that it denotes the three-valent relation between employees, businesses and the state, or, in other words – the social partnership. In general, there are three models of CSR (Vevere, 2015).
- here is no so called “true” definition of CSR. The definition of the notion varies and different papers and textbooks define it differently, depending on the time the literatures were written and the ideological belief behind it. In general, you could define CSR as how the corporation deals and communicates with its stakeholders (Sepahvand, 2009).
- According to the definition of the European Commission’s Directorate- General for Enterprise and Industry, CSR is “A concept whereby company integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis” (CEC, 2001).

2.The principle of Corporate Social Responsibility

Because of the uncertainty surrounding the nature of CSR activity it is difficult to define CSR and to be certain about any such activity. It is therefore imperative to be able to identify such activity and we take the view that there are three basic principles which together comprise all CSR activity. These are (Crowther D. a., 2017): Sustainability; Accountability and Transparency.

A. Sustainability:

This is concerned with the effect which action taken in the present has upon the options available in the future. If resources are utilized in the present then they are no longer available for use in the future, and this is of particular concern if the resources are finite in quantity.

B. Accountability:

This is concerned with an organization recognizing that its actions affect the external environment, and therefore assuming responsibility for the effects of its actions. This concept therefore implies a quantification of the effects of actions taken, both internal to the organization and externally. More specifically the concept implies a reporting of those quantifications to all parties affected by those actions. This implies a reporting to external stakeholders of the effects of actions taken by the organization and how they are affecting those stakeholders (Sepahvand, 2009).

C. Transparency

Transparency, as a principle, means that the external impact of the actions of the organisation can be ascertained from that organisation’s reporting and pertinent facts are not disguised within that reporting¹. Thus all the effects of the actions of the organisation, including

external impacts, should be apparent to all from using the information provided by the organisation's reporting mechanisms. Transparency is of particular importance to external users of such information as these users lack the background details and knowledge available to internal users of such information. Transparency therefore can be seen to follow from the other two principles and equally can be seen to be a part of the process of recognition of responsibility on the part of the organisation for the external effects of its actions and equally part of the process of transferring power to external stakeholders. Sustainability therefore implies that society must use no more of a resource than can be regenerated. This can be defined in terms of the carrying capacity of the ecosystem and described with input – output models of resource consumption. Thus the paper industry for example has a policy of replanting trees to replace those harvested and this has the effect of retaining costs in the present rather than temporally externalising them.

3. Competitive Advantage

A. Defining Competitive Advantage:

So many scholars and researchers have taken the concept of competitive advantage as a center of discussion in business field. Richard P. Rumelt, Harry and Elsa Kunin, professors of Business and Society at the Anderson school at UCLA have summarized the definitions of competitive advantage. Although none of them is more of a definition than an opinion or a thought. They are as follows (Rumlet, 2003):

- Porter says “competitive advantage is at the heart of strategy, and achieving competitive advantage requires a firm to make a choice-if a firm is to attain a competitive advantage” 3
- Barney says that “a firm is said to have a competitive advantage when it is implementing a value creating strategy not simultaneously being implemented by any current or potential competitors.”⁴
- Ghemawat and Rivkin say that “A firm such as Schering-Plough that earns superior, long-run financial returns within its industry is said to enjoy a competitive advantage over its rivals. (Barney, 1991)”

B. The link between Corporate Social Responsibility and Competitive Advantage

Porter & Kramer introduce in their book a framework that individual companies can use to identify the social consequences of their actions; to discover opportunities to benefit society and themselves by strengthening the competitive context in which they operate; to determine which CSR initiatives they should address; and to find the most effective ways of doing so, the following part of the first chapter clearly shows their perspective (Kramer. 2006).

Governments, activists, and therefore the media became adept at holding corporations to account for the social consequences of their activities. Myriad organizations rank corporations on the performance of their company social responsibility (CSR). several corporations have already done abundant to boost the social and environmental consequences of their activities, however these efforts haven't been nearly as productive as they might be for 2 reasons:

- They pit business against society, once clearly the 2 square measure mutualists,
- They pressure corporations to consider company social responsibility in generic ways in which rather than within the approach most acceptable to every firm's

strategy.

