

Determinants and Motivations for Adopting Social Responsibility in Algerian Economic Institutions: An Applied Study

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Abstract:

This study aims to explore and analyze the motivations and determinants that guide Algerian economic institutions toward adopting social responsibility practices. The study relied on a descriptive-analytical method, with data collected through a questionnaire distributed to a sample of 52 economic institutions. The study developed an explanatory model illustrating the impact of managers' personal motivations, internal organizational motivations, and external pressures on the social behavior of the institution. The results revealed an increasing awareness among Algerian institutions of the importance of social responsibility as a sustainability tool, with variations in the understanding of the concept.

Keywords: Social responsibility, Algerian economic institutions, stakeholders, organizational motivations.

GEL Classification: M14 – M10 – M12 – O13

Introduction:

Business organizations have undergone substantial transformations over recent decades, driven by economic, social, and environmental changes, which have reduced the traditional view of an institution's role as solely profit maximization. The industrial revolution and subsequent intensive industrial expansion led to the depletion of natural resources, increased pollution levels, and exacerbated social issues, necessitating a global shift toward more socially and environmentally responsible behaviors. Earth summits, particularly the Rio de Janeiro Summit in 1992 and the Johannesburg Summit in 2002, were pivotal in consolidating the concept of corporate social responsibility (CSR) as a key pillar for sustainable development.

Alongside these changes, performance evaluation criteria for institutions have evolved. Financial indicators alone are no longer sufficient to measure success; institutions are also

assessed based on their commitment to social responsibilities toward various stakeholders, including society, the environment, employees, customers, and owners. This concept also intersects with ethical values emphasized in Islamic teachings, which are based on principles of social justice, compassion, solidarity, and regulating the relationship between institutions and their human and environmental surroundings.

Against this backdrop, social responsibility has emerged as a strategic choice that economic institutions, including Algerian ones, seek to adopt in response to internal or external pressures or to achieve sustainable competitive advantages. Therefore, the research problem can be formulated as: What are the real motivations driving Algerian economic institutions to adopt social responsibilities? In addition, the study seeks to understand the nature of these motivations and their levels of influence.

The study's significance lies in the increasing importance of social responsibility in contemporary management thought and its connection to modern fields such as business ethics, corporate governance, and sustainable development, as well as its contribution to supporting Algeria's developmental policies. The study aims primarily to formulate a theoretical framework for CSR, assess its adoption in Algerian economic institutions, identify the key personal, internal, and external motivations driving adoption, and develop a model to enhance the social and competitive performance of these institutions.

To achieve these objectives, the study relied on a descriptive-analytical method, supplemented by a field study covering a sample of Algerian economic institutions, using a questionnaire as the primary data collection tool and employing suitable statistical methods to analyze results and address the research problem.

I. Social Responsibility in Business Organizations: Theoretical Foundations and Conceptual Approaches

The concept of social responsibility in business organizations has evolved significantly in contemporary management and economic thought, shifting from occasional charitable activities to a comprehensive strategic approach within institutional policies. This transformation resulted from the failure of a purely profit-oriented approach to achieve social justice, the diminishing role of the state in social development, and rising societal and environmental pressures. Today, CSR is a key criterion for evaluating business performance and its relationship with society and the environment, attracting attention from researchers and international organizations alike.

1. Conceptual Framework of Social Responsibility

The concept of social responsibility developed in response to several factors, including the growing influence of business organizations, increasing social awareness, and rising demands for these organizations to contribute to improving quality of life and promoting human values. Consequently, definitions have varied according to intellectual and environmental perspectives.

1.1 Definition of Social Responsibility

Definitions of CSR can be divided into two main trends:

- **Academic approach:** Focused on the ethical and developmental dimensions of CSR, viewing it as a voluntary commitment beyond profit-making to serve society and balance economic and social goals. Researchers such as Bowen, Drucker, Carroll, and Davis contributed to this concept, especially through Carroll's model, which identifies four dimensions: economic, legal, ethical, and philanthropic (Sirfi, 2007).
- **Organizational and international institutions approach:** Emphasized integrating social and environmental considerations into daily institutional activities and linking CSR with sustainable development, as reflected in definitions by the World Bank, European Union, ILO, and ISO (Abji, 2012).

