

The Role of Corporate Social Responsibility in the Development of Human Resource Management : A Case Study of El Sewedy Cables Company in Ain Defla Province, Algeria

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Abstract :

This study aims to examine the role of corporate social responsibility (CSR) in developing human resource management (HRM) at El Sewedy Cables Company. The study adopted a descriptive research design and employed a questionnaire as the primary data collection instrument. A total of 80 valid questionnaires were analyzed statistically.

The findings revealed that:

- All dimensions of corporate social responsibility are practiced at El Sewedy Cables Company from the employees' perspective, with the environmental and economic dimensions being implemented to a high degree compared with the social dimension.
- There is a positive correlation between the implementation of CSR practices and the development of human resource management at El Sewedy Cables Company, as perceived by its employees.
- Corporate social responsibility has a statistically significant effect on the development of human resource management, explaining 28% of the variance. Furthermore, both the environmental and economic dimensions significantly contribute to HRM development, whereas the social dimension does not. Accordingly, the study recommends strengthening CSR practices to enhance human resource management at El Sewedy Cables Company, while placing greater emphasis on the environmental dimension through compliance with labor regulations and active contributions to social development.

Keywords: Corporate Social Responsibility (CSR) ; Human Resource Management (HRM); Recruitment; Motivation.

Keywords: Corporate Social Responsibility (CSR), Human Resource Management (HRM), El Sewedy Cables Company

Jel Classification : M14, M12, J24

Introduction

In recent times, the world has been experiencing profound changes and transformations, reflected in the proliferation and diversification of economic, social, and political terms and concepts. This has emerged as a result of the imperatives imposed by globalization, the rapid advances in modern technology, the knowledge economy, and sustainable development.

Economic enterprises no longer operate solely to achieve profit ; rather, their responsibilities have extended to their employees, their communities, and the environment in which they operate. This is what is now referred to as corporate social responsibility, which has become an essential and indispensable issue that enables enterprises to adapt to and interact with environmental changes in order to ensure survival and growth.

Economic organizations are no longer solely concerned with maximizing profits; their responsibilities have expanded to include obligations toward their employees, society, and the environment in which they operate. This broader commitment is commonly referred to as corporate social responsibility (CSR). The concept emerged in the early 1950s (Egyptian Center for Economic Studies, 2022, p 2), particularly within capitalist societies, emphasizing that organization should fulfill their responsibilities toward the communities with which they interact. Consequently, the role of business organizations has evolved beyond achieving economic efficiency to addressing the social issues arising from their activities. In other words, organizations are now expected to acknowledge their social responsibilities alongside their economic responsibilities.

The concept of CSR assumes that organizations should not merely exploit available resources to achieve economic objectives. Rather, their responsibilities extend to addressing societal needs, as earning customers' trust and satisfaction contributes to achieving organizational goals. Accordingly, organizations are expected to contribute to societal well-being by improving economic conditions, creating employment opportunities, enhancing environmental conditions, and mitigating the adverse environmental impacts of their operations (Mamouni Fatima Al-Zahra, 2020, p. 24). Moreover, caring for employees' welfare and ensuring their social well-being and psychological stability can enhance their productivity by developing their capabilities and improving performance while providing security, healthcare, and social protection.

Accordingly, it has become imperative for organizations to adopt managerial and communication strategies that are fundamentally based on humanitarian and social dimensions, namely corporate social responsibility. Such an approach is necessitated by the economic environment in which organizations operate, particularly amid increasing competition and market liberalization. This requires organizations to act responsibly toward their workforce, recognizing employees as one of their most valuable resources. Human resources constitute the organization's intellectual core, its conscience, and its driving force, enabling it to respond effectively to surrounding developments. Therefore, attracting, selecting, appointing, training, motivating, developing, promoting, and retaining competent human resources has become a strategic priority. These efforts contribute not only to organizational performance but also to improving human resource management by encouraging employees to exert additional efforts toward achieving organizational goals. Consequently, and as an attempt to emphasize the strategic importance of human capital and to examine the role of CSR in human resource management, this study seeks to answer the following principal research question:

To what extent does corporate social responsibility contribute to the development of human resource management in the organization under study?

Based on this main research question, the following sub-questions are proposed:

- What is the level of CSR practice at El Sewedy Cables Company?

