



## ***The Impact of Corporate Social Responsibility dimensions on Sustainable Competitive Advantage in Lafarge Holcim M'Sila***

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Received: 30/01/2024

Accepted: 14/03/2024

### ***Abstract***

This study aimed to highlight the impact of the dimensions of corporate social responsibility on sustainable competitive advantage by applying them to Lafarge Holcim in M'sila. To achieve the study's objectives, a descriptive methodology was employed. Primary data were collected using a specially designed questionnaire, distributed to executives within the Lafarge Holcim institution. Their opinions were analyzed using the Statistical Package for the Social Sciences (SPSS.V25). The study revealed several key findings, including the significance that Lafarge Holcim in M'sila attaches to the dimensions of corporate social responsibility. The results of the causal relationship test indicated a statistically significant impact of the three social responsibility dimensions (economic, legal, and ethical responsibility) on sustainable competitive advantage. However, there was no statistically significant effect of philanthropic responsibility on sustainable competitive advantage in the studied company.

**Keywords:** Social Responsibility, Economic Responsibility, Legal Responsibility, Ethical Responsibility, Charitable Responsibility, Sustainable Competitive Advantage.

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## 1. INTRODUCTION

The cement production is considered a strategic industry that has seen an increased demand in recent years due to its direct connection to the construction sector. Therefore, factories, including Lafarge Holcim in M'Sila, strive to increase production quantities to meet the growing demand. Despite its importance, cement production processes have several negative impacts on the environment. This poses a serious environmental problem in the cement industry. In this regard, the company has sought to mitigate or reduce these impacts while adhering to its social responsibility framework by developing plans, programs, and implementing activities related to the environment, health, safety, preserving natural resources, and contributing to local development, while improving the lives of stakeholders. At the same time, the company aims to maximize profits as much as possible, which will ultimately have a positive impact on society as a whole. Achieving this is possible within the framework of the company's sustainable competitive advantage.

### 1.1. The Problem of the Study and Its Sub-Questions:

The research problem revolves around studying the impact of corporate social responsibility dimensions on sustainable competitive advantage at Lafarge Holcim in M'Sila. Therefore, the problem is defined in the following question:

**Does corporate social responsibility dimensions have an impact on sustainable competitive advantage at Lafarge Holcim in M'sila?**

The research objective can be achieved by answering the following questions:

- Is there a statistically significant impact of economic responsibility on the sustainable competitive advantage of Lafarge Holcim in M'sila?
- Is there a statistically significant impact of legal responsibility on the sustainable competitive advantage of Lafarge Holcim in M'sila?
- Is there a statistically significant impact of ethical responsibility on the sustainable competitive advantage of Lafarge Holcim in M'sila?
- Is there a statistically significant impact of philanthropic responsibility on the sustainable competitive advantage of Lafarge Holcim in M'sila?

### 1.2. Study Hypotheses:

To answer the problem of the study and its sub-questions, the following hypotheses were formulated:

**There is a statistically significant effect of economic responsibility on the sustainable competitive advantage of Lafarge Holcim in M'sila.**

This hypothesis is divided into four partial hypotheses as follows:

- There is a statistically significant effect of economic responsibility on the sustainable competitive advantage of Lafarge Holcim in M'sila.
- There is a statistically significant effect of legal responsibility on the sustainable competitive advantage of Lafarge Holcim in M'sila.
- There is a statistically significant effect of ethical responsibility on sustainable competitive advantage of the Lafarge Holcim Group in M'sila.
- There is a statistically significant effect of philanthropic responsibility on the sustainable competitive advantage of the Lafarge Holcim Foundation in M'sila.

**1.3. Study Objectives:**

This study aims to identify the impact of corporate social responsibility dimensions in achieving sustainable competitive advantage at Lafarge Holcim in M'sila, through

- Identifying the level of corporate social responsibility at Lafarge Holcim in M'sila
- Determining the level of Lafarge Holcim's interest in M'sila in sustainable competitive advantage
- Identifying the nature of the relationship and the impact between corporate social responsibility dimensions and sustainable competitive advantage at Lafarge Holcim in M'sila.
- Providing suggestions and recommendations to the institution under study in light of the results that the study will reach with regard to attention to corporate social responsibility and its role in achieving sustainable competitive advantage.