1.2 Social Responsibility from an Islamic Perspective

CSR is deeply rooted in Islamic thought, based on principles of social solidarity, compassion, and justice. Islam links individual and collective responsibility and considers social and charitable work a religious and ethical duty. It also organizes human relationships with God, others, and the environment, making CSR a comprehensive framework governing the behavior of individuals and organizations (Moqaddam, 2012).

2. Theories Explaining Social Responsibility

- **Shareholder Theory (Neoclassical):** Led by Milton Friedman, this theory limits corporate responsibility to maximizing shareholder profits, arguing that profit-making within free competition and law compliance ensures societal benefit, thereby denying independent social responsibility for businesses (Rodic, 2008).
- **Stakeholder Theory:** Introduced by Edward Freeman, it considers the organization part of society, with success dependent on satisfying all parties affected by its activities, such as employees, customers, suppliers, government, and the local community. This theory broadened the scope of CSR, linking it to administrative ethics and sustainability (Boidin, 2009).

- **From Stakeholder Theory to CSR:** This theory redefined organizational objectives, where profit is a means to balance the interests of various stakeholders while considering legitimacy, priority, and urgent stakeholder needs (Ben Yedder, 2009).

2. Historical Development of CSR

CSR has evolved through several historical stages:

- Industrial Revolution: Focused on profit and labor exploitation with minimal social or environmental concern.
- Human Relations Era: Greater attention to work conditions due to Hawthorne experiments.
- Socialist Influence and Economic Depression: Calls for state intervention and labor rights protection.
- Post-World War II: Strengthened unions and social legislation.
- Legal and Ethical Codes Era: Social accountability became linked to financial performance.
- Pressure Groups and Knowledge Economy: Emphasized transparency, environmental protection, and human rights amid globalization and IT advancements (Al-Hamdi, 2003).

3. Intellectual Approaches to CSR

Key conceptual approaches include:

- Classical: Focus on profit maximization as societal benefit.
- Managerial: Views the organization as an open system pursuing economic and social goals simultaneously.
- Environmental: Prioritizes societal and environmental interests over self-interest (Al-Bakri, 2001).

4. Motivations Behind CSR Emergence

Several factors have contributed to the growing interest in CSR, including:

- Globalization and increased multinational activity.
- Governmental, societal, and legislative pressures.
- Ethical scandals and environmental disasters.
- Technological advancements and shift to knowledge economy, emphasizing human capital and stakeholder trust (Al-Ghalbi, 2008).

II. Applied Literature on CSR Adoption

Given the large volume of studies on CSR, criteria were set to select studies most relevant to this research: direct relevance to CSR, applied nature, focus on business organizations, and linguistic diversity (Arabic and foreign). Accordingly, the chapter is divided into three main elements.

1. Previous Studies in Arabic

Arabic studies addressed CSR from multiple perspectives, including its strategic role in achieving sustainable competitive advantage, and its relation to financial performance, job satisfaction, business ethics, or consumer protection. They showed that CSR is no longer marginal or incidental but influential in institutional performance and continuity. Key studies include:

1. Mohamed Fellaq (2014), Algeria: "Contribution of CSR to Achieving Sustainable Competitive Advantage in Business Organizations." This study highlighted CSR's role in supporting sustainable competitive advantage in ISO 9000-certified Algerian institutions, showing that balanced economic and social integration enhances market share without harming competitiveness.
2. Iman Ben Azzouz (2016), Algeria: "Impact of CSR on Economic Institutions – A Field Study." This study examined CSR adoption's effect on performance, confirming that social commitment improves institutional image and stakeholder relations, despite variation in implementation levels.
3. Asma Qaryou (2016), Algeria: "Interaction Between Governance and CSR Accounting to Achieve Sustainability." This study analyzed the integration of corporate governance and CSR accounting, concluding that it enhances sustainability and reduces ethical and financial risks.
4. Laith Saadallah Hussein & Reem Saad Al-Jamil (2010), Mosul, Iraq: "CSR Toward Employees and Its Reflection on Work Ethics." This study emphasized employee-focused CSR, showing a positive link between employee care and work ethics in healthcare institutions.
5. Messaoud Kroumiya (2013), Algeria: "CSR and Consumer Protection in Algeria." This study examined consumer protection under CSR practices, concluding that institutional social commitment increases consumer trust and satisfaction.

