

## Orientation towards Social Responsibility within the Framework of the Human Resources Management in the Algerian Institution

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### Abstract :

Social responsibility is one of the most important modern topics that has emerged as a result of several factors, including globalization and the rapid scientific and technological developments that have been accompanied by numerous challenges for all institutions, this forced them to commit to the development of their products and performance, especially in light of the shift from the industrial economy to the information and knowledge economy, and a greater emphasis on human capital more than physical capital.

This research paper aims to highlight the role of social responsibility of Algerian institutions to direct their human resources by determining the requirements for their implementation.

**Keywords :** Social Responsibility, Human Resources Management, Institution

**JEL Classification Codes :** M14, O15, G34.

### Résumé :

La responsabilité sociale est l'un des sujets modernes les plus importants qui a émergé à la suite de plusieurs facteurs, dont la mondialisation et les développements scientifiques et technologiques rapides qui ont été accompagnés de nombreux défis pour toutes les institutions, ce qui les a obligées à s'engager dans le développement de leur produits et performances, en particulier à la lumière du passage de l'économie industrielle à l'économie de l'information et de la connaissance, et d'une plus grande importance accordée au capital humain plutôt qu'au capital physique. Ce mémoire de recherche vise à mettre en évidence le rôle de la responsabilité sociale des institutions algériennes dans l'orientation de leurs ressources humaines en déterminant les exigences de leur mise en œuvre.

**Mots clés :** Responsabilité Sociétale, Gestion des Ressources Humaines, Institution

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## **1. Introduction:**

Globalization and global transformations in the field of technology and information have imposed the need to shift towards a knowledge society in all developed and developing countries alike. Today, the innovative and competitive orientation of institutions has made them more likely to try to adapt to new developments, especially with the increasing awareness and aspirations of the customer. Therefore, their economic role can no longer satisfy those aspirations only, rather, they must also move rapidly towards their social role, thus demonstrating the concept of social responsibility as a new challenge towards all parties with interests and others, and taking into account the ethical and social aspects of human resources.

The information and internet have generated new values. All this has urged institutions to develop their social initiatives, especially since the collapse of some of the giant institutions in the U.S. economy has revealed a lack of commitment to social responsibility and business ethics in terms of honest accounting disclosure of their financial position and their real assets and not inflating them with the aim of maximizing the value of the shares incorrectly, which has caused harm to owners, consumers and society alike. (Mohsen Mansour Taher Al-Ghalbi et al, 2005, p. 59)

The Universal Declaration of Human Rights was adopted by the General Assembly of the United Nations in December 1948. Following this historic event, the Assembly requested all member countries to promote and disseminate, read and explain the text of the Declaration. The Copenhagen Declaration that resulted from the United Nations World Summit on Social Development in March 1995, is also an important point in strengthening governments' commitments to social development and adopting strategies to improve the human condition of the human resource. (<http://www.arabcsr.org/v.php>)

States have been recognized the importance of focusing on human resources as an integral part of national and international development strategy and making people at the center of development efforts, from which modern institutions have gone beyond the criterion of the economic dimension to measure their effectiveness to achieve a real and substantial start from their interest in developing their human resources, which are a necessity for comprehensive development, where knowledge-based human resources have become the true strength of societies to achieve the competitive advantages already achieved in developed societies (USA, France, Japan...)

This is what developing and Algerian societies seek, particularly by adopting the principle of social responsibility in managing human resources to obtain effective competencies and cadres within the institution in order to have strong intellectual capital with the necessary capacity and effectiveness.

The problem of this article stems from the following main question:

**- What are the most important requirements for applying social responsibility towards human resources and what are the mechanisms for activating them in the Algerian institution?**

**The significance of the study:**

- The importance of the topic comes by clarifying the true concept of social responsibility, it is wrong to think that it is merely financial assistance granted by institutions, but a genuine commitment to the direction of human resources management and development.

**Study objectives:**

- Trying to highlight the role of social responsibility in institutions and society and the need to adopt it as a modern administrative concept.

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- To figure out the stages of the development of the Algerian institution and the procedures it has followed to achieve the principle of social responsibility, especially the direction of human resources management, to put forward suggestions to activate its role within the Algerian institution.

### **2. Social responsibility: a knowledge approach:**

Social responsibility is an urgent necessity that has emerged as a result of economic, technological, cognitive and scientific developments that have affected all developed and developing global societies alike.

