



Organisational citizenship in Algerian institutions: from individual behaviour to institutional effectiveness – A sociological perspective

المواطنة التنظيمية في المؤسسات الجزائرية: من السلوك الفردي إلى الفعالية المؤسسية - منظور اجتماعي

Bendiaf Hanane¹

hanane.bendiaf@univ-bba.dz

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Article abstract:

The institution is regarded as a deliberate social entity that is committed to community development. The organisation's commitment to its employees and the wider community is demonstrated by its provision of economic and social support, thereby contributing to the achievement of well-being. The quality of working life within an organisation is considered to be one of the most significant sources of civic engagement among its members. Furthermore, it is regarded as an indicator of the unique atmosphere that sets it apart from others. Consequently, the responsibility for shaping behavioural patterns of citizenship is not only social, ethical and moral, but also one that organisations must take on board. This is reflected in tangible results for the organisation's efforts in terms of growth, prosperity and adaptation to environmental requirements. Adopting social responsibility policies can help organisations boost productivity by inspiring members to work harder and more productively.

Key words : responsibility; social responsibility; institution; organisational citizenship.

ملخص المقال:

تُعتبر المؤسسة كياناً اجتماعياً واعياً ملتزماً بتنمية المجتمع. ويتجلى التزامها تجاه موظفيها والمجتمع ككل من خلال تقديم الدعم الاقتصادي والاجتماعي، مما يساهم في تحقيق الرفاه. وتُعد جودة بيئة العمل داخل المؤسسة من أهم مصادر المشاركة المدنية بين أعضائها، كما تُعتبر مؤشراً على البيئة الفريدة التي تميزها عن غيرها. وبناءً على ذلك، فإن مسؤولية تشكيل أنماط السلوك المدني ليست اجتماعية وأخلاقية فحسب، بل هي مسؤولية تقع على عاتق المؤسسات. وينعكس ذلك في نتائج ملموسة لجهود المؤسسة من حيث النمو والازدهار والتكيف مع المتطلبات البيئية. ويمكن أن يُساعد تبني سياسات المسؤولية الاجتماعية المؤسسات على تعزيز الإنتاجية من خلال تحفيز أعضائها على العمل بجدية أكبر وإنتاجية أعلى.

الكلمات المفتاحية: المسؤولية؛ المسؤولية الاجتماعية؛ المؤسسة؛ المواطنة التنظيمية.



Introduction

It is evident that organisations operating within developing societies are confronted with a myriad of challenges that stem from cultural and value-based factors. The aforementioned problems include high levels of workplace accidents, absenteeism, low morale, low job satisfaction, the spread of rumours, the dominance of informal organisation, negativity in the face of problems, and withdrawal from work. While the aforementioned issues are indisputably evident, it remains challenging to establish a definitive correlation between them and their underlying causes.

The attainment of success is contingent upon the degree to which employees demonstrate a willingness to extend the boundaries of their designated roles in order to achieve the objectives of the organisation. Consequently, contemporary organisations are compelled to direct their attention towards their human resources, as they represent a pivotal component that underpins the viability of businesses. They also represent the primary catalyst for the entirety of the organisation's operations. Furthermore, they are a pivotal element in determining the efficiency of the organisation, a fact that is especially pronounced when individuals possess the necessary competencies, knowledge, skills and aptitudes that are well-suited to the nature of the work undertaken. It has been established that shifts in the business milieu have exerted an influence on organisations, thereby necessitating an evaluation of the composition of skilled human resources and the behavioural tendencies thereof. Furthermore, the development of performance capabilities is imperative.

The categorization of individual performance can be delineated into two distinct classifications: the first pertains to the performance associated with the formal role, which encompasses the duties and responsibilities that an individual undertakes as a constituent component of the stipulated job requirements; the second pertains to the performance related to the social role, which characterizes voluntary activities that extend beyond the formal job requirements, and are undertaken without the expectation of direct remuneration. It is important to note that citizenship behaviour is one of the additional types of behaviour that can be exhibited. What is citizenship? How do organisations' social responsibilities influence organisational citizenship behaviour? What is the position of organisational citizenship in Algerian institutions? Have these developments contributed to the growth of organisational behaviours, or alienation?

