



**Strategic Management and Its Role in Activating Social Auditing Processes
A Field Study in the Algerian Foreign Bank**

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Received: 25/02/2024

Accepted: 27/03/2024

Published: 31/03/2024

DOI:10.53284/2120-011-001-007

Abstract:

Organizations in different parts of the world hastened to adopt a new management style and employ it to develop various areas of work in them, to change the principles and foundations that seemed to have gained a solid foundation, especially its reliance on modern methods of management to support the achievement of the objectives of the institutions and to bring about sufficient gradual improvements to meet the current and upcoming challenges, Finally, the study summarizes the recognition of the need to modernize the Algerian administration to face the internal and external challenges facing the banking administration in the world, because the traditional administrative methods are no longer suitable for dealing with the modern environment, which is constantly practicing planned.

Keywords: strategic management; Development; the performance; social auditing; human resource.

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1. INTRODUCTION

Strategic management is considered an accurate vision to know what an institution can be in the long term. The environmental, technological, competitive, economic, political, social, informational and administrative variables that encounter business organizations in light of the era of globalization and the opportunities and risks that surround it remain. However, the main challenge is the administrative challenge that confront those who are in charge of the management process at all its levels, especially at its highest level represented by senior management, as it is the strategic leadership that must have a high degree of awareness, insight, knowledge, scientific knowledge, and applied skills in employing scientific methods in managing organizations, for the sake of achieving success, excellence, distinction, and survival. This era requires high administrative capabilities and competencies with solid and deep strategic thinking based on a strategy capable of studying and analyzing the environment and assuming future expectations.

Strategic management works to achieve a number of strategic objectives, the most crucial ones are stability, keeping pace and progress, and preserving the institution's culture by developing strategic plans that contribute to activating the social auditing process and creating a state of coordination by linking various units and effective collective leadership processes in order to raise and develop the institution's performance.

The current era has witnessed successive developments in all aspects of life. Perhaps management has taken its part of progress significantly in terms of research and studies, resulting in the creation of new management concepts and techniques, including administrative re-engineering, as it is considered one of the most important techniques for improving performance within institutions. This performance would make the institution start over its work with the required specifications suitable to the needs, desires and goals and up to standards.

Re-engineering contributes to motivating organizations to keep up with the changes taking place in management and achieve a number of benefits illustrated by reducing failures, increasing the sense of responsibility, as well as determining the requirements of the ability of human resources in performing the predetermined objective.

The Algerian Foreign Bank was selected to conduct the field study, since it is considered one of the most important banks in Algeria. The bank was established in 1967 under Decree No. 67-204 of October 1st, 1967, and it constituted an important event in the Algerian state's strategy to fragment the Algerian banking system.

During this period (until 2018) the bank was able to build, develop and diversify itself, and become an effective tool in the financial position and cover the financing needs of manufacturing (hydrocarbons - energy - steel industries - cement - electronic industry) as well as other sectors such as construction, public works, tourism, agricultural industries, and other industries.



The bank provides a financial source for the national economy by supporting the various customer sections residing in its offices and actively participating in financing major structural projects, thus achieving government directions arising from the President of the Republic's program, Sonelgaz, dwellings and airports. (<https://www.bea.dz>, 2018).

Research Hypotheses:

In order to investigate the research problem, the following hypothesis is suggested:

The main hypothesis: There is no statistically significant effect of the strategic management and its role in validating social auditing in Algerian banks at level of significance (0.05).

Research Questions:

Among many research questions, the following ones are the most important:

- Recognize the concept of strategic management and operationalize it for social auditing?
- Identify its impact on the level of the individual, the group and the organization?
- Identify modern organizational and communication procedures to activate social auditing of the organization's internal system?
- The impact of a change in the external communication organizational culture and on the social audit of the institution?
- The impact of providing workers with modern vertical communication techniques to facilitate social?

