

**Corporate Social Responsibility: A Developmental Perspective on Responsible Communication – An Empirical Examination of Ain ElKebira Cement Company, Setif**Aouadj Samia\* Mohamed Lamine Debaghine University, Sétif2 (Algeria) \*,  
[s.aouadjamia@univ-setif2.dz](mailto:s.aouadjamia@univ-setif2.dz)  <https://orcid.org/0000-0001-9568-3286>**Abstract:**

The growing importance of social and environmental responsibility has placed this theme at the heart of corporate strategies, particularly as organizations respond to the pressing demands of sustainable development. This study explores the ways in which these responsibilities are embedded within institutional planning, taking the Ain El Kebira Cement Company in Sétif as an applied case. Relying on a descriptive methodological framework and drawing on a semi-structured interview conducted with the company's communication officer, the research provides an analytical reading of the firm's commitment to social and environmental responsibility and its approach to responsible communication.

The findings indicate that the company demonstrates genuine awareness and tangible efforts in this field, reflected in its environmental actions such as improving waste management and limiting emissions as well as its social initiatives aimed at employee well-being and community support. These results show a clear alignment between the company's practices and the objectives of sustainable development, underscoring the role of CSR in strengthening institutional reputation and building stakeholder confidence.

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## **Introduction:**

Amidst various environmental and social changes associated with the activities of economic institutions, and the emergence of associations and organizations from different parts around the world advocating for environmental conservation and consumer welfare and promoting their rights that they become able to defend their preferences, there has been a surge in laws and legislations stipulating the need to reconsider the social, ethical, and environmental responsibility of institutions in their marketing practices.

Amidst the new expectations of stakeholders and their various pressures on the economic institutions, the concept of Corporate Social Responsibility (CSR) has emerged. many companies have adopted this approach to express their orientations and commitment to implementing sustainable development, especially in the telecommunications sector. The concept of responsible communication has emerged, which companies have embraced to bridge perspectives with stakeholders and address environmental and social issues related to corporate business activities.

The importance of responsible communication lies in two aspects: firstly, it concerns communication in a responsible manner, including considering the future recipients of the communication, namely stakeholders or those targeted by these activities. Secondly, it revolves around communicating responsible topics that aim to be respectful of environmental and social aspects, truthful, and reflective of clear facts. Within this framework, we will address the following elements:

- Sustainable development
- Social Responsibility(concept, importance, dimensions, principles, objectives...)
- Responsible communication (concept, importance, principles, objectives...)
- Case study (Cement Company - Ain El Kebira - Setif) through the following points:
  - ✓ Diagnosis of the responsible communication policy
  - ✓ Diagnosis of environmental responsibility
  - ✓ Diagnosis of social responsibility

## **I. Sustainable Development**

### **I.1 Concept of Sustainable Development**

The first official use of the term "sustainable development" dates back to 1987 in the report "Our Common Future," prepared by Mrs. Gro Harlem

Brundtland, the Prime Minister of Norway, as an expression of the pursuit of a kind of justice and equality between current and future generations. Sustainable development was defined in this report as: "Development that meets the needs of the present without compromising the ability of future generations to meet their own needs. (Amari, 2008, p. 39)

The importance of sustainable development lies in the objectives it seeks to achieve, especially the environmental and social ones. Therefore, a thorough understanding of the aspects and dimensions of this term is essential in developing the appropriate policies and directing transitions correctly, especially in countries experiencing social crises. (Salehi, 2008, p. 870) This importance is highlighted in:

- Achieving social justice through fair distribution of wealth and rational exploitation of resources.
- Protecting the environment by aligning economic practices with it.
- Contributing to economic growth by reducing disparities in economic development between countries and regions.

As for sustainable development at the institutional level, it is defined as "adopting business strategies and activities that align the needs of the institution with the interests of stakeholders in the present, in addition to working to protect, enhance, and preserve the human and natural resources needed for the future." (Business Strategies for Sustainable Development 2013)

These strategies aim to make institutions respond to the growing external pressures, which compel them to play active roles in addressing public issues, primarily but not exclusively poverty, social injustice, malnutrition, climate change, environmental pollution, and resource scarcity. (Taylor et al., 2005, p. 1) Essentially, this response involves integrating sustainable development into the strategies and operations of institutions by attempting to reconcile environmental, social, and economic objectives.

