

The practices of CSR in Algeria: Cases of the agri-food sector

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Abstract:

The objective of the communication is to identify the motivations, visions and commitment's level of Algerian companies in the agri-food sector relying on the CSR dimension. The motivations for the development of CSR practices have been the subject of numerous studies. However, while the issue of CSR and its motivation for integration within firms in developed countries has been widely addressed in the literature, the environmental aspect remains far from satisfied in developing countries. Because, the biggest social and environmental stakes of these concepts are in the developing countries. The choice of the agri-food sector is not neutral in order to study the CSR approaches of companies due to a very difficult economic situation, in which ecology, the basic principles of CSR may not necessarily be a priority.

Keywords: CSR, ISO 26000, Algeria, MENA program, agro-food sector.

Jel Classification Codes: L19, L29, M14

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1. INTRODUCTION

The CSR approach is not as successful in the world for several reasons related to the economic, cultural and social specificities of each country. In fact, CSR practices differ from one country to another, from one region to another, and depend on several factors: country-specific legislation, level of union maturity, culture, development of managerial practices and finally the economic and political context. The motivations for the development of CSR practices have been the subject of numerous studies, both theoretical and empirical (e.g., wood, 1991, Garriga and Mélé, 2004, Carroll, 1999; Reynaud et al., 2008; Baret, 2011). However, while the question of CSR and its incentives to be integrated within firms in developed countries has been widely covered in the literature, its environmental aspect remains far from satisfied in developing countries. Because the rapid expansion and growth of the economy in developing countries expose dramatic consequences for their societies and environments so, the biggest social issues of these concepts are observed and has spread internationally, both in developed and developing countries. It can be summed up in relation with this principle that companies have to play a role that goes beyond their economic activity (Attarça M, Jacquot T, 2005).

In this purpose, Algeria is a country possessing all the characteristics of a developed country (an economy dominated by a major sector of hydrocarbons, a high unemployment rate among young people, a weak economic situation, a low literacy rates, a legal system lacking for coercion and transparency, etc.). Algeria is overtaken by the concept of CSR and its companies are obliged to follow the movement. In this context, companies are not only called upon to respond to the institutional pressure of the country in which they operate, but also undergo pressure from institutions at the international level. Thus, in the ambition to regulate the international market, the RS-MENA program has been developed, which consists on supporting the organizations operating

in the MENA region¹, including Algeria for the implementation of the ISO standard 26000. This first step of its kind in Algeria is certainly recent. Although it was preceded by a reflection in the literature since 2007. There are not many studies that have addressed CSR. Those that deal with CSR practices in Algerian companies are more oriented towards non-formal (implicit) practices. In other words, CSR practices could be identified in a company that does not declare itself to be active in the field of CSR and does not communicate the top. This is why CSR has entered Algeria and has established itself in both business and research circles. It is necessary for companies to adopt and implement a response strategy that reverses the passive constraints to make it a proactive strategic opportunity. Indeed, developing CSR would probably make it possible for Algerian companies to become competitive in a context of globalization.

The perception of CSR is not the same for all managers. Hence, the interest of asking the question about their level of involvement at this level, and their predisposition to fully assume their role with regard to all the stakeholders. This issue is crucial in the agri-food sector because of the stakes that include: food security (equity objective), maintenance of natural resources, environmental protection (ecological objective), economic sustainability of enterprises (Competitiveness objective), participatory governance (social objective) (Raston J-Louis, 2010). Moreover, these challenges push, on one hand, the public authorities to react very strongly by regulations, standards and other standardization measures and, on the other hand, companies to invest in CSR actions to maintain their reputation over the long term (Giraud-Héraud et al, 2013). The choice of Algeria is relevant for studying the CSR approaches of companies because of a difficult economic situation, in which ecology is not necessarily a priority, and a regulatory framework far from being binding but daily developed.

In Algeria, the agri-food sector is one of the economic's pillars with both agriculture and agri-food sector accounting for nearly 23% of the working population. Agriculture accounts for 12% of Algeria's GDP and the turnover of the agri-food industry accounts for 40% of the total turnover of non-hydrocarbon Algerian industries (BELAID.J, 2016). It is the first sector of the national industry and one of the country's best development assets. Domestically, it currently employs 1.6 million people, or 23% of the working population; it is the second largest industry in the country, after the energy. Algerian households spend an average of 45% of their revenues on food. The engines of the agricultural and agri-food sectors are the cereal and dairy sectors, canneries, oil, mineral waters and sugar refining. Upstream of the agro-food industries, there are more than one million farms in Algeria covering more than 8.5 million hectares of arable land, exploited by arboriculture (41%), vegetable crops (26%) and field crops (33%), mainly cereal crops (Agroligne, 2015).

Integrating CSR into the Algerian industry could help to improve the competitiveness and innovation of Algerian industry by promoting; operational efficiencies, risk management improvement, relations with community, investors and customers, access to capital, reputation and productivity of Algerian industries. Thus, lead to development and is actively involving and disseminating CSR principles and practices.