Importance of This Research:

The current study derives its importance from the following points:

- 1.The importance of the subject of the study , which is strategic management and its role in activating social auditing.
- 2.Clarifying the extent to which strategic management contribute in validating social auditing and bringing about change in Algerian banks.
3. The importance of the results of the study for banks, which will demonstrate the importance of paying attention to strategic management to validate social auditing in banking institutions in Algeria.

Aims of the Study:

The aim of this study is threefold, while the major aim is to know the role of strategic management in validating social auditing which can be derived from the following:

1. Recognizing how important to give regard to strategic management in Algerian banks.
2. Explaining the level of importance of social auditing in improving the performance of human resources in Algerian banks
3. Identifying the impact of strategic management in activating social auditing and its role on developing the performance of human resources in Algerian banks.

Limitations of the Study:

The scope of the study is as follows:

- Human Limitations: workers in the foreign Bank of Algeria.



- Spatial Limitations: Foreign Bank of Algeria .
- Temporal Limitations: The research period extending from (January 1st, 2023 to January 31st, 2023)
- Scientific Limitations: The two variables; strategic management and social auditing.

Methodology and Means of Research:

The descriptive approach was relied upon to study management strategy and social auditing by presenting information analyzing it and attaining results. A questionnaire was designed and administered to the research sample as the exclusive research tool for this study.

Sample of the Study:

The study population consists of employees of the Foreign Bank of Algerian, where questionnaires were distributed electronically to the respondents, Foreign Bank of Algerian BEA.

Eighty (80) questionnaires have been distributed at the National Agency level, from which various numbers were retrieved. By filtering the proper forms, 74 forms remained, distributed as shown in the following table:

Table 01: Distribution of Questionnaires

Banks	BEA	Total
Number of questionnaires valid for study	74	74

Source: Prepared by the Researcher

The results will be presented and analyzed using the SPSS statistical analysis package.

Measuring the stability of the tool: The process of measuring the stability of the questionnaire was carried out to determine the ability of the scale (in our study, the five-point Likert scale) to maintain its stability over the time period. It is a statistical test that is performed through the SPSS program, and the Cronbach alpha method was relied upon to measure the stability of the form. It has been shown that the Cronbach's alpha coefficient for reliability is 0.97, which is higher than the usual coefficient of 0.60, as shown in the following table:

Table 02: Measuring the stability of the questionnaire

Axis	Number of statements	Stability coefficient
Questionnaire	50	0.97

Source: Prepared by the researcher based on the outputs of the SPSS program.

Appendix: Cronbach's alpha coefficient for the questionnaire.

The five-point Likert scale was used to determine the answers in the questionnaire as follows:

**Table 03:** Five-point Likert scale

Classification	Strongly Disagree	not agree	neutral	agree	Strongly Agree
Degree	1	2	3	4	5

Source: prepared by the researcher, based on previous studies

The answer areas have been defined as follows:

The range was calculated as $5-1 = 4$,

Divide the range by the number of scale cells by 5, i.e. $4/5 = 0.8$;

Calculate the maximum range of the first answer as follows: $1+0.8 = 1.80$; That is, the first answer range is $[1-1.80]$, and reflects a high degree of disagreement; And so on for the rest of the domains, respectively: $[1.80-2.60]$, which indicates a moderate degree of disagreement; $[2.60-3.40]$, which indicates a moderate degree of agreement; $[3.40-4.20]$, which indicates a good degree of agreement; $[4.20-5]$. It indicates a high degree of agreement.

The hypothetical mean of the answer equals 3, and it was calculated as follows: $(1+2+3+4+5) \div 5 = 3$.

This means that degrees of agreement whose value is less than the hypothetical average value of 3 express low approval ratings, meaning that the opinions of employees in the banks under study are negative regarding the variables of the study (the paragraphs and axes specified in the questionnaire). While the degrees of agreement whose value is greater than the average value of Hypothesis 3 express positive trends regarding the study variables.

2.Strategic Management:

1.2Definitions of Strategic Management:

Strategic management is the administrative process that aims to accomplish the aims of the institution through management and direct the relationship of the institution with its environment.