## **I.2 The Concept of Sustainable Institution**

In this era, the institution has become an essential part and a focal point in the society that initially created it, as it derives all its resources and structures from it. This position has enabled it to benefit from a dual feature; it contributes to value creation and works on producing identity and social connections, while at the same time obligating it to bear responsibility towards this society and towards all stakeholders (Metrot, 2005, p. 7)

As the institution an economic actor, it is obliged to maintain its economic performance in order to remain competitive. However, as a social actor, it cannot harm the surrounding community for fear of undermining the foundations upon

which its survival, social credibility, and long-term continuity depend. (Metrot, 2005, p. 8) Therefore, the sustainability and survival of the institution necessitate a shift in its mindset from being a conventional institution seeking to maximize shareholder value to being a socially responsible and sustainable institution that does not separate economic, environmental, and social performance, relying instead on comprehensive and sustainable performance.

For an institution to achieve true sustainability, it must take into account the social and environmental implications of its activities and the way it interacts with various partners, rather than limiting its concerns to financial returns alone. A sustainable or socially responsible organization is generally marked by a forward-looking approach that does not reduce its mission to economic performance. Instead, it attempts to bring environmental and social issues into alignment with its economic priorities so that it can remain competitive while meeting the requirements of national and international frameworks governing corporate social responsibility.

### **I.3 Dimensions of Sustainable Development**

Sustainable development rests on three essential and interrelated dimensions, which can be outlined as follows: (Al-Nasser, 2011, pp. 53–57)

#### **a. Economic Dimension**

Revolves around how to develop economic growth to be compatible with environmental systems in the long term. This is manifested through several points including:

- ✓ Individual consumption share of natural resources
- ✓ Equality in resource distribution
- ✓ Reduction of income disparities
- ✓ Decrease in military spending

#### **b. Social Dimension**

Focuses on human resource development by ensuring social cohesion and integration among all individuals to facilitate access to all necessary resources for a better life. This dimension is reflected in several points including:

- ✓ The importance of women's roles
- ✓ The significance of population distribution
- ✓ Health and education
- ✓ Democracy approach and popular participation

#### **c. Environmental Dimension**

Aims to rationalize the use of natural resources and ensure that the outputs of industrial and consumption processes are environmentally friendly. This

dimension is manifested in several points including:

- ✓ Protection of natural resources
- ✓ Reduction of biological diversity loss
- ✓ Protection of the climate from global warming

## **II. Societal Responsibility**

### **II.1 Concept of Societal Responsibility**

Despite the existence of several definitions of corporate social responsibility, the definition provided by the European Commission in its Green Book is the most commonly used (Atil & Dadene, 2012, p. 9) It defines social responsibility as "the intentional integration of social and ecological concerns by enterprises into their commercial activities and relationships with stakeholders." (European Commission, 2001, p. 7)

Additionally, the European Commission has introduced a new definition of social responsibility, which is "the responsibility of enterprises for their impacts on society." (European Commission, 2011, p. 6) This is achieved through the imperative integration of corporate responsibilities towards community, environmental, ethical, and human rights concerns, as well as customer interests, into their business operations and core strategies, in close collaboration with their stakeholders. This entails focusing on:

- Maximizing the creation of shared value between shareholders and stakeholders in general.
- Identifying, prevention, and mitigation potential harmful impacts of the enterprise.

### **II.2 Dimensions of Social Responsibility**

Social responsibility consists of four fundamental dimensions: (Algalibi & Al-Amiri, 2005, p. 65)

#### **a. Economic Dimension**

This dimension is based on the principles of competition and technological development, and it involves a wide range of social responsibility conditions to meet within the framework of respecting fair and free competition as well as the full exploitation of technological development without causing harm to society or the environment.

#### **b. Legal Dimension**

This dimension is based on principles of environmental protection, occupational safety, justice, and consumer protection laws. It includes a wide range of elements that organizations are supposed to respect to enhance and contribute to improving their relationships with consumers and workers of

different genders, races, and religions. It also involves preventing environmental damage through arbitrary use of resources or pollution of water, air, and soil.

