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The impact of implementing social responsibility programs towards society on the institution: Case study of Henkel Algeria

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***Abstract*---**This study aimed to investigate the impact of applying social responsibility programs towards society on the enterprise. To achieve the objectives of the study, the study was conducted at the level of a multinational company active in Algeria. The researcher distributed 45 questionnaires to the enterprise's officials. The study used regression analysis to clarify the relationship between the variables of the study. An interview was also conducted with some managers, and the results of the study showed that Henkel Algeria's application of social responsibility programs towards society has a positive impact on the enterprise's economic objectives. As an industrial enterprise, Henkel was able to improve its internal capabilities and competencies by adopting marketing methods that are in line with the stage that Algeria is experiencing in terms of openness to foreign markets and the accompanying transformations in the field of sustainable development and corporate governance.

***Keywords*---**impact, social responsibility, society, enterprise.

Introduction

Corporate social responsibility practices towards different segments of society have evolved from being mere traditional practices to becoming a comprehensive investment in human capital, which is now considered the true wealth of leading organizations. Therefore, activities and practices related to corporate social responsibility towards society are regarded as an essential part of the key activities that contribute to the development and prosperity of institutions. These practices have become a core component of the institution's overall development. Thus, an organization should view these activities as creating real value due to their significant role in enhancing its current and future capabilities and skills.

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When an organization demonstrates its social commitment in its dealings with society, these activities have a positive impact on the institution, its human resources, and society as a whole. Therefore, organizations must reflect, in their message, the extent of their concern for society, which increases the community's appreciation of the organization and the respect for its actions. Several studies have addressed the relationship between the institution's social responsibility practices and the changes brought about by the information and knowledge revolution, as well as the shift of countries to the digital and knowledge economy. These studies have shown that the relationship between the institution and society is one of mutual interests. If the institution cares for society's interests in a manner that meets their expectations, the community's loyalty to the institution will increase, thus achieving the interests of both parties. Through its expenditure on the community in which it operates, the organization is making a real investment that yields benefits in both the short and long term. This has been confirmed by several previous studies on the benefits of corporate social responsibility activities for organizations, as outlined below:

- **Study by Duygu Turker (2008)**
  Title: "Measuring Corporate Social Responsibility: A Scale Development Study"
  Nature of the Study: Article published in the *Journal of Business Ethics* in 2009.
- **Study by Gianvito D'Aprile & Cosimo Talò (2013)**
  Title: "Mesure de responsabilité sociale des entreprises comme Construct Psychosocial: A New Echelle Multidimensional"
  Nature of the Study: Article published in *Employ Respons Rights J* in 2014.
- **Study by Moussa Kassem Al-Qaryouti & Riyad Abdullah Al-Khawaldeh (2014)**
  Title: "The Role of Corporate Social Responsibility in Achieving Competitive Advantage - A Case Study of Zain Mobile Telecommunications"
  Nature of the Study: Article published in *Dirasat, Administrative Sciences Journal*, Volume 41, Issue 1, 2014.
- **Study by Missane Krumia (2014)**
  Title: "Corporate Social Responsibility and Consumer Protection in Algeria - A Case Study of Companies in Saïda Province"
  Nature of the Study: Ph.D. dissertation in Economic Sciences, specializing in Human Resource Management and Corporate Governance, University of Abou Bakr Belkaid, Tlemcen, 2013/2014.
- **Study by Dolores Gallardo-V & M. Isabel Sanchez-H (2014)**
  Title: "Measuring Corporate Social Responsibility for Competitive Success at a Regional Level"
  Nature of the Study: Article published in *Journal of Cleaner Production* in 2014.
- **Study by Domingo Jesús & Manuel Isabel (2015)**
  Title: "The Relationship Between Corporate Social Responsibility and Competitive Performance in Spanish SMEs: Empirical Evidence from a Stakeholder Perspective"
  Nature of the Study: Article published in *Business Research BRO Quarterly* in 2015.