¹ MENA region: Tunisia, Morocco, Egypt, Iraq, Jordan, Libya, Syria and Algeria

The characteristics of the MENA region highlight particular issues in terms of CSR. These countries are characterized by informal economy, poorly organized social partners and civil society, climatic constraints, accelerated urbanization. In the agri-food sector, particular attention can be paid to informal work, fairly common phenomenon, mainly in rural areas. The issue of food security is a specificity of the region, particularly in Algeria, where wheat import rates are the highest in Africa. The contribution of companies in Algeria to overcome environmental challenges through the preservation of resources, ecosystems and biodiversity. The responsibility of the companies can be manifested by the implementation of strategies of sustainable management of the water by the monitoring and the vigilance of the discharges of wastewater particularly near the edge of fragile ecosystems and by the systemic consideration of the risks related to pollution. Improving infrastructure can have a significant impact on reducing wastage of natural resources and food products. For example, agribusiness companies can initiate initiatives to increase the participation of women in the rural world. There are many economic, social, health and environmental issues in the agri-food sector (Fatoux and Seghirate, 2014)

In light of what is developed our research question is formulated in the following way "what am I looking for? (Giordano. Y, Jolibert.A, 2012) " is also expressed more conventionally, under the term of problematic. This subject is summarized in our research in a single question that links motivation, vision and degree of commitment: What are the motivations, vision, and degree of commitment of agri-food companies in Algeria?

2. Theoretical development of the concept of CSR

The debate on ethics is a central topic in the theoretical formulations of CSR. From CSR-1 to CSR-2, there is a process of fragmentation and theoretical integration between the normative and pragmatic dimensions of this concept. If CSR-1 is at a normative level, CSR-2 is rather a managerial concept and therefore pragmatic. CSR-1 expresses corporate social responsibility as the obligation to go beyond maximizing profit without showing how it can be achieved. CSR-2 is pragmatic in explaining how the company can respond effectively to the pressures of society but abandons the normative dimension. It is therefore a process of theoretical fragmentation that will later lead to an attempt to reintegrate the different dimensions of CSR, giving rise to integrating concepts such as stakeholder theory.

2.1. Corporate Social Responsibility (CSR.1)

Some authors such as Friedman (1970) and Levitt (1958) have fervently defended their argument that the role responsibility of the company is to increase profits for its shareholders. Following Bowen's work (1953), the academic debate seeks to contradict the arguments of Friedman or Levitt to justify the existence of corporate responsibility that goes beyond profit maximization. While Bowen is pragmatic in not unconditionally accepting the volunteerism of neo-paternalist business leaders and setting conditions for both economic and social goals, these theoretical developments are more a normative level.

Regardless of how CSR is viewed, the ideas of Davis (1960) and Frederick (1960) converge by defining it as an obligation, an ethical choice of leaders to go beyond profit maximization. It is therefore a broad concept that leaves many questions unanswered (Frederick, 1994) and considered socially responsible to be in compliance with the law, ethics and to anticipate social needs: Does CSR need to address which business activities (main or peripheral) and what is the limit of CSR on issues such as pollution, discrimination, work place safety or consumer protection? How to qualify a company that excels in a social field but fails in another ? CSR-1 does not specify what are the

institutional mechanisms (among the strength of the market, the voluntarism of the company and the binding measures of the state) which allow to operationalising CSR. These flaws lead the authors of this field to look for other concepts to overcome them and to make CSR more concrete and operational. The current of RSE-2 was born in this perspective.

2.2. The social sensitivity of the company (CSR-2)

This trend takes shape in a research project developed at Harvard Business School in 1971 where the authors voluntarily move away from general debates on the need to refound a theory of the company to adopt a pragmatic and managerial approach to understand how CSR is integrated into business activity (Acquier and Aggeri, 2008). Thus, instead of being a complementary concept and improving CSR-1, CSR-2 attempts to replace it by referring only to the technical aspects of the company's ability to respond to social pressures. According to Frederick (1994), the social sensitivity of the firm is presented as the ability of an individual firm to achieve a certain performance of "social sensitivity. Ackerman (1973) proposes to build a process of organizational change that integrates social issues on three levels: general (the awareness of senior leaders), intermediate (the appointment of "expert" staff in the issue to examine technical solutions), and operational (the implementation of solutions).

Stakeholder theory thus proposes a broader definition of the actors to which leaders are accountable, namely "any individual or group that can affect or be affected by the achievement of the organization's objectives". The stakeholder theory wants to be a managerial theory and a normative theory in organizational ethics, which often leads to a combination of these two dimensions. This theory covers a set of propositions that suggest that the firm's executives have ethical obligations towards their stakeholder. The main objective of the stakeholder theory is thus to broaden the representation that management sciences have of the role and responsibilities of leaders: beyond the function of profit maximization, it is important to include in the governance of the business interests and rights of non-shareholders. Stakeholders are considered "staged" and determined by the importance given to them by leaders. In continuation of this idea, we can cite the theory of strategic leadership, whose birth results from the work of Hambrick and Mason (1984), the main actor corresponding to the understanding of organizational behavior, is man. Thus, the behavior of the company reflects the personal characteristics of the members of the management team. The process is as follows: managers interpret environmental stimuli through a filter of personal values and beliefs. As a result, organizational behaviors and results shaped in their image result. This paper is supported by the work of Wood (1991) who defends the idea that "the responsibility of the company is not realized by abstract organizational actors but by human actors". These observations emphasize the voluntarist dimension of organizations and remind us that the behavior of firms is a reflection and consequence of human action.

