

# CSR and HRM: towards a redefinition of the HR function - OCP group as a case study-

IbtissameLakhlili, Hicham Ketatni

*Polydisciplinary Faculty of Khouribga (FPK), OCP (Office Chérifienne des Phosphates) - Morocco*

*My Slimane Sultana University- Morocco*

[lakhliliibtissame80@gmail.com](mailto:lakhliliibtissame80@gmail.com)

[hichamketatni.83@gmail.com](mailto:hichamketatni.83@gmail.com)

**Summary** –It is indeed recognized that the trend towards corporate social responsibility can only become sustainable with the involvement of all parts of the organisation especially HRM. This seems obvious in view of the role and place of this function in companies.

Consequently, we were interested in the following question: to what extent can CSR practices contribute to the renewal of human resource management in large Moroccan companies such as OCP? Several previous works have also allowed us to question the tangible, measurable and engaging nature of so-called socially responsible policies. We therefore wish, through this work, to confront the discourse with the reality of practices in Moroccan companies through a case study concerning the OCP Group in the form of a questionnaire that aims to explore the level of awareness among employees in terms of CSR and socially responsible HRM.

**Keywords** - Corporate Social Responsibility (CSR) - Human Resources Management (HRM) - Socially Responsible HRM (SRHRM)-

## I. INTRODUCTION

In recent years, the links between human resources management (HRM) and corporate social responsibility (CSR) have become very close. Certain HR practices that touch on the classic areas of HRM increasingly integrate the pillars of sustainable development, laying the foundations for "socially responsible" HRM.

However, academic researchers and professionals in the field have not been able to systematically link HRM and CSR (Beaupré et al., 2008). However, several studies have sought to bring together the different CSR practices in the field of HR. Thus, four categories of practice have been identified (Fuentes-Garcia et al., 2008):

- ✚ Practices relating to respect for human rights at work;
- ✚ Measures aimed at improving the quality of life at work and ensuring work-life balance;
- ✚ Practices in favour of employees of subcontractors;
- ✚ Measures aimed at mitigating the negative effects of restructuring on employees.

The integration of CSR practices in the field of HRM has led some authors to speak of the "Responsible management of human resources" or "social responsibility" of the company towards its employees by integrating the expectations of their employees and the issues that concern them (Ramboarisata et al., 2008). It is "A coherent set of practices human resource management ... foster employee achievement and commitment; and actualize these<sup>1</sup>

dimensions in a sustainable employment relationship ...". (Beaupré et al, 2008).

In their studies, several researchers focus solely on economic performance, considering the social dimension as secondary (Walsh et al., 2003). The development of the literature on CSR and sustainable development in recent years demonstrates a renewed interest among researchers in analyzing and explaining overall performance (Berger-Douce, 2012, 2014, 2015).

For Dauten (1985): "The general interest must be fundamental in such a philosophy, but due consideration must be given to the legitimate interests of capital and labor»<sup>1</sup>.

Yet, after more than half a century, the achievement of social objectives is far from being achieved with a renewed interest in them.

Thus, we seek to analyze how the integration of CSR practices in support of sustainable development can contribute to the renewal of HRM from an idea's perspective, allowing it, of course, to rethink its conceptualization. From the point of view of practices, the incorporation of the vision of employees' expectations, and globally the expectations of stakeholders, favours the implementation of new HR management mechanisms, thus going beyond its instrumental function in order to serve the company's interest.

How can CSR practices be integrated into the company's HR strategy in order to promote its performance and sustainable development? This is the subject of our research, where we are interested in shedding light on the relationship between HRM and CSR.

This work presents an analysis of the links between HRM and CSR based on the issue of conflict in the employment relationship (conflicts of interest between labor and capital) from the perspective of laborproblems and the means of resolving these problems. Thus, our text is divided into 2 parts. The first sets out the link between CSR and laborproblems by detailing the reciprocal relationship between HRM and CSR through the concept of Socially Responsible HRM (SRHRM). The second part presents and analyses the perception of OCP Group employees towards CSR and SRM.

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<sup>1</sup>Dubriou B, (2010), "Human resources management and corporate social responsibility: shedding light on new developments in the light of old questions", *Management & Avenir* / 9 (n ° 39), p. 31-51

## II. THE THEORETICAL AND CONCEPTUAL FRAMEWORK OF CSR AND HRMP

The analysis of the relationship between HRM and CSR is based on the institutionalist grid<sup>2</sup>. With reference to the conflicts of interest existing between members of the company in the context of the relationship between capital and labour (Dubrion, 2010) through the study of the laborproblems of Adams and Sumner (1905). The reflections of these authors were linked to the opposition of interest between capital and labour by posing the problem of conflicts of interest between the members of the employment relationship.

### A. CSR and laborproblems: genesis of a philosophy

From the end of the 19th century, the debate focused on the way in which the authors of the American institutionalist movement framed the employment relationship. Thorstein Veblen and John Roger Commons represented this old institutionalist current<sup>3</sup>, whose works constitute a reference to situate the complementarities and oppositions that exist between the fields of HRM and industrial relations.

In fact, the consideration of corporate social responsibility predates the 1950s (Bowen's seminal work on CSR in 1953<sup>4</sup>). From the end of the 1880s to the end of the 1920s, several major American bosses proposed taking the general interest into consideration in the management of economic affairs (Heald, 1961). Thus, during this period, the idea of corporate social responsibility towards employees developed. This idea was largely advanced by the so-called institutionalist critical economy, which was interested in the study of the employment relationship and thus participated in the origins of the concept of CSR (Pasquero, 2005).

At the beginning of the 20th century, J.M.Clark (1916) noted a shift from narrow individual responsibility to a sense of solidarity and consideration for the interests of others, emphasizing the shift from "personal responsibility" to "social responsibility". This was contrary to the liberal theses of laissez-faire that dominated the 19th century. These theses conveyed the idea that the impact of commercial exchange between two individuals on society is minimal or non-existent.

For Clark (1916), these ideas led to a true "economy of irresponsibility". He sought to analyse the changes under way by questioning the competence of the State, through the use of the rules of law, to regulate the operation of companies that put their own interests ahead of those of society.

Moreover, the notion of CSR according to Clark and the many authors of the time remains mainly limited to the social responsibility of the company towards its employees. Thus, this notion is eminently more restrictive than the dominant one in the current economic landscape.

All of the work by the authors of the institutionalist current has focused on the internal societal level of companies in terms of CSR (workplace accidents,

retirement, unemployment, employee management practices, hiring practices, compensation, sanctions, dismissal) (Dubrion, 2010). Thus, Clark notes that all actions are carried out by specialists who must deal with unions to support and legitimize their management decision. The work of the institutionalist laborproblems movement (Barns, 1886) was the genesis of CSR with regard to employees.

In the academic world, the study of laborproblems is linked to the hypothesis of the existence of a conflict between capital and labor and the issue at stake is to resolve this conflict of interest between employees and employers while at the same time improving the working conditions of employees. The source of laborproblems is linked to three institutions :

- ✚ The wage system: each employee is a merchant of his skills;
- ✚ The factory system: direct responsibility for the development of laborproblems.
- ✚ The permanence and invariability of employee status.

The question of CSR has been approached by the authors of laborproblems from the point of view of the responsibility of companies with regard to employees without specifying the various contemporary dimensions. The companies are considered to be the birthplace of laborproblems. Therefore, their responsibility in the treatment of employees is fully posed.

Adams and Sumner (1905) identified four categories of laborproblems:

- ✚ Women's work and discrimination; child labour.
- ✚ Discrimination at work against immigrants;
- ✚ The exploitation (sweating system) of the workforce;
- ✚ Job insecurity and unemployment.

