The Essential Role of Responsible Recruitment: An Innovative Approach to Functional Corporate Social Responsibility (CSR)

D. BOUKHELOUA Mohammed Ali[1*], D. HASSANI Benaouda[2], D. DEBBAT Madani Hamza[3]

[1*]Université de Mascara, (e-mail: med-ali88@outlook.fr)
[2]Université ibn Khaldoun Tiaret, (e-mail: hassani.benaouda14@gmail.com)
[3]Université de Mascara, (e-mail: h.debbat@gmail.com)

Abstract:

This research aims to answer the following question: *How can recruitment practices promote the establishment of a utilitarian approach to Corporate Social Responsibility (CSR)?* We also sought to demonstrate the existence of a concrete and significant relationship between a profit-oriented vision of CSR and recruitment practices that respect human rights, equal opportunity, and non-discrimination in hiring. To achieve this objective, we conducted a questionnaire-based survey among upper- and middle-level managers in two companies: **Algérienne des Eaux** and **LafargeHolcim Algérie**. Through this study, we sought to explore managers' perceptions of the recruitment practices implemented within their organizations and the CSR approach adopted, in order to identify causal links between these two variables. A **logical positivist** stance was adopted, leading to the use of a **quantitative methodology**. The statistical tests performed revealed a positive and significant relationship between responsible recruitment practices and a utilitarian approach to CSR.

Keywords: Recruitment practices – Corporate Social Responsibility – Quantitative methodology – Algérienne des Eaux – Lafarge Holcim Algérie.

JEL Classification Codes: M12; M14.

I- Introduction

The recruitment function, as Vilcot (2013, p. XVIII) notes, "is under the fire of current economic events in every sense of the word: when it comes to employment, things are on fire! Recruitment is a contemporary theme, both social and societal, with ethical and deontological dimensions that today seem worth exploring and rehabilitating."

Corporate Social Responsibility (CSR) has been attracting growing interest in the current global context. Over recent years, this topic has gained increasing prominence in corporate agendas and discourse, both in developed and developing countries (Capron & Quairel-Lanoizelée, 2004). Although the notion does not enjoy unanimous consensus, it continues to gain traction in both practice and academia, becoming a central topic across several fields of management literature (Ben Yedder & Zaddem, 2009). CSR holds a pivotal position in management education and research, as the discipline bears an expanded responsibility toward social and economic development in today's complex and globalized world (Rive, 2016).

This paper seeks to determine **how recruitment practices can foster the establishment of a utilitarian approach to CSR**. We examine the existence of a concrete and significant relationship between responsible recruitment practices and CSR-oriented strategies. To address this question, we conducted a questionnaire-based survey among upper- and mid-level managers in two companies—**Algérienne des Eaux** and **LafargeHolcim Algérie**—which differ in status and operate in distinct sectors, yet both are engaged in CSR initiatives. This investigation allowed us to assess managers' perceptions of recruitment practices implemented within their organizations and their adopted CSR approaches. By analyzing these perceptions, we aim to highlight tangible pathways to support CSR implementation through recruitment practices, thereby strengthening corporate commitment to more responsible and sustainable behaviors.

The paper begins by presenting the **utilitarian approach to CSR**, emphasizing Jones's (1996) demonstration. We also examine the **political dimension of society** and its implications for business strategy, highlighting the evolving nature of law and the emergence of firms as political actors through lobbying activities. Finally, we underscore CSR as a profit-generating approach for organizations.

Subsequently, we define and analyze the **recruitment process**, exploring its responsible dimensions. After these conceptual clarifications, we present the **operational framework** of our study, detailing the research methodology, analyses performed, main findings, and the resulting discussions and conclusions.

I.1. The Utilitarian Approach to Corporate Social Responsibility

The utilitarian approach promotes a medium- to long-term correlation between the interests of society and those of the firm—what benefits society ultimately benefits the company, and vice versa. This perspective aligns with the fundamental postulate of neoclassical theories, without creating paradigmatic confusion regarding the nature and objectives of the firm as conceived by traditional schools of thought.

According to Gendron (2000), three theoretical paradigms inspire the utilitarian approach to CSR: the **social and ethical conception of the consumer**, the **political dimension of society**, and the **evolutionary nature of law**.

From this standpoint, the utilitarian view of CSR adopts a **"business-oriented"** perspective—considering the interests of stakeholders as a condition for achieving economic and financial performance (Capron, 2008). While not entirely incompatible with moral or contractual approaches, many authors from these schools have drawn upon utilitarian principles to reinforce their arguments (Gendron, 2000), even though they often diverge from utilitarianism in the practical application of CSR principles (Stark, 1993).

I.1.1. The Utilitarian Approach to CSR According to Jones (1996)

In his presentation of the utilitarian perspective, **Jones (1996)** posits the existence of a positive relationship between a firm's socially responsible behavior and its economic performance. His argument rests on three key premises:

- Market opportunities arising from evolving social and environmental values can enhance a company's economic profitability.
- Competitive advantage can be achieved through responsible organizational behavior.
- Anticipation of regulations, legislation, and potential sanctions can be accomplished through the adoption of proactive CSR policies.

Gendron (2000) explains that the first two arguments align with the **neoclassical conception** of the firm, whose ultimate goal is the pursuit of self-interest—namely, growth and profitability. These arguments are rooted in **marketing logic**, focusing on developing new markets, acquiring new customers, and designing distinctive products. Within this vision, CSR is viewed primarily as an **additional marketing tool** serving strategic objectives.

Furthermore, Gendron (2000) suggests that the third argument, though still part of the utilitarian perspective, introduces a broader dimension by integrating the **external environment**—a stakeholder previously excluded from classical neoclassical models. CSR thus becomes a **strategic mechanism** not only for internal performance but also for managing external influences and expectations.

