

*Social responsibility and sustainable development in the enterprise, what relationship?*  
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***Case study: experiment of Algerian economic enterprise***

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**Abstract**

Upon microeconomic level the twin subject social responsibility and sustainable development has been increasingly growing in the importance and attraction so that making it worth to be discussed with special entrances and approaches according to the aimed targets.

This paper introduces the meaning of enterprise social responsibility and sustainable development, analyzes the interaction and relationship between enterprise undertaking social responsibility and attainment of sustainable development on the light of embracing ISO26000.

The case study shows clearly that the enterprise which bearing social responsibility with certain balance becomes true sustainable in development and build up harmonious society.

**Key words:** Social responsibility (SR), Sustainable development(SD), enterprise's practices

الملخص:

على المستوى الجزئي، يثير الموضوع التوأم للمسؤولية الاجتماعية والتنمية المستدامة جاذبية و إهتمام متزايد تجعله مادة للنقاش باستخدام مقاربات ومداخل خاصة تبعا للأهداف المرجوة.

يتطرق هذا البحث لمفهوم المسؤولية الاجتماعية والتنمية المستدامة كما يناقش و يحلل التفاعل والعلاقة

القائمة بين المؤسسة المتبينة للمسؤولية الاجتماعية وإمكانية المساهمة في تحقيق التنمية المستدامة في ظل اعتماد إيزو26000.

وقد كشفت نتائج دراسة الحالة أن المؤسسة المطبقة للمسؤولية الاجتماعية بصفة متوازنة تساهم في تطوير المجتمع وتحقيق التنمية المستدامة.

الكلمة المفتاح: المسؤولية الاجتماعية، التنمية المستدامة، تطبيقات المؤسسة.

**Introduction**

In the recent times, social responsibility and sustainable development have occupied both national and international agenda. The reason behind this is that the achievement of sustainable development at microeconomic and macroeconomic levels contributes to realizing concrete values within the society (people and environment) that reflect positively upon the economic, social, technological, and cultural sides.

In the situation of economic globalization and market competition, social responsibility has become a factor of competition like the talent, technology, management and represents the important variable which could affect the sustainable development.

By this study, I would like to examine wither the business enterprise promote sustainable development at microeconomic stage via adopting fair corporate social responsibility.

To cover this specific issue the present article surrounds the following questions:

Social responsibility and sustainable development what do they mean?

On the light of enterprise's practices, what are the common areas between social responsibility and sustainable development? Also can we consider that social responsibility is a requirement for sustainable development?

Importance of the study:

Based on recent directions that business has seen, especially which is related to environmental and social sides highlight on the importance of studying social responsibility and sustainable development as a required tools by which the enterprise keeps the balance towards all society and propels the prosperity.

Methodology

By following an analytical and descriptive methodology we identify the concept of corporate social responsibility and sustainable development, and we shed light upon their practical sides and interaction to each other within Algerian context through using a case study.

### 1. The meaning of Social Responsibility and sustainable development

As it is recorded, the Wall Street crash of 1929 exposed corporate irresponsibility in large organizations. Since then, social responsibility has continued to be the focus of business operations and a popular topic of investigation for practitioners and academics from a range of disciplines, on other side, realizing sustainable development represents a great ambition for any country seeking to achieve increasing levels of prosperity and welfare.

A number of different actors have tried to develop and explain the concepts of CSR and SD as follows:

#### 1.1 The meaning of Social Responsibility:

In academic literature, formal writings on CSR are evident for the first time in Bowen's Social Responsibilities of the Businessman. 'The Father of Corporate Social Responsibility' He defines CSR as:

The obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society.<sup>1</sup>

Bowen expected businesses to produce social goods such as:

- higher standards of living;
- widespread economic progress and security;
- order justice and freedom;
- The development of the individual person.

Another proponent of CSR, Frederick defines it as:

The use of society's resources, economic and human, in such a way that the whole society derives maximum benefits beyond the corporate entities and their owners.<sup>2</sup>

This explanation clearly indicates that the responsibility of management is not just creating wealth for the business, but for the society too.