- **Study by Jamila Al-Omari & Mohamed Zergoun (2015)**
  Title: "The Role of External Stakeholders in Corporate Social Responsibility in Achieving Competitive Advantage - A Case Study of Insurance Agencies in Ouargla Province"
  Nature of the Study: Article published in *Algerian Institutions Performance Journal*, Issue 08, 2015.
- **Study by Dumitru Zait et al. (2015)**
  Title: "The Social Responsibility and Competitiveness of the Romanian Firm"
  Nature of the Study: Article published in *Science Direct*.
- **Study by Jesús Herrera Madueño (2015)**
  Title: "The Relationship Between Corporate Social Responsibility and Competitive Performance in Spanish SMEs: Empirical Evidence from a Stakeholder Perspective"
  Nature of the Study: Article published in *BRQ Business Research Quarterly*.
- **Study by Sara Behlouli & Chafiya Gherfi (2018)**
  Title: "The Impact of Adopting Corporate Social Responsibility Towards Consumers and Competitors on the Competitiveness of SMEs: An Applied Study of SMEs in Setif Province"
  Nature of the Study: Article published in *Knowledge Aggregates Journal*, Volume 4, Issue 4, Pages 1-11.

1. Problem of the Study:

From the above, the problem of the study arises from the neglect of most industrial and service institutions regarding corporate social responsibility practices, especially since the concept of corporate social responsibility is a product of the requirements of sustainable development and governance in institutions. It is based on investing in various stakeholders related to the institution. Therefore, this study aims to answer the following question:

- **How does adopting social responsibility programs towards society affect the institution?**

To fully understand and critically analyze this issue, which is part of a larger set of questions that need to be answered, they are as follows:

- **What are the justifications for implementing social responsibility programs towards society?**
- **How can economic institutions (such as those in Algeria) adopt social responsibility programs and activities towards society?**

This study is based on the hypothesis that:

- **The implementation of social responsibility programs towards society has a positive impact on the institution.**

2. Methodology of the Study:

In order to achieve the objectives of the study, the process of reaching the results in this research followed a logical sequence starting from describing the relationship between the key concepts in this study and analyzing the relationships described by first adopting the **descriptive approach**, which relies on accurately describing the concepts presented in the study with the aim of determining their features and specific characteristics to facilitate their analysis. Second, a **case study approach** was used in the form of an applied case study represented by a study of Henkel (Algeria) in order to link the theoretical aspect with the practical aspect by collecting and reviewing various information about the reality of corporate social responsibility within the institution and its impact on its competitiveness.

The researchers designed a questionnaire to answer the study's questions, analyze the results, test the hypotheses, and interpret and comment on the findings. This questionnaire consisted of several sections that were distributed to all leadership staff working in the institution. The researcher also interviewed some of the staff members in the institutions under study.

In order to test the hypotheses of the study, a variety of statistical methods were used, appropriate to each test, to show the results in their realistic form, whether negative or positive. The analysis of the relationships between the key concepts of the applied study in this research was then evaluated to achieve the study's objectives and answer the main problem.

Before distributing the questionnaire, the study was conducted inside the institution by collecting information and data through personal observation during field visits to the institution. Additionally, personal interviews were conducted with both the managers and officials at the general directorate who agreed to answer the questions posed, as the research topic relates to the society the institution deals with. The answers obtained were analyzed, developed, and evaluated by referring back to the theoretical framework of the research. Furthermore, the document analysis method was used, provided by the head of the human resources department and the person responsible for training the trainees, to understand the methods, techniques, and approaches used within the institution. The guidance of the IT manager was also followed to examine the institution's website and the information specific to each party.

3. Boundaries of the Applied Study:

The boundaries of the applied study are as follows:

- Spatial Boundaries: Henkel Algeria, which is considered a multinational company operating in the Algerian economic sector. It is one of the most important industrial institutions, distinguished from others by its adoption of a strategic program in sustainable development and its engagement with various stakeholders, despite the large number of its employees, customers, and its dominant market share in the cleaning products sector. This makes it a key player in achieving economic and social balance on one hand, while on the other hand, the industrial institution directly interacts with society as it markets its products.
- Temporal Boundaries: The applied study spans the period from September 2021 to September 2024, i.e., three years, during which a comprehensive collection of data related to the institution was conducted with the help of staff members from various departments and sections within the institution.
- Human Boundaries: All managers and employees from different departments in Henkel Algeria.

Theoretical Aspect:

1) Supporting Sustainable Development Practices through Social Responsibility:

Corporate social responsibility (CSR) is considered a commitment to contribute to sustainable development, aiming to serve both the economy and development simultaneously by addressing the interests of various stakeholders alongside achieving its economic objectives. According to the World Business Council for Sustainable Development (WBCSD), CSR is "the continuous commitment of businesses to ethical behavior and contributing to economic development, while at the same time improving the quality of life for the workforce and their families, as well as local communities and society in general" (WBCSD, 1999). Thus, CSR extends in two directions: one internal, contributing to the development of employees and improving work quality, and the other external, addressing societal problems and helping to create positive social values and patterns in society (Frank Hond and Al, 2007, p. 10).

