

The Impact of Adopting Corporate Social Responsibility (CSR) on Achieving Sustainable Competitive Excellence: A Case Study of WassimHydrotech

Received: 31/03/2026

Accepted: 21/06/2026

BENKAID FatmaZohra*, University Of BordjBouArrerridj, Algeria.

Email : fatmazohra.benkaid@univ-bba.dz

Orcid : <https://orcid.org/0000-0003-3643-9966>

Omari Akram,University Of Arid, Turkey

Email : Akramomari930@gmail.com

Abstract

Corporate Social Responsibility has emerged as one of the most significant modern management approaches, reflecting an organization's commitment to economic, social, and environmental issues. Accordingly, this study aims to analyze the impact of adopting CSR on achieving sustainable competitive excellence, considering it a strategic choice that supports performance, growth, and long-term distinction.

Our study employed a descriptive-analytical methodology, integrating theoretical frameworks with a case study of WassimHydrotech, based on its official reports and documents. The study concluded that CSR serves as a genuine lever for organizations, contributing to building competitiveness and achieving economic, social, and environmental sustainability.

Keywords:Corporate Social Responsibility (CSR), Sustainable Competitive Excellence, Sustainable Development, WassimHydrotech.

JEL Classification:M1, M14, M21, P3.

* Author correspondents

1. INTRODUCTION

Recent global economic shifts- characterized by intense competition, accelerated innovation, and heightened social and environmental awareness-have transformed the business environment. This transformation necessitates a reconsideration of traditional organizational models. Organizations are no longer viewed merely as profit-maximizing entities, but rather as social institutions that act as primary agents in achieving sustainable development, contributing to societal well-being, and protecting the environment.

Consequently, CSR has surfaced as a sophisticated management approach that reflects a firm's dedication to economic, social, and environmental causes. This concept has evolved from a purely voluntary humanitarian act into a strategic imperative that helps organizations achieve competitive excellence and fosters long-term trust.

Modern organizations have focused on the relationship between CSR and sustainable competitive excellence. Numerous contemporary studies indicate that firms integrating CSR into their core strategies are better equipped to innovate, attract talent, improve financial performance, and enhance customer loyalty. Furthermore, these practices help mitigate organizational risks and reputational damage while strengthening the ability to adapt to environmental and regulatory changes.

However, reality often suggests otherwise. Most organizations adopt CSR merely as a response to social, legal, or global pressures without fully integrating it into their general strategy. This creates a need for further research into the actual capacity of CSR to deliver sustainable competitive excellence.

WassimHydrotech, a company active in the water treatment sector, serves as a significant example in this context. The company faced environmental and social challenges that prompted it to integrate these dimensions into its strategic planning, rebuilding its vision and initiatives to ensure operational sustainability and improve its relationship with society.

1.1.The question of the study:

This study addresses the following question:How does Corporate Social Responsibility affect the achievement of sustainable competitive excellence at WassimHydrotech?

1.2.Hypothesis:

- The application of and commitment to CSR principles lead to the organization's social and environmental integration within the framework of sustainability, growth, and excellence.
- Sustainability and CSR practices contribute to building a long-term competitive advantage for organizations.
- The success of **WassimHydrotech** in achieving competitiveness is linked to its ability to integrate sustainability and CSR across various stages of planning, implementation, and evaluation.

1.3.The Objectif of the study:

- Linking Corporate Social Responsibility to sustainability, given that the human element is the fundamental pillar of organizational excellence and its social welfare must be considered.

- Diversifying the scientific literature in the field of CSR, which serves as a value addition to Algerian libraries.

- Determining the impact of sustainability-oriented CSR practices on achieving sustainable competitive excellence.

- Evaluating the experience of **WassimHydrotech** in integrating these principles within its general strategy and analyzing its practical outcomes.

1.4.The importance of the study:

Current global transformations have contributed to the crystallization of numerous concepts and trends, such as Corporate Social Responsibility (CSR) and its role in achieving sustainable competitive excellence. The significance of this study lies in its contribution to providing an analytical framework that can be adopted by industrial and service organizations. Furthermore, it offers practical recommendations for decision-makers and various entities to balance profit maximization with social and environmental concerns, thereby achieving sustainable development goals.