- What is the level of attention given to human resource management at El Sewedy Cables Company?
- Is there a statistically significant relationship between corporate social responsibility and human resource management at El Sewedy Cables Company?
- Do the dimensions of corporate social responsibility have a statistically significant effect on human resource management at El Sewedy Cables Company?

The study is based on the following hypotheses:

- H1: El Sewedy Cables Company practices Corporate Social Responsibility (CSR) at a high level;
- H2: The level of interest in Human Resources Management at El Sewedy Cables Company is acceptable
- H3: There is a statistically significant relationship between the principles of corporate social responsibility and human resource management at El Sewedy Cables Company;
- H4: There is a statistically significant effect of social responsibility dimensions on Human Resources Management at El Sewedy Cables Company ;
- H5: There is a statistically significant effect of the social dimension on the development of Human Resources Management at El Sewedy Cables Company;
- H6: There is a statistically significant effect of the environmental dimension on the development of Human Resources Management at El Sewedy Cables Company ;
- H7: There is a statistically significant effect of the economic dimension on the development of Human Resources Management at El Sewedy Cables Company;

This study aims to clarify the role of corporate social responsibility in developing human resource management within the study sample. Specifically, it seeks to:

- Identify the current state of corporate social responsibility practices at El Sewedy Cables Company.
- Examine the current status of human resource management at El Sewedy Cables Company.
- Investigate whether a relationship exists between corporate social responsibility and human resource management.
- Assess the extent to which corporate social responsibility contributes to the development of human resource management at El Sewedy Cables Company.

Scope of the Study

- Spatial Scope: The study was conducted at El Sewedy Cables Company in Aïn Defla, Algeria.
- Temporal Scope: The field study was conducted from the beginning of May 2025 until the end of July 2025.

To fulfill the purpose of this study and achieve its stated objectives, the paper is structured in to three main sections :

- The basic concepts of corporate social responsibility ;
- The basic concepts of human resource management ;

- The role of corporate social responsibility in enhancing the development of human resource management at El Sewedy Cables Company.

Section One: Conceptual Framework for Corporate Social Responsibility

Within this Framework, we will explore the concept of Social Responsibility by focusing on two fundamental aspects : first, the concept of Social Responsibility; and seconde, its Key principles.

I -Understanding Corporate Social Responsibility: A Conceptual Approach

Over time, the concept of corporate social responsibility has evolved in response to criticisms that businesses prioritize profit over the environment, consumer health, and broader societal well-being. This shift has led managers to increasingly consider these concerns, framing social responsibility as the company's commitment not only to its own interests but also to those of the society in which it operates.

1.1. Definition of Corporate Social Responsibility

There are several definitions of corporate social responsibility That have been presented, the most significant of which are:

- Social responsibility is a moral framework where organizations and individuals strive to act for the greater good and avoid causing harm to society and the environment (Houria Mersali, Selim Douifi, 2022, p44);
- The company's commitment to ward the society in which it operates is reflected through its contribution to various social activities and ethical conduct related to issues such as environmental pollution, unemployment, inflation, poverty alleviation, improvement of health services, job creation, housing and transportation solutions, among others. In this sense, social responsibility emerges from the company's fulfillment of its duties to wards society (Mounia Khelfaoui, 2013 /2014, p.8) ;
- The economic and social activities carried out by corporate management to ward its employees, with in the framework of the values, ethics, and laws of This society (Nechad,h . Bennouna Zhar, M, Zahir ,K . & Rhalma,M.2024, p 584) ;
- A set of decisions and actions undertaken by the company to achieve its planned objectives and the prevailing values in society, which ultimately constitute part of the direct economic benefits it seeks to attain as an element of its strategy. Beyond the legal requirements imposed on companies, and with the aim of responding to social needs, the company engages in socially responsible behaviors that generate a range of benef its leading to improved performance, including the following (Djamil Mohamed Kacem, 2007/2008, p.17) :
 - Improving the organization's image and maintaining its reputation in society ;
 - Knowing customers' requirements on a permanent and continuous basis, by providing products with technology that takes intoaccount the environmental aspect, which helps and ensures obtaining a competitive advantage ;
 - Controlling environmental and social risks and costs, rather than causing some environmental problems and disasters ;

- Meeting stakeholder requirements by addressing factors beyond the purely economic sphere, thereby fostering and maintaining positive relationships with all stakeholders.