**.14. Study Methodology**

The study employed the descriptive-analytical methodology to achieve the objectives of this study, which involve uncovering the dimensions of social responsibility and their impact on the sustainable competitive advantage of Lafarge in M'sila. The study also aims to analyze and accurately interpret the various data, correlational relationships, and causal effects among the study variables by collecting, tabulating, and analyzing the data using a variety of statistical tools and methods.

## 2. Basic Concepts of Corporate Social Responsibility

### 2.1. Definitions of Corporate Social Responsibility

• **CSR as Ethical Corporate Citizenship 90s:** In the 1990s, CSR evolved to encompass the idea of corporations as ethical and responsible citizens. This definition emphasized corporate actions that went beyond legal requirements to contribute positively to society. Companies were expected to address social and environmental issues in their operations (Carroll, 1991).

• **CSR as Shared Value Creation (2010s):** In the 2010s, CSR evolved to emphasize the idea of creating shared value. Companies were encouraged to align their business strategies with societal needs, identifying opportunities to address social challenges while also achieving business goals (Porter & Kramer, 2011).

### 2.2. The importance of Corporate Social Responsibility

. **Enhancing Reputation and Brand Image:** Corporate social responsibility significantly contributes to building and maintaining a positive reputation and brand image for companies. Positive perceptions of a company's ethical behavior lead to increased trust and loyalty from stakeholders (Carroll, 1999).

. **Fostering Innovation and Adaptability:** Socially responsible companies often lead in innovation, as sustainability challenges encourage creative thinking about products, processes, and business models (Porter& Kramer, 2011).

. **Meeting Stakeholder Expectations:** Stakeholders, including customers, investors, and communities, expect companies to be accountable for their social and environmental impact (Edelman, 2021).

### 2.3. Dimensions of Corporate Social Responsibility

The Carroll's dimensions are: (Carroll A., 2000):

• **Economic Responsibility:** This dimension represents a company's primary duty to generate profits and create value for its shareholders. In this context, ethical considerations may involve conducting business in a way that adheres to legal and financial regulations, respects contracts, and ensures fair dealings with all stakeholders.

• **Legal Responsibility:** Beyond economic performance, a company must also meet its legal obligations. This includes following local, national, and international laws and regulations. Ethical considerations involve ensuring compliance with these laws and regulations while also considering the spirit of the law and its impact on society.

•**Ethical Responsibility:** Ethical responsibility represents a corporation's commitment to acting in morally in addition, ethically upright ways, even when it goes beyond legal requirements. This dimension encompasses fairness, honesty, transparency, and ethical decision-making. Ethical considerations involve fostering a corporate culture that promotes ethical behavior, addressing ethical dilemmas, and demonstrating social and environmental stewardship.

•**Philanthropic Responsibility:** This dimension involves voluntary actions and contributions by a corporation to support society and the well-being of its community. Ethical considerations revolve around the motivations behind these contributions and their impact on society.

### 3. Basic Concepts of Sustainable Competitive Advantage

#### 3.1. Definition of Sustainable Competitive Advantage

Instead, the concept of Sustainable Competitive Advantage has been developed and refined by various scholars over time. It generally refers to a long-term, durable advantage that a company possesses over its competitors, allowing it to outperform them consistently. This advantage can be based on factors such as unique resources, capabilities, market positioning, or innovation.

Sustainable Competitive Advantage arises from a firm's ability to adapt and change in response to dynamic environments. Dynamic capabilities allow a firm to create, integrate, and reconfigure resources to sustain an advantage (Day, 1994).

Sustainable Competitive Advantage is the ability to achieve superior performance by creating value for customers while maintaining a unique position in the market. It involves continuously *adapting and leveraging resources* (Hitt, 2020).

#### 3.2. Dimensions of Sustainable Competitive Advantage

•**Innovation and Technological Leadership:** Organizations gain a sustainable competitive advantage through continuous innovation and technological leadership. Staying ahead in terms of technology and innovation allows companies to offer unique products or services (Teece, 2007).

