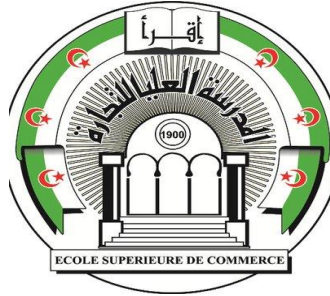


Ecole Supérieure de Commerce



**Thesis Submitted in Fulfillment of the Requirements
For Master's Degree in Commercial sciences and financial Sciences**

Major: Marketing and Communication

TOPIC:

**The impact of Corporate Environmental
Responsibility on Corporate
Reputation**

CASE STUDY: ENSP

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ABSTRACT

The concept of environmental responsibility and sustainable development are popular in recent decades, with the changes which the environment incur, this concept encourages companies to overpass their classical vision which is purely economic and integrate in their activity the environmental aspects. This approach has resulted in the ISO14001 Standard. In the short term, the adoption of this standard is a lever for achieving an overall performance, in long term, it helps to build organizational reputation in the market and in the industry area. In Algeria, this phenomenon is still in an embryonic stage; however, many companies that are already registered in a perspective of environmental responsibility. The objective of our work was to demonstrate the existence of the CER approach within ENSP Group , confirmed the convergence of corporate environmental responsibility and corporate reputation .The results of the study which we conducted at ENSP Group , allowed us to confirm our two hypotheses which were assumed that the company can take advantage of a CER approach in the short and long term and that there is a significant relationship between CER and corporate reputation.

Keywords:

Corporate Environmental Responsibility, Sustainable Development , Corporate Reputation , Company Image, Social Responsibility.

ملخص

أصبح مفهوم المسؤولية البيئية والتنمية المستدامة رائجًا في العقود الأخيرة ، مع التغييرات التي تتعرض لها البيئة ، يشجع هذا المفهوم الشركات على تجاوز رؤيتها الكلاسيكية التي هي اقتصادية بحتة وتدمج في نشاطها الجوانب البيئية .

نتج عن هذا النهج معيار ISO 14001 على المدى القصير ، يعد اعتماد هذا المعيار بمثابة رافعة لتحقيق الأداء العام ، على المدى الطويل ، يساعد في بناء سمعة تنظيمية في السوق وفي مجال الصناعة .

ولا تزال هذه الظاهرة في الجزائر في مراحلها الأولى. ومع ذلك ، فإن العديد من الشركات مسجلة بالفعل في منظور المسؤولية البيئية ، كان الهدف من عملنا هو إثبات وجود نهج المسؤولية البيئية داخل المجموعة ENSP ، وتأكيد التقارب بين المسؤولية البيئية للشركات وسمعة الشركة .

سمحت لنا نتائج الدراسة التي أجريناها بتأكيد فرضيتنا القائلة بأنه من المفترض أن الشركة يمكن أن تستفيد من نهج المسؤولية البيئية على المدى القصير والطويل وأنها علاقة مهمة بين المسؤولية البيئية وسمعة الشركات .

الكلمات المفتاحية

المسؤولية البيئية للشركات ، التنمية المستدامة ، سمعة الشركة ، صورة الشركة ، المسؤولية الاجتماعية

Résumé

Le concept de responsabilité environnementale et de développement durable est populaire ces dernières décennies, avec les changements que l'environnement subit, ce concept encourage les entreprises à dépasser leur vision classique qui est purement économique et à intégrer dans leur activité les aspects environnementaux. Cette approche a abouti à la norme ISO14001 , à court terme, l'adoption de cette norme est un levier pour atteindre une performance globale, à long terme, elle contribue à la réputation de l'organisation sur le marché et dans le domaine de l'industrie. En Algérie, ce phénomène est encore embryonnaire ; cependant, de nombreuses entreprises sont déjà enregistrées dans une perspective de responsabilité environnementale. L'objectif de notre travail était de démontrer l'existence de la démarche responsabilité environnementale au sein du ENSP Groupe, de confirmer la convergence de la responsabilité environnementale des entreprises et de la réputation des entreprises. Les résultats de l'étude que nous avons menée au sein du groupe ENSP nous ont permis de confirmer nos deux hypothèses, à savoir que l'on suppose que l'entreprise peut tirer profit d'une approche Responsabilité environnementale des entreprises à court et à long terme et qu'il existe une relation significative entre la REE et la réputation de l'entreprise.

Mots clés :

Responsabilité environnementale des Entreprises, Développement Durable, Réputation organisationnelle, Image de l'Entreprise , Responsabilité Sociétale.

Dedication

I dedicate this thesis to the special people who influenced me and made me the person I am today.

To my mother who gave me life, who has always been there for me, who has always trusted me, who always showed kindness and courage, for her endless sacrifices, encouragement, her love and Support to her little family.

To my sister GHADIR, and my brother THAMER for their support and love

To my sweet little sister IMETINAN MAIMANA

To uncle NOUREDDINE and my lovely aunt NADIA , whom I consider my second little family for their advice ,care, support and respect

To my grandparents

To my friends

To my father

Thank you for supporting me, for sharing those moments, I am grateful and happy to be surrounded by people like you .

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List of tables:

• Table 1 : <i>Stakeholders of CER</i>	21
• Table 2 : The expectations of stakeholders	26
• Table 3: Main differences between Corporate Reputation and Corporate Image	48
• Table 4 : Gender diversity	79
• Table 5 : Age diversity	80
• Table 6: Respondents' position	81
• Table 7: Work experience	82
• Table 8 : Employee perception of an oilfield quality service.....	83
• Table 9 : Employee perception of ENSP activity	84
• Table 10: The meaning of respect for the environment according to employees.....	85
• Table 11 : ENSP's responsibility in its practices towards the environment	86
• Table 12: Familiarity with CER concept.....	87
• Table 13 : Familiarity with ISO 14001	88
• Table 14 : Assessment of knowledge of the CER concept.....	89
• Table 15 : Perception of CER concept.....	90
• Table 16 : The expected results of a CER approach	91
• Table 17 : ENSP's policy regarding its environmental responsibility	92
• Table 18 : ENSP's responsibility towards the preservation of natural resources.....	94
• Table 19: The application of environmental management and environmental specialization by ENSP's top managers and employees	95
• Table 20 : ENSP Attractiveness	97
• Table 21 : Representing a good reputation.....	98
• Table 22 : Channel for getting to know ENSP	99
• Table 23: Evaluation of ENSP's reputation by its employees	100

List of figures :

• Figure 1 : Pillars of sustainable development	12
• Figure 2 :Business Success Factors	19
• Figure 3 : The stakeholders Model	25
• Figure 4 : Conceptual Model and research framework.....	27
• Figure 5 : Key sources (determinants) of reputation	56
• Figure 6 : ENSP's location	66
• Figure 7 : Gender diversity.....	79
• Figure 8 : Age diversity.....	80
• Figure 9 : Respondents' position	81
• Figure 10 : Work experience	82
• Figure 11 : Employee perception of an oilfield quality service.	83
• Figure 12 : Employee perception of ENSP activity.....	84
• Figure 13 : The meaning of respect for the environment according to employees	85
• Figure 14 : ENSP's responsibility in its practices towards the environment	86
• Figure 15 : Familiarity with CER concept	87
• Figure 16 : Familiarity with ISO 14001	88
• Figure 17 : Assessment of knowledge of the CER concept	89
• Figure 18 : Perception of CER concept	90
• Figure 19 : The expected results of a CER approach	91
• Figure 20 : ENSP's policy regarding its environmental responsibility	93
• Figure 21 : ENSP's responsibility towards the preservation of natural resources	94
• Figure 22 : The application of environmental management and environmental specialization by ENSP's top managers and employees	96
• Figure 23 :ENSP Attractiveness	97
• Figure 24 : Representing a good reputation	98
• Figure 25 : Channel for getting to know ENSP.....	99
• Figure 26 : Evaluation of ENSP's reputation by its employees.....	100

List of abbreviations

CBR ..Customer-Based Reputation
CEO.. Chief Executive Officer
CER .. Corporate Environmental Responsibility
CG .. *Corporate Governance*
CMP ..Coastal Management Plan
CR .. *Corporate Responsibility*
CS .. *corporate sustainability, .. corporate sustainability*
CSR .. *Corporate Social Responsibility, .. corporate social responsibility*
EIS .. *Environmental Information System*
EMS ..*Enviromental Management System*
ENSP ..Entreprise Nationale de Services aux Puits
EPD ..Environmental Protection Department
GRI .. *Global Reporting Initiative*
ICCT.. International Council for Clean Transportation
IMS ..Integrated Management System
ISO .. *International Standard Organization*
LCA .. *Life Cycle Assessment*
MAC Most Admired Company
MPAT .. *Ministry of Planning and Regional Development*
NAPE-SD .. *National Action Plan for the Environment and Sustainable Development*
NASP .. *National Agency for Spatial Planning*
NES .. *The National Environment Strategy*
NGO .. *non governmental organizations*
NOESD .. *National Observatory for the Environment and Sustainable Development*
NPMMSW .. *National Program for the Management of Municipal Solid Waste*
NPSWM .. *National Program for Special Waste Management*
NRMDG .. *National Report on the Millennium Development Goals*
NRP .. *National Reforestation Plan, .. National Reforestation Plan*
NSPS .. *National Spatial Planning Scheme, .. National Spatial Planning Scheme*
NWA .. *National Waste Agency*
OECD .. *The Organization of Economic Co-operation and Development*
QHSE ..*Quality, Health,Safety,Environment*
RQ.. Reputation Quotient
TLC .. *Technical Landfill Centers*
UNEP .. *The United Nations Environment Program*
UNGC .. *United Nations Global Compact*
WSSD .. *World Summit on Sustainable Development*

Content

	Page
General Introduction	2
Chapter One: Corporate environmental Responsibility	6
<i>Introduction of chapter One</i>	6
Section One: an overview of Corporate environmental Responsibility	7
Section two: :The motivations and barriers to engage in CER	20
Section three : Corporate environmental responsibility in Algeria	29
<i>Conclusion of chapter One</i>	37
Chapter Two : Corporate Reputation – A Major Concern	40
<i>Introduction of chapter two</i>	39
Section One : Contextualizing Organizational Reputation.....	41
Section Two: Building and Measuring Reputation	51
Section Three: The Relationship between CER and Corporate Reputation	55
<i>Conclusion of chapter two</i>	62
Chapter Three : Investigation about the impact of CER on Corporate Reputation, Case Study ENSP	65
<i>Introduction of chapter three</i>	39
Section One: Presentation of the host company.....	66
Section Two :Methodology of study and survey process	75
Section Three: Results and data analysis of the conducted survey	79
<i>Conclusion of chapter three</i>	101
General Conclusion	103

General Introduction

General Introduction

General Introduction

Over the years, management has shifted from a classic profit-driven vision to a more humane approach that takes into account the expectations of stakeholders. Indeed, the company constitutes an organized social system that is in perpetual interaction with economic actors. Evolving in a context of globalization, the latter (economic actors) develop expectations and requirements that the company must comply with in order to ensure their satisfaction and loyalty.

In addition, in recent decades, the world has experienced an upheaval that business leaders cannot ignore: Climate change, scarcity of resources, economic and financial crisis... In order to ensure their survival and sustainability and face increased competition, companies will need to adopt strategies that allow them to stand out and differentiate themselves in the marketplace. Integrating an Environmental responsibility approach policy, decisions and actions taken is an alternative to which everyone will have to do.

Corporate environmental responsibility (CER) is an area that has become increasingly important over the last decades, both for companies and for the research community. Recently, scholars have begun to argue that the way in which corporations implement and practice CER influences its outcomes.

To speak nowadays about an environmentally responsible company is to speak about a company which takes into account one of the most important dimensions of sustainable development. The demands for Environmental Responsibility by companies and their leaders today are stronger than ever before.

CER refers to a commitment to meeting moral and ethical obligations in Environmental terms. It is part of a search for growth, performance and return on investment. It is dictated by both internal and external stakeholders, and also supported by the legislator. In this research we are mainly interested in employees as the main stakeholder. In fact, human capital has become an essential source of value for companies.

It is essential for companies of all sizes and operating in any sector of activity to seize this opportunity, being an indicator of overall performance, it allows the protection of the environment and the contribution to sustainable development; it also has an impact on the financial aspect by reducing costs and maximizing shareholders' wealth.

However, in recent years, companies' commitment to CER has grown steadily in order to protect their image and gain the trust of their stakeholders, as CER is also a long-term investment in reputation.

General Introduction

In an uncertain environment, stakeholders have created reputational systems (ratings, indexes, etc.), which guarantee the trust placed in companies, in order to evaluate the relevance of economic operations, the citizenship of existing practices and behaviors as well as the transparency of the image conveyed.

Several factors have changed the way reputations are managed, including economic, political, cultural, societal and technological factors. This is the objective of our work, through which we will try to demonstrate that adopting a CER approach can contribute to increasing a company's reputation capital and its sustainability.

We frame our research topic as follows « **The impact of corporate Environmental Responsibility on Corporate Reputation -case study : ENSP** », answering the following primary question :

What is the impact of adopting a CER approach for ENSP's reputation?

To deal with this problematic , it is more than necessary to consider the following sub questions:

- **Q1** : Can corporate environmental responsibility be related with the company's reputation?
- **Q2**: Can the company benefit from a CER approach?

In order to respond to this problem, we have made the following hypotheses:

- **H1**: A significant relationship exists between CER and the company's reputation .
- **H2**: The commitments to CER approaches improve the image of the company which brings to it a good reputation.

As the purpose of this research is to investigate the role and the impact of Corporate Environmental Responsibility on Corporate Reputation , We have to choose a methodology that enables us to understand in details the importance and effect of implementing a CER approach.

The adopted methodology was both descriptive, and analytical through a quantitative study that included the distribution of a questionnaire for a better data collection.

The choice to undertake this study is not fortuitous, the modernity of the theme and the fact that it is a topical subject to attract us in particular, and with the mutations that the environment is undergoing, it seemed crucial to us to denounce the importance of turning

General Introduction

to a ethical, green and responsible management, the latter contributing to overall performance, building a sustainable reputation in the process, enables the company to increase its credibility with stakeholders and gain their trust.

This thesis is divided into two parts, a theoretical part composed of two chapters and a third chapter about the practical case in ENSP Company. The final work was therefore divided into three chapters as follows:

Chapter One:

This chapter will give a broad understanding of what CER is about; its history then shortly presents the role of CER in business and international standardization, and discusses motives for engaging in CER initiatives. Furthermore, in order to enrich our research, we will introduce a section about the CER engagement in Algeria.

Chapter Two:

In the second chapter, we will introduce an overview about the corporate Reputation , its related concepts and theories . Then, a broad understanding of building and measuring reputation will be introduced in the second section, passing to the main topic; the third section will be represented as an analysis or demonstration of the relationship of Corporate Reputation and CER.

Chapter Three:

The chapter starts in the first section with presenting an overview of the host organization «ENSP » to become familiar with it, then an explanation of the research methodology followed in the second section, then we will make an analysis through a questionnaire with the objective to provide an understanding of how this company perceives environmental responsibility and what is the degree of their application. And the results obtained from our survey conducted at ENSP will be introduced in the section three, thus, a global synthesis to propose some suggestions for the improvement of its image and to reinforce its reputation .

CHAPTER ONE:
Corporate Environmental
Responsibility

Chapter One [Corporate Environmental Responsibility]

Chapter One: Corporate environmental Responsibility

In the last decades there has been a noticeable growth in the adoption of the notion of environmental responsibility within the global business community . With increasing awareness on environmental issues , it has become imperative for companies to integrate environmental efforts into their business strategy .

This chapter will give a broad understanding of what Corporate Environmental Responsibility (CER) is about , its history then shortly presents the role of CER in business , its international standardization. , and discuss motives , benefits and barriers for engaging in CER initiatives .

To furthermore, in order to enrich our research, we will introduce a section about the CER engagement in Algeria.

Chapter One [Corporate Environmental Responsibility]

Section One: an overview of Corporate environmental Responsibility

Around the world, there is an unprecedented level of visibility surrounding environmental issues (e.g. climate change, pollution, and the exploitation of natural resources). In parallel, there has been a concerted effort globally to address such issues. As the awareness of the level of environmental degradation facing the planet increases, more is being expected of its citizens to take responsibility.

Today, many acknowledge that business has a responsibility which goes beyond profitability and reaches out to profit, people as well as planet: a triple bottom line.

1 Corporate Responsibility

The concept of Corporate Responsibility (CR) is considered as a part of the entity of corporate sustainability, consists of economic responsibility, environmental responsibility¹, and socio-cultural responsibility².

Corporate Responsibility (CR) cannot and does not equal sustainability, because responsibility is relative and sustainability is absolute³. It impacts the organizational culture, which requires the development of new shared values, as well as strategic embedding within the organization of the three pillars: people, planet, and profit⁴.

Strategic CR is one way to execute corporate responsibility. The aim is to create a "win-win-win" situation, in which CR enables the people, planet, and profit to prosper.

Moreover, CR becomes strategic when it yields substantial, business-related benefits to the firm, in particular by supporting core business activities, thus contributing to the firm's effectiveness in accomplishing its mission⁵.

¹ van Marrewijk, M., « Concepts and Definitions of CSR and Corporate Sustainability: Between Agency and Communion », *Journal of Business Ethics* 44(2003), pp : 95–105

² Ketola T. (2008), « *From psychopaths to responsible corporations – Waking up the inner sleeping beauty of companies* », Nova Science Publications, New York.

³ Ketola T. (2007), « How to turn corporate responsibility strategies into business strategies? », *European Academy of Management Conference*, Paris.

⁴ Cramer J., (2005), *Company Learning about corporate social responsibility, Business Strategy and the Environment* n° 14: 255–266.

⁵ Burke L, Logsdon JM. (1996) « How corporate social responsibility pays off. *Long Range Planning* », pp: 495–502.

Chapter One [Corporate Environmental Responsibility]

2 Definition of Corporate environmental Responsibility

Corporate environmental responsibility (CER) is defined as the commitment of business to take the environment into account in decision-making processes and involves environmental commitment and awareness, transparent reporting, measuring and auditing and means going beyond regulatory compliance⁶.

CER deals with a company's relationship with the environment. It contains the obligations of decision makers to take responsible actions which aim to protect and improve the environment as a whole, and which are also in line with their own interests⁷.

Gunningham defines CER as “practices that benefit the environment (or mitigate the adverse impact of business on the environment) that go beyond those that companies are legally obliged to carry out” in line with the World Business Council for Sustainable Development.⁸

3 CER vs CSR vs corporate sustainability

Defining CER is challenging, it is hard for any definition to include all aspects of CER due to its very complex and multidimensional nature, CER originated in a broader trend towards a responsibility for business in which various concepts, such as corporate social responsibility and sustainable development, became central issues on the global agendas of business.

Previous studies from both academics and practitioners suggest that although CER is a subset of either the CSR or corporate sustainability (CS) fields.

Firstly, CER has a clear connection with corporate social responsibility (CSR) because it indicates its environmental dimension.

Although the concept has been developing since the early 1970s, there is no single, commonly accepted definition of “Corporate Social Responsibility” (CSR). As there are many, sometimes conflicting definitions that attempt to explain its governing concept(s) using normative social constrictions that can vary across cultures, regions, etc.,

¹ Mazurkiewicz, P, Corporate environmental responsibility: Is a common CSR framework possible? , Paper presented at IAIA Conference, Vancouver. Cited 24 December 2006.

⁷ Huckle, G (1995) , Environmental Responsibility and Profitability in the Industrial and Mining sector, University of Witwatersrand,.

⁸ Gunningham, N., «Shaping corporate environmental performance: a review. Environmental Policy and Governance» (2009),pp: 215–231.

Chapter One [Corporate Environmental Responsibility]

CSR may cover:

- a. a company running its business responsibly in relation to internal stakeholders (shareholders, employees, customers and suppliers);
- b. the role of business in relationship to the state, locally and nationally, as well as to
- c. inter-state institutions or standards;
- d. business performance as a responsible member of the society in which it operates and the global community.

The first perspective includes ensuring good corporate governance, product responsibility, employment conditions, workers rights, training and education.

This reasoning supports the argument that corporations should no longer prioritize maximizing profits and shareholder value because they have responsibilities to other groups as well.

There are many viewpoints, however, as to whom or what constitutes a stakeholder and whether or not they should even be considered in the decisions of the corporation.

Furthermore, there are also many potential stakeholders including individuals and groups in the workplace (employees), the marketplace (customers, suppliers), government, and the community; as well as non-governmental organizations with very specific interests such as the environment, ethics and human rights.

Although the debate on the relationships between business and society, and the implied responsibilities, has been ongoing for decades, there is still no consensus on a commonly accepted definition of CSR.