I.1.2. The Political Dimension of Society and Its Impact on Business Strategy

Gendron (2000) notes that as strategic management theories evolved, the **neoclassical conception of the organizational environment** was replaced by a **more politicized view**, paving the way for lobbying and the management of public-interest issues. Paquet (1990) argues that both academics and practitioners have historically underestimated the **socio-political context**, a crucial component of the organizational environment. Ignoring this factor has often left firms ill-prepared to leverage political dynamics, causing them to be caught off guard by unexpected social or political shifts.

Gendron (2000) revisits the topic of **lobbying and public-interest management**, asserting that these activities have become increasingly relevant as they integrate citizens into the organized political order surrounding businesses—an external environment once limited to producers, consumers, and competitors. This political order exerts a significant influence, with potentially profound effects on firms' economic and financial performance. Consequently, companies must account for it when designing and implementing their strategies.

I.1.3. The Evolutionary Nature of Law

Silverstein (1987) emphasizes that, contrary to the implicit assumptions of neoclassical theories, **law is an evolving process** that increasingly transfers control of certain social aspects of managerial activity to political authority. In other words, what was once managed internally by corporate governance is now subject to public and governmental oversight through the evolution of legal frameworks.

However, firms retain a margin of maneuver before social issues become fully regulated. They can still influence how such issues are framed and addressed. Bartha (1990) points out that companies are inevitably compelled to **anticipate legal and regulatory changes**, adapting at their own pace while attempting to shape the development of such laws. If compliance becomes too costly, firms may choose confrontation over adaptation—but such strategies depend heavily on corporate credibility and public sentiment.

A statement from a Canadian company published in *PME Magazine* (October 1997) reinforces this notion:

"Increasing corporate social participation can help prevent growing government intervention. If we manage our affairs in the public interest—by identifying and addressing our social responsibilities in both our core and secondary activities—governments will have less reason to intervene."

Gendron (2000) concludes that managing public-interest issues reflects a **pragmatic rather than moral approach**. Bartha (1990) further argues that integrating social concerns into corporate strategy primarily serves to **prevent social**

and governmental constraints from hindering economic objectives. Social engagement, therefore, remains a **secondary goal**. As Bartha notes, socially responsible behavior is not intended to please governments but rather to secure **strategic flexibility** and operational autonomy. Ensuring societal benefits becomes a **prerequisite for maintaining that flexibility**.

Aligned with these ideas, a new form of **strategic philanthropy** has emerged—distinct from traditional charitable giving. As Pasquero (1992) explains, it is more **economically and performance-oriented**, aiming to enhance the company's public image and strengthen its **competitive advantage**.

I.1.4. The Emergence of the Enterprise in the Political Sphere (Lobbying Activities)

According to the utilitarian approach to social responsibility, the company seeks, through the management of issues of public interest, to mitigate the financial and economic repercussions of public policies and social demands. To this end, it resorts to **lobbying**, which acts directly upon the legislative process in order to achieve its objectives.

According to **Robert (1990)**, lobbying mainly consists of interventions aimed at influencing, directly or indirectly, the processes of drafting, implementing, or interpreting legislative measures, standards, and regulations—and more broadly, any intervention or decision by public authorities. He adds that the **social legitimacy** of a lobbying strategy depends on the combination of three factors:

- The first is the degree of contradiction that exists between the values advocated by the business community and those defended by the government;
- The second concerns the relative power of each of the two parties;
- The last relates to the impact of the government's positions and those of the business community, as perceived by the public.

Robert (1990) further explains that for lobbying activities to function effectively, the company must first be recognized as a **political actor** within the society in which it operates. Two parameters seem to play a decisive role in this recognition. The first is **time or historical period**, since the introduction of the political dimension into corporate activity has gained greater scope in recent decades than in the past. The second is **place or country**, for while political activity is appreciated within the American vision, it remains highly criticized in Europe.

The conception of the State and the prevailing political system also play a role in how corporate political involvement is perceived. In a **pluralistic society**, where an arbitral government evaluates the justifications presented by the various social actors in defense of their private interests, such interventions acquire significant legitimacy. Conversely, in a **State mandated to implement a collective societal project**, the fact that a company intervenes in the political domain has never been viewed favorably.

The divergent opinions regarding the aims and ends of corporate political activities—which merely reflect broader disagreements concerning the ultimate purpose of the firm—have long fueled debates. On one side stand the supporters of the **moralist and contractualist approach**, and on the other, the **utilitarians** and opponents of social responsibility (**Gendron, 2000**).

I.1.5. Corporate Social Responsibility (CSR): A Profit-Generating Approach for the Firm

The **utilitarian approach** advocates the involvement of the enterprise in public and political affairs. It conceives of social responsibility as a means of achieving **corporate profitability** while ensuring the **common good** for society.

In the reflections advanced by **Stark (1993)**, the principles of social responsibility are considered, within the managerial sphere, as sources of **conventional sagacity**—that is, a form of organizational wisdom expressed through decision-making guided by ethics, morality, and awareness of self and others.

Proponents of the utilitarian school have produced numerous studies attempting to demonstrate that **corporate social responsibility and economic or financial performance are aligned**. **Dunfee & Donaldson (1995)** affirm that a large body of literature on business ethics—including empirical studies—has examined theories asserting that **organizational ethics are consequentially justified by the attainment of higher levels of profitability**.