“It is the expected relationships between the institution and its environment, this visualization explains the type of operations that must held in the long range and the range that meets the goals of the institution to be achieved.” (Al-Maghrebi 1999 , p.33).

“Just as it is a comprehensive and integrated system, it is a methodology in thinking, a methodology in management and methodology in making and taking strategic decisions.” (Yassin 2002, p.15).

Through these definitions, it is the role of the institution in the long term, as it is concerned with the importance of defining the institution’s mission and goals, and is also concerned with the process of making strategic decisions and allocating organizational resources, as it formulates, implements, and evaluates various functional decisions. In this regard, a comprehensive definition of strategic management can be drawn: It envisions the future of the institution and defines its mission as well as its long-term goals.



2.2 The Importance of Strategic Management:

- Clarifying the future vision of the work and drawing a future picture of the institution that it is trying to reach.
 - The environmental interaction to long term, where this interaction helps the enterprise to deal to circumstances and developments, and gives it the ability to adapt to changes.
 - Possibility of adopting new creative ideas that contribute to the development of capabilities to motivate the progress in institutions and bring about continuous positive changes.
 - Strengthen the competitive position of the institution, and make it able to build capabilities and contribute to enhance this position and achieve positive results.
 - It provides a specific basis for identifying the need for change and highlighting it to all administrative levels, in addition to helping to view change as an opportunity rather than a threat.
 - Lays scientific and sound foundations for allocating resources and capabilities, especially rare ones to various business units and functional activities in the institution.
- “The improvement framework represents the management practice through coordination and control of activities”. (Idris 2007, p. 50)

3.2 The Intellectual Development of Strategic Management:

The first of contemporary management scholars to pay attention to strategy in his administrative research was Alfred Chandler, professor of administrative history in Harvard University. When he reviewed in his book, which he published in 1962, the organizational structures of major companies in America and came up with four strategies related to growth and development, stressing that the development organizational structures depends basically on strategy.

In 1965, a professor of management in Incheon University in Korea prepared a study in which she linked organizational changes with the adopted technology and strategy.

In 1976, Wehlin and Hunger presented the concept of strategic management through a research they conducted in which they concluded with a comprehensive model of strategic management. Then the two scientists (Kepner and Trego) came to delve into the field of strategy.

Perhaps the book published in 1985 by a consultant at the McKinsey Group, Professor Omay, entitled: *The Strategic Mind* represents the pinnacle of research presented in this field, and it had the greatest impact on the growth and development of the contemporary strategic approach to management.



In the year 1991 came the theory of John " Thompso " towards developing strategic awareness starting from the diagnosis of the comprehensive change of the institution linked to the formulation of the strategy which revolves around determining the path and the method of reaching to the goal .He confirms in this field that competition, performance coupled with creativity and innovation form the interconnected triple dimensions.

Also in 1991, the management consultant at Mr. LenshiOhami McKenzie Group, along with a group of management professors, published a book entitled: Strategy, in which he clarifies that setting goals and formulating the strategy should be done from the standpoint of customers, goods, and added value, and not from the standpoint of overcoming the competitor. He concluded by providing what is called the contemporary strategy that is based on refining, devoting and exploiting the talents of the holding company and its subsidiaries in emphasizing the essence of specialization to focus the continuity of growth within the new global environment. (Andre 1981, p. 14)

4.2 Processes of Strategic Management:

Design phase:

It is also called strategic planning stage , and this stage includes a group of activities represented in:

- Specify the message of the institution.
- Determine far reaching objectives and goals.
- Study the external and internal environment and identify the strategic gap.

Application stage:

This stage aims to implement strategies, and includes setting short-term goals, drawing up policies, allocating material and human resources and distributing them among spending alternatives. It also requires preparing the institution and modifying the organizational structure and redistributing authorities and responsibilities.