Based on the above, social responsibility can be defined as a voluntary commitment by the company to ward the society in which it operates, through its engagement in numerous social activities such as poverty alleviation, combating pollution, creating job opportunities, and addressing various issues related to health, housing, and other services.

1.2. The Importance of Corporate Social Responsibility for Companies

The importance of corporate social responsibility for the economic enterprise can be summarized in the following points (Awa, HO ;Etim,W. Ogbonda , E ; 2024. P3) :

- Social responsibility represents the best situation for investors by increasing the value of shares in the long term, as the company enjoys the trust of the society ;
- Enhancing and improving the company's image in society's perception ;
- Achieving optimal performance ;
- Enhancing the company's reputation and increasing the trust of its stakeholders ;
- Since laws and regulations cannot encompass all societal details, corporate social responsibility serves as a complementary social norm.

1.3. Principles of Corporate Social Responsibility

Corporate social responsibility is based on a set of principles according to the United Nations, which are (Radavoi, 2024 , p375) :

- Commitment to implementing various quality certification standards, such as ISO 14000 ;
- Commitment to implementing codes of conduct ;
- Commitment to making decisions that take social responsibility into account ;
- Designing corporate activities in line with the economic situation and the cultural level of society ;
- Engaging in voluntary charitable initiatives ;
- Implementing strategies that generate profit for both society and the company.

Thus, the principles of corporate social responsibility emphasize a company's commitment to quality standards, codes of conduct, and socially responsible decision-making. They highlight the importance of aligning business activities with the economic and cultural context of society, while also encouraging voluntary philanthropic initiatives. Ultimately, these principles aim to develop strategies that generate shared value for both the company and society, thereby strengthening sustainability and mutual trust.

II. Dimensions of Social Responsibility in Economic Companies

Corporate social responsibility in economic enterprises encompasses multiple and interconnected dimensions. Addressing these dimensions and mitigating the negative impacts of corporate activities contribute to significant progress in fulfilling social responsibility to ward society. At the institutional level, sustainable development is regarded as a manifestation of

social responsibility. These dimensions can be summarized as follows (Mohammed Ghardi, 2013, pp.67.68) :

- The Social Dimension :It includes the following :
 - Ensuring job opportunities and contributing to social development ;
 - Improving working conditions and preventing child labor ;
 - Eliminating discrimination based on gender or religion ;
 - Respecting customs and traditions ;
 - Observing the principle of equal employment opportunities ;
 - Respecting human rights.
- The Environmental Dimension :It consists in protecting the environment, preserving resources, and limiting their depletion especially non-renewable ones through the following :
 - Protecting the environnement from the damages caused by the company's activities ;
 - Contributing to environmental protection campaigns and to the preservation, maintenance, and development of natural resources ;
 - Adopting a sound environmental policy ;
 - Proper disposal of products after their consumption ;
 - Protecting the climate from global warming
- The Economic Dimension : It includes the following :
 - Ensuring fair and honest competition by preventing monopolies and respecting competition rules ;
 - Avoiding harm to competitors as well as to consumers ;
 - Guaranteeing individuals' right to access resources and preventing their waste.

Together, the three dimensions of CSR ensure that enterprises contribute to sustainable development while balancing societal, ecological, and economic interests.

Section 2 :General Concepts of Human Resource Management

Human resource management is one of the functions of organizations, and one of the assets of organizations, as it deals with the most important resource in them, which is the human element that is considered the focus of the production process.

2.1. Definition of Human Resource Management

Several definitions of Human Resource Management have been proposed in the literature, among which the following are the most notable :

- Human Resource Management is defined as the study of policies related to recruitment, selection, training, and the treatment of individuals at all levels, while working to organize the work force within the organization, strengthen its confidence in the fairness of management, and foster a spirit of cooperation among employees in order to maximize the organization's productive capacity (Ben Antar Abdrahman, 2010, p.10).
- It is also defined as the management function specialized in all matters related to the human element within organizations, including the search for human resource sources, their selection, classification, and training, as well as the creation of an appropriate

human environment that motivates individuals to exert their utmost potential within the organization (Souad Naif Barnouti, 2001, p.17).