However, although these studies have not always led to convincing conclusions—and have sometimes even generated confusion and contradiction—**Gaston (1998)**, citing the findings of **Ford and McLaughlin (1984)**, notes that **92% of chief executive officers (CEOs)** of major American corporations agreed that responsible organizational behavior could be in the **economic interest of shareholders**. Another earlier survey conducted by **Brenner and Molander (1977)** among managers revealed that only **2%** disagreed with the statement that *"in the long run, ethics is good business."*

From these observations, **Gendron (2000)** concludes that managers are not the primary opponents of social responsibility; on the contrary, some are even **its defenders**, insofar as it brings benefits to the firm and helps avoid state intervention. Utilitarian proponents of CSR often **borrow ideas and reflections developed within moralist and contractual approaches** to reinforce their own arguments.

Moreover, it is worth noting that the various conceptions of social responsibility across theoretical approaches reveal **significant contradictions and controversies**. The renowned article *"What's the Matter with Business Ethics?"* by **Stark (1993)** clarifies these divergences: the author indicates that for proponents of the moralist approach, the idea that an organizational act could be driven simultaneously by **ethical or moral motives** and by **economic rationality** is categorically rejected.

Such reasoning consequently leads to the **rejection of one of the fundamental principles of the utilitarian approach**—namely, that an **ethical act may contribute to the economic performance of the enterprise**. **Ben Yedder & Zaddem (2009)**, citing **De Woot (2005)**, argue that values and purposes derived exclusively from this **instrumental logic**, which tends to make profit an end in itself, cannot resist the temptations of money.

Wood (1996) adds that the contradictions inherent in the theoretical foundations of each approach extend to the opposition between the utilitarian and contractualist schools. The **assimilation of social responsibility into a strategic tool**, as advocated by the utilitarians, reaffirms the **primacy of the firm's economic objective**, and thus runs counter to contractualist theses that seek to relativize this goal in favor of a broader conception of the firm's role within society.

I.2. Recruitment

According to **Meier (2009, p.175)**, this concept refers to *"the set of policies implemented to find a candidate corresponding to the needs of an organization for a given position or function."* Similarly, **Taïeb (2007, p.259)** defines recruitment as follows: *"A term of military origin meaning the raising of troops; in the civilian and strict sense, it corresponds to the hiring of the necessary collaborators, in both quantity and quality, to ensure the proper functioning of the company."*

The term **staffing**, used by some authors to designate recruitment, is defined by **St-Onge, Audet, Haines and Petit (2004, p.182)** as *"the process of acquiring human resources. Staffing includes job analysis, recruitment, selection, hiring decision, and integration into the work environment."*

I.2.1. The Recruitment Process

There is no universal agreement among authors on how to classify the stages of the recruitment process. Some subdivide it into eight or more stages (job definition, profile specification, identification of recruitment sources, implementation of recruitment methods, recruitment campaign, candidate selection, hiring decision, and integration). Others group them into **five essential stages** (definition of need, candidate search, candidate selection, and recruitment finalization). Still others summarize the process into **three main phases**: a **strategic and anticipatory phase**, a **search and selection phase**, and finally an **integration phase** for the new employee.

This divergence regarding the number of stages disappears, however, when discussing the **actual content** of the process. According to **St-Onge et al. (2004)**, the positions to be filled (operational staff, middle managers, executives, and senior executives), as well as the **specific context** of the company (size, geographical location, sector of activity), influence the relative importance of each stage in the recruitment process.

I.2.2. The Responsible Aspects of Recruitment

As the **first phase** of the employer–employee relationship, recruitment must be conducted in an **ethical and responsible** manner. It should respect **human rights**, the **principle of equal opportunity**, and **non-discrimination in hiring**. Responsible recruitment implies that no selection is made based on origin, appearance, address, and so forth. It may even extend to the **implementation of specific and voluntary programs** that take into account minorities, persons with disabilities, and youth.

Recruitment thus represents a crucial issue for both candidates and employers. Conducting a **responsible recruitment process**, in which ethics are central, can only strengthen the company's reputation and enhance its attractiveness to talented candidates.

Transparency in both selection methods and access to the labor market constitutes an essential element of responsible recruitment. A **balance** must be maintained between the candidate and the company, as both parties (candidate/employer) must provide the necessary and accurate information about themselves.

The company operates within a **reciprocity framework**—a logic of **contribution and retribution**: it expects the recruited candidate to demonstrate commitment, sincerity in the information provided, and confidentiality regarding information obtained. In return, the company offers the employment sought (**Faure, 2014; Deslandes, 2012**).

I.2.2.1. Preventing Discrimination in Hiring

According to **ILO Convention No. 111** concerning discrimination in respect of employment and occupation, discrimination refers to *"any distinction, exclusion or preference based on race, color, sex, religion, political opinion, national ancestry or social origin that has the effect of nullifying or impairing equality of opportunity or treatment in employment or occupation."*

Despite its multiple forms, **discrimination remains widespread in the world of work**. Merely because of belonging to a certain race, sex, or religion, many individuals are denied employment or access to certain professions—regardless of their abilities or job-related qualifications.

Combating discrimination ensures that every individual—whatever their color, religion, culture, or ethnic origin—can **freely choose their career path**, fully develop their talents and competencies, and receive **fair rewards** for their work. Preventing discrimination benefits both victims and perpetrators: **non-discrimination** allows for more effective use of human resources and individual talents, improves workers' morale and motivation, and consequently enhances productivity. It is therefore **beneficial for the economy as well as for society as a whole (ILO, 2003, p.X)**.

Companies often establish **standards** beforehand, either arbitrarily or to ensure social balance within a given context. A job seeker who fits these standards escapes discrimination, and their application will be treated objectively. However, individuals who differ from these standards—due to factors beyond their control—are subject to discrimination related to **ethnicity, gender, cultural, sexual, religious, or political differences**, resulting in their candidacies being assessed **subjectively (Faure, 2014)**.