In 1980, Jones Thomas entered the CSR discussion with an interesting perspective, he defined CSR:

Corporate social responsibility is the notion that corporations have an obligation to constituent groups in society other than stockholders and beyond that prescribed by law and union contract.<sup>3</sup>

Indicating that a stake may go beyond simple ownership, both aspects of this definition are important:

- The obligation must be voluntarily adopted, behavior influenced by the obligatory forces of union contract or law is not voluntary.
- The obligation is a large one, extending beyond the traditional duty to shareholders to other societal groups like customers, employees, suppliers, and neighboring communities.

Carroll's four part definition of CSR was originally stated as follows: "Corporate social responsibility encompasses the economic, legal, ethical, and discretionary (philanthropic) expectations that society has of organizations at a given point in time"<sup>4</sup>

The concept of CSR' which illustrates the changing relationship between business and society is:

Business is being asked to assume broader responsibilities to society than ever before and to serve a wider range of human values. Business enterprises, in effect, are being asked to contribute more to the quality of public life than just supplying quantities of goods and services. In as much as business exists to

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serve society, its future will depend on the quality of management's response to the changing expectations of the public<sup>5</sup>.

The United Nations (UN) after the Rio Conference on Environment and Sustainable Development of 1992, the UN invited multinational enterprises to assume a commitment towards society and the environment by including in their commercial agreements provisions to protect basic human rights, workers' rights and the environment.

The world business council for sustainable development (WBCSD) defined CSR as firms' commitment to contribute to sustainable economic development working with employees, their families, the local community and society at large to improve their quality of life.<sup>6</sup>

The International Labor organization (ILO) has also recently defined CSR as "a way in which enterprises give consideration to the impact of their operations on society and affirm their principles and values both in their own internal methods and processes and in their interaction with other actors. CSR is a voluntary enterprise driven initiative and refers to activities that are considered to exceed compliance with the law".<sup>7</sup>

Among various definitions one was proposed by the European Commission in 2006 is widely accepted: CSR is "A concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis".<sup>8</sup>

Being socially responsible means not only fulfilling legal expectations, but also going beyond compliance and investing more into human capital, the environment and the relations with stakeholders.

The International Standards Organization (ISO) has created an international standard for the social responsibility of private (corporate) and public sector organizations. ISO 26000 establishes seven core subjects of social responsibility, all of which are parts of most current CSR definitions:<sup>9</sup>

- Organizational governance;
- Community involvement and development;
- Human rights;
- Labor practices;
- The environment;
- Fair operating practices;
- Consumer issues.

The seven core subjects are in effect heuristics for a corporation to follow, which can be valuable for corporations to create programs around the areas ISO believes CSR should embrace.

## 1.2 The meaning of sustainable development:

In 1987 the term sustainable development used for the first time in the report "our future for all" of the World Commission on Environment and Development of the United Nations.

Sustainable development is defined by the emerged report from the World Commission on Environment and Development of the United Nations as:

"The ability to make development sustainable to ensure that it meets the needs of the present without compromising the ability of future generations to meet their own needs"<sup>10</sup>

This definition aims to keep a balance between the economic, social and ecological dimensions, in other words sustainable development is a long-term development, which takes into account the dependence feature of economic, social and environmental concerns.

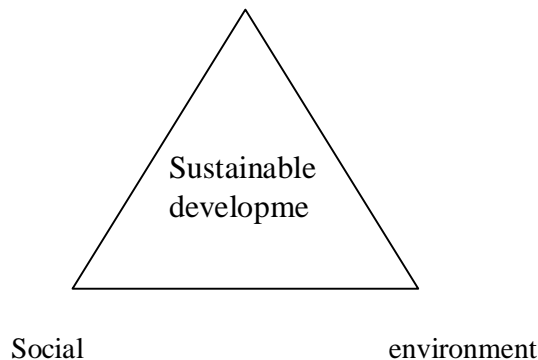
Also Sustainable development is an approach that aims to make an economic progress, social development like the guarantee of fundamental human rights, the protection of vulnerable groups ... and the respect of the environment as explained by Deville " The concept of sustainable development demonstrates that ecological problems cannot be dissociated from the wellbeing of populations and general economic development "<sup>11</sup>

But the principles of sustainable development remain difficult to implement despite the existence of a

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broad international consensus on the opportunity of this approach as Hulse describes "sustainable development is not an objective that is achieved by a linear direction, nor can it be explained by means of a ready-made formula"<sup>12</sup>

Figure 1: sustainable development economy



Source: Baddache Farid, le développement durable, ed eyrolles, paris, 2010, p15

Crabba.P, suggests another definition to SD "SD focuses on people, so here it aims to enhance the quality of human life and it is based on the protection of nature, this is why it is conditioned by the need to respect the capacity of nature to provide biological resources and services, this point of view says SD means improving the quality of human life while respecting the boundaries of related ecosystems»<sup>13</sup>

The definition emphasizes on the reality of the interconnection of the three poles: the economy, the social and the environment, so every pillar influences the two other pillars and be influenced by them.