The second includes corporate compliance with relevant legislation, and the company's responsibility as a taxpayer, ensuring that the state can function effectively. It defined in ISO 26000 as the responsibility of an organization for the impacts of its decisions and activities on society and environment, through transparent and ethical behavior, that:

- Contributes to sustainable development, including health and the welfare of
- society.
- Takes into account the expectations of stakeholders.
- Is in compliance with applicable law and consistent with international norms of
- behavior and;
- Is integrated throughout the organization and practiced in its relationships.

The third perspective is about the relations of the company with the people and environment in the communities in which it operates, also those to which it exports. Too often, attaining CSR is understood from the perspective of business generosity to community projects and

Chapter One [Corporate Environmental Responsibility]

charitable donations, but this fails to capture the most valuable contributions that a company has to make..⁹

Various associations have developed their own definitions of CSR. For example, Business for Social Responsibility defines CSR as "... operating a business in a manner that meets or exceeds the ethical, legal, commercial and public expectations that society has of business. CSR is seen by leadership companies as more than a collection of discrete practices or occasional gestures, or initiatives motivated by marketing, public relations or other business benefits. Rather, it is viewed as a comprehensive set of policies, practices and programs that are integrated throughout business operations, and decision-making processes that are supported and rewarded by top management..."¹⁰.

The World Business Council for Sustainable Development stresses, "CSR is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families, as well as of the local community and society at large..."¹¹

The European Union defines CSR as "... the concept that an enterprise is accountable for its impact on all relevant stakeholders. It is the continuing commitment by business to behave fairly and responsibly and contribute to economic development while improving the quality of life of the work force and their families as well as of the local community and society at large..."¹².

Such definitions could have a number of interpretations, depending on the culture in which they are to apply.

(CER) is an integral part of corporate social responsibility (CSR). In fact, CER is playing an increasingly important role in the corporate landscape that's why companies engage in CER

⁹ Reyes J. and N. Twose, « Education-focused Corporate Social Responsibility in El Salvador»; World Bank Technical Assistance Study, Washington D.C (2002) .

¹⁰ Business for Social Responsibility is a global non-profit organization that helps member companies achieve commercial success in ways that respect ethical values, people, communities and the environment. BSR member companies have nearly \$2 trillion in combined annual revenues and employ more than six million workers around the world. See www.bsr.org

¹¹ This definition was developed in 1998 for the first WBCSD CSR dialogue in The Netherlands.

¹² The EU Green Paper: Promoting a European Framework for Corporate Social Responsibility (18/07/2001) http://europa.eu.int/comm/employment_social/soc-dial/csr/greenpaper_en.pdf

Chapter One [Corporate Environmental Responsibility]

Secondly, Environmental responsibility forms one part of the broader concept of sustainable development. Sustainability refers to the notion of ensuring that economic growth and environmental protection work together in a long-term “win-win” situation, rather than operating in competition with each other.

One of the most common definitions of sustainability is that put forward by the United Nations World Commission on Environment and Development. The Commission has described the idea of sustainable development as “development which meets the needs of the present without compromising the ability of future generations to meet their own needs”¹³.

Two concepts are attached to this concept:

- The concept of basic needs, which should be given the highest priority in this process.
- The idea of limitation that the state of our technology and social organization imposes on the capacity of the environment to meet current and future needs.

The central theme in such a definition is the interdependence between economic growth and environmental quality, and the need to ensure that both issues are protected.

Typically, sustainable development requires the balancing of three different but interrelated variables:

- *economic and commercial imperatives* to produce and maintain an economic system that delivers wealth and efficiently meets consumer needs;
- *environmental considerations*, so as to ensure that the current state of the earth’s biosphere is at least maintained and, wherever possible, enhanced;
- and *social justice factors*, or the protection of individual and community needs, on the assumption that the other two issues cannot be advanced if there is no motivation or incentive within the broader community to do so. The evolution of these issues over the last forty years can be traced through a number of pronounced stages ¹⁴.

So, the CSR approach implies that the organization is capable of being part of a project economically viable, socially equitable and environmentally friendly. And here it appears the three pillars of sustainable development.

¹³ Brundtland, G. H., *Our Common Future*, United Nations World Commission on Environment and Development (Brundtland Commission). Oxford 1987.

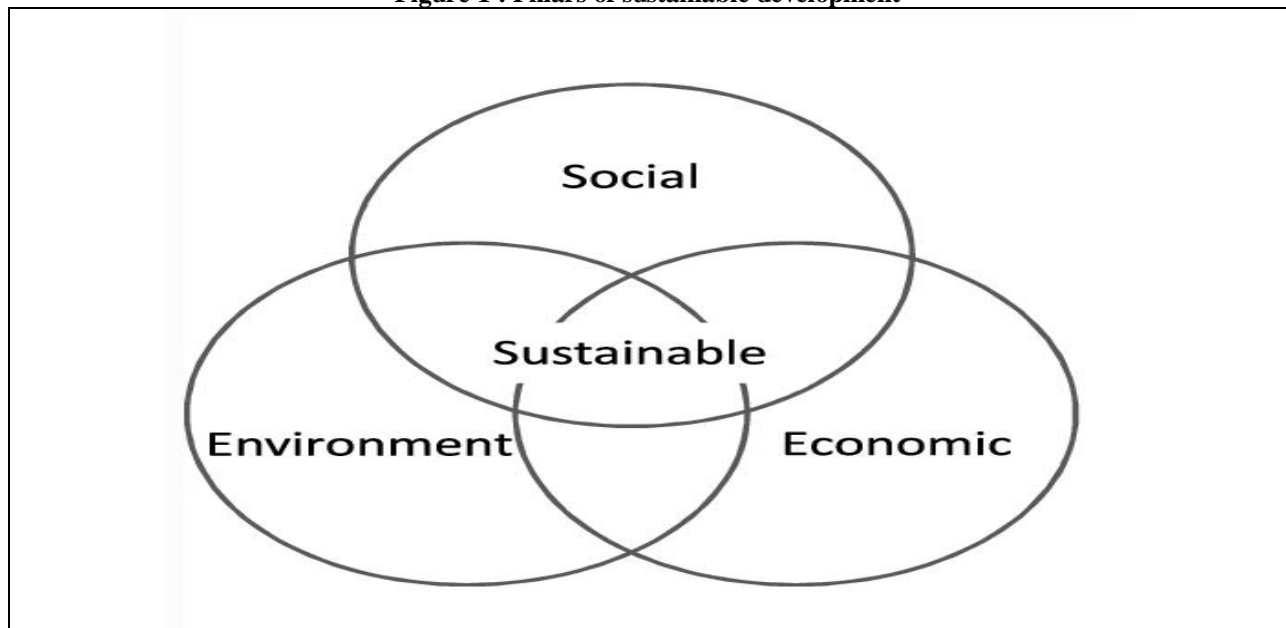
¹⁴ Krupp, F.: Business and the Third Wave: Saving the Environment, in: *Vital Speeches*. Vol. 58 No. 21. August 15, 1992, pp. 656–659.

Chapter One [Corporate Environmental Responsibility]

All stockholders are taken into consideration to pay attention to those pillars which consist of:

- The ability to attract and retain employees or members, customers or members .
- Maintaining the motivation and commitment of its employees, as well as their Productivity .
- The vision of investors, owners, donors, sponsors and financial community.
- Relationships with companies, governments, the media, suppliers, peers, clients and the community in which it operates .

Figure 1 : Pillars of sustainable development



Source: Purvis, B., Mao, Y. & Robinson, D. *Three pillars of sustainability: in search of conceptual origins. Adapted from Adams (2006:2)*

4 History of environmental responsibility concept

Over the past four decades, the concept of corporate environmentalism was born and redefined through multiple iterations. Threw major environmental events such as Rachel Carson's *Silent Spring*, the Santa Barbara oil spill, the Cuyahoga River fire, Love Canal, Bhopal, the Exxon Valdez spill, the Brent Spar controversy, and many others, conceptions of corporate environmentalism as regulatory compliance in the **1970s** gave way to newer management conceptions of “pollution prevention,” “total quality environmental management,” “industrial ecology,” “life cycle analysis,” “sustainable development,” “environmental strategy,” “environmental justice” and others.

The media focus of these conceptions expanded from air and water in the 1970s to hazardous waste, remediation, toxics, right-to-know, ozone, global warming, acid rain, solid waste, chlorine phase-out, and environmental racism today. And with each conception came greater complexity for understanding the intersection of business activity and environmental protection. In particular, empirical data since the 1980s has raised questions about whether environmental protection and economic competitiveness can, at times, be complimentary .

Concurrent with this evolution in corporate practice has been the emergence of academic research focused on business decision-making, firm behavior and the protection of the natural environment. Among the academic sciences this is a relatively new field, coming into being only in the early 1980s with articles addressing the overlap between business strategy and the environment¹, and later, with the formation research consortia such as the Greening of Industry Network² and the Management Institute for Environment and Business (now part of the World Resources Institute).

What began as a modest offshoot of management research has grown into a maturing area of study within the management sciences. It is now possible to step back and view the state of this field in terms of where it has been and where it is going. This chapter will consider what is distinct about existing research in business decision-making and the environment and consider future directions in which the field is going.

¹ Royston, M, *Pollution Prevention Pays*, London: Pergamon ,(1979).
Royston, M. « Making pollution prevention pay », *Harvard Business Review*, (1980).

² Fischer, K. and J. Schott, eds, , (1993) , « *Environmental Strategies for Industry: International Perspectives on Research Needs and Policy Implications.* » , (Washington,DC: Island Press).

Chapter One [Corporate Environmental Responsibility]

5 International standards and principles of CER

5.1 The United Nations Global Compact

The United Nations Global Compact is a non-binding United Nations pact to encourage businesses worldwide to adopt sustainable and socially responsible policies, and to report on their implementation. The UN Global Compact is a principle-based framework for businesses, stating ten principles in the areas of human rights, labor, the environment and anti-corruption. Under the Global Compact, companies are brought together with UN agencies, labor groups and civil society.

The three principals of the United Nations Global Compact about the environment :

- ⇒ **Principle 1:** Businesses should support a precautionary approach to environmental challenges.
- ⇒ **Principle 2:** business should undertake initiatives to promote greater environmental responsibility.
- ⇒ **Principle 3:** business should encourage the development and diffusion of environmentally friendly technologies.

5.2 United Nations Environment Program (UNEP)

The United Nations Environment Program (UNEP) is an international organization established in 1972 to catalyze and coordinate activities to increase scientific understanding of environmental change and develop environmental management tools ²

5.3 The Organization of Economic Co-operation and Development (OECD)

The Organization of Economic Co-operation and Development (OECD) was established in 1961 as an intergovernmental association, and today it has 34 members' states worldwide. It operates as a policy organ recommending all kinds of economic and development issues to its members including behavioral issues connected to corporate governance (CG) and corporate social responsibility (CSR). CSR is defined in OECD as part of the OECD Guideline for Multinational enterprises, which contain twelve director principles for CSR including the environmental ones .

¹The United Nations Global Compact principals , global compact website : www.unglobalcompact.org/what-is-gc/mission/principles, 15/05/2020, 13:28.

² Glossary of Environment Statistics, Studies in Methods, Series F, No. 67, United Nations, New York, 1997.

5.4 Global Reporting Initiative (GRI)

Is an independent institution established in 1999 with the mission to provide a reliable and credible framework for preparing sustainability reports that can be used by organizations regardless of size, sector or location. Today, GRI guidelines are the main international for preparing sustainability reports.

5.5 ISO 26000

This standards was published in 2010 and developed by ISO (the International Standard Organization), in order to guide organizations how to implement CSR. It is defined as the international standard developed to help organizations effectively assess and address social responsibilities that are relevant and significant to their mission and vision; operations and processes; customers, employees, communities, and other stakeholders; and environmental impact.

The ISO 26000 standard provides guidance on ¹:

- Recognizing social responsibility and engaging stakeholders.
- Ways to integrate socially responsible behavior into the organization.
- The seven key underlying principles of social responsibility:
 - ✓ Accountability
 - ✓ Transparency
 - ✓ Ethical behavior
 - ✓ Respect for stakeholder interests
 - ✓ Respect for the rule of law
 - ✓ Respect for international norms of behavior
 - ✓ Respect for human rights
- The seven core subjects and issues pertaining to social responsibility:
 - ✓ Organizational governance
 - ✓ Human rights
 - ✓ Labor practices
 - ✓ **The environment**
 - ✓ Fair operating practices
 - ✓ Consumer issues
 - ✓ Community involvement and development

In addition to providing definitions and information to help organizations understand and address social responsibility, the ISO 26000 standard emphasizes the importance of results and improvements in performance on social responsibility.

¹The International Standard Organization , <https://asq.org/quality-resources/iso-26000>, 15/05/2020, 16:25

5.6 ISO 14001

The ISO 14001 family of standards provides practical tools for companies and organizations of all kinds looking to manage their environmental responsibilities which represent one of major pillars in CSR.

This International Standard complies with ISO's requirements for system standards management. These requirements include a framework structure, an identical basic text and terms with basic definitions, developed for users implementing ISO standards of management systems.

The ISO 14001 does not contain specific requirements for other management, such as those related to quality management, occupational health and safety, energy or financial management. This International Standard, however, allows for an organization to use a common approach and the same risk-based reasoning for integrate its environmental management system with the requirements of other management systems.

This International Standard contains the requirements for assessing compliance. An organization wishing to demonstrate compliance with this International Standard can do so by:

- self-assessment and self-reporting, or
- seeking confirmation of compliance by parties with an interest in the organization, such as customers, or
- seeking confirmation of self-reporting by a party outside the organization, or
- seeking certification/registration of its environmental management system by external agency.

Objective of the ISO 14001

The purpose of this International standard is to provide a framework for agencies to protect environment and respond to changing environmental conditions by taking into account socio-economic needs .It specifies requirements that allow an organization to obtain the results it has set for its environmental management system .

Chapter One [Corporate Environmental Responsibility]

A systematic approach to environmental management can provide management with information to succeed in the long term and to create options to contribute to the sustainable development in :

- ✓ Protecting the environment by eliminating the negative environmental impacts ;
- ✓ limiting the potential negative effect of environmental conditions on the body ;
- ✓ helping the organization meet compliance obligations ;
- ✓ enhancing environmental performance ;
- ✓ controlling or influencing how the organization's products and services are designed , manufactured , distributed , consumed and disposed of with a life cycle perspective prevent environmental impacts from unintentionally re-referring to other phases lifecycle .
- ✓ making financial and operational benefits that could result from the implementation of alternatives environmentally friendly that strengthen the organization's market position ;
- ✓ sharing environmental information with relevant stakeholders .

This International Standard, as well as other International Standards, is not intended to increase or change an organization's legal requirements.

5.7 The perceived role of CER in business

Corporate environmental responsibility is considered as an important aspect of business today, started as a significant aspect of competitiveness .Companies in a wide range of sectors and geographic regions have discovered concrete value and competitive advantages from taking environmental initiatives.

Environmental responsibility is quickly becoming a source of competitive advantage for many companies. Meanwhile, the leaders of major corporations worldwide are increasingly facing the challenge of managing organizations that should meet the expectations of a broad range of stakeholders and deliver a return in line with these expectations at the same time. As a result, practicing corporate social responsibility and environmental responsibility have become the necessary ingredients for a company's long-term success.

Eccles et al. reported that high responsibility organizations are characterized by a governance structure that explicitly takes into account the environmental and social benefits of the company, in addition to financial benefits. They also found that companies that

Chapter One [Corporate Environmental Responsibility]

manage their environmental and social benefits have superior financial benefits and actually create more value for their shareholders.¹

for example, KPMG. Since 1996, KPMG has been actively involved in a range of environmental programs and are currently preparing for the ISO14001. They have integrated all their environmental programs into mainstream operations to provide sustainability. There are 5 key areas where they, as a firm, are making an environmental impact: Water, Waste, Paper, Energy and Transport. Savings made by the environmental management program currently stand at £250,000 per year. By switching to greener energy suppliers, energy reduction targets of 30% over three years have been built into all maintenance contracts and can account for a further £600,000 of savings.

Simply, many companies have found that CER has often had a positive impact on corporate profits. Environmental initiatives have achieved a greatest amount of quantifiable data linking proactive companies with positive financial results.

The International Financial Corporation, in its report “Developing Value”², reaches the conclusion, based on the experiences of over 170 companies, that many businesses in emerging markets have been involved in areas such as social development or environmental improvements, and have achieved cost savings, revenue growth and other business benefits. A summary of their findings is given in Chart 1. In doing so they have established a socially responsible corporate image and have facilitated market penetration.

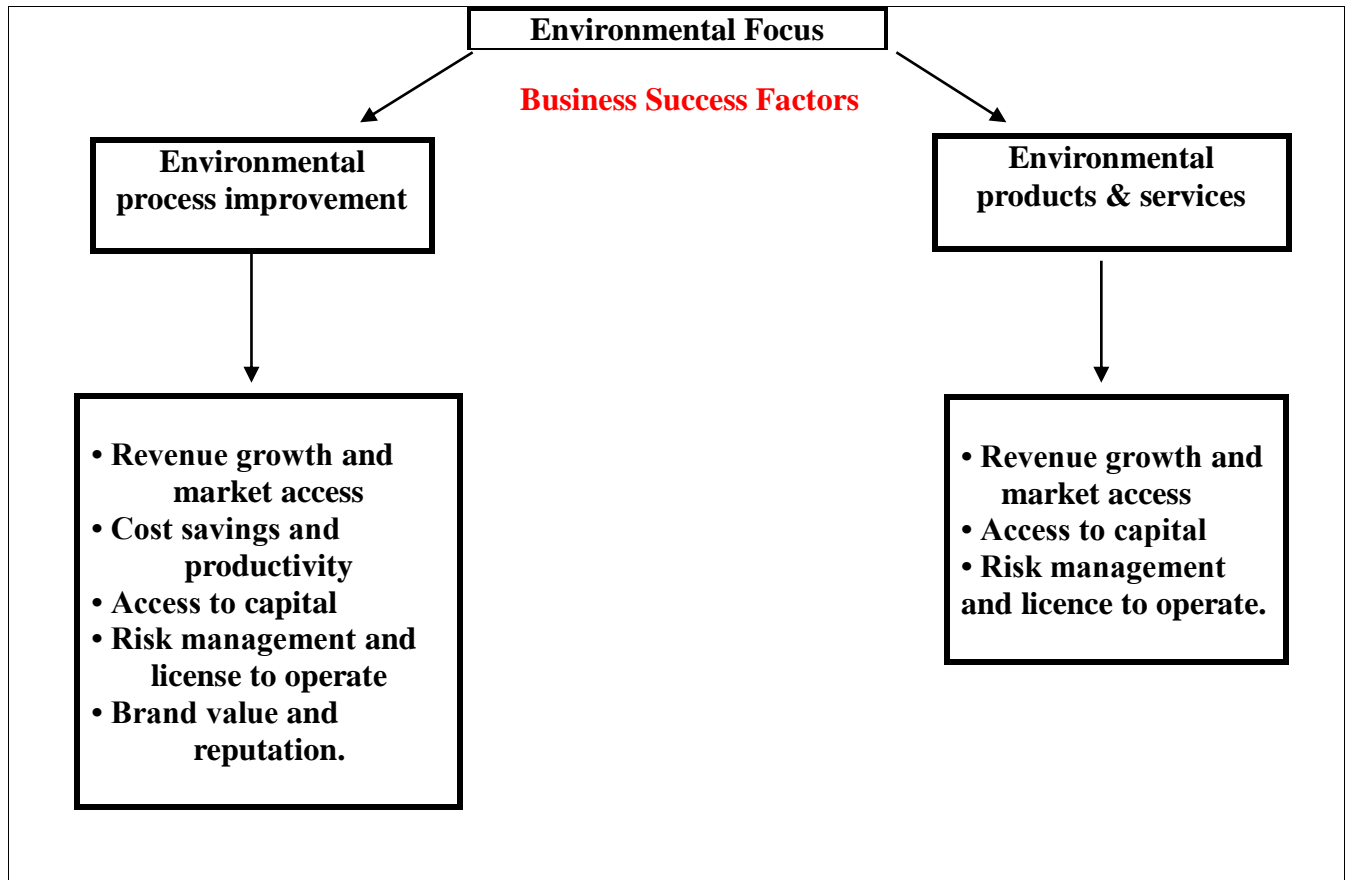
Firms have also found savings in input costs, waste disposal costs, labor costs through reduced absenteeism and increased loyalty, reduced costs of compliance with regulations, and other real but more intangible benefits such as attracting quality investors. Firms also benefit from realizing greater cooperation from their communities, and from building political capital that has been useful when community decisions may affect the enterprise.

¹ Eccles, R., Ioannou, I., & Serafeim, G, Is responsibility now the key to corporate success? ,Guardian Professional Network, 2012. Retrieved Feb 25, 2013 from the Guardian website <http://www.guardian.co.uk/sustainable-business/responsibility-key-corporatesuccess>.

² IFC 2002 SustainAbility, Ethose Institute; Developing Value. The Business Case for Sustainability in Emerging Markets, Washington D.C,2002.