1. Conceptual elaboration of the study variables

1.1 Social responsibility²:

This concept is defined as: 'a series of successive and reciprocal influences between the organisation and its societal environment'. (Al-Rab, M. S. J. 2005, p. 97)

This concept encompasses the ethical conduct of an institution towards society, encompassing responsible management practices in its interactions with stakeholders who possess legitimate interests in the business entity and who extend beyond the conventional shareholder framework. (Dhiyafi, N. 2010, p. 20)

² Shuler Bernard defined the term '**responsibility**' as "a force governed by a set of ethical principles that control an individual's actions and behaviours in the presence of strong, conflicting or opposing desires and instincts". (Al-Enzi, S. A. H. 2017, p. 147)

In light of the aforementioned definitions of social responsibility, a procedural concept can be formulated as follows: behaviour based on a set of values that determine the benefit to both the institution and society.

1.2 Regulatory citizenship³:

Pugh & Konovsky's definition of 'functional behaviour' is as follows" 'functional behaviour' is defined as voluntary behaviour performed by an individual which exceeds the limits of their specified job duties, for which the individual is not rewarded through the organisation's formal incentive structure". (Al-Sayrafi, M. 2009, p. 307)

As defined by the relevant literature, the term 'discretionary behaviours in the workplace' is used to describe actions taken by an individual that extend beyond the requirements of their job. These behaviours are said to be characterised by going beyond what is expected of the individual in question and not having an explicit place in the formal reward system. (Mayyal, H. A. 2015, p. 70).

Organ conceptualises organisational citizenship behaviour as "individual behaviour that is neither included in the requirements imposed in the job description, nor is it directly or formally linked to the reward systems in place in the organisation. This behaviour ultimately leads to increased organisational effectiveness. To elaborate, the behaviour in question does not constitute a stipulated obligation within the parameters of the employment contract that was previously agreed upon between the individual in question and the organisational entity". (Al-Sayrafi, M. 2009, p. 308)

Organisational citizenship behaviours are defined as work-related actions that are determined by individual discretion and choice, unbound by the formal compensation system of an organisation, yet which contribute to enhancing its efficient performance. (Al-Zubaidi, G. D. M., et al.: 2015, p. 368).

In summary, organisational citizenship can be defined as a set of behavioural patterns exhibited by employees, in pursuit of organisational effectiveness, which are performed voluntarily, without coercion or compensation.

1.3 The correlation between social responsibility and organisational citizenship:

This relationship can be delineated as such: organisational responsibility fosters an environment conducive to the flourishing of civic conduct, through its dedication to contributing to the advancement of the community. Conversely, organisational citizenship engenders a favourable work environment, enabling the organisation and its employees to adopt socially conscientious behaviours. In principle, both approaches are founded on the principle of voluntary responsibility.

2. The impact of ethical commitment on the promotion of organisational obedience

The dynamics of achieving well-being and happiness for others are influenced by the values, principles and social ethics of individuals. This is a challenging and intricate process, as there is a general consensus on the concept of well-being and happiness: the fundamental human needs of a suitable home, sufficient food, appropriate clothing, etc. are universally recognised. The concept of achieving social justice through employer commitment to ensuring the well-being of workers is founded on social and ethical principles that organisations uphold in their dealings with their workforce. (Al-Rab, M. S. J. 2005, p. 106)

³ The term "citizenship" etymologically refers to a characteristic of acquiescence and participation, stemming from the noun "citizen", which is derived from the verb 'to domicile', an extension of the triliteral root 'to reside', or to feel secure in a specific location on a patch of land." (Al-Musawi, S. A. 2012, p. 45)