**c. Ethical Dimension**

This dimension is based on ethical principles and standards, as well as social norms and values. It includes several indicators related to concepts of equal opportunities, employment, ethical aspects of consumption, consideration of human rights principles, and respect for prevailing customs and traditions in society, among others.

**d. Philanthropic Dimension**

This dimension is linked to the principle of improving the quality of life in general and encompasses elements related to the general taste and quality of individuals' food, clothing, transportation, and other aspects. The adoption of social responsibility remains based on the organization's inclination to focus on either the economic aspect or the social aspect with their various elements, as illustrated in the table below:

➤ **Table No. 01:** Comparison between the Economic and Social Models

<b>Economic Model Focuses on</b>		<b>Social model focuses on</b>
<ul style="list-style-type: none"> <li>• Production</li> <li>• Exploitation of natural resources</li> <li>• Internal decisions based on market conditions</li> <li>• Economic returns (profit)</li> <li>• Interest of the organization, manager, or owners</li> <li>• Minimal government role</li> </ul>	<p>Middle Ground between the Two Models</p>	<ul style="list-style-type: none"> <li>• Quality of life</li> <li>• Conservation of natural resources</li> <li>• Decisions based on market conditions with diverse societal oversight</li> <li>• Balancing economic and social returns</li> <li>• Interest of both the organization and society</li> <li>• Active role of government</li> </ul>

- *Source:* TaherMohsinMansoorAlgalibi, Saleh Al-Ameri, Social Responsibility and Management Ethics, Dar Wael for Publishing and Distribution, Amman - Jordan, 1st edition, 2005, p. 54.

**II.3 Importance of Social Responsibility**

The importance of social responsibility is manifested in the returns and benefits achieved for the institution, society, and the state, among which are (Abdel Rezzaq & Sayeh, 2011, pp. 8–9)

**a. For the Institution:**

- Enhancing the institution's image within the community, especially among customers and employees, particularly when social responsibility is considered a representation of the institution's voluntary initiatives towards its direct or indirect stakeholders.
- Improving the work environment, fostering cooperation and cohesion among various stakeholders
- Allowing the institution to effectively respond to changes in societal needs and derive various benefits such as enhancing performance and financial returns.

**b. For Society:**

- Social stability as a result of the prevalence of justice and equal opportunities, which is the essence of the social responsibility of institutions.
- Improving the quality of services beneficial to society.
- Increasing awareness of the importance of full integration of institutions with various stakeholders.
- Advancing development through increased education and social awareness among individuals, contributing to political stability and a sense of social justice.

**c. For the State:**

- Easing the burdens borne by the state in fulfilling its health, education, cultural, and other social services.
- Commitment to environmental responsibility leads to maximizing state returns due to institutional awareness of the importance of fair and proper contribution to bearing social costs.
- Contributing to technological advancement and addressing unemployment and other areas that modern states cannot solely shoulder, apart from the contribution and role of private business organizations in this field.

### **III. Responsible Communication**

#### **III.1 Definition of Responsible Communication**

Responsible communication can be defined as follows: (Pluchart et al., 2011, p. 69) "Responsible communication is an activity that contributes to activating the responsibility of the institution through all its components. It is linked to all the relationships between each function or operational unit of the institution and every stakeholder. Responsible communication expresses the responsible nature of the institution's strategies, policies, and values, primarily through reliance on social reporting, which constitutes the common reference for all the institution's activities in its interactions with stakeholders."

Responsible communication is related to two aspects: (Communication Responsable des Entreprises, 2011, p. 6)

- On one hand, it involves communicating in a responsible manner, including considering future communication recipients.
- On the other hand, it involves communication about responsible topics.

### **III.2 Imperatives of Responsible Communication**

Responsible communication is not a limitation or hindrance to institutions; rather, it is considered a vital tool and means that enables institutions to achieve numerous benefits in several areas:

#### **a. Corporate Reputation**

Enterprises are often concerned about appearing irresponsible in the eyes of their stakeholders, which pushes them to adopt approaches and practices that demonstrate their commitment to responsible behavior and transparent communication. By doing so, they strengthen the foundations for sustainable investment and position themselves as influential actors within their operating environment. This orientation also becomes an important point of distinction in a competitive market.

