
The impact of adopting social responsibility on the management of human resources - a field study at Fertil Institution Annaba

Heba Sahnoune¹, Sara Adjemi²

¹University of Annaba (Algeria), hebasahnoune@gmail.com

²University of Annaba (Algeria), univadjemi@gmail.com

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Abstract :

This research seeks to identify the nature of the relationship between the adoption of social responsibility and the management of human resources for the employees of the Fertil institution - Annaba. To achieve the goal, a questionnaire was designed and distributed to a sample consisting of (60) frames, and (45) valid forms were retrieved.

The study concluded that there is a statistically significant correlation and impact between the adoption of social responsibility and the management of human resources, as all the dimensions of human resources management adopted in the study are correlated with a statistically significant relationship to social responsibility in the institution under study, and in the light of these results, some recommendations were formulated to enhance the elements of social responsibility and raise the level of human resources management in the institution under study.

Keywords: social responsibility, human resources, human resource management, training, motivation.

Jel Classification Codes: M10; M14; M12,

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1. Introduction

Business organizations' operations have undergone a number of changes in recent years, particularly after the 1950s, when they faced numerous obstacles that forced them to adopt contemporary administrative practices and procedures in order to keep up with shifting economic, political, social, and cultural trends. As the function of institutions extended from focusing on the economic element to encompass aspects of social development, a new phrase that was frequently used in the economic sphere emerged among these practices: social responsibility, and this is how task cooperation, coordination, and integration emerged in the main industrialized nations. The state, institutional owners, and society make up the three key parties. The organization is socially accountable because it is an open system that functions within a range of constraints.

For this reason, the interest in social responsibility in the direction of human resources management emerged through a desire to create the right environment within the organization, which seeks to achieve success and excellence through education, training, and upgrading of competencies and capabilities, as opposed to being satisfied with the application of labor laws and legislation.

Accordingly, the secret to an organization's success and growth can be traced to the degree to which they recognize the significance of social responsibility associated with everything related to the organization, whether it is an employee or a worker, by understanding it, giving it value, and emphasizing the importance of human resources, and working to develop and expand their capabilities. which is an approach to promote a positive workplace culture, boost transparency, and lessen corruption in the government. To enhance job performance and lessen pressure on employees to be more effective and efficient.

From the foregoing, it can be said that this study raises the following question:

What is the impact of adopting social responsibility on the management of human resources in the institution under study?

In order to understand all the aspects included in the previous problem and what this study requires, we ask the following **sub-questions**:

- To what extent does the institution under study adopt social responsibility?
- What is the reality of human resource management in the organization under study?
- What is the relationship between social responsibility and the management of human resources in the institution under study?

1-1. Hypotheses of study:

Several tentative answers to the sub-questions can be given in the form of the following **hypotheses**:

- **The first hypothesis:** There is no statistically significant correlation of social responsibility on the management of human resources at the level of 0.05 at Fertel institution - Annaba?
- **The second hypothesis:** There is no statistically significant impact between the elements of social responsibility and the dimensions of human resource management in the Fertel institution - Annaba."

1-2. The importance of research is evident in understanding the importance of social responsibility, which has become the social key to the success of organizations. Considering that the economic institution is a basic structure of the economy that promotes the country and advances it, the importance of the research lies in highlighting the impact of social responsibility in the management of human resources at Fertel institution - Annaba to indicate the features of the problem and to present the proposed recommendations in this regard.

1-3. The main objective: of the study is to know the impact and correlation between the application of social responsibility and the management of human resources in the institution under study.

1-4. Previous studies :

- Dhiafi Nawal (2010) titled: Corporate Social Responsibility and Human Resources (case study of Shi Ali Pipes Complex - Sidi Bel Abbas -) Master's thesis, in management sciences, University of Abou Bakr Belkaid - Tlemcen

For the study, 20 employees each received a questionnaire form.

The study sought to:

- Raise institutions' awareness of the value of embracing corporate social responsibility;
- Recognize Algerian institutions' actual adoption of social responsibility and commitment to it;
- Present various aspects of corporate social responsibility to employees;
- Come to helpful recommendations that encourage institutions to embrace social responsibility.

According to the study's findings, institutions accepting their social obligation reap a number of benefits; they must give their social responsibility adequate attention; they must reveal their social activities; and they must consider all of the other aspects of social responsibility.