Employees typically seek benefits and services that offer cost savings, as these benefits and advantages are known to satisfy social and psychological needs that contribute to enhanced health outcomes. Consequently, employees regard these benefits and advantages as conditions for choosing one organisation over several alternative organisations. This suggests that individuals will select the organisation that provides benefits and advantages at no cost or at low cost. Individuals have been found to demonstrate a preference for organisations that provide them with insurance over those that do not, and for organisations that reduce income tax over those that maintain a high rate of income tax. Moreover, a plethora of studies have identified a discrepancy between an individual's inclination to resign from their position and the perception of enhanced indirect benefits and advantages. It is widely acknowledged that an organisation's social responsibility towards its workforce takes precedence over direct compensation such as wages and salaries. This is particularly the case for individuals who derive enjoyment from their work or who adhere to religious values that consider work to be a form of worship. Furthermore, many researchers emphasise that social responsibility plays a pivotal humanitarian role in engendering a sense of belonging and loyalty to the organisation and its mission. In addition to this, it promotes a sense of human value for the individual in the organisation, encouraging consideration of their economic, health and psychological well-being. This sense of responsibility fosters a sense of commitment, motivating individuals to respect their membership of the organisation and to strive for optimal performance. (Al-Heeti, K. A. R. 2017, pp. 184-185).

Recent studies have demonstrated an increased interest in cultivating civic-minded behaviours amongst employees, independent of formal incentive systems and performance evaluation mechanisms within organisations. This behaviour is of significance for all organisations, as it constitutes functional behaviour that individuals perform voluntarily and which extends beyond their specific job duties. Furthermore, it is not recognised through the organisation's formal incentive structure. Netemeyer's seminal work has identified the importance of citizenship behaviour in the overall performance of an organisation through the following mechanisms: (Al-Zubaidi, G. D. M., et al.: 2015, pp. 366-367).

- Organisational citizenship behaviours have been demonstrated to facilitate interaction between individuals within an organisation, thereby engendering enhanced social outcomes for management.
- In the context of constrained organisational resources, the adoption of supplementary roles associated with organisational citizenship behaviours contributes to the enhancement of organisational capabilities in achieving its objectives.
- Improving organisational citizenship behaviours has been proven to enhance an organisation's ability to improve employees' and managers' performance of their duties. This enhancement is achieved by allowing sufficient time for effective planning and problem solving.

Employees who have confidence in their organisations are more likely to demonstrate higher levels of citizenship, and fairness is a significant predictor of an individual's citizenship behaviour. Research has demonstrated that employees are more inclined to go above and beyond their assigned duties when they perceive organisational fairness. Consequently, the extent to which employees demonstrate elevated levels of citizenship is frequently attributable to their perception that the organisation exhibits substantial justice in the distribution of resources, work procedures and social interaction.

It has been demonstrated that when fairness is perceived by employees, they are more inclined to assist others, act in a courteous manner⁴, and demonstrate additional consideration for customers and colleagues. The employment contract constitutes a reciprocal agreement of obligations and responsibilities, binding both

⁴ **Courtesy:** this encompasses scenarios wherein conduct is motivated by the intention of averting prospective challenges. In contrast to altruism, which is directed towards a particular individual, courtesy is more universally applicable and not directed at a specific person. It typically encompasses circumstances that offer advance notification of impending adverse scenarios that may cause harm to others, in addition to scenarios that serve as a reminder or consultation. These mechanisms are designed to avert potential problems and enable the effective utilisation of time. (Al-Zubaidi, G. D. M., et al: 2015, p. 377)

the employer and the employee. The fulfilment of this contract is contingent upon employees perceiving that the organisation has honoured its commitments to them. Conversely, in instances where employees perceive that the organisation has not fulfilled its obligations or violated its own terms, they are likely to exhibit diminished civic behaviour, particularly in relation to the interests of the organisation. (Al-Zubaidi, G. D. M., et al.: 2015, pp. 373-374).