#### 1.2.AThe pillars of sustainable development.

All SD definitions consider the development as an issue that takes into consideration the consistency among three pillars which are the economy, the social and the environment.

The purpose of SD can be summarized in attainment of economic efficiency, social equity and environmental preservation.

**Economy:** in the long term, SD aims to ensure the establishment of an adequate mode to economic activities, as mentioned by A. Benoiset "SD does not deny seriously any of the basic principles, it is always ordinary to get a benefit from natural and human resources " consequently SD is not synonym of growth.

**Social:** SD gives the primacy to the social dimension, so it seeks to correct intergenerational and intra-generational imbalances (unemployment, the development backwardness of the South countries) imposed by the increasing globalization, And trying to settle fair society by adopting fitted practices to develop the employment, improving working conditions, fighting poverty and child exploitation, ensuring access to the whole Goods and services for all persons, including access to education and health, and enhancing equity regarding to available resources.

**The environment:** concerning the environmental protection, SD involves practices and processes favorable to the planet's respect through promoting ways of production and consumption that are beneficial to environment such as the use of renewable energies and the reduction of the discharge related to polluting wastes.

#### 2. Interaction between Social responsibility and sustainable development

Enterprise is an open dynamic system which exchanges continually with exterior environment that depict the total summation of every element and power effecting enterprise's operation and development, including economic environment, social environment, political and legal environment, natural environment etc.

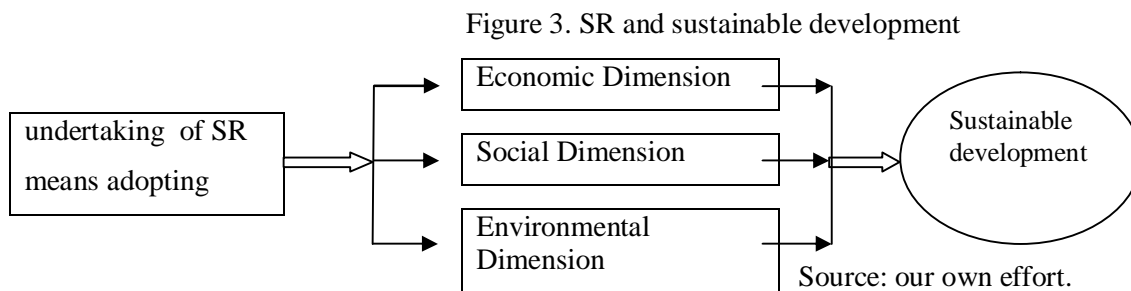
The purpose of the enterprise is to create wealth in general including realizing profit, which is necessary condition that enterprise depends on, and represents in effect a form of social wealth.

The enterprise development can't go ahead without the survival resource and condition provided by social

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system, moreover it is proved that many successful enterprises becomes famous in the world for undertaking social responsibility with energy, business enterprises only are courageous in undertaking social responsibility, can make employees bring mighty concentration, can win better survival environment, enterprise's brand will be recognized by society, enterprise's products will be accepted by consumers,... in the same direction several researches show there is positive correlativity between social participation and operation performance of the company, especially enterprise can promote the realization of economic benefit in undertaking social responsibility. On the contrary the enterprise overlooking social responsibility will be abandoned by society at last, so enterprises engaging in social responsibility contribute into sustainable development, otherwise, social responsibility represents core values that define the commitment of a business enterprise to society, economy, and the environment that sustains its activities, its broad scope can be integrated into a sustainable development project.

Based on above viewpoint referring to the conception of SR and SD we can draw the following graph to illustrate the situation.



the state that enterprise taking social responsibility means it carry out the principles

of economy and ethic harmoniously, keeping up with innovation, environment protection, using resource effectively, holding up with creating profit, meeting enterprise related benefits person national demand, pursuing itself long prosperous and not wane, coming true the survival state of enterprise and society development permanently and harmoniously.