Evaluation phase:

All strategies undergo a process of evaluation to see the extent to which they fit with the changes that occur in the internal and the external environment. It also requires comparing the actual results with the expected goals and discovering deviations that appear in the phase of designing or implementing the strategy. (Awad 2004, p. 16)

The researcher believes that strategic management is considered a good organization and effective employment of the material and human capabilities available and coordinating them to achieve integration in work, by setting a plan, and facts so that they are executable and applied to achieve the goals of improving performance.



3. Social Auditing:

1.3 Definition of Social Auditing:

Auditing is considered a continuous and permanent process to examine the situations within institutions to reveal strengths and weaknesses using a methodology and a general diagnosis of the institution to provide recommendations to correct the diagnosed situations. It is defined as “that objective and inductive endeavor through observation, analysis, evaluation and making recommendations based on a methodology and using techniques that allow for the detection of strengths and weaknesses in comparison with clearly defined references. Like financial and accounting auditing, it attempts to estimate the extent of the institution’s ability to control social problems. Therefore, it is considered a means of management and administration. (Candau, 1985, p. 51)

It is also defined as “the process of professional examination to express opinions about the participation of the human element in achieving the set goals, relying on references related to the subject and providing the necessary recommendations to improve the quality of human resources management.” (J.M., *Resources Humaines et Gestion du Personnel*, 1994, p. 24)

It is also known as “the set of processes applied to management and collective and individual relationships within the institution, and this relationship is within systematic processes to evaluate the observed situations objectively.” (Igalens&Peretti, 2008)

2.3 Objectives of Social Auditing:

In general, the objectives of social auditing are:

- Increasing the effectiveness of the individuals’ performance during studying the social situation of the organization to identify obstacles and impediments using effective methods to search for the true causes and to provide suggestions to eliminate the imbalances and deviations.
- Carrying out careful inspection to collect information by placing the appropriate individuals in the appropriate place, raising the moral of improving fair salary conditions.
- If the oversight stems from the will of those responsible, its results will be somewhat guaranteed, and the situation and results will be constantly monitored and the recommendations will be implemented due to the availability of the will to eliminate the phenomenon and improve conditions to raise the performance and productivity of individuals.
- Strict management of individuals given optimum use of quantitative tools in qualitative fields.
- Accurate diagnosis of causes to reach honest results.
- Optimal control of direct and indirect social costs.



- Rapid and timely prediction of risks to avoid complications that may occur as a result of delayed treatment.
- Auditing is also used in negotiations with clients once the negotiator is informed of the audit reports
 - Social auditing can take a view of the social situation of the organization.
 - It is also used during the process of merger between companies.
 - It is used by the new crew to know situation or facts to be able to set goals by relying on priorities and studying deviations and consequences of some decisions related to the social field. This field appears as a natural extension and a necessary complement for financial and accounting auditing. By merging under the banner of the family which is the auditing family but what actually distinguishes it is the field that addresses some methodological peculiarities. (Habash 2009, pp. 11-12)

3.3 The Position of Social Auditing Within The Institution's Strategy:

Earlier, strategic planning of the institution relied on the financial, accounting, production, marketing and legislative aspects and the resulting internal and external competitive environment, but due to the important development of the theory of organizations and management methods, the concept of including human resources was inserted within inclusive strategy of the institution, as it is the primary source of productivity and quality improvement, has become an active and effective element in the production process, and no goal can be set without identifying the human resources that contribute to achieving it and preparing them specifically for that, i.e. that the process of inclusive strategic construction of the organization cannot be separate from a strategic construction for human resources.