‘**Chester Barnard**’ thus emphasised the need for profound respect for all individuals by encouraging employees to collaborate voluntarily within their respective organisations. He delineated the conditions of responsibility associated with the ethics of the organisation's chief executives as follows: (Al-Enzi, S. A. H. 2017, p. 147)

- It is imperative that leaders uphold a set of ethical principles, demonstrate a strong sense of responsibility, and exhibit unwavering loyalty and fidelity to the organisation.
- Leaders must demonstrate their ability to assume responsibility; despite the ethical complexity they encounter. This requires them to take a firm stance in resisting and countering conflicting instincts and aspirations, or the contradictory desires of stakeholders, including employees.
- Chief Executive Officers are obligated to comply with a codified set of ethical principles. These principles encompass government regulations, institutional rules, the ethical principles of subordinates and co-workers, and the organisation as a whole.
- It is imperative that leaders are able to identify and establish a set of ethical principles for others. For instance, executives are sometimes required to establish the foundations for formulating suitable responses and solutions to ethical conflicts and dilemmas that emerge in the workplace. These dilemmas may include instances of dishonesty and hypocrisy, which are addressed by taking actions to circumvent such conflicts.

3. Voluntary responsibility, from the individual to the collective

According to the American scholar ‘**Daniel Franklin**’: The prevailing trend in contemporary business practice is that of corporate social responsibility, a phenomenon which, it should be noted, has evolved from a practice of mere charity. However, it is evident that only a limited number of institutions have successfully integrated this philosophy into their operational framework. The statement carries implications of a social dimension to social responsibility, manifested in the fact that an institution must contribute to the well-being of the work environment. In so doing it works to improve and care for the affairs of its employees, a course of action which positively reflects on increasing their productivity, developing their technical capabilities, and providing occupational and job security and healthcare (Dhiyafi, N. 2010, p.06). Moral incentives have been shown to have a profound effect on employee motivation, and they are no less important than financial incentives given their basis in the philosophy of moral incentives, which is predicated on the fact that the human element is the most significant element in production. This is because it is the only element capable of continuous giving, development and creativity. (Dhiyafi, N. 2010, p. 17)

The phenomenon of organizational citizenship behaviours can be understood as being linked to the organisational vision and the values, mission, objectives, distinctive human resources, structures, management, leadership, and organisational culture, all of which provide support for and encouragement of such behaviours, thus contributing to the effectiveness, efficiency, and success of the organisation. The attainment of organisational success is contingent upon the roles and behaviours exhibited by employees within the organisational structure. A categorisation of these behaviors in terms of orientation is possible, which in turn allows for a discussion of their advantages. In terms of citizenship behaviours oriented towards the organisation, there are increased efficiency of management and employees, and the release of

organisational resources in the right direction for greater productivity. In addition, there are citizenship behaviours oriented towards specific individuals (colleagues, team members). This is achieved by increasing the organisation's ability to attract employees, thereby maintaining their efficiency, and increasing organisational performance stability. The merits of organisational citizenship behaviours, which are indicative of organisational performance due to their origin in employee morale, fall within the value perspective and encompass the following: (Al-Zubaidi, G. D. M., et al.: 2015, p. 369)

- The correlation between individual work performance and productivity is established.
- The utilisation of such resources has the effect of enabling greater efficiency in their allocation.
- The manifestation of organisational citizenship behaviours has been demonstrated to result in a reduction in the resources necessary to facilitate the execution of the organisation's core functions.
- The organisation is assisted by the coordination of activities on an interdisciplinary basis.
- They facilitate acclimatisation to environmental changes.

In the preceding discussion, it was established that '**Peter Blau's**' social exchange theory posits that individuals typically exhibit a propensity to reciprocate the actions of those who have benefitted them. It is therefore anticipated that employees will seek to demonstrate a reciprocal response to any benefit provided by the organisation and its representatives (immediate supervisors). Nevertheless, employees often encounter limitations that hinder their ability to reciprocate through enhanced output or efficacy. These limitations may pertain to factors such as limited capabilities, impeding overall effectiveness. Social exchange theory posits that employees who find themselves in an organisation that offers a conducive working environment feel compelled to reciprocate through the demonstration of helpful and supportive behaviours. (Mayyal, H. A. 2015, p. 79).