- It has also been defined as a function that consists in selecting competent employees, managing their efforts, directing their energies, developing their skills, motivating them, and evaluating their performance. It also involves addressing their problems, strengthening cooperative relations among employees, their peers, and their supervisors, thereby contributing to the overall objectives of the organization in terms of increasing productivity and achieving the desired standards for both work and individuals (Hocine Ibrahim Balout, 2002, p.11).

2.2.Importance of Human Resource Management

Human Resource Management (HRM) holds great importance within the organization, as the human element represents its dominant component. The significance of the HRM function can be summarized as follows (Rafida Hariri, 2014, p.19) :

- It helps diagnose organizational effectiveness and efficiency through various employee-related indicators, such as measuring professional productivity, absenteeism and lateness rates, staff turnover, as well as accident and complaint rates.
- Providing advice and guidance to executives on all aspects related to employees.
- Helping to identify employee-related problems and difficulties that affect the effectiveness of the organization.
- Coordinating all employee-related activities with management through discussion and collaboration.
- Acting as an early warning system within the organization to prevent serious issues that may affect its strategy, such as escalating conflicts between workers and management that could lead to strikes or work stoppages. In such cases, Human Resource Management seeks to defuse tensions before they develop into major problems.
- Ensuring the implementation of procedures related to employees, including recruitment, preparation and orientation, training programs, wage and salary structures, and incentive systems—all aimed at ensuring better productivity and higher performance.

Hence, Human Resource Management (HRM) supports executives, identifies and resolves employee-related challenges, and coordinates work for activities with management. It also acts as an early warning system against conflicts and ensures effective practices in recruitment, training, compensation, and incentives to boost productivity and performance.

2.3.Objectives of Human Resource Management

The overall objective of Human Resource Management is to develop strategies for improving the management of human resources in order to achieve a real balance between individual development and employee management, in accordance with the organization's conditions and external pressures.

The primary goal of Human Resource Management is to provide the organization with human resources that possess the following characteristics (Makhlouf S. Shareek ,W. 2018, p231):

- **Productive Human Resources :** This refers to the efficiency of the worker or employee whom the organization seeks to promote, as efficiency plays a vital role in increasing productivity.
- **Stable Human Resources :** The stability of human resources necessarily implies the stability of the organization it self, since the coreidea in the field of human resource development is that all members of the organization are considered « resources » placed at its disposal under specific conditions ;their stability ensures the stability of the organization.
- **Effective Human Resources :** Effectiveness plays a crucial role in the development and prosperity of the organization, as a productive and stable human resource with out effectiveness becomes of little value.

2.4.Steps in Providing the Organization with Human Resources

Managers follow four successive steps in order to supply the organization with human resources to fill vacant positions, These steps are:

- **Recruitment :** the process of identify ing potential candidates for current or anticipated job vacancies with in the organization ;
- **Selection :** a process consisting of a logically ordered series of steps that ends with appointing the best candidates for the vacant positions (Armstrong & Taylor, 2023. P 247-253) ;
- **Training :** the process of learning a series of pre-programmed and predetermined behaviors ;
- **Performance Evaluation :** the process of measuring an individual's job performance with in the organization (Taher Hamsan Mansour Al-Ghalib, Saleh Mahdi Hamsan Al-Amiri, 2008, p 26).

Third Section (Axis) : The Contribution of Social Responsibility in Developing Human Resource Management at Elsewedy Cables Company