•**Customer Focus and Brand Loyalty:** Building strong customer relationships and fostering brand loyalty contribute to a sustainable competitive advantage. Companies that prioritize customer satisfaction and brand loyalty often withstand market fluctuations (Reichheld, 1996).

- **Strategic Alliances and Partnerships:** Establishing strategic alliances and partnerships can enhance a company's capabilities and resources, creating a unique position in the market (Kale & Singh, 2002).

- **Human Capital and Organizational Culture:** The quality of a company's human capital and organizational culture contributes significantly to sustainable competitive advantage. A positive and innovative culture attracts and retains talented individuals (Barney, 1991).

#### 4. resulting from social commitment to Society

**4.1. Attracting and Retaining Talent:** A commitment to corporate social responsibility also plays a pivotal role in attracting and retaining top talent (Turban & Greening, 1997). Employees are increasingly drawn to organizations that demonstrate a genuine commitment to social issues and community development. When employees believe in their company's social mission, they are more engaged and motivated, contributing to increased productivity and innovation.

**4.2. Market Expansion and Differentiation:** Social commitment towards society can open doors to new markets and segments (Lee & Kim, 2013). Companies that actively engage in corporate social responsibility activities often find themselves in a unique position to explore new business opportunities. This expansion into untapped markets can provide significant growth potential, ensuring the sustainability of the SCA.

**4.3. Risk Mitigation:** organizations are better equipped to navigate various risks, including regulatory, legal, and reputational risks (McWilliams & Siegel, 2001). Committed organizations typically adhere to ethical business practices and maintain transparent operations. This can safeguard the organization against costly legal disputes and regulatory fines, ensuring long-term stability and competitiveness.

### 5. EXPERIMENTAL

#### 5.1. Study Sample:

The study population consists of all 60 executives of Lafarge Holcim in M'sila, and the researcher distributed 60 questionnaires, of which 52 questionnaires were retrieved that were analyzable. 86.6% recovery, and the following table shows the recovery percentage of forms, which is a good and reliable percentage for measurement and analysis purposes.

## 5.2. Study Tools

To provide the data required by the study to test the hypotheses and reach correct results about the study, the form was used as a major research tool. It was designed using the information contained in the theoretical aspect, as well as using some previous studies related to the topic, and accordingly, the form shown in Appendix No. (1) Containing 44 points was prepared, and they are divided into three main axes:

- **The first axis:** personal data: includes the personal and functional data of the four sample members: gender, age, educational qualification, and experience.

- **The second axis:** is the company's social responsibility. This axis includes 24 points that measure the independent study variable, according to the five-point Licart scale, divided into four dimensions: Economic, legal, ethical, and philanthropic responsibility

- **The third axis:** is sustainable competitive advantage; this axis includes 20 phrases that measure the study variable according to the five-point Lycart scale, divided into three dimensions: Cost, quality, Creativity, and response.

## 5.3. Statistical tools used in the study

The Study used scientific statistical tests because the data follows the natural distribution and the researcher has used the following statistical tools: Frequencies and percentages, Mathematical Average Mean and Standard Deviation (Std.Deviation), The Cronbach's Alpha Test, Kolmogorov –Semenov’s Test, Linearity Test, Pearson correlation coefficient, One Sample T-test, One Way ANOVA Analysis Test, and Multiple Regression Test. So, the minimum limit of the first category becomes the lowest value in the scale, which is one, and by adding the length of the category, we get the upper limit of the category as shown in the following table:

**Table 1.** Five-point Likert scale

Degree of Approval	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Weight	5	4	3	2	1
Field	[4.21-5]	[3.41-4.2]	[2.61-3.40]	[1.81-2.6]	[1-1.80]
Level of importance	High		Average	Low	

**Source:** Prepared by the researcher

#### 5.4. Proof of the Reliability Form:

In this field study, the stability of the terms and axes of the questionnaire was verified by calculating the alpha coefficient of (Cronbach's Alpha Coefficient) as shown in the following table:

**Table 2.** The values of Cronbach's Alpha Coefficient parameters for measuring the stability of the form

Variable Address	No. of statements	Cronbach's alpha coefficient
Social Responsibility	24	0.767
Sustainable Competitive Advantage	20	0.726
<b>Total</b>	<b>44</b>	<b>0.710</b>

**Source:** Prepared by the researcher from the outputs of SPSS 25 program (research answers).

Through the previous table, it is clear that the values of the Cronbach's Alpha coefficients are high for each of the axes of the survey, reaching 0.767 for all expressions of social responsibility, and 0.726 for all expressions of SCA. As for the level of all the terms of the questionnaire, it was 0.710, which are ratios greater than 0.60, which is the minimum allowed for stability, which indicates that the questionnaire measures what was set to measure it. Therefore, this survey is allowed to be used and reliable in its findings.