6. Mohamed Jassas & Fatma Zahra Talilani (2016): "External CSR Applications – Coca-Cola as a Model." This study highlighted multinational corporations' external social practices as tools to enhance institutional image in society.

2. Previous Studies in Foreign Languages

Foreign studies approached CSR more comprehensively, analyzing motivations for CSR adoption and developing theoretical and applied models. They focused on economic, organizational, ethical, and institutional motivations, including:

1. Badr Eddine Taleb (2013), Algeria: "Les motivations d'engagement des entreprises dans la Responsabilité Sociale." This study identified economic, organizational, and ethical factors motivating Algerian industrial firms' CSR adoption and proposed a multi-level explanatory model showing variations in CSR commitment based on firm size and activity.
2. Archie B. Carroll (1991), USA: "The Pyramid of Corporate Social Responsibility." This study introduced the famous CSR pyramid integrating economic, legal, ethical, and philanthropic dimensions, a key theoretical framework explaining organizational social behavior.
3. World Bank (2005): "Opportunities and Options for Governments to Promote CSR." This study examined government roles in encouraging CSR through public policies, legislation, and incentives, confirming government intervention as crucial in guiding institutional social commitment and sustainable development.
4. Bowen, H. R. (1953), USA: "Responsibilities of Businessmen." One of the first foundational works on CSR, calling for expanding business roles to include social and ethical values, not just profit-making.

3. Comparison of the Current Study with Previous Studies

Most previous studies, Arabic or foreign, focused on partial aspects of CSR or specific motivational categories, lacking a holistic approach integrating various levels influencing CSR adoption. Many studies also concentrated on advanced economies or specific sectors, while research on economic institutions in developing countries, particularly Algeria, remains limited. Furthermore, some studies overlooked managers' personal characteristics, despite their potential impact on CSR decisions.

This study seeks to fill these gaps by adopting a comprehensive approach combining personal, internal, and external motivations for CSR adoption, considering managers' characteristics and

the nature of Algerian economic institutions, and aims to develop an applied model explaining institutional social behavior in the Algerian context.

III. Modeling Social Behavior of Algerian Economic Institutions: Analytical Study of Internal and External Determinants

CSR development in Algerian economic institutions reflects deep transformations in the national economy under globalization and reduced direct social state intervention. Performance evaluation now includes social, environmental, and legal obligations as essential for continuity and competitiveness.

1. Evolution of CSR in the Algerian Economic Fabric

1.1 Key Transformations in Algerian Economic Institutions

- **Phase 1: State-directed economy and socialist management (pre-1980):** Dominance of the state, socialist management styles (self-management, national companies), focus on worker participation and social objectives, but plagued by bureaucracy, inefficiency, and weak economic performance.
- **Phase 2: Restructuring and institutional autonomy (post-1980):** Structural and financial reforms aimed at improving public enterprise performance and management autonomy, but limited results due to ongoing organizational and financial imbalances.
- **Phase 3: Privatization and structural adjustment:** Shift toward market economy, reducing state social role, creating negative effects on labor market and purchasing power, increasing institutional responsibility for social obligations.
- **Phase 4: Qualification of economic institutions:** Programs focused on competitiveness through quality improvement, management modernization, human resources development, and quality certifications, but results remained limited relative to objectives (Mrazka, 2007).

2. Legislative Framework for CSR in Algeria

- **Environmental protection:** Laws on industrial pollution, waste management, and environmental fees exist, but weak enforcement and lack of competencies hinder objectives.
- **Labor rights:** Regulations cover labor relations, vocational training, and protection, but frequent disputes reflect limited effectiveness.
- **Consumer protection:** Legislation and oversight bodies exist, yet weak monitoring and persistent commercial fraud reduce impact.

- **Community engagement:** Tax incentives encourage social and cultural activities, but remain insufficient to make CSR a strategic choice.