• Despite the numerous conceptions of corporate social responsibility, Algerian organizations continued to engage in it in various ways.

- Study of Faleh bin Faraj Al-Subaie 2016, titled : The impact of adopting social responsibility programs towards employees on resource management policies Human, application on industrial establishments in the region - Riyadh –,

28 companies received the questionnaire form that was used for the investigation.

The study's objectives were to: Determine the driving forces behind industrial enterprises' adoption of social responsibility and assess the effect this has on human resource management. comparing how differently each employee performs in terms of social responsibility initiatives.

The study came to the following conclusions:

- The institution works to ensure job security for employees;
- The organization offers employment opportunities to recent graduates;
- The organization uses an incentive and rewards system;
- The implementation of corporate social responsibility aids in.

- Study of Othman Bouziane and Maghribi Abdelkader, 2017, Implications of applying the concepts and dimensions of social responsibility towards employees on the performance of Human resources in industrial establishments (case study of the Iron and Plastic Transformation Corporation, Chile - tubes - Sidi Bel-Abbes -)

The study used a questionnaire form was distributed to 44 workers, 37 forms were returned.

The study aimed to:

- Recognize the reality of the application of social responsibility in the institution and the extent of commitment to it
- Diagnosing the opinions of the respondents (managers and employees), about the interest in determining the nature of the relationship between the dimensions of social responsibility, on improving the performance of human resources.
- Reaching a number of useful recommendations for the institution, on adopting social responsibility, and enhancing its role in improving the performance of human resources in practice.

The study concluded:

- The organization cares and is committed to social responsibility
- There is an impact evaluation of the application of social responsibility

We are trying, through the current study, to reveal the impact of social responsibility in the management of human resources, the case of the Fertial institution – Annaba.

2. Basic concepts of Social Responsibility:

2-1. Definitions of social responsibility:

The primary "responsibility" for firms in the business sector has traditionally been to produce money and raise shareholder value. In other words, the only factor influencing the bottom line has been corporate financial responsibility. However, a movement outlining larger corporate obligations for the environment, local communities, working conditions, and ethical practices has gained traction and gained ground in the previous ten years. CSR, or corporate social responsibility, is this emerging force (CSR). The term "CSR" is frequently used to refer to the corporate "triple bottom line," which is the sum of a company's financial, social, and environmental performance in running its operations. (Zynia L. Rionda,2021, p1)

Most international investment agreements tend to not address corporate social responsibility, especially that of transnational corporations (TNCs) (IIAs). Nevertheless, since the 1970s, when international standards of behavior for TNCs were adopted, this issue has come up. In more recent times, the UN Global Compact and other international fora have both addressed issue. The term "corporate social responsibility" has a very broad potential scope and may include any issues relating to the social and economic effects of TNCs.

A more specific approach to this idea is, nevertheless, beginning to take shape. Because of this, some aspects—such as development commitments, socio-political obligations, and consumer protection—have gotten some attention, while others—particularly corporate governance, ethical business practices, and the respect for human rights—seem to be developing concerns. Additionally, there are requirements, specifically with regard to environmental and labour concerns, which have sufficiently matured in connection to how they function in international investment instruments. (UNCTAD,2001, p1)

The goal of managers making business decisions, according to the concept of social responsibility in business, is not just to maximize profit or shareholder value, but also to serve and safeguard the interests of other members of society, such as the consumer, employee, and community at large. (www.nibusinessinfo.co.uk)

Social responsibility of business is important from the following point of view : (https://www.iisd.org/pdf/2007/csr_guide.pdf)

- From the perspective of the workforce, social responsibility of the business is significant for workers thanks to job opportunities and a healthy work environment.
- From the perspective of the customer, social responsibility requires businesses to operate ethically and to produce goods that meet customer expectations for both quality and cost.
- From the perspective of the investor, a company that recognizes the importance of social responsibility protects investor funds by expanding and growing its operations and by promising investors a return on their investment based on the company's profits.
- From the perspective of suppliers: Since suppliers are those who give businesses their raw materials as well as other necessary materials, they must also exercise social responsibility. Suppliers are devoted to the company when they are paid on time and have their reasonable requests met.
- When a business pays regular taxes and abides by governmental regulations, this is seen by the government as fulfilling the business' social duty.
- From the perspective of society, business must interact with society and social responsibility has some significance. These are some examples of how businesses can produce good

products, work to maintain a clean environment, provide people the chance to engage in business, and work to advance society as a whole.