Porter & Kramer (Kramer., 2006) propose a replacement thanks to examine the link between business and society that doesn't treat company success and welfare as a game. the very fact is, the prevailing approaches to CSR square measure thus fragmented and then disconnected from business and strategy on obscure several of the best opportunities for corporations to profit society. If, instead, firms were to research their prospects for social responsibility mistreatment constant frameworks that guide their core business selections, they'd discover that CSR is rather more than a value, a constraint, or a charitable deed it is a supply of chance, innovation, and competitive advantage

4. Four Prevailing Justifications for CSR:

CSR have used four arguments to make their case: moral obligation, sustainability, license to operate, reputation (Kramer, 2006)

- A. **Moral obligation:** firms have a obligation to be smart voters and to “do the proper thing.
- B. **Sustainability:** emphasizes environmental and community spot, Meeting therequirements of this while not compromising the ability of future generationsto fulfill their own needs.
- C. **License to operate:** is that each company desires implicit or specific permission from governments, communities, and diverse alternative stakeholders to try business.
- D. **Reputation:** is employed by several firms to justify CSR initiatives on the grounds that they're going to improve a company’s image, strengthen its complete, enliven morale, and even raise the worth of its stock.

5. Mapping Social Opportunities:

The firm can focus its particular CSR activities to best effect. Rather than merely acting on well-intentioned impulses or reacting to outside pressure, the organization can set an affirmative CSR agenda that produces maximum social benefit as well as gains for the business. When a company uses the value chain to chart all the social consequences of its activities, it has, in effect, created an inventory of problems and opportunities mostly operational issues—that need to be investigated, companies should attempt to clear away as many negative value-chain social impacts as possible. In addressing competitive context, companies cannot take on every area in the diamond. Therefore, the task is to identify those areas of social context with the greatest strategic value. A company should carefully choose from this menu one or a few social initiatives that will have the greatest shared value, benefit for both society and its own competitiveness, it can take two forms (Kramer.2006):

A. Looking Inside Out: Mapping the Social Impact of the Value Chain

The value chain depicts all the activities a company engages in while doing business. It can be used as a framework to identify the positive and negative social impact of those activities.

III. METHOD AND PROCEDURES:

1. The methodological and practical side of the field study:

A. The problem of the field study:

The main problem of the field study is formulated as follow: “**Is there a statistically effect that CSR is a source of CA at Algeria Telecommunications Corporation at the 5% significance level?**”

B. Field Study Hypotheses:

In order to answer the problem, we formulated the following hypotheses:

- **The main hypothesis:**

There is no statistically effect of **CSR** on **CA** in the Study subject at 5% level of significance?

Within this hypothesis are the following sub-hypotheses:

- “There is no statistically effect of economic responsibility on competitive advantage at the 5% significance level?”
- “There is no statistically effect of law responsibility on competitive advantage at 5% significance level?”
- “There is no statistically effect of ethical responsibility on competitive advantage at 5% significance level?”
- “There is no statistically effect of philanthropic responsibility on competitive advantage at 5% significance level?”
- “There is no statistically effect of environment responsibility on competitive advantage at 5% significance level?”

A. Population and study sample:

The methodological procedures of the study require clarification of the study population and sample, by addressing its size and method selection of its subjects. A Population is a specific group of people, companies, markets, researchers, etc.

Which have some common characteristics, and in order to find out how could **CSR** be a source of **CA**, the study population is represented by a group of employees of the Algeria Telecommunications Corporation Laghouat, which numbered around (60) employees. We settled on choosing (46) randomly employees to represent the study sample, 45 were returned and only 1 were canceled for not answering, where an initial questionnaire was designed and presented to the supervisor and a number of arbitrators from the Faculty of Economic, commercial and management sciences at Ammar Telidji University, Laghouat, and based on their opinions, we corrected some errors.

2. The results of the Study and hypothesis Testing:

In this section, we will address the descriptive analysis and the characteristics of the study sample, in order to know the units of the study sample and to support the study with information on the sample, and then the analysis of the results of the measurement model, and finally the evaluation of the structural model and then testing the sub-hypotheses.