3. The formulation of the reasons for commitment in CSR

While CSR is consistent with practices that go beyond compliance, the level of corporate commitment and positioning for sustainable development is different and can be explained by these following two approaches:

-Responsive SCR Corresponds to a response to the constraining pressures to which they are subjected; each company is subjected, in the course of its activities, to pressures of legal and ethical nature (pressure from its stakeholders: NGOs, customers, trade unions, public opinion, etc.), which are obliged to comply with the normative requirements of certain CSR tools (labels, codes of conduct, ethics charter, etc.).

-A **proactive or strategic approach** (Strategic CSR) Corresponds to companies that take a proactive approach fully aware of the impacts of their activities on the environment and people with taking responsibility for themselves. Their approach is, therefore, voluntary. Of course, these companies are also obliged to respect social and environmental laws, but the question of compliance does not arise for them because they recognize their roles in solving the problems of society and incorporate this principle into their missions. All of their actions are subsequently responsible and meet the expectations of their stakeholders. As part of this approach, the company goes beyond the mimetic research of good practices to try to find in CSR what allows to differentiate and strengthen its competitive advantage. This is done by addressing strategic philanthropy issues that improve the company's competitive environment or by transforming its value chain activities to benefit society while strengthening its strategy. Porter and Kramer (2006) suggest that each company must select the societal questions that are particularly relevant to its activity and that can't solve all the problems of society and bear the resulting costs. Leaving other societal programs to other companies in other industries, to NGOs or to government institutions that are better placed to respond.

This formulation of the two main CSR approaches, in turn, presents a set of motivations that explain the commitment of companies: to meet customer (consumer) expectations, pressure from regulation, pressure from NGOs and other international organizations, investors, reduction of costs, reputation of the company, etc.. If we retain the typologies suggested by Wood (1991), we can classify these motivations into three categories:

1. **Strategic motivation** for the company's response to the needs of its stakeholders through policies and programs in the areas of prevention, anticipation, signal transmission, competitiveness and roots.
2. **Institutional motivations** presented by society, such as the imitation, the competition, the coercion and the professionalization.
3. **Ethical motivations** interpreted by the manager (the vision, the values of the company's leaders: a proactive approach). Companies are encouraged to adopt different social policies according to a particular regulatory and normative cognitive framework that is based on the history, culture and economic and social institutions (North, 1990). Social demands imposed on companies must be respected in order to gain legitimacy and respect, which is consistent with Wood's first level of CSR (1991), called the institutional level. Since then, social demands have changed, depending on time, situation and place. There is no fixed framework, or a unique way to respond to these changes. As a result, companies find it very difficult to detect and respond to these changes. Most theories of this approach are concerned with the response to social demand to gain more legitimacy. The following table summarizes the main motivations and obstacles to the social commitment of companies.

Table 1: Factors and constraints in a responsible and sustainable approach

FACTORS	CONSTRAINTS
Strategic Motivation -Prevention -The anticipation -The introduction of barriers to entering new competitors -The transmission of signals -The improvement of the competitive -The rooting Institutional motivation -The Simulation Competition - Coercion -Professionalization Ethical motivation -The vision, values of the company's executives A Proactive Approach	-Strong centralization of decision-making power -A limited financial surface -A high economic and social vulnerability - A lack of information and human resources to implement CSR -A weak integration into the international production chain - Non-existent or low-tax professional standards

Source : Daniel Labaronne, Emna Gana-Oueslati, (2011) « Analyse comparative Maroc-Tunisie du cadre institutionnel de la RSE dans les PME », Management & Avenir (n° 43), pp. 103-121.

4. Degree of commitment to CSR

Companies differ in their behaviors toward their CSR engagement's strategies. Their level of societal commitment is characterized by a heterogeneity. In this sense, companies' CSR behavior is determined by a number of factors, such as the size, the sector, the company's age and the skills resources. Capron and Lanoizelée (2010) give the definition of the typologies of strategic behaviors according to the economic interest of the company (risks and opportunities) and the will of its management on the one hand, the media's visibility and the pressures of the stakeholders on the other. These authors (Capron and Quairel-Lanoizelee, 2007) identified four strategies, namely proactive, defensive and reactive, as illustrated in the following table:

Table 2: Strategies toward CSC's commitment

Economic performance of the company Pressures from Stakeholders	Low risk Low Opportunities	Risk Strong Strong Opportunities
Low Pressure Low Visibility	Ignorance, weak or symbolic conformity Strategies initiated	Proactive strategies: from low integration to substantial integration
Pressure High Visibilities strong	Defensive strategies: avoidance, manipulation	Proactive or reactive or compromised strategies

Source : Capron Michel et Lanoizelée Françoise Quairel, (2010) « la responsabilité sociale des entreprises », Edition La Découverte. P77

According to this typology, the following behaviors are identified:

- Reactive or proactive strategies (integration of CSR into the core business of the company): in this case, the company integrates CSR into its "global strategy", actions for the environment, employees, and the company is defined as an enterprise. The entire management system is undergoing a change.
- Defensive behaviors of companies (manipulation and avoidance): Defensive behavior is the preferred strategy of the companies which is translated by an attitude of the "not concerned". Manipulation strategies, on the other hand, are attempts to influence or "control institutional pressures". Lobbying is one example. In avoidance strategies, companies mask "non-compliance" behavior through a "compliance" attitude. The avoidance of disguising "non-compliance through the development of a conformance image" through greenwashing or windowdressing practices.
- Low integration of CSR objectives into the strategy: actions to integrate CSR objectives into the company's business lines are very weak and, are assigned to act on the company's current activities in order to raise awareness among employees, to benchmark sustainable development and to communicate to the stakeholders.
- Strategies dealing with the stakes of CSR (compromise strategy): company implements a strategy of compromise when its activities are contested and institutional forces are exerted towards it to the point where its sustainability is in danger. In this case, it can't adopt behaviors of ignorance or avoidance because the risk affects the core business of the company.

5. CSR in the agri-food sector

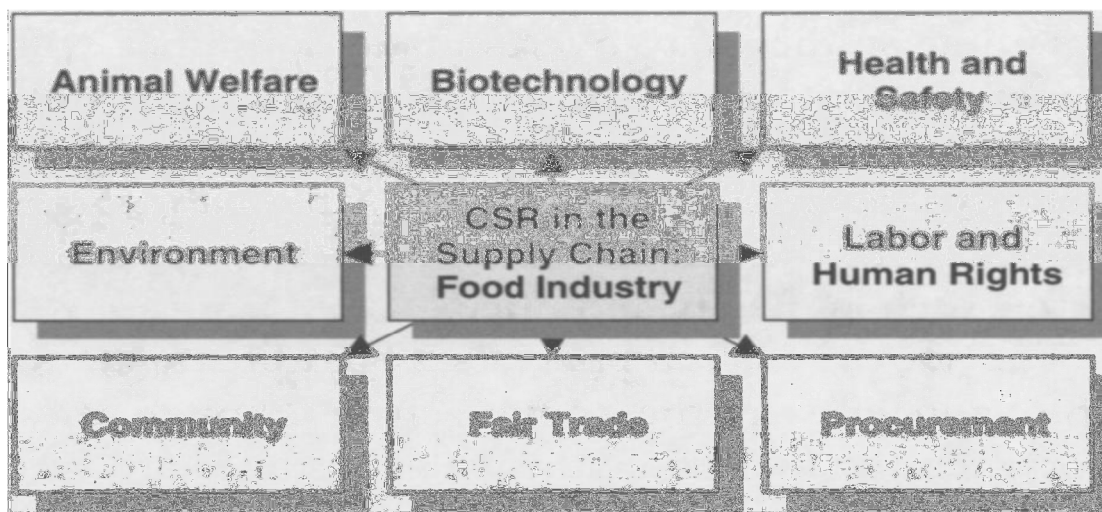
All sectors of the economy are affected by increasing social demand. The characteristics of an industry, the pressure on companies to take into account CSR differs from one sector to another (Hartmann, 2011). The agri-food sector is among sectors the most sensitive to CSR, which refers to "all industries involved in the processing of raw materials, of plant or animal origin, in products intended for human or animal consumption". This process of transformation is relatively complex and requires the intervention of a certain number of actors. The latter include farmers, herders, the food industry (which is only responsible for the processing of agricultural products in foodstuffs), the biochemical industry and the packaging and distribution industry.

In view of its characteristics, the agri-food system is confronted with increasing demands and pressures among its characteristics. The consumer's relationship to food is complex and ever-changing system with interrelated lifestyle and values. Food serves simultaneously a nutritional function, an emotional function and a social function, reflecting the particularity of the food product to consumers and the importance given to it. In recent years, there has been a trend towards increased consumer expectations on health and nutrition issues of their diet. These concerns are reinforced by the increasing number of health crises (e.g., mad cow disease and dioxin) (Tallontire, 2008).

According to Fuchs et al. (2008), six million people die each year from malnutrition and contamination of food and water, but also the food is often held responsible for chronic diseases such as obesity. These crises, which affect the agri-food sector, are real public health issues, faced by the public authorities with a number of initiatives and heavy regulations. In this line of negative externalities, the European Union has completed the harmonization of a regulation named "Hygiene package" to ensure the safety of food and feed.

The agri-food sector, in addition to the societal responsibilities it faces, as well as all sectors, its characteristics generate additional specific responsibilities undertaking health, environmental and social nature. Maloni and Brown (2006) have determined a framework for understanding the application of CSR in the agri-food sector, presented in the following figure:

Figure 2. The dimension of CSR in the food chain



Source: Maloni, M, J, M Brown E. (2006) « Corporate Social Responsibility in the Supply Chain: An Application in the Food Industry ». *Journal of Business Ethics* 68 (1): 35-52.

From an economic point of view, the main issues are the working conditions and the social dialogue between the various stakeholders such as contractors, suppliers or unions. In the agri-food sector, the volumes produced as well as the income levels of farmers largely depend on the needs and requirements of the agri-food industry. The latter wants to buy raw materials at low prices, and therefore produced massively, which is detrimental to small farmers. This favors an intensive farming system characterized as “irrespective” of people and environment. Additionally, players in the agri-food sector are trying to reduce their costs as much as possible in order to put products on the market at unbeatable prices. To do so, they outsource their activities, which is not without consequences on society. Effectively, it creates additional costs for the latter, both in terms of the environment (e.g., increased pollution caused by transport over longer distances) and economy (e.g., subsidies to farmers to fill income gaps, less national workforce for cheaper labor).