Chapter One [Corporate Environmental Responsibility]

Figure 2 :Business Success Factors



Source : Based on: IFC 2002

Reducing the use of energy and raw materials and limit emissions and waste from production processes are key contributions that business can make to tackle the environmental challenges facing the world. The good practices of leading companies build a base for the behavioral change of others. Moreover, many multinationals are adopting environmental policies that extend through their supply chains in the form of requirements for suppliers to adhere to sustainability certifications such as ISO 14001, etc.

Chapter One [Corporate Environmental Responsibility]

Section two: :The motivations and barriers to engage in CER

1 Motivations

There is and has been a lot of debate about the purposes and reasons for CER. The question “why would a firm practice CER?” has been raised often, as were its answers which can also be used when answering the question of what motivations for CER firms have.

1.1 The four theoretical approaches to engage in CER

According to Garriga and Mele’s¹ article there are four answers to the question why companies should practice “corporate social and environmental responsibility “. They have identify four theoretical approaches that focused on the relation between CSER and business .

- ❖ **Political theory :** It is seen as a moral obligation to environment (this means that your company feels that it is demanded by society indirectly) .

Content :

Obligation to society:

- Corporate constitutionalism.
- Social contract theory.
- Corporate citizenship .

- ❖ **Instrumental theory :** It is beneficial to the company

Content :

Enlightened self-interest:

- Maximizing shareholder wealth,
- Improving or maintaining a competitive advantage,
- Using as a marketing tool

- ❖ **Integrative theory:** It is caused by direct pressure from one or more stakeholders .

Content : Dependent on society for existence:

- Institutional level (to gain legitimacy and respect),
- Public responsibility (guideline for managerial behavior),
- Corporate social performance (to identify the right way to gain social legitimacy

¹ Garriga, E., & Mele, D , Corporate social responsibility theories: Mapping the territory. Journal of Business Ethics, n 53(1/2), (2004) , pp:51–71.

Chapter One [Corporate Environmental Responsibility]

Stakeholders of CER :

Table 1 : Stakeholders of CER

Internal	External
Financiers	Government
Consumers	Environment
Suppliers	Non-Governmental
Employees	Organizations
Community	Critics
	Media

Source : *Freeman's internal and external stakeholder's model*

- ❖ **effects Ethical theory :** It is an expression of societal involvement, regardless of the (positive or negative)

Content :

Right thing to do:

-Business must contribute to a good society

1.2 External and internal Motivations

✚ External

The motivations are classified as market based and institutional . Institutional mechanisms are further classified as regulatory forces, self-regulation, and stakeholder influence .

Chapter One [Corporate Environmental Responsibility]

❖ Regulatory forces

One of the most prominent and influential factors of corporate environmentalism is regulation¹

“Regulation” means restraints imposed upon firms by government.

Environmental protection has been one of the regulatory success stories of the past several decades. However, critics and advocates would agree that the existing system has profound limitations that prevent the achievement of higher levels of environmental quality.

The CER moves into a more mature stage, with the development of Government initiatives which encourage and sustain widespread adoption of good corporate social and environmental practices.

❖ Self-regulation

“In today’s society any industry as conspicuous as the major home appliance industry is continually faced with the threat of government regulation. In my opinion, the only way to avoid government regulation is to move faster than the government. The alternative to government regulation is judicious self regulation ”.²

To economists, “regulation” means restraints imposed upon firms by government. In many cases, however, firms voluntarily restrain their own conduct; they “self-regulate.”³ Examples include establishment of financial exchanges, licensing of professionals, setting of safety standards, control of entertainment content, advertising restrictions, and voluntary pollution abatement.

To increase ‘self-regulation’ of businesses for environmental protection and pollution reduction. There are specific proposals include sectoral pollution-reduction ‘covenants,’ market trading of emissions permits, third-party certifications of environmental performance (e.g. under the European Union's Eco-Management and Auditing Scheme [EMAS] and the ISO 14001 Environmental Management System certification), ad hoc negotiation of regulatory flexibility in exchange for superior environmental performance, and others.

¹ Arevalo, J.A. “Critical reflective organizations: an empirical observation of global active citizenship and green politics”, *Journal of Business Ethics*, Vol. 96 No. 2, 2010, pp. 299-316.

² Michael S. Hunt, *Trade Associations and Self-Regulation: Major Home Appliances*, in *Regulating the Product: Quality and Variety* (Richard E. Caves & Marc J. Roberts eds. 1975).

³ David L. Kaserman & John W. Mayo, *Government and Business: The Economics of Antitrust and Regulation* (1995).

Chapter One [Corporate Environmental Responsibility]

Recent proposals for industries in both Europe and the United States, for instance, have argued for a more 'voluntary' approach to environmental protection, in which the government would set an overall 'framework' while allowing industries themselves to decide how they would organize their operations to achieve the requirements of this framework. Environmental self-regulation has many forms, the forms that are now being considered or introduced experimentally over intriguing examples of mechanisms to increase business incentives to achieve better environmental performance, to the extent that it is in fact in their own immediate economic self-interest to do so.

Self-regulation means :

- United Nations Global Compact (UNGC) ;
- Global Reporting Initiative (GRI) ;
- Voluntary programs(national and international), EMS 14001 .

❖ Market forces

Russo and Fouts¹ found that environmental performance and economic performance were positively related, so to gain economic mileage, investing in environmental measures is profitable for corporations. There are empirical studies that link corporate environmental performance with financial success .

A major driver of corporate environmental responsibility is competitive market pressure. The growing recognition by many business leaders of the importance of environmental protection to their international competitive advantage has led to new rounds of proactive voluntary standards emphasizing the integration of environmental management and corporate strategy. Producers have had to reduce energy and material input costs by replacing older, inefficient process technologies with more modern, efficient alternatives .

The firm's superiority over its competitors regarding environmental offerings enables it to benefit from increased customer satisfaction, creation, and retention. This is achieved by communicating the environmental benefits and possible savings to customers, by ensuring the environmentally conscious segment of the market is satisfied with their initiatives, and by promoting their corporate 's or products' environmental friendliness as a criterion of superior product quality. Consumers will also show a preference to purchase from an eco-friendly firm, resulting in greater financial gains .

¹ Orlitzky, M., Schmidt, F.L. and Rynes, S.L, "Corporate social and financial performance: a meta-analysis", Organization Studies, Vol. 24 No. 3, 2003, pp. 403-41.

Chapter One [Corporate Environmental Responsibility]

Globalization as a market force and its processes have pressured the developing countries to accept the terms put forth by developed nations. Individual firms respond to global norms to the extent they are pressured to legitimize themselves by adhering to these norms even in the absence of specific government sanctions .

Globalization as a process has created awareness among all stakeholders by taking in account the flow and access to information. Knowledge transfer in terms of higher end environmental technologies and implementation capabilities leads the businesses to gain competitive advantage. Organizations are more likely to mimic the behavior of other organizations that are tied to them through networks.¹

❖ Stakeholder influence

Stakeholder theory is based on the notion that beyond shareholders there are several agents with an interest in the actions and decisions of companies.

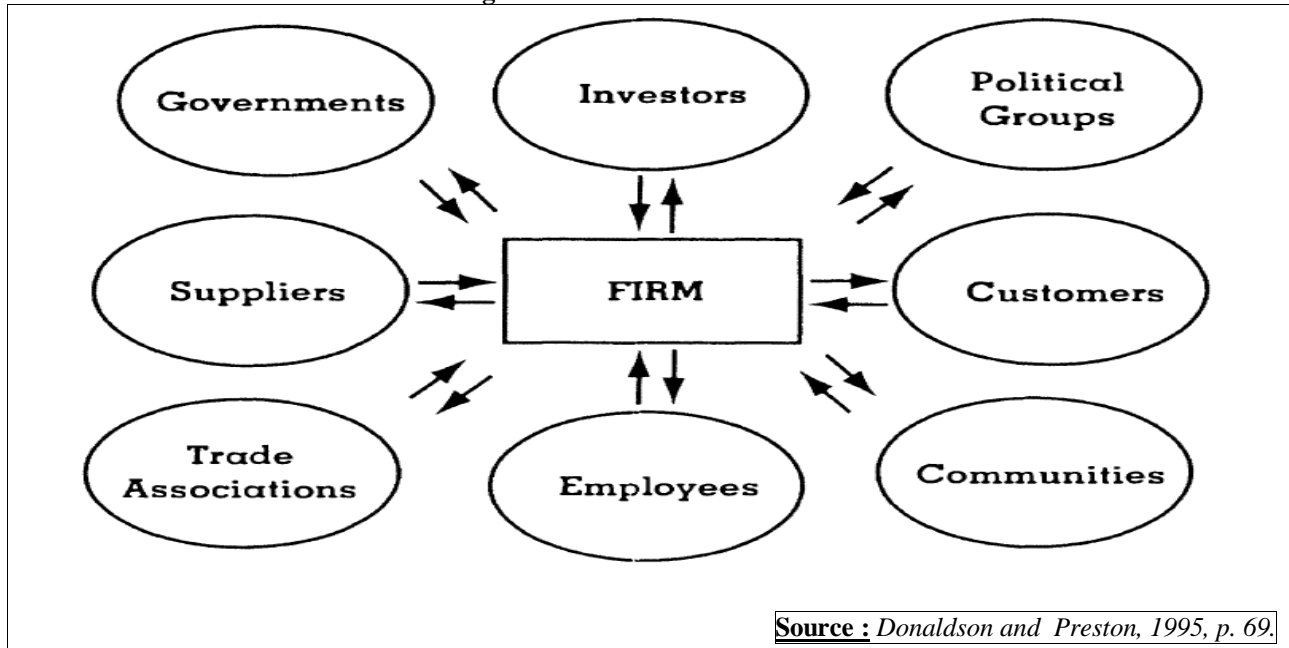
Stakeholders are “Any group or individual who can affect or is affected by the achievement of the organization’s objectives”² .In addition, stakeholders include creditors, employees, customers, suppliers, and the communities at large. Stakeholder theory asserts that companies have a social responsibility that requires them to consider the interests of all parties affected by their actions.

This vision puts the company at the heart of a set of relationships with stakeholders, as shown in the following figure:

¹ Guler, I., Guillen, M.F. and MacPherson, J.M , “Global competition, institutions, and the diffusion of organizational practices: the international spread of the ISO 9000 quality certificates”, *Administrative Science Quarterly*, Vol. 47 No. 2,2002, pp. 207-32.

² Freeman, E. (1984), *Strategic management: A stakeholder approach* , Boston: Pitman.

Figure 3 : The stakeholder Model



The stakeholders' expectations towards companies are no longer just to offer a product of quality, but rather that it is ethically produced .

Chapter One [Corporate Environmental Responsibility]

The expectations of stakeholders :

Table 2 : The expectations of stakeholders

	Environmental responsibility
Shareholders and owners	Ethics, Risk control. Anticipation and Transparency
Government	Compliance with regulations
Insurers	Risk control
Financials/banks	Controlling environmental risks and their financial impacts
Employees and unions	Respect for the local environment
Subcontractors	Clear definition of environmental requirements on products and processes
Suppliers	Formalization of technical specifications
Clients	Resource consumption
Distributors	Reducing transport packaging waste. Taken into action considers environmental aspects
Consumers	Respect for the environment and information
Competitors	Compliance with protection rules
Local and territorial communities	Information and transparency. Reduction nuisances
NGO	Commitment to environmental protection

Source : Mr. TIXIER and other , "Communicating on Sustainable Development," editions Paris, 2005, p.289.

Chapter One [Corporate Environmental Responsibility]

✚ Internal :

Here is a number of themes regarding a firm's motivations for environmental commitment :

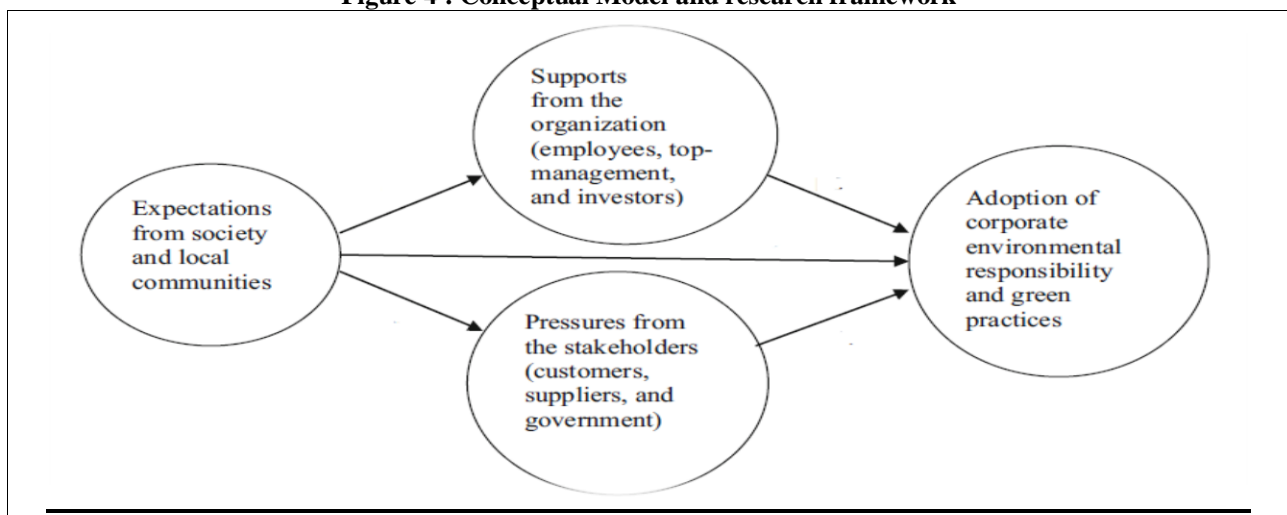
- Long-term financial strategy (e.g. investing in efficient and low-emission technologies);
- Eco-efficiencies (e.g. reduction in expenses as a result of savings achieved through waste reduction);
- Internal stakeholders pressure as employees, suppliers, investors ... ;
- Good corporate citizenship;
- organizational culture ; and
- Environmental abilities and capabilities.

1.3 Conceptual model of the motivations :

Companies have enormous potential to effect change in their communities and the environment by investing in corporate social and environmental initiatives. Potential organizational benefits of adopting corporate environmental responsibility and green practices include reduced energy and natural resource consumption, reduced waste and pollutant emissions, improved financial benefits, increased company market value, increased corporate image, and greater responsiveness to social expectations for the environment .¹

The benefits will serve as motivation for business organizations to adopt their environmental responsibility and green practices .

Figure 4 : Conceptual Model and research framework



Source : Jung Wan Lee, Young Min Kim, Young Ei Kim, Antecedents of Adopting Corporate Environmental Responsibility and Green Practices

¹ Del Ri' o Gonza'lez, P, Analysing the factors influencing clean technology adoption: A study of the Spanish pulp and paper industry, Business Strategy and the Environment, n 14(1), 2005, pp :20–37.

Chapter One [Corporate Environmental Responsibility]

2 Benefits and barriers

2.1 Benefits ¹

As an essential part of the business strategy, CER is in the process of exponential growth, CER applications have many advantages for Businesses. These benefits can be summarized as follows:

- ✓ perhaps, the most important benefit is the satisfaction of the company itself by responsibility.
- ✓ Gaining a good reputation as a responsible company, which contributes to increasing market share , retaining competent employees and building investor confidence in CER.
- ✓ Changing relationships throughout the value chain, based on trust with suppliers and customers.
- ✓ Reducing legal conflicts over compliance with regulatory requirements.
- ✓ Assume the positive and negative compacts of the company's activities as key issues in business decisions, with a long-term perspective
- ✓ The design of processes with ecological parameters for CER, waste reduction that often simplifies operations and saves money.
- ✓ Risk management is also one of the main advantages of CER in the short term.

2.2 Barriers ² :

Although there are many advantages to integrating environmental responsibility into the strategic management of the company, this concept has limitations in its application itself and this at two different levels:

- ✚ **At the enterprise level:** CER seems to be considered by some companies more as symbolic ideology than as a real problem to integrate into the company's overall strategy and to be declined in practice, and that environmental concerns come to the last round of concerns, development and growth.

¹ ALAIN (J), (2010) ,100 questions pour comprendre et agir « RSE et développement durable », AFNOR, , pp.15 - 16.

² BIENKOWSKA (A), DUPERRAY (A), HOAREAU (S), The Issues and The Organization of Logistics returns of end-of-life products, University file, Master 2 Logistics Professional, University of Paris 1Pantheon-Sorbonne, November, 2006, p.29.

✚ **At the nation level:** it is not easy to convince countries in the process of to adopt new ways of producing to protect the planet, because it's going to create additional costs for their investments. Also, some developed countries refuse to even acknowledge their responsibility. As United States of America, which refuses to ratify the Kyoto Protocol. Thus, at the macroeconomic and financial level, the implementation of cross-cutting across the line businesses, requires the application of standards that affect the structure of the law, national accounting, finance and markets complex and not exclusively dependent on the company.

The implementation of a CER approach has become essential today, but for reconciling economic and societal interests must be worked on over the long term.

Section three : Corporate environmental responsibility in Algeria

In recent years, countries around the world work on putting in place a framework institutional and legislative objectives in order to achieve better management in the long run resources, and better resolution of ecological problems. This is due to the sharp deterioration in natural assets that are essential to the development and food security in these countries. Some of them are starting to effectively incorporate environmentally friendly practices into their planning with the support of international institutions and non-governmental organizations (NGOs).

These states have thus set up agencies or administrations to define and manage environmental policies; and among these countries, we have Algeria.

1 Environmental protection in Algeria, an institutional obligation

1.1 The National Environment Strategy (NES)

In the light of the ecological crisis, Algeria has established an economic recovery plan 2001-2004, with funding of USD 07 billion, based on an increase of productivity, which remains intimately linked to the protection of its natural resources.¹

The National Environment Strategy (NES) is a fundamental component of this plan to recovery and it is largely integrated into it. This awareness of the ecological stakes and land use planning led to the preparation of the first National Report on The State and Future of the Environment.

As a result of this report, and wanting to place itself in a logic of sustainable development, the public authorities have designed and applied the NES in a ten-year perspective².

¹ GA, Government of Algeria (2002), National Report on the implementation of Agenda 21 p.21 .presented at the World Summit on Sustainable Development (WSSD), August, Johannesburg.

² GA (2005), National Report on the Millennium Development Goals (NRMDG), Algiers.

Chapter One [Corporate Environmental Responsibility]

Its objectives, which are aimed at and the long term are based on the four axes mentioned in the NAPE-SD¹ :

- 1) Improving the health and quality of life of citizens
- 2) Conserve natural capital and improve its productivity
- 3) Reducing economic losses and improving competitiveness
- 4) Protecting the global environment

The first Ministry of the Environment was established in 1971 ,in Denmark. Algeria had its Ministry almost thirty years later. So, it has doubled the efforts to try to catch up the environmental issues .

With the SNE, a new generation of laws has entered Algerian environmental law. For example. the law on waste, which was passed in December 2001 ; and the law on environment in the context of sustainable development, promulgated in July 2003, there are other related laws, among others, renewable energies, the city and industrial zones.

1.2 The National Action Plan for the Environment and Sustainable Development (NAPE-SD)

According to the Agenda 21 National Implementation Report ², the national sustainable development strategy is exemplified by the Government resulting from the presidential program and materialized in the strategic plan of economic recovery 2001-2004 integrating the axes of sustainable development: social , economic and environmental.

the NAPE-DD is structured around the integration of environmental concerns in sectoral policies of economic development .

The NAPE-SD, is developed on an original base of economic analysis in terms of estimating “the costs of damage related to environmental degradation” on the one hand, and the "costs of

replacement" in the other hand , which allowed a practical and quantified apprehension of the losses and consequently, an assessment of the investments required to maintain or restore the natural resources (damage costs were estimated at 5.8% of GDP and replacement costs at 2.8% of GDP). ³

the NAPE-SDD has established a significant legislative and regulatory framework with the enactment of framework laws (environment and development, etc.) and the adoption of a number of laws and regulations. of territory) and sectoral laws (waste management, coastal

¹ MATE (2002), National Action Plan for the Environment and Sustainable Development (NAPE-SD), Algiers.

² GA, Government of Algeria (2002), National Report on the implementation of Agenda 21 p.04 .
presented at the World Summit on Sustainable Development (WSSD), August, Johannesburg.

³ GA, Algerian Government (2002), National Report on the implementation of Agenda 21 p09 presented at the World Summit on Sustainable Development (WSSD), August, Johannesburg.

Chapter One [Corporate Environmental Responsibility]

protection, creation of new towns and their development, with the option of the highlands and the remaining south preponderant in this field) : ¹

- The law on environmental protection within the framework of sustainable development;
- the law on the planning and sustainable development of the territory ;
- the law on the Management, Control and Disposal of Waste;
- the law on the promotion of renewable energy sources in the context of development;
- the law on the promotion of renewable energy sources in the context of sustainable development;
- the law relating to the protection and enhancement of the coastline;
- the law on the protection of mountain areas within the framework of sustainable development;
- the law on the protection and development of the coast;
- the law on the protection of mountain areas within the framework of sustainable development ;
- the law relating to the prevention and management of major risks in the framework of the sustainable development .