The French Observatory for Corporate Social Responsibility (ORSE) views CSR as "mobilizing all of the institution's resources to contribute positively, alongside all public actors, to sustainable development by integrating economic, social, and environmental dimensions into their activities, so that they align with the goals of sustainable development" (Association Française de Normalisation, 2003, p. 12). The Organization for Economic Cooperation and Development (OECD) defines CSR as "a commitment by the institution to contribute to economic development while maintaining the environment and working with employees, their families, local communities, and society in general to improve the quality of life for all these parties" (Marie Françoise Guyonnand and Al, 2004, p. 5).

The International Organization for Standardization (ISO) defines CSR as "the responsibility of an institution for the effects of its activities (products or services) on society and the environment, through transparency and ethical behavior consistent with sustainable development and the well-being of society, while considering the expectations of stakeholders." In 2010, ISO issued the ISO 26000 standard on CSR, designed to assist businesses in contributing to sustainable development. This standard identifies seven areas of CSR: governance, human resources, workers, environment, operations, customers, and society (ISO, 2016).

1.1 Importance of Social Responsibility towards Society in Developing and Improving Institutions:

It is certain that an economic institution is both an economic and a social cell at the same time. Therefore, researchers argue that the value of economic growth is maximized when it is based on ethics that aim to serve humanity in a comprehensive and continuous manner. Social responsibility towards society is considered a matter of principles and ethical responsibility for the institution, and this responsibility brings about numerous advantages and benefits.

Importance of Social Responsibility Towards Society in Improving the Reputation of the Institution:

It has become a right for society to know the results of the activities practiced by institutions and the actions of their managers. These activities do not only affect the economic value of the institution, as reflected in its stock value, but extend beyond that to include the ability to recognize the risks arising from actions with environmental and social deviations, which, if not addressed, could lead to bankruptcy. Therefore, it has become important for economic institutions to give due attention to communication with stakeholders. Any neglect by the institution in this area prevents it from understanding how others view it. Consequently, CSR practices at the institutional level should encourage dialogue and communication with society, as institutions cannot develop in a society exposed to social abuses. A socially responsible institution should aim to turn social problems into opportunities for the company by fostering social solidarity among different segments of society and creating a high sense of belonging among individuals, such as the disabled, low-skilled workers, minorities, and youth. This leads to educating the public about the core values and ethics of the institution. Gaining public trust and customer satisfaction helps achieve the institution's economic goals by fostering closer ties between the institution and the public. Efforts made by the institution for the benefit of a specific target group in society, such as shareholders, for example, could conflict with the interests of other groups. Therefore, achieving a constant balance among all interests is crucial for the institution, which also enhances its reputation within society, especially among customers and employees. CSR is often seen as a voluntary initiative by the institution towards direct or indirect stakeholders. CSR represents a response to societal changes and needs through building a positive image for the institution and improving and developing it over time to ensure broad support from all members of society for its goals and mission. This leads to recognition of its existence and contribution to its efforts, thus helping to achieve its goals as planned (Sanie Doda, 2015, pp. 87-90).

2.1 Importance of Social Responsibility Towards Society in Activating Social Risk Management:

Social responsibility towards society can be used as a means to reduce or manage risks, such as avoiding negative press or client backlash against contributing or related institutions, including NGOs boycotts. Improving the institution's reputation through CSR practices protects the interests of all stakeholders and defends its presence. Financial centers are no longer the primary basis for building an institution's reputation and fame; rather, its civic engagement and ongoing commitment to responsible actions enhance its performance and reputation. In general, there is a consensus that CSR, within certain limits, is a valuable process for institutions in their relationships with communities, helping them face criticisms and pressures imposed on them. If businesses fail to meet their CSR duties and assist society in addressing the problems it faces, they may lose much of their influence in the community. Therefore, prevention is better than cure. It is suitable for institutions to operate in society to avoid problems before they escalate and become difficult to solve. Working in a socially unstable environment is considered a threat to the institution’s work and existence. On the other hand, a cohesive social fabric improves the institution’s performance.

Addressing ethical issues requires action, not just words. It is neither sufficient nor wise for governments to take responsibility by enacting laws that do not serve institutions (Manuela Weber, 2008).