3. CSR Reality in Algerian Economic Institutions

- **Adoption of quality standards and ISO certifications:** ISO certification pursuit is a prominent CSR manifestation, but adoption remains limited due to costs, awareness, and voluntary nature.
- **Adoption of ISO 26000:** Algeria has been an ISO member since 1976 and among the first in MENA to adopt ISO 26000 through the RSMENA initiative (2010–2014), covering several regional countries under ISO and Swedish Agency supervision. Adoption in Algeria remains slow and limited to a few major institutions (Benissad, 1994).

1. Methodology and Tools Used in the Study

This section presents the methodology for data collection and analysis, including questionnaire development, distribution, statistical treatment, study variables, population and sample, and statistical methods for hypothesis testing.

2.1 Questionnaire Development

- **Design:** The questionnaire was chosen for its suitability, coverage, and alignment with study objectives and variables, forming the basis for statistical processing.
- **Validation:** Reviewed by professors, researchers, and ISO experts to ensure clarity, comprehensiveness, and statistical validity. Modifications were made based on expert feedback and pilot testing.
- **Administration:** Distributed from January 2023 to January 2024 via manual, phone, and email channels, with support from the National Institute of Standardization to maximize reach.
- **Structure:** 87 questions divided into six sections using a three-point Likert scale (agree, neutral, disagree), covering: personal data and institutional characteristics, CSR perception, CSR dimensions (society, environment, customers, owners, employees), personal motivations, internal motivations, and external motivations for CSR adoption.

2.2 Data Processing

Data were coded and quantified using Excel 2010 and analyzed with SPSS V22, producing tables, charts, and results.

2.3 Reliability and Validity

Reliability tested using Cronbach's alpha showed all variables exceeded the acceptable threshold (0.60), indicating good internal consistency. Statistical validity was calculated as the square root of reliability, confirming the tool's suitability for field application. SPSS V22 was used to calculate reliability and validity for questionnaire items measuring study variables, as shown in Table 1.

Table 1: Reliability and Validity Values of Questionnaire Items

Table 1: Validity and Reliability Values for Questionnaire Items

Study Variables	Number of Items	Cronbach's Alpha	Scale Validity
Perception of Social Responsibility Concept	09	0.789	0.888
Social Responsibility toward Society	08	0.936	0.876
Social Responsibility toward the Environment	08	0.961	0.923
Social Responsibility toward Customers	06	0.776	0.880
Social Responsibility toward Owners	06	0.909	0.953
Social Responsibility toward Employees	12	0.940	0.969
Personal Motivations for Social Responsibility	12	0.950	0.974
Internal Motivations for Social Responsibility	09	0.795	0.632
External Motivations for Social Responsibility	17	0.930	0.864

Source: Based on questionnaire analysis results using SPSS V22 outputs.

Based on these results, it can be stated that the measurement tool demonstrates a high degree of reliability and validity, making it suitable for field application in the study and enhancing the credibility of the obtained results.

2. Study Variables and Their Measurement

2.1 Independent Variables: Included:

- Officials' perception of the concept of social responsibility;

- Personal motivations;
- Internal motivations;
- External motivations for committing to social responsibility.

These were measured through the responses of the sample individuals on the relevant sections of the questionnaire.

2.2 Dependent Variable: Represented by the degree of social responsibility practice within the institutions under study, measured across its five dimensions: society, environment, customers, owners, and employees.

2.3 Mediating Variables: Included personal and professional characteristics of respondents (educational qualification, job rank, years of experience), in addition to institutional characteristics (size, sector type, and ownership structure).

3. Method

4. Study Population and Sample

4.1. Study Population:

The study population consists of Algerian economic institutions, with a focus on institutions with a social orientation.

4.2. Study Sample:

The sample was selected purposively and included institutions holding ISO certifications (9000 or 14000) with a strong social reputation. Diversity was considered in terms of size, sector, geographic location, and ownership type. The sample of individuals was limited to senior management positions.

5. Demographic and Organizational Characteristics of the Sample

The results showed that most managers of the sampled institutions have a university-level education, substantial professional experience, and occupy managerial positions. Most of the institutions studied are large, industrial in nature, and publicly owned.

6. Statistical Methods Used

The study relied on a set of statistical methods, including:

- Cronbach's alpha for reliability measurement;
- Means and standard deviations;
- Factor analysis;
- Pearson correlation coefficient;
- One-way and two-way ANOVA;

- Stepwise multiple linear regression, to test hypotheses and construct the final model of the study.