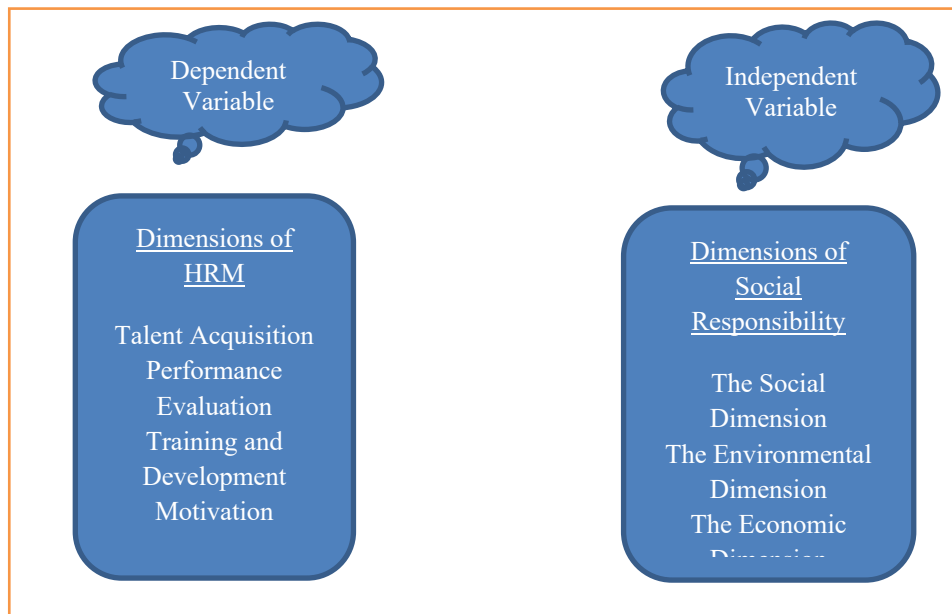
1. Empirical Study Methodology

Conducting any empirical study with the aim of achieving scientific results requires the application of a set of general principles and the collection of necessary data that facilitate solving the research problem at hand.

1.1.Study Model

The study model refers to providing a clear conception of the variables constituting the research. This study consists of two variables : the first is independent, represented by social responsibility, and the second is dependent, which is the dimensions of human resource management. The question posed here is : How are the study variables measured ? To answer this question, 866er e866 necessary to search for the dimensions that reflect and express each variable of the study variables. The following figure illu strates the study model.

Figure (01) : The Proposed Study Model



1.2. Study Population : The study population consisted of employees working at El Sewedy Cables.

1.3. Study Sample : The study was conducted on a random sample of 80 employees, selected using the random sampling method.

1.4. Study Instrument : A questionnaire was utilized as the primary tool for data collection. The questionnaire included a series of complementary questions designed to test the study hypotheses. It consists of an introductory cover letter explaining the nature of the study to the respondents, followed by two main pillars :

- ✓ Pillar I : Questions dedicated to measuring Corporate Social Responsibility (CSR).
- ✓ Pillar II : Questions dedicated to measuring Human Resource Management (HRM) dimensions.

For the purposes of statistical analysis and hypothesis testing, the responses of the study sample were processed using a five-point Likert scale to answer the questionnaire items. Each item included five response options : Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree. The scoring distribution is presented in the following two tables :

Table 01 : Five-Point Likert Scale Scoring

Response	Stongly Agree	Agree	Neutral	Disagree	Strongly Disagry
Score	5	4	3	2	1

Table 02 : Interval Key for Interpreting Arithmetic Means (5-Point Likert Scale)

Arithmetic Mean Range	Degree
1.0 1.80	Very Low
1.81 – 2.60	Low
2.61 – 3.40	Moderate (Medium)
3.41 – 4.20	High
4.21 – 5.00	Very High

1.5. Reliability of the Questionnaire Items

To process the questionnaire items and ensure their reliability, we employed Cronbach's Alpha, which is widely used as a measure of internal consistency.

Table 03 : Reliability Coefficients (Cronbach's Alpha) for the Questionnaire

Questionnaire Pillars	Number of Items	Internal Consistency Coefficient (Cronbach's Alpha)
Corporate Social Responsibility (CSR)	20	0.697
Human Resource Management (HRM) Dimensions	20	0.888
Total Questionnaire	40	0.881

Source : Prepared by the researchers based on results generated using SPSS v.20

As shown in the table above, the reliability coefficients for the two pillars reached 0.697 and 0.888, respectively. These values exceed the 0.60 threshold and approach 1. Further more, the reliability coefficient for the questionnaire as a whole reached 0.881, indicating that the measurement instrument possesses a high degree of reliability. This suggests an 88.1% probability of obtaining consistent results if the research instrument were to be re-administered to the same study population under similar conditions.

2. Data Analysis and Presentation of Results

The study's hypotheses were tested by presenting and analyzing the data as follows :

2.1. Results Related to the First Hypothesis :

The first hypothesis states That : Elswedy Electric Cables practices Corporate Social Responsibility (CSR) at a high level. To test this hypothesis, arithmetic means and standard deviations were calculated for each item within the CSR dimensions. The table below illustrates the response levels of the study sample regarding the extent of the company's CSR practices.