The growth of international competition, the disappearance of borders in the classical sense, and the emergence of electronic commerce, supported by the development of automated media methods and the internet, have led to a radical rethinking of strategies, because success has become dependent on the power of creativity and continuous innovation of new methods and approaches in relation to capital requirements, including human capital, and an idea has grown among managers that it is not possible to draw up an inclusive strategy for their organizations without taking into account one of the main sources of these resources, which is the human resource, since the ability to innovate is not driven by technological development, but is fundamentally related to the quality of investment in the human field and ensuring a flexible dynamic view for the development of this element to enable it to respond quickly to changes that may occur in time. (J.M., 2006)



4.Data Analysis:

Table 04: Employees' answers

Number	Paragraphs	SMA	Standard Deviation
01	All executive units are consulted to obtain data and information about the activities necessary to develop strategic plans	3,1216	1,12204
02	There is precision in communication between administrative departments	2,9459	1,16915
03	There is centralization in the planning and decision-making process	3,7432	1,11110
04	Your organization has competencies and leaders specialized in strategic planning	3,1216	1,08480
05	There are information bases about problems to make sound decisions	2,8649	1,10198
06	Your organization carefully identifies the available current and future material, human and organizational capabilities	3,0000	1,12262
07	Your organization works to provide an accurate vision when preparing plans for all its activities	2,7838	0,99685
08	Employees participate in formulating strategic plans	2,2838	1,06656
09	There is communication between plan makers and implementers	2,6622	1,16192
10	There are alternatives to strategic plans in the organization	2,7568	0,97659
11	Provide periodic reports covering all aspects of work in your organization	3,1351	1,21997
12	The administration is keen to educate its employees about the importance of using modern technology	3,2973	1,16724
13	The administration contributes to raising the degree of confidence among its employees in electronic transactions instead of paper transactions	3,0676	1,19738
14	Your organization has modern databases with extensive use of technology	2,8784	1,10977
15	Senior management presents the plans and programs to all departments to obtain their opinions and comments before approving them	2,0946	0,95328

Source: Prepared by the researcher based on the outputs of the SPSS program.



It is noticeably clear from the table above that:

- For the paragraph “All executive units are consulted to obtain data and information on activities necessary to develop strategic plans,” the average of employees’ answers is 3,1216 and it belongs to the range [2.60-3.40], which means that the degree of general approval for this paragraph is average, and it means that employees believe that all executive units are actually consulted for the purpose of obtaining data and information about the activities necessary to develop strategic plans, and this is with a standard deviation estimated at 1,12204, which indicates the point where the answers are scattered.
- Regarding the paragraph “There is accuracy in communication between administrative departments,” the average employee answers is 2.9459 and it belongs to the range [2.60-3.40], which means that the degree of general agreement for this paragraph is moderate, and it means that communication between administrative departments in the banks under study is characterized by accuracy, in the opinion of most respondents, with a standard deviation estimated at 1.16915, which indicates the degree of dispersion of the answers, which is slightly greater than the degree of dispersion in the previous paragraph.
- In regard to the paragraph “There is centralization in the planning and decision-making process,” the average of the employees’ answers is 3,7432 and it belongs to the range [3.40-4.20], which means a good degree of agreement and is greater than the rest of the previous averages, and it means that the employees believe that there is actually centralization in the process of planning and decision-making in the banking institutions in which they work, this is with a standard deviation 1,11110, which indicates the degree of difference in viewpoints, which is considered low compared to the previous standard deviation, and means that the trends of the values are slightly close in this paragraph..
- Concerning the paragraph “Your organization has competencies and leaders specialized in strategic planning,” the average employee answers is 3,1216 and it belongs to the range [2.60-3.40], which means that the degree of general agreement for this paragraph is moderate, and it means that the employees under study believe to a moderate degree that Their organization includes competencies and leaders specialized in strategic planning, and this has a standard deviation estimated at 1,08480, which indicates the degree of dispersion of answers.
- For the paragraph “There are information bases about problems to make sound decisions,” the average employee answers is 2,8649 and it belongs to the range [2.60-3.40], which means that the degree of general agreement for this paragraph is moderate, and it means that the employees under study have a moderate opinion of Their organization has information bases about problems to make sound decisions, and this has a standard deviation estimated at 1,10198, which indicates the degree of dispersion of answers.