A. Analyzing the results of the measurement model:

- Construct Reliability and Validity:

The table below demonstrate the results based on Smart PLS report:

Table (01): Validity Convergence results

Dimensions	Items	FL> .7	CR > 0.7	AVE> .5
Economic Responsibility	Q1	0.567	0.893	0.585
	Q2	0.884		
	Q3	0.776		
	Q4	0.796		
	Q5	0.784		
	Q6	0.745		

Law Responsibility	Q7	0.494	0.887	0.575
	Q8	0.640		
	Q9	0.738		
	Q10	0.887		
	Q11	0.819		
	Q12	0.891		
Ethical Responsibility	Q13	0.810	0.886	0.533
	Q14	0.819		
	Q15	0.650		
	Q16	0.452		
	Q17	0.759		
	Q18	0.787		
Philanthropic Responsibility	Q19	0.762	0.911	0.674
	Q20	0.716		
	Q21	0.836		
	Q22	0.766		
	Q23	0.901		
Environment Responsibility	Q24	0.872	0.886	0.609
	Q25	0.789		
	Q26	0.816		
	Q27	0.746		
	Q28	0.752		
CA	Q29	0.797	0.944	0.683
	Q30	0.799		
	Q31	0.878		
	Q32	0.874		
	Q33	0.558		
	Q34	0.864		
	Q35	0.867		
	Q36	0.875		
Q37	0.848			

Source: Made by researcher according to SmartPLS Report.

The table above shows the main results for the study model by testing the Construct Reliability and Validity there for we can discuss the results below:

- **Factor Loading:**

Factor loading is basically the correlation coefficient for the variable and factor. Factor loading shows the variance explained by the variable on that particular factor. In the SEM approach, as a rule of thumb, 0.7 or higher factor loading represents that the factor extracts sufficient variance from that variable there for Through the results of the above table, the indicators (measurements) of the items shows that phrases (Q01, Q07, Q08, Q15, Q16, Q33) are below the acceptable range 0.7 and for that the phrases has been deleted due to the covariance between the latent variable and its indicator is smaller than the variance of measurement errors

- **Composite Reliability:**

From the above table, we note that all (CR) coefficients are statistically significant and acceptable because they are more than 0.70 which indicates the interdependence of the study phrases in the measurement of latent variables, and therefore there is reliability in our model.

- **Average Variance Extracted:**

And as noted from the table above the value of AVE is higher than the accepted range which indicates that each variable explains the inductors there for the AVE has been achieved in this model.

- **Discriminant Validity:**

- **Cross loading:**

Through the table below we can demonstrate that according to the study structure:

Table (2): Cross loading

	Economic Responsibility	Law Responsibility	Ethical Responsibility	Philanthrop Responsibility	Environmen Responsibility	Ca
Q2	0.877	0.512	0.616	0.395	0.369	0.406
Q3	0.760	0.508	0.360	0.224	0.190	0.249
Q4	0.808	0.643	0.661	0.553	0.455	0.406
Q5	0.803	0.489	0.611	0.670	0.591	0.476
Q6	0.759	0.436	0.502	0.415	0.306	0.135
Q9	0.427	0.771	0.457	0.495	0.430	0.336
Q10	0.650	0.928	0.803	0.685	0.672	0.591
Q11	0.533	0.845	0.607	0.500	0.507	0.440
Q12	0.608	0.910	0.764	0.664	0.603	0.632
Q13	0.635	0.706	0.837	0.608	0.560	0.541
Q14	0.620	0.801	0.841	0.646	0.687	0.633
Q17	0.626	0.504	0.736	0.693	0.587	0.517
Q18	0.522	0.525	0.774	0.572	0.647	0.572
Q19	0.384	0.530	0.794	0.579	0.601	0.506
Q20	0.387	0.547	0.678	0.717	0.662	0.598
Q21	0.357	0.493	0.574	0.837	0.626	0.402
Q22	0.428	0.537	0.614	0.766	0.617	0.515

Source: Made by the researcher according to SmartPLS3 Report

Through the above table, we notice that the indicators for the dimensions are by value compatible there for we can rely on the study measurement.