The table below shows the level of response from the study sample members regarding the extent of the company's practice of social responsibility.

Table 04 : Study Sample Responses to Social Responsibility Items

Response Level	Std. Deviation	Mean	Degree of Agreement (Likert Scale)					Items
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Very High	0.302	4.90	00	00	00	08	72	1
Very High	0.503	4.50	00	00	00	40	40	2
Moderate	1.107	2.70	15	17	24	24	00	3

Moderate	0.779	3.00	00	16	56	00	08	4
Moderate	0.493	3.40	00	00	48	02	30	5
High	0.675	3.50	02	1	45	24	08	6
Very High	0.461	4.30	00	00	00	54	24	7
High	0.249	3.75	Social Dimension					
Very High	4610.	4.70	00	00	00	24	56	8
Very High	0.493	4.60	00	00	00	32	48	9
High	1.191	4.00	08	00	08	32	32	10
Very High	0.503	4.50	00	00	00	40	40	11
High	0.403	4.20	00	00	00	64	16	12
High	0.704	3.90	00	00	24	40	16	13
Very High	0.330	4.31	Environmental Dimension					
Very High	0.675	4.50	00	00	08	24	48	14
Very High	0.503	4.50	00	00	00	40	40	15
Very High	0.644	4.70	00	00	08	08	64	16
Very High	0.668	4.40	00	00	08	32	40	17
Very High	70.66	4.35	01	00	09	31	40	18
Very High	0.665	4.41	01	02	9	33	38	19
Very High	0.668	4.40	00	00	00	40	32	20
Very High	0.396	4.47	Economic Dimension					
High	0.252	4.18	All Social Responsibility Items					

Source :Prepared by the researchers based on results extracted from SPSS v.20

It is evident from Table (04) that the overall mean for the items concerning the dimensions of social responsibility is (4.18) with a standard deviation of (0.252). This indicates a consensus in the respondents' attitudes toward the social responsibility dimension items, which confirms the validity of the study's first hypothesis.

Most of the responses for the items regarding the social dimension of social responsibility were positive (agreed). Specifically, items (01), (02), (06), and (07) received a high response level, which signifies that Elsewedy Electric is committed to respecting labor laws, ensuring job security, and maintaining safety against workplace accidents, while also granting employees the right to continuous education and training.

As for items (03), (04), and (05), the arithmetic means were (2.70), (3.00), and (3.40) respectively, with standard deviations of (1.107), (0.779), and (0.493) respectively. This reflects the respondents' neutrality regarding the company's allowance of labor unions, as well as their neutral stance concerning the company's contribution to establishing essential community

infrastructure—such as schools, hospitals, and roads—and providing donations and grants to charitable organizations.

The results indicate that the overall mean of the responses to the statements related to the environmental dimension in the company reached (4.31) with a standard deviation of (0.330), reflecting a very high level of agreement. This demonstrates that the company complies with the regulations and laws issued by environmental protection organizations by using advanced technology in the production process to reduce waste and by employing raw materials that are not harmful to the environment. The company also maintains and develops resources, in addition to its commitment to issuing annual environmental reports.

The results show that the overall mean of the responses to the statements related to the economic dimension reached (4.47) with a standard deviation of (0.396), indicating a high level of agreement. This reflects that the company primarily seeks to increase its production and improve its returns, thereby boosting its sales and achieving a high level of profits. This confirms that El Sewedy Cables Company is a purely economic enterprise that aims to maximize its profits under fair competition by preventing monopoly practices, respecting competition rules, and ensuring the protection of consumers without causing them harm.

2.2.Results Related to the Testing of the Second Hypothesis

Which were stated as follows : The level of interest in Human Resources Management at Elsewedy Electric is acceptable. To test this hypothesis, arithmetic means and standard deviations were used for each item within the dimensions of Human Resources Management. The table below shows the response levels of the study sample members toward the Human Resources Management dimensions items.

Table 05 : Response Levels of the Study Sample Regarding the Dimensions of Human Resources Management.