From an environmental point of view, challenges are multifaceted and the contribution of companies to overcome them involves the preservation of natural resources, ecosystems and biodiversity. To do so, companies must reduce their energy consumption during their entire production process, including more options for renewable energy sources whenever possible. On the environmental front, the agri-food system in its current form is associated with serious environmental burdens such as soil erosion, greenhouse gases and the potential ecological risks of genetic modification of food and non-food species. The concentration of capital in the supermarket sector combined with the global expansion of their activities, poses at this level a threat to the livelihoods of small local farmers (Maloni and Brown, 2006). These evolutions of the environment require to implement more responsible solutions. The quantitative and qualitative improvement of energy consumption and the reduction of the carbon footprint are areas that are increasingly being explored by companies. CSR can be manifested by the implementation of a sustainable management strategy via monitoring and vigilance of discharges.

From a societal point of view, the fundamental principle of CSR lies in the respect of the laws

and the international standards. However, the CSR also concerns the actions which go beyond the law and which rest on common ethical values shared. Agribusiness companies must, first of all, ensure that they produce quality food in line with the principles of food safety. Secondly, it is important that the labeling is correct and honest, that is, on the one hand, readable and comprehensible by the entire population and, on the other hand, in line with what it actually contains. Then, obesity being a phenomenon in extension, they must promote healthy foods and mention in their advertising messages for nutritional prevention "Do not eat too fat, too sweet, too salty", for example.. In addition, the agri-food industry faces another challenge. The latter requires a high rate of labor. The image perceived by society and more particularly by the workers is not optimal, far from it, due to the arduous working conditions. Therefore, it is necessary to give an attractive image to this sector in order to attract young workers. The efforts to combat discrimination and promote diversity must fall under CSR.

6. Empirical study of visions and commitment motivation in CSR

6.1 Interest in the selection of the agri-food sector

The agri-food sector is one of the pillars of the Algerian economy. It is the first sector of the national industry and one of the best assets of development for the country. The choice of this sector falls into the importance of the challenge to be met in large scale. Indeed, companies in this sector must be upgraded to face international competition. An upgrade regarding not only the quality of the products but also of the quality of the management and its adaptation to the new economic, social and environmental requirements with a social responsibility of the companies vis-à-vis their socio-economic and political partners both nationally and internationally.

In Algeria, for nearly two decades, private enterprises, particularly in the agro-food industries, have grown considerably. Agri-food is the sector in which the most private companies (10% per year) are created, the number of which exceeds 700 with the appearance of already large groups. Taken by a large presence of foreign companies, the private sector agri-food sector is developing remarkably. These include dairy products with Danone, the national leader in the sector, with an estimated 40% of the national market for fresh dairy products, as well as other national or mixed companies such as Candia-Tchin-lait, Soummam and Trefle. It is also the case of soft drinks, mineral waters and beers with ABC Pepsi-Cola (Mehri Group), Fruitall-Coca-Cola (Othmani Group), Hamoud Boualem, NCA-Rouiba (Othmani), Vitajus, Flash, Ifri and Sidi Lekbir (Cheriet and Lamani, 2011). The soft drink branch alone accounts for 31% of the total jobs in the sector, estimated at 13 508 people. The branch of bottled water employs 29%, wines account for 18% and beer 14% (study of APAB²). In a competitive environment characterized by the progressive liberalization of the national economy, which has often been accompanied by new constraints, industrial enterprises are obliged to respond effectively to rapid changes in the national and international economical environment.

² It is an association that was created in 2003 and brings together several players in the beverage sector, including mineral water, fruit juice, soft drinks, beer and wine. Its main objective is to defend the material and moral interests of its members, but also to establish a sort of watch to better organize the market

6.2 Method of research and collection of informations

In the framework of the present research work, we use a qualitative methodology based on multiple case study which is largely privileged to apprehend a newly and complex such as CSR. The qualitative methodology makes it possible to try to better understand the complexity of the institutional context of CSR integrating various actors involved (public authorities, distributors, producers, consumer associations, NGOs, etc.). We will now determine and justify our epistemological positioning. Indeed, methodology without epistemology is only the ruin of reflection. Among the three epistemological paradigms (positivism, interpretivism and constructivism) in relation to which the researcher in management is called to position himself. This research is based on an interpretative approach. From the moment it aims to understand from the review of corporate CSR practices. The "subject-researcher interaction" advocated by interpretativism corresponds perfectly to the approach taken to collect the data. These elements give legitimacy to the epistemological positioning of research. Doing one or more case studies involves using one or more real-life examples to gain in-depth knowledge of the topic being studied and, if possible, to draw lessons for the whole assessment. In complex situations, the case study aims to answer the questions "How" and "Why" based on concrete examples chosen judiciously according to the objectives of the evaluation.