3.1 Importance of Social Responsibility Towards Society in Increasing the Institution's Financial Resources:

Shareholders and investors in some countries have begun to require the institutions they invest in to commit to the principles of social responsibility. Between 1989 and 1995, the savings in shares of socially responsible institutions rose from £200 million to over £2 billion. The growth rate of these shares doubled during the period from 1996 to 1999, reaching 10% of investment funds (trillion dollars) in the United States, which were subject to social responsibility criteria. In this context, Porter argues that “successful institutions need a healthy society, and a healthy society needs successful institutions; or more broadly, a successful competitive environment requires successful institutions, and the reverse is also true.”

From this, we can conclude that increasing the institution's ability to contribute, learn, innovate, and foster social creativity maximizes opportunities and reduces risks, thanks to the support it receives as a private entity that contributes to solving societal issues. Moreover, the increased costs associated with practicing social responsibility and maintaining good relations with the community can be compensated over the long term through profitability that exceeds those costs. This can be achieved after the institution has built a good reputation within financial and commercial circles, among suppliers, customers, and the community. Profit generation should be viewed from a long-term perspective, not just a short-term one as in the past. While spending by the institution to address social issues might reduce profits in the short run, it creates favorable environmental conditions for its survival, growth, and continued profit flow in the long term.

The adoption of social roles by an institution enables it to both influence and be influenced by the community, as it operates within this broader societal framework. Therefore, it is essential for the institution to play a major role in achieving the community’s goals across various fields, not just economic ones. The satisfaction of the community and the building of cooperative bridges with it are investments with future returns for the institution. This approach helps change the public perception of the institution from being one solely focused on increasing profits and expanding investments at the expense of fundamental needs like employees and the environment, towards an entity whose products align with the environment, thereby enhancing its fame and reputation (Porter & Kramer, 2011).

Applied Study: (Case Study of Henkel Algeria)

1. The Questionnaire:

The questionnaire was distributed directly by hand to the managers working in the institution rather than by mail, to ensure accurate completion. A total of 45 questionnaires were distributed, of which 44 were returned, all of which were valid for study. After reviewing and auditing the questionnaires for analysis purposes, they were accepted for their suitability for analysis. Therefore, the number of questionnaires subjected to analysis was 44. The presentation also included measuring the validity of the questionnaire, followed by measuring its reliability.

2. Measuring the Validity of the Questionnaire:

The validity was measured as follows:

- Internal Consistency Validity of the Items: Pearson correlation coefficients were used, as shown in the table.
- Construct Validity of the Questionnaire: To verify the internal consistency validity of the items, Pearson correlation coefficients were calculated for each item with its respective axis and the overall score of the scale. The Pearson correlation coefficients were statistically significant at a level less than (≥ 0.05).

3. Measuring the Reliability of the Questionnaire:

The value of Cronbach's alpha coefficient for all study variables was 87.5%, which is an acceptable percentage for social studies, indicating that the tool has an appropriate level of reliability and meets the objectives of this study.

4. Descriptive Analysis of the Items Related to Social Responsibility Practices for Youth:

The results are as shown in the following table:

Table 1: Social Responsibility Practices Related to the Community

No.	Social Responsibility Practices Related to the Community	Mean	Standard Deviation	Likert Scale	Ranking
1	The institution's mission and objectives align with the interests of society.	**4.20**	**0.408**	Strongly Agree	2
2	The institution works to understand the needs and requirements of the community.	**4.27**	**0.499**	Agree	1
3	The institution contributes to increasing the Gross Domestic Product (GDP), believing in its role in supporting societal output.	**4.14**	**0.409**	Strongly Agree	6
4	The institution participates in the development of essential community projects such as vocational schools, sports fields, and cultural centers.	**4.16**	**0.370**	Agree	4
5	The institution supports organizations engaged in cultural, civilizational, and educational activities, such as organizing seminars, conferences, and cultural weeks.	**4.00**	**0.216**	Strongly Agree	8

No.	Social Responsibility Practices Related to the Community	Mean	Standard Deviation	Likert Scale	Ranking
6	The institution provides donations and charitable contributions to projects such as drug rehabilitation centers, social welfare initiatives, and support for disabled individuals.	**4.05**	**0.211**	Agree	7
7	The institution adopts programs and systems to evaluate its policies toward society.	**4.16**	**0.479**	Strongly Agree	5
8	The institution considers all warnings and recommendations from non-governmental youth organizations regarding societal issues.	**4.18**	**0.390**	Agree	3
The Average of Social Responsibility Practices Related to the Community		**4.1449**	**0.16385**	Agree	/