II. Discussion of Statistical Analysis Results

1. Study Objective and Methodology:

This section aims to analyze the statistical results of the study variables and test the proposed hypotheses using advanced statistical methods (means, standard deviations, factor analysis, correlation, and multiple linear regression). This approach allows understanding the nature of the relationships between determinants of adopting corporate social responsibility (CSR) in Algerian economic institutions and reaching a scientifically meaningful explanatory model.

2. Analysis of CSR Adoption Results

2.1. CSR Toward Society:

Results indicated a relatively high level of institutional commitment to society, especially in donations, job creation, and participation in national and religious events. Adoption was moderate in terms of contributions to infrastructure and disaster relief, reflecting the continued perception that these areas fall under state responsibility.

Overall, CSR practices toward society are good, with a strong tendency among the sampled institutions to adopt social responsibility toward their community, as shown in the following table:

Table 2: Means and Standard Deviations for CSR Toward Society

Item	Mean	Std. Deviation	Rank	Adoption Level
The institution creates job opportunities for community members	2.92	0.334	3	High
The institution's goals align with the community's ethical values and respect human rights	2.75	0.519	4	High
The institution contributes to essential community projects such as schools, roads, hospitals	2.15	0.894	7	Medium
The institution provides donations to support charitable and social organizations	2.98	0.139	1	High

Item	Mean	Std. Deviation	Rank	Adoption Level
The institution maintains infrastructure such as roads and bridges	2.54	0.576	5	High
The institution supports government efforts such as combating tax evasion and money laundering	2.48	0.610	6	High
The institution provides material aid in case of disasters such as earthquakes, fires, and floods	1.96	0.816	8	Medium
The institution participates in religious and national events	2.96	0.194	2	High

Source: Prepared by the student based on SPSS output

2.2. CSR Toward Owners:

Results indicated that institutions place great importance on asset protection and maximizing company value, while owner participation in decision-making and information sharing was moderate, reflecting a dominance of financial priorities over participatory governance.

The following table summarizes responses regarding CSR toward owners:

Table 3: Means and Standard Deviations for CSR Toward Owners

Item	Mean	Std. Deviation	Rank	Adoption Level
The institution provides accurate and regular information to owners/shareholders	2.27	0.717	6	Medium
Owners/shareholders are allowed to participate in decision-making	2.31	0.729	5	Medium
Management focuses on maximizing share value and overall company value	2.87	0.345	3	High
Management places high importance on protecting tangible and intangible assets	2.96	0.196	1	High
The institution seeks financial returns consistent with invested capital	2.95	0.422	2	High

Item	Mean	Std. Deviation	Rank	Adoption Level
Owners/shareholders are treated fairly and without discrimination	2.56	0.539	4	High

Source: Prepared by the student based on SPSS output

2. Perception of the Concept of CSR:

Factor analysis results revealed varying perceptions of CSR among managers, condensed into four main concepts:

- Maximizing shareholder benefit;
- Charitable and marketing initiatives;
- Ethical behavior toward various stakeholders;
- Unnecessary burdens and costs.

The ethical concept was most widely accepted, while the view of CSR as an unnecessary cost was rejected.

Table 4: Rotated Factor Matrix for CSR Perception

Statement	Factor 4	Factor 3	Factor 2	Factor 1	Common Variance	Instrument Reliability
CSR is attention to environmental and social concerns and ethical corporate behavior	-	0.827	-	0.830	0.911	
CSR is charitable initiatives to improve conditions for the poor and needy	-	0.796	-	-	0.652	0.807
CSR is management attending to owners/shareholders responsibilities and maximizing profit	0.939	-	-	-	0.893	0.944
CSR is a set of seasonal charitable practices for marketing purposes	-	0.752	-	-	0.753	0.867

Statement	Factor 4	Factor 3	Factor 2	Factor 1	Common Variance	Instrument Reliability
The institution should play an active social role as part of the community	-	-	-	0.500	0.707	
CSR programs include internal (owners/shareholders, employees) and external (customers, environment, society) stakeholders	-	0.890	-	0.794	0.891	
Profitability is the sole goal of the institution	-	-	-	0.836	0.715	0.845
CSR programs are unnecessary and implemented only if funding is available	-	-	-	0.579	0.662	0.813
CSR programs are an additional cost to the institution	-	-	-	0.751	0.801	0.894