- **Variable Correlation:**

The Fornell-Larcker criterion is a second and more conservative approach to assessing discriminant validity. It compares the square root of the AVE values with the latent variable correlations. Specifically, the square root of each construct's AVE should be greater than its highest correlation with any other construct. (Note: This criterion can also be stated as the AVE should exceed the squared correlation with any other construct.) The logic of this method is based on the idea that a construct shares more variance with its associated indicators than with any other construct4 through the table below we can demonstrate that accorthe study structure

Table (3): Variable Correlation results

	CA	economic responsibility	environment responsibility	ethical responsibility	Law responsibility	philanthropic responsibility
CA	0.858					
economic responsibility	0.438	0.803				
environment responsibility	0.762	0.503	0.781			
Ethical responsibility	0.697	0.704	0.775	0.798		
Law responsibility	0.593	0.650	0.649	0.777	0.866	
philanthropic responsibility	0.602	0.591	0.784	0.778	0.686	0.821

Source: Made by the researchers according to SmartPLS3 Report

Through the above table, we notice that the variables or axes are related to each other and thus represent themselves in the highest value compared with the other axes, and this means that there is no overlap between the study axes and that the variables are independent by themselves. Therefore, we say that these latent variables are independent. After confirming the quality of structure model, it can be relied upon on to continue the study.

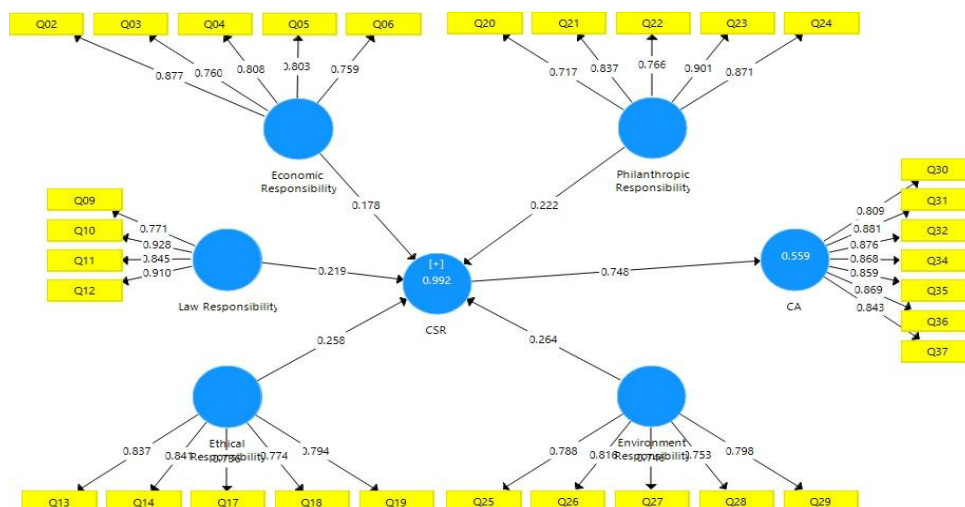
B. Estimating the structural model and testing the sub-hypotheses of the study:

Before testing the hypotheses of the field study, it is necessary to first address the indicators of the constructivist model quality (R^2 , F^2 , Q^2 , GOF), in order to find out the indicators of the structural model, Then we move on to testing the validity of the hypotheses.

• **The structural model of the study:**

After correcting the structure according to the results, we obtained the following structure showed below:

Figure (1): The structural model after correcting



Source: Made by the researcher according to SmartPLS3 Report

- **Model quality indicators**

- **Coefficient of determination (R^2):**

The most commonly used measure to evaluate the structural model is the coefficient of determination (R^2 value). This coefficient is a measure of the model's predictive accuracy and is calculated as the squared correlation between a specific endogenous construct's actual and predicted values. The R^2 value ranges from 0 to 1 with higher levels indicating higher levels of predictive accuracy. It is difficult to provide rules of thumb for acceptable R^2 values as this depends on the model complexity and the research discipline.