### 3 Practices of SR and SD in NCA-Rouiba Company.

#### 3. 1NCA -Rouiba's profile:

NCA- Rouiba is a family-owned business, founded in 1966 under the name of new Algerian factory for tinned food in Rouiba zone, but over many decades, it is being a company which has reinvented itself and developing its know-how and its experience in the agribusiness sector, especially by dealing with the same activity fruit processing, and providing to the public wide range variety of drinks (cocktail fruit "pulp", "excellence", "light"....).

With the effort result of enlarging and specializing in activities, NCA Rouiba becomes Algerian leader in fruit juices.

After 2010, NCA- Rouiba was listed in the Algerian stock exchange, and has been available to Algerians wishing to invest or join it. Furthermore, in intention to display the products, the company has chosen the export as strategic priority throughout it is being the main effective actor in the Maghreb markets( Libya, Tunisia, Mauritania..), and distributing the products in the European market (France, Belgium, England) and North America (Canada) as well.<sup>14</sup>

Meanwhile, the way of managing the activities and how to react towards the environment enable the company to get ISO 9001, ISO 14000, ISO 22000 certificates and engages fully in process of 26000 standards.

During the execution of activities, the company's results has showed a continual growth concerning the creation of wealth which are not only the product of constant innovation, but also the outcome of the efforts made by the company's workforce, men and women.

Recently, Both the company's industrial capacity and the workforce composed of 536 collaborators, who team up in a large field of work that is covering many departments such as production, human resources, marketing... in adequate compliance with the business needs.

#### 3.2 Company's commitment (SR)

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As above-mentioned, the commitment to Quality which is materializing in various certificates, NCA - Rouiba has been selected to represent Algeria as a pilot company in the RS-MENA (Middle East North Africa) project with ISO and IANOR (Institut Algérien de Normalisation)

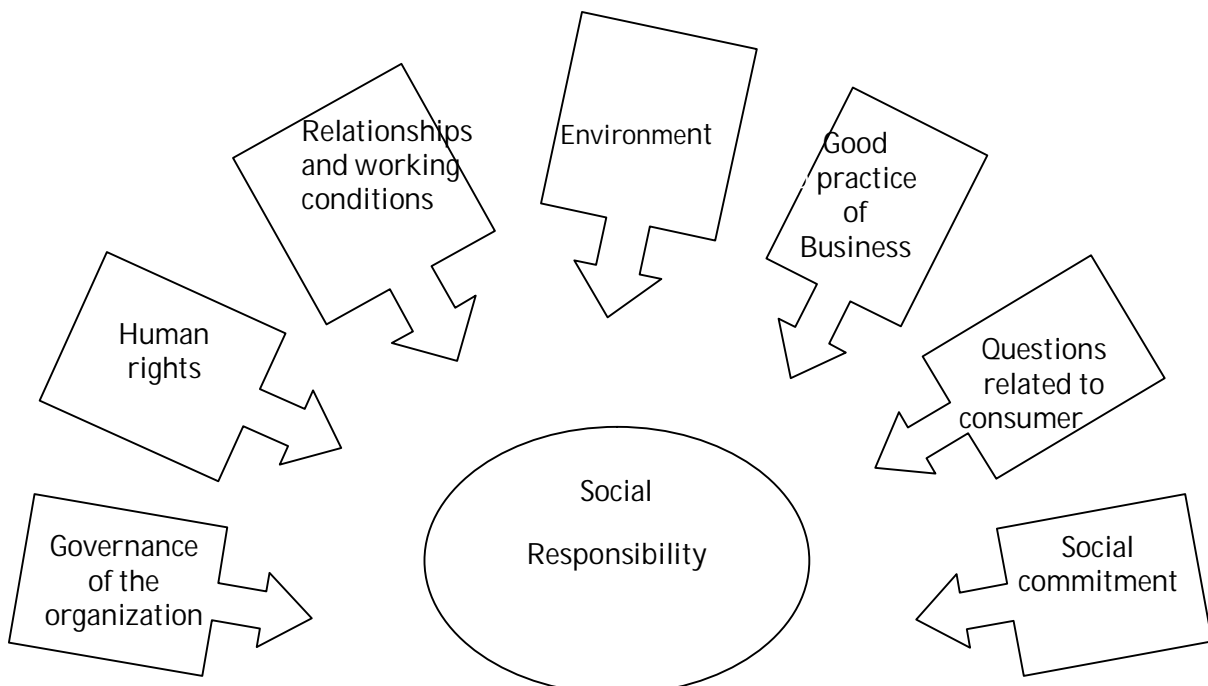
in order to implement and promote the new ISO 26000 on Social Responsibility and sustainable Development.