- Pertaining to the paragraph “Your organization accurately determines the current and future available material, human, and organizational capabilities,” the average employee answers is 3,0000 and it belongs to the range [2.60-3.40], which means that the degree of general agreement for this paragraph is moderate, and it means that the employees under study believe That their institutions accurately determine the current and future available material, human, and organizational capabilities, and this is with a standard deviation estimated at 1,12262 , which indicates the degree of dispersion of the answers.
- About the paragraph “Your organization works to provide an accurate vision when preparing plans for all its activities,” the average employee answers is 2,7838 and it belongs to the range [2.60-3.40], which means that the degree of general agreement for this paragraph is moderate, and it means that the employees under study believe That their institutions work to provide an accurate perception when preparing plans for all their activities, and this is with a standard deviation estimated at ,99685 0, which indicates the degree of dispersion of answers.
- For the paragraph “Employees participate in formulating strategic plans,” the average of employees’ answers is 2,2838 and it belongs to the range [1.80-2.60], which means that the degree of agreement for this paragraph is low, and it means that the employees under study believe that employees do not participate in formulating Strategic plans, with a standard deviation estimated at 1,06656 , which indicates the degree of dispersion of answers.

We conclude from through these results that the nature of workers’ participation in formulating strategic plans within the organization does not help workers feel comfortable while performing the activities and tasks assigned to them, which negatively affects their performance.

- Regarding the paragraph “There is communication between plan makers and implementers,” the average employee answers is 2 ,66220 and it belongs to the range [2.60-3.40], which means that the degree of general agreement for this paragraph is moderate, and this indicates that there is acceptable communication between Plan makers and implementers, with a standard deviation 1,16192 , which indicates the degree of difference in viewpoints.
- Concerning the paragraph “There are alternatives to strategic plans in the organization,” the average employee answers is 2,6622 and it belongs to the range [2.60-3.40], which means that the degree of general approval for this paragraph is moderate, and this indicates that there are alternatives to strategic plans in the organization, and this With a standard deviation of ,97659 0, which indicates the degree of difference in viewpoints.
- Regarding the paragraph “Provide periodic reports that cover all aspects of work in your



organization,” the average of the employees’ answers is 3,1351 and it belongs to the range [2.60-3.40], which means that the degree of general approval for this paragraph is average, and this indicates that in their institutions periodic reports are provided It covers all aspects of the work, with a standard deviation 1,21997 , which indicates the degree of dispersion in the answers.

- Regarding the paragraph “The administration is keen on educating its employees about the importance of using modern technology,” the average of the employees’ answers is 3,2973 and it belongs to the range [2.60-3.40], which means that the degree of general approval for this paragraph is moderate, and this indicates that the administration is keen on educating its employees The importance of using modern technology, with a standard deviation of 1,16724 , which indicates the degree of dispersion in answers.
- Concerning the paragraph “The administration contributes to raising the degree of confidence among its employees in electronic transactions instead of paper transactions,” the average of the employees’ answers is 3,0676 and it belongs to the range [2.60-3.40], which means that the degree of general approval for this paragraph is average, and this indicates The management in these banking institutions contributes to raising the degree of confidence among its employees in electronic transactions instead of paper transactions, and this has a standard deviation of 1,19738 , which indicates the degree of difference.
- For the paragraph “There are modern databases in your organization with widespread use of technology,” the average of the employees’ answers is 2,8784 and it belongs to the range [2.60-3.40], which means that the degree of general agreement for this paragraph is moderate, and this indicates that there are databases in their organization Recent data with widespread use of technology, with a standard deviation of 1,10977 , which indicates the degree of dispersion of answers.
- Regarding the paragraph “Senior management presents the plans and programs to all departments to obtain their opinions and comments before approving them,” the average of the employees’ answers is 2,0946 and it belongs to the range [1.80-2.6], which means that the degree of approval for this paragraph is low, and it means that the employees The subject of the study believes that senior management does not present plans and programs to all departments to obtain their opinions and comments before approving them, and this has a standard deviation estimated at ,95328 0, which indicates the degree of dispersion of answers.

previously; We note that most of the answers fall within the medium agreement range, and there is one paragraph that belongs to the high agreement range, which is the centralization of decision-making in the banking institutions under study, and two paragraphs fall within the low agreement range, which indicate the lack of employee participation in formulating the strategy



and the failure to present plans and programs by senior management before approving them. In general, we note that the general trends of the axis fall within the scope of moderate approval of its paragraphs.