**5.5. Natural Distribution Test:** (Kolmogorov –Saminov's Test). This test is used to know the type of distribution, whether or not the data is subject to the natural distribution.

**Table 3.** Colmgrove Test – Smernov (Kolmogorov - saminov)

Study variables	Kolmogorov-Smernov			Shapiro-Wilk			Distribution type
	Statistic	df	Sig.	Statistic	df	Sig.	
<b>CSR</b>	0.078	52	.200*	0.976	52	0.365	natural
<b>SCA</b>	0.114	52	.087	0.952	52	0.035	natural

**Source:** Prepared by the researcher from the outputs of the program SPSS 25 (research answers).

Since the sample size is greater than 50 items, the Kolmogorov-Smirnov test will be relied upon where we note that the probability value (Sig.) According to this test for the variable, CSR in its four dimensions (economic responsibility, legal responsibility,



Ethical responsibility, Philanthropic responsibility) and the variable of SCA in its dimensions (cost, quality, creativity, Delivery) was greater than the indication level  $\alpha = 0.05$  which indicates that the data is subject to natural distribution and this allows us to analyze hypotheses through parameter tests.

### 5.6. Descriptive Statistics for the Independent Variable (CSR)

To study and analyze sample trends, we have used each of the computational averages, standard deviations, and the order according to the degree of importance for each dimension of CSR as shown in the following table

**Table 4.** Statistical description of indicators of CSR

Number	Statements	Mean	Std. Deviation	Rank	Degree of approval arrangement
A1	The enterprise exploits available resources wisely and rationally to secure them for future generations.	3.63	1.085	5	High
A2	The enterprise seeks to provide premium and high-quality products	3.73	1.031	2	High
A3	The enterprise provides full consumer information about how to use the product and after-sales services	3.85	1.073	1	High
4A	The enterprise provides products to its customers at competitive prices suitable for all categories	3.69	1.001	4	High
5A	The enterprise seeks to increase its market share and achieve fair competition in the market.	3.71	1.091	3	High
6A	The enterprise maximizes its profits in transparent ways	3.62	1.140	6	High
<b>Economic responsibility</b>		3.7051	.777980		High
A7	The enterprise has clear laws and legislation related to work and stakeholders	3.52	1.213	5	High
A8	The enterprise is committed to implementing the Occupational Health and Safety Laws	3.65	1.101	2	High
A9	The enterprise abides by government laws and legislation.	3.69	1.094	1	High
A10	The enterprise abides by laws related to environmental protection	3.50	1.129	6	High
A11	The Group abides by the laws related to consumer protection	3.56	1.259	4	High
A12	The Intellectual Property Corporation respects and protects the production of innovators	3.62	1.174	3	High
<b>Legal responsibility</b>		3.5897	.552730		High
A13	The enterprise has a code of ethical conduct announced for all employees	3.67	1.133	2	High
A14	The culture of the enterprise is based on an interest in the beliefs, values, and ethical behaviors of society	3.65	1.235	5	High

A15	The enterprise strives to achieve justice among recruitment and promotion employees	3.87	1.155	1	High
A16	The enterprise adheres to government laws and legislation related to equal opportunities in employment.	3.58	1.210	6	High
A17	65 The enterprise is keen to provide products that are compatible with the beliefs and values of society	3.65	1.170	3	High
A18	The enterprise trains employees on ethical behaviors	3.65	1.170	4	High
<b>Ethical responsibility</b>		3.6795	.595780		High
A19	The enterprise makes donations for charitable, sports, and cultural organizations	3.52	1.180	4	High
A20	The enterprise contributes to the formation and employment of labor to solve the problem of unemployment	3.63	1.067	1	High
A21	The enterprise provides employment opportunities for people with special needs	3.50	1.129	5	High
A22	The enterprise provides aid to employees for religious and national events	3.56	1.110	3	High
A23	The enterprise offers distinguished offers for the benefit of low-income groups	3.44	1.243	6	High
A24	The enterprise contributes effectively to emergencies and natural disasters	3.63	1.189	2	High
<b>Philanthropic Responsibility</b>		3.5481	0.75720		High
<b>The total score of CSR</b>		3.6306	0.453		High