1.5.Methodology:

The study relies on the descriptive-analytical approach, which allows for the deconstruction of theoretical concepts and models related to CSR and sustainable competitive excellence by gathering data from various references and previous studies. This is complemented by a case study method, using WassimHydrotech as a model reflecting the application of sustainability and social responsibility.

2. Corporate Social Responsibility (CSR)

2.1.Theoretical Foundations of CSR

Corporate Social Responsibility refers to an organization's commitment to achieving sustainable development through comprehensive practices that balance economic goals with environmental and social considerations. These practices include improving working conditions, promoting social justice, respecting human rights, and actively contributing to economic development as well as environmental protection. Integrating these principles into industrial policies constitutes a pillar of inclusive and sustainable growth (Murthy, 2025). Keith Davis suggested that social responsibility refers to "business decisions and actions taken for reasons at least partially beyond the firm's direct economic or technical interest". (Carroll, 1991, pp. 39-48)

The World Bank defined CSR as: "The commitment of business to contribute to sustainable development by working with their employees, their families, the local community, and society at large to improve their lives in ways that are good for business and for development". (Al-Faihan, 2017)

"Corporate Social Responsibility is a continuous commitment by companies toward stakeholders, behaving ethically, and contributing to economic and social development. It also signifies the company's responsibility for its overall impact, with the necessity of integrating the social and environmental values of society into its core operations, as well as its interaction with its social and physical environment. Responsibility is recognized to cover a wide spectrum- from managing profitable business operations to the health and safety of employees, and the impact on the communities in which the company operates" (Dahls, 2008)**Stages of Evolution of the CSR Concept**

The concept has passed through several evolutionary stages, which can be summarized as follows: (Haryanto, Stefia, & Cahyaningrum, 2025)

A- The First Stage: Philanthropic Responsibility (Early 20th Century): Organizations focused primarily on profit-making, while resorting to some charitable activities of a voluntary and limited nature.

B- The Second Stage: Expanding the Scope of Responsibility (From the 1950s): Organizations began to realize the importance of commitment toward the environment, ethics, and society. Responsibility programs expanded to include practices with a broader impact.

C- The Third Stage: CSR as a Strategic Component (The Modern Era): CSR has become an integrated part of corporate strategy, influencing management paths, marketing, supplier management, and the enhancement of community trust.

2.2.Carroll's Model of Corporate Social Responsibility

Carroll divides responsibility into four distinct layers:

Table 1: Carroll's Pyramid of Corporate Social Responsibility

Level	Interpretation	Example from WassimHydrotech
Economic	Providing added value through high-quality products and services that respond to market needs.	Supplying water treatment systems at affordable prices to schools and educational institutions.
Legal	Strict adherence to national and international laws and regulations, especially those related to the environment and safety.	Respecting environmental laws and implementing compliance standards across all company projects.
Ethical	Observing norms and ethical values in both	Adopting anti-discrimination policies and

	internal and external organizational practices.	establishing fair treatment for all employees.
Philanthropic	Voluntary initiatives and social contributions to support needy groups and regions without financial return.	Operating a mobile clinic for arid and underprivileged areas to improve health services.

Source: Archie B. Carroll; *The Pyramid of Corporate Social Responsibility: Toward the Moral Management of Organizational Stakeholders*; July 1991; *Business Horizons* 34(4):39-48. DOI: 10.1016/0007-6813(91)90005-G

2.3.Performance Indicators in Corporate Social Responsibility

Organizations rely on a set of indicators to measure the impact of social responsibility, the most important of which are: (Villamizar Morales, 2026)

- Number of program beneficiaries.
- Level of community satisfaction.
- Volume of emissions.
- Water and energy consumption rates.
- Level of institutionaltransparency.

2.4.Challenges of Implementing CSR in Industrial Organizations

The most prominent challenges include:

- Weakinstitutionalawareness.
- Lack of measurementtools.
- Internalresistance to change.
- Absence of integration between CSR and the general strategy.