These problems are very close to the themes raised by responsible HRM practices (Dubrion, 2010). The search for solutions for laborproblems has been the subject of much debate. Around the 1920s, a consensus was reached on three categories of solution (Kaufman, 2000):

- ✚ Defending the need for trade unionism and collective bargaining of employees to defend their wages and working conditions;
- ✚ Defend the idea that the state must intervene through laws to protect workers and establish the social protection system;
- ✚ Evacuate the importance given to trade unions and the State by emphasizing the role of the employer in setting up specific rules for the management of employees and working methods.

This latter approach allowed the constitution of the personnel administration department until the academic appearance of HRM as an autonomous discipline. The laborproblems solutions set "internists"<sup>5</sup> and "outsiders"<sup>6</sup> against each other (Kaufman, 1993). For the former, effective solutions correspond to those that are worked internally by the members of the company without the intervention of a third party.

Practitioners at the time considered that the implementation of personnel management methods from the beginning of the 20th century was the most effective

<sup>2</sup> With reference to a group of American authors from the beginning of the 20th century.

<sup>3</sup> In contrast to neo-institutionalism following the work of Williamson, Meyer and Royan.

<sup>4</sup> Social responsibilities of the Businessman.

<sup>5</sup> Staff management school: company practitioner, consultants and engineers.

<sup>6</sup> Institutional labor economics school.

way of solving labor problems through the creation of a unity of interest between workers and employers. They reject state intervention and collective bargaining. For these practitioners, the reconciliation of the interests of capital and labour seems possible as soon as good management practice is applied.

For the outsiders, solutions to labor problems are only possible with external support that is manifested by State intervention. For them, employers hold power over employees and therefore the aim of the establishment of trade unions and the law is to rebalance the employment relationship. Thus, the solution lies in replacing "rules by men" with "rules of law" mechanisms (Kaufman, 2003). This position of outsiders does not signify their opposition to managerial solutions.

Thus, the debate on labor problems solutions constitutes the theoretical framework to explain the development of "socially responsible" HR practice. As a result, the development of CSR practices with regard to employees is in line with the "win-win" strategic perspective for both employer and employee, affirming that the quest to maximize shareholder wealth is not contradictory with the satisfaction of the needs of partners, especially employees.

For some business leaders, the conflict of interest between capital and labour must focus on the economic versus the social in the first instance to ensure the viability of the company (Barthélémy and Douënel, 2008). Subsequently, CSR policies will make it possible to reconcile the different dimensions of sustainable development.

In fact, employees spend most of their time in the company. It is legitimate to set as a mission the development of personnel in the company, which is made possible by CSR practices.

Studies conducted on CSR have not been able to show the actual impact of responsible HR policies on the economic performance of firms, as is the case with the positive causal relationship between "corporate social performance" and "financial performance" (Gond and Igalens, 2008). The various studies have developed and analyzed the impacts of social and environmental criteria to the detriment of HR criteria specifically.

In this way, CSR practices in the field of HRM can be used as a means of mitigating the conflict of interest between labour and capital, the analysis of which must be carried out prudently. In addition, these practices allow for the renewal of HRM practices in order to achieve the ultimate goal of sustainable development today.

As already mentioned above, the resolution of labor problems pits the internalist against the externalist. However, current developments in a context of globalization and the rise of actors (non-governmental organizations, NGOs) with the capacity to strongly influence consumer behavior (new social movements) thanks to media actions have led companies to modify certain practices by integrating CSR (Gendron, 2006).

### *B. CSR and HRM: reciprocal relationship*

The paths of HRM and CSR intersect on several points. The treatment of HRM problems from a CSR perspective is not innovative to the problems already mentioned by the authors of labor problems. Currently, CSR practices in HRM are to defend internalist solutions to employment

relationship conflicts in a context of globalized competition which has weakened public authorities compared to multinationals and NGOs.

HRD must guarantee social balance (Scourarnec, 2005). Indeed, it must convince the employees and the various stakeholders of the relevance of the decisions taken by making effective communication play for the future strategic directions of the company. This approach ensures their integration into decision-making through collective deliberation in order to enhance the regulatory nature of CSR practices in favor of employees with a view to sustainable development.

According to ISO 26000, CSR is defined as "the responsibility of an organization vis-à-vis the impacts of its decisions and activities on society and on the environment, resulting in ethical and transparent behavior which:

- ✦ Contributes to sustainable development, including the health and well-being of society;
- ✦ Takes into account the expectations of stakeholders;
- ✦ Respects the laws in force while being consistent with international standards of behavior;

And is integrated throughout the organization and implemented in its relationships<sup>7</sup>.

In 2011, the communication from the European Commission defined CSR as follows: "Corporate responsibility for the effects it has on society. To assume this responsibility, companies must first comply with the legislation in force and the collective agreements concluded between social partners. In order to fully discharge their social responsibility, companies should have initiated, in close collaboration with their stakeholders, a process aimed at integrating social, environmental, ethical, human rights and human rights concerns. Consumers in their business activities and their basic strategy, this process aimed at:

- ✦ To optimize the creation of a community of values for their owners / shareholders, as well as for other stakeholders and society as a whole;
- ✦ To identify, prevent and mitigate the potential negative effects that businesses can have.

Analysis of these definitions shows that human resources are a key player in developing and deploying the company's strategic approaches in order to achieve sustainable development.

HR occupies a transversal position within companies through their mission of strategist, mobilization of change and management of staff participation.

The company's journey towards integrating CSR practices in favor of sustainable development challenges the renewal and redefinition of socially responsible HRM.

Thus, the practices of CSR reflect the relationship that the company maintains with society. They are initiated and scrutinized by several actors in the political, social or economic field.

The social dimension of CSR is the center of gravity and is inseparable from HRM. Currently, academic research questions the reconfiguration of HRM to integrate ethical aspects and CSR.

For Comeau and Davister (2008), HRM and CSR are linked and one cannot be reduced to the other. CSR is the means by which personnel management is directed in the

<sup>7</sup>Igalens J. (2012), Corporate social responsibility: Challenges, risks and new practices, Eyrolles, Paris.

direction of staff well-being. Similarly, HRM is also the lever for developing CSR.

The HRM challenge is enormous. It must take up the challenge of accepting CSR in order to continue the path of development that has already taken place, going beyond the status of personnel management in the 1970s. If not, HRM will stagnate and regress within companies (Igalens, 2011).

The role of the HR function is essential in the success of the CSR transformation in favor of sustainable development. This requires the sustained commitment of staff and the deployment of all areas of HRM (Peretti and Uzan, 2011; Imbs and Ramboarison, 2013).

The integration of CSR practices leads to the establishment of mechanisms to improve management procedures (strategic, social and environmental). Likewise, CSR leads to a change in the nature of the relationship between employees and employers, thus requiring a change in HRM techniques and tools.

CSR engagement within the company involves integrating stakeholder expectations into the company's strategic approach by involving staff in the decision-making process in addition to the traditional union process. CSR therefore entails a makeover of HR practices (Barthe and Belabbes, 2016). This action is manifested by:

- ✚ The mobilization of employees who felt respect and appreciation;
- ✚ Improving the efficiency of employees while reducing certain HRM costs (management of social conflicts, demotivation, stress, etc...);

With a view to preserving and improving a person's ability to maintain employment, training is intended as a means of meeting the challenge of employability (Dietrich, 2010).

Employability is the catalyst for the development of business know-how while ensuring the societal requirement for job preservation. The development of skills is reflected by learning in schools created in companies or by the use of external training organizations. Certain tools (skills assessment, professional interview, professionalization contract, etc.) are used in the context of forward management of jobs and skills (GPEC) to guarantee employability (Peretti, 2011). The goals of GPEC are:

- ✚ Manage skills;
- ✚ Treat problems upstream to avoid layoffs;
- ✚ guarantee employability.