6.3 Method of collecting information:

In order to answer our problem, we have administered a questionnaire articulating both closed questions and multiple-choice questions based on scales of agreement or appreciation (Likert scales of 7 points, ranging from Strongly Disagree, to Strongly Agree). The administered questionnaire has closed questions related to CSR visions, degree of managerial knowledge of SD, importance given by leaders to environmental, economic and social pillars and 19 items related to different motivations for CSR engagement;

Different types of questions were used: closed single, closed multiple and open, question with scale not scoring. The choice of cases studied is based on the following indicators:

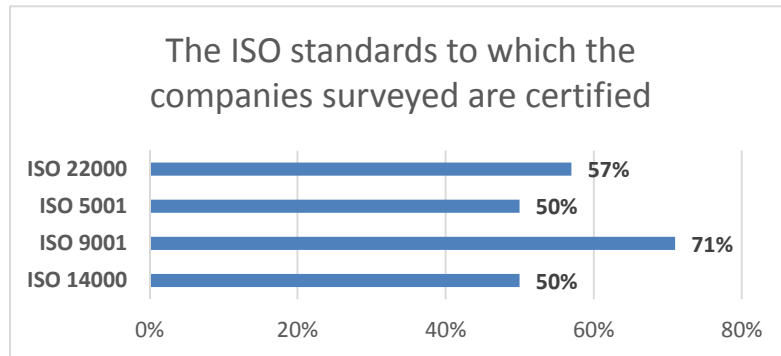
- The company's formal commitment to a CSR approach;
- The compliance with international management standards (ISO 9001: 2008, ISO 14001: ISO 22000: 2005) and standards such as: OHSAS 18001;
- The interest of the management team in the research project.

We have selected three regions in Algeria (Algiers, Blida, Bejaia) in view of the concentration of important agro-food companies, They represent the most dynamic industrial regions in Algeria (Agroligne, 2015). The study sample consists of the following companies: (Cevital agro, Danone Djurdjura, Candia Tchik Lait, Rouiba, Moulin Blida, Ifri, Soummam, Pasta word, Ramdy, Toudja, Hamoud Boulem, SIM, La Belle, Fruital). These companies have formalized their CSR approaches via internal documents. The latter can be in the form of organizational values, principles of action, rules of conduct or code of ethics. The formalization of CSR policy in the document shows that these companies are aware of the importance of taking this approach into account in their policy.

6.4 Results of the research

The following gaphique illustrates the ISO standards under which all the companies surveyed are certified.

Graphic 1: Compagnie's Certification

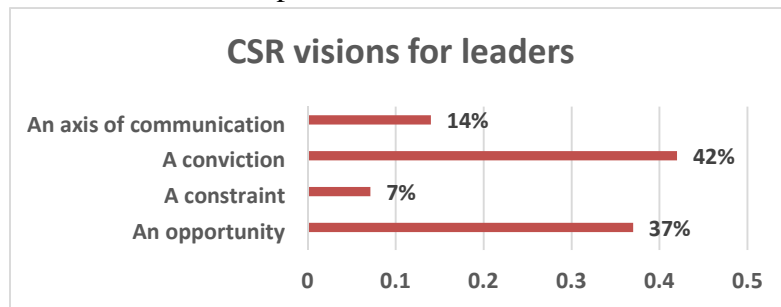


Source: Company's internal data

The companies in our sample adopt the ISO 9001 standard rather than the ISO 14001 standard. This is necessarily linked to the novelty of the ISO 14001 standard for Algerian companies.

b. CSR visions for leaders: each company has a vision of CSR, the results of our investigation are illustrated in the following graphic