3. Corporate Social Responsibility and Sustainable Competitive Excellence

3.1. Dimensions of Competitive Excellence Derived from CSR

The dimensions of competitive excellence resulting from CSR manifest in enhancing the corporate image, reducing operational costs, and fostering innovation through continuous product development and improvement. According to the **Kortel Model**, CSR contributes through its various dimensions (economic, technological, human, institutional, and environmental) to building sustainable competitive advantages that attract customers and transform the organization into an ethically responsible entity. (Mustafa Shalabi Muhammad & Alaa , 2013)

The correlation between competitive advantage and social responsibility is illustrated in the following table:

Table 2: Dimensions of Competitive Advantage Resulting from CSR

Dimension	Explanation
Economic	CSR initiatives contribute to cost reduction by optimizing resource utilization and increasing efficiency through process improvement and waste minimization.
Technological	CSR drives organizations to stimulate innovation by developing sustainable solutions and technologies that meet modern environmental and social standards.
Human	Enhancing social responsibility improves the organization's attractiveness to employees by enhancing the work environment and fostering a sense of belonging and responsibility.
Institutional	CSR plays a role in strengthening the organization's reputation and developing its relationships with governments and regulatory bodies, facilitating access to licenses and support.
Environmental	Environmental initiatives facilitate entry into green markets and increase export opportunities, especially

	with growing international sustainability requirements.
--	---

Source: Mustafa Shalabi Mohammed, Alaa Mohammed Shukri (2013), *The Role of Social Responsibility in Increasing Competitiveness: A Field Study Applied to Mobily Saudi Arabia*, King Saud University, Kingdom of Saudi Arabia.

3.2.Porter & Kramer's Shared Value Model

Leading researchers and business strategy experts Michael Porter and Mark Kramer introduced the concept of **Shared Value** for the first time in an article written for the *Harvard Business Review* in 2006, later expanding on this concept in 2011 in an article titled "Creating Shared Value." They defined Shared Value as "operational policies and practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates" (Porter, Mark, & R, Corporate social responsibility Creating Shared Value, 2011)).

The concept of Creating Shared Value (CSV) focuses on "operational policies and practices that enhance a company's competitiveness while simultaneously improving the social and economic conditions in the communities where it operates." The authors of this concept point out that social needs- much like traditional market needs- define markets and create business opportunities. Conversely, social harms are not always externalized by the company; they often manifest as internal costs, such as wasted energy, raw materials, costs related to workplace accidents, or high employee turnover rates (Porter & Kramer's , Shared Value, 2021).

As an alternative, the concept of Corporate Shared Value has garnered significant attention and positive reactions within the business community, which finds it highly attractive, as well as among researchers and management scholars (Crane et al., 2014). The European Commission has also endorsed the shared value approach in business-society relations, incorporating it into its new definition of Corporate Social Responsibility (CSR). This definition views CSR as a concept whereby companies voluntarily integrate social, ethical, and environmental concerns into their business operations and core strategy in close collaboration with stakeholders (Roszkowska-Menkes, 2021).

This model is based on the idea that an organization can achieve economic and social value simultaneously through: (Porter, Mark, & R, Corporate social responsibility Creating Shared Value, 2011)

- Redesigning products and services.
- Optimizing value chains.
- Empowering local communities.

Porter & Kramer distinguished between the recurring activities of the CSR model and their new business concept of **Creating Shared Value (CSV)**. They clarified that "Shared Value is not social responsibility, philanthropy, or even sustainability; it is a new way for companies to achieve economic success". (Hoek, 2026)

The activities specific to CSR versus the Shared Value model are compiled in the following table:

Table3: Compiling activities related to social responsibility and the shared value model