In the managerial field, diversity and its "business case" (Cox, 1993) signify a significant capacity for innovation and creation while preserving the variety of profiles of the work team (Herring, 2009). Management proactive improves the performance of the company in order to create wealth (Barthe and Falcoz, 2007).

The development of the company is linked to social criteria which sometimes take precedence over economic criteria. In this sense, companies are integrating more and more the environmental dimension, the practices of personnel management without forgetting the recognition of the efforts of employees in the process of business development.

Therefore, acting in a social and responsible manner reflects the consideration of the interests and expectations of the stakeholders. Focusing CSR practices on internal aspects can lead to the renewal of HRM by mobilizing responsible HR management.

The European concept of CSR favors social aspects to the detriment of environmental aspects (Fraisie and Guerfal-Handa, 2005). We also underline the presence of a positive association between social and environmental performance and the overall performance of the company through the mobilization of responsible innovation in all areas, especially the internal management of employees (Berger Douce, 2015).

The aim of academic research is to affirm the existence of a positive link between CSR commitment and business performance while emphasizing the relativity of the results. Therefore, companies are led to integrate public interests from the perspective of societal issues to define strategies through the reconciliation and consistency of the company's external actions with internal practices.

The challenge is to balance the expectations of all stakeholders in a vision of rejection of the opposition so advanced between achieving economic and social goals. The change in management methods, by integrating the social aspect as a source of business differentiation, allows it to resume the path of performance. Thus, the function of the HR department shifts to the direction of social responsibility (Igalens, 2003).

The integration of CSR practices requires dialogue and exchange to bring out a conciliatory social model between HRM and CSR. HRM is brought to integrate innovation as a source of renewal to adapt to the new context.

As a result, CSR becomes a key success factor for HR management with the ambition to attract skills and ensure employability in order to improve employee productivity and morale while improving the reputation of the organization (Brammer and Pavelin, 2006) and contribute to the achievement of performance as a central element to guarantee sustainable development.

Therefore, CSR becomes essential for the HRM system and brings out a new trend towards the conceptualization of socially responsible HRM in order to contribute to the sustainable development of organizations and communities. CSR plays a decisive role in the renewal of HRM with the emergence of the social and responsible dimension of HRD. But what are the contours of the concept of socially responsible HRM?

#### *C. HRM renewal: emergence of socially responsible HRM*

Our analysis presented the debates concerning labor problems at the beginning of the 20th century to raise the fact that the comments made closely intersect with the questions posed by CSR and sustainable development.

Studies by institutionalists have formed the basis for challenging conventional economic theories which have sought to show that the establishment of a free labor market can be an effective solution to disputes between employees and employers. In fact, the institutionalists sought to put in place the foundations of a management which makes it possible to reconcile between the achievement of economic and social objectives.

Continuous and unpredictable changes in the environment are forcing HR to contribute more to the overall performance of companies. CSR and sustainable development are the new strategic challenges for organizations. Any organization is faced with achieving the ultimate goal of creating value for shareholders while

ensuring the creation of global and lasting value for stakeholders.

The reconciliation of the particular interest and the general interest requires the combination of several fields of analysis (economic, legal, sociological, ethical). And in this context of economic, financial and health crises, the company must seek new management models favoring the inclusion of all stakeholders to achieve socially responsible business (Barthe et al., 2011; Igalens et al., 2009).

Socially responsible practices are positively linked to organizational involvement and job satisfaction (Closon and Leys, 2011). In addition, the social pillar of sustainable development remains a priority in the design of CSR practices in the areas of HRM.

The establishment of a motivating and satisfactory working environment becomes a necessity all the more since the employee-company relationship evolves towards socially responsible HRM "that which, while being concerned with the development and sustainability of the company in compliance with regulations, adapts its practices according to the needs and expectations of each employee. It offers him better equity, as well as an optimization of the quality of his job and the work he does; all of which is part of a lasting employment relationship" (Barthe and Belabbes, 2016).

HRM practices are mobilized to ensure well-being, employability and the attraction of skills. The current generation seems very influenced by the problem of sustainable development and the integration of CSR practices, thus modifying the employment relationship. Attracting and retaining skills requires that the company's image be positive.

The logic of competence constitutes the foundation of employability and equity, which is materialized by making employees responsible for the performance of the company. However, the lack of efficiency can contribute to the increase in discomfort and pressure-t-on employees. Therefore, a socially responsible HRM must interconnect the three E<sup>8</sup> of CSR (Paradas, 2012).

The quest for sustainability requires the achievement of a difficult goal, that of achieving the satisfaction of all stakeholders. To do this, the participative logic seems essential to motivate staff and develop representations and beliefs in order to benefit from the contribution of different visions. Therefore, HRM appears as a tool to integrate CSR practices and at the same time a consequence of these practices.

The integration of CSR practices governed by legal obligations gives HRD the opportunity to formalize its policy and social actions while ensuring the role of communication for stakeholders. The implementation of its practices promotes the dynamics of responsible innovation in the social field.

CSR allows the company to expand beyond the economic dimension and also allows HRD to take off beyond the borders of the company. CSR questions HRD to widen its field of action towards a collective responsibility allowing the development of sustainable human resources.

<sup>8</sup>Employability: responsibilities are shared between employees, managers and external actors to maintain employment; fairness: feeling of justice in the treatment of each individual in HRM actions; Effectiveness: a decisive concept for promoting social responsibility and affirming the place of human values at the heart of the economic process.

CSR confirms the transformation of personnel management into HRM, constrained by the legal framework to embark on the human resources animation function in order to give meaning to links with employees, hence the emergence of a socially responsible HRM responsible.

According to Barthe and Belabbes (2016) the socially responsible HRM "is one that, while being concerned with the development and sustainability of the company in compliance with regulations, adapts its practices according to the needs and expectations of each employee " For Thévenet et al. (2009), the main HR functions (recruitment / selection, employment and skills management, compensation and benefits, training, social relations) can be grouped into major strategic areas:

- ✚ Staffing: covers recruitment and selection, job definition, skills and career management, simulation of succession planning, GPEC, training;
- ✚ Compensating: compensation; foresight, retirement;
- ✚ Motivating: work organization, response to individual needs and expectations.

In Morocco, CSR has also become a strategy led by certain companies (ONA; BMCE; SHELL; OCP;). Among these companies is the Office Cherifien des Phosphates Group (OCP) which is the subject of our study. For this company, CSR is a continuous commitment to act ethically, socially, legally and economically according to an active process in order to create global and lasting change. Indeed, OCP has been carrying out CSR policies and actions for several years.

#### *D. Socially responsible CSR and HRM practice within the OCP group*

The Office Cherifien des Phosphates is a State firm founded on August 07, 1920, within the framework of the exploitation of the national richness in phosphate, it is transformed into a group named the OCP group from 1975. The development of insured activities by the OCP group has spread over time and space; because by starting with the only initial activity which was the extraction of phosphates in 1921, the group passed to another function such as the marketing of products derived from phosphate on the international level, as it began the manufacture and export of phosphoric acid in 1998. Similarly, it is known as a group, or even the continuous enlargement of its network on the national territory.

The OCP group, transformed in 2008 into a public limited company (OCP SA), is one of the main exporters of Crude Phosphate, Phosphoric Acid and Phosphatic Fertilizers in the world.

Human Resources Management within OCP is based on the fundamental concept of Human Capital, made up from the bottom up by the men and women that the Group seeks, chooses, recruits, develops and promotes. It is based on principles that guarantee OCP employees optimal working conditions and quality of life. This policy is based on two pillars :

- ✚ An initial and continuous training policy (skills development, support for new recruits, performance improvement, mobilization of everyone around the company's values)

- ✦ A major social action, based on a permanent and constructive social dialogue and the granting of social benefits.