#### **b. Enhanced Efficiency**

Responsible communication helps institutions improve the effectiveness of their communication efforts by relying on more precise targeting, coherent messages, and the use of suitable channels. It also contributes to strengthening customer and consumer loyalty, as it reinforces their confidence in the organization's values. At the same time, this approach can lead to cost reductions by ensuring a more efficient use of available resources.

#### **c. Employee Engagement and Motivation**

Adopting a responsible communication strategy helps create a work climate that encourages motivation and participation among employees. It does so by giving them shared objectives that carry a positive meaning and by enabling them to align their skills and values as they carry out their daily tasks and responsibilities.

#### **d. Legal Risk Prevention**

Responsible communication also plays an important role in reducing the legal risks that may emerge from the institution's communication activities. At times, certain campaigns can provoke criticism or misunderstandings that potentially lead to legal action. Such situations can harm the institution's reputation and

public image, and may result in financial losses linked to withdrawing campaigns, cancelling planned activities, or compensating affected parties. By adopting a clear and rigorous approach to responsible communication, institutions can limit these risks and, in many cases, prevent them entirely.

## **IV. Methodological Procedures**

### **IV.1 Study Methodology**

Given that this study seeks to assess the degree to which economic institutions commit to environmental and social responsibility, as well as their orientation toward responsible communication, it fits within the tradition of descriptive research commonly used in media and communication studies. Such research emphasizes the examination of phenomena in their real context, aiming to identify their characteristics and dimensions in order to build a clear and comprehensive understanding.

Within this framework, we adopted the case study approach and selected the Ain El Kebira Cement Company, an institution whose activities have a tangible environmental footprint and a strategic influence in the region. This choice made it possible to carry out a detailed and contextual analysis of the company's practices related to environmental responsibility, social engagement, and communication management.

It should be noted that the study is based entirely on qualitative data gathered through a semi-structured interview conducted with the company's communication officer. As a result, the research did not involve quantitative techniques such as variable measurement, statistical testing, or numerical modeling. Instead, we used a thematic analysis that organized the content of the interview into four main axes: general context, social responsibility, environmental responsibility, and responsible communication in order to identify recurring patterns and evaluate how the institution aligns with sustainable development principles.

This methodological orientation is appropriate to the exploratory nature of the research question, which focuses on understanding institutional behavior and discourse rather than quantifying it. The qualitative design provided the necessary depth and flexibility to grasp the company's values, motivations, and internal dynamics.

### **IV.2 Study community**

The study community refers to the group of units or elements that share specific characteristics, which set them apart from other units not included in the research. These shared features form the basis for selecting the population on which the study is conducted, Setif. This election of this institution was based on several considerations, the most important of which are :

- It meets the study requirements, as the institution possesses a social, environmental, and communicative culture with stakeholders related to it.

#### **IV.3 Study Sample**

Since our study aims to assess the extent of Ain El Kebira Cement Company's commitment to social and environmental responsibility, in terms of responsible communication, we relied on a purposive sample. This type of sampling involves selecting intentionally by the researcher because they possess certain characteristics that make them suitable for the study. Our study was carried out with the company's communication officer, Mr. Rahal Khamisi, who was selected because he is the authorized source of information regarding the measures adopted by the factory in the areas of environmental and social responsibility, as well as its commitment to responsible communication principles.

#### **IV.4 Data Collection Tools**

To collect the information needed for this study and to respond adequately to the research questions, we relied on a semi-structured interview as the main data collection tool. This choice aligns with the descriptive methodological approach and the theoretical framework adopted. Given the empirical orientation of the study—aimed at examining the Ain El Kebira Cement Company's commitment to environmental and social responsibility from the perspective of responsible communication—the semi-structured interview offered the depth and flexibility required to obtain meaningful insights.

The interview took place on February 28, 2023, at 9:00 a.m., with Mr. Rahal Khamisi, the company's communication officer. He was selected as the principal informant because of his official position and his comprehensive knowledge of the company's CSR initiatives and communication practices.