Response Level	Standard Deviation	Arithmetic Mean	Degree of Agreement					Items
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
High	0.636	4.00	00	00	16	48	16	01
Low	0.493	2.40	00	48	32	00	00	02
High	0.302	3.90	00	00	08	72	00	03
High	0.704	3.90	00	08	00	64	08	04
High	0.246	3.55	Recruitment and Selection					
High	0.542	4.10	00	00	08	56	16	05
High	1.011	3.70	00	16	08	40	16	06
High	0.542	4.10	00	00	08	56	16	07
High	0.608	3.96	Employee Evaluation					
High	0.604	4.20	00	00	08	48	24	08
High	0.546	4.10	02	00	06	50	22	09
High	0.986	3.80	00	00	16	48	16	10

High	0.836	3.90	00	08	08	48	16	11
High	0.906	3.70	00	08	24	32	16	12
High	0.666	3.90	Training and Development					
High	0.779	4.00	00	08	00	56	16	13
High	1.031	3.50	08	00	24	40	08	14
Very High	0.503	4.50	00	00	00	40	40	15
Very High	0.461	4.70	00	00	00	24	56	16
High	0.542	4.10	00	00	08	56	16	17
High	1.143	3.90	08	00	08	40	24	18
High	1.026	3.40	00	16	32	16	16	19
High	1.143	3.90	08	00	08	40	24	20
High	.0515	4.00	Motivation					
High	0.429	3.86	All Statements – Human Resources Management Dimensions					

Source :Prepared by the researchers based on results extracted from SPSS v.20

It is evident from Table (05) that the overall arithmetic mean for the items regarding the dimensions of Human Resources Management is (3.86) with a standard deviation of (0.429). This indicates a consensus in the respondents' attitudes toward the HRM dimension items, which confirms the validity of the study's second hypothesis.

Most of the responses for the recruitment and selection dimension items were positive (agreed). Specifically, items (01), (03), and (04) received a high response level, signifying that El Sewedy Electric relies on methods and integrity standards to attract highly qualified employees. This is achieved through the use of advertisements and competitive examinations in selecting qualified labor, in addition to upholding the principle of equal opportunity for job applicants, maintaining the confidentiality of their information, and providing feedback. As for the second item, the majority of the respondents' answers were 'disagree,' with a mean of (2.40) and a low response level, implying that the company does not face any obstacles or difficulties in attracting and selecting employees.

The results indicate that the overall mean of the responses to the statements related to the employee evaluation dimension at El Sewedy Cables Company reached (3.96) with a standard deviation of (0.608), reflecting a high level of agreement. This suggests that the company carries out control and monitoring processes to evaluate employee performance using effective criteria and measurement tools to compare achieved results with planned targets. The company also works on developing work methods and techniques and expanding the use of electronic systems in order to improve the performance of its human resources.

The results show that the overall mean of the responses to the statements related to the training and development dimension at El Sewedy Cables Company reached (3.90) with a standard deviation of (0.666), indicating a high level of agreement. This reflects that the company places great importance on the training and development function as a form of human investment

aimed at raising qualification and efficiency levels and enhancing scientific culture, thereby enabling employees to contribute effectively to the achievement of the company's objectives. The results show that the overall mean for the responses regarding the motivation dimension at Elsewedy Cables reached (4.00) with a standard deviation of (0.515), representing a high level of agreement. This indicates that the company strives to dedicate all its efforts to providing an appropriate environment for its employees. It achieves this by offering a range of financial and non-financial incentives, ensuring occupational health and safety, and providing protection against various hazards and accidents that employees may encounter during the performance of their duties. Furthermore, the company provides social security insurance for its workers and offers subsidies in cases of death, disability, or illness, in addition to its commitment to the principle of fairness in wage distribution among employees.

2.3.ResultsRelated to the Testing of the Third Hypothesis, which was stated as follows : There is a statistically significant relationship between the principles of corporate social responsibility and human resource management at El Sewedy Cables Company. To test this hypothesis, the correlation coefficient between the Social Responsibility variable and the Human Resource Management variable was calculated. The following table illustrates this :

Table (06) : Correlation coefficient between the study variables

Correlation Coefficient	Significance Level (p-value)	Sample Size (N)
0.53	0.000	80

Source :Prepared by the researchers based on results extracted from SPSS v.20
 From the table above, we observe that the correlation coefficient value is (0.53) and the significance level is less than (0.05). This indicates the existence of a statistically significant positive correlation between Social Responsibility and the development of Human Resources Management ; thus, the third hypothesis is confirmed.