Also, several specialized agencies have emerged to design and implement the NES from a sustainable development perspective. These include, in particular :

- the National Observatory for the Environment and Sustainable Development (NOESD) ;
- the National Conservatory for Environmental Training (CNFE);
- the National Waste Agency (AND);
- the Centre for the Development of Biological Resources and Biosafety (CDRB);
- the National Centre for Cleaner Production Technologies (CNTPP);
- the National Council for Sustainable Development (CNADD);
- National Coastal Commission (NCC);
- the National Climate Change Agency (NCCA) .

¹ GA (2005), National Report on the Millennium Development Goals (RNOMD), Algiers.

As well as significant investments have been consents by the State to improve the management of industrial and household waste, the fight against industrial pollution and the conservation of the coastline and forests through :

- The National Program for the Management of Municipal Waste (PROGDEM);
- the National Program for Special Waste Management (NPSWM);
- the National Spatial Planning Scheme (NSPS);
- the Coastal Management Plan (CMP) and the National Reforestation Plan (NRP);
- the air quality monitoring network (Samasafia);
- the performance contract for several polluting industrial units.

Algeria has made a point of basing its sustainable development policy on the need to take into account all the conditions for safeguarding the environmental heritage within a framework of concerted choices, considering that the balanced development sought must aim at both economic and financial optimization and the promotion of individual and social well-being. Sustainable development in relation to the environment , is conditioned for its success by the effectiveness and efficiency of the action programs designed to make all the populations and regions of the country prosper through integrated programs .

1.3 The National Reforestation Plan (NRP)

The National Reforestation Plan(NRP) has been running for several years now to reconstitute the forest heritage. It is also initiated to promote the emergence of viable economic systems that enable rural people to improve their incomes and their living conditions. It is in line with the guidelines for development mountain agriculture, land reclamation, combating desertification, of protection and enhancement of natural assets for sustainable development.¹

The NRP tends towards the following principles :²

- the updated national inventory of forests and forest land resources and reforest-able ;
- the inventory of species and their allocation in the area to be reforested;
- the inventory of the means of production of seedlings of forest species and of the means of realization of plantations ;
- quantitative and qualitative evaluation of the needs for wood products and by products foresters.

¹ GA (2005), National Report on the Millennium Development Goals(RNOMD) (p.70) , Algiers.

² United Nations, United Nations (2002), Report on Algeria's Profile at the Summit from Johannesburg, New York.

The NRP approach continues the work of the green dam in the fight against desertification and the restoration of degraded ecosystems. The planning of long-term actions targeting priority areas will increase the coverage rate of Northern Algeria from 11% to nearly 13% by planting 1,245,900 ha over 20 years (horizon 2020). Priorities have been identified for the next two decades as follows:¹

- ✓ Industrial reforestation based on cork oak: 75,000 ha.
- ✓ Production reforestation: 250,000 ha.
- ✓ Protective reforestation: *within the framework of watersheds in mountain areas: 562,000 ha, * as part of the fight against desertification: 333,260 ha.
- ✓ Pleasure and recreational reforestation: 25,640 ha.

1.4 The National Program for the Management of Municipal Solid Waste (NPMMSW)

The National Program for the Management of Municipal Solid Waste (NPMMSW) is an integrated and gradual approach to management of this type of waste and it is in line with the implementation of urban environmental policy. It aims at eradicating uncontrolled dumping practices, organizing the collection, transport and disposal of waste, and municipal solid waste disposal under conditions that guarantee the protection of the environment and the preservation of environmental health, in particular by building, fitting out and equipping of Technical Landfill Centers (TLC) in the 48 wilayas and the creation of green jobs.²

Improving waste management has therefore implied the application of institutional and accompanying measures as well as priority investments. Law 01-19 of 12 December 2001 on the management, control and elimination of waste constitutes in this respect the starting point and the reference of this new strategy.

Since the launch of NPMMSW, many achievements have been made:

The National Waste Agency (NWA) is established, which provides a suitable instrument for providing municipalities with the technical assistance needed to implement waste management plans. In addition, the national system for taking back, recycling and recovering packaging waste, ECO-JEM, which allows a large proportion of recyclable waste to be taken into account, has been set up.³

¹ DGF (2004), Report on the National Action Programme to Combat Desertification, Algiers.

² MATET (2008), Document on the National Program for the Management of Municipal Solid Waste (PROGDEM), Algiers.

³ METAP, Mediterranean Environmental Technical Assistance Program (2004), Report on the Regional solid waste management project in the Mashreq and Maghreb countries : case of Algeria, January, Tunis.

Chapter One [Corporate Environmental Responsibility]

Through NPMMSW, there is an obligation to design a new municipal scheme for the collection and transport of household waste. Indeed, the communes are obliged to follow certain requirements:

- developing and implementing municipal waste management plans as planning and management instruments ;
- setting standards and conditions for waste collection and disposal;
- ensure compliance with the content of studies relating to municipal waste management plans (studies of management systems, technical and economic feasibility, management and market potential for waste recovery and recycling, choice of sites, development and equipment of landfill sites, etc.);
- draw up specifications specifying the obligations to which undertakings responsible for the collection and disposal of waste must be subject ;
- provide users with hermetic containers and carry out awareness-raising activities to encourage them to comply with waste storage conditions and collection schedules.

1.5 The National Spatial Planning Scheme (NSPS) 2025

At the beginning of the 1980s, a spatial planning policy was affirmed by :

- the creation of the Ministry of Planning and Regional Development (MPAT);
- the creation of the National Agency for Spatial Planning (NASP);
- Law 87-03 of 27 January 1987, which sets out the main lines of development for regional planning and establishes the main guidelines for spatial planning .regional and national levels, as defined respectively by the Regional Development Plan for the Territory (SRAT) and SNAT .Law 2001-20 of 12 December 2001 on the planning and sustainable development of the territory has set new objectives which are considered obsolete that of 1987 because of the new political and economic framework. In particular, it has set the following objectives:
 - the rebalancing of the urban framework and the promotion of regional functions;
 - the protection and enhancement of spaces and ensembles ecologically and economically sensitive or critical;
 - the correction of inequalities in living conditions.

Chapter One [Corporate Environmental Responsibility]

The major worksites selected in SNAT 2025 are applied by the PATs identified and covering the four SNAT 2025 guidelines, which are as follows :

1. sustainability of strategic resources: water resources, mineral resources, land conservation and the fight against desertification, ecosystems, major risks, cultural and archaeological heritage ;
2. the slowing down of coastal development and the balance of the coastline, the "High-lands " option, the "Development of the South" option, the relocation of activities and administrative de-concentration, a hierarchical and articulated urban system, the launch of new cities and competitiveness clusters ;
3. the attractiveness and competitiveness of the region through the modernization and networking of public works infrastructures, transport, logistics and communication infrastructures, the international positioning of the four major metropolises, i.e. : Algiers, Oran, Constantine and Annaba;
4. territorial social equity through urban renewal and urban policy, rural renewal, the centrality of agriculture and the revitalization of rural areas, catching up and upgrading areas with handicaps.

2 Algerian companies' environmental commitment

The environmental practices that the Algerian firms insist most in their environmental management are of two types :

2.1 Technical environmental commitments

Environmental technologies have been defined by Shrivastava as follows:

« Environmental technologies are defined as production equipment, methods and procedures, product designs, and product delivery mechanisms that conserve energy and natural resources, minimize environmental load of human activities, and protect the natural environment »¹.

According to this definition, environmental technologies or eco-technologies are a two-dimensional concept: the first dimension refers to equipment such as sewage treatment plants, the second dimension refers to the techniques and procedures put in place to ensure that environmental equipment produces the desired effect, such as procedures relating to accidental pollution.

¹ SHRIVASTAVA Paul, « Environmental technologies and competitive advantage », *Strategic Management Journal, Special Issue : Technological transformation and the new competitive landscape, vol.16, 1995 ,Summer.*

Chapter One [Corporate Environmental Responsibility]

2.2 Managerial environmental commitments

The environmental implications or commitments of managers are essentially managerial in nature, Roy and al find that the main environmental commitment made by business leaders is the development of an environmental policy.

This policy, which includes environmental indicators, is supported by other mechanisms: environmental training, Environmental Impact Assessments (EIAs) and eco-audits ¹.

According to Turki, these managerial environmental commitments will be further strengthened if firms follow an EMS certification process according to the international ISO 14001 standard ².

For Darnall and al :

« *An Environmental Management System (EMS) consists of internal policies, assessments, and implementation actions that affect the entire enterprise and its relationship with the natural environment* » ³.

According to Turki (the EMS is essentially based on a clear environmental policy, environmental objectives and an adequate organization that defines tasks, action plans and the necessary resources .

One of the main components of these EMSs is environmental management control and its various tools. From a control perspective, the distinction between EMS and environmental management control can be represented in Anthony's (1988) typology of an organization's internal control.

EMSs would be "strategic" control systems whereas environmental management control is an "operational" or "execution" control.

Marquet- Pondeville states that the management and control of the environmental strategy can be assisted by an Environmental Information System (EIS) ⁴.

It refers to Bascourret for whom an EIS is "a structure capable of capturing information relating to the environment in relation to the enterprise, as a result of its activity, and returning it to it in a form that allows it to be used for strategic and day-to-day management decisions to be taken" ⁵.

¹ Roy, P., Williams, R., Jones, A., Yassini, I., Gibbs, P., Coates, B., West, R., Scanes, P., Hudson, J., Nichol, S., 2001. Structure and function of south-east Australian estuaries. *Estuarine, Coastal and Shelf Science*

² TURKI Ahmed (2003), The Impact of Green Investment on Performance :the case of Tunisian companies, Paper at the 12th AIMS Conference, 03-06 June, The Ribs of Carthage.

³ DARNALL Nicole, HENRIQUES Irene and SADORSKY Perry (2005), An international comparison of the factors affecting environmental strategy and performance, Paper at 63rd Meeting of the Academy of Management, Washington D.C.

⁴ MARQUET-PONDEVILLE Sophie (2001), Environmental management control Communication at the 25th Congress of the French-speaking Association of the French-speaking world. Accounting (AFC), Leuven.

⁵Jean-Marc Bascourret The integration of environmental protection in company management: analyses and strategic repercussions: study on the paint and varnish manufacturing sector in France . TH - 1997, BASC

Chapter One [Corporate Environmental Responsibility]

To set up this structure, companies must develop specific tools that will enable them to gather the appropriate information: these are the eco-tools among which the most often cited is the environmental audit or eco-audit.

In addition to this instrument, there are others such as Life Cycle Assessment (LCA), impact studies or EIAs and environmental indicators. Environmental accounting can also be an interesting source of information .

The company seeks to implement control systems that are a function of its strategic choices on the one hand, and the demands of the external institutional environment on the other.

Conclusion of Chapter One

The current chapter allowed us to highlight the concept of CER in order to give a better understanding of its context, from its standards to the motivations and barriers to engage in it and its importance for all the stakeholders of the company.

The CER engagement which is a very important component for our vision of a modern world pushed the firms to be more careful and conscious about the impact of their activities on the environment. This means that companies made the choice to (the wellbeing of their human resources, transparency and business ethics) in the center of their interests.

The implementation of CER is strongly linked to the characteristics of the sector of activity and the company itself, but also more broadly to the cultural aspects of the country. However, its development opens the way to its globalization. One thing is certain, sensitization and training of actors to social risks and environmental protection is an essential step in the long process of implementation of CER.

CER aimed to make companies social actors; it contributes to the deployment of a new state of mind and to enhance a responsible behavior toward stakeholders. Many companies believe that CER engagement represents a competitive advantage that improves the image of the company and its reputation .

**CHAPTER TWO:
Corporate Reputation-A
Major Concern**

Chapter Two : Corporate Reputation – A Major Concern

With an open economy and an increased competitive environment, the factors influencing the perception of stakeholders have duplicated each other, the individual has become more curious and more sensitive to what the company does, says and plans to do.

The corporate image and reputation factors then become a collective contract, which is born by the organization and which links the organization to its stakeholders while ensuring confidence in their various transactions, thus limiting the risks that may arise.

Reputation is built over time, as it is forged over time, it is a set of past and present opinions that anticipate future action. It reflects the history of the company, its identity, its behavioral, moral and cultural heritage.

In the next chapter, we will attempt to deconstruct the concept of organizational reputation, with a particular focus on the link between organizational reputation and corporate environmental responsibility . To do so, the chapter will be subdivided into three sections, with the following titles: Contextualizing Organizational Reputation, Building and Measuring Reputation, and The Relationship between Corporate Environmental Responsibility and Corporate Reputation.

Section One : Contextualizing Organizational Reputation

" It takes 20 years to build a reputation and five minutes to destroy it"

Warren Buffet.

Today, corporate reputation has grown in scope and importance in society and among stakeholders. In this section we will discuss how corporate reputation has emerged and evolved according to the different visions of the authors. Often confusing it with assimilated concepts, we will try to define it and dissolve the ambiguities and confusions brought against it.

1 Corporate Reputation over time

Reputation as an object treated by economists appears according to Origgi in Adam Smith's *Theories of Moral Sentiments*, where the author places reputation at the centre of social and economic life, but also of morals¹: « *Nature, when she formed man for society, provided him with an original desire to please and an original aversion to offend his brother. She taught him to feel the pleasure of the gaze favorable and the displeasure of the unfavourable gaze. She made the approval of others very flattering for her good and the disapproval most mortifying and offensive.* »

A. Smith also has a reputation for beneficial cooperation: «*The success of most people almost always depends on the favor and good opinion of their neighbors and peers; and without tolerable conduct these can rarely be obtained on a regular basis. The good old proverb, therefore, that honesty is the best policy, remains, in such situations, almost perfectly true.* »

In Smith's first view, he sees reputation as a mechanism of approval, i.e., the individual in society directs his behavior according to how others see him. And beyond this need for complacency, In its second definition, it deals with the mechanism based on selfish interest, i.e. the individual is more concerned with his personal interest, which generates a general interest in him.

Since the liberalization of financial markets in the 1970s and 1980s, reputation has become a subject of study in accounting. Researchers are finding a difference between a company's accounting profits reported in its annual accounts and its stock market value on the financial

¹ Adam SMITH (1759), quoted and translated by G. ORIGGI, « Un certain regard. *Pour une épistémologie de la réputation*», Reputation Workshop, Fondazione Olivetti, Roma, 14 April 2007, pp. 26-27.

Chapter Two [Corporate Reputation – A Major Concern]

markets. Some authors¹ define this difference such as reputation , i.e. "the value in excess, relative to the sum of material assets".

Reputation then becomes this intangible asset, which does not appear in the annual accounts but represents a factor influencing the stock market value of a listed company.

Corporate reputation, as a key management concept, did not emerge until the late 1990s. It is a multidimensional concept, offering as many perspectives as there are specialties in management sciences.

Economists first looked at reputation through game theory ².This generates perceptions among stakeholders about what a company is, what it does, what it says and what it represents, i.e. the likelihood that the company's leaders will act in one direction or another. Thus, for game theorists, reputation is functional, as is probability, which is the main tool. Reputation thus constitutes as much information and signals as an observer has at his disposal, enabling him to form an opinion and judge the company in a specific dimension or as a whole.

From an economic perspective³, reputation is the result of a competitive process in which an organization will signal its key characteristics to its various audiences in order to maximize its economic and social value.

In strategy, reputation is both an asset and an obstacle to mobility⁴.It is a distinctive and differentiating element on the market, and once established, it prevents any form of corporate change. It is difficult to imitate, being unique and peculiar to the organization, since reputation derives not only from its particular internal features, but also from the perception (right or wrong) of the external observer. As a result, it is beyond the control of the managers themselves, in which case it becomes an obstacle. Building up a reputation with its stakeholders helps to gain their trust in the long term, it is a kind of loyalty of the latter.

¹ J.P. LOUISOT: «Risk management in practice: Reputation, Risk Management », in an International Journal, vol.6, n° 3, Chicago, 2004, p. 35- 50.

² K. WEIGELT & C. CAMERER, «*Reputation and corporate strategy: A review of recent theory and applications*», in Strategic Management Journal, N°9, 1988, pp. 443-454.

³ C.J. FOMBRUN & M. SHANLEY,«*What's in a name? Reputation building and corporate strategy*», in Academy of Management Journal, Vol.33, N°2, Texas, 1990, pp.233-258.

⁴ R.E. CAVES & M.E. PORTER « "From entry barriers to mobility barriers», in Quarterly Journal of Economics, Cambridge, 1977, p.91.

Chapter Two [Corporate Reputation – A Major Concern]

Thus, strategically, reputation serves to build new barriers to entry into their market: "Barriers of reputation"¹.

In marketing, reputation often translates into brand image. Lippman spoke in 1922 about "pictures in the heads"², or mental images, produced cognitively and emotionally, about objects with which outside observers (e.g. consumers) have had direct or indirect contact. Building a brand image requires the creation of a familiar brand, which creates favorable, strong and unique links and associations of ideas.

Fombrun and Van Riel propose a synthesis³ in which reputation is approached through the prism of the nature of information processing by stakeholders, information resulting from "mental images" or coming from other individuals. This research highlights the importance of affective and cognitive aspects in the apprehension of these informational signals coming from an object or an entity to which the stakeholders are confronted (for investment or consumption).

Organizational sociologists consider that reputation is a social construction that stems from and depends on the mutual relations that a firm has developed with its stakeholders in a common institutional environment, and it is on the basis of particular expectations and standards that all these assessments are made. From this perspective, a company's reputation describes the stratification of the social system (stakeholders) surrounding companies, and it is through this communication of the benefits derived from the relationship between the two parties that an image is conveyed to all internal and external actors and observers.

The concept of "corporate reputation" has evolved with the changes in the environment over time, moving from an individualistic vision to a more economic vision, representing interdependent relationships between the company and the players involved in the business, who compose and surround her, with whom she is in perpetual coalitions.

Based on the contributions of the various researchers, it is inferred that reputation cuts across different disciplines (marketing, sociology, psychology...) and that it is translated according to a multitude of aspects but all converge towards a common point: the stakeholders, their expectations and their mutual relations with the firm, these are important elements in the foundation of the reputation.

¹ J.B. BARNEY, « *Organizational culture: Can it be a source of sustained competitive advantage?* », in *Academy of Management Review*, N°11, New York, 1986, pp. 656-665.

² W. LIPPMANN, « *Public Opinion* », Dover Publication, New York, 1922, p.135.

³ C.J. FOMBRUN: « *Corporate Reputation Review* », Reputation Institute, N°1, New York, 1997, p.7.

2 Reputation and related concepts

Corporate reputation is associated by the public with several other concepts (image, notoriety...) with which it has certain similarities but whose difference in meaning remains obvious, in what follows, the separation of the concepts by defining each one while comparing it to the company's reputation.

2.1 Definition of reputation

The image or reputation of the organization is often reflected in management practices¹. Stakeholders construct their perception of the company based on their direct interactions with it or through different sources of information (media, word of mouth, etc.). Indeed, the scientific literature suggests that the management of corporate image or reputation is expressed by the company's multiple attempts to adapt its activities to the expectations of the outside world and therefore of its various stakeholders.² However, the image that the company conveys of itself cannot be perceived in the same way by all its stakeholders, as the expectations of the latter differ according to the nature of their relationship with the company.

A study by Chun and Davies³ points out that consumers and employees do not value the same criteria or characteristics of a company when it comes to evaluating its organizational reputation. Indeed, an organization can be considered a very good employer by employees and potential candidates. But it can be a major polluter, therefore challenged by consumers concerned about these repercussions.

The common definition of reputation⁴ is as follows: *"It is the favorable or unfavorable opinion attached to someone or something; the fact of being known for; of knowing by hearsay; notoriety, fame that affects a person or thing"*.

Several authors have dealt with this subject, but there is no consensus on a precise definition, however, the one that is generally accepted and used, considers the

¹ R.D. GATEWOOD et al: « *Corporate image, recruitment image, and initial job choice decisions* », in *Academy of Management Journal*, vol. 36, N°2, Texas, 1993, pp. 414-427.

² M.B. MEZNAR & D. NIGH: « Buffer or bridge? Environmental and organizational determinants of public affairs activities in American firms », in *Academy of Management Journal*, vol. 38, N°4, Texas, 1995, pp. 975-997.

³ R. CHUN & G. DAVIS: « The influence of corporate character on customer and employees: Exploring similarities and differences », in *Journal of the Academy of Marketing Science*, vol. 34, N°2, ND, 2006, pp.138-146.

⁴ Le Trésor de la Langue Française informatisé, <http://atilf.atilf.fr/tlf.htm> accessed on 25/07/2020 à 22h24.