3. Basic concepts of Human Resource Management:

3-1. Definitions of Human Resource Management:

According to Wendell L French “the **human resource** management refers to the philosophy, policies, procedures, & practice related to the management of people within an organization (Wendell L French ,1998,p203). According to Stephen P Robbins, HRM is a process consisting of the acquisition, development, motivation & maintenance of human resources.(David A. DeCenzo, Stephen P. Robbins,2010, p234)

3-2 Importance of HRM:

a-Importance for the Organization: HRM is important for the organization to the following:

The following are reasons why HRM is crucial to the organization:

The best employees for the company may be attracted and kept with the help of good human resource management.

The correct people must be hired in order to utilize the most recent technology. Only if the management effectively handles its HR function can the suitable people be slotted into new positions.

The firm that employs thousands of people across multiple nations has grown in size as a result of globalization. The company's performance is influenced by the characteristics of the employees. This has made HRM even more crucial. HR planning informs the company on the kinds of workers it will require in the short, medium, and long terms.

In order to tackle the challenges of the future, HR development is crucial. Due to the lack of truly talented managers in the nation, HRM has become more crucial.

b-Importance for the employees

- By offering them a variety of financial and non-financial incentives, HRM places a strong emphasis on the motivation of employees.
- The need of creating the right corporate atmosphere is also emphasized so that employees may give their all to achieving the company goals.
- HR management that is done well encourages teamwork and camaraderie among employees.
- It provides those with the potential to succeed with excellent growth opportunities.
- It also motivates people to work diligently and sincerely.

c- Importance for the society:

Good HR practices enable management to cut expenses, conserve limited resources, increase profits, and provide employees with better compensation, benefits, and working conditions. This results in productivity improvements for society (ratio of output to input).

3-3. The goals of HRM:

- Armstrong and Taylor (2015) define the aims of HRM in accordance with the original theory as follows: Assist the organization in accomplishing its goals by creating and implementing HR strategies that are linked with business strategy.
- Support the creation of a culture of high performance
- Ensure that the company has the talented, skilled, and motivated individuals it needs.
- Establish a positive working relationship with management and an atmosphere of mutual trust.
- Encourage the use of an ethical framework for managing people.

4. Research Methodology

The study was conducted from May 2022 to July 2022 at the Fertal Institution in Annaba.

A thorough set of criteria that can be used as a benchmark to assess the impact of social responsibility on proving human resource management in a Fertal institution was developed in this study using both primary and secondary sources of data. To gather the secondary data, several scholarly articles that were pertinent to the research goal were carefully reviewed. A questionnaire was created for a survey to evaluate the hypothesis. Several considerations were taken into account in this regard, including **recruitment, training, Motivation.**

Twenty-six items were created and scored on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 in order to operationalize these variables (strongly agree).

Based on a random sampling technique, a total of 60 questionnaires were given out to patrons of the Fertal institution, and 45 replies were obtained; all of them were suitable for analysis.

SPSS version 23.0 was employed for both the data entry and necessary analysis. To test the theories formulated for this study, descriptive analysis of the demographic characteristics of the respondents, reliability analysis of the study variables, and regression equation modeling are done.

4-1 Results of the Study

a-Internal consistency and Reliability Measures:

Since the Pearson correlation coefficient was used to determine the degree of correlation between the independent variable and the dependent variable, the internal consistency of the questionnaire was determined by calculating the correlation coefficients between each axis and the total score of the questionnaire.

The table shows that the values of the two parameters are higher than expected, which suggests that the terms in the questionnaire are internally consistent.

Table 01: Internal consistency test

Variables	correlation coefficients
social responsibility	0.901
human resource management dimensions	0.950

Source: SPSS program outputs

The three independent constructs of recruitment, training, and motivation have achieved Cronbach alpha values of 0.950, 0.815, and 0.900, respectively, as shown in the reliability measures table below. The dependent variable has also achieved a value of 0.898. With a minimum value for the service process of 0.815 and a maximum value of 0.950, Cronbach Alpha shows satisfactory internal consistency when measuring reliability.