To ensure a structured and coherent understanding of the institution's engagement with corporate social responsibility, the interview was organized around four thematic axes:

- **General Context:** Questions designed to explore the company's general outlook, strategic direction, and level of awareness regarding CSR principles.
- **Social Responsibility:** Questions focusing on both internal practices (e.g., employee welfare, training) and external social engagement (e.g., community support, donations).
- **Environmental Responsibility:** Questions addressing pollution control, waste management, and compliance with environmental standards (e.g., ISO 14001).
- **Responsible Communication:** Questions examining the institution's strategies for communicating social and environmental efforts both internally and externally.

## **The Empirical Study: Social Responsibility of Ain El Kebira Cement Company(SCAEK) and the Reality of Responsible Communication**

### **Company Overview**

As part of the economic and social development policy, launched to meet the current requirements determined by the government, the National Building Materials Company began in the early 1970s a major investment program to renovate the inherited lines in Lafarge Company and complete several new cement production lines, including the Ain El Kebira line.

Important historical milestones of the company:

- 1974: Signing the contract of establishing the cement factory
- 1978: Commencement of the production phase in early September
- 1982: Restructuring of the National Building Materials Company and establishment of the Eastern Cement Company
- 1998: Establishment of Ain El Kebira Cement Company for cement production and sales
- 2000: Surpassing the one-million-ton threshold in cement production for the first time in its history
- 2002: Attainment of ISO 9001:2000 Quality Management System certification
- 2003: Signing a contract with the partner AAF for the implementation of Filtre a Manche
- 2005: Signing a contract with the French partner Icer France to complete preliminary workshops, cooking, and homogenization
- 2006: Initiation of dust removal using bag filter technology for treating hot gases in the kiln, a technique used for the first time in Algeria by the company

- 2008: Attainment of ISO 14001:2004 Environmental Management System certification
- Resumption of sales activity by the previously Eastern Building Materials Distribution Company
- Second national environmental award presented by the Ministry of Environment
- 2009: Completion of the dust collector cooling system
- Signing of the engineering and consulting contract with CETIM for an amount of DZD 788,036,560
- Commencement of excavation works according to the specifications of the second production line construction project
- 2010: Second restructuring following the establishment of the Algerian Cement Industrial Complex on November 26, 2009, and transfer of shares through various real estate securities held by the ERCE group for liquidation to benefit the GICA group as of March 30. The company also managed to provide a new cooler according to its production capabilities
- 2011: Company surpasses, for the first time in its history, the threshold of 1,022,040 tons of clinker
- Attainment of Integrated Management System certification, ISO 9001:2008, ISO 14001:2004, and OHSAS 18001:2007.
- 2013: Signing of the contract for the production of a second production line on August 21, 2013.
- 2014: Execution of the contract concluded with POLYSIUS SAS France on January 23, 2014.
- 2015: Approval of a resolution by AGEX to increase the company's capital by 35 percent of its capital
- 2016: Integration of Djemila Gypsum Extraction Unit into the company
- For the first time nationwide, the company produces 300 tons of oil well cement and delivers it to an oil company during the fiscal year
- 2017: Visit of the Minister of Industry and Mines on January 5, 2017, to the second production line and the launching of the kiln ignition process
- Effective start of the second production line on March 1, 2017, and obtaining the first clinker with a capacity of 2,130 tons on the first day
- Launch of the first production of the first cement from the second line on April 1, 2017, enhancing the company's actual results
- Benefit from operating advantages under the ANDI plan thanks to the new line
- Completion of industrial production tests for the second line during the fourth quarter of 2017

- The company is currently manufacturing Portland cement with additives, sulfate-resistant cement, and customized oil well cement
- 2018: Obtaining the quality mark TAJ according to Algerian standards
- 2019: Obtaining accreditation from the American Petroleum Institute for cement production and marketing
- 2020 Exporting a record quantity of clinker