Chapter Two [Corporate Reputation – A Major Concern]

reputation¹as: "*How the organization is perceived and evaluated by its stakeholders in terms of its ability to generate value compared to its peers and competitors*".

On the other hand, Deephouse ²defines reputation as: "*The result of an emotional and rational construction of the information given by the company and the market*".

According to Fombrun and Shanley³: "*Corporate reputation is an affective or emotional reaction of the public to the name of an organization.*

For their part, Whetten and Mackey⁴ argue that: "*Corporate reputation is a particular kind of feedback that the organization receives from its stakeholders regarding the credibility of the identity it claims to hold* "

To summarize, organizational reputation is considered to be a multidimensional concept, the result of a construction between the attributes (e.g. the quality of a product) projected by the company ,a perception of social actors (stakeholders) and a collective recognition of the organization.

2.2 Awareness and brand image

Generally, awareness and reputation are often associated, but do not express the same meaning.

Awareness ⁵ is: "*The fact that a product, brand or service is known regardless of the judgment made about it*". Therefore, from a strategic point of view, it is a question of being known without getting attached to the opinions generated .

Awareness⁶ is: "*Coming from marketing, and above all an operational concept, most often measured by a rate of population with knowledge of a name or brand*".

¹ D. PHILIPPE & R. DURAND, « *Communication environnementale et réputation de l'organisation*», in *Revue française de Gestion, Lavoisier*, N°4, Paris, 2009, p.45-63.

² D. DEEPHOUSE, « *Media reputation as a strategic resource: An integration of mass communication and resource-based theories*», in *Journal of Management*, Senior Associate Editors, South Carolina, 2000, pp.1091-1112.

³ J. FOMBRUN & M. SHANLEY: Op.cit, p.37.

⁴ D.A. WHETTEN & A. MACKEY, « *A social actor conception of organizational identity and its implications for the study of organizational reputation* », in *Business and Society Review*, vol.41, Sage publications production editor, N°4, New York, 2002, p.401.

⁵ Institut de Recherches et d'Etudes Publicitaires (IREP), Paris, 1966, p. 82.

⁶ J-S. BEUSCART,« *Sociabilité en ligne, notoriété virtuelle et carrière artistique. Les usages deMySpace par les musiciens autoproduits* », Edition Réseaux, N° 152, 2008, pp. 139-168.

Therefore, it should be said that awareness is attached to the name of the product, service or organization and the brand, and not to the organization as a whole or its activity. The economic agent perceives it without making any judgment, but rather remains in a context of familiarity and popularity. The name is then symbolic, hence its association with the company's image and reputation.

❖ **The different levels of awareness**

Awareness is not perceived in the same way by the public, Aaker discusses three levels of notoriety as follows:

- **Awareness at "degree 0":** no one knows the name of the organization... or its products/services.
- **Assisted awareness:** the public is simply aware that an organization exists, but then you have to bring it to him for him to recognize this organization.
- **Spontaneous awareness:** an individual spontaneously associating a type of product/service to a specific organization or brand.

Awareness differs from reputation by the fact that it does not take into account certain qualitative aspects specific to the latter, it is mainly interested in a single element, namely : The name. Therefore, notoriety can help to increase reputation, without necessarily generating it¹.

¹ C. ALLOING, « *Processus de veille par info-médiation sociale pour construire l'e-réputation d'une organisation* », Thèse de Doctorat en Sciences de l'Information et de la Communication, Université de Poitiers, Poitiers, 6 Déc. 2013, p.220.

❖ The brand image

The image of a product, brand or company¹ is the way it is perceived by consumers. This perception may be based on objective criteria or subjective criteria. The brand image is the result of the characteristics of the product or brand under consideration, but it is also largely influenced by advertising.

Like reputation, branding is used to evaluate and position an organization in relation to its competitors. But branding is global, it supports certain approaches to reputation that are formed and understood by the globalization of the images of all stakeholders. And just like reputation, brand image is based on the past actions of an entity².

2.3 Corporate Image

There are certain similarities between corporate image and reputation, but these concepts are nonetheless different. As with Wartick³, the image was the equivalent of what some people define as reputation. For their part, Cable and Turban⁴ argued that the two concepts were different because of the emotional aspect of reputation as opposed to image. Other authors have joined and completed this last definition, stressing that reputation is distinct from image, which only restores the emotion and perception of the moment. It is a subjective mental construction, the result of socio-cognitive⁵ influences, which is thought to be real, based on a cultural, historical, geological and heritage approach, around which an image is articulated.

¹Définitions marketing, image de marque, <http://www.definitions-marketing.com/definition/image-de-marque> accessed on 29/07/2020 à 18h49.

² C. ALLOING, Op.cit., p.212.

³ S.L. WARTICK, « *Measuring corporate reputation: definition and data* », in Business and Society review, Sage publications production editor, N°4, New York, 2002, pp.371-392.

⁴ D.M. CABLE & D.B. TURBAN, « *Establishing the dimensions, sources and value of job seekers' employer knowledge during recruitment* », Personnel and Human Resources Management, vol.20, 2001, pp.115-163.

⁵ D.B. BROMLEY, « *An Examination of Issues That Complicate the Concept of Reputation in Business Studies* », in International journal of Studies of Management & Organization, vol. 32, N°3, 2002, pp. 65-81.

Chapter Two [Corporate Reputation – A Major Concern]

Table 3: Main differences between Corporate Reputation and Corporate Image

Corporate Reputation	Corporate Image
- The reputation of the organization relates to an action or the return of that action.	- The image on signs and symbols to develop a certain affect. The image is therefore the emotional side of reputation.
- Reputation can be made by anyone.	- The image of the organization targets specific entities.
-Reputation evaluates the image and directs the action.	-The image guides the evaluation and makes perceptions consistent.
-Reputation relates to actions defined over time and may require the linking of previous experiences.	-The image is constituted by the articulation of a set of signs and symbols specific to each subject and is based on the voluntary visibility of some of these signs by the organization.
- Reputation is built on perceptions.	-The image too (it is the reproduction of a perception resulting from the experience).

Source: C. Alloing, Op.Cit. p.200.

Reputation is built from the image generated by the identity attributes of an organization, i.e. the perceptions of employees (product quality, respect for the environment, etc.). So he comes to say that reputation feeds on and encompasses the image of the company, it relies on (the image) for the formulation of an evaluation. However, image alone is not unanimously accepted because other factors and criteria come into play to build an organizational reputation. It is therefore not the image of a company or brand that makes it valuable, but its reputation.

2.4 The rumor

One of the definitions of rumor is as follows: "Running noise transmitted by word-of-mouth with all the distortions introduced by each individual."¹

Rumor is an unsubstantiated and unverifiable communication because it arises from sources where the issuer remains unknown and unidentifiable, and circulates in a collective and interpersonal manner or it undergoes modifications and additions, so it remains unreliable and may be true or false.

Contrary to rumor, reputation is based on initial facts that are specific to an individual / group (experience) or on reported facts that can be identified. However, it is how these facts are reported that rumors can arise.

3 Indicators (Theories) of Reputation

Two theories that explain how reputation is perceived by the public, signal theory and social identity theory, will be discussed in the next section.

3.1 Signal theory

Lack of communication efforts results in stakeholders having incomplete and insufficient information about an organization, the signal theory states that each of them (stakeholders) will use the information they have at their disposal, as signals from the organization, which she will then interpret according to her own perception. It will therefore attribute to it organizational characteristics that will determine its assessment of that undertaking.

On the basis of the available information (signals) on organizational attributes and the stakeholders' opinion of the organization, they make inferences or create expectations on the basis of which they compare what the organization has to offer with their requirements, creating the phenomenon of attractiveness.

Fombrun and Shanley proposed a model explaining the formation of corporate reputation based on signals from the firm. In particular, the signals on which the respondents in the study relied to form their opinions, included market and financial statement signals (performance indicators), institutional signals (including the firm's social involvement and media visibility) and strategic signals (directions and positioning relative to other firms).

With regard to the signals emitted by the organizational image Slaughter et al. drew on marketing theories to claim that stakeholders attributed personality traits to organizations, such as innovation and competence from advertisements, the nature of products and services, employees, customers, etc.

¹ Le Trésor de la Langue Française informatisé, <http://atilf.atilf.fr/tlf.htm> accessed on 02/08/2020 à 15h45.

Lievens and Highhouse, subsequently argued that firms can send signals about organizational traits¹, honesty, reliability, fairness, robustness, etc. that will increase organizational attractiveness.

To echo the words of these colleagues, Tom² announced that the actors making up the stakeholders would be more attracted to companies in whom they recognize organizational traits similar to their personality.

3.2 Social Identity Theory

This theory is based on the fact that membership in an organization can affect an individual's representation and self-esteem, according to Stets and Burke³, individuals can use this membership to increase their self-esteem by comparing the organization to which they belong with others, which they consider to be less successful or less reputable. In the same vein, individuals from outside the organization, may form their opinion of an individual from the organization to which he or she belongs, especially when recruiting, previous experience in renowned companies can be a differentiating factor for the recruiter, the origin (supplier) of the raw materials is a decisive criterion for consumers or customers ... Therefore, if a company projects positive attributes, employees may feel valued for being part of the organization and proud of the fact that others associate them with the organization⁴, which represents a motivation for better performance and efficiency in their activity.

According to these two theories, the communication axis is essential to convey and outsource the image and identity of the company and thus be able to build a reputation with them, Stakeholders use the information available on the market to form an opinion of what the company should offer, as social identity theory shows, human resources can in particular be a factor in translating reputation through the position occupied at company level and himself as much as an employee can be affected by the reputation of the company by increasing his self-esteem and reputation in society and in the labor market.

¹ F. LIEVENS & S. HIGHHOUSE, « *The relation of instrumental and symbolic attributes to a company's attractiveness as an employer* », in *Personnel Psychology* review, Hogrefe Publishing, N°1, Germany, 2003, pp.78-102.

² V.R. TOM, « *The rise of personality and organizational images in the recruiting process* », in *Organizational Behavior and Human Decision Processes*, vol. 6, 1971, pp.573-592.

³ J.E. STETS & P.J. BURKE, « *Identity theory and social identity theory* », in *revue Social Psychology Theory*, vol.63, N°3, 2000, pp.224-237.

⁴ J.E. DUTTON, J.M. DUKERICH & C.V. HARQUAIL, « *Organizational images and member identification* », in *Administrative Science Quarterly*, vol. 39, N°2, New York, 1994, p.239-263.

Section Two: Building and Measuring Reputation

Corporate reputation capital is an intangible asset, which makes its measurement and therefore its control complex, in this section, we will present how corporate reputation is built, then the means that researchers have discovered in order to be able to quantify it, and finally we will close this section by citing the benefits of a good reputation.

1 Reputation building

A reputation can be built on several factors¹, they represent influences and incentives on which the conception of reputation is based, we'll refer to them as follows:

- An individual's personal experiences.
- Through the formation of "mental images", or by the transmission of information by other entities.
- Through a relation of meanings specific to the individual or, in a more affective vision, on the spontaneous emission of a feeling.
- By the interpretation, the hermeneutics, of the action of an entity.
- By judgments, by the expression of opinions and by shared evaluations.
- By assigning values to an entity.
- By the identity of an organization, i.e. the set of perceptions that employees have of it, of its internal culture.
- By various informational factors that influence an individual's construction of a reputation, such as his or her experience, environment, observations or exchanges with others.

There are many sources of reputation, as mentioned above, but all of them are in line with the individual's perception and opinion of the organization, the judgment given may also be based on information spread in the environment, or previous experience, whether individual or collective. These sources are unpredictable and difficult to detect and control, it is therefore in the company's interest that it acts in benefit to society and the environment or it evolves and be vigilant with regard to the image conveyed to its stakeholders.

¹ C. ALLOING : Op.cit., p.212.

2 Measuring reputation

Corporate reputation is difficult to measure due to the fact that it is an intangible asset and is composed of quantitative and qualitative indicators, which are more difficult to master since they are sources of accumulated perceptions and opinions.

Nevertheless, as the reputation in management science grows, many measurement tools are emerging.

Many organizations publish rankings of companies by reputation¹, including the following: Manager Magazine, Management Today, Asian Business, Far Eastern Economic Review, Financial Times...

- **The MAC (Most Admired Company)** : Published by Fortune Magazine, it is the most well-known ranking, it consists of interviewing journalists, Chief Executive Officer (CEO) and financial analysts in order to classify the companies that they admire the most. The questions focus on eight characteristics² of reputation identified by Fortune:
 - Capacity for innovation,
 - Financial health, Quality of employees,
 - Use of company assets,
 - Value of long-term investments,
 - Social responsibility (Environmental responsibility) ,
 - Quality of management and finally Quality of products and services.

This ranking insists on the aggregation of perceptions of internal and external audiences and therefore makes measurement very complex. However, this ranking has received a lot of criticism, of which Fortune Magazine is aware.

- **The I&E Agency and the Reputation Institute:** In France, the Reputation Observatory³ proposes the same type of classification³ for CAC 40 companies with the best reputation by relying on the evaluation of "7 reputation drivers" which represent the key factors⁴ in building reputation in the eyes of stakeholders, and which are as follows :

¹ F.EUZEBY, J. LALLEMENT & C. MARTINEZ, « Les composantes et influence de la notoriété et de la réputation sur la prise de décision relative à l'achat en ligne d'un spectacle », Ministère de la Culture et de la Communication, Paris, Janvier 2013, pp.14-15.

² C. HILLENBRAND & K. MONEY, « Corporate responsibility and corporate reputation: two separate concepts or two sides of the same coin? », in Corporate Reputation Review, N°4, New York, 2007, pp.261-277.

³ REPUTATION LAB , QU'EST-CE QUE LA REPUTATION ET QUELLE EST SA VALEUR? 2010 Ranking : <http://www.obs-reputation.org/?p=1866>.

⁴THE REPTRAK , STRONG BUSINESSES ARE BUILT ON PERCEPTIONS, On-line study: <http://www.reputationinstitute.com/frames/events/CPCAC40-2012.pdf>.

- Products and services (quality, price),
- Governance (ethics),
- Citizenship (social and environmental responsibility),
- Employment (well-being of employees),
- Innovation,
- Leadership (charisma of leaders, quality of management),
- Performance (growth, profitability).

Beyond company rankings, other measurement tools are deployed :

- **Reputation Quotient or RQ** : Fornbrun's definition gave rise to a first implementation of reputation measurement, the *reputation quotient*¹ or RQ takes a multi-dimensional approach to reputation from a consumer perspective. *Corporate Reputation Quotient*² is a global corporate reputation measurement method that has been specifically created to capture the perceptions of any group of company stakeholders such as consumers, investors, employees, or key influencers. The instrument is the result of research into a company's reputation factors, and allows comparison with reputations in the same or other industries.
- **Customer-Based Reputation (CBR) Scale** : It is a scale proposed by Walsh and Beatty in 2007³ and is the most widely used. CBR positions itself from the consumer's point of view and conceptualizes reputation on the basis of 5 dimensions (28 items in total) :
 - Customer focus,
 - Being a good employer,
 - Reliability and financial strength,
 - The quality of products and services,
 - The CSR position.

Subsequently, Walsh et al.⁴ proposed a reduced version with 15 items (still 5 dimensions). These measurements therefore position the reputation as a reflexive indicator that aggregates different perceived signals.

¹ C.J. FOMBRUN, N.A. GARDBERG & J. SEVER, « *The reputation quotient: A multi-stakeholder measure of corporate reputation* », in Journal of Brand Management, N°7, Germany, 2000, pp.1-14.

² Le dico du marketing , le quotient de Reputation d'Entreprise , <http://www.ledicodumarketing.fr/definitions/Quotient-de-Reputation-d-Entreprise.html> accessed on: 05/08/2016 à 20h37.

³ G. WALSH & S.E. BEATTY, « *Measuring customer-based corporate reputation: scale development, validation and implication* », in Journal of Academic Marketing Science, 2007, pp.127-143.

⁴ G. WALSH, S.E. BEATTY & E.M.K. SHIU , « *The Customer-based corporate reputation scale : Replication and short form* », in Journal of Business Research, 2009, pp.924-930.

- **RepTrak™ Pulse Scale** : Ponzi et al ¹ proposed a new scale, called RepTrak™ Pulse. They argue that it meets the dual objective of facilitating data collection by providing a simpler and shorter measure. They consider reputation as a general impression and propose a 4-item measure (7-point Likert scale) :
- (X) is a company that I like very much,
 - (X) is a company I trust,
 - (X) is a company that I admire and respect,
 - (X) has a good reputation.

This scale is often used internationally to quantify the company's reputation with its stakeholders. From this perspective, this measure is considered to be a global assessment based on four elements:

Admiration, respect, attitude (or appreciation) and trust. These elements are the result of emotional reactions and feelings felt by the individual towards the quality of the product or service offered by the company, its environmental and social performance, its CSR position, etc.

3 Benefits of a good reputation

Corporate reputation is a lever and an opportunity for the organisation as a whole and for each discipline within it:

- ❖ **Reputation impact on strategy** : the strategy can have a positive or negative impact on reputation through the decisions that result from it, for Weigelt and Camerer ², reputation building affects the strategic behaviors of an organization as it is a key factor in determining and implementing strategy, so we conclude that strategy and reputation influence each other.
- ❖ **Reputation and marketing** : The company's reputation influences the purchasing behavior of consumers, who are considered to be the perceivers and disseminators of its image, meeting their needs and satisfying their requirements is a priority for the company in order to gain their trust and thus gain their loyalty. Reputation also plays a crucial role in the structuring of markets according to Shapiro, it gives the company a competitive advantage that can be reflected in prices.
- ❖ **The impact of reputation on human resources** : according to Stigler, the company with a good reputation has the power to attract externally (potential employees) and retain internally (employees), which is respectively an asset for being selective and thus recruiting quality employees, also an opportunity to develop existing skills internally.

¹ L.J. PONZI, C.J. FOMBRUN & N.A. GARDBERG, « *RepTrak™ Pulse: Conceptualizing and Validating a Short-Form Measure of Corporate Reputation* », in *Corporate Reputation Review*, New York, 2011, pp.15-35.

² K. WEIGELT & C. CAMERER, « *Reputation and corporate strategy: a review of recent theory and applications* », in *Strategic Management Journal*, Wiley, 1988, p. 452.

- ❖ **Reputation and financial resources** : For Milgrom & Roberts, reputation helps to stabilize a company's financial results and even to facilitate access to capital, because a company with a good reputation positively influences investment decisions and attracts capital holders.
The stock market value of a company fluctuates according to the change in its reputation, which has an impact on the share price sensitive to the law of supply and demand, a good reputation increases its stock market value and any possible occurrence of risk causes it to fall.
- ❖ **Reputation and stakeholders**: According to Deephouse, et al , reputation helps to build better relationships with stakeholders; it appears as a value, an asset and a capital of the organization, whose management and valuation promotes trust in the company and produces a credibility effect that reduces their perception of risk.
- ❖ **Reputation and environment** : For Larkin, corporate reputation makes one less sensitive to legislative changes, seen as a measurable unit, it reduces the uncertainty about the unstable and changing environment, and thus enables the organization to identify the threats it faces, including the prevention of potential crises, in which case reputation provides a kind of shield and insurance against them.
- ❖ **Reputation and communication** : reputation acts on a company's communication axis¹ by promoting and guiding future social interactions, developing an entity's informational authority, identifying knowledge or information relevant to the sustainability of a good corporate reputation .

Section Three: The Relationship between CER and Corporate Reputation

As mentioned before Corporate environmental responsibility is a challenge and a lever for overall performance, being a voluntary integration by companies of environmental concerns into their business activities and their relationship with their stakeholders, which tends to enhance the company's reputation with the latter and the general public.

In this section, the main determinants of corporate reputation will be discussed with a focus on corporate environmental responsibility, while demonstrating the relationship between these two variables, the concepts of reputation risk and corporate crisis will also be clarified by providing an example of the impact of a crisis on corporate reputation

¹ C. ALLOING. Op.cit., p.212.

1 Key determinants of reputation

To assess and manage an organization's reputation, it must be viewed as a strategic asset¹. Each company collaborates with a number of stakeholders with different expectations and relationships, which diversifies the perceptions of the company and the evaluation of its reputation by the latter and thus generates a multiplicity of factors taken into account to assess this reputation.

Figure 5: Key sources (determinants) of reputation



Source: J. RAYNER, “Managing reputational risk”, Abbey Consulting, Wiley, 2004.

Several factors come into play to build a company's reputation and influence stakeholder perceptions, Corporate environmental responsibility as one of the 3 dimensions of CSR is one of these components of the organization's reputation. CER actions are likely to have a positive impact on its reputation and are all the more effective the more credible they are, because being responsible for the environment builds stakeholder trust and influences their judgment, they see the company as a partner and employee with whom they can build a long-term relationship.