Eliminating stereotypes and prejudices constitutes an effective way to combat discrimination within organizations. While a **stereotype** is a shared belief or preconceived image of a group of people regarding their characteristics, personality traits, and/or behaviors, a **prejudice** refers to an attitude with an evaluative dimension toward a group—an unfounded and hasty opinion.

The abusive generalization that occurs when judging an individual based on a **negative stereotype** of their group has serious consequences. The generalized opinion about a group or social class erases the individuality and uniqueness of persons (**Faure, 2014**).

Understanding and countering **discriminatory mechanisms**, particularly stereotypes in action, is the responsibility of **human resources management**. Managers and recruiters must become aware of stereotypes associated with certain profiles (women, people with disabilities, older workers, Black individuals, etc.) in order to **keep them under control**. Recruitment methods must guarantee the **search for competence** and be **completely free from prejudice and stereotypes**.

The recruiter must rid themselves of all bias so that this crucial act—serving as both a source of performance for the company and of integration for the candidate—is carried out with the highest degree of professionalism (**Gavand, 2006**). Algerian law firmly **condemns all forms of discrimination** and upholds **equal opportunity**, particularly through **Law No. 90-11 of April 21, 1990**, concerning labor relations. Article 17 clearly states that:

"Any provision contained in a collective agreement, accord, or employment contract that establishes any form of discrimination among workers in terms of employment, remuneration, or working conditions, based on age, sex, social or marital status, family ties, political convictions, or membership or non-membership in a trade union, shall be null and void."

I.2.2.2. Recruitment of Minorities

When undertaking the recruitment of minority employees, organizations face two main challenges. The first lies in identifying members of minority groups who possess the appropriate *job profile*, as minorities often lack the same professional networks as majority-group members. The second challenge concerns motivating individuals from these minority communities to apply for the advertised positions. The image of homogeneity—or even of exclusivity—sometimes projected, unintentionally, by the organization, as well as the perception that in certain cultural contexts its sector of activity is disreputable, leads employers to adopt innovative recruitment strategies in order to attract minority applicants.

Companies must clearly express their intention to increase the representation of minority-group members among their employees so as to provoke a change in perception and break away from the image of a homogeneous organization. Systemic discrimination should be avoided by paying particular attention to three main areas.

First, companies should train their staff to understand and appreciate the importance and value of diversity. Second, the organization's commitment to equity must be explicitly stated in all job postings and recommendation requests, ensuring that it is clearly understood.

Finally, companies should encourage minority employees to generate referrals.

Adherence to the principle of equal access to employment must be explicitly mentioned, and any trace of cultural or racial bias should be removed from job advertisements. Building relationships with communities—through partnerships with community groups, professional networks, and associations that represent visible minorities—provides a dynamic means of communicating job opportunities to underrepresented groups (Waxin & Barmeyer, 2008).

Affirmative action, which refers to a set of measures granting preferential treatment to minority groups, constitutes another means of facilitating minorities' access to the professional sphere. This involves selecting a candidate from a minority group even when a member of the majority possesses higher qualifications. Quota policies adopted in some countries such as the United States and Canada also promote access to employment for members of minority groups by

setting mandatory representation percentages, with automatic penalties for non-compliance. Legislative measures are thus enacted to ensure adequate representation of these groups within organizations (Gavand, 2006).

In Algeria, the legislator provides that at least 1% of jobs be allocated to persons with disabilities, as stipulated in Executive Decree No. 14-214 of July 30, 2014. Similarly, Article 16 of Law No. 90-11 of April 21, 1990, concerning labor relations, declares that "employers must reserve a proportion of jobs for persons with disabilities under conditions defined by regulation."

I.2.2.3. Promoting Diversity Through Recruitment

Once issues of non-discrimination, prejudice, and stereotypes have been addressed, **diversity management** emerges as a subsequent stage that reflects the company's social commitment. The uniqueness of individuals is viewed as an added value contributing to the organization's economic performance. Indeed, creativity, innovation, and diversification stem from the coexistence of diverse profiles working together harmoniously. Conceived as an **individual-centered approach**, diversity management values personal differences and represents a source of renewal and stimulation for the company (Faure, 2014).

While the fight against discrimination reflects an egalitarian and universalist conception of society—translated into policies aiming to ensure formal equality—diversity corresponds to a more liberal vision of society, one that seeks to give disadvantaged individuals a fairer position in the labor market to achieve genuine equality. These are two distinct notions, belonging to different paradigms.

Policies focused on strict equality of treatment, with neutral processes blind to individual characteristics (gender, physical appearance, etc.), are adopted within the framework of anti-discrimination measures. In contrast, diversity policies aim to increase the representation of underrepresented groups within organizations. Voluntary initiatives undertaken by companies to strengthen the representation of disadvantaged populations—such as seniors, women, or young graduates—serve as examples of such diversity-oriented recruitment policies.

Promoting diversity requires sustained effort throughout all stages of the recruitment process, engaging all actors involved (recruiters, managers, external partners). It is the responsibility of the Human Resources Department—or the Diversity Office, where applicable—to raise awareness among recruitment professionals by launching **training programs** addressing legal frameworks, stereotype prevention, and tools designed to enhance the objectivity of recruitment practices.

This preparatory phase is both essential and indispensable before conducting recruitment operations (Gavand, 2013).

Diverse sourcing represents another mechanism for promoting diversity. It encompasses various actions developed by companies to reach candidates from diverse backgrounds, as diversity advocates have recognized that equal treatment alone is insufficient to ensure fair access to opportunities.