The Worldwide project for the promotion of this new norm (published in 2010), this one has been funded by the Swedish organization SIDA (Swedish International Development Agency) and concern eight pilot countries: Algeria, Tunisia, Egypt, Jordan, Lebanon, Syria, Iraq and Morocco. ISO 26000 provides guidelines for all types of organizations seeking to assume the responsibility related to their decisions and activities by satisfying seven main questions summarizing as followed:<sup>15</sup>

- Governance of the entity: This question makes it possible to structure the organization's decision-making body in terms of its social responsibility.
- Human Rights: This question lays emphasis on the centrality of human beings in social responsibility.
- Relationships, working conditions: This aspect reflects the relationship between the employer and the employees regarding of contract, social dialogue and collective representation.
- The environment; this question analyzes the links between the organization and the environment.
- Loyalty of practices: This aspect must ensure the principles of integrity, honesty between the organization and its stakeholders, in particular its customers or consumers and competitors.
- Consumer issues: The principles of transparency, accountability Become strong challenges as the relationship between consumers and organizations evolves.
- Social commitment for community and local development: This topic deals with the organization's relationship with the territories and communities in which it operates.

In the purpose of bearing social responsibility according to ISO 26000, Rouiba has adopted a fitted policy which includes the paramount axes depicted in the graph below:

Figure 2: Social Responsibility



Source: rapport annual 2013 of the NCA- company p4

To transform the guidelines in actual actions NCA Rouiba has strived to:

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- Maintaining and developing an ongoing relationship with all stakeholders by ensuring an effective and interactive communication.
- Providing the customers and consumers products and services, which meet their needs with legal and regulatory requirements that were established by the quality standards.
- Practicing a rigorous and transparent management to ensure resource availability and return on investment.
- Promoting clean, recycling technologies and preventing pollution risks to optimize the use of natural resources.
- Covering all aspects of employees' safety and health in workplace and preclude accidents and incidents by complying with hygiene and safety standards.
- Advocating participative management by developing individual responsibility, and stimulating innovation and systematic improvement process.
- Promoting social dialogue and fight against all forms of discrimination.

## A Quality, Management System of food safety (ISO 22000):

Food safety is part of priorities, as it constitutes one of the axes of the NCA Rouiba's quality policy, which provides the customers and consumers many products, and services that meet legal and regulatory requirements and the preconditions of the standards. Therefore, ensuring food security product protects consumers against all known hazards: microbiological hazards, chemical or physical ones.

In order to provide the consumers healthy and safe products; procedures, good hygiene and manufacturing practices and protocols have been implemented to master the risks and potential dangers. Since 2011, NCA Rouiba started a project for setting up a new food management system, the outcome of this project could be reached only through high involvement of different corporate structures.

In January 2013, an ISO 22000 certificate occurred to crown the efforts made over two years in order to strengthen NCA- Rouiba's commitments with the customers and consumers who have an additional guarantee of quality by choosing NCA- Rouiba's products.<sup>16</sup>

## B Environment:

Throughout the mission of Corporate Citizenship, NCA-Rouiba contributes on the preservation of the environment through an approach that aims to save natural resources, using clean technologies, and using the recycling processes.

As it is known, Water is the main ingredient in NCA-Rouiba's products, it is used in the plants for the operation of industrial equipment as well as for supplying the whole network, hence the responsibility towards this resource is very important.

A monthly and regular monitoring of water consumption has introduced since 2002; besides in intention to meet the requirements of the industrial equipment, NCA-Rouiba has been equipped by a process of reversed osmosis for the treatment of water.

In 2012, consumption of raw water from both wells was about 451 871 m<sup>3</sup> for a production of 86.3 million liters of finished products, 5.2 liter of water per liter juice. This is unusual ratio when using the reverse osmosis technique which is characterized by a maximum output of 75%, One year after, the consumption of raw water from two wells was 432 670 m<sup>3</sup> for a production of 88.3 million liters of finished products, 4.9 liter of water per liter of juice.