#### **2.1. Challenges that led to the emergence of corporate social responsibility:**

The emergence and growth of the concept of social responsibility is due to many challenges, the most important of which are: (Hussein Mohammed Fouad Al Hamdi, 2003, p. 36)

##### **- Globalization:**

It is one of the most important driving forces for institutions to adopt the concept of social responsibility, where many multinational companies have become raising the slogan of social responsibility, and focus in their promotional campaigns on concern for human rights and commitment to provide safe working conditions for workers, as well as concerned with environmental issues and the preservation of natural resources.

##### **- Increasing government and popular pressures:**

Through legislation calling for the need to protect consumers, workers and the environment, which can cost the institution a lot of money if it wishes to abide by that legislation, otherwise it may be boycotted and exited from the market in general.

##### **- Disasters and moral scandals:**

Many international institutions have been subjected to ethical issues, causing them to incur considerable funds as compensation to victims or losses as a result of damaged products.

##### **- Rapid technological developments:**

Which was accompanied by many challenges in front of institutions that imposed on them the need to commit to product development and the development of workers' skills, and the need to pay attention to changes in consumer tastes and develop the skills of decision makers, especially in light of the transition from the industrial economy to an economy based on information and knowledge, and increased interest in human capital to a greater degree of physical capital, and therefore we find that as the global working environment changes, the requirements of success and competition have also changed.

Institutions have to redouble their efforts and seek to build deeper strategic relationships with consumers, workers, business partners, environmentalists, communities and investors, so that they can compete and stay in the market.

#### **2.2. Defining the concept of social responsibility:**

The concept of corporate social responsibility is one of the most important concepts that has been discussed when addressing economic institutions and their role in sustainable economic development, where their definitions differ among researchers, including:

Pride & Eriel defines it as a commitment by organizations to enhance their positive impact and reduce their negative impact on society, they are concerned with the overall impact of marketing decisions on society. (Alaa Farhan Talib et al., 2010, p. 37), in the same context drucker defined it as the organization's commitment to the direction of the society in which it operates, and this

commitment expands with the expansion of the segments of stakeholders in this society and their different orientations. (Abbas Nema Al-Khafafi and Mohsen Al-Mostly, 2008, p. 289)

One of them is the foundation's commitment to the society in which it operates by contributing to a wide range of social activities and ethical behaviour associated with environmental and economic issues, and by establishing social responsibility in this aspect through the implementation of their duties towards society by business organizations.

According to the United Nations Institute for Research on Social Development: "It is the ethical conduct of an institution that is the direction of society and includes the responsible conduct of management in its dealings with interested parties that have a legitimate interest in the business institution and not just holders." (Robbins Recuper, 2004, p. 27)

Social responsibility is an activity linked to two main dimensions, one external and the other internal, the first is to intervene to address the problems and problems suffered by society, while the second dimension is the extent to which the institution contributes to the development of workers' skills and improved their abilities by following effective training programs and evaluating their performance by following various scientific and objective methods studied, The institution and its administrators must also follow the ethical principles and values of fairness, integrity, equal opportunities and democracy at all stages of the management of its employees because it will directly affect their affiliation and performance.

### **2.3. The importance of social responsibility:**

The fact that institutions are in turn towards social responsibility ensures to some extent that all members of society support their goals and mission, recognize their practices and contribute to the success of their plans and objectives, in addition to meeting the changing needs of society in addition to creating new jobs through the establishment of charitable and social projects of a developmental nature. (Ahmed Abdul Karim Abdul Rahman, 1997, p. 34)

The policies and initiatives of social responsibility institutions and their interest in improving the conditions of workers have reduced their costs, improved the productivity of employees, improved the living conditions of employees such as insurance and various facilities, contributed to reducing the duration of absence at work, improved the ability of enterprises to retain qualified employees and contributed to increasing the average productivity of employees, with the growing influence of information and the increasing flow and accessibility of information at present, consumers are better able to distinguish institutions with a good reputation for social responsibility. (Nozad Abdul Rahman Al-Hithi et al., 2010, p. 80)

In addition to its interest in the direction of shareholders, the category of shareholders is an important category of stakeholders benefiting from the activity of the organization, and the responsibility of the organization lies towards them to achieve maximum profit, maximize the value of shares, increase the volume of sales and protect the assets of the institution. (Mohammed Badri Abbas, 2000, p. 95)

If institutions pay attention to human capital, they must be given what is best for them in all material and moral respects, in order to attract skilled workers at the national and global level, thereby improving the performance of the institution and achieving local and international competitive advantages.