A diversity-oriented sourcing strategy must respect several principles:

- First, ensure that job advertisements contain no discriminatory criteria and convey no messages that might discourage diverse applicants.
- Second, organizations—particularly their HR departments—should diversify sourcing methods by broadening candidate search channels and using a wider range of media to reach individuals typically excluded or overlooked by traditional recruitment campaigns. Relying solely on mainstream media is insufficient.
- Third, cultivating an image as a company committed to diversity is essential; organizations should communicate their diversity policies to enhance their **employer brand**.
- Finally, companies should engage **employment intermediaries** (such as subcontractors or agencies) that share and uphold their diversity commitments (Gavand & Mercier, 2012; Gavand, 2013).

II – Methods and Materials

As part of this research, attention is given to the phenomenon of using recruitment practices to support and reinforce the implementation of a utilitarian approach to corporate social responsibility (CSR). The study also aims to identify the causal links between recruitment practices and the utilitarian conception of CSR.

Accordingly, it appeared evident to situate this research within an epistemological framework aligned with a **positivist stance**, and more specifically, a **logical positivist orientation**. This paradigm remains the dominant one in management sciences. Its objective is to explain a reality that exists independently of the researcher and is governed by universal laws. The epistemological choice made here largely determines the methodological orientation of the study. Indeed, by adopting a positivist perspective, this implies the use of a **quantitative methodology**, characterized by the **hypothetico-**

deductive approach, which involves the **statistical exploitation of questionnaire responses collected from representative samples**.

According to Aktouf (1987), this method begins with one or several hypotheses and applies **deductive reasoning**—that is, applying general, pre-established principles to a particular situation. It involves analyzing specific phenomena through the lens of general theoretical constructs.

Our **central research hypothesis** assumes that recruitment practices **positively influence** the implementation of a utilitarian approach to corporate social responsibility.

For data collection, a **multi-scale questionnaire** was designed, partially following **Churchill's methodological approach**, given that the current literature addressing the relationship between recruitment practices and CSR does not offer any validated measurement scale for these variables.

Two measurement scales were developed: one to assess recruitment practices and another to evaluate the utilitarian conception of CSR. Both underwent **exploratory and confirmatory reliability analysis** using **Cronbach's alpha coefficient**. The results were satisfactory, with alpha values of **0.708** for the CSR utilitarian conception scale and **0.877** for the recruitment practices scale.

A **Principal Component Analysis (PCA)** was conducted to test the validity and dimensionality of the constructed scales. The **KMO indices** obtained for the two scales were **0.643** and **0.861**, indicating good-quality correlations among the items. These correlations were statistically significant, as **Bartlett's test of sphericity** values were all below **0.005**. Consequently, the data were deemed suitable for **factor analysis**, which confirmed the **unidimensionality** of each scale, with a single factor encompassing all items for both constructs.

Following the validation of the questionnaires, they were distributed among **102 managers** from upper and middle management levels—**38** from *Algérienne des Eaux (ADE)* and **64** from *LafargeHolcim Algérie*. The sample consisted of **14.5% senior executives**, **37.0% middle managers**, and **48.6% line managers**.

The selection of managerial staff was primarily motivated by their awareness of organizational strategies and practices, particularly in CSR and HRM. The choice of companies was guided by their clear **commitment to CSR**, demonstrated through various initiatives.

For example, **LafargeHolcim**, concerned with the well-being of its employees—particularly female employees—supported a project to construct childcare centers near its work sites, facilitating the daily lives of working parents by providing childcare spaces that meet safety and quality standards. This initiative also aimed to provide a sustainable livelihood opportunity for the widow of a deceased employee.

Additionally, **LafargeHolcim** launched **reforestation programs** following quarry operations, further illustrating the company's environmental and social commitment (*source: www.rsealgerie.org*).

Similarly, **Algérienne des Eaux (ADE)** is socially engaged, given the vital nature of the resource it manages. It conducts campaigns against water waste through information, education, and awareness initiatives targeting users. In collaboration with public educational institutions, ADE designs **school programs** that promote a culture of water conservation. The organization adheres to a **sustainable development and social responsibility approach**, taking into account the social and environmental impacts of its activities.

ADE also strives to adopt **best practices** and contribute to improved water access and environmental preservation. Its alignment with **ISO 26000 standards**—to which *SEAAL* (a joint-stock company 70% owned by ADE) is also compliant—demonstrates its awareness of social responsibility challenges (*sources: www.ade.dz; www.seaal.dz*).

III – Results and Discussion

In this section, we analyze the **descriptive statistical results** related to the variables of corporate social responsibility and recruitment practices. The objective is to understand respondents' perceptions regarding the impact of responsible recruitment practices on the utilitarian conception of CSR.

Using appropriate **statistical indicators**, we highlight both the general trends and the dispersion of responses. The statistical tests performed allow us to either confirm or reject our hypothesis concerning the relationship between these two variables.

III.1. Analysis of Descriptive Statistics of Variables

The purpose of this analysis is to **describe the observed results** and determine the direction of respondents' opinions regarding the statements of each variable within our research model.

To conduct this analysis, **central tendency indicators**—specifically the **mean** and the **mode**—were employed. These indicators summarize a statistical series by revealing a central position for the variable under study.

Additionally, a **dispersion indicator**, namely the **standard deviation**, was used to measure the spread of data around the mean. The results obtained from these analyses will be presented and discussed in the following pages.

III.1.1. Analysis of Descriptive Statistics of the Utilitarian Conception of Corporate Social Responsibility (CSR)

items	Mean	Mode	Standard Deviation
Our company is capable of anticipating regulatory changes through a corporate social responsibility (CSR) approach.	3,696	4,00	,941
The performance of our company is influenced by the increasingly powerful impact of citizens.	3,558	4,00	1,086
Our company incorporates social issues into the formulation of its strategy for both economic and societal purposes.	3,637	4,00	,992
Our company uses social and charitable actions to enhance its public image.	3,647	4,00	1,122
Our company can improve its economic performance through a corporate social responsibility (CSR) approach.	3,794	4,00	,988
No. (Valid: 102; Missing: 0)			

Table 1: Descriptive Statistics of the Utilitarian Conception of CSR

The results presented in the table above allow us to determine, based on the perceptions of the managers surveyed in this study, the extent to which the companies under investigation comply with CSR commitments aligned with the ideas, values, and theoretical principles advocated by the "Social Issue Management" research stream.