Explained Variance (%): 28.504 | 20.097 | 13.540 | 11.190

Proposed Labels for Factors:

- Factor 1: CSR is maximizing shareholder/owner benefit.
- Factor 2: CSR is sometimes charitable/marketing initiatives.
- Factor 3: CSR is ethical behavior affecting multiple internal and external stakeholders.
- Factor 4: CSR is additional costs and unnecessary.

Source: Factor analysis statistical appendix

4. Determinants of CSR Adoption (Factor Analysis):

4.1. Internal Motivations:

Factor analysis identified three main dimensions of internal motivations: reducing costs, improving worker welfare, and availability of material and human resources (Table 5).

Table 5: Rotated Factor Matrix for Internal Motivations

Statement	Factor 3	Factor 2	Factor 1	Common Variance	Instrument Reliability
Reducing energy consumption and waste encourages CSR	0.626	-	0.665	0.674	0.820
Reducing operational risk costs encourages CSR	-	-	0.835	0.805	0.897
Higher productivity encourages CSR	-	-	0.809	0.737	0.858
Improving workers' health protection (chemical gases, dust, vapor, smoke, odors) motivates CSR	-	0.695	-	0.671	0.819
Improving production site environment, health, and safety motivates CSR	-	0.930	-	0.902	0.949
Adjusting work hours to fit employees' personal life encourages CSR	-	0.851	0.559	0.394	0.627
Lack of material resources hinders CSR	0.765	-	-	0.608	0.779
Lack of qualified workers hinders CSR	0.561	-	0.326	0.814	0.902
Lack of employee awareness of CSR importance hinders CSR	0.598	-	-	0.591	0.678

Explained Variance (%): 23.993 | 20.754 | 24.112

Proposed Factor Labels:

- Factor 1: Reducing costs
- Factor 2: Improving worker welfare
- Factor 3: Availability of material and human resources

Source: Factor analysis statistical appendix

4.2. External Motivations:

Factor analysis identified four main dimensions:

- Achieving competitive advantages;
- Following the parent company's policy;
- Overcoming trade barriers;
- Compliance with legislation and laws.

The scale demonstrated high reliability and validity ($\alpha = 0.93$). Table 6 summarizes external motivations.

Table 6: Rotated Factor Matrix for External Motivations

Statement	Factor 4	Factor 3	Factor 2	Factor 1	Common Variance	Instrument Reliability
Compliance with current legislation encourages CSR	0.878	-	-	-	0.713	0.844
Reducing legal penalties encourages CSR	0.701	-	-	0.583	0.716	0.846
Avoiding warnings and notices from authorities encourages CSR	0.868	-	-	-	0.608	0.780
Rapid implementation of new laws encourages CSR	0.885	-	-	-	0.665	0.815
Improving corporate image and reputation encourages CSR	0.651	-	0.527	0.775	0.880	
Commitment to CSR because competitors have adopted it	-	-	0.668	0.738	0.859	
Facilitating recruitment and retaining skilled employees encourages CSR	-	0.423	-	0.515	0.644	0.802
CSR to strengthen brand perception relative to competitors	-	-	-	0.853	0.816	0.903

Statement	Factor 4	Factor 3	Factor 2	Factor 1	Common Variance	Instrument Reliability
CSR to produce customer-oriented products	-	0.280	-	0.616	0.714	0.845
CSR to increase customer loyalty	-	-	-	0.736	0.656	0.810
CSR to enhance customer environmental awareness	-	-	-	0.810	0.715	0.845
CSR to obtain government loans and grants	-	-	-	0.543	0.902	0.949
CSR to access national and international markets	-	0.685	0.838	0.489	0.702	0.838
CSR to participate in new business networks	-	0.960	-	-	0.831	0.912
CSR to overcome barriers imposed by target countries	-	0.926	-	-	0.832	0.912
CSR to follow the parent company's social and environmental policies	0.357	-	0.745	-	0.747	0.864
CSR to achieve parent company's social and environmental objectives	-	-	0.763	-	0.808	0.899