OCP staff were recruited most of the time as soon as they left the training organizations, based on written competitions and interviews with OCP executives. The people selected were trained for two months to a year. During this period, the trainers' mission was to pass on a certain number of messages on employee activity at the OCP, on its values, respect for hierarchy or work, so that everyone knows what 'he had to do in his work and what were the procedures to follow. People in training received a scholarship during this period and were only tenured at the end of training, although this tenure occurs in 95% of cases. The recruitment system has now been modified: a significant number of technicians are recruited without going through training, which forces their hierarchy to set up this training that they have not received after recruitment. As for engineers, they are directly placed in an internship situation, with rules defined on a case-by-case basis. In addition, the law now requires that the internship be reduced from one year to three months, with the simple possibility of extending the internship by three months. In addition, since the end of 2008, the college of directors no longer meets in front of the engineer to hear his report. He just has to present it to the management of the place where he works.

The HRM also organizes the staff movement. There are two types of movement: transfers, sanctions and dismissals. Indeed, different types of transfers can intervene in the career of an agent:

Interservice transfers with regard to "Fond" workers transferred to the "Day" and vice versa, or from one recipe to another, the passage of a medical examination is compulsory,

Transfers from one Division to another, from one Directorate to another or from one geographical area to another: they can occur for various reasons: reason for service, advancement, disciplinary measure, reason for health, personal convenience, extension of an internship or retraining in other jobs. These transfers are subject to specific rules and are accompanied in certain cases by advantages (travel expenses, moving, holidays, allowances, etc.).

The decision to second an OCP Group agent to an outside body is subject to the approval of the Chief Executive Officer.

In relation to sanctions and dismissal; the sanctions applicable to officers who have committed a fault, these are the provisions of the labor code and the internal rules in force which apply.

Before proceeding with a sanction greater than 4 days of availability without pay, the Personnel Department must notify the competent section of the Staff and Statutory Commission. If the fault is classified as serious, the sanction is immediately applicable. It can lead to decommissioning or even dismissal. In the latter case, the Personnel Department must notify the Head of the Regional Mines Department within eight days of the date of finding of the fault. A dismissal procedure can also be triggered for physical incapacity.

The OCP Group's salary policy complies with the legal obligations used to develop the compensation system.

Taking into account its activities, its size, the number and the different types of staff categories, the OCP Group has a remuneration system which is characterized by the diversity of its components developed in a spirit allowing to ensure the internal equity and incentives for individual and collective performance. Employees are classified into 6 professional groups, each consisting of 2 or 3 levels of remuneration. Each level includes 6 classes (A to F).

Overall, the Group's compensation system is made up of a basic system that guarantees equity, social peace and security. In addition to these 3 pillars of staff compensation, there is a bonus and social benefits component (gratuity, salary advance, leave allowance, birth allowance, etc.).

Human capital is at the heart of OCP's influence and leadership. To succeed in these projects and achieve excellence, the Group is using a new HR model, the "Talent Factory OCP". The Talent Factory OCP system is made up of interdependent components led by Career Committees, namely: the development path, recruitment and integration.

Employee development paths meet the requirements of transversality and are based on mobility, training and performance evaluation. Development interviews are held regularly between managers and their teams. This allows Group executives to share their self-assessment transparently directly with their managers and the Group's Career Development Committees.

Through an offer that covers the majority of the Group's businesses, the Enterprise Institute promotes individual and collective learning for employees throughout their careers and facilitates the sharing of knowledge, the dissemination of good practices and the development of synergies. This offer is co-constructed with managers and experts and deployed in collaboration with major institutions on an international scale. To contextualize this learning in the context of the realities of the Group and transfer OCP's know-how, the internalization of training is favored through a body of Internal Pedagogical Managers. The latter are mobilized in order to design content, co-animate or animate training modules, provide testimonials from practitioners, develop and supervise case studies.

Through the employee representative bodies and union organizations, the Group maintains a permanent social dialogue with its employees. At the local level, dialogue is ensured via the Staff and Statutory Commissions (CSP). The CSPs, made up of equal numbers of management representatives and elected officials, are bodies responsible for monitoring the application of the Staff Regulations and examining the aspirations of employees.

The OCP HRD is the authorizing of the working environment and the guarantor of better living in a company. The importance of economic and human issues justifies the interest aroused by the company in order to take action concerning working conditions, safety, health and well-being at work. The company is concerned about the well-being of its employees for three reasons: it is responsible (within the framework of CSR), it is necessary (within the framework of regulations) and it is profitable in terms of productivity.

One of the Group's priorities is to preserve the health and ensure the safety of its employees. This requirement translates into a double commitment: gaining the trust of employees and customers thanks to reliable and efficient solutions and preventing professional risks in order to offer

employees and subcontractors the best working conditions. In 2016, the Group continued to deploy the OCP Zero Accident program as well as the deployment of operational standards and programs within the framework of OSH (health and safety at work).

The risk prevention approach is an integral part of all improvement initiatives carried out by the Group. This vigilance culture was adopted by all the teams. In this context, the Group provides regular training and awareness campaigns for all of its staff. Training is also organized for the Group's subcontractors to inform them of the safety standards to be observed in the field.

The Group also has an occupational health service responsible for occupational health and safety. Its mission is to establish and maintain a safe, healthy and clean working environment that promotes optimal physical and mental health in relation to work, the prevention of any deterioration in the health of personnel due to their work., in particular by monitoring the conditions of hygiene, safety at work and the risks of contagion. These missions are carried out by regular medical surveillance, possibly supplemented by examinations intended to specify the aptitude of the collaborators and the agents to occupy their work stations.

As for actions on the working environment, the interventions of the occupational medical services revolve around the following points: on the one hand, the preparation of studies on organizational conditions, both general and workplace hygiene work, on the other hand, the guarantee of a better adaptation of work to the skills of employees. As well as monitoring factors in the working environment and protecting employees against all nuisances.

According to Mr. Terrab, CEO OCP (2009) "The purpose of OCP's strategy is to develop the resources of the company, which, beyond phosphates, are its human capital, namely the men and women who work there. Working".

### III- PERCEPTION OF OCP EMPLOYEES FOR SOCIALLY RESPONSIBLE CSR AND HRM (GRHSR)

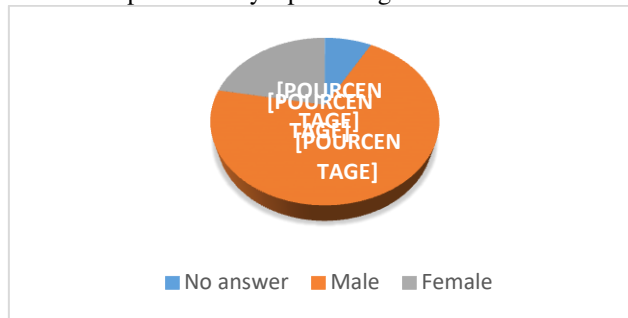
Mobilizing, empowering and capitalizing more heavily on the Group's resources towards a common objective of profitable and sustainable development represent the goals of CSR supported by OCP.

In order to analyze the perception of the OCP manager for CSR and socially responsible HRM, a survey was carried out among OCP group employees on the level of knowledge of CSR and GRHSR practices. Thus, a questionnaire was developed and given face to face to employees. A total of 100 questionnaires haven't been completed, the survey is carried out with the aim of knowing the level of knowledge of CSR and GRHSR practices.