Source: Table prepared by the researcher based on SPSS outputs

By analyzing the results presented in the table, it is evident that the arithmetic mean of the social responsibility practices related to the community ranges between 4.27 and 4.00, which significantly exceeds the theoretical mean, with an overall arithmetic mean of 4.13. This indicates a complete agreement among the study sample regarding the content of these items in terms of the practices within Henkel Algeria. The ranking of the items is as follows:

- **Item 2**: "The institution works to understand the needs and requirements of the community." ranked first, with an arithmetic mean of 4.27 and a standard deviation of 0.499.
- **Item 1**: "The institution's mission and objectives align with the interests of society." ranked second, with an arithmetic mean of 4.20 and a standard deviation of 0.408.
- **Item** 8: "The institution considers all warnings and recommendations from non-governmental organizations." ranked third, with an arithmetic mean of 4.18 and a standard deviation of 0.390.
- **Item** 4: "The institution contributes to essential community projects such as schools, hospitals, roads, and housing." ranked fourth, with an arithmetic mean of 4.16 and a standard deviation of 0.370.
- **Item** 7: "The institution adopts programs and systems to evaluate its policies toward society." ranked fifth, with an arithmetic mean of 4.16 and a standard deviation of 0.479.
- **Item** 3: "The institution contributes to increasing the Gross Domestic Product (GDP) as part of its role in supporting the national economy." ranked sixth, with an arithmetic mean of 4.14 and a standard deviation of 0.409.
- **Item** 6: "The institution provides donations and charitable contributions to projects such as orphanages, elderly care centers, and facilities for disabled individuals." ranked seventh, with an arithmetic mean of 4.05 and a standard deviation of 0.211.

- **Item** 5: "The institution supports organizations engaged in cultural, educational, and social activities such as seminars, conferences, and cultural weeks." ranked eighth, with an arithmetic mean of 4.00 and a standard deviation of 0.216.

In general, it is observed that the overall mean is significantly higher than the hypothetical mean, which indicates that the respondents agree with the content of these items. This confirms that the institution practices corporate social responsibility (CSR) towards society based on the indicators used in the questionnaire.

To support the descriptive analysis of how institutions implement social responsibility standards related to society, an interview was conducted with the communications officer at Henkel Algeria's headquarters, who responded to the questions as follows:

Q: Does the institution's mission and objectives align with the interests of society?

Henkel Algeria is committed to giving back to society and takes responsibility for public health, safety, and improving the quality of life within the community. As long as the Fritz Henkel Foundation can support sustainable social projects worldwide, it continues to fund activities in the fields of social needs, education, science, fitness, health, arts, culture, and environmental protection. This approach is based on four key principles:

- Corporate Volunteering: Supporting all employees in their voluntary social work through the initiative “Make an Impact on Tomorrow” (MIT).
- Social Partnerships: Supporting social initiatives and public institutions in Henkel locations worldwide through partnerships.
- Brand Engagement: In addition to Henkel's corporate social commitments, its brands also contribute to community initiatives in collaboration with public institutions worldwide.
- Emergency Community Relief: Henkel quickly and effectively responds to natural disasters by providing global support through the “Fritz Henkel Stiftung” organization whenever needed.

These findings reinforce Henkel Algeria's strong commitment to social responsibility, confirming its positive reputation, societal impact, and long-term sustainability vision.
Emergency Community Relief:
Henkel responds quickly and effectively to natural disasters, providing global support through the “Fritz Henkel Stiftung” organization whenever needed.

Q: Does the institution work to understand the needs and requirements of the community?

Henkel actively contributes to social progress and understands the needs and demands of the community through various tangible and direct contributions. The company's products themselves are designed to enhance key sectors of society. For example, Henkel's cleaning products improve hygiene and health levels in households, while its adhesive technologies cater to the needs of both individuals and industrial users, most of whom are part of the community.

Q: Does the institution contribute to increasing the Gross Domestic Product (GDP) as part of its role in supporting the national economy?
Henkel Algeria contributes to increasing the Gross Domestic Product (GDP), believing in its role in supporting the national economy. The company operates in Algeria and pays taxes annually without evasion or fraud. The total amount of taxes and duties paid by Henkel reached 4.9 billion Algerian dinars in 2022 and 5.1 billion Algerian dinars in 2023.