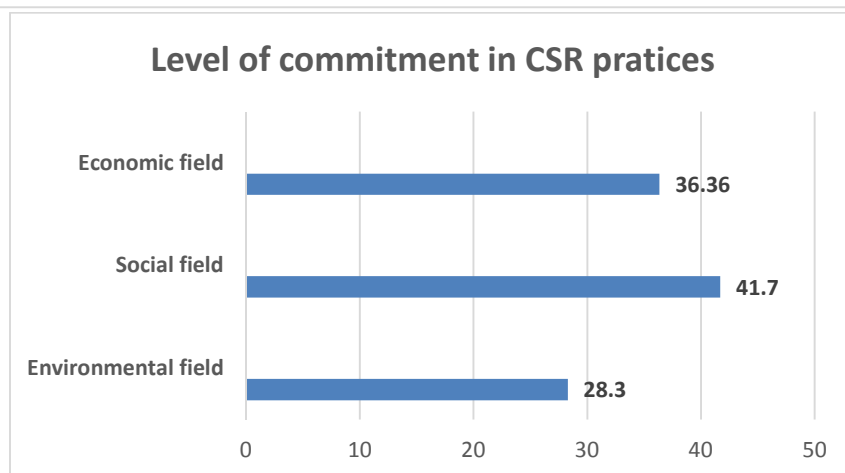
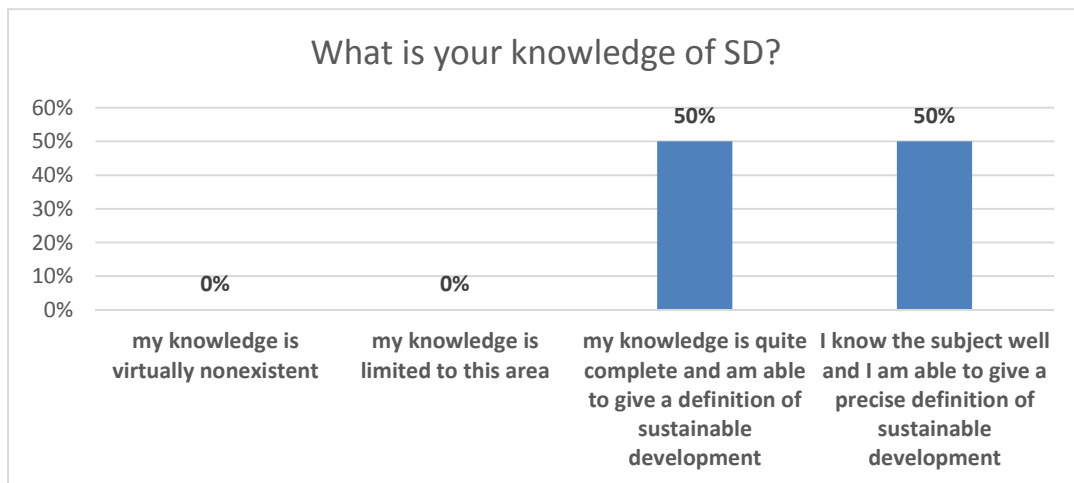
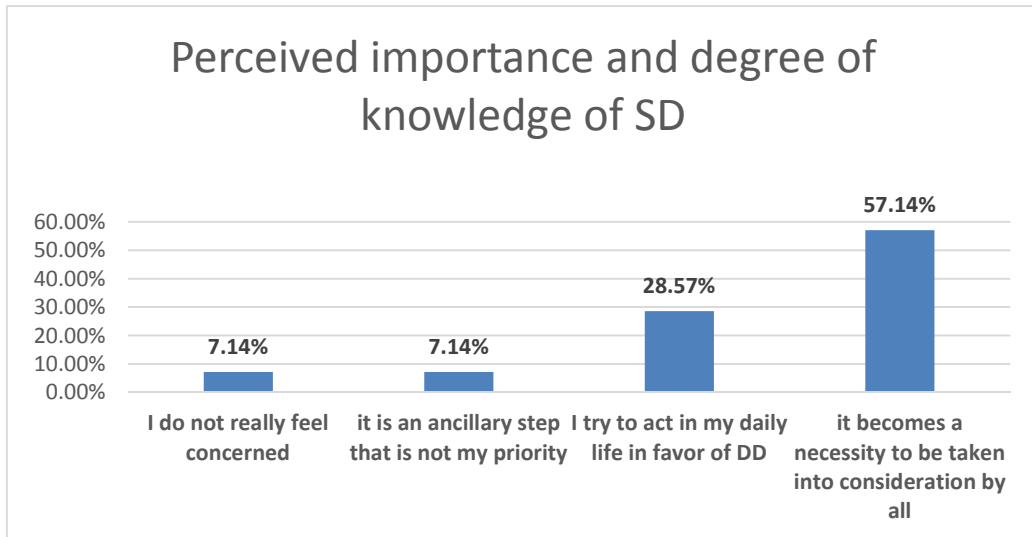
Graphic 2: Visions of CSR



Source: Results of our survey

The results of our survey show that a large part of the companies surveyed consider CSR as a conviction for the company with 42% of the total (i.e., 6 companies). As an opportunity in second place with 37% of the total (i.e., 5 companies). As an axis of communication 14% (i.e., 2 companies). Last position with a percentage of 7% of the total company that considers CSR as a constraint (i.e., 1 company).

Graphic 2: Perceived importance and degree of knowledge of SD



Source: Results of our survey

The result of the study declares marked interest for sustainable development associated with an understanding of the different dimensions of the concept. More than 50% of the people questioned show a real concern for the issues of sustainable development, the concept is well known to be able to define it precisely. For the vast majority of respondents, the social issue is the essential axis of sustainable development: the economic and environmental "pillars" are considered less important.

This perception is clearly evident in the perceived issues of SD: the social issues have a high percentage, and the only issues considered as little or not important belong to the field of the environment with a percentage of 28.3%

Table 2: Scoring CSR commitment motivations

Content and engagement motivations of CSR	Score: Likert scale (1-7)		
	average	standard deviation	coefficient of variation
Personal motivation			
1. People must make sure that their actions do not intentionally harm others, even to a small degree	6.27	0.61	0.09
2. Risks to others must never be tolerated, whatever their nature	5.90	0.89	0.15
3. Do not take action that could threaten the dignity of another person	6.06	0.89	0.14
4. If an action could harm another innocent person, it should not be done	5.90	0.99	0.16
5 Moral actions are those that closely match the ideals of most people	6.27	0.61	0.09
6. Questions of what is ethical for everyone can never be solved, since what is moral or immoral is up to the individual	5.54	1.30	0.23
Average score	6	0.88	0.15
Organizational motivation			
1. The company is motivated by the reduction of energy consumption and waste discharges.	1.9	0.79	0.41
2. The company is motivated by the reduction of costs related to operational risks	3.72	1.13	0.36
3 The company is motivated by increased productivity and profitability	3.81	1.11	0.37
4. The company is motivated by the improvement of measures to protect the health of employees in the workplace (chemical gases, steam, dust, fumes, odors, nuisances, etc.).	3.90	1.08	0.63
5. The company is motivated by the improvement of the environment, safety and hygiene on the production sites	4.18	1.19	0.36
Average score	3.50	1.06	0.31
Institutional motivation			
1. The company is motivated by compliance with the legislation and law in force.	5.27	0.16	0.09
2. The company is motivated by the decrease of the criminal risk for non-compliance with the regulations	5.63	1.36	0.24
3. The company is motivated by fear of warnings from regulatory authorities	4.09	1.88	0.34
4. The company is motivated by the anticipation of new legislation	2	1.27	0.36
5. The company is motivated by the improvement of its image	1.80	1.05	0.44