As shown in Figure N° 5, the origins of a company's reputation are multi-factorial, and among the key determinants of reputation are CER, governance and communication:

¹ N. MARCELLIS-WARIN & S. TEODORESCO , « *La réputation de votre entreprise : Est-ce-que votre actif le plus stratégique est en danger* », Centre universitaires de recherche en analyse des organisations, rapport Bourgogne, Montréal, avril 2012, p.14.

1.1 Effective governance

Good governance will lay the foundations for the efficiency of the organization, its strategic development and will also help to create a satisfactory environment for all actors, conducive to the achievement of the institution's mission. The principles of this governance would be based on many elements: Leadership, rule setting and procedures within the organization, a sense of responsibility towards the company and external stakeholders and the exercise of a supervisory authority.

1.2 The Role of Communication in Reputation Building

Communication is generally presented as necessary (from a managerial point of view) for the development of an organization's reputation. For Boistel ¹ communication (or rather strategies) aims to produce : "A favorable reputation that gives the company a competitive advantage (...) in order to promote the purchase of products and services, recruitment and investment". and "public loyalty that influences the company's future (...),a competitive advantage through image building".

For Philippe and Durand , communication allows to develop congruence between the values of the organization and those of its environment, thus improving the reputation of the organization. From his point of view, the reputation² is: "The way the organization is perceived and evaluated by its stakeholders in terms of its ability to generate value compared to its peers and competitors".

Communication plays an important role in shaping corporate reputation, it matches the reputation desired by the organization with that perceived by stakeholders by enabling it to develop a favorable image in their eyes through the signals and messages it projects from these activities, practices, and behaviors. This will pave the way for various privileges including differentiation in the market and gaining a competitive advantage.

Among the multiple info-communication aspects of reputation³, the following two approaches are cited:

¹ P. BOISTEL , « *La réputation d'entreprise : un impact majeur sur les ressources de l'entreprise* », In Management & Avenir review, Management Prospective Editions, N°17, Paris, 2008, pp.12-13.

² D. PHILIPPE & R. DURAND : Op.cit., pp. 45-63.

³ C. ALLOING: Op.cit., p.249.

- **Communicative approach to reputation:** Reputation mediates between the organization and its audiences, it is a communicative action that helps build social bonds within a group and subsequently guides its future interactions with the outside world or within it. This communication is intentional and evaluative; its actions aim to support this mediation as much as possible.
- **Informational approach to reputation:** Reputation is a mechanism for organizing (making visible) a group's opinions. It is built from informational signals that contribute to the formation of opinions. These signals are generally guided by filters, which can be media or reference individuals (informational and cognitive authority) in and for groups. The organization can identify these filters to define its own reputation.

Reputation management requires specific and integrated communication strategies, because the diversity of the stakeholders with whom the organization is in contact requires targeting each one of them depending on the nature of the relationship with the company, and with the advent of ITs, especially social networks, reputation takes a digital form and becomes e-reputation, the stakeholders today are connected, so they follow and monitor the company more closely, making communication more influential.

Deploying internal and external communication efforts of societal performance is essential to propagate information, the dissemination of actions of a societal nature becomes a strategic issue in order to gain the trust of stakeholders and to promote the attractiveness of the company to them.

1.3 Corporate Environmental responsibility as a lever for corporate reputation

Several publications identify CER as a key reputational factor¹, studies even argue that CER is an investment in image². Socially responsible companies (concerned about the environment and maintaining good relations with the community) increase their reputation in the eyes of the public (consumers, citizens, customers, government, suppliers, etc.) through the achievement of an overall performance that is an indicator to gain the trust of stakeholders and that generates a greater attractiveness of the organization and develops a sense of pride and self-esteem to collaborate or belong to it.

¹ L. TUCKER & T. C. MELEWAR, « *Corporate reputation and crisis management: the threat and manageability of anti-corporatism* », in *Corporate Reputation Review*, New York, 2005, pp.377-387.

² http://clerse2.univille1.fr/IMG/pdf/axe_5_cardebat_cassagnard.pdf accessed on 15/08/2020 à 19h38.

CER impacts on organizational reputation as follows:

- **CER as an insurance policy** : CER could act as a shock absorber¹ in the event of a negative shock to the company, especially in the event of a major crisis (e.g.: A CER policy will make it possible to smooth sales and in particular to avoid too sharp a drop in sales despite a reputational failure)².
- **CER and attractiveness** : Corporate environmental responsibility is correlated with organizational attractiveness. From this perspective, several studies have therefore focused on the possible relationship between the two concepts, For these authors (Turban and Keon, 1993; Judge and Cable, 1997; Lievens et al., 2001; Luce et al., 2001; Turban and Cable, 2003), the image of environmental responsibility through good corporate reputation influences attractiveness. Attraction is not only about potential employees, but consumers and investors are also attracted to companies that have a positive image, so it becomes an added value.
- **CER and Competitive Advantage**: Reputation only makes sense in a competitive game between firms³. It refers to a process of vertical differentiation. CER increases a firm's reputation by enabling it to stand out from its competitors, thus gaining a significant competitive advantage and capturing additional market share.
- **CER and global performance** : Adopting a CER approach at the company level allows the achievement of an environmental performance, which translates into a good image of the company, thus consumers and customers are loyal, employees are retained. and potential candidates tempted to apply for this company rather than another.

¹ J. KLEIN & H. DAWAR, « *Corporate Social Responsibility and Consumers' Attributions and Brand Evaluations in a Product-Harm Crisis* », in *International Journal of Research in Marketing*, vol. 21, N°3, 2004, p. 203-217.

² E. CREYER, W. ROSS et al, « *The Impact of Corporate Behavior on Perceived Product Value* », in *Marketing Letters*, vol. 7, Springer science, N°2, New York, 1996, pp. 173-185.

³ J. HÖRNER: « *Reputation and Competition* », *American Economic Journal*, vol.92, N°3, 2002, pp. 654-663.

- **CER and product quality¹**: The link between reputation and quality is clearly established by Shapiro. The reputation of a firm producing a given good is linked to the quality observed by consumers after their act of purchase. According to Darby and Karni, CER differentiated goods are therefore trustworthy assets for which consumers experience a strong informational asymmetry since the firm is the only one to know its true commitment to CER. CER creates additional demand for the firm committing to this strategy.
- **CER and Reputation Risk** : CER as a hedging mechanism against reputational risk, the idea would be that the more firms invest in CER, the less likely they are to see the emergence of socio-environmental problems damaging their reputation.

2 Reputational risk

A risk is both an opportunity and a threat². A missed opportunity can quickly become a threat and, conversely, a well-managed threat can be turned into an opportunity. Managing a reputation is mainly about managing risk.

Reputational risk³ can be defined as : "Any event likely to have an impact, through the company's reputation, on its net income or market capitalization". So beyond the image that will be threatened, the company is in danger with regard to its overall performance, notably financial performance following the deterioration resulting from the perceived risk (e.g. lower sales), which leads to a deterioration of the company's reputation and thus a decrease in the share price and the publicly traded securities.

The risks for which the company has previously taken out insurance, are mainly related to its material assets, and this against any possible failure such as : the risk of machinery failure and equipment or against hazards that could damage the firm's premises (fire risk, etc.). The company also assumed financial risks such as the risk of insolvency or human risks in the event of the occurrence of industrial accidents or occupational diseases.

Today, with the globalization of the economy, new dangers have appeared, the organization is faced with environmental risks (pollution, biodiversity...), which threatens the company's reputation and makes it vulnerable. As a result, a new type of danger emerges and threatens the stability of the company, which is the basis of reputation risk.

¹ P. CASSAGNARD et J.M. CARDEBAT ,« *La RSE comme couverture du risque de réputation* », Université de Lille, Lille, 2010, p.4.

² P. CAILLEBA , « *L'entreprise face au risque de réputation, Revue Responsabilité & environnement* », N° 55, Paris, JUILLET 2009, p.12

³ Ibid, p.12.

These new risks have a negative impact on the organization as a whole and then affect the image carried to its stakeholders, once they appear, it is the entire strategy of the company that is called into question, the decision-making process initiated in the medium and long term will be affected and disrupted, disrupting all the functions of the company.

The source of these risks is multiple, and may be of an ethical and legal nature when they refer to privacy or data confidentiality of an informational nature (company data stolen, altered or modified). They may also be related to human resources (employee hostility towards the management policies implemented), or to marketing (deterioration in the quality of products and services leading to a decrease in sales). Today the company is facing a contemporary risk, and not least, it stems from the development of new technologies, particularly the Internet (the speed of media coverage and the emergence of social networks are creating new threats to corporate reputation).

To encompass the sources of reputation risk, it is sufficient to invoke the corporate environmental responsibility of the company, a company that has such an approach ensures that it knows and understands the risks to which it is exposed. It identifies, lists, evaluates and prioritizes them in order to better anticipate them, this gives it protection and prevention in relation to existing threats in the environment.

3 Crises and their impact on reputation

The crisis¹ is defined as : "An unexpected event that endangers the reputation and functioning of an organization".

It has no geographical or temporal limits and no foreseeable logical sequence, when it occurs it is imperative to manage and control it well under the constraint of having negative repercussions on the company's activity, its human capital, its employees and above all its reputation.

Crises are multifaceted² and can be classified according to their type (structural, sectoral, social, accidental, financial, etc.), their nature (internal or external) or the targets they reach (institutional, industrial, product, etc.).

¹ T. LIBAERT adapté d'O. LERBINGER , « *Communiquer dans un monde incertain* », 1^{ère} édition, Pearson éducation France, Paris, 2008, p.118.

² *Académie de Versailles* , La réputation de la grande entreprise est-elle un actif spécifique ? <http://www.creg.ac-versailles.fr/La-reputation-de-la-grande-entreprise-est-elle-un-actif-specifique> accessed on 16/08/2020 à 13h19.

The source of the crisis is also not to be neglected, in our case, we are going to look at the crises arising from non-compliance with Corporate Environmental Responsibility CER, by citing a real example of a crisis of notorious companies and its impact on reputation.

Volkswagen Scandale

Since Friday, September 18, 2015¹, Volkswagen has been at the heart of an incredible controversy. The automobile giant is accused of a monumental fraud. Cars designed by car manufacturers should be equipped with a system which allows the limitation of emissions of polluting gases according to the volumes authorized by law, Volkswagen, for its part, has equipped its cars with a mechanism to conceal the real level of pollutant gas emissions, the company has integrated spyware into the engine of its cars so that they can pass the test without a hitch and be awarded a certificate of good ecological driving. However, once the test is over, the anti-pollution mechanism would deactivate and the vehicle would then release into the atmosphere more polluting gases, in particular nitrogen dioxide or NOx, which is linked to serious respiratory diseases including asthma.

It was a team of researchers from the University of West Virginia who discovered the rigging set up by Volkswagen, when the International Council for Clean Transportation (ICCT), an NGO specializing in clean transport, asked them in 2013 to test the emissions of certain diesel cars... It expected to conclude that vehicles sold in the United States are less polluting than others. It was a question of proving the benefits of American standards, which are much tougher than elsewhere². But the results observed are contradictory to the hypotheses put forward by the researchers and the NGO, as well as to the statements and reports published by Volkswagen. This leads the group to scandal and then to crisis.

The origin of the crisis is ethical. The German manufacturer has misled its employees, endangered the health of society and harmed the environment and ecology, as a result, the Group has lost its credibility and the trust placed in it by the public, especially stakeholders and more specifically customers, Volkswagen has damaged its reputation and notoriety, and the public's perception and image of the Group is now one of "cheating". Not least of all the financial damage, the German giant has been fined up to \$18 billion, which would be about 1.5 times its 2014 profits³.

¹ BFMTV Economie , ce-qu-il-faut-savoir-du-scandale-volkswagen <http://bfmbusiness.bfmtv.com/entreprise/ce-qu-il-faut-savoir-du-scandale-volkswagen-916820.html> accessed on 17/08/2020 à 14h11.

² Ibid. accessed on 17/08/2020 à 16h15.

³ BFMTV Economie , ce-qu-il-faut-savoir-du-scandale-volkswagen <http://bfmbusiness.bfmtv.com/entreprise/ce-qu-il-faut-savoir-du-scandale-volkswagen-916820.html> accessed on 17/08/2020 à 20h49.

Conclusion of chapter two

This chapter has allowed us to focus on the concept of corporate reputation and to better understand the weight and importance it has within its stakeholders and any individual inside or outside the company. We were also able to distinguish the reputation of several other concepts to which it is often compared and clarifies any ambiguity that misleads the person concerned.

The summary of this chapter is that corporate reputation is the result of a process built over time, aimed at inspiring the trust and respect of stakeholders and the general public through visible, convincing and regular efforts to improve its quality, its activity, its practices, its behaviour and the image it conveys.

CER has been found to be one of the most visible factors in reputation, and it has been deduced that it can then help to build real reputation capital, i.e. an intangible asset that acts as a shock absorber in times of crisis. But being the result of accumulated perceptions and opinions, it is neither insurable nor transferable, so each company has a unique reputation that cannot be imitated. This fact represents an opportunity because it is a key element that promotes the achievement of strategic objectives, including value creation, profitable growth, market differentiation and sustainable competitive advantage, but also an obstacle due to the complexity of its management and control.

Corporate reputation is therefore an investment in confidence to which each company will have to subscribe in order to increase its credibility among its employees and thus obtain more market share and perpetuate existing relationships.

CHAPTER THREE:
Investigation about the impact of
CER on corporate
reputation-Case study ENSP

Chapter Three : Investigation about the impact of CER on Corporate Reputation, Case Study ENSP

After having treated the different theoretical aspects of our study, to make the link between the theory and the practice of the studied enterprise. This last chapter is devoted to explaining and analyzing the relationship between environmental responsibility and Corporate reputation within ENSP .

The chapter starts in the first section with presenting an overview of the host organization Entreprise Nationale de Services aux Puits (ENSP) in order to become familiar with it, then an explanation of the research methodology followed in the second section, where we will make a quantitative analysis through a questionnaire with the objective to provide an understanding of how employees perceive the concept of corporate environmental responsibility , also to show ENSP's commitments towards environmental protection ,and finally to prove the existence of a positive relationship between CER and corporate reputation .

And the results obtained from our survey conducted at ENSP will be introduced in the section three, thus, a global synthesis to propose some suggestions for the improvement of ENSP practices environmentally responsible, in order to influence positively the reputation of the company.

Section One: Presentation of the host company

1 Overview of the company

ENSP (Entreprise Nationale de Services aux Puits) is a large Algerian group of several divisions (100% subsidiary of Sonatrach) . Since 1981, ENSP has started contributing to the development of drilling and production sectors of oil and gas industry in Algeria by providing a wide range of services , with the highest quality of services ,skilled personnel and well maintained equipment.

ENSP is a group of autonomous operational units with a significant skill and experience in oil service sector .This allowed ENSP to take part in Sonatrach and its foreign partners' business

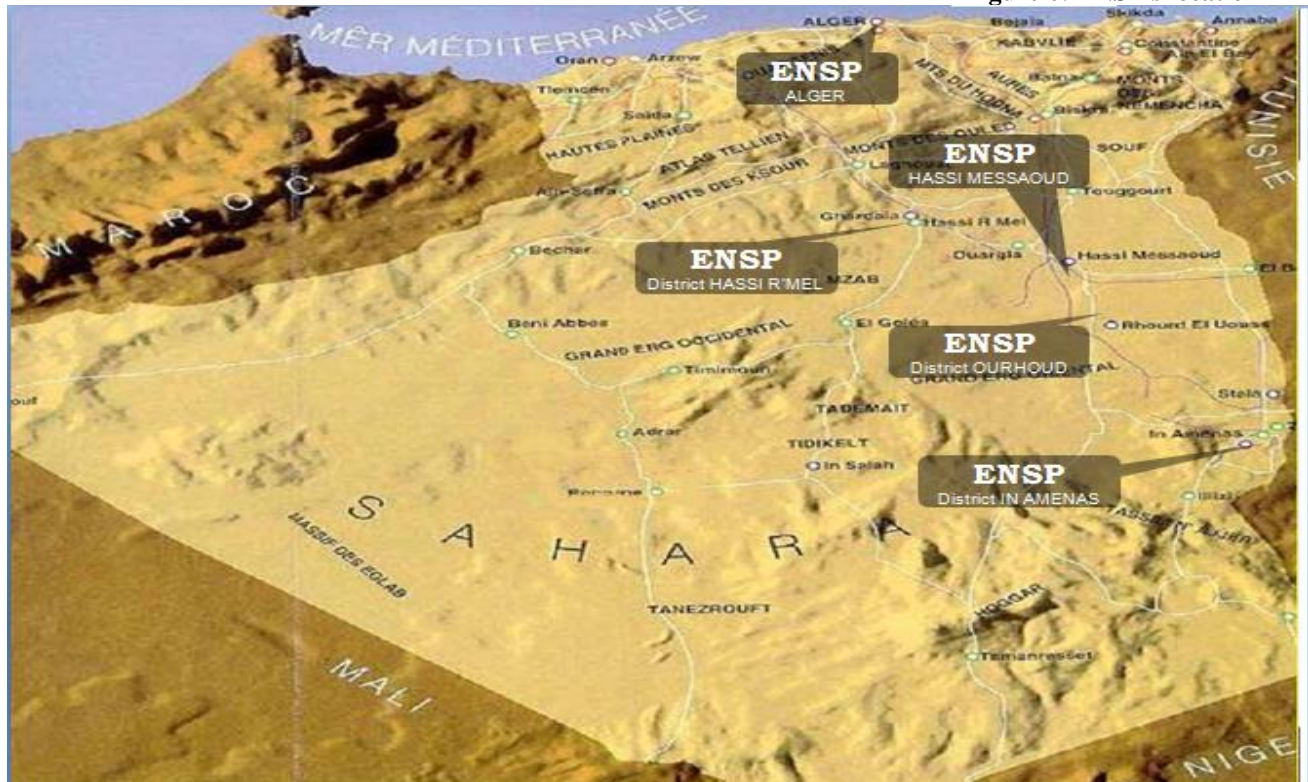
1.1 ENSP's location

The ENSP is located in the most important oil and gas fields in southern Algeria: Hassi Messaoud , Hassi R'mel , In Aménas , Bassin de Berkine and planned bases at TFT , Tiguentour (In Salah) , Adrar .

And in northern Algeria :

Skikda , Bejaya , Algiers , Arzew

Figure 6: ENSP's location



Source : Internal documentary

1.2 ENSP's structure

The principle of organization adopted is that of a decentralization of operational structures which will facilitate their eventual incorporation as subsidiaries. The company has redefined its organization to adapt to its environment, and improve its productivity and competitiveness, in order to respond to the best of its availability to its customers. (Appendix A)

1.3 ENSP Services

With more than 30 activities, the ENSP Group is a solid group, focused on its core businesses and with significant growth prospects.

Several types of services are provided in conformity with HSE standards :

1. Snubbing Division

✚ **Snubbing (hydraulic work-over) :** is the process of running and pulling tubing, drill-pipe, or casing with surface pressure present on the wellhead (live wells). It is a preferred choice when pressure, space, accessibility and rig availability are concerns. Snubbing Division offers a variety of hydraulic work-over / Snubbing solution to enhance production and/or restore the mechanical integrity of each well.

✚ **Common Snubbing applications include :**

- Fishing or milling inside tubing or casing.
- Cleaning out formation plugs in production tubing, liner, or casing.
- Drilling out cement and bridge plugs.
- Washing out fracturing materials.
- Pressure control /well killing.
- Circulating out heavy mud or fluids.
- Running and pulling retrievable plugs for selective treatments.
- Acidizing and washing.
- Running macaroni tubing
- Completing under pressure.
- Squeeze cementing or plugging back.
- Plugging and abandoning.

✚ **Pumping and Tex Team**

This activity intervenes in the following operations :

- Pumping of crude oil and fluids.
- Pumping during completion.
- Formation tests.
- Descaling.
- Desalting.

2. Wire Line and Well Testing Division

✚ Wire Line :

By means of motorized units, endowed with the necessary equipment to this kind of operations, a wide range of instruments and tools of various uses can be run and pulled out of a well. This technique offers many possibilities such as:

- Measuring down-hole parameters, pressure and temperature, with electronic gauges.
- Drifting.
- Swabbing and well start up.
- Bailing and bottom hole cleaning.
- Cleaning / scraping of casing and tubing.
- Removal of sediments and deposits by running and injecting chemical solvents and solid deposits obstructing the tubing.
- The perforation of tubing at the bottom in order to modify production system or to control the well.
- Down-hole sampling.

✚ Well Testing :

Provides the following services using three phased separators :

- Water, oil and gas flow measurement
- Real time Data Acquisition
- Surface Sampling .

✚ BHP :

Measurement and recording of pressure and temperature parameters, using High Accuracy Electronic Memory Gauges.