Q: What social responsibility practices does Henkel implement towards society?
Since sustainability is at the core of Henkel's business and strategy, the company has participated in numerous initiatives promoting sustainability. These efforts range from educating children in schools, raising awareness among employees, and extending sustainability efforts to the broader community by encouraging the adoption of best practices. Among the key ongoing initiatives in Algeria are:
Henkel's Sustainability Programs in Schools and for Parents
These programs aim to educate future decision-makers and reduce the carbon footprint as follows:
- Henkel's Sustainability Program for Children - "Education for a More Sustainable Future"

This program is designed to teach third- and fourth-grade children about the importance of sustainability and how their daily actions impact the global environment, such as water conservation and waste reduction. In return, children influence their families to adopt better environmental practices.

- Henkel Algeria joined this sustainability initiative in 2020 to raise awareness among future decision-makers (children) about the importance of sustainability.
- In 2021, Henkel educated 1,140 students.
- In 2022, the number increased to 1,400 students.
- In 2023, Henkel reached 1,993 students.
- Henkel aims to expand its reach to even more students by 2025.
- Henkel's Sustainability Ambassador Program

This program aims to educate Henkel employees about sustainability's importance, the history of Henkel's sustainability initiatives, and its future sustainability vision for 2030. Employees are considered sustainability ambassadors, each contributing to supporting Henkel's sustainability initiatives according to their role.

Henkel's Community Initiatives in Algeria

- "Tehalla Lemma" Initiative

Over the past six years, Henkel has distributed over 40,000 meals during the month of Ramadan under the slogan "Tehalla Lemma". This initiative targets individuals unable to spend Ramadan with their families due to work, studies, or other social obligations.

- Henkel Women's Academy

Henkel Algeria announced the launch of the first edition of the “Henkel Women’s Academy”, a training program for women entrepreneurs.

- This program supports young women with entrepreneurial and investment projects.
- The initiative is conducted in partnership with the Women Entrepreneurs Association (SAF) as part of Henkel Algeria’s long-term approach to supporting Algerian women in their professional and social development.
- A press release from Henkel Algeria highlighted that supporting entrepreneurship aligns with Henkel’s commitment to fostering social enterprises.
- The company invests in developing the necessary educational and training tools to help entrepreneurs succeed.

Target Audience:

- The initiative is open to women from various cities across Algeria and from all professional backgrounds.
- It focuses on business management fundamentals, leadership, and personal well-being through training workshops.
- Participants also benefit from mentorship sessions with Henkel's senior executives, who share their expertise.
- Selected candidates present projects addressing Algeria’s current and future needs in industry, circular economy, and digital technologies.

Key Objectives:

- One of the program’s main goals is to encourage more women to pursue careers in science and technology.
- Soulef Kroui, President of Henkel Algeria, emphasized that “Henkel is a socially responsible company with an entrepreneurial spirit, investing in projects with social impact to enhance Algeria’s economic competitiveness.”

Conclusion

In light of the theoretical concepts discussed in this research, along with the practical insights gained through direct observation and analysis of Henkel Algeria, as well as the data collected through observations, interviews, and questionnaires, which were analyzed using appropriate statistical methods, the study successfully addressed the main research problem and all its sub-questions. The key findings of the study are as follows:

- Henkel Algeria actively engages in corporate social responsibility (CSR) practices across various areas related to both the local community and society at large, integrating CSR as a competitive strategy.
- The researcher attributes the success of these CSR practices within the institution to the efficient management of social responsibility, incorporating its principles in diagnosing, planning, updating, disseminating, and monitoring the company's strategic approach.
- The study revealed a positive and significant impact of CSR practices related to societal engagement.
- Findings indicate variations in responses among the study sample at Henkel Algeria, primarily due to differences in employees' roles and responsibilities. However, despite these variations, all employees work collectively to implement CSR as a competitive advantage within their respective fields.

- Henkel Algeria has successfully secured a leading position in the Algerian market, attributed to its internal capabilities and competencies, adopting marketing strategies aligned with the country's economic openness to international markets and the transformations associated with corporate governance reforms. The company is committed to maintaining this market leadership by continuously enhancing its performance, improving its operations, and leveraging CSR as a strategic tool to further solidify its position in an increasingly competitive landscape.
- Corporate social responsibility plays a crucial and vital role in Henkel Algeria's leadership, demonstrating its impact on achieving the institution's objectives efficiently and effectively.

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