### Case study: Ain El Kebira Cement Company

#### I. Analysis of the Company's Situation Using the S.W.O.T Matrix:

Strengths	Weaknesses
<ol style="list-style-type: none"> <li>1. A historically significant company</li> <li>2. Ownership of managerial culture</li> <li>3. Possession of highly qualified workforce, particularly with two key points:                             <ul style="list-style-type: none"> <li>- Possession of efficient and experienced managerial staff</li> <li>- Possession of scientifically qualified workforce. Thus, we have an equation: Experience + Practical aspect = Goal achievement</li> </ul> </li> <li>4. Product quality itself</li> <li>5. Possession of a modern information system</li> <li>6. Adoption of sustainable development approach through owning various certifications:                             <ul style="list-style-type: none"> <li>- Attaining ISO 9001:2000 Quality Management System certification</li> <li>- Attaining ISO 14001:2004 certification for Environmental Management System</li> <li>- Winning the second national environmental award granted by the Ministry of Environment</li> <li>- Attaining Integrated Management System certification, ISO 9001:2008, ISO 14001:2004, and OHSAS 18001:2007 for Occupational Health and Safety Management System</li> <li>- Benefiting from operational advantages under the ANDI plan thanks to the new line</li> <li>- Obtaining the TAJ quality mark according to Algerian standards</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>1. Spread of several respiratory diseases among workers, although the institution strives with all its efforts to mitigate them</li> <li>2. Some air filters are old (malfunctions)</li> </ol>

<ul style="list-style-type: none"> <li>- Obtaining accreditation from the American Petroleum Institute for cement production and marketing</li> <li>- Relying on a specific policy allowing the company to manage various waste types</li> <li>- CE conformity certificate allowing product entry into the European market</li> </ul>	
<b>Opportunities</b>	<b>Threats</b>
<ol style="list-style-type: none"> <li>1. The institution's good reputation leads to increased demand for cement</li> <li>2. Keeping up with all that is new in the field of modern technologies</li> <li>3. Possibility of expanding into global markets.</li> <li>4. Exporting for more than four to five years</li> </ol>	<ol style="list-style-type: none"> <li>1. Pressures from related parties</li> <li>2. Intense competition in the cement industry</li> <li>3. Production amidst the current economic crisis, as surplus in markets leads to increased production and demand in scarcity</li> </ol>

The table above shows that the institution has several factors of strength, which made it in the leadership of the industry. As for the factors of weakness, the company always endeavors to eliminate them, especially in matters related to the environment and society. The ISO certificate for the occupational safety and health system is considered the most important measure for social performance, and from its environmental performance, the ISO 14001 certificate for the environmental management system is the most important measure as well.

## II. Reasons for the Institution's Adoption of Social and Environmental Responsibility

The institution adopts social and environmental responsibility and believes that it has responsibility for the society and environment, and its role is not limited to product sales.

The institution has voluntarily embraced social responsibility voluntarily, but environmental responsibility was not a voluntary commitment. Rather, it resulted from a combination of reasons, related to the institution's activity or the various pressures exerted by stakeholders. These pressures can be summarized as follows:

- The environmental and health implications of cement dust pollution in the Ain El Kebira region
- Environmental pollution resulting from the cement factory
- Pressure from the government, civil society organizations, workers, and even residents of the area

### **III. Diagnosis of Social Responsibility**

The Cement Company Ain El Kebira is a socially responsible company that applies the four dimensions of social responsibility, and is committed to doing everything necessary to achieve these dimensions. From an economic perspective, the company adheres to the slogan of development and keeping pace in meeting the needs of customers. It is a national public company that generates profits benefiting the treasury, making it a significant economic actor. On the other hand, it is a legally committed institution that assists the state in various areas such as environmental protection, among others, in a legitimate manner that complies with all the laws governing its operations. All internal procedures are conducted in accordance with the law. The institution respects the community in which it operates, its values, and ideas, and seeks to consolidate its image among community members through all activities and engagements, whether internally or externally. These activities include:

#### **III.1 Internal Directions (Employee Orientation):**

- Providing transportation and food services
- Offering additional care, accompaniment, and health compensations
- Influencing employees' morale through incentives, gifts, financial grants, and Umrah (Islamic pilgrimage to Mecca)
- Providing recreational facilities by establishing a sports field within the institution
- Activating the occupational health and safety system by inaugurating a safety school facilitating the work of the security and vigilance department
- Organizing summer camps and outings even for families
- Creating a positive social atmosphere
- Conducting highly efficient training courses for workers, with approximately 570 workers trained in 2021