#### A. Characteristics of the sample

In terms of the socio-demographic characteristics of the respondents, the sample is made up of 70% of men and 22% of women. Almost half of the respondents (45%) come from the Beni Mellal-Khénifra region, where the survey was carried out. The dominant category of participating employees is the category of young people aged 25 to 45 with a percentage of 71% of respondents. Half of the participants are technicians, supervisors and administrative managers who have been with the group for between 10

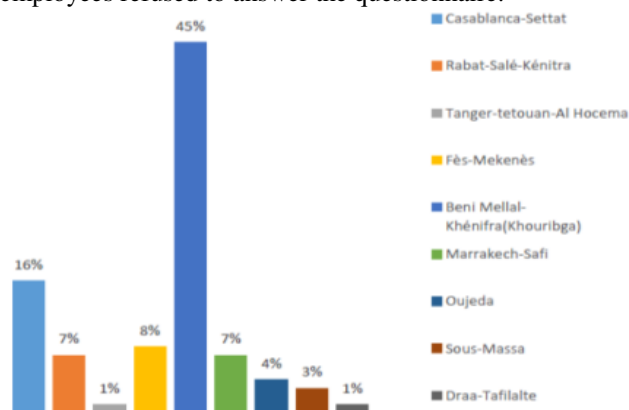
and 15 years. Employees with a BAC + 2 level of study are the most represented by a percentage of 37%.



Source: Developed by ourselves

Graphic 1: Distribution of employees by gender

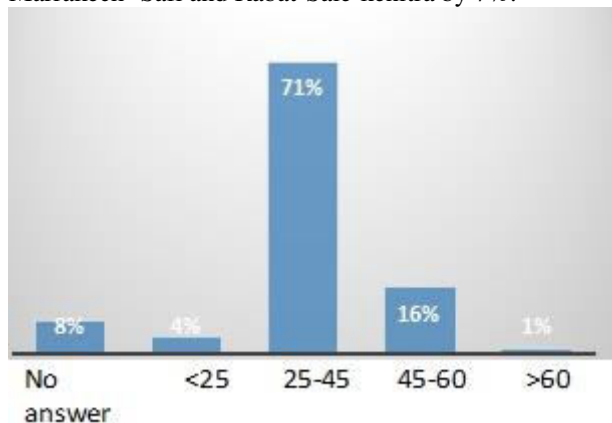
The results illustrated in this graph show that the male sex is dominant by 70% against 22% of the female sex. 8% of employees refused to answer the questionnaire.



Source: Developed by ourselves

graphic 2: Distribution of employees by region

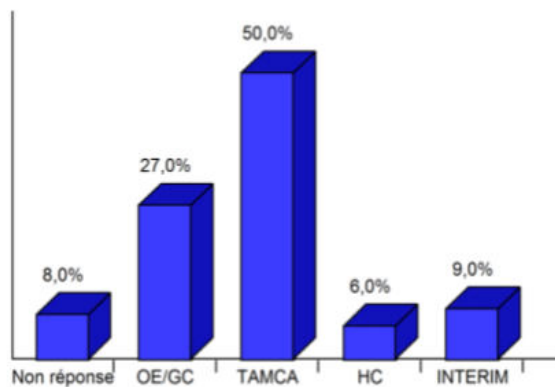
The responses collected according to the Regions of Morocco are as follows: 45% of employees are from the Beni Mellal-Khénifra region, followed by the Casablanca-Settat region by 16% and Fès-Mekenès by 8%, then Marrakech- Safi and Rabat-Salé-kénitra by 7%.



Source: Developed by ourselves

Graphic 3: Distribution of employees by age

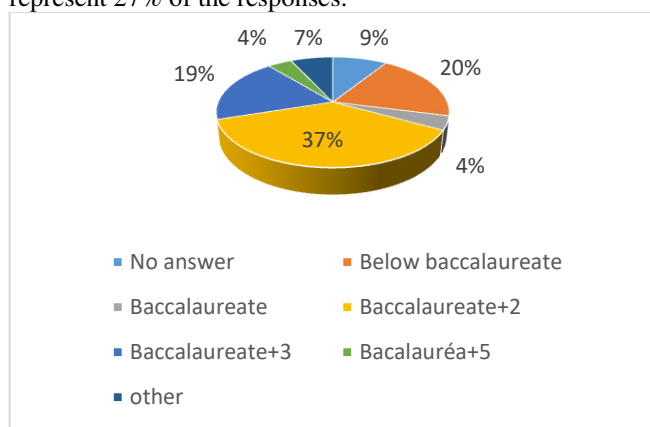
The dominant category of managers participating in this survey is the category of young people aged 25 to 45, with a percentage of 71%.



Source: Developed by ourselves

Graphic 4: Distribution of employees by socio-professional category

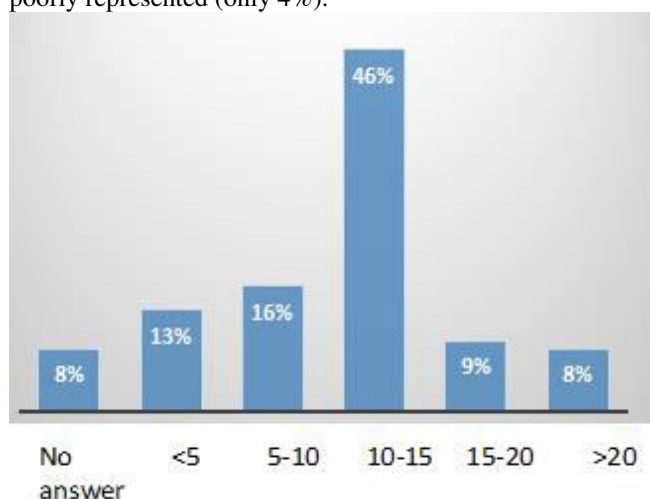
The socio-professional category TAMCA (Technicians, Supervisors and Administrative Managers) constitute the most represented category in this survey with a percentage of 50%. Second, the OE / GC (Workers / Major Category) represent 27% of the responses.



Source: Developed by ourselves

Graphic 5: Distribution of employees by study

37% of the responses come from employees who have a BAC + 2 level of study, 20% of them have a level below the Bac and 19% of employees have a Bac + 3. Bac + 5 is poorly represented (only 4%).



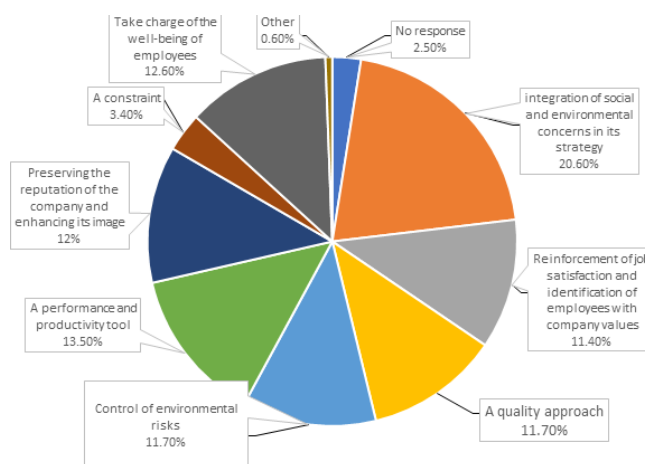
Source: Developed by ourselves

Graphic 6: working hours of employees

The dominant category of employees is that who work between 10 and 15 years with a percentage of 46%, followed by those who have 5 to 10 years (16%) and less

than 5 years (13%). The 15 to 20 and Over 20 years category successively represent 9% and 8% of employees. According to the survey, 48% of employees say they have heard of CSR, compared to 42% who say no.