### **2.4. Dimensions of social responsibility:**

According to CAROLL, the four dimensions of social responsibility are not independent of each other and belong to the institution as a whole: (Avrind Asht & Rnult Joel, 2007, p.18)

**- Economic dimension:** based on the principles of competition and technological development where it includes a wide range of elements of social responsibility must be taken within the framework of

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respect for the rules of fair and free competition and full benefit from technological development and in a way that does not harm society and the environment

- **Legal dimension:** represents a commitment to laws, regulations and instructions that should not be violated by institutions and usually respected by the state, and in case of the contrary they fall into a legal problem

- **Moral dimension:** It is supposed in the management of institutions to absorb the values, moral, behavioral and beliefs in the societies in which they operate, and in fact these aspects have not yet been framed by binding laws, but respect is necessary to increase the reputation of the institution in society and accept it, the institution must be committed to doing what is right, fair and fair.

### **2.5. Principles of corporate social responsibility:**

The social responsibility of the institution is based on nine main principles that we summarize in the following: (Arioua Mahad, 2011, p. 55)

#### **Principle 1: Protection and environmental rehabilitation:**

The Foundation is based on protecting and reforming the environment, promoting sustainable development in terms of products, processes, services and other activities and integrating this into day-to-day processes.

#### **Principle 2: Values and Ethics:**

The foundation develops ethical specifications and practices related to dealing with the right holders and the interest.

#### **Principle 3: Accountability and Accountancy:**

It is necessary to show a genuine desire to disclose information and activities in ways and periods of time for stakeholders to make decisions.

### **3. Manifestations of social responsibility towards the management of human resources in the organization:**

Attention to social responsibility has become a prerequisite for reducing the spread of many widespread negative phenomena by providing the right working environment, not squandering human competencies, conducting appropriate training and raising human capacity, because an untrained and qualified employee in accordance with planned and studied training programs cannot carry out his or her job duties, leading to an accelerated decline in the level of job performance, not to mention the moral ill-health of the worker towards his job such as evasion of work, complacency, lack of energy and job alienation ...

The field of human resources is one of the most important areas of social responsibility of the institution, of course, in addition to its general contribution to the service of society, the field of natural and environmental resources, the field of product quality and the service it provides, mainly due to the serious technical and technological developments that necessitate the need to pay attention to the qualitative aspect of human resources by preparing training programs to increase their skills and adapt to changing production methods and the ability to innovate. Legislation is also concerned with protecting human resources and the safety of workers in terms of health and psychological aspects and protecting them from the dangers of the profession, which leads to increased professional competence, following the policy of promotion and achieving their job satisfaction and following a system of wages and incentives that achieves them an appropriate level consistent with the levels found in other institutions and in living well for them, as well as the activities of the institution's contribution to the provision of jobs suitable for all resources without discrimination. (Mohammed Falak and Kaddour Benflah, 2014, p. 10)

When adopting the principle of social responsibility in the institution first, it requires that the responsibilities and rights of human resources be defined so that they can perform the tasks assigned to them as required of them, and their most important rights:

- **Material rights:** Workers work in exchange for material and moral benefits determined by regulations and regulations and should be obtained at specified times such as monthly salaries, bonuses and allowances, promotion and job growth, provide appropriate and continuous training opportunities to improve their opportunities and career path, and finally pensions or compensation upon leaving work or injuries caused by work such as death or total or partial disability.
- **Psychological rights:** The most important of which is to be treated humanely without marginalizing harassment, persecution, has the right to think, develop and innovate in his field of work, the right of the authority to carry out the work assigned to her alone, to achieve justice and equality in dealing within the organizational environment, the right to complain or complain about any wrong decision taken against him and in accordance with the provisions of the regime.
- **Social rights:** The most important of which is freedom of opinion and expression within the framework of legal texts, exchanging written or oral congratulations in seasons with colleagues and making friends with colleagues within and outside the regulatory environment.
- **Rights related to the working environment:** including working in an environment where lighting, ventilation and air conditioning are available, and that the environment meets the conditions of security and safety from the risks of disease and pollution and the provision of mosques, chapels, restaurants, toilets, first aid, etc. (Mohammed Abdul Wahab al-Azzawi et al., 2015, p. 78)