Overall, respondents generally agreed with all the items. The overall mean value was **[M = 3.666]** with a standard deviation of **[SD = 0.679]**. The mode observed was consistently **[MD = 4.00]** across all items forming the construct of the utilitarian conception of CSR. This indicates a high level of agreement among respondents with these statements.

Participants in our survey agreed that their companies are capable of anticipating regulatory developments through a corporate social responsibility approach **[M = 3.696; SD = 0.941; MD = 4.00]**. They further stated that their companies' performance is increasingly influenced by the growing power of citizens **[M = 3.558; SD = 1.086; MD = 4.00]**. Respondents also indicated that their companies integrate social issues into the formulation of strategies for both economic and societal purposes **[M = 3.637; SD = 0.992; MD = 4.00]**. Likewise, they emphasized that their companies use social and charitable actions to enhance their public image **[M = 3.647; SD = 1.122; MD = 4.00]**.

Finally, the surveyed managers shared the view that their companies' economic performance can be improved through a corporate social responsibility approach **[M = 3.794; SD = 0.988; MD = 4.00]**.

III.1.2. Analysis of Descriptive Statistics of Recruitment Practices:

Items	Mean	Mode	Standard Deviation
Our company is involved in initiatives aimed at promoting diversity, non-discrimination, and equal opportunity.	3,466	4,00	1,185
Our HR managers translate the commitments made to promote equal opportunity into operational actions.	3,409	4,00	1,106
Our supervisory staff is trained in human resource management practices that ensure non-discrimination and promote equality.	3,409	4,00	1,089
Our company facilitates access to employment for disadvantaged individuals (long-term unemployed, unskilled youth, persons with disabilities, etc.).	2,905	4,00	1,060
Our company develops relationships with organizations involved in professional integration (e.g., vocational training centers).	4,028	4,00	,871
Our company participates in recruitment forums and/or finances training or job placement support organizations.	3,495	3,00	,941
Our company participates in recruitment forums and/or finances training or job placement support organizations.	3,181	3,00	1,054
Our company actively collaborates with public employment services and social partners (e.g., ANEM).	3,981	4,00	,759
No. (Valid: 102; Missing: 0)			

Table 2: Descriptive Statistics of Recruitment Practices

From the table above, it is evident that, overall, respondents agree with most of the statements comprising the recruitment practices measurement scale. The general mean is **[M = 3.517]** with a standard deviation of **[SD = 0.775]**. It is also noted that, apart from the mode value of the sixth and seventh items, which is **[Mo = 3.00]**, all other items have a mode value of **[Mo = 4.00]**.

Respondents stated that their companies are involved in actions aimed at promoting diversity, non-discrimination, and equal opportunity **[M = 3.466; SD = 1.185; Mo = 4.00]**. They also confirmed that their managers, particularly those in HR departments, ensure the operational implementation of these commitments **[M = 3.409; SD = 1.106; Mo = 4.00]**, as they are trained to manage human resources in a way that guarantees non-discrimination and promotes equality **[M = 3.409; SD = 1.089; Mo = 4.00]**.

Furthermore, participants indicated that their companies develop relationships with organizations involved in professional integration, such as vocational training and apprenticeship centers established by the Ministry of Vocational Training and Education **[M = 4.028; SD = 0.871; Mo = 4.00]**. Similarly, respondents emphasized that their companies actively collaborate with public employment services and social partners, including national employment agencies operating in each province **[M = 3.981; SD = 0.759; Mo = 4.00]**.

However, the companies studied do not appear to facilitate access to employment for disadvantaged groups (long-term unemployed, unqualified youth, people with disabilities, etc.). This is reflected in the relatively lower mean for the fourth item **[M = 2.905; SD = 1.160]**, although the mode value **[Mo = 4.00]** suggests some disagreement. Specifically, **33.10%** of respondents stated they somewhat agree with this item, while **7.40%** said they completely agree.

The managers consulted during this research indicated that their companies either do not participate or only rarely participate in recruitment forums, and that they seldom finance training or job placement organizations **[M = 3.495; SD = 0.941; Mo = 3.00]**. Regarding the retention of senior employees, the respondents confirmed that their companies conduct few or only exceptional initiatives in this area **[M = 3.181; SD = 1.054; Mo = 3.00]**.

III.1.3. Hypothesis Analysis:

Recruitment practices positively influence the implementation of a corporate social responsibility (CSR) approach that follows the utilitarian perspective.

The validity of our research hypothesis will be tested through this analysis. In other words, the hypothesized positive relationship between recruitment management practices and corporate social responsibility will be statistically examined through several tests.

First, a **correlation test** will be conducted using the **Pearson correlation coefficient** to determine whether there is a significant linear relationship between the variables in our study. Subsequently, a **regression analysis** will be performed, which will allow us to model and represent as accurately as possible the linear relationship between the studied variables.

		Recruitment Practices
Utilitarian Conception of Corporate Social Responsibility (CSR)	**Pearson Correlation**	,528**
	Sig. (2-tailed)	,000
	N	102
**. The correlation is significant at the 0.01 level (2-tailed).		

Table 3: Correlations (Recruitment Practices / Utilitarian Conception of CSR)

The table above illustrates the existence of a correlation between the two variables of this hypothesis, namely the **utilitarian conception of CSR (dependent variable)** and **recruitment practices (independent variable)**. It is observed that this correlation is **positive [Pearson correlation coefficient = 0.528]** and **highly significant [Sig = 0.00 < 0.01]**. Moreover, the correlation can be considered strong, as it approaches the value of **1**. Consequently, the **null hypothesis**, which posits that *(r) = 0*, is **rejected** based on the obtained results.