Table 02: Reliability test

Variables	Items	Cronbach alpha values	
social responsibility	8	0.898	
human resource management dimensions	Recruitment	0.934	0.950
	Training		0.815
	motivation		0.900
Total value	20	0.904	

Source: SPSS program outputs

b-Descriptive Statistics

- Gender: 87% men and 13% women registered, indicating that the institution relies primarily on the male category in the hiring process. This is related to the nature of the institution's work, as the majority of tires work in factories and workshops (field work), which demands physical exertion.
 Age: The majority of the sample's participants were between the ages of 41 and 50 (67%), while 7% were under the age of 30. This explains why the sample's participants are in their middle years.
 Academic qualification:: The university level had the highest percentage (67%) and this figure demonstrates the institution's focus in scientific competencies.
 Experience: The members of the investigated sample have job experience, which is indicated by the fact that the category with the highest percentage was recorded for those with more than 15 years of experience (65%), and the group with the lowest percentage had 5 years or less of experience (3%).

4-2 Hypothesis testing, discussion and interpretation:

a-first hypothesis test:

The first hypothesis states: "There is no statistically significant correlation between the elements of social responsibility and the dimensions of human resource management in the Fertial Foundation - Annaba."

For the purpose of measuring the correlation relationship between the two variables, the simple linear correlation (Pearson) was adopted as a measure of the direction and strength of the linear relationship between the two variables Where the value of the correlation coefficient (R) ranges between the positive one and the integer negative one as follows: $-1 < R < 1$

If the value is close to the correct one, this means that the relationship between the variables under study is very strong, and if it is close to zero, this means that the relationship is very weak.

Table 03: correlation coefficients between dimensions

Dimensions	recruitment	training	motivation
social responsibility	R=0.715 Sig=0.00	R=0.721 Sig=0.00	R=0.600** Sig=0.00

Source: SPSS program outputs

Notes from the above table:

- The social responsibility dimension and the recruitment dimension have a positive statistically significant correlation because their correlation coefficient was (0.715) at the level of significance (0.000), which is statistically significant because the calculated level of significance is lower than the approved level of significance (0.05). This association can be explained by the fact that the recruitment process was positively impacted by an organization's level of social responsibility.
 The social responsibility dimension and the training dimension have a positive statistically significant correlation because their correlation coefficient reached (0.721) at the level of significance (0.000), which is statistically significant because the calculated level of morale is below the level of significance (0.05). This link can be understood to mean that the more favourably this is reflected, the more closely the examined institution pays attention to the technological vigilance variable.

As the correlation coefficient between the social responsibility and motivation dimensions reached (0.600) at the level of significance (0.000), which is statistically significant because the calculated morale level is below the level of significance, there is a positive statistically significant correlation between these two variables (0.05). When commercial vigilance is positively reflected in accomplishing product innovation, the surveyed institution has that variable. The alternative hypothesis, "There is a statistically significant association between the aspects of social responsibility and the dimensions of human resource management in the Fertial institution - Annaba," was accepted in light of the findings, and the null hypothesis was rejected.

b-Second hypothesis test:

"There is no statistically significant impact between the elements of social responsibility and the dimensions of human resource management in the Fertel institution - Annaba-."

Table 03: determination coefficients between dimensions

Social responsibility		The coefficient of determination	level of significance	Decision
human resource management dimensions	recruitment	0.447	0.000	Acceptance of the alternative hypothesis
	Training	0.516	0.000	Acceptance of the alternative hypothesis
	motivation	0.496	0.000	Acceptance of the alternative hypothesis

Source: SPSS program outputs

The alternative hypothesis is accepted because it is evident from the information in the above table that the level of significance (0.000) is less than the approved level of significance (5%), which explains that there is a statistically significant impact relationship between social responsibility and recruitment in the institution under study. Social responsibility explained a portion of (44.7%) the changes that occurred in the recruitment dimension, which is generally accepted. This explains the institution's interest in being socially responsible during the recruitment stage and luring human resources, which in turn improves the institution's reputation.