#### **III.2 External Directions (Community Orientation):**

- Supporting associations and sports teams
- Adopting a policy focused on charity work, donations, and supporting mosques
- Participating in the painting and beautification of educational schools in the Sétif province, as well as distributing school bags to approximately 30 schools
- Sponsoring the swearing-in ceremony for architects in the Biskra, Batna, and Ouargla regions
- Supporting the installation of garbage bins in various neighborhoods of the Ain El Kebira municipality

- Sponsoring a theatrical performance for the first time in Algeria, presented by people with special needs at the Sétif Cultural Center
- Regular blood donation campaigns by its workers, reflecting the establishment of a humanitarian character
- Supporting the child and adolescent psychiatric unit by equipping it with all necessary supplies
- During the COVID-19 crisis, the social responsibility of the institution was highlighted through the following:
  - Sterilization operations by contracting with a specialized company
  - Providing logistical support by supplying preventive and health measures according to the needs of health institutions
  - Supporting state hospitals and installing oxygen tanks at the University Hospital of Sétif Province
  - Acquiring a medical ambulance for the benefit of Ain El Kebira Hospital
  - Purchasing a set of medical equipment for Bougaa Hospital
  - Funding the installation of an oxygen station in Ain ElKebira Hospital

#### **IV. Environmental Responsibility Diagnosis**

The major activity undertaken carried out by the institution was the installation of a sleeve filter, which eliminates environmental pollution. Before 2006, the company was an environmental adversary; however, it transitioned and became environmentally friendly. The primary evidence of this transformation is its acquisition of ISO 14001 certification for environmental management system. This shift allowed the institution to improve its environmental performance by implementing an integrated system for managing the different types of waste generated by its operations. The system places particular emphasis on:

1. Adopting a structured waste management strategy
2. Ensuring the rational and continuous use of water resources
3. Treating emitted gases and dust to minimize environmental impact
4. Applying an energy-efficiency program aimed at optimizing consumption and use

#### **V. Responsible Communication of the Institution**

The institution follows a responsible communication policy that integrates both its social and environmental commitments, applied across its internal operations as well as its external interactions. This policy can be illustrated through the following aspects:

##### **➤ Social Communication**

This commitment is reflected in several actions, including:

1. Displaying informational posters throughout the factory
2. Organizing training sessions focused on safety and prevention
3. Holding events that highlight and strengthen social engagement within the institution

#### ➤ **Environmental Communication**

The company's environmental communication efforts are reflected in several actions, including:

1. Conducting awareness campaigns for employees on key environmental issues through direct, interpersonal communication.
2. Coordinating regularly with the Environmental Directorate to ensure compliance and collaboration on environmental matters.
3. Securing press coverage to highlight and give visibility to its environmental initiatives.
4. Using environmental labels that illustrate its adherence to the environmental management system.
5. Publishing internal management bulletins that include the findings of environmental audits.
6. Applying a clear procedure for receiving and documenting environmental information, relying on traditional communication channels internally and, externally, conveying its environmental policy or contacting the relevant public authorities when emergency plans are involved.

### **Conclusion**

After examining the case of the Ain El Kebira Cement Company, it becomes clear that the institution consistently strives to translate its commitment to sustainable development into concrete practices. This orientation is reflected in its steady adherence to a range of international standards, particularly those concerning quality, safety, occupational health, and environmental protection. Such efforts are supported by a responsible communication approach that seeks to make the company's commitments and guiding principles transparent to its various stakeholders.

One of the strongest indications of this orientation is the company's emphasis on strengthening its social performance both internally, by improving the well-being of its workers, and externally, by supporting the surrounding community. At the same time, the institution has worked to enhance its environmental performance through the implementation of production, cleaning,

and waste-management strategies designed to reduce the ecological effects of its activities. Its social and environmental engagement has become especially visible in recent years, most notably during the COVID-19 crisis, when the company played an active and supportive role.

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