CORPORATE SOCIAL RESPONSIBILITY CSR	CREATING SHARED VALUE CSV
Addressing societal needs and challenges by giving back + doing no/less harm	Addressing societal needs and challenges with a business model
Doing good	Doing well by doing good
Discretionary or in response to external pressures, no relation with competitiveness	Integral to competing: propels competitive advantage in new, unlocked markets
Separate from profit maximizing, philanthropy	Integral to profit maximizing
Agenda determined by external factors and often personal or departments' preference	Agenda company, sector and market specific
No real influence on innovation, other than incremental	Initiates radical innovation and incremental innovation at scale
Operational and tactical issue	Strategical priority, at the heart of business
Scalable, but from cost perspective	Scalable, with profit increasing
Seen as costs and legitimization of operations for investors	Seen as commercial opportunities for investors

Source:Hoek, Marga; *CSR v CSV: The Difference and Why It Matters*; Sustainable Brands, Organizational Governance, Circular Economy; 2026.

4. Case Study: WassimHydrotech

4.1.Company Overview

WassimHydrotech was established in 2020 in the Dar El Beïda district of Algiers as an individual initiative specializing in providing technical solutions for industrial and environmental water treatment. The company emerged within a market

characterized by increasing regulatory and technical complexity. This project was launched in response to an existing gap in the local market, manifested by the limited availability of specialized solutions capable of adapting to the diverse technical characteristics of industrial activities, alongside a shortage of qualified expertise in this field. This orientation reflects an entrepreneurial logic based on leveraging the founder's technical knowledge to build flexible internal capabilities, capable of responding to environmental and regulatory shifts and exploiting emerging opportunities in a highly dynamic sector. This path aligns with the logic of **Dynamic Capabilities**, which links organizational genesis, entrepreneurial expertise, and the capacity for continuous learning and adaptation to external environment transformations (Teece, 2014)

4.2. Practical Applications for Integrating Sustainability within WassimHydrotech

Operating in the water treatment sector, WassimHydrotech is considered one of the pioneering Algerian companies attempting to integrate sustainability and Environmental, Social, and Governance (ESG) criteria into its strategic framework. It was selected as an empirical model for two primary reasons:

- It operates in a highly sensitive environmental sector (industrial water treatment).
- In 2023, it launched its first five-year plan integrated with sustainable governance according to international standards (ISO 14001, GRI, ISO 26000).

WassimHydrotech provides a clear model of how to embed sustainability within industrial operations. Key applications include: (Wassim Hydrotech Report, 2023)

- **Updating Vision with Environmental Considerations:**

The company reformulated its vision to include a strategic goal focused on protecting natural water sources and providing treatment solutions that minimize negative environmental impacts. This has enhanced partnership opportunities with government environmental agencies.

- **Green Technology Transfer:** The company transitioned from using chlorine-based units to Ultraviolet (UV) disinfection systems, contributing to a **40% reduction** in chemical emissions.

- **"Drop of Hope" Local Community Program:** The company launched a social program to train youth in rural areas on the preventive maintenance of water stations, which resulted in:

- Enhancing projects sustainability.
- Increasing corporate credibility.
- Providing local employment opportunities.

- **Environmental and Social Governance (ESG):** The company established a permanent ESG committee responsible for preparing an annual sustainability report based on **Global Reporting Initiative (GRI)** standards, aimed at enhancing transparency and consolidating principles of institutional accountability.

4.3. Practical Applications of CSR within WassimHydrotech

WassimHydrotech adopted a multi-level approach to managing its social responsibility, incorporating a set of core practices, including: (Wassim Hydrotech Report, 2023)

- Establishing an independent department for **Community Governance and Sustainability**.

- Linking CSR indicators to **Key Performance Indicators (KPIs)** to ensure the integration of the social dimension with the firm's strategic objectives.

- Developing annual CSR plans based on rigorous **risk analysis**.

- Adopting **ISO 26000** guidance standards and **Global Reporting Initiative (GRI)** standards for transparency and disclosure reports, thereby enhancing data reliability and aligning with international best practices. These practices reflect a serious institutional commitment toward sustainability, positioning the company alongside leading international models in the field of CSR.

4.4. Linking CSR Indicators to Strategic KPIs over 18 Months (*Wassim Hydrotech Report, 2023*)

During the period from January 2023 to June 2024, the management of WassimHydrotech began gradually linking social responsibility indicators to strategic performance indicators. This was implemented practically without creating a separate system, but rather by integrating these indicators directly into the daily project management mechanisms.