2.4.Results Related to the Testing of the Fourth Hypothesis, which was stated as follows : There is a statistically significant effect of social responsibility dimensions on Human Resources Management at Elsewedy Cables. To test this hypothesis, simple linear regression was used. The following table illustrates this :

Table 07 :Simple Regression to Test the Impact of Social Sesponsibility on Human Resources Management

Independent Variable	Regression Coefficient (β)	Constant (a)	Coefficient of Determination (R^2)	Significance Level (Sig.)
Social Responsibility	0.9	0.106	0.28	0.000

Source :Prepared by the researchers based on results extracted from SPSS v.20

2.5. Studying the Impact of Each Dimension of Social Responsibility Separately on the Development of Human Resource Management

To study the impact of social responsibility on the development of human resources management, multiple linear regression was utilized.

Table 08 : Results of Multiple Linear Regression Analysis to Test the Effect of Each Dimension of Social Responsibility on the Development of Human Resource Management at El Sewedy Cables Company

Dimensions of Social Responsibility	Social Dimension	Environmental Dimension	Economic Dimension
Regression Coefficient (β)	-0.135	0.575	0.745
Significance Level	0.488	0.000*	0.000*

* Statistically significant at the 0.05 significance level

Source : Prepared by the researchers based on results extracted from SPSS v.20

The results in the table above indicate that both the environmental and economic dimensions have a statistically significant effect on the development of Human Resources Management at a significance level of (0.05). Conversely, the social dimension does not have a statistically significant effect on the development of Human Resources Management.

Consequently, the following hypotheses were confirmed :

- Hypothesis Six, which stated : ‘There is a statistically significant effect of the environmental dimension on the development of Human Resources Management at Elsewedy Cables ;
- Hypothesis Seven : There is a statistically significant effect of the economic dimension on the development of Human Resources Management at Elsewedy Cables.

However, Hypothesis Five was rejected, which was stated as follows : There is a statistically significant effect of the social dimension on the development of Human Resources Management at Elsewedy Cables.

Conclusion and Recommendations

Through this research paper, we aimed to address the main problem and sub-questions regarding the extent to which Corporate Social Responsibility (CSR) contributes to the development of Human Resources Management (HRM) at Elsewedy Cables. To achieve this, the study examined the theoretical essence of CSR and HRM, followed by a field study to analyze their relationship within the company.

Key Research Findings :

- High Level of CSR : The results revealed a high level of CSR within the surveyed company. The researcher attributes this result to the specific organizational nature of Elsewedy Electric and its responsiveness to external variables, confirming the first hypothesis ;
- High Interest in HRM : The study showed a high degree of interest in Human Resources Management at Elsewedy Cables, confirming the second hypothesis ;

- Positive Correlation : A positive correlation exists between CSR and the development of HRM at Elsewedy Cables, confirming the third hypothesis ;
- Statistically Significant Impact : CSR has a statistically significant impact on the development of HRM, confirming the fourth hypothesis ;
- Explanatory Power (R^2) : The study found that CSR contributes 28% to the development of HRM, while other variables explain the remaining percentage ;
- Social Dimension : There is no statistically significant impact of the social dimension on HRM development at Elsewedy Cables, thereby rejecting the fifth hypothesis ;
- Environmental Dimension : A statistically significant impact was found for the environmental dimension on HRM development, confirming the sixth hypothesis ;
- Economic Dimension : A statistically significant impact was found for the economic dimension on HRM development, confirming the seventh hypothesis.

Recommendations :

Based on the results, we propose the following recommendations :

- Promote CSR Culture : It is essential for managers at Elsewedy Cables to further adopt and promote CSR concepts and practices among all employees, utilizing them as a competitive advantage ;
- Mission Realignment : Redraft the company's objectives and mission statement to better incorporate CSR variables ;
- Community Engagement : Increase focus on charitable activities and community assistance to build a positive corporate image, as highlighted in the theoretical study ;
- Budgeting for Training : Allocate specific budgets for training and development to enhance the competence and performance levels of human capital ;
- Work Environment : Increase attention to working conditions, focusing specifically on occupational health and safety standards.

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