Whereas R^2 values of 0.20 are considered high in disciplines such as consumer behavior, in success driver studies (e.g., in studies that aim at explaining customer satisfaction or loyalty), researchers expect much higher values of 0.75 and above. In scholarly research that focuses on marketing issues, R^2 values of 0.75, 0.50, or 0.25 for endogenous latent variables can, as a rough rule of thumb, be respectively described as substantial, moderate, or weak, the table below shows the Coefficient of determination value for this study:

Table (4): Coefficient of determination

	R Square	Observation
CA	0,545	Medium

Source: made by the researchers according to SmartPLS3 Report.

Through the above table, we note that the coefficient of determination is high and in the acceptable for both variables which indicates that the independent variables have a significant impact on the dependent variable and have the ability to explain it.

- **Effect Size (F^2):**

In addition to evaluating the R^2 values of all endogenous constructs, the change in the R^2 value when a specified exogenous construct is omitted from the model can be used to evaluate whether the omitted construct has a substantive impact on the endogenous constructs. This measure is referred to as the F^2 effect size. Guidelines for assessing F^2 are that values of 0.02, 0.15, and 0.35, respectively, represent small, medium, and large of the exogenous latent variable we can demonstrate the study's effect size of the variables on the table below:

Table (5): Effect Size (F^2)

	CA	Observation
CSR	1.197	High

Source: made by the researcher according to SmartPLS3 Report

From the table above we notice that some dimensions of agile leadership has great impact on change resistance like objectivity tranquility with rate 0.099 and 0.022 while other dimensions don't such confidence and patience

- **Reductive Relevance (Q^2):**

In addition to evaluating the magnitude of the R^2 values as a criterion of predictive accuracy, researchers should also examine Stone-Geisser's Q^2 value this measure is an indicator of the

model's predictive relevance. More specifically, when PLS-SEM exhibits predictive relevance, it accurately predicts the data points of indicators in reflective measurement models of endogenous constructs and endogenous single-item constructs (the procedure does not apply for formative endogenous constructs). In the structural model, Q^2 values larger than zero for a certain reflective endogenous latent variable indicate the path model's predictive relevance for this particular construct for this study the results is showed in the table below:

Table (6): Reductive Relevance

	Q^2	Observation
CA	0,346	High

Source: made by the researchers according to SmartPLS3 Report

From the table above its clear that the Reductive Relevance is higher than 0 this indicates that the predictive ability of this measurement model independent variables on the prediction of the dependent variable is very good, which indicates that there is a clear effect of the independent variables on the dependent variables.

- Goodness-of-fit Index (GoF):

Tenenhaus et al. proposed a PLS goodness-of-fit index (GoF) as "an operational solution to this problem as it may be meant as an index for validating the PLS model globally" Henseler and Sarstedt (2012) recently challenged the usefulness of the GoF both conceptually and empirically. Their research shows that the GoF does not represent a goodness-of-fit criterion for PLS-SEM. In particular, the GoF is, unlike fit measures in CB-SEM, not able to separate valid models from invalid ones. Since the GoF is also not applicable to formatively measurement models and does not penalize over parameterization efforts, researchers are advised not to use this measure the GoF of this study was calculated by the the equation $(AVE * R \text{ Square})^{0,5}$ and the results are shower in table below.

Table (7) : Goodness-of-fit Index (GoF) of the study

	(AVE)	R Square	(AVE*R Square)	(AVE*R Square) ^{0,5}
The model	0,699	0,648	0,453	0,673

Source: Made by the researchers according to SmartPLS3 Report

From the table above we note that the GoF of this study is more than 0.36 which indicates a high quality study model.