3. Protection of environment Division :

It was created after ,restricting ENSP in 2007 .It provides the following activities :

✚ Environment

- ✓ Processing wastes resulting from storage tanks; from production and treatment units.
- ✓ Rehabilitation of oil sites
- ✓ Decontamination of Phreatic surface sheets
- ✓ Treatment of waste pits.
- ✓ Marine environment depletion.
- ✓ Oil Transfers (with vacuum trucks).
- ✓ Hydrostatic equipments testing
- ✓ Maintenance of APG and exchangers

⇒ **Environment Activity Equipments :**

- Mobile Units cleaning and lubrication wellhead
- Industrial vacuum cleaners
- Vacuum pump cellar (pneumatic)
- Moto pump
- ADR Tanker suction
- ADR Tanker suction Truck
- ADR jetting - washing Machine
- Air Compressor
- HP Diesel Cleaner
- HP Power Cleaner

+ **Surface Treatment and Painting**

- ✓ Sand blasting
- ✓ Shot-blasting machine
- ✓ Specific painting

⇒ **Static Equipment Maintenance :**

- ✓ Management and planning operations.
- ✓ Degassing .
- ✓ Sediment Removal .
- ✓ Tank cleaning .
- ✓ Degreasing .
- ✓ Coating .

This division is mainly intended for the treatment of environmental problems. Among its interventions:

- ⇒ Sandblasting .
- ⇒ Sand removal from wells and installation .
- ⇒ Coating .
- ⇒ Cleaning .
- ⇒ Mud logging .

4. Well Service Division :

- ✓ Wells maintenance and collection.
- ✓ Maintenance of factories and production centers.
- ✓ Corrosion Monitoring
- ✓ Maintenance and inspection of installations.
- ✓ Commissioning and Operating o
- ✓ Wells maintenance: (Commissioning, monitoring of production parameters & corrosion)
- ✓ Rig up & rig down: choke manifold, mini choke, valves, etc..
- ✓ Flashing operations
- ✓ Surface equipment preparing for all wells intervention.
- ✓ Collect Piping
- ✓ Operations' Technical Assistance
- ✓ Special Operations (Power Tong Services)

5. Manufacturing Division (Ex-ALDIM) :

- + **Manufacturing of drilling and coring tools for oil and gas industry :**
 - ✓ Natural diamond drilling and coring bit.
 - ✓ Polycrystalline-Diamond-Compact (PDC) drilling and coring bits .
 - ✓ Impregnated diamond drilling and coring bits .
- + **Manufacturing of miscellaneous oilfield tools**
 - ✓ Milling tools , rotary shoes ,Junk mills , taper mills , pilot mills .
 - ✓ Flanges and adapters .
 - ✓ Well-heads equipments .
 - ✓ Cross-over ,Pup-joints .
 - ✓ Wire line products .
 - ✓ Fitting and piping equipments .
- + **Manufacturing of borehole for mining and geotechnical industry**
 - ✓ The manufacture of natural and impregnated diamond core heads and drill bits .
- + **Provide centralizers for oil and gas industry**

6. Mud Logging Division :

ENSP – Mud Logging Division provides the following services:

- + Geological Survey
- + Sampling Storage and Packaging
- + Drilling Operations and Parameters Monitoring
- + Reporting and Communication
- + Gas Monitoring

7. HESP

A joint-venture between HALLIBURTON ENERGY SERVICES (HES) 49 % and ENSP 51% . HESP provides the following services :

- + Open Hole Services .
- + Cased Hole Services .
- + Auxiliary Open Hole Services .

8. BASP

A joint-venture between ENSP 40 % and BAROID (Halliburton) 60% . BASP main activities are :

- + Engineered fluid solutions .
- + The provision of drilling fluids products .
- + Providing customers with highly qualified mud engineers
- + Providing laboratory cabins meeting customers' requirements .
- + Solid control services .
- + Waste management (offline/online)
- + Manufacturing and delivery of drilling mud.

9. MESP

An association between ENSP 49% and MEDES (Italy) 51% .It provides the following services :

- + WBM treatment .
- + Treatment of production waste pits.
- + Treatment of contaminated soil
- + Treatment of oil tanks bottom residues .

10. BJSP

An association between ENSP 49% and BJ services (Baker) 51% . It provides the following services :

- + Service Lines
- + Coiled Tubing.
- + Nitrogen .
- + Stimulation
- + Hydraulic Fracturing

11. WESP

An association between ENSP 49% and Weatherford 51% . Its principal activity is to provide the TRS (Tubular Running Services) .

2 History, Strategies and Values of ENSP Group

2.1 ENSP's History

The restructuring of Sonatrach in the 1980s led to the creation of more than 15 companies, including the Entreprise Nationale de Services aux Puits (ENSP).

The ENSP was set up on 1 August 1981 as part of the restructuring of the hydrocarbons sector and inherited from Sonatrach from the following entities:

- Company Altest (Subsidiary) SH 51% Baker 49%.
- Company Alfluid (Subsidiary) SH 51% Milchen 49%.
- Company Aldia (Subsidiary) SH 51% Dresser Atlas 49%.
- Company Aldim (Subsidiary) SH 51% Christensen 49%.
- Special Operations Division of the former DTP Sonatrach.

The ENSP, a joint-stock company, has been autonomous since March 29, 1989. Its current share capital is DA 8 billion.

2.2 ENSP Group's strategies

The ENSP Group operates in a dynamic sector and the company's strategy is based on its unique competencies while taking advantage of trends and developments in the petroleum industry.

The broadly diversified business portfolio positions the company for rapid growth with many opportunities, develop a broader range of high-level operational skills, take advantage of changing market circumstances and integrate services to create more value.

As a medium-sized company, the ENSP has the scale and skills to undertake large-scale projects, but still, even small stocks have a beneficial influence on its financial performance. And thanks to the company's track record in financial disciplines, it has a strong balance sheet that allows it to finance its development.

The ENSP group has placed sustainable development at the heart of its project and has translated its policy into an action plan in favor of sustainable development by mobilizing around the following major challenges :

- ✓ Ensure the best quality of services.
- ✓ Reduce the costs of services.
- ✓ Fully exercising social and environmental responsibility.
- ✓ Building a Group human resources base to meet industrial challenges.

2.3 ENSP'S values

- Professionalism
- Respect for employees
- The permanent deadline for safety and environmental protection

3 QHSE policy

The Health Safety Environment HSE department (included in the QHSE department) is active within ENSP , Safety is priority at all levels, and the Health, Safety and Environment HSE managers (SHEQ Department, Environmental Managers, Health and Safety Managers, HSE sites) ensure, through their actions, that the impact of the company's activity on the environment is reduced, but also the risks of accidents at work and occupational diseases. They analyze these risks, evaluate them and recommend appropriate solutions while meeting regulatory and legal requirements.

3.1 Definition of the HSE and Quality policy

- Safety, hygiene, health and respect for the environment are essential prerequisites for all ENSP activities.
- The safety and health of co-workers, customers, partners and communities surrounding ENSP facilities is their number one priority.
- The personal commitment of each individual is demonstrated through visible leadership and accountability for HSE at all levels of the company.
- Working conditions that enable everyone working for the company to perform their jobs safely and with respect for their health.

3.2 Vision

- Zero incidents.
- Working conditions that allow all people working for ENSP to carry out their work in safety and with respect for their health.
- High quality and environmentally friendly products and services that meet or exceed customer expectations.
- Responsible use of natural resources.
- Economic and environmental sustainability in all actions.





3.3 Engagements

- Comply with current regulations and any other internal requirements or industry standards.
- Design, build and operate facilities in a safe manner, efficient and accountable.
- Measuring performance against goals and objectives for improvement all the time.
- Actively manage the risks associated with the business.
- Work with partners and industry to promote and strengthen actively promote compliance with this policy.
- Promote open communication with partners, as well as the HSE knowledge sharing.
- Providing resources, training, equipment and other support necessary to achieve the objectives of this policy.

3.4 Integrated Management System (IMS)

At ENSP group they understand that a culture of quality management ,safety and environmental responsibility , must be built upon real foundations of communications , high expectations ,accountability ,and continuous challenge for improvement .

To be successful , ENSP group focus on the needs of its customers , so they awarded the certifications of :

-  Quality ISO 9001 : 2018
-  Occupational Health and Safety OHSAS 18001-2007
-  ISO 45001 : 2018
-  Environment 14001

4 ENSP initiatives towards the environment

- project treatment of residues from hydrocarbon storage tanks .**

- packaging waste reduction project (metal drums)**

the proposal of the DPE structure, in a first stage consists in the reduction of these wastes by compression where their volume will be reduced from 80% to 90%, the dangerousness will be minimal due to the fact that the environmental protection department is in charge of the operation of "recovery of the remaining effluents". Thus, an automatic rinsing before compression. the second step is to transfer these barrels to organizations that collect them.

- Intervention equipment for spill of shore/on shore**

- Cleaning**

The cleaning is a special operation, with the aim of protecting the equipment and the environment, this procedure describes the different phases of the execution of the cleaning work of static equipment (capacities, separators, columns, heat exchangers, pipes etc) .

There are different types of cleaning such as dry cleaning, water jet cleaning, HP water jet cleaning with degreaser ... etc

- Shot-blasting**

Industrial machines used to prepare, maintain or clean the surfaces of different materials by blasting abrasives, the operation is carried out in a fully enclosed cabin either manually with an operator located inside or outside the cabin or by automated devices .

- Sandblasting**

The function of sandblasting is to remove sand and heavy particles that can damage equipment and silt. These wastes are eliminated by the desanders.

- Tree planting campaign at EPD**

A tree-planting campaign at the work base of the Environmental Protection Department . A significant number of volunteers, both men and women, have joined to participate in this action.

The executives of the division, various agents and even the Director of the DPE put their hands to work and shared the task in order to finish the work quickly .This action will help improve the working environment and raise staff awareness of environmental issues.

Section Two :Methodology of study and survey process

The purpose of this section is to outline the methodology used in the research process, the research that aims to investigate the impact of Corporate Environmental Responsibility on Corporate Reputation .

To determine employee commitment to CER and assess their perception of ENSP 's reputation. and to see what impact of implementing a CER approach on its reputation , We have made an investigation in its headquarter located in Hassi Messaoud .

1 The choice of the company

We have chosen the ENSP Company because it is one of the most known Algerian public companies that practice CER in its Business, while we interest in the Algerian case we found that ENSP is the suitable company to do this investigation in order to find out if Algerian companies operating in the oilfield respect the conditions of environmental responsibility in a polluting sector such as that of hydrocarbons.

2 The objectives of the research

Through this survey, we seek to achieve the following objectives:

- ⇒ Responding to the main issue raised, namely the impact of Corporate Environmental Responsibility on Corporate Reputation within ENSP Group .
- ⇒ The collection of information from a large number of respondents on the environmental approach and especially its influence on company's internal reputation ;
- ⇒ Inform or confirm hypotheses.

In order to obtain adequate answers to our research questions, our study is quantitative. It is based on the collection of data through a questionnaire addressed to ENSP employees. The objective is not to question individuals in the sample by digging deep to get sincere answers, but rather to question them and obtain superficial and conscious answers.

3 Sampling

3.1 Sample choice

Because of the nature of research's topic, it was considered better to target both managers and employees of "ENSP " of the different divisions , because they are considered as the only resource of information that we can depend on.

3.2 Sample Size

During our internship in ENSP we knew that the number of the population is 2700 employee and manager. Our sample was not random, and because more the sample is large the more is representative for the mother population, we have chosen a sample of 70 employees to represent it .

4 Architecture of the Questionnaire

Wording the questionnaire is really a challenging task because it requires attention and time consuming in order to obtain required information. It is known as: "A list of a research or survey questions asked to respondents, and designed to extract specific information.

It serves four basic purposes:

- To collect the appropriate data,
- To make data comparable and amenable to analysis,
- To minimize bias in formulating and asking question, and

To make questions engaging and varied .

When writing the questionnaire, we took into account the respect of certain principles:¹

- Questions should be clear, simple and accurate.
- The words used must have the same meaning for everyone.
- The questions must be structured, ranging from general to detail, from simple to complex.

Our questionnaire consists of multiple questions about employee perception of CER, including: Confidential questions should be at the end of the questionnaire.

Our questionnaire consists of multiple questions about the perception of internal stakeholders with regard to the CER concept .The issue of corporate reputation was also studied, through questions that determine the employees' impressions of ENSP ' reputation, the trust they place in it and the relationship between the CER concept and corporate reputation.

Based on the construction of the theoretical framework and the proposed hypotheses, the questionnaire was designed to identify the profile of the respondents, to see the representativeness of the sample as well as the diversity of ENSP Human Resources, the existing of CER practices and the measurement of company's reputation while implementing CER approach.

The questionnaire was divided into three parts in order to provide evidence and test

¹ Jean-Luc Giannelloni-Éric Vernet (2001), Études de marché, 2e édition, Librairie Vuibert, Paris, France.

Hypotheses and answer the research questions given in the introduction. The full questionnaire is provided in the appendix.

Part1: Identification of the respondents' profile . taking in account:

Gender diversity, Age diversity, work experience, work position .

Part 2: CER within ENSP that consists of 2 dimensions :

- ✓ Employee adherence to Environmental Responsibility , through testing their familiarity with the CER concept, and how they perceive it .
- ✓ Measurement of Environmental responsibility in ENSP Group based on many aspects such as the existence of a clear environmental policy inside the company. This policy may include the existence of an environmental management system, the incorporation of environmental concerns in the decision making process and the existence of specific jobs inside the company that are mainly related to environment. There are thirteen statements in this section. Answers will follow a Likert-type scale.

Part 3 : Employees' assessment of the reputation factor.

5 Steps of the Questionnaire

The content of our questionnaire is presented as follows:

- A presentation:** It is necessary to gain the trust of the respondent; it was useful to introduce the topic of our study.
- Questions:** We use in our questionnaire many types of questions such as:
 - ? **Close-ended Questions:** This is the simplest response format which obliges the respondent to make a choice between: "yes" or "no".
 - EX: Have you ever heard of the ISO 14001 standard?
 - Yes No
 - ? **Multi-choice Questions:** The respondent chooses one or more responses from given proposals.
 - EX: What does a good corporate reputation mean? (check no more than three Answers)
 - Being a good employer Competitive Advantage
 - Sensitivity to ER and Sustainable Development
 - Remuneration Market position (market leader)
 - The weight of stakeholders (partners, shareholders, customers...)
 - The nationality of the company (national/multinational company)

? **Rating scale questions:** In this type of questions, respondents are often asked to indicate their answer at the most appropriate point on scale.

EX : Please indicate the level of agreement with each of the following statements:

Totally agree Not at all agree

--	--	--	--	--

? **Open question :** requires more than one word answers. The answers could come in the form of a list, a few sentences or something longer such as a speech, paragraph or essay.

EX : What does respect for the environment mean to you ?

.....

.....

6 Testing of the Questionnaire

Testing is an indispensable part of questionnaire development, so after completing a plan of a questionnaire carefully, one questionnaire was sent to my supervisor in ENSP Company, checked and returned. Then appropriateness of individual questions and questionnaire as a whole was discussed with him.

- ✚ Two copies of the questionnaire are attached in annex to show its structure, an English version for our study, another in French for the staff, because not all of them can answer in English.
- ✚ We used in results analysis the SPSS. The choice of this software is not fortuitous, the simplicity of its use and the credibility of its results are the reasons that led us to use it. And, to put up the different graphs we have used EXCEL software.

Section Three: Results and data analysis of the conducted survey

1 Results of the questionnaire and data analysis

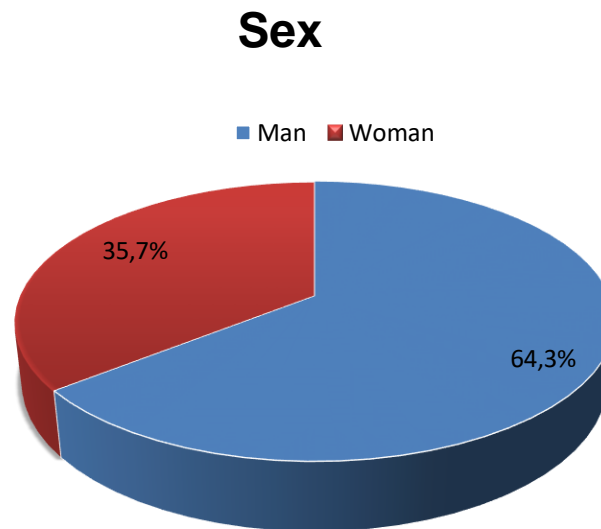
A. Employee identification

✚ Table 4 : Gender diversity

	Responses	Percentage
Man.	45	64,3%
Woman.	25	35,7%
Total	70	100%

Source: made by us using SPSS .

Figure 7 : Gender diversity



Source: made by us using SPSS .

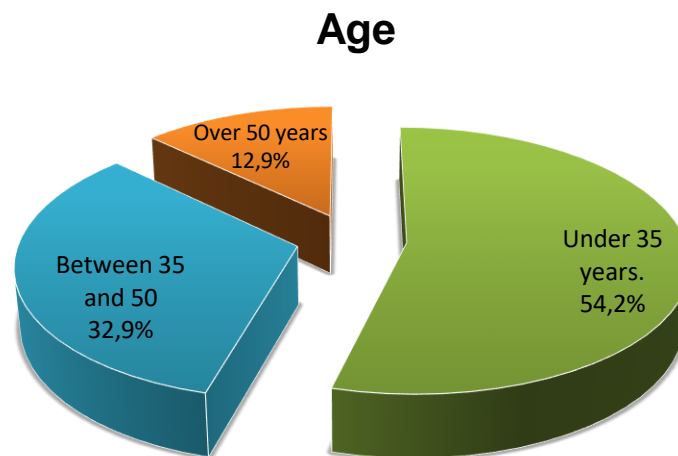
The figure above shows the distribution of respondents by gender, we find that 64.3% of respondents are men and 35.7% are women, this can be explained by the nature of ENSP's activity, which requires the integration of men in relation to women, because the tasks carried out are physical tasks .

Table 5 : Age diversity

	Responses	Percentage
Under 35 years.	38	54,2%
Between 35 and 50	23	32,9%
Over 50 years	9	12,9%
Total	70	100%

Source: made by us using SPSS .

Figure 8 : Age diversity



Source: made by us using SPSS .

Based on the responses to this question, there is a concentration of the youth category, with more than half of the respondents in the 25-35 age range, 32,9% belonging to the 35-50 year range and a minority of 12.9 % of those over 50. The youthfulness of the employees testifies to the dynamism of the company and its ability to change, compared to the capital of experience and know-how acquired from the 3rd category.

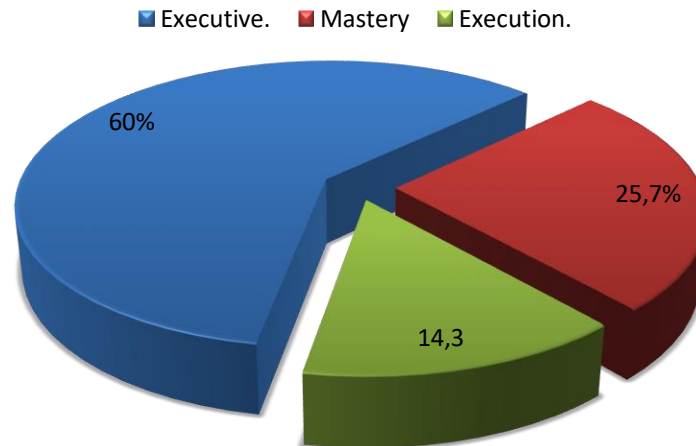
✚ Table 6: Respondents' position

	Responses	Percentage
Executive.	42	60%
Mastery	18	25,7%
Execution.	10	14,3%
Total	70	100%

Source: made by us using SPSS .

Figure 9 : Respondents' position

Occupational social category :



Source: made by us using SPSS .

According to the results obtained above, it can be seen that the majority of those surveyed are managers, with 60% present, as opposed to 25.7% of the master's share, while the performers represent only 14.3% of the population .

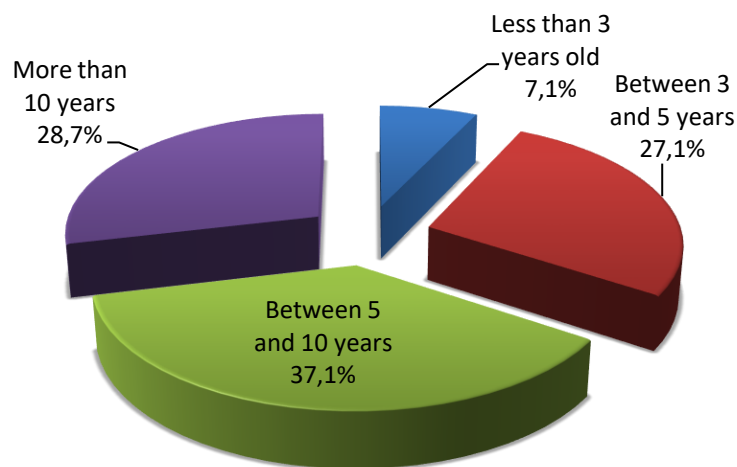
Table 7: Work experience

	Responses	Percentage
Less than 3 years old	5	7,1%
Between 3 and 5 years	19	27,1%
Between 5 and 10 years	26	37,1%
More than 10 years	20	28,7%
Total	70	100%

Source: made by us using SPSS .