The above- mentioned table also demonstrates that the level of significance in the relationship between social responsibility and training was recorded as (0.000), which is less than the allowable significance level (5%), which explains the existence of a relationship between social responsibility and training. Additionally, the institution's interest in social responsibility can be used to explain 51.6% of the changes in the training dimension. Therefore, the institution must put a priority on fostering a sense of social responsibility in all parts of its human resource, which is represented in its policies and training initiatives.

In terms of the relationship between the impact of social responsibility and the motivation dimension, this explains why the recorded significance level (0.000), which is less than the approved significance level (5%), what explains the existence of an impact of social responsibility on the motivation process in the institution under study, and the recorded percentage estimated at (49.6%), which reflects the percentage of the impact of social responsibility in practicing The institution's policy used to motivate its human resources is thus one of the most crucial aspects of its adoption of social responsibility.

Thus, through the results of table (03), the null hypothesis that says "There is no statistically significant impact between the elements of social responsibility and the dimensions of human resource management in the Fertel institution - Annaba -"was rejected and the alternative hypothesis was accepted.

5. Conclusion:

The following conclusions were drawn after taking into account the theoretical and practical context of the study's topic:

- Social responsibility is essential if we're going to improve human resource management.
- The social responsibility variable has a positive, strong, and statistically significant correlation with the recruitment and training dimensions at the significance level of 5%. It also has a positive, moderate, and statistically significant correlation with the motivation dimension at the same significance level.
- The application of social responsibility has a statistically significant effect on the variable relating to human resource management.

- The evolution of human resources management is influenced by the research sample's application of social responsibility.

In addition to the above findings, a number of recommendations can be made, including the following:

- Making an effort to put social responsibility's guiding principles into practice and using them to enhance human resource management.
- Learn from the experiences of domestic and international organizations that have developed human resource management strategies to promote job satisfaction and assure survival, continuity, and competition.

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Appendices:

People's Democratic Republic of Algeria
Ministry of Higher Education and Scientific Research

Badji Mokhtar University - Annaba
Faculty of Economics and Management Sciences
Department of Management Sciences
Questionnaire form

The purpose of this form is to gather data and information for the study's objectives so that Fertel organization - Annaba - can determine the effect of social responsibility on the management of human resources. As a result, we respectfully request that you only respond to the questions on this form in ways that you believe are relevant to the reality of your business. It is sufficient to place a (x) in the box that corresponds to the response you believe is appropriate in order to answer the questions.

Additionally, we guarantee that the views and opinions you share will be kept private and will only be applied to legitimate scientific research. We appreciate your kind assistance in advance. Dr.

sahnoun Heba

Dr. Adjemi Sara

First Axis: Personal Data

Gender: Male

Female

Age:

18-30 yrs

31-40 yrs

41-50 yrs

over 50 yrs

Job:

team leader

office head

Head of organization

General Manager (DG)

Chief General Manager (PDG)

Academic qualification:

secondary and less

Secondary + Vocational Diploma

university

Postgraduate

Experience:

5 yrs or less

5- 10 yrs

10-15 yrs

more than 15 yrs

Second axis: social responsibility

Expression	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Your organization abides by the laws that serve all interested parties					
Your organization is interested in social activities that strengthen the relationship with interested parties					
Your organization takes into account the purchasing power of its customers when displaying its products					
Your organization finances projects adopted by civil society organizations					
Your organization provides social and health care opportunities for the families of its workers					
Your organization provides donations for the benefit of the local community					
Your organization works to rationalize the use of resources					
Your organization makes financial contributions to environmental protection organizations					

Third axis: the management of human resources

Expression	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Recruitment					
Your organization provides many job opportunities					
Your organization is keen on transparency in the announcement of recruitment competitions to give equal opportunities to apply for work					
Recruitment competitions are characterized by credibility and transparency					
Your organization is keen to match the levels and qualifications of the contestants with the requirements of the position required					
Training					
Your organization is keen to provide equal opportunities for employees to undergo training programs					
Your organization cares about the quality of its training programs					
Your organization assigns the task of training to experts and specialists in the field					
Your organization organizes regular and periodic training courses					
Motivation					
The approved wage policy is commensurate with the nature of the work assigned to the employees					
Your organization offers rewards that motivate employees to get things done					
Your organization offers fair promotions according to a well-studied scientific basis					
Your organization seeks to constantly improve the material and moral working conditions, which motivates employees to stick to the work					