The General Manager took this decision at the beginning of 2023 following an increase in environmental failure costs and recurring technical complaints from industrial clients. As an initial phase, the Project Manager, in coordination with the Sustainability Coordinator, was tasked with redesigning the project monitoring model to include three mandatory pillars:

❖ **Technical Performance, Environmental Impact, and Social Impact.**

Instead of adopting new software, the existing project management templates were modified, which facilitated implementation and reduced internal resistance. For every project, environmental impact was measured by comparing water and energy consumption before the installation of treatment systems and after three months of actual operation. This data was collected directly from industrial site meters and recorded in final delivery reports. Over 18 months, this measurement was applied to **41 projects**, resulting in a factual reduction in water consumption ranging between **18% and 45%**, with a general average of **32%**.

Regarding the **Social Dimension**, it was measured by the number of local job opportunities linked to each project, whether through temporary employment during installation or permanent integration after project completion. Data extracted from Human Resources records showed the creation of **96 temporary jobs** and **27 permanent positions** during the study period.

In terms of the **Institutional Dimension**, the company adopted "complaint processing time" as a key indicator. Before January 2023, the average processing time exceeded 10 days. After introducing the "**Wassim Connect**" system and assigning a dedicated employee for daily follow-ups, this duration gradually decreased to **3 days** by the end of the studied period.

❖ **Actual Results Achieved over 18 Months**

- **Documentation & Reporting:** The first tangible result was the inclusion of CSR indicators in all performance reports issued during this period; no project was closed without a documented environmental and social assessment.

- **Commercial Performance:** A clear improvement was noted in the contract win rate compared to 2022. The client acceptance rate rose by **21%**, particularly in projects where environmental and social impacts were highlighted within the technical proposal.

- **Cost Efficiency:** Enhanced environmental monitoring and the reduction of sudden failures led to an **18% decrease** in emergency treatment costs, directly reflecting on the company's net profit margin.

This experience demonstrates that linking CSR indicators to strategic performance at **WassimHydrotech** was not achieved through a parallel or theoretical system, but through gradual and practical integration within existing management tools. This approach allowed for measurable quantitative results and a qualitative impact on decision-making quality, environmental performance, and the firm's overall competitiveness.

❖ **Competitive Advantage Resulting from Implementation**

One of the most prominent indicators is the increase in the company's success rate in winning eco-friendly tenders, rising from **33% to 61%** in just two years. Additionally, the company recorded a **17% reduction** in operational costs following the transition to UV treatment instead of chlorine. This proves that sustainability is not an additional cost but rather a value-creation tool. This confirms the third hypothesis: that sustainable practices effectively contribute to building a long-term competitive advantage (Belkaid Mohammed Jawad&Saidani Mohammed, 2018).

❖ Integrated Institutional Application

The results demonstrated that sustainability was not merely a slogan but was integrated across multiple levels within the company: from environmental initiatives and community programs to supplier selection criteria and linking CSR indicators to the individual performance of managers. This integrated application highlights that the **WassimHydrotech** experience serves as a role model in emerging industrial environments and proves the validity of the fourth hypothesis regarding the effectiveness of both vertical and horizontal integration of sustainability principles (Dr. Mohammed Ali, 2021).

Table 4: Areas of CSR Application within the Organization

Area	Initiative	Impact
Environmental	Industrial water reuse.	32% reduction in water consumption over two years through the adoption of recovery and recycling systems.
Social	Funding vocational schools.	Provision of 120 local job opportunities within 18 months by qualifying youth and integrating them into the labour market.
Institutional	Wassim Connect Program.	70% reduction in complaints by improving communication channels and facilitating the processing of concerns.
Human Resources	"Professional Dignity" Program.	Job satisfaction increased to 87% by establishing a culture of respect and improving the work environment.
Procurement	Suppliers' Ethical Charter.	43% reduction in disputes thanks to enhanced transparency and standardized contracting criteria with suppliers.