The human resource is considered one of the most important stakeholders in the organization, so it is important that all social responsibilities be preserved in its direction, development and application in order to achieve a strong relationship between the institution and its employees, and one of the most important practices of social responsibility towards human resources: (Ouahiba Mekadem, 2011, PDF)

- The institution provides services to workers such as transportation, food, housing and health services.
- Work to adopt a specific policy in the management of the institution to share the employees in the profits of the institution.
- Awarding rewards and incentives to individuals working in accordance with the principle of the efficiency and merit of employees.
- It is the responsibility of the industrial enterprise to pay for workers' compensation for injuries to work or occupational diseases.
- The Foundation honors and motivates outstanding and creative working people.
- Preparing and implementing awareness programmes for working individuals that include important social, environmental and safety standards at work.
- Adopt certain programs or policies to create opportunities to do small jobs for working individuals.
- Maintaining working individuals and preventing their leakage to reduce unemployment and reduce the problems of absences, work cycles and work accidents.
- Develop a policy that prevents active individuals from leaking important or confidential information about the work of the enterprise, particularly those working in the field of computer and information and communication technology.
- Work to raise the morale of the workers and instill a spirit of cooperation, motivation and motivation among them.
- Adopt an administrative policy that allows working individuals to participate in decision-making processes.

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- Providing an opportunity to employ young people, especially those who graduate from local schools, and to work to raise their capacities and contribution to society.
- Provide equal opportunities for individuals working on the recruitment, training and advancement of the disabled in the institution.
- The organization's attempt to develop certain procedures to limit the use of the resources and personal uses of the enterprise by working individuals.
- Adopting a program or model of ethical conduct to address workers' practices related to personal considerations such as integrity, bias and favoritism...
- The foundation's commitment to applying and implementing laws and regulations on employment fairly to working individuals and persuading them to do so by interpreting and clarifying laws and instructions as they serve their interests.
- Follow-up of individuals working in relation to all practices about illegal or unclear agreements for the organization.
- Preserving the rights of individuals working in the institution after which they are part of society.
- Follow-up on all matters relating to illegal financial practices carried out by working individuals.
- Commitment to the completion and integration of the work in the institution, especially with regard to the use of older individuals, women and children and the attempt not to leave them to work specialties from different disciplines to fill real jobs.

One of the most important measures used by the foundation to achieve its social responsibility is the direction of human resources management: (Omar Azzawi, 2012, p. 70)

- Creating legal entities (units, departments) whose task is to affirm institutional commitment to social responsibility.
- Allocate specific budgets on a regular basis to support the activities of these units and give them independence to support their programmes.
- These budgets must be separated from the core budget in order not to be affected by profit and loss factors, and therefore discontinued in cases of loss.
- Setting support priorities and management systems through branches of local institutions because of their proximity to local realities and providing the ultimate benefit.
- Supporting employee volunteering to be part of the organization's business strategy, which is the beginning to take a turn of importance and proliferation.
- Design and implement employee participation programs either through internal committees (within the institution) and involvement in local ngos, government institutions and civil society organizations.
- Enacting regulations and laws and developing working systems and mechanisms.
- Standard-setting encourages competition in the area of social responsibility.
- Support scientific research to create an academic scientific culture.
- Spreading cultural awareness in society.
- Training volunteers and social responsibility personnel in institutions.
- Drew the attention of officials and decision makers to the importance of this aspect.
- Stimulate communication and competition between institutions to design and manage social responsibility businesses.
- Creating a social shift towards social responsibility.

#### **4. An absolutist overview of the Algerian institution and its social responsibility towards human resources management:**

##### **4.1. Self-management phase (1962-1971)**

Immediately following the independence phase, and two phases, the first from 1962 to 1966, was called the self-management of institutions, and the second period from 1966 to 1971 the State attempted to transform most economic activities by the total or partial nationalization of some institutions, and carried out a series of nationalizations between 1968 and 1971.

This experience is the beginning of preparing the basic conditions for the development process, including the prevailing and dominated idea of socialist ideology. In fact, there was no clear strategy for the Algerian institution towards its human resource as much as its first concern was to move the stalled development wheel at that stage.