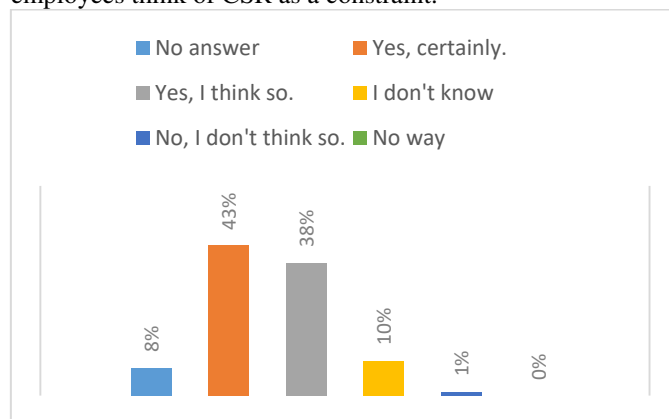
### B. Employee perception of CSR



Source: Developed by ourselves

Graphic 7: Opinions of OCP employees on CSR

According to the results of the study, CSR is above all a social and environmental integration in its strategy for 20.60% of employees. 13.5% of respondents consider CSR to be a tool for performance and productivity. The well-being of employees is the opinion of 12.6% of employees. CSR contributes to preserving the company's reputation and enhancing its image (12%). 11.7% of employees consider it as support for the quality approach and control of environmental risks. The strengthening of job satisfaction and the identification of employees with company values is the opinion of 11.4%. On the other hand, 3.4% of employees think of CSR as a constraint.

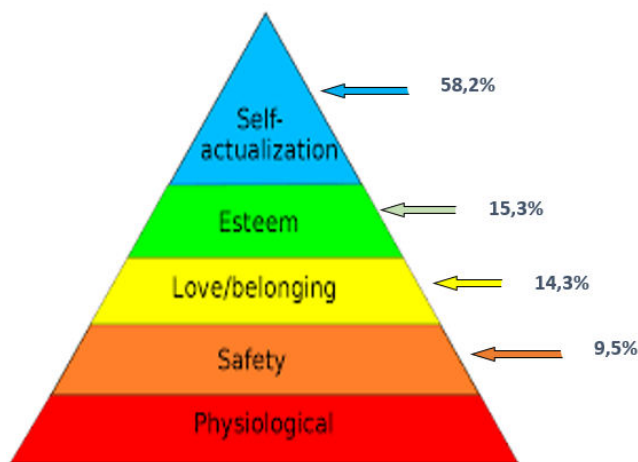


Source: Developed by ourselves

Graphic 8: implementation of CSR procedures by OCP

According to the survey, the majority of employees interviewed know that the OCP carries out CSR procedures (81%). 28% of employees say they are partially involved in the process, 15% are completely involved and 18% less involved, however 20% are not involved and 10% are neutral neither involved nor not involved. 73% of employees want to be more involved in the CSR approach, compared to only 7% who do not want to.





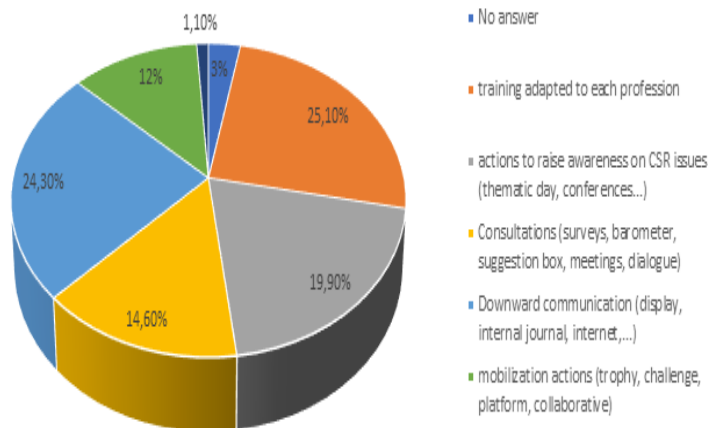
- - "To be an agent of change in society."
  - "To participate in innovative initiatives."
  - "To be in phase with my personal values".
  - "To make the company progress".
  - "Give meaning to my daily life".
  - "Take responsibility".
  - "To increase my competence on new subjects".
- - "To be recognized in my work"
  - "Leading by Example"
- - "Building Team Spirit."
  - "To have the opportunity to work on cross-cutting issues, to meet other actors".
- - "Guarantee my employability"

Source: Developed by ourselves

Graphic 9: reasons for involvement in the CSR approach and the Maslow pyramid

The results illustrated in this graph show that the reasons for the involvement of employees coincide with the need to accomplish for 58.2% of respondents. For 15.3% of them, the need for self-esteem is the most important, with the need for belonging and the need for security being considered by 14.3% and 9.5% of employees.

According to employee opinions, OCP integrates CSR in almost all areas: in internal communication (23%), external communication (18.9%), reporting and HR management practices for 16.2% and 15.2% of employees and finally in its action plans at CMT and its processes and businesses (11.1%).



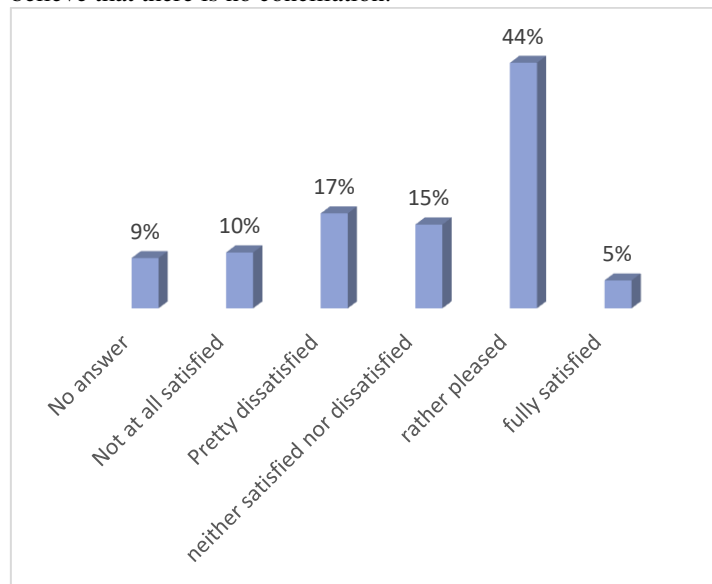
Source: Developed by ourselves

Graphic 10: means of employee engagement in the CSR approach

According to the results of the study, the most effective means to engage employees in CSR approaches are: training adapted to each profession by (25.1%), top-down communication (24.3%), actions raising awareness of CSR issues (19.9%), consultations for 14.6% of employees and mobilization actions last for 12% of them. 80% of employees confirm that CSR promotes the overall performance of the company and increases productivity.

### C. Socially Responsible Human Resources Management and OCP employees

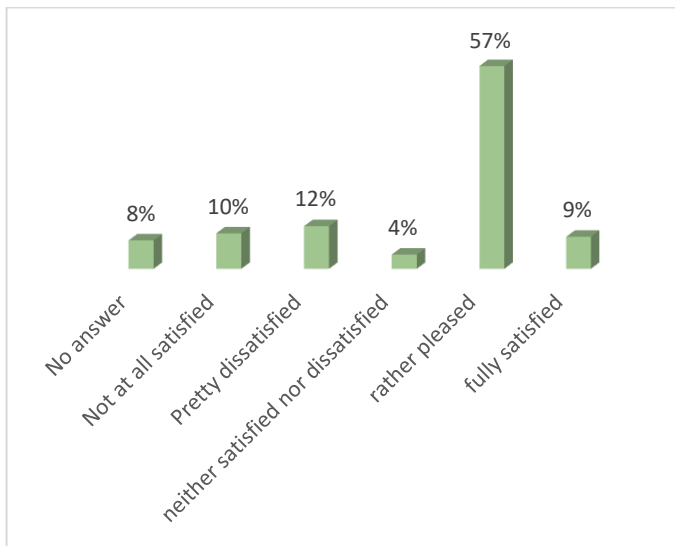
According to the survey carried out, 35% of respondents consider that the HR policy ensures the reconciliation of professional and personal life while this reconciliation is conditioned (it depends) for 27%. On the other hand, 30% believe that there is no conciliation.