Source: Prepared by the researchers based on: Ayed Abdullah Al-Osaimi (2015), *Corporate Social Responsibility towards Sustainable Development*, Al-Yazouri House, Jordan.

4.5. Wassim Connect System: An Applied Case Study over 18 Months

The decision to establish the **Wassim Connect** system was made in February 2023 after general management noticed an increase in unresolved complaints within reasonable timeframes, particularly regarding urgent technical failures and delays in responding to industrial clients' inquiries. An internal audit revealed that complaints were handled through non-standardized methods (phone calls, WhatsApp messages, undocumented correspondence), leading to lost requests and redundant interventions. **System Users:** Maintenance technicians, Customer Service Officer, General Management (Wassim Hydrotech Report, 2023)

A- System Development Phases

Phase 1: Situation Diagnosis (Feb 2023 – March 2023):

- Inventory of 147 previous complaints.
- Analysis of sources (clients, workers, suppliers).
- Measured average processing time: **10 days**.

Phase 2: Functional Design (April 2023): Defining three complaint categories: technical, organizational, and contractual; and establishing processing levels (Technical - Administrative - Senior Management).

Phase 3: Technical Development (May - June 2023):

- Creation of a simple internal web interface.
- A unified database.
- A management tracking dashboard.
-

B- Implementation Phases within the Company

Phase 1: Pilot Implementation (July – Sept 2023):

- Applied to 6 industrial clients only.
- Training of 5 internal users.
- 32 complaints recorded.

Initial Results:

- Processing time reduced to 6 days.
- Identified 9 recurring technical faults with the same root cause.

Phase 2: Generalization (October 2023):

- Mandatory use of the system for all projects.
- Cancellation of unregistered phone handling.
- Direct linking of the system to general management.

Phase 3: Optimization (Jan – June 2024):

- Added priority classification.
- Automated alerts.
- Monthly report extraction.

❖ Practical Results Recorded over 18 Months

Quantitative Results

**Table 5: Practical Results Recorded over 18 Months
(Quantitative Results)**

Category	Quantitative Results	Qualitative Results	Benchmark Results (KPIs)
Number of recorded complaints	214	Improved coordination between technical teams.	70% reduction in recurring complaints.
Number of permanently closed complaints	208	Reduction in redundant interventions.	Improvement in customer satisfaction (internal survey): from 61% to 89%.
Processing Rate	97%	Clarity of responsibilities for each complaint.	28% reduction in unforeseen emergency failures.
Average Processing Time:			
Before the system	10 Days	-	-
After 18 months	3 Days	-	-

Source: Prepared by the researchers based on
(WassimHydrotech Report, 2025).

5. CONCLUSION

Through our study of Corporate Social Responsibility (CSR) as a strategic choice to enhance the sustainable competitive advantage of **WassimHydrotech**, we conclude that CSR is no longer merely a mechanism used by organizations to achieve economic, social, and environmental goals. Instead, it has become a strategic imperative that organizations must integrate into their general strategy. This integration assists in improving performance, building a long-term reputation, and achieving sustainable competitive excellence. Furthermore, it facilitates a balance between economic objectives and commitment to social and environmental issues, thereby supporting organizational growth and sustainability in an era of intensified competition- where survival is reserved for organizations that align their strategies with the transformations surrounding them.

The **WassimHydrotech** case study demonstrates that:

- Integrating **ESG indicators** within the Corporate Scorecard led to higher satisfaction rates among regulatory bodies and helped secure international environmental financing contracts.
- Adopting international standards such as **ISO 14001** and **GRI** in performance evaluation is no longer optional in the industrial sector, but rather a prerequisite for market legitimacy in international markets.
- The application of the **BSC-Sustainability Linkage** model provided the company with an effective tool to link strategic objectives with environmental and social impacts in a direct and evaluable manner.

- Embedding sustainability into the **Vision and Mission** contributed to a 30% reduction in water consumption and improved supply chain performance.

- **ESG and GRI** measurement tools enabled the company to make accurate, evaluable strategic decisions.