##### **4.2. Socialist Management Phase (1971-1980)**

Algeria moved to choose the pattern of socialist management during which the state dominated the public sector and this stage saw many reforms, accompanied by the national development process, reducing dependency abroad and resurrecting a state economic sector, as well as the basic objectives of socialist management, which are of particular interest to the human factor, can be summarized in the following points:

- Consider the institution to be the property of the workers, and to develop their political sense and their actual abilities in running it.
- Make this type of organization a framework for mobilizing workers, as the source of creation and creativity and the force of implementation of decisions.
- The decentralization of management in the institution prevents misunderstanding and problems, and establishing good relations between workers and management, so decisions and procedures are taken regarding the conduct of the interests of the institution with the participation of workers, which must be taken into account. ( Ahmed Bouyacoub, 1987, p.23)

However, this period has been marked by many problems, which have affected the public institution, where it can be identified by:

- Multiple decision-making positions: bilateral management has led to several tensions, including: (Nasser Dadi Adoun, 1998, p. 161)
- The worker's lack of knowledge of the foundations and fields of management, and the lack of awareness and lack of scientific training.
- Officials seek to apply imported management models without taking into account the specifics of the national economy or the degree of efficiency of workers in the enterprise, as well as the nature of the prevailing environment.
- Imported technology, rapidly and intensively, did not take into account the type of configuration that exists in Algeria, which prevented them from operating production equipment, and this was reflected in production and productivity.
- The size of the institution: the multiplicity of tasks of supply, distribution and production led to the inflation of the administrative system, causing the entanglement of responsibilities and poor management, and the centrality of decision-making, which achieved significant losses.
- Lack of framing and marginalization of tires: the lack of framing and lack of control over the production functioning, as well as the marginalization of national frameworks that have gained the



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acquisition of skills and experience from foreign experiences prevented them from integrating into the applied field so that they can highlight their abilities and competencies according to their specialties.

- Excessive labour inflation: The lack of respect for the size of employment by our institutions is mainly due to the ignorance of officials about the tools of management and poor planning of periodic needs for employment positions, the national public institution has continued to attract the labor force for personal considerations by some managers, and positions are no longer suitable for their owners.

Despite all the negatives that have surfaced at this stage, the social responsibility of the Algerian institution existed and concrete, on the contrary, the social responsibility of the institution, particularly the direction of its workers, prevailed over its economic role and did not balance it, as national companies at this stage have always provided transportation, housing and medical care to the human parcel and his family and focused heavily on operations even at the expense of their economic returns.

### **4.3. Organic restructuring phase (1980-1989)**

Despite the positive indicators that were then achieved in the previous phase, the pattern of socialist management did not achieve its desired objectives, especially to improve the standard of living and social development, and in this regard the Algerian researcher "Al-Ayashi Onsor" confirms that the failure of the pace of economic growth was reflected in poor performance and productivity as a result of weak values and standards for management, This is clearly demonstrated by the absence of real value for the concept of work, which relates to effectiveness, efficiency and cost-effectiveness" (Al-Ayashi Onsor, 1999, p. 60)

Where the socialist institution was suffering many internal problems as a result of the weak organization of socialist management did not clarify the nature of relations between the Workers' Council and the Board of Directors, which led to the emergence of conflicts and deepened the gap between labor groups and the centrality of the state that tried to control the decision-making processes, and to stay away from rationalization and effectiveness, from which the state adopted a set of measures within the five-year plan (1980-1984)

As part of the "restructuring project" to get rid of the centrality and bureaucracy that eliminated entrepreneurship and creativity, this project set out a set of objectives, including strengthening decentralization to include various levels between administrative and productive activities and encouraging the initiative of the institution's bodies and production units with the aim of rationally using human competencies, The main objective of the restructuring is to deepen the actual application of socialist management on the basis of the size of the institutions and the level of centralization applied to them, which needs to distribute powers between the productive unit, the institution and the guardian (Youssef Saadoun, 2005, p. 26).