4. The impact of quality of working life on enhancing organisational loyalty is considered.

Notwithstanding the advances in technology, human resources continue to play an effective role in the planning of organisational activities. In the contemporary business landscape, characterised by intense competition and relentless rivalry among organisations, it has become paramount for enterprises to prioritise the enhancement of their operational excellence as an integral component of their strategic goals. This imperative is further accentuated by the strategic significance of human resources, which are recognised as the primary source of competitive advantage within organisations. Consequently, there is an increasing focus on the strategic utilisation of human resources as a key asset, with organisations endeavoring to attract, recruit and retain the most skilled and talented professionals to ensure their continued success and competitiveness in the global marketplace. It is imperative to recognise that this particular resource necessitates meticulous consideration in its utilisation. Beyond its role in fostering a superior quality of working life that is distinctive to the organisation, it can also serve as a significant catalyst for attracting and retaining high-calibre human resources with exceptional skill sets and expertise. Moreover, the perception of the organisation as a conducive environment can enhance the loyalty of its employees and foster integration between their personal goals and those of the organisation. (Al-Heeti, K. A. R. 2017, p. 275).

The contemporary business environment is characterised by intensified competition, mounting commercial pressures, stringent legislation, rapid technological advancements, and evolving customer expectations. This confluence of factors has given rise to a novel domain of professional endeavours, wherein the very nature of work itself has become a contributing factor to the prevailing challenges. The legitimacy and credibility of the institution are now being called into question in a way that they were not before. In the contemporary business landscape, the conventional approach of employing individuals, generating profit, and

contributing to tax obligations no longer suffices. In the contemporary business landscape, there is an increasing expectation that organisations should operate in a socially responsible manner for the benefit of society as a whole. This expectation has become particularly pronounced in the aftermath of government spending cuts in the social welfare sector, which have compelled organisations to adopt a more inclusive social posture. This signifies the emergence of a novel programme or agenda for citizenship, which perceives business organisations as entities that extend beyond the conventional confines of charitable institutions or community service providers. The programme's overarching objective is three-fold: first, to instill ethical principles at the heart of business strategy; second, to cultivate unwavering resolve and promote continuous operational enhancement; and third, to ensure that every business and operational decision foster social and environmental well-being while ensuring financial viability. The philosophy of citizenship programmes is predicated on the belief that the survival and success of organisations depend on the support they receive from society. Consequently, these programmes require organisations to contribute to the development of society. (Al-Zubaidi, G. D. M., et al. 2015, p. 365).

The concept of social responsibility is inextricably linked to the extent of social responsiveness, which, in its simplest terms, relates to the degree to which an organisation is able to establish relationships between management and workers, and between itself and society. It is imperative for organisations to undertake periodic assessments of their reciprocal social role in relation to society. This involves evaluating their commitment to their workforce and assessing the benefits and advantages that accrue to society as a whole. (Al-Rab, M. S. J. 2005, p. 79). In this particular context, **'Drucker'** emphasised that organisations possess specific responsibilities towards their employees, as they are obliged to meet the requirements of human dignity in terms of their status and individual function, as well as providing employees with equal opportunities in employment. In Drucker's conceptualisation, the term "job status" pertains to the necessity for an individual to attain the relevant status and self-satisfaction within their community through their advisory membership as a working professional within the organisation. Consequently, organisations are obligated to facilitate equitable opportunities for employees to advance and develop within their roles. (Al-Enzi, S. A. H. 2017, p. 155)

Institutions of all shapes and sizes, irrespective of the approaches employed in their study, are regarded as comprising groups of individuals organised in a legal form and under certain realistic conditions for the purpose of carrying out specific tasks that collectively aim to achieve their goals and objectives. The group in question is influenced by the nature of the institution and its managers. It is incumbent upon the latter to take into account the interests and aspirations of the group if they wish to ensure continuity, development and survival (Dhiyafi, N. 2010, p. 27). A commitment to social responsibility is conducive to the acquisition of a favourable reputation for the organisation, which, in turn, can result in an enhanced market position, thereby facilitating the attraction of additional funding and the reduction of costs. Moreover, endeavours to fulfil social responsibility through the workforce and operations frequently result in enhanced productivity and diminished error rates. This approach is said to promote effectiveness and efficiency by improving working conditions and increasing employee participation in functional decision-making. (Al-Qawaf, M. n.d., p. 13).