• Testing the Study's hypotheses and the differences:

We will test the hypotheses of the study at the level of significance ($\alpha = 0.05$), depending on the outputs of the software. (SmartPLS 3), and the results were as follows:

- Testing the main and sub-hypotheses:

For testing the main and the sub-hypotheses, we use the following table from (smartpls3) outputs:

Table (8): Testing the hypothesis

	Original Sample	Sample Mean	Standard Deviation	T statistics	P Values	Decision
CSR--> CA	0,738	0,751	0,079	9,373	0.000	Rejected
Eco--> CA	-0,013	0,049	0,218	0,059	0.953	Accepted
Law--> CA	0,073	0,11	0,221	0,333	0.740	Accepted
Ethical-->CA	0,265	0,207	0,252	1,051	0.293	Accepted
Ph--> CA	-0,109	-0,072	0,210	0,521	0.603	Accepted
Env--> CA	0,612	0,559	0,222	2,756	0.006	Rejected

Source: made by the researchers according to SmartPLS3

A p-value, or probability value, is a number describing how likely it is that your data would have occurred by random chance (i.e. that the null hypothesis is true).

The level of statistical significance is often expressed as a p-value between 0 and 1. The smaller the p-value, the stronger the evidence that you should reject the null hypothesis.

A p-value less than 0.05 (typically ≤ 0.05) is statistically significant. It indicates strong evidence against the null hypothesis, as there is less than a 5% probability The null is correct (and the results are random). Therefore, we reject the null hypothesis, and accept the alternative hypothesis.

However, if the p-value is below your threshold of significance (typically $p < 0.05$), you can reject the null hypothesis, but this does not mean that there is a 95% probability that the alternative hypothesis is true. The p-value is conditional upon the null hypothesis being true, but is unrelated to the truth or falsity of the alternative hypothesis.

A p-value higher than 0.05 (> 0.05) is not statistically significant and indicates strong evidence for the null hypothesis. This means we retain the null hypothesis and reject the alternative hypothesis. You should note that you cannot accept the null hypothesis; we can only reject the null or fail to reject it.

It's clear from the table above that demonstrate the hypotheses testing for this study that the main hypotheses that we stated "There is no statistically effect of CSR on CA in the Study subject at 5% level of significance" is rejected due to the low range of the probability value which is (0.000) as we can see from the table above there for its lower than the acceptable range of the statistically significant level ($\alpha = 0.05$) that explains the decision of rejecting the main hypothesis.

For the sub-hypotheses we got different results, when the p-value of the hypotheses (0.952, 0.74, 0.263, 0.593, 0.006) in order, that leads us to the fact that the (Economic responsibility, Law responsibility, Ethical responsibility, Philanthropic responsibility) has no impact on the CA in the institution under study due to the probability value of all the dimensions measured goes out of (0.000 to 0.002) in general are all accepted due to the higher range of the statistically significant level ($\alpha = 0.05$). (Environment responsibility) has an impact on the CA in the institution under study due to the probability value of all the dimensions measured goes by (0.000 to 0.002) from that we can say this sub-hypothesis is rejected due to the lower range of the statistically significant level ($\alpha = 0.05$) as result we can

say that There is a statistically effect of CSR on the CA in the Study subject at 5% level of significance.

IV.CONCLUSION:

Moving from the theoretical frame work to a study case frame is an important transition in every study to reflect what been studied and measure the application of it statically, through this study we took a part in choosing Algeria telecom Laghouat section as organization to host the study case due to the complex environment that requires more than providing good services, showing interest in their acts toward the internal and external environment, especially the human structure in order to gain benefits in the long term as a challenge the enterprise will face.

Starting the study by choosing a random sample of employees from the Algeria telecom Laghouat section to collect the data and to treat it, then to study the hypotheses, that has been done by using the questionnaire as a main tool to demonstrate the study and to test the ability of building a competitive advantage out of corporate social responsibility and to understand which part of CSR will lead Algeria Telecom to that.

The results were obtained through analyzing the questions using (SPSS26) and then exporting them to (SmartPLS3) can scan and report them after the right adjusts according to the factor loading, then the structure measurement has been done by following (Composite Reliability, Average Variance Extracted) , after that the reaserchers reconstructed the study model and tested the main and the sub hypotheses after making sure to evaluate the coefficient of determination (R2, F2,Q2,GoF), and end up as result rejecting the main hypothesis along with the last sub- hypothesis due to the lower P-value which make it in the accepting range, but accepting the first 4 sub- hypotheses, due to the higher P-value that make it out of the accepting range.

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