### **4.4. The independence phase of the public economic institution in Algeria**

This phase begins with the issuance of the principle of the independence of institutions and came in the National Charter of 1986, which stipulates "the need to grant more independence to economic, social and comprehensive institutions, especially by respecting the standards of production and productivity and by governing the rules of facilitation Mohamed Saghir Ali: regulation of the public sector in Algeria, the Bureau of University Publications, Algeria, p. 63 (Mohamed Saghir Ali, Dr. Sunnah, p. 63)

From there, the Algerian foundation launched the policy of institutional independence and "the recommendations of the fourth national symposium on development and related to the independence of institutions were the basis on which the various laws on independence were built, which mean the freedom of administration to act without subject to bureaucratic procedures and aimed at the development of the spirit of responsibility, one of the most important objectives of which is the

conduct of its material and human resources as well as the choice of its responsibilities." (Wahiba Mekadem, 2014, p. 226)

However, it did not achieve its desired objectives, such as its predecessors of reforms, and the reason is that it was not based on harmonious economic and social policies, but these developments and reforms were not based on a pre-planned program, or a careful study and according to a specific strategy, so that they can hardly begin in some institutions until they stop to enter into other reforms.

#### **4.5. Privatization stage**

At this stage, it has worked hard to integrate into the international economy, so that it can stop the deterioration of its economy in the 1990s on the one hand, and on the other hand keep pace with changes and developments outside the country.

With the issuance of the economic recovery support scheme launched in July 2001 to 2004. In order for reforms to have meaning and economic integration to be meaningful, and the partnership sought by the country will have an economic and social benefit, it is necessary to increase export production capacities outside the hydrocarbon sector not only wages but also provide appropriate working conditions such as working environment, training and training as well as a system of incentives, workers contribute positively to improving the quality of production or providing services as well as creating new ways of working. (Lubna El Kanz, 2009, p. 168)

"Algeria has ratified the law of privatization without providing the necessary conditions to embark on its course, especially since there has been no conscious and scientific future reading capable of controlling the effects of privatization on social construction," he said. (Mohammed Saghir Baali, n.d., p. 69)

As for the social responsibility of institutions in the privatization phase, this responsibility has declined compared to the previous stage, especially as for the laid-off working crowds, where Algerian institutions have known collective layoffs, nor have they given importance to any social role towards their human resource, quite the contrary.

### **5. The Algerian state's efforts to apply social responsibility in the institution:**

There are no direct and planned efforts by the state to exercise the social responsibility of economic institutions directly, but there are some initiatives adopted by the public authorities to support the governance of Algerian institutions, institutional citizenship and sustainable development, which are among the specific dimensions of the social responsibility of institutions, and there are laws that preserve the rights of employees and work to protect the environment and consumer protection. The State remains almost the sole financier of social development programmes and the most important economic partner that contributes to development and the guarantee of the rights of society.

#### **5.1. Introduction of the new accounting financial system and the introduction of PAL 2 System:**

The importance of corporate governance to ensure accountability and transparency in business-related processes is increasing, which led Algeria to issue a new accounting financial system project that complies with international accounting standards and financial reporting standards, and has been introduced from The Conqueror Jan in 2010, where the rules of evaluation, accounting, content and presentation of financial statements, as well as the code of accounts and their rules of conduct, were published in the Official Gazette. This is a pillar of the application of corporate governance and the aim of this system to improve the quality of accounting information and meet the standards of clarity, accuracy, security and comparability, as well as the introduction of pal system in banks and institutions (application of the three pillars) prevention control and recommendations related to risk management, transparency and accountability (Ouahiba Mekadem, 2014, p. 230).

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### **5.2. Preparing an Algerian Charter of Governance and opening the Algerian Institute for the Application of Institutional Governance Rules:**

#### **- The Charter of Good Governance of the Foundation in Algeria:**

#### **- The National Institute of Institutional Governance for the application of governance rules in Algerian institutions:**

- The National Institute of Institutional Governance has been opened to apply the rules and foundations of governance in institutions to apply the rules and foundations of corporate governance, and the institute's services are focused on sensing the importance of the rules of Algerian law for the governance of institutions through training and working to clarify the vision besides adopting transparency because the latter helps the institution in the process of obtaining facilities in bank loans. (Ouahiba Mekadem, 2014, p. 231)

**- Rehabilitation programs for Algerian institutions as a means of improving their social and economic performance:** Algeria ratified the partnership agreement with the European Union in 2001 in Brussels, after a series of rounds, to finally reach a final agreement in April 2002, and came into force in September 2005, and in parallel Algeria has made great strides in negotiating with the World Trade Organization in order to join it while maintaining the greatest privacy of the Algerian economy, These opening-up steps will create a strong engine for improving the performance of Algerian economic institutions so that they can:

- Developing and improving the quality of our products to apply international standards, from the rehabilitation of their production methods, management systems and economic environment, especially in light of the globalization of exchanges, the development of the concept of international relations between productive and industrial institutions and the development of the industrial level in the world. (Ministry of Small and Medium Enterprises and Traditional Industry, 2009, p. 13)

In general, the social responsibility programs in Algeria are very modest compared to the efforts of developed countries, where they lack the application of administrative methods and weaken interest in the human resource, reforms were not at the required level and desired, where they were dominated by real-time and technical solutions, especially in the stage of privatization of institutions, where the social nature of its economic activities in previous years changed the pattern of its operation to become its profit goal in the first place contrary to what was the socialist system social responsibility in the Algerian institution, Its interest in workers was limited to what international conventions, conventions and laws stipulate, i.e., if social responsibility exists, it is confined to the application of legal laws and not a professional initiative by the foundation, yet some economic institutions offer some charitable work and donations in religious seasons and national holidays tend more to volunteer work and are far removed from the programs and principles of social responsibility and therefore the culture of social responsibility is completely absent in the Algerian economic institution.

## **6. Conclusion:**

The issue of social responsibility and the development of human resources has become a sensitive topic and has been found important because it has a very significant impact on the individual and society, because the institution is accountable to society and the human resource at the same time and this responsibility is not limited to the economic dimension but goes beyond the moral dimension and the social, human and legal dimension and the cognitive and digital dimension, especially when it comes to the requirements of globalization and technological and scientific development.

On the other hand, social responsibility is one of the most important sources of success and continuity of institutions in all its forms, which is an important means of achieving the development

of society in all economic, social, political and service aspects... Instead, it achieves competitive advantages by improving the performance of the institution and the human resource by relying on various human resources development processes of attracting, guiding, upgrading, training and training, especially in the technological aspect, digitization and development of their knowledge and skills. This must emphasize the need to focus on the ethical aspect and behaviour of the worker for his or her importance, assess the performance and provide them with professional security, social and health care and maintain their safety and morale in order to achieve innovation and mastery at work.

This is why it is necessary to try to apply them and realistically embody them through, by working on:

- Serious interest in studying the issue of social responsibility of institutions and emphasizing the need to adopt them, especially in public institutions.
- Adopt a clear definition of social responsibility for Algerian institutions that is appropriate to the social and cultural nature of Algerian society, especially the local community.
- Establishing a culture of social responsibility in Algerian society through awareness and guidance programs that are important to the individual and the advancement of society.
- The need to emphasize social practices such as commitment to work and mastery, and respect for working time.
- Objective selection of the human resource through polarization, scientific selection and objective scientific choice, not on the basis of nepotism, favouritism and bribery.
- Sufficient attention to human resources training is a very important process in the development of information and the achievement of the objectives of the individual and the institution.
- Assessing the performance of the human resource is fair and equitable and providing moral and material incentives such as promotion in the post of employment and an increase in pay attention to job security because it plays an important role in protecting the lives of employees from the risks of work.
- Follow the laws seriously and strictly in monitoring and accounting fairly to anyone who does not adhere to the principles of social responsibility.
- Eliminating corruption of all kinds, especially administrative, without activating the principles of social responsibility with transparency and objectivity.
- Develop scientific and objective indicators based on credibility, justice and equal opportunities in assessing the performance of human resources to improve their professional performance, which benefits the human resource and the development of society.
- Reviewing the education and training systems of human resources in all institutions, especially the university and vocational training, in accordance with the requirements of the national and global labour market.
- Trying to promote self-education and e-education for the human resource.
- Applying cognitive, technological and digital management methods and bypassing the traditional management of the Algerian institution.
- Review the content of the technical functions of the Directorate of Human Resources.
- Respect for the conditions of professional safety within the institution and the effective application of environmental management in all the institution concerned.

Finally, it should be noted that the Algerian institution, especially the public institution, needs a radical and serious change to eliminate administrative corruption and to develop a long-term and long-term scientific scheme aimed at changing traditional management methods and the need to adopt the principles of social responsibility in all Algerian institutions, especially public institutions.

It should be emphasized that the issue of social responsibility is a general societal issue that concerns all without exception that needs the synergy of all institutions of society, the state, the private sector and civil society institutions.

## **Orientation towards Social Responsibility within the Framework of the Human Resources Management in the Algerian Institution**

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