**Source:** Prepared by the researcher, based on SPSS 25 outputs

By presenting the results shown in the previous table, it was found that the average calculation CSR phrases as a whole amounted to (3.6306) and the standard deviation is equal) .453440 (which indicates that the members of the study sample agree with the terms of CSR in the institution under study, according to their point of view, and the following is an analysis and interpretation of the dimensions of CSR according to the opinions of the study sample members:

### 5.6.1. Description of Economic Responsibility Dimension

Through the above table, we find the total arithmetic average of the responses of the sample members to the phrases after economic responsibility: reached (3.7051) and it falls within the field [3.41-5], which indicates a high degree of approval (with a standard deviation estimated at (0.77798), it became clear that the most important phrases in the answer are phrase No. A3 (the organization provides full information to the consumer about how to use the product and after-sales services) (With an arithmetic average of (3.85), while the lowest expressions in approval are ferry No. 6A) the organization works to maximize its profits in transparent ways (with an average

arithmetic amount of (3.62). In general, we note that the arithmetic mean for the dimension of economic responsibility was high, and these responses can be explained by the interest of the institution being studied in determining its strategic goals, including increasing its market share and achieving honest competition in the market, and work to maximize its profits in transparent ways.

### **5.6.2. Description of Legal Responsibility Dimension**

Through the above table, we find: the total arithmetic average of the responses of the sample members to the phrases after legal responsibility: (3.5897) which falls within the field [3.41-5], which indicates a high degree of approval, with a standard deviation estimated at (552730). It became clear that the most important statements in the answer is A9.

The enterprise adheres to government laws and legislation), with an average calculation of (3.85) (While the lowest expressions in approval are A10), the organization abides by laws related to environmental protection (with an average arithmetic amount of (3.50). In general, we note that the arithmetic mean for the dimension of legal responsibility was high, and these responses can be explained by the commitment of the institution under study to laws, and legislations, whether they relate to work, consumer, government, or the environment.

### **5.6.3. Description of Ethical Responsibility Dimension**

Through the above table, we find: the total arithmetic average of the responses of the sample members to the phrases after ethical responsibility: (3.6795) which falls within the field [3.41-5], which indicates a high degree of approval, with a standard deviation estimated at (595780). It became clear that the most important statements in the answer is A15

The enterprise strives to achieve justice among workers in the field of appointment and promotion (with an average calculation of (3.87) (While the lowest expressions in approval are A16), the organization adheres to government laws and legislation related to equal opportunities in employment (with an average arithmetic amount of (3.58) (In general, we note that the arithmetic mean for the dimension of ethical responsibility was high and these responses can be explained by the institution's possession of a code of ethical behavior, and commitment.

In general, we note that the arithmetic mean for the dimension of ethical responsibility was high and these responses can be explained by the institution's possession of a code of ethical behavior (And the adherence of its frameworks to ethical

rules, including achieving justice among workers in the field of appointment and promotion and providing products that are compatible with the beliefs and values of society, in addition to the enterprise's keenness on providing products that are compatible with the beliefs and values of society.

#### 5.6.4. Description of Philanthropic Responsibility Dimension

Through the above table, we find: the total arithmetic average of the responses of the sample members to the phrases after the philanthropic responsibility: (3.5481) which falls within the field [3.41-5], which indicates a high degree of approval, with a standard deviation estimated at (757200). It became clear that the most important phrases in the answer are phrase A20

The organization contributes to the formation and employment of labor to solve the problem of unemployment (with an average calculation of (3.63) 'While the lowest expressions in approval are A23), the organization offers distinguished offers for the benefit of low-income groups (with an average arithmetic amount of (3.43) 'In general, we note that the arithmetic mean after the philanthropic responsibility was high, and these responses can be explained by the fact that the institution in question is concerned with the voluntary aspect and providing various assistance for the benefit of charity, sports and cultural societies 'It also has plans to intervene effectively in emergency and natural disasters.