5. Interpretation of organisational citizenship behaviours in Algerian organisations

Organisational citizenship behaviours (OCBs) are a phenomenon linked to the organisational vision and the values, mission, objectives and distinctive human resources of said organisation. The organisational structure, management, leadership and organisational culture are all factors which support and encourage such behaviours, thereby contributing to the effectiveness, efficiency and success of the organisation. The attainment of organisational success is contingent upon the roles and

behaviours exhibited by employees within the organisational structure. (Al-Zubaidi, G. D. M., et al.: 2015, p. 369).

The development of organisational and behavioural structures within business organisations is driven by the objective of fostering high levels of loyalty and belonging, both among employees and within the organisation as a whole. This underscores the social responsibility of the organisation towards its employees.

It is evident that the progression of economic and industrial organisation in Algeria has not been a uniform process, but rather has undergone various stages and been influenced by a multitude of factors. The leaders endeavoured to establish a correlation between the organisational process and the reality of each stage. In the initial phase of national independence, it was imperative to adopt a model of self-management⁵ grounded in the principle of collective ownership of property that Algerian society had reclaimed following the departure of the colonisers, and to transfer its management to the workers as a whole. Self-management can thus be considered a form of democracy; however, if the opposite occurs, self-management becomes mere worker supervision, thus paving the way for a centralised bureaucratic system of management (Al-Suwaïdi, M. 1984, p. 122). It has been demonstrated that the prevailing mindset during that period lacked the awareness and competencies to operate in accordance with this model. The primary factors contributing to this situation include the ambiguity of the regulatory framework governing management mechanisms and the indistinct nature of the relationship between the individual and the institution (Ben Nouara, N. 2007, pp. 236-237). Conversely, the administration of national economic management was characterised by the oversight of productive projects. The administrator established the framework for professional categories, which, at times, entailed injustices and a paucity of fairness. This precipitated a number of phenomena, including recurrent absenteeism, deficient work performance, and the emigration of highly skilled workers to foreign nations in pursuit of the financial and moral recognition they lacked within Algerian institutions. To date, officials have yet to devise a solution to this chronic phenomenon, having resorted only to some ad hoc measures such as holding national conferences. (Qasimi, N. 2014, p. 212) In his book "Sociology of Organizations," Algerian researcher Nasser Qasimi confirmed, through field studies, that employees' complaints about perceived inequity in the distribution of labour and in the material and moral evaluation of their contributions had been substantiated. This finding indicated a violation of rights and led to a multitude of adverse employee behaviours. A multitude of factors, including vested interests and the influence of pressure groups, result in the preferential punishment of certain categories of employees and the omission of punishment for others, despite the evident commission of transgressions by these latter employees. This has been shown to engender conflict and mistrust in all actions and decisions (Qasimi, N. 2014, p. 220). Moreover, financial incentives are frequently provided without consideration for fair and objective conditions, nor for the prevailing circumstances of the worker. As stated by Al-Hashimi Makrani in his book 'The Private Industrial Sector and the New World Order', during the initial phase of privatisation, there was an inequitable distribution of income and wealth, resulting in pervasive poverty and unemployment across both rural and urban regions (Mokrani, A., et al. 2010, p. 91).