- **WassimHydrotech** achieved a clear competitive advantage by increasing its win rate in environmental tenders from 33% to 61%.

The company's experience confirms the effectiveness of linking **CSR indicators** to managerial performance in fostering internal commitment

6. Bibliography List:

1. Books :

- Al-Osaimi, AyedAbd Allah (2015). *Corporate Social Responsibility towards Sustainable Development*. Dar Al-Yazouri, Jordan.
- Saad, SamiaDjallal (2005). *Integrated Environmental Management*. ArabOrganization for Administrative Developement Publications, Cairo.
- Tahoun, Zakaria (2009). *Environmental Impact Assessment of Projects*. Nass Printing, Cairo.

2. Journal article :

- Badri, Abd Al-madjid (2021). **Rationalizing the Environmental Performance of the Economic Enterprise through Measuring its Financial Performance and Competitiveness.** *Journal of EconomicGrowth and Entrepreneurship*.
- Ben Hamdan, Khaled& Al-Bakri, Tamer (2013). **The Conceptual Framework for Sustainability and Sustainable Competitive Advantage: A Simulation of HP's Adoption of Sustainability Strategy.** *Academic Journal of Social and HumanStudies*, Jordan.
- Chokrani, Al-Hussein (2013). **From the 1972 Stockholm Conference: An Introduction to Evaluating Global Environmental Policies.** *Arab Economic Research Journal*, Issues 63-64, Centre for Arab Unity Studies.

- Moussi, Abdelnasser&Ramhan, Amel (2008). **Environmental Management and Mechanisms for its Activation in the Industrial Enterprise.** *Journal of Economic and Administrative Research*, Issue 4, University of Biskra, Algeria.
- Murthy. (2025). **How Corporate Social Responsibility is Defined.** *International Journal of Economic Literature (INJOLE)*, 3(2).
- Sassi, Sofiane (2013). **Environmental Responsibility in the Industrial Enterprise - Case of Algeria.** *HumanRights Journal*, Issue 2, Lebanon.
- Shalabi Mohammed, Mustafa &Shukri, Alaa Mohammed (2013). **The Role of Social Responsibility in Increasing Competitiveness: A Field Study Applied to Mobily Saudi Arabia.** King Saud University, Kingdom of Saudi Arabia.

3. Seminar article:

- MoulayLakhdar, Abdelrazak&Chenini, Hussein (2011). ***The Impact of Adopting Social Responsibility.*** Proceedings of the International Conference on Distinguished Performance for Organizations and Governments, 2nd Ed., **University of Ouargla.**
- Mustafa Shalabi Muhammad, & Alaa , M. S. (2013). Mustafa Shalabi Muhammad, Alaa Muhammad Shukri, (2013), **The Role of Social Responsibility in Increasing Competitiveness, A Field Study Applied to Mobily Saudi Company,** King Saud University, Kingdom of Saudi Arabia. King Saud University.

4. Internet websites:

- Al-Faihan, E. A. (2017). The Role of Entrepreneurial Organizations in Achieving Social Responsibility. <http://kenanaonline.com/users/ahmedkordy/posts/535652>.
- Carroll, A. B. (1991). **The Pyramid of Corporate Social Responsibility: Toward the Moral Management of Organizational Stakeholders.** *Business Horizons* 34(4):39-48 DOI: 10.1016/0007-6813(91)90005-G.
- Haryanto, B., Stefia, C. M., & Cahyaningrum, A. O. (2025). **Service innovation and management : Digitalisation**, service infusion and customer experience. *Technology Analysis & Strategic Management*. Advance online publication.
- Hoek, M. (2026). **CSR v CSV: The Difference and Why It Matters.** sustainable brands Organizational Governance Circular Economy .
- Porter, & Kramer's. (2021). **Shared Value.** *Encyclopedia of Sustainable Management*, DOI: 10.1007/978-3-030-02006-4_393-1
- Porter, & Mark, R. (2011). **Corporate social responsibility Creating Shared Value.** From the Magazine <https://hbr.org/2011/01/the-big-idea-creating-shared-value/>.