Model	R	R-squared (R²)	Adjusted R-squared (Adjusted R²)	Standard Error of the Estimate
1	,528ª	,279	,271	,579696
a. **Predicted Values: (Constants), Recruitment Practices**				

Table 4: Model Summary (Recruitment Practices / Utilitarian Conception of CSR)

The results presented in the table above allow us to quantify the relationship between the two variables. The observed R-squared value [$R^2 = 0.279$] indicates that recruitment practices explain 27.9% of the variance in the dependent variable (the utilitarian conception of CSR). In other words, the implementation of a CSR approach following the utilitarian perspective is influenced by recruitment practices to the extent of 27.9%.

ANOVA[a]						
Model		**Sum of Squares**	**df**	**Mean Square**	**f**	**Sig.**
1	**Régression**	12,982	1	12,982	38,631	,000[b]
	Residual	33,605	100	,336		
	Total	46,587	101			
a. Dependent variable: Utilitarian conception of CSR						
b. Predicted values: (Constant), Recruitment practices						

Table 5: Analysis of Variance (Recruitment Practices / Utilitarian Conception of CSR)

Interpretation:
The ANOVA results indicate that the regression model is statistically significant. The F-value of 38.631 with a p-value (Sig.) of 0.000 (< 0.01) demonstrates that recruitment practices significantly predict the utilitarian conception of CSR. This confirms that the linear relationship observed between the independent variable (recruitment practices) and the dependent variable (utilitarian CSR) is not due to random chance.

IV- Conclusion:

This section of our work is devoted to evaluating and comparing the outcomes of our research with the existing literature. We revisit the main results that emerged from our analyses and, whenever possible, establish links with our literature review to compare our conclusions with those of previous studies. It should be noted that to achieve the objective of this research—which was to determine whether recruitment practices support and facilitate the implementation of a corporate social responsibility (CSR) approach—the following hypothesis was formulated: recruitment practices positively influence the establishment of a utilitarian CSR approach. Testing this hypothesis yielded positive results. Indeed, the main findings statistically confirmed the existence of a positive and significant correlation between recruitment practices and the utilitarian conception of CSR [R = 0.528; Sig = 0.000]. The next step is to determine whether these findings resonate with scientific literature on HRM/CSR relationships.

The review of literature addressing the relationship between the two topics (recruitment practices/CSR) highlights several conceptual elements consistent with our conclusions. Gavand (2013) asserts that recruitment serves as a means of integration for all members of society and constitutes a major social issue, with its impact extending beyond the company. He indicates that the consequences and effects of corporate recruitment policies are significant both socially and in terms of performance. Deslandes (2012) also supports our results, noting that recruitment is an essential process in human resources management within an ethical management approach. This process should respect the principle of equal opportunity and prevent any form of discrimination in hiring based on race, color, sex, religion, political opinion, national origin, or social background. Saulquin & Schier (2010) affirm that local recruitment is part of CSR practices related to the community, highlighting companies' societal involvement. These insights align with our findings, demonstrating the positive relationship between recruitment practices and CSR. Similarly, Vilcot (2013) argues that recruitment is both a social and societal issue with ethical and deontological dimensions. Faure (2014) notes that companies perceived by Generation Y as disloyal or irresponsible can correct this perception through the implementation of CSR policies, particularly in human resources, by practicing ethical and responsible recruitment. Montgomery and Ramus (2003), in a quantitative study on a sample of 279 recent MBA graduates, showed that more than 90% were willing to "sacrifice" part of their salary to work in a socially responsible company.

To assess "socially responsible" HR practices effectively implemented in companies, Coulon (2006) conducted a survey of 106 professionals, focusing on recruitment and the integration of low-skilled, disabled, and non-permanent employees. Beaupré et al. (2008) conducted a comparative exploratory study in Quebec and France to understand the link between CSR/SD approaches and HRM practices, highlighting staffing practices that select candidates with a "citizen employee" profile as supporting CSR/SD initiatives. Dubrion (2010) explored the relationship between HRM and CSR, emphasizing the emergence of a new form of corporate social responsibility toward employees, particularly in hiring practices. Dubruc and Salameh Bchara (2014) examined SMEs integrating CSR into HR practices, finding that equity and diversity programs were implemented before and during employment, with recruitment being a key focus. Ngok Evina (2014) studied whether CSR engagement influences HR practices in Cameroonian companies. Using case studies and surveys of 122 companies, he found that socially responsible actions significantly shape corporate HR policies, especially recruitment, shifting hiring criteria from ethnic affiliation to objective and transparent methods. Imbs and

Ramboarison-Lalao (2013) examined socially responsible HR practices in SMEs, finding that these companies implement anti-discrimination measures by hiring seniors, low-skilled youth, and disabled workers, while promoting female employment.

The findings of these studies (Coulon, 2006; Beaupré et al., 2008; Dubrion, 2010; Dubruc & Salameh Bchara, 2014; Ngok Evina, 2014; Imbs & Ramboarison-Lalao, 2013) consistently confirm the positive relationship between recruitment practices and corporate social responsibility. These results provide strong support for our research and are fully aligned with our conclusions.