The institution was also characterised by limited social interaction between professional groups. This was evidenced by a lack of interaction between workers and their supervisors, or between workers and management. Interaction remained predominantly confined to a single professional group. This phenomenon is exemplified by the communication network, which is characterised by its closed nature. The network only becomes operational upon the issuance of orders for implementation or the request of specific information. The act of opening the system to consult the base is regarded as an

⁵ **Self-management:** the concept of socialism entails a collective endeavour in the sphere of production, encompassing the collective utilisation of production units, active engagement in the proprietorship of the instruments of production, and the distribution of proceeds amongst constituents of the collective. (Mohammed Al-Suwaïdi: 1984, p. 121)

uncommon occurrence, and this behaviour can be attributed to the inherent characteristics of the knowledge system on which they are based. This gives them a sense of superiority, competence and control, leading to their independence from other groups (Qasimi, N. 2014, p. 221). Consequently, the relationship between the supervisor and his subordinates can be defined solely in terms of the issuance of orders. It is imperative to acknowledge the significance of presidentialism, subordination, issuance of orders and execution within the context of formal organisational relationships. However, these relationships inevitably give rise to misunderstandings regarding management and decision-making methods, which serve to conceal the reality of a conflict of interests. This, in turn, causes several parties to take action and position themselves to direct and manage this conflict in their favour (Qasimi, N. 2014, p. 224).

Evidence indicates that Algerian industry previously underwent a period characterised by centralised and supervisory control. It is argued that this system impeded the efforts of workers and hindered the progression of the country towards change and development. In the course of the transitional phases, all the institutions in question endeavoured to exercise control over the rapid development of their respective activities by centralising the decision-making process to the maximum extent possible. This was accomplished by increasing the number of administrative levels beyond that which was required for efficiency. The administrative density-imposed impediments to the effective flow of information, giving rise to profound levels of dissatisfaction among both managerial and labouring staff. In his critique of the system of guardianship over industrial institutions, 'Dr. Abd Al-Tif Bin Ashenhou' considered that the situation was a source of conflict, communication breakdowns, and chaos in the administrative hierarchy. The institution's relationship with the supervisory authorities was characterised by excessive centralisation, with even the most trivial matters being referred to the supervisory authority. Furthermore, communication channels were, to say the least, slow and bureaucratic. This impeded the implementation of any initiative aimed at fostering civic behaviour. (Al-Jilani, H. 2015, p. 147)

Within the framework of this discourse, it can be posited that the Algerian industrial sector has encountered difficulties in successfully addressing the socio-professional challenges that have been identified. During the socialist period, there was a steady increase in the number of violations, with penalties ranging from verbal warnings to permanent dismissal. This suggests that labour relations were characterised by a pervasive sense of misunderstanding, stemming from workers' discontent with the prevailing working conditions within institutions. Sociologically speaking, this discontent is indicative of a lack of discipline, absenteeism, and high rates of absenteeism, particularly at the production unit level. These phenomena point to a dearth of organisational citizenship behaviour, which is further compounded by a conspicuous absence of social responsibility on the part of Algerian organisations (Saadoun, Y. 2005, p. 23).

Conclusion:

At the end of the article, put a summary of what has been indicated in the research content, indicating the most important results obtained and providing suggestions and recommendations related to the topic of the article. The commitment of economic institutions to social responsibility encompasses not only the economic sphere but also the environmental and stakeholder implications of their activities, extending to their dealings with suppliers and competitors. In the course of our intervention, we emphasised the significance of social responsibility in fostering civic engagement among employees. This concern enables the institution to evolve and flourish as an entity dedicated to the development and advancement of members of society, prioritising the well-being and growth of its employees, who are recognised as pivotal contributors to the institution's success.

In light of the aforementioned points, it is evident that institutions, irrespective of their activities, are now subject to the principle of social accountability (i.e. the measurement of the social performance of institutions). It has been demonstrated that an improvement in working conditions for employees has a direct correlation with enhanced performance and augmented job capabilities. It is therefore essential to implement a range of social practices in regard to human resources, in order to facilitate development and advancement in a market economy.

Consequently, it can be posited that Algerian institutions have pursued the adoption of organisational citizenship and social responsibility through a series of reforms that have sought to enhance the working environment. This phenomenon is reflected in the performance of employees and institutions alike, thereby exerting a significant influence on the development and progress of society. Significant progress has been made in the transition from implicit to conscious practices. However, this objective has not been fully realised, which necessitates the establishment of a strategic vision that prioritises social responsibility and organisational citizenship as two fundamental pillars for achieving sustainable development.

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