Source: Developed by ourselves

Graphic 11: Degree of satisfaction of OCP benefits

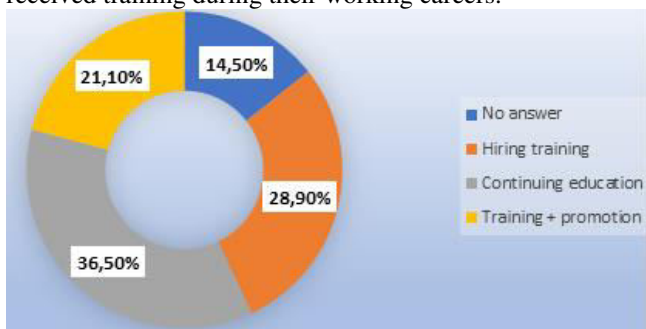
According to the survey, 49% of employees are somewhat satisfied (44%) or completely satisfied (5%) with the benefits offered at the OCP level. On the other hand, 27% are rather not satisfied (17%) or not at all satisfied (10%).



Source: Developed by ourselves

Graphic 12: Degree of satisfaction with the level of remuneration

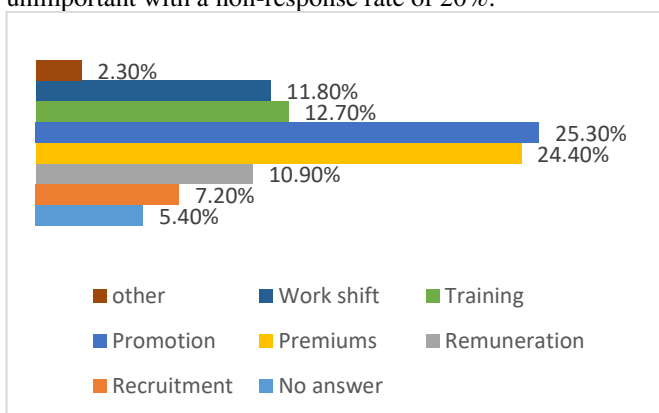
According to the results of the survey, 66% of OCP employees are satisfied with the level of remuneration; however, 22% are dissatisfied. 76% of employees have received training during their working careers.



Source: Developed by ourselves

Graphic 13: Type of employee training

The most dominant training is continuous training (36.5%), followed by hiring training with a percentage of 28.9% and finally training + promotion (20.1%). For 75% of respondents, training is an important lever for the quality of work (very important for 50% and fairly important for 25%). On the other hand, 5% of them consider it unimportant with a non-response rate of 20%.

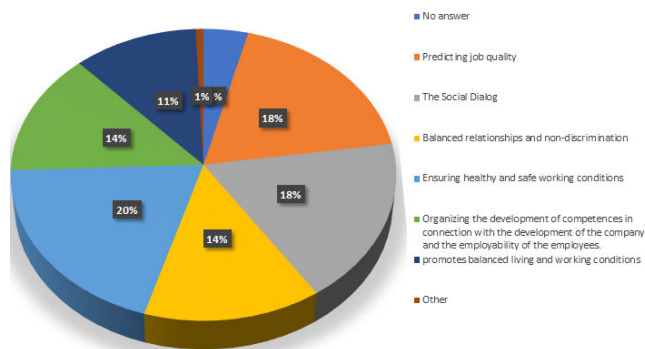


Source: Developed by ourselves

Figure 14: Discriminatory practices in%

Employees consider promotion and bonuses to be the two most discriminating practices; the first is expressed by 25.3% of employees and the second by 24.4%, then comes

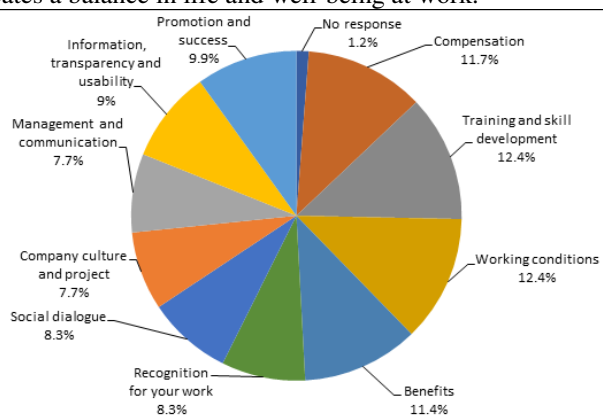
training (12.7%) and the workplace (11.8%), finally compensation (10.9%) and recruitment (7.2%). Relational discrimination is the most dominant for 58.6% of employees, by region of employees (10.9%) and by gender for 8.6% of employees.



Source: Developed by ourselves

Graphic 15: GRH VS CSR

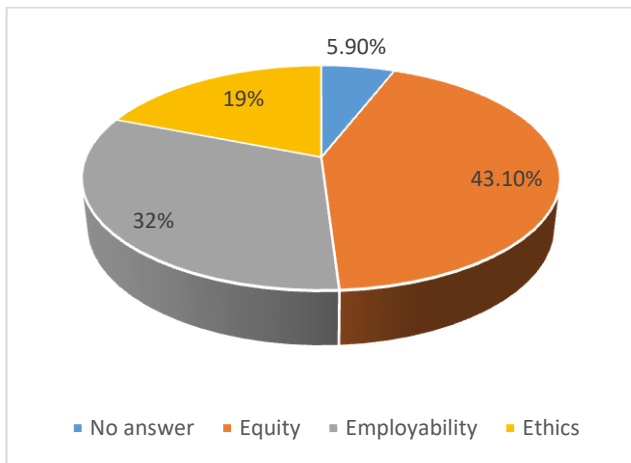
The vision of HRM in relation to CSR is seen by 19.8% of employees as it is reassuring of healthy and safe working conditions. 18.7% see that it privileges the quality of employment, 18% social dialogue, 14% say that it aims for a balance of relationships and non-discrimination, 13.7% confirm that it aims for organization of skills development related to the development of the company and the employability of employees, finally 11.2% say that it creates a balance in life and well-being at work.



Source: Developed by ourselves

Graphic 16: sources of motivation

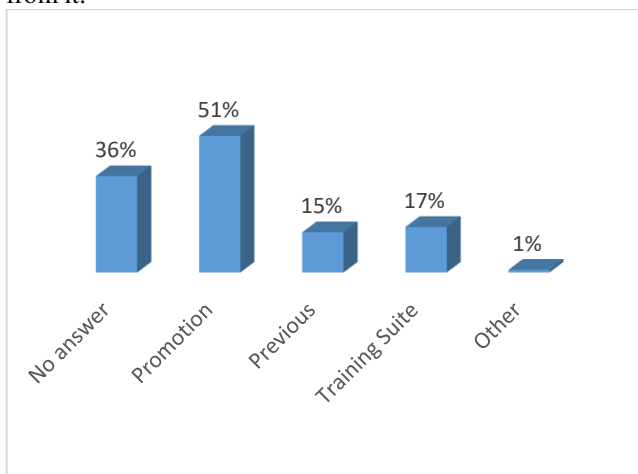
The sources of motivation cited by employees are: first, working conditions, training and skills development for 12.4% of respondents. In second place comes remuneration (11.7%), benefits in third place by 11.4%, then recognition with regard to work and social dialogue by 8.3%, promotion and success cited by 9.9% of employees followed by information and friendliness (9%) and finally the culture and the project of the company and management and communication lastly by 7.7% of employees.



Source: Developed by ourselves

Graphic 17: Employee expectations

43.1% of employees confirm that Equity is the most demanded expectation from HRM management, compared to 32% for Employability, and only 19% for Ethics. 64% of employees surveyed have benefited from at least one career advancement, against 28% among them have not benefited from it.



Source: Developed by ourselves

Graphic 18: Type of advancement

51% of employees say they have benefited from career advancement by promotion, 17% by training and 15% by seniority. In addition, 43% of employees are rather satisfied with the achievements made through social dialogue and that 2% are completely satisfied. However, 16% are rather dissatisfied and 8% not at all satisfied, for the rest, 23% are neutral (neither satisfied nor dissatisfied).