Therefore we conclude that activating social auditing depends on the degree of employees' participation in strategy planning and this is linked to the nature of the situation and the surrounding circumstances. We also see that banks Algerian management is still administrative locked in bureaucracy and finds it difficult to keep pace with the change taking place in the world in the field of management and the rapid development of organization and improving the performance of employees and their training and benefit from their experiences.

Also, the Algerian employee within the banking institutions is merely an implementer of the decision of the central administration, which does not activate the creative spirit among them and motivate them to perform better in order to create positive competition and movement within the banking institution.

5. CONCLUSION

In light of the literature review and based on the accumulated knowledge reached about the two research variables under study, the researcher concluded the following:

- Strategic management is a planned and continuous process that aims to develop and improve the performance of individuals within the institution in the present and future to make them acquire new skills and provide them with information and knowledge constantly by activating social auditing.
- Activating social auditing contributes to work and increasing productivity in the organization.
- Strategic management has great importance in banking institutions whether.
- The social auditing process aims to identify strengths and weaknesses, analyze them, and find appropriate solutions.
- The strategic management prepares programs to activate social auditing, avoid weak points, and develop strength points with appropriate motivation by giving rewards encouragement and so on.
- The performance of human resources is evaluated through a set of principles that must be guided when conducting the social auditing process in order to achieve its goals.

This is what Ihab Samir Zuhdi Al-Qabah stated in his doctoral dissertation entitled "The Role of Internal Entrepreneurship in Improving the Strategic Capabilities of the Banking Sector" in 2012. Managers' awareness of the importance of workers' creative ideas did not rise to the required level, and this created a gap between the employer and employee, according to his



analysis. Therefore, a financial ratio must be provided that allows the implementation of entrepreneurial ideas and their development. He also explained in the results of his study the importance of the idea of continuity of work for the continuous discovery of entrepreneurial ideas.

Also, Dr. Abdel Hamid Abdel Fattah Al-Maghribi, in his book “Strategic Management, Scientific Principles, Future Directions, and Scientific Applications”, published in 2013, explained the obstacles of achieving strategic planning to activate social auditing, including the restrictions imposed by some regulations, laws, and governmental policies , such as the multiplicity of supervisory bodies and the adoption of deflationary foundations in Management.

Finally activating social auditing represents an imperative necessity to confront the internal and external challenges facing the banking administration in Algeria, because traditional administrative methods are no longer suitable for dealing with the new environment, which is based on the principle of survival of the best organization and which practises planned development continuously in order to ensure continuous improvement.

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7. Appendices

The Questionnaire

Paragraphs	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1-All executive units are consulted to obtain data and information about the activities necessary to develop strategic plans					
2-There is precision in communication between administrative departments					
3-There is centralization in the planning and decision-making process					
4-Your organization has competencies and leaders specialized in strategic planning					
5-There are information bases about problems to make sound decisions					
6-Your organization carefully identifies the available current and future material, human and organizational capabilities					
7-Your organization works to provide an accurate vision when preparing plans for all its activities					
8-Employees participate in formulating strategic plans					
9-There is communication between plan makers and implementers					
10-There are alternatives to strategic plans in the organization					
11-Provide periodic reports covering all aspects of work in your organization					
12-The administration is keen to educate its employees about the importance of using modern technology					
13-The administration contributes to raising the degree of confidence among its employees in electronic transactions instead of paper transactions					
14-Your organization has modern databases with extensive use of technology					
15-Senior management presents the plans and programs to all departments to obtain their opinions and comments before approving them					