In 2014, consumption of raw water from both wells is 423,367 M<sup>3</sup> for a production of 104 million liters of finished products, 4.7 liters per liter of juice. Therefore, improving this ratio demonstrates the optimization related to operation of reverse osmosis and continuous reduction of water consumption.

## B.1 The treatment of waste water:

Industrial liquid wastes are collected in an equalization tank with a capacity of 200 m<sup>3</sup>, commissioned since the second semester of 2012. This allows the folding of the pollutant load before the evacuation via the public sewage network to the treatment plant of Réghaïa.

The monitoring of used water quality by external laboratories has shown that the level of pollution parameters is less than the threshold tolerated by the regulations.

## B.2 Environment Protection:

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Forever, environmental protection is a major concern of the company. It is marked by improvement in the collection, sorting and recovery of recyclable waste (cardboard, PET, plastic, casks, drums, pallets ...).

Recyclable waste, The Company generates Recyclable wastes which are made of cardboard, plastic, bottles and PET preforms, metal drums and plastic drums. Every waste is collected, sorted and made available to authorized recyclers. The company has succeeded to reduce the quantities of waste generated by 29%, This reduction is achieved through the efforts made by all staff to reduce losses in packaging.

Tetra Pak packaging waste, the cartons of Tetra Pak are composed of 73% cardboard, 23% polyethylene and 4% Of aluminum. These materials are necessary to preserve the quality of the products. Reducing the environmental impact of the activities, controlling losses and recycling Tetra Pak packaging is one of ANC Rouiba's priorities. An action concerning the topic has been taken in collaboration with Tetra Pak and companies of paper and cardboard (PAPCAS, a subsidiary of the GIPEC Group), Demonstrated the technical feasibility of recovering and separating the various materials. To clarify, during 2013 the company reused 60,000 packages, or 1.7 tones for the manufacture of bags from recycled cardboard.<sup>17</sup>

C human resources and management:

The NCA-Rouiba's success and expertise are fundamentally based on its employees; this is why NCA-Rouiba continually endeavors to make recognition to workers through a fair compensation policy followed with internal, geographical mobility and personal, individualized professional development plan.<sup>18</sup>

As long as Rouiba is a company opened to the outside world, it makes spread solidarity a real priority among its human resources policy via supporting the most vulnerable employees, as well as by favoring social dialogue.

C.1 Developing the professional skills of the employees:

Through a continuous training policy for the employees, the company integrates them into their curriculum in order to acquire skills for a better performance in their functions and lead to a continuous process of evolution.

The functional or geographical mobility of employees is one among the company's fundamental developments. Therefore, employees are offered an internal mobility program relating to common principles, from the recruitment of the staff an integration plan is implemented to allow a comprehensive knowledge of the business with internal training, and individualized personal sponsorship.

NCA Rouiba allows its employees to perform various professional courses in various departments (Human Resources, Finance and Accounting, Production, Logistics, Sales and Marketing, ...) The exercise of these functions every day requires a sense of initiative and responsibility, That is explaining why NCA Rouiba adopts an organization, which promotes entrepreneurial spirit and gives opportunity to all, among The pillars of career management we find training.

The company assists all employees by the means needed to develop themselves professionally, and to strengthen their skills in aspects that are constantly evolving. Vital importance is given to human development, through:

- An ambitious training policy with around 10 000 training hours per year.
- From time to time, training a crowd of employees whom are considered as the assets of the business and preparing them for management positions.

Training projects are always considered as appreciated investment, by which the company would like to be a model for managing the human capital and assuring the motivation and development of human resources. For instance Between 2012 and 2013, the budget allocated to training Almost doubled, representing in 2013 close to 3% of wage bill and involved 407 people; Below are listed some themes of training:<sup>19</sup>

- Waste sorting and Good Hygienic Practice;
- Internal audit of management system;



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- Aseptic packaging;
- Training on maintenance techniques;
- English language training;
- Negotiation of contracts.

## C.2 Providing favourable working conditions:

The company considers the human resources as the centerpiece of the entity, so their health and safety prevention is more than a strategy for the company, still it is part of all its activities.

In this field, the company has implemented a policy of protecting employees against occupational hazards, earlier it creates a fully equipped medical office which is supervised by medical specialists for assuring screenings campaigns for all employees and keeping good health.