The following are the dimensions of social responsibility according to their importance by comparing the arithmetic averages in the institution under study according to the opinion of respondents, as shown in the following table:

#### 5.7. Reclassification of the dependent variable - SCA

To study and analyze sample trends, we have used each of the computational averages, standard deviations, and the order according to the degree of importance for each dimension of the SCA as shown in the following table.

**Table 5. Statistical description of SCA indicators**

Dimension	Mean Dimension	Standard deviation	Ranking	Degree of approval
Delivery	4.0154	0.47667	01	High
Quality	4.0077	0.49303	02	High
Innovation	3.9769	0.59758	03	High
Cost	3.9654	0.52799	04	High
SCA	3.9913	0.35956		High

**Source:** Prepared by the researcher, based on SPSS 25 outputs

By presenting the results shown in the previous table, it was found that the mean of the SCA phrases as a whole amounted to (3.9913) and the standard deviation is equal) 0.35956, which indicates that members of the study sample agree with the expressions of SCA in the institution under study, according to their point of view.

## 5.8. Testing hypotheses and discussing the Results

In this part, the causal impact of social responsibility, with its four dimensions, on sustainable competitive advantage will be tested.

### 5.8.1 Test the impact of the dimensions of CSR on SCA

**H0:** There is a statistically significant effect of the dimensions of CSR on the SCA of Lafarge Holcim Enterprise with the liquid at the significance level of 0.05.

**H1:** There is a statistically significant effect of the dimensions CSR on the SCA of Lafarge Holcim Enterprise with the liquid at the significance level of 0.05

To test the effect of the dimensions of CSR on the SCA of Lafarge Holcim Enterprise by liquefaction at the level of significance 0.05, multiple linear regression will be relied upon, and the following tables show the results of this test.

**Table 6. Impact Test**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.598 <sup>a</sup>	.357	.302	.30034
a. Predictors: (Constant), Social responsibility , economic responsibility, legal responsibility, Ethical responsibility				

**Source:** Prepared by the researcher, based on 25 SPSS outputs

From the previous table, it is clear that the correlation coefficient between CSR and SCA has reached a value of (.5980R =), which indicates an average direct relationship between the two variables.

The results also show that the determination coefficient reached a value (0.357R<sup>2</sup> =), which means that CSR in its dimensions explained 35.7% of the changes in the SCA. The remainder of the changes can be explained by other factors that were not included in the study model.

**Table 7. ANOVA Table Analysis**

Enova						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.354	4	.589	6.525	.000b
	Residual	4.239	47	.090		
	Total	6.594	51			
a. Dependent Variable: SCA						

**Source:** Prepared by the researcher, based on SPSS 25 outputs

From the ANOVA variance analysis table, we note that the calculated F value is equal to (6.525) which is a statistic function given the corresponding Ethical level (0.000). It indicates the overall morale of the model and that the decline between CSR in its dimensions as an independent variable and SCA as a moral dependent variable and not equal to childhood.

This calls us to reject the zero hypothesis H0 and accept the alternative hypothesis H1, that is, there is a statistically significant effect of the dimensions of CSR on the SCA of Lafarge Holcim Enterprise by liquefaction at the level of significance 0.05.

### 5.8.2 Test the impact of each dimension of CSR on SCA

To identify the partial morale of the model and the influencing relationships between each dimension of CSR on the SCA of Lafarge Holcim Enterprise with the liquefaction level 0.05. Determining which dimension affects more and excluding the dimension that does not affect by hiding the sub-hypotheses, and the pro-transaction table builds this.

**Table 8. Coefficients**

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.009	.352		8.543	.000
	economic responsibility	.146	.072	.316	2.020	.049
	legal responsibility	-.188-	.078	-.289-	-2.407-	.020
	Ethical responsibility	-.247-	.077	-.410-	-3.212-	.002
	Philanthropic responsibility	-.033-	.080	-.070-	-.416-	.679
a. Dependent Variable: SCA						

**Source:** Prepared by the researcher, based on SPSS 25 outputs

- **First Sub-Hypothesis Test**

**H0:** There is a statistically significant effect of economic responsibility on the SCA of Lafarge Holcim Enterprise with the liquid at the significance level of 0.05.