Explained Variance (%): 17.051 | 19.765 | 20.157 | 24.373

Factor Labels:

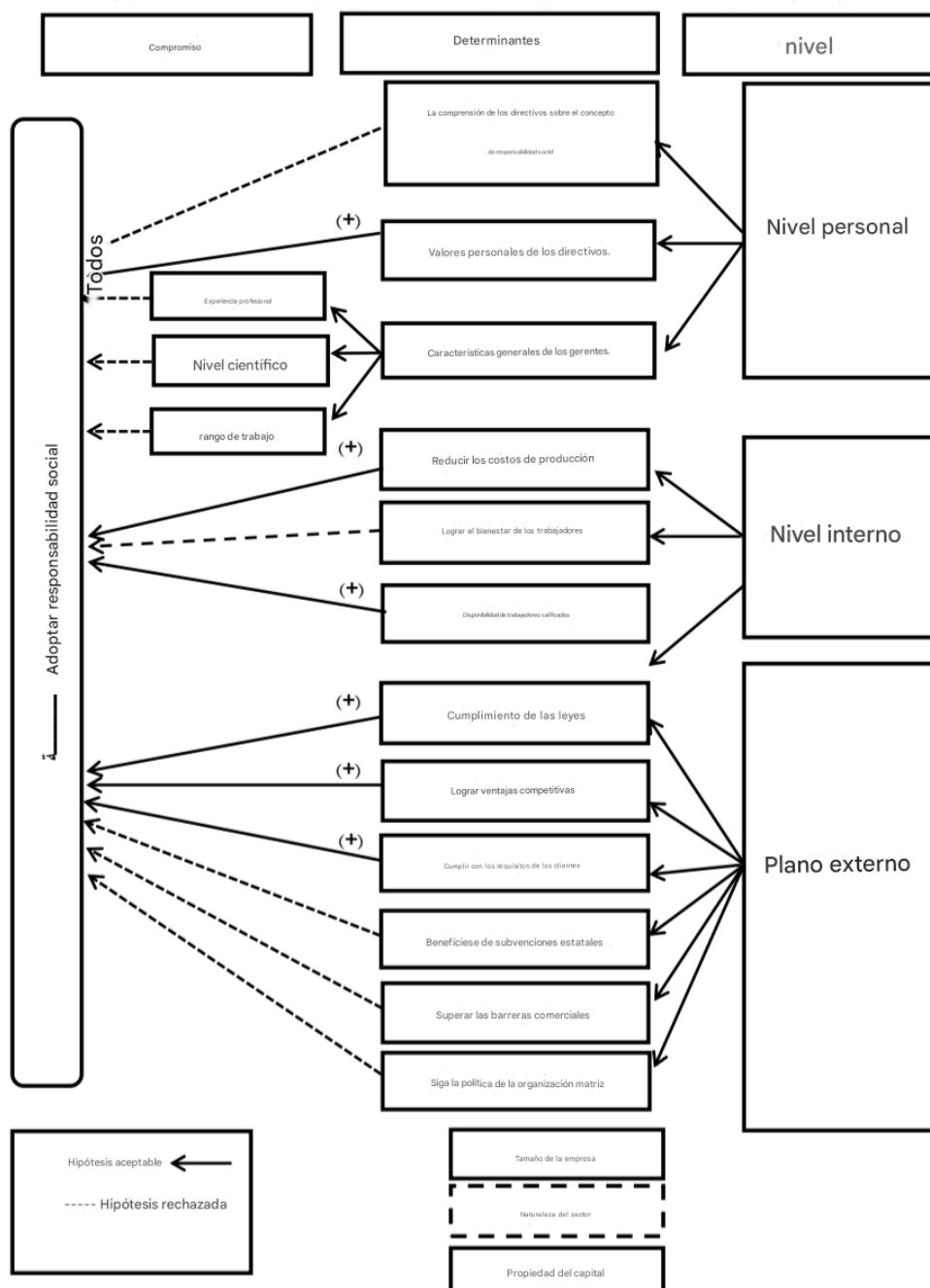
- Factor 1: Achieving competitive advantages
- Factor 2: Following parent company policy
- Factor 3: Overcoming trade barriers
- Factor 4: Compliance with laws and legislation