In addition to well-being, NCA-Rouiba supports occupational medicine and it doesn't hesitate to undertake additional efforts, namely the Free charge taken by the company towards the workers' children through signing two agreements with pediatricians, as well as Dental, radiological and surgical cares.

As result for these actions, Healthy employees and performance have been permanently developed.

## C.3 Motivation and compensation:

The company has always been convinced that the Performance is the result of an intelligent combination of various factors of competence and motivation. Based on this observation and with a lot of conviction, the management decided to set up a remuneration system founded on a new thinking of the posts and built around a fixed salary, an annual advancement, an end-of-year bonus and a variable compensation linked to the Company performance with an Approach to fairness throughout the management perimeter.

Performance-related variable compensation is an evolutionary system in three steps that based on economic performance, the results of Different collectives (production department, Marketing...) and the results of the Individual. The design and modeling of this New remuneration system which is linked to the performance, was the output for many exchanges with All stakeholders (Management, Trade Union and Workers), and its implementation is programmed successfully in 2014.<sup>20</sup>

## D Shareholders:

NCA Rouiba, first family company listed on the Algiers stock Market, Despite the uncertain economic context (the dinar slip, slide of purchasing power, level of inflation,...) the

enterprise has been growing by 6% at the average.

In line with the objectives of value creation and growth, 2015 was up to the expectations, the record sales achieving 7490167 KDA for turnover and industrial performance with output of 112 million liters and the exportation makes a quantity leap with huge growth of 173% on Libyan and Tunisian markets.

Briefly, comparing to previous general statement, the total balance sheet of the company has grown by 1.130 billion of dinars and the company has made or recorded the following movements:<sup>21</sup>

- Investment of more than 2.7 billion dinars over the last 2 years
- Distributions of dividends of more than 143 million dinars over the last 2 years

## Evolution of Turnover:

Growth of 6% in 2013 referred to 2012.

Growth of 17% in 2014 referred to 2013.

Growth of 6% in 2015 referred to 2014.

## Net results:

Growth of 34% in 2013 referred to 2012.

Growth of 36% in 2014 referred to. 2013.

## E The NCA-Rouiba's organization (management and governance)

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The company has always adopted a dynamic organization that complies with the evolution of the environment and need market, naturally this case optimizing the workforce to ensure consistency between the company's objectives and human and material resources deployed.

To illustrate, the year 2013 has seen an evolution in Organizational structure, especially at the Sales Department to:

- Respond to market needs by greater proximity to the consumer.
- Be more present and visible at the points of sale.
- Increase the market share, especially within the territory.

As a result of this new organizational structure, Rouiba has implemented an internal promotion policy that has affected many jobs at commercial structure and generated several positive career developments (salespersons become supervisors, supervisors get zone heads, area managers become regional managers).

F The citizens' commitments:

The NCA-Rouiba is a company engaged in Algeria, very attentive to social developments in the country. The commitments are developed around a fundamental pillar of society, namely Youth.<sup>22</sup>

The know-how of the senior executives belonging to the company was put at the service of the INJAZ Association, thus in the third year, INJAZ saw the participation of six senior executives from NCA-Rouiba as volunteer coaches.

In this prospect, NCA Rouiba has exhibited its experience as Success project at several events:

- Open Day on the theme "ISO 26000 and Sustainable Entrepreneurship", organized by the DEVED-GIZ program
- Sustainable Development and CSR Conference: Growth Levers for SMEs CGD
- Workshop on ISO 26000, organized by the APAB (Association des Producteurs Algériens de Boissons)
- Algerian-Swedish Day on Corporate Social Responsibility, organized by the Swedish Embassy
- Conference on Corporate Social Responsibility at national school specializing in technology
- Five national awareness days organized by IANOR in: Algiers, Annaba and Oran.
- The ISO Regional Workshop: Marrakech - Morocco.
- Presentation of the Algerian experience (NCA Rouiba) at the ISO 26000 Developing Country Workshop in Geneva-Switzerland.

Based on these actions, the company affirms its willingness to become an important social player, taking part in the desired change by the academic institutions, which aims to propel the potential of young people and support their employability, promoting their entrepreneurial spirit and stimulating the environment for creating new economic enterprises.

By benefiting from this transfer of skills and competences, these young students see their mastery, their combativeness and their ability become stronger and tend towards promising future with full opportunities.