**H1:** There is a statistically significant effect of economic responsibility on SCA of Lafarge Holcim Enterprise. At the significance level 0.05

We note from the previous table of transactions that the value of the regression coefficient for the dimension of economic responsibility amounted to (.3160), and the probability value of the corresponding test (t) (0.049) was less than the level of morale (.050) Which explains that the value of the coefficient of this dimension is statistically significant and that economic responsibility positively affects the SCA of Lafarge Holcim Enterprise by liquefied 'A one-value change in economic responsibility changes the SCA by 31.6 %. Thus, we reject the zero hypothesis H0 and accept the alternative hypothesis H1 that is: there is a statistically significant effect of economic responsibility on the SCA of Lafarge Holcim Enterprise by liquefaction at the level of significance 0.05.

- **Tests of the Second Sub-Hypothesis**

**H0:** There is a statistically significant effect of legal liability on the SCA of the Lafarge Holcim Foundation with the liquid at the significance level of 0.05.

**H1:** There is a statistically significant effect of legal liability on the SCA of the Lafarge Holcim Foundation with the liquid at the significance level of 0.05.

We note from the previous table of transactions that the value of the regression coefficient for the dimension of legal responsibility amounted to (.2890), and the probability value of the corresponding test (t) (0.020) was less than the level of morale (.050) Which explains that the value of the coefficient of this dimension is statistically significant and that legal liability has a positive impact on the SCA of Lafarge Holcim Enterprise by liquefaction 'A one-value change in legal liability leads to a 28.9% change in the SCA of the Lafarge Holcim. Consequently, we reject the zero hypothesis H0 and accept the alternative hypothesis H1 that is there is a statistically significant effect of legal liability on the SCA of Lafarge Holcim Enterprise by liquefaction at the significance level of 0.05.

- **Third Sub-File Test**

**H0:** There is a statistically significant effect of ethical responsibility on the SCA of Lafarge Holcim Enterprise with the liquid at the significance level of 0.05.

**H1:** There is a statistically significant effect of ethical responsibility on the SCA of Lafarge Holcim Enterprise with the liquid at the significance level of 0.05.

We note from the previous table of transactions that the value of the regression coefficient for the dimension of ethical responsibility amounted to (.4100), and the probability value of the corresponding test (t) (0.002) was less than the level of morale (.050) which explains that the value of the coefficient of this dimension is statistically significant and that ethical responsibility positively affects the SCA of Lafarge Holcim Enterprise by liquefied. A one-value change in ethical responsibility leads to a 41% change in SCA of Lafarge Holcim Enterprise. Consequently, we reject the zero hypothesis H0 and accept the alternative hypothesis H1 that is: there is a statistically significant effect of ethical responsibility on the SCA of Lafarge Holcim Enterprise by liquefaction at the significance level of 0.05.

- **Fourth Sub-File Test**

**H0:** There is a statistically significant effect of philanthropic responsibility on the SCA of the Lafarge Holcim Foundation. At the significance level of 0.05.

**H1:** There is a statistically significant effect of philanthropic responsibility on the SCA of the Lafarge Holcim Foundation with a liquefaction level of 0.05.

We note from the previous table of transactions that the value of the regression coefficient for the dimension of philanthropic responsibility amounted to (.0700), and the probability value of the corresponding test (t) (0.679) was greater than the level of morale (.050), which explains that the value of the coefficient of this dimension is not statistically significant and that philanthropic responsibility does not positively affect the SCA of the Lafarge Holcim Foundation by liquefaction. Also, a change of one value in philanthropic responsibility leads to a change in SCA by 7% in the group of Lafarge Holcim by liquefaction. Consequently, we reject the zero hypothesis H0 and accept the alternative hypothesis H1 that is: there is no statistically significant effect of philanthropic responsibility on SCA of Lafarge Holcim Enterprise.