81% of employees confirm that there is a relationship between CSR and HRM and only 10% see the opposite. The non-response rate is 9%.

#### D. Discussion and analysis of results

According to the results of the survey, the employees confirm that the CSR approach promotes overall performance and increases productivity, and this by motivating and retaining employees (increasing wages, improving working conditions, enhancing the employee, involve it, make it responsible and train it), and raise awareness of CSR practices and especially respect for the environment, opening up to associations and strengthening the image of the company.

Regarding the involvement of employees in the CSR approach, the results of the survey showed that they are partially involved and that they want to be more involved.

According to the MASLAW pyramid of needs, different reasons and needs are expressed, mainly the need to be an agent of change and innovation in order to advance the business. The use of internal communication (messaging, notes, meetings,), external communication (newspapers, media), reporting (balance sheet, annual reports) and HR management practices play a crucial role in the implementation of CSR. However, the involvement of employees is insufficient. They want to be concretely involved via:

- + “Business” training as an essential lever;
- + Motivational levers (recognition and achievement);
- + Expectations of involvement as a reservoir of good ideas for initiatives;
- + The social aspect (focus on oneself, on the working environment, well-being);
- + Expectation of more interactive media (downward display communication, internal newspaper, intranet, public speaking);
- + Awareness-raising and mobilization actions on the challenges of CSR (thematic day, conference, trophy, challenge, platform);
- + Means to be adapted according to the different targets (display in the workplace for example), it is the human interaction to favor.

Communication is an important element for HR management in their quest to attract and retain the best talent. The OCP was able to create the employer brand by conveying the image of a responsible, attractive employer who, moreover, stands out on the job market.

The majority of current human resources policies are geared towards job anticipation and skills management while controlling the evolution of the wage bill. Few companies focus on aspects such as staff work-life balance, sustainable development or even diversity management. This is what we have covered throughout this study.

At the level of the OCP, the reconciliation of professional and personal life is perceived by the respondents as little respected or not respected by HRM. In fact, employees devote more time to work than to their families and private lives. This is justified by the constraints and demanding working conditions, unseemly working hours with personal events (holidays, school events, family events, etc.).

However, the respondents are rather satisfied with the level of remuneration received (salary, benefits in kind and monetary, weekly and annual bonuses) as well as social benefits (excursions, sports grounds, clubs, centers of summer, hotel conventions...). A remarkable percentage claims dissatisfaction with the benefits that need improvement.

Regarding training and importance at work, most employees have benefited from at least some training during their careers, whether hiring or continuous or training plus promotion to obtain the next grade. This policy coincides with the training and skills management policy adopted by the OCP group to improve the skills of its staff.

Regarding discriminatory practices, employees feel that there is unequal treatment, especially in terms of bonuses,

promotions (career development), and also access to training and a little in terms of remuneration and assignments to workplace. These practices are mainly of relational origin and according to the mentality of certain leaders.

Regarding the vision of HRM in relation to CSR it is above all the practices relating to working conditions such as: strict compliance with the legislation relating to the prevention of occupational accidents and diseases (occupational accident insurance, accident reporting), compliance with legal and regulatory requirements relating to health and safety conditions, conflict prevention and promotion of collective bargaining, skills development and improved employability of employees, balanced relationships and non-discrimination, management of stress at work and psychosocial risks and finally it creates a balance in life and well-being at work. Among the expectations of employees most respected and guaranteed by HRM is fairness and employability.

During the investigation, we found that the more motivated the employee, the more efficient and productive they are. The sources of motivation in relation to the orientations of the CSR and HRM approaches declared by the respondents are: training and skills development, working conditions, remuneration.

Regarding management and career development, most employees have benefited from career advancement either by promotion or following training or seniority. The employees expressed their satisfaction with the results of the social dialogue that takes place each year between General Management and representatives of the various unions.

Therefore, Responsible HR Management is only the classic Human Resources Management and from which CSR comes to remind the necessity of its implementation through its values and standards (Salameh Bchara N et Al, 2016). In fact, their analysis of the content of 4 CSR tools and standards made it possible to conclude that the HRM discourse is centered on the HR practices experienced during employment (employability, remuneration, communication, health and safety at work, non-discrimination in Training). These variables were noted during the study of the OCP group case.

## CONCLUSION

L'entreprise est le catalyseur du développement économique pour aboutir au développement durable. Son rôle est déterminant quant aux développements des individus et à la préservation des écosystèmes. Au-delà de sa finalité ultime de création de valeur, l'entreprise est appelée à intégrer d'autres finalités et d'autres missions pour agir d'une manière responsable déplaçant ainsi les frontières de ses actions.

De même, l'accentuation des dispositifs législatifs (code de travail, loi de protection de l'environnement...) et la modification des comportements des consommateurs (naissance d'un consommateur responsable) influence vivement l'activité de l'entreprise. L'entreprise dans sa quête à s'adapter aux changements des variables endogènes et exogènes intègre les pratiques de la RSE afin de produire un impact positif sur la société (Jenkins, 2009).

La RSE englobe 37 définitions académiques qui précisent ses objectifs et ses catégories (Dahlsrud, 2006)

ainsi que la vision de son intégration par les entreprises en tant que pratique « nécessaire », « attendue », et « désirée » pour dépasser la recherche ultime de la performance économique (Carrol and Shabana, 2010) to target overall performance (soft shepherd, 2012, 2014, 2015).

CSR practices are varied, complex to appropriate and are constantly evolving. Faced with the challenge of sustainable development and the role of companies, standards have been emerged to ensure the deployment of CSR.

The approach of CSR in HR is justified by the impetus of globalization and the acceleration of the economy to assume its role of supplier of skills for the company.

The links between HRM and CSR are obvious without being formalized. However, the detour to the analysis of labor problems allowed us to justify the relationship between the two disciplines (HRM and CSR) in order to bring out the socially responsible HRD.

The analysis of CSR and HRM leads us to argue that the two currents have evolved at a similar rate due to the resemblance of the elements of influence. HR management is currently integrating CSR practices in order to meet the demands of the pillars of sustainable development.

Let us recall the objective of our research which consists in analyzing the role of CSR and sustainable development in the conceptualization of socially responsible HRM. Research on the theme of CSR has shown that the existence of CSR in HR is not new. The consideration of staff expectations and aspirations has evolved with the evolution of the environment and economic constraints.

By way of conclusion and according to the results of the study that we conducted on CSR and HRM practices within the OCP and according to the responses collected from the interviews, we found that socially responsible investment automatically involves investing in three pillars known as extra-financial criteria, that is to say the environment, social and economic.

In terms of social, we can evoke two essential components namely:

Internal social issues relating to internal investment or investment in the profile of the company and its employees

The external social called civic investment which aims at the societal promotion and the development of the civil society.

Internal investment, according to all of the employees in our sample, is essentially based on the following elements: respect for human rights, protection of employees and ensuring their safety at work. Among the brands that have given a very positive result is the establishment of a reward system for employees who have achieved their objectives effectively and efficiently. The goal was to motivate staff to enable them to cultivate a sense of belonging to the company.

As for societal or environmental investment, the OCP invests in two areas: the first is corporate sponsorship by making donations in the form of financial, material or skills assistance to an organization in order to support a work of general interest. And the second component is investment in the infrastructure of the company's neighborhoods through: promoting education for all and facilitating access to basic services. The objective of this societal policy is to meet the needs of populations in the areas of health, education, energy, economic growth and training.

From the results of our study, we can say that socially responsible HRM practices within the OCP are in a transitional phase, towards new practices promoting the promotion of social aspects or towards social responsibility towards employees. At present, the OCP as an engine of economic development is aware of the need to integrate the needs of the environment and all stakeholders.

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