Source: Factor analysis statistical appendix

5. Building the Explanatory Model

To represent the relationship between CSR adoption as a dependent variable and all independent variables in the model (production cost reduction, manager personal motivations, compliance with laws and regulations, availability of qualified employees, achieving competitive advantages, meeting customer requirements, company size, and ownership type), an estimation equation for CSR adoption was constructed based on regression analysis results. The results of the multiple linear regression confirmed the presence of a strong significant effect of a set of determinants (legal, competitive, ethical, and regulatory) on the commitment of institutions to social responsibility, which led to the construction of an explanatory model illustrating the causal relationships among the studied variables. The following figure presents this model.

Figura (3-6) Modelo propuesto para los determinantes de la adopción de la responsabilidad social en las instituciones económicas argelinas



Fuente: Elaboración propia con base en los resultados del estudio de campo.

Conclusion:

This study aimed to analyze the determinants and motivations behind the adoption of social responsibility in Algerian economic institutions, based on a central research question: What are

the real motives that drive Algerian economic institutions to adopt social responsibility practices, and to what extent do personal, organizational, and external factors influence this adoption?

This question was addressed through a theoretical and practical approach, combining the conceptual foundation of social responsibility with an analysis of its practical implementation in the Algerian context.

At the theoretical level, the study highlighted that social responsibility is no longer merely a circumstantial charitable activity but has become a strategic orientation linked to the sustainability and social legitimacy of the institution, based on its interaction with various stakeholders. It also showed that the development of this concept has been influenced by profound economic, legislative, and ethical transformations, and that explanatory theories, particularly the Stakeholder Theory and Carroll's model, provide a suitable analytical framework for understanding institutional behavior in this area.

At the practical level, the results of the field study, supported by statistical analysis using SPSS V22, indicated that the Algerian economic institutions under study demonstrate a considerable level of commitment to social responsibility, especially toward the community, employees, and owners, with some variation across different dimensions. The results also revealed a varied understanding of social responsibility among managers, with ethical and pragmatic considerations prevailing over perceptions of it as a burden or unnecessary cost.

Regarding the research question, the study concluded that the adoption of social responsibility in Algerian economic institutions is not governed by a single motive but results from a complex interaction among several determinants, the most important being:

- **Personal motives of managers**, which regression results showed to be among the most influential factors;
- **Internal organizational motives**, including cost reduction, improvement of employee welfare, and availability of human and material resources;
- **External motives**, particularly compliance with laws and regulations, achieving competitive advantages, and meeting customer and market requirements.

This interaction allowed for the construction of a statistically significant explanatory model, showing that social responsibility in the Algerian context represents a mix of legal compliance, ethical conviction, and pursuit of economic and competitive benefits, reflecting a gradual shift from the traditional approach to a strategic approach to social responsibility.

Recommendations:

Based on the findings, the study recommends:

1. Integrating social responsibility into the official strategies of economic institutions rather than limiting it to circumstantial or formal initiatives.
2. Strengthening the role of the state and regulatory bodies through legislative and incentive mechanisms that make social responsibility a strategic choice rather than just a legal obligation.
3. Investing in raising managers' awareness of the dimensions of social responsibility and its positive impact on performance and sustainability.
4. Encouraging institutions to adopt relevant international standards, especially ISO 26000, and providing technical support to facilitate its implementation.
5. Supporting scientific research in social responsibility and linking it to national development policies.

Future Research Directions:

The results of this study open important research avenues, including:

- Expanding the research to include other economic sectors or larger and more diverse samples;
- Studying the impact of adopting social responsibility on long-term financial performance and institutional reputation;
- Deepening the investigation of the role of organizational culture and ethical leadership in guiding institutions' social behavior;
- Conducting comparative studies between Algerian institutions and their counterparts in developing or developed countries.

In summary, this study confirms that adopting social responsibility in Algerian economic institutions is no longer a secondary option but a developmental and strategic necessity imposed by sustainability requirements, economic pressures, and the growing awareness of society. This calls for a concerted effort by various stakeholders to consolidate and enhance this orientation in the future.

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