F.1 Associative commitments:

NCA-Rouiba is among founding members for association of Algerian Beverage Producers (APAB), in which it has been actively involved since its creation in 2003. Various participations such as:

- Elaboration the study of the subsidiary drinks in Algeria.
- Participation in the development of the Procedures manual and technical reference of the collective brand "Drink Quiet".
- The development of a guide to food additives in beverages.

The company is also a founding member and proposal force to the Circle of Action and Reflexion around the Company (CARE) and the Algerian Institute of Corporate Governance (Hawkama El Djazair).

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## F.2 others contributions, actions for communities:

The company believes deeply in all initiative taken to promote different bodies of society and doesn't save any efforts to encourage various layers of people in different fields, in this direction the company participates voluntarily in many events like: <sup>23</sup>

- allowance the visit of school children to the company, and give them more explanations about NCA Rouiba's products and resources.
- encouraging the sport clubs via acts of sponsoring, for instance the company helps financially Itihad Boufarik team for basketball and sport of karting.
- NCA Rouiba participates at renovation of lady Santa Crus statue in Oran , act which allow to keep the divisions of Algerian history.

## Conclusion:

We sum up the outcomes of the study as follows:

\*Throughout The article we have presented an overview about definition of SR and SD by different actors, and we deduce that enterprises have some responsibilities to society with an extent balance beyond of making profits for the shareholders.

\*NCA-Rouiba considers CSR as a source of social capital (assets) and an opportunity to enlarge its limited resources.

\* The pressures of local and international organizations and requirements of changing in practicing business push Algerian economic enterprise to adopt CSR, NCA Rouiba represents an successful example to ape by other companies.

\*It is expected that the knowledge gained from this study will contribute to the advanced perception and practice of business responsibility and way of development especially by Algerian economic enterprises, in addition it enhances businesses management, social life and economic growth in general

\*Practitioners and policy makers can use the outcomes of this study to improve and reorient their plans so that they can increase the CSR participation rate of economic enterprises. This can potentially improve the standards of social life and the national economy on a macro scale, too.

\*Sustainable development and corporate social responsibility translate the same reality with different levels. Sustainable development is a macroeconomic and macro-social concept on a global scale, whereas the social responsibility is a specific form or interpretation for the principles of sustainable development at a micro level (enterprises).

\*The fundamental objective of ISO 26000 is to design and implement, both globally and collectively a new model of socio-economically sustainable development:

- For society, it is the adherence of every organization to the national effort of sustainable development;
- For the organization, it is the search expression for a global performance by the return on investment particularly in the economic, the social and the environmental.

\* Logically , organizations certified by management standards (ISO 9000) or environmental (14000) or social (OHSAS 18001 or SA8000) and so on, Apply Probably the ISO26000 partly at least and contributes into sustainable development.

\*Societal responsibility is the liability of business to act in accordance to the overall goals of society, and is therefore linked to sustainable development as a guiding vision.

\*The term societal responsibility refers to the responsibility of an organization for the impacts of its decisions and activities on society and the environment, resulting in ethical and transparent behavior that:

- Contributes to sustainable development, including the health and well-being of society;
- Takes into account stakeholder expectations; Respects the laws in force while being consistent with international standards of behavior.

\* Since corporate social responsibility represents core values that define the commitment of a business enterprise to society, So it can be integrated into a sustainable development.

*Social responsibility and sustainable development in the enterprise, what relationship?*

Enterprise undertaking social responsibility isn't a business posture, but is the result of market economy development in some stage, and self-conscious action leading to promote different aspects of developments (making sustainable development) related to the whole society.

\* There is concrete evidence that NC Company promote sustainable development via SR

Implementation, rather SR sounds as precondition or requirement to promote sustainable development.

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<sup>14</sup>From <http://www.rouiba.com.dz/home page>

<sup>15</sup>annual report (2013)of the company, p10.

<sup>16</sup>annual report (2013)of the company, p7

<sup>17</sup>annual report (2013)of the company, p12-13

<sup>18</sup>annual report (2015)of the company, p7

<sup>19</sup>annual report (2013)of the company, 34

<sup>20</sup>management annual report (2014)of the company, p15.

<sup>21</sup>financial and management annual reports (2013,2014,2015)of the company.

<sup>22</sup>annual report (2013)of the company, p36

<sup>23</sup> annual report 2015 of NCA NCA-Rouiba p5