and its reputation			
6. The company is motivated by the fact that the competitors are committed to social responsibility.	5.09	1.83	0.35
7. The company is motivated by the ease in recruiting new staff, while keeping these talented employees	3.90	1.97	0.50
8. The company is motivated by increasing customer loyalty	4,09	1.5	0.38
Average score	4.51	1.54	0.37

The source of the data: field survey: author

The motivations for the social commitment of agri-food companies are the personal values of the manager with an average score (6 on the likert scale) very far ahead of the anticipation of regulatory changes (2 on the likert scale); A better image of the company (1 on the likert scale); this result reveals the triggers for their CSR actions.

According to the scoring results of CSR engagement motivations, we notice the sign of the influence of personal ethics on CSR engagement. The regulatory aspects here are significant (compliance with regulations and fear of sanctions), which is much less present in our sample. As for the search concerned by a better image of the company, the results are very contrasting: the consensus on the legitimacy of an environmental communication in a business environment is not yet relevant. The strategic aspects (customer pressure and the search for a competitive advantage) are certainly not forgotten, but are only a secondary group of motivations.

CSR corresponds rather to Bowen's original concept (1953), since it equates with a moral obligation. Indeed, after studying the speeches and practices of businessmen, Bowen shows that they espouse the protestant ethic of social responsibility based on trusteeship and stewardship, which impose for the businessman a moral duty to integrate the general interest in its decisions. Managerial perceptions are influenced by managerial values (Hambrick and Mason, 1984). At the level of literature, various authors have studied the relationship between the perception of an individual on ethics, CSR and its ethical ideology (Van Kenhove et al., 2001; Vitell et al., 2010; Taleb, 2013). The managerial values of an individual are part of his overall ideology, consisting of norms, beliefs and values.

Conclusion

In summary, this article presented the motivations for companies' commitment to CSR. The managerial contribution emphasizes the values of the Algerian entrepreneur, more precisely the idealistic behavior of the Algerian leader in the face of the strategic decision. In other words, the Algerian leader considers universal standards when it comes to making a strategic decision. This confirms the research by Schwartz and Bilsky (1993) that "universal individual requirements, expressed in all types of society, constitute the true" foundations "of individual value systems"

The societal commitment may vary according to the stakes of CSR, and the various factors that describe the reality and the context of the company, namely the size of the company, its age, ownership structure, innovation rate, international engagement, gender and educational level of the leader. It can be based on several determinants and according to various stakes, namely the institutional factors (social stakes), organizational and individual factors (age and sex of the owner).

It should also be pointed out that our research framework and survey are carried out on the basis of the motivations of the societal commitment of companies (degree of CSR knowledge, actions carried out and tools mobilized, motivations and CSR visions).

According to the cases covered in the present research, results show that the concerned companies follow a well-defined trajectory to achieve CSR. This trajectory is drawn by the international standards and standards that places this company on the road to CSR. The compliance of these standards prepares companies to respond in a positive way to institutional pressure taking into account other interests than those declared by the shareholders, the employees and the consumers. This pressure requires companies to integrate the social aspect and the expectations of the players who are affected by their activities and their decisions. The watchword is "change or disappear". The disappearance here refers to the eviction of the market enterprise because of the violation of the new rules which are only institutionalized internationally. If this is not the case for the moment in Algeria, the pressure is not yet strong in order to oust the irresponsible business of the market, that will not be the case in a few years.

The country is a full transition to the market economy, which is synonymous with globalization and globalization of its markets. Pending this change in favor of anchoring the values of social responsibility in the Algerian culture and the new market conditions, some companies are already on the road to CSR. We should call these companies proactive where the justification for such behavior belongs to the pressure from international institutions in order to place their products and services in foreign markets. The pressure can also be felt by companies wishing to be part of the multinational corporations that are the source-import of these values as a collaboration exigence with them.

Moreover, it is clear that even in the absence of formal approaches to social responsibility, some companies are involved in CSR. The findings are indicative of the assumption of responsibility for certain aspects of CSR by the legal corpus of Algeria, whose public enterprises are more advanced from the point of view of its application. Other values are shared by the society. Otherwise, many aspects of CSR are supported by international standards. Ultimately, CSR emerges as the culmination of a whole process in favor of responding to institutional pressure and transforming it into an opportunity for the company. CSR is therefore an isolated step and is a continuation of the other steps taken by the company to coordinate all business practices in the economic, environmental and social fields in order to federate all the efforts around a company and a business project.

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