- References

1. Aktouf, O. (1987). *Methodology of Social Sciences and Qualitative Approach to Organizations*. Presses de l'Université du Québec.
2. Bartha, P. (1990). Public Interest Management, *Gestion*, 15(4), 62-69.
3. Beaupré, D., Cloutier, J., Gendron, C., Jiménez, A., & Morin, D. (2008). Human Resource Management, Sustainable Development and Social Responsibility, *Revue internationale de psychosociologie*, 2, XIV, 77-140.
4. Ben Yedder, M., & Zaddem, F. (2009). Corporate Social Responsibility (CSR), Path to Conciliation or Field of Conflict? *Revue multidisciplinaire sur l'emploi, le syndicalisme et le travail*, 4(1), 84-103.
5. ILO (2003). *Time for Equality at Work: Global Report on the Follow-up to the ILO Declaration on Fundamental Principles and Rights at Work*. ILO.
6. Brenner, S.N., & Molander, E.A. (1977). Is Ethics of Business Changing? *Harvard Business Review*, 55, 57-71.
7. Capron, M. (2008). Is Corporate Social Responsibility Intended to Satisfy Stakeholders' Interests? Theoretical and Practical Issues. *Revue Economie & Management*, 7, 10.
8. Capron, M., & Quairel-Lanoizelée, F. (2004). *Myths and Realities of the Responsible Enterprise: Actors, Stakes, Strategies*. La Découverte, Paris.
9. Coulon, R. (2006). Corporate Social Responsibility and Human Resource Management Practices. *Revue de l'organisation responsable*, 1(1), 48-64.
10. De Woot, P. (2005). *Should Prometheus be Bound?: Corporate Global Responsibility*. Springer.
11. Deslandes, G. (2012). *Ethical Management*. DUNOD.
12. Dubrion, B. (2010). Human Resource Management and Corporate Social Responsibility: Shedding Light on New Evolutions in the Light of Old Questions. *Management & Avenir*, 39, 31-51.
13. Dubruc, N., & Salameh Bchara, N. (2014). Sustainable HRM Practices in SMEs, 16th Spring University of Social Audit: Corporate Social Responsibility and HRM Facing Global Challenges and Change, Beijing, China.
14. Dunfee, T.W., & Donaldson, T. (1995). Contractarian Business Ethics: Current Status and Next Steps. *Business Ethics Quarterly*, 173-186.
15. Faure, L.S. (2014). *Ethical Recruitment: Best Practices for a Responsible Approach*. DUNOD.
16. Ford, R., & McLaughlin, F. (1984). Perceptions of Socially Responsible Activities and Attitudes: A Comparison of Business Deans and Corporate Chief Executives. *Academy of Management Journal*, 27, 666–674.
17. Gaston, R.J. (1998). *Life in a Business-Oriented Society: A Sociological Perspective*. Allyn and Bacon.
18. Gavand, A. (2006). *Preventing Discrimination in Hiring: Why and How to Act?* Éditions Eyrolles.
19. Gavand, A., & Mercier, S. (2012). "Recruitment and Promotion of Diversity" in *Encyclopedia of Diversities*. Éditions EMS.
20. Gendron, C. (2000). Ethical and Social Questioning of the Enterprise in Management Literature. *Cahier du CRISES*.
21. Imbs, P., & Ramboarison-Lalao, L. (2013). Operationalizing CSR in SMEs: Which Socially Responsible HRM Practices? *Management & Avenir*, 1, 35-55.
22. Jones, M.T. (1996). Missing the Forest for the Trees: A Critique of the Social Responsibility Concept and Discourse. *Business & Society*, 35(1), 7-41.
23. Meier, O. (2009). *Manager's Dictionary*. Dunod, Paris.
24. Montgomery, D.B., & Ramus, C.A. (2003). Corporate Social Responsibility Reputation Effects on MBA Job Choice. Stanford GSB Working Paper, No. 1805.
25. Ngok Evina, J.F. (2014). Social Responsibility and Human Resource Management: An Ambiguous Relationship, 16th Spring University of Social Audit: Corporate Social Responsibility and HRM Facing Global Challenges and Change, Beijing, China.
26. Paquet, G. (1990). Managing Relations Between Enterprises and the State: Introduction. *Gestion*, 55.
27. Pasquero, J. (1992). Corporate Philanthropy: From Charity to Strategic Calculation. *Gestion*, 6-14.
28. Rive, J. (2016). "Preface" in F. Lépineux, J.J. Rosé, C. Bonanni & S. Hudson (Eds.), *CSR – Corporate Social Responsibility: Theories and Practices*, 2nd Ed., Dunod.
29. Robert, P.C. (1990). Lobbying: Strategies and Techniques of Intervention. *Gestion*, 70-80.

30. Saulquin, J.Y., & Schier, G. (2010). Organizational Performance and Corporate Social Responsibility, in D. Wolff (Ed.), *Sustainable Development: Theories and Applications in Management*, Paris: Dunod, 127-142.

31. Silverstein, D. (1987). Managing Corporate Social Responsibility in a Changing Legal Environment. *American Business Law Journal*, 25, 523-566.

32. Stark, A. (1993). What's the Matter with Business Ethics? *Harvard Business Review*, 71(3), 38-40.

33. St-Onge, S., Audet, M., Haines, V., & Petit, A. (2004). *Meeting the Challenges of Human Resource Management*, 2nd Ed., Gaëtan Morin Éditeur, Montreal.

34. Subilia-Rouge, L. (2000). Legal Aspects of Environmental Audit: In Light of Swiss and European Law. Librairie Droz.

35. Taïeb, J.P. (2007). *HR Dictionary*. Dunod, Paris.

36. Vilcot, T. (2013). Responsible Recruitment: Re-enchanting the Candidate-Company Relationship. AFNOR Éditions.

37. Waxin, M.F., & Barmeyer, C. (2008). *International Human Resource Management*. Éditions Liaisons.

38. Wood, D.J. (1996). Reconciliation Awaits: Dichotomies in Business and Society Theory. *Business & Society*, 35(1), 119-122.