### **5.8.3 Building a Regression Model**

To see which independent variables are more influential in the dependent variable we will use Stepwise Regression. Under this test, the independent dimensions are entered one by one into the model, and the dimension will be deleted if it is proven to be not significant, as shown in the following tables:



**Table 9. The results of the Stepwise Regression analysis among the researchers' answers**

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.971	.285		17.415	.000
	Ethical responsibility	-.266-	.077	-.441-	-3.476-	.001
2	(Constant)	5.572	.368		15.124	.000
	Ethical responsibility	-.241-	.074	-.400-	-3.270-	.002
	legal responsibility	-.193-	.080	-.297-	-2.424-	.019
3	(Constant)	5.174	.391		13.217	.000
	Ethical responsibility	-.259-	.071	-.429-	-3.646-	.001
	legal responsibility	-.194-	.076	-.299-	-2.550-	.014
	economic responsibility	.126	.054	.273	2.343	.023

**a. Dependent Variable: SCA**

Source: Prepared by the researcher, based on SPSS 25 outputs

Through the previous tables, a prediction regression model can be formed according to the arrangement of the variables as follows:

$$Y=b_0+b_1X_1+b_2X_2+b_3X_3$$

It shows: -Y= sustainable Competitive Advantage

- X1=moral responsibility

-X2 = legal responsibility

- X3 =economic responsibility

From the previous tables of coefficients, a multiple regression equation can be formed after excluding the philanthropic responsibility dimension as follows:

$$Y= 5.174+0.259 X_1 +0.194 X_2 +0.126X_3$$

## 6. CONCLUSION

The study aimed to measure the dimensions of corporate social responsibility (economic responsibility, legal responsibility, ethical responsibility, and philanthropic responsibility) and their impact on sustainable competitive advantage by applying them

to Lafarge Holcim Algeria. Through analyses and statistical tests, we have reached a set of results and recommendations, which we present below:

## 6.1. Study Results

Based on the field study in Lafarge Holcim Company in M'sila, several conclusions were reached by interpreting and discussing the results, including the following:

- The study indicated that Lafarge Holcim in M'sila shows continuous interest in economic responsibility through increasing its market share and maximizing its profits in transparent ways.
- The study indicated that Lafarge Holcim in M'sila shows continuous interest in legal responsibility through applying the laws related to occupational health and safety, complying with government laws and regulations, and respecting the laws related to consumer protection.
- The study indicated that Lafarge Holcim in M'sila shows continuous interest in ethical responsibility through having a code of ethical behavior declared to all employees, considering the beliefs, values, and ethical behaviors of the society.
- The study indicated that Lafarge Holcim in M'sila shows continuous interest in philanthropic responsibility through contributing to meeting the needs of the local community and its living and development requirements, and establishing philanthropic and social projects.
- Lafarge Holcim gives great importance to sustainable competitive advantage and its dimensions, as the level of interest was high according to the studied sample's opinions.
- The study accepted the hypothesis that there is a statistically significant effect of economic responsibility on the sustainable competitive advantage of Lafarge Holcim.
- The study accepted the hypothesis that there is a statistically significant effect of legal responsibility on the sustainable competitive advantage of Lafarge Holcim in M'sila.
- The study accepted the hypothesis that there is a statistically significant effect of ethical responsibility on the sustainable competitive advantage of Lafarge Holcim.
- The study did not achieve the hypothesis that there is a statistically significant effect of philanthropic responsibility on the sustainable competitive advantage of Lafarge Holcim in M'sila.

## 6.2. Recommendations

Based on the results obtained in the study, a set of suggestions and recommendations can be presented to Lafarge Holcim in M'sila:

- We recommend that Lafarge Holcim give sufficient attention to implementing corporate social responsibility activities and adopt them as part of the company's strategy.
- Lafarge Holcim and other companies should pay more attention to supporting the local community in areas such as education, health, charities, infrastructure, and contributing to solving problems and mitigating damages during crises.
- Lafarge Holcim should pay more attention to the environmental aspect and contribute to environmental preservation and spread environmental awareness through activities such as improving and cleaning the surrounding areas where it operates.
- It is necessary to establish practical mechanisms to coordinate and collaborate between institutions in the field of corporate social responsibility.
- Cooperation with universities and benefitting from academic research studying corporate social responsibility and its impact on economic and social development.

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