Figure 10 : Work experience

Experience at “ ENSP” :



Source: made by us using SPSS .

We note that respondents with seniority that is between 3 and 5 years and between 5 and 10 years are more dominated with 27.1%, 37.1 % respectively; it is an important experience of the staff which represents an asset for the company.

A minority of respondents have less than 3 years experience with 7.1%. More than a quarter (28.6%) of the employees interviewed have more than 10 years of experience, this is a testament to the know-how and skills that ENSP has inherited. And this is due to the expansion of the company over years since its creation 39 years ago.

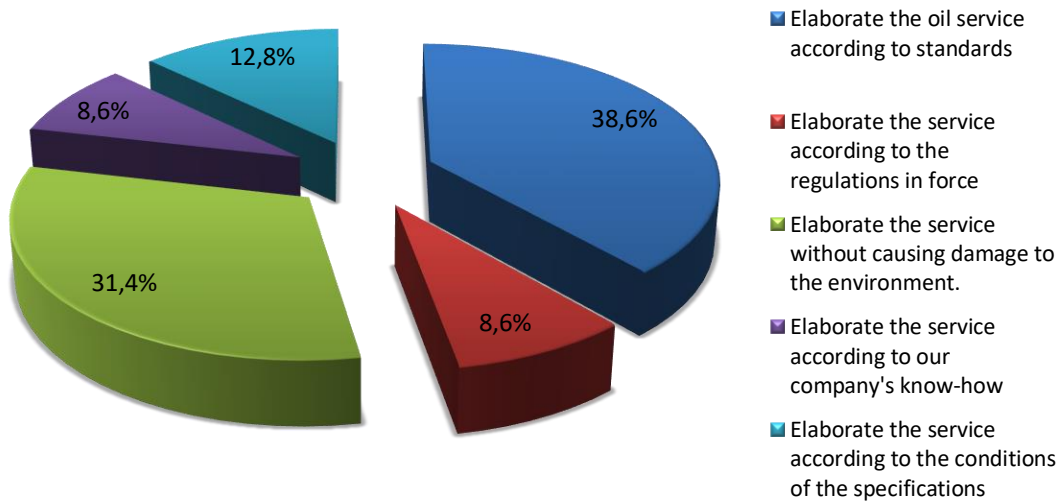
B. CER within ENSP Group :

✚ **Table 8 : Employee perception of an oilfield quality service.**

	Responses	Percentage
Elaborate the oil service according to standards.	27	38,6%
Elaborate the service according to the regulations in force.	6	8,6%
Elaborate the service without causing damage to the environment.	22	31,4%
Elaborate the service according to our company's know-how	6	8,6%
Elaborate the service according to the conditions of the specifications	9	12,8%
Total	70	100%

Source: made by us using SPSS .

Figure 11 : Employee perception of an oilfield quality service.



Source: made by us using SPSS .

38,6 % of respondents consider a quality oil service is the one that it is elaborated according to standards like ISO standards ISO 9001 , ISO 45001 , while 31,4 % of respondents sees it as a service elaborated without causing damage to the environment which means according to environmental standards like ISO 14001 .12,8% are for elaborate it according to the conditions of specifications . 8, 6 % believe that ENSP's know-how determines a quality oil service , and 8,6% consider it the one that is elaborated according to the regulations in force .

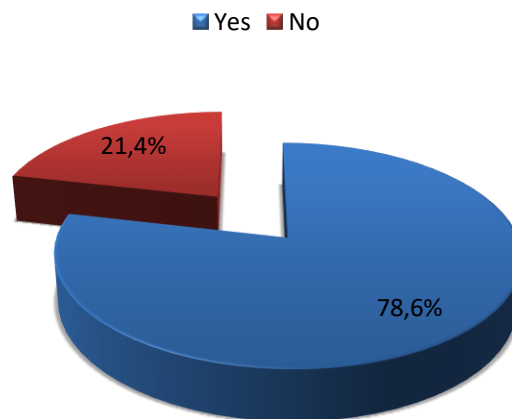
✚ Table 9 : Employee perception of ENSP activity

	Responses	Percentage
Yes	55	78,6%
No	15	21,4%
Total	70	100%

Source: made by us using SPSS .

Figure 12 : Employee perception of ENSP activity

Is your activity polluting?



Source: made by us using SPSS

Most of the respondents claim that oilfield processes and complementary activities like : prospection, drilling, production, refinement, manufacturing, transportation, distribution , also transformation of oil into various products have a negative impact on the environment .

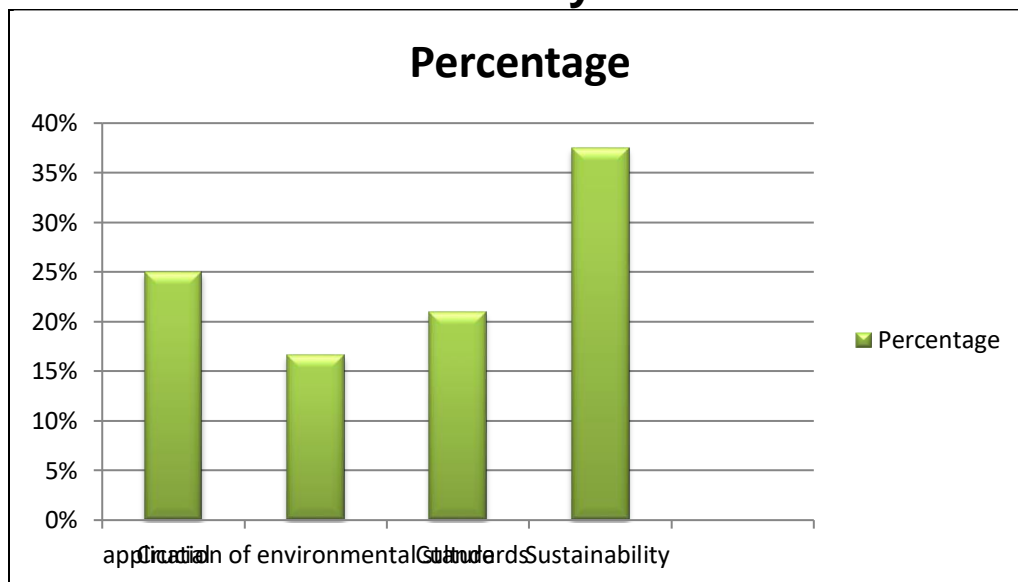
Table 10: The meaning of respect for the environment according to employees

	Responses	Percentage
Crucial application of environmental standards	6	25%
Culture	5	20,9%
Sustainability	9	37,5%
Total	24	100%

Source: made by us using SPSS

Figure 13 : The meaning of respect for the environment according to employees

What does respect for the environment Mean to you?



Source: made by the us using SPSS .

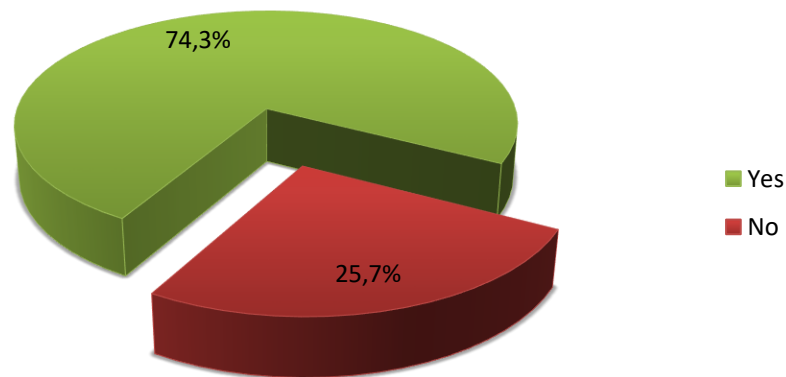
We note that 24/70 of employees respond on this question .Respect for the environment means for 37,5% of respondents the continuity of existence and the preservation of the life of future generations , while 25% sees it as a priority and must do ,for 20,9% of respondents it is a culture that must be concretized in the field . The 16,6 % believe that to work according to the environmental standards and regulations in force .

✚ Table 11 : ENSP's responsibility in its practices towards the environment .

	Responses	Percentage
Yes	52	74,3%
No	18	25,7%
Total	70	100%

Source: made by us using SPSS .

Figure 14 : ENSP's responsibility in its practices towards the environment .
Do you feel that the tasks carried out comply with environmental requirements?



Source: made by us using SPSS .

It turns out that the majority of respondents agree that ENSP is responsible in its practices towards the environment with rate of 74,3 %, like it shows the previous result ENSP assumed the damage that the oil industry causes to the environment and have decided to take this into consideration and ready to take the necessary precautions in order to protect the ecosystem and the natural resources , mainly by reducing pollution at each of the previously cited processes . It has in fact decided to prevent pollution before its occurrence.

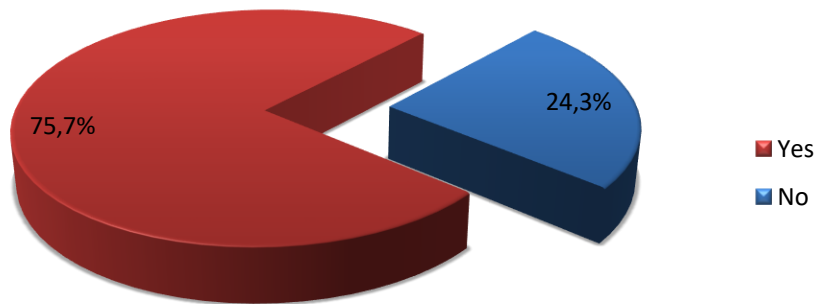
➤ **Employee perception of Environmental Responsibility**

✚ **Table 12: Familiarity with CER concept**

	Responses	Percentage
Yes	53	75.7%
No	17	24.3%
Total	70	100%

Source: made by us using SPSS

Figure 15 : Familiarity with CER concept
Have you ever heard of Corporate Environmental Responsibility?



Source: made by us using SPSS

According to Figure15, 75.7% of employees express familiarity with the concept of CER, reflecting a good maturity on their part in terms of commitment to responsible practices, for the remaining 24.3%,ENSP will have to engage in awareness raisin communication campaigns and training sessions to promote this concept to make it known to everyone.

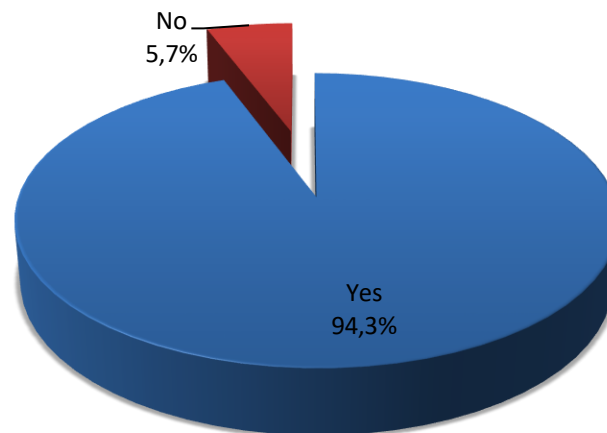
✚ Table 13 : Familiarity with ISO 14001

	Responses	Percentage
Yes	66	94.3%
No	4	5.7%
Total	70	100%

Source: made by us using SPSS .

Figure 16 : Familiarity with ISO 14001

Have you ever heard of the ISO 14001 standard?



Source: made by us using SPSS .

Awareness of the ISO14001 Standard is noted by more than 90 % of the respondents. which approve the importance that ENSP give to raise awareness and train its employees on this standard .

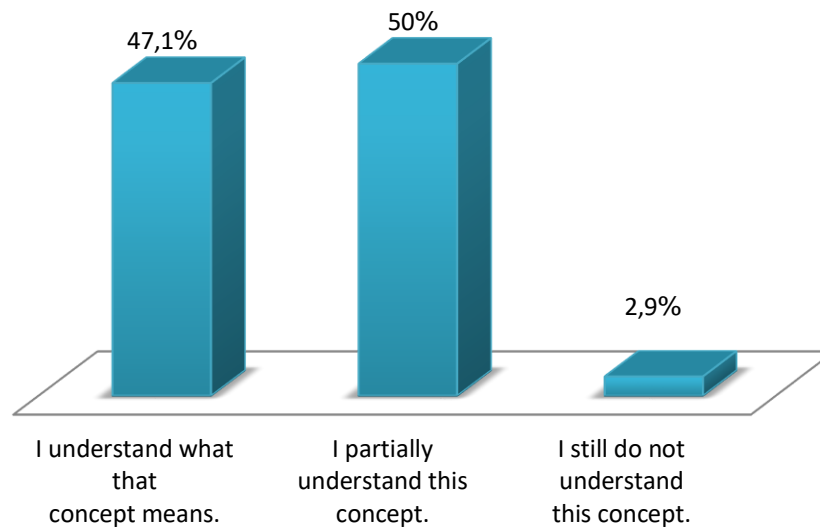
Table 14 : Assessment of knowledge of the CER concept

	Responses	Percentage
I understand what that concept means.	33	47,1%
I partially understand this concept.	35	50%
I still do not understand this concept	2	2,9%
Total	70	100%

Source: made by us using SPSS .

Figure 17 : Assessment of knowledge of the CER concept
Keeping this definition in mind,

evaluate your knowledge of the concept of Environmental Responsibility?



Source: made by us using SPSS .

These results (47.1% understand CER well and 50% understand partially , 2.9% don't understand) supports our recommendation for employee training and awareness of this concept, a considerable number of employees were aware about the ISO 14001 without knowing that it falls under the concept of environmental responsibility .

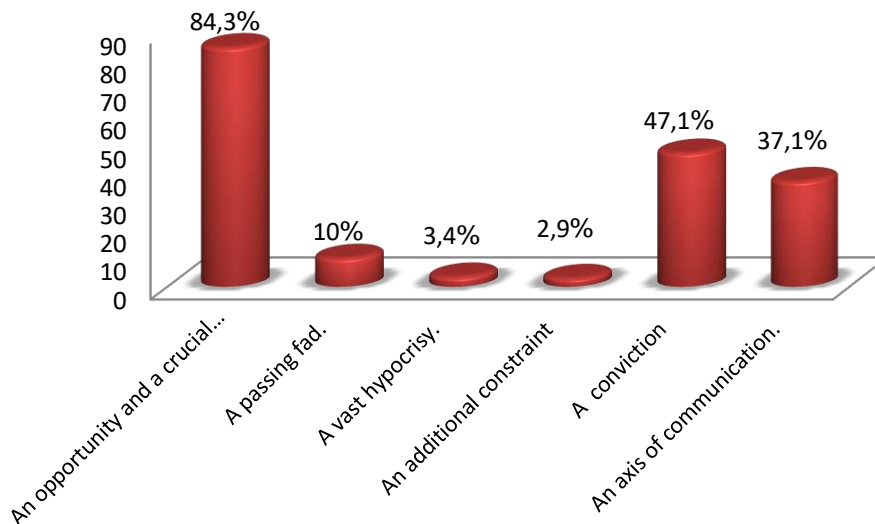
Table 15 : Perception of CER concept

	Responses	Percentage
An opportunity and a crucial challenge for our common future.	59	84,3%
A passing fad.	7	10%
A vast hypocrisy.	3	4,3%
An additional constraint	2	2,9%
A conviction	33	47,1%
An axis of communication.	26	37,1%

Source: made by us using SPSS .

Figure 18 : Perception of CER concept

What do you think of CER concept?



Source: made by us using SPSS .

According to the percentages recorded, the majority of employees perceive CER as a concept of progress, in fact, 84,3 % of respondents see this approach as an opportunity that the company will have to seize, 47,1 % associate it with a conviction that every employee carries within him / her, and 37.1% consider it to be a communication axis. However, 17.2% do not believe in this initiative, since 10% perceive it as a passing fad, 2.9% as an additional constraint and 4.3% as a vast hypocrisy to cover up the real problems. ENSP will have to focus in particular on this 2nd category of population, a good communication and awareness-raising will help to convince them of the benefits of this approach.

✚ Table 16 : The expected results of a CER approach

	Responses	Percentage
Raising public awareness	32	45,71%
Reduction of costs and product cost price	2	2,9%
Acquire a positive organizational reputation	37	52,9%
Controlling risks	34	48,6%
Gaining the trust of stakeholders	35	50%
Differentiate yourself from competitors gain a competitive advantage	16	22,9%
Membership, employee motivation	10	14,3%
Economic and financial performance	11	15,7%

Source: made by us using SPSS .

Figure 19 : The expected results of a CER approach

What are the expected results of a CER approach?



Source: made by the researcher using SPSS .

With regard to the main reasons cited for adopting a CER approach, the above results tell us that CER can contribute to a company's reputation (52.9% of respondents), indeed, a tool for raising stakeholder awareness by building trust in the company (50% of respondents) . Also ,the control of risks (48.6% of respondents) by a more efficient management allows a better achievement of the objective and a reduction of the probability of failure or uncertainty. It is also a tool for raising public

awareness (45.71% of respondents), which carries a positive image for the company and will therefore lead to the acquisition of a lasting reputation in the long term.

22,9 % believe that CER is a way to stand out and differentiate oneself in the market, thereby gaining a competitive advantage. 15,7% of respondents agree on the financial and economic benefits of CER.

14.3 % of the respondents consider that a CER approach can ensure employee motivation and involvement, as strengthening employee commitment will lead to a better performance and productivity benefits, thus increasing the overall performance of the company.

The response to the fact that CER can contribute to cost reduction is only 2.9%, which reflects the lack of information and conviction on the part of these respondents, hence the need for communication on this subject.

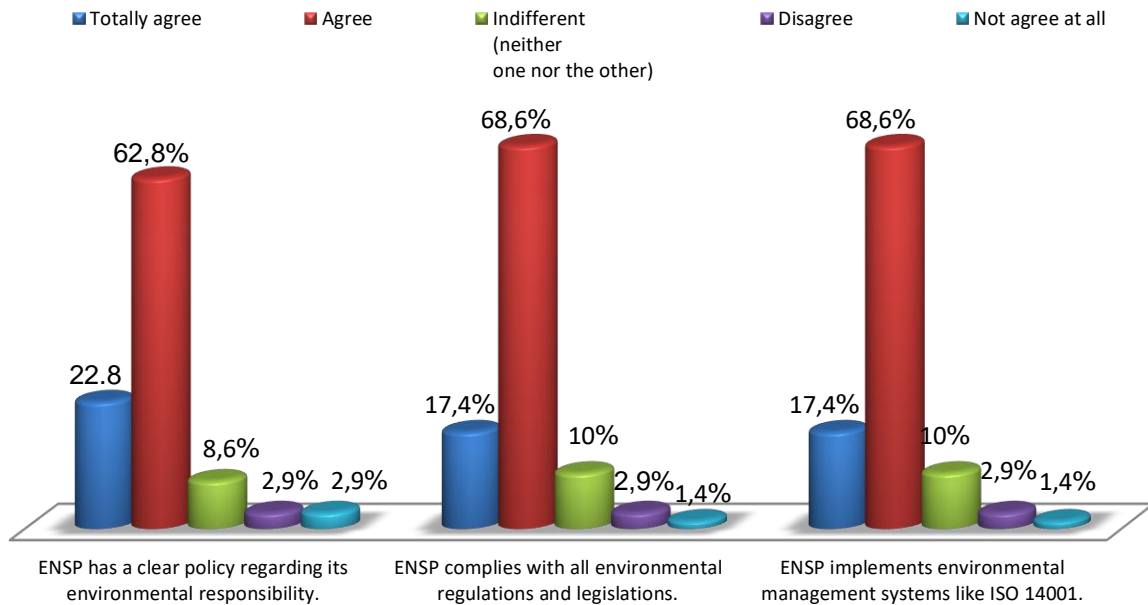
➤ ENSP's environmental commitments

Table 17 : ENSP's policy regarding its environmental responsibility

	Totally agree	Agree	Indifferent (neither one nor the other)	Dis-agree	Not agree at all	Total
ENSP has a clear policy regarding its environmental responsibility.	22,8%	62,8%	8,6%	2,9%	2,9%	100%
ENSP complies with all environmental regulations and legislations.	17,4%	68.6%	10%	2.9%	1.4%	100%
ENSP implements environmental management systems like ISO 14001.	17.4%	68.6%	10%	2.9%	1.4%	100%

Source: made by us using SPSS .

Figure 20: ENSP’s policy regarding its environmental responsibility



Source: made by us using SPSS .

These diagrams show that most of ENSP ’s staff agreed that the company has a clear policy regarding its environmental responsibility with a rate of 62,3% and 19,5% totally agreed on this. The interest and the care of the company toward its environmental responsibility forces it to comply with all environmental regulations and legislations that’s why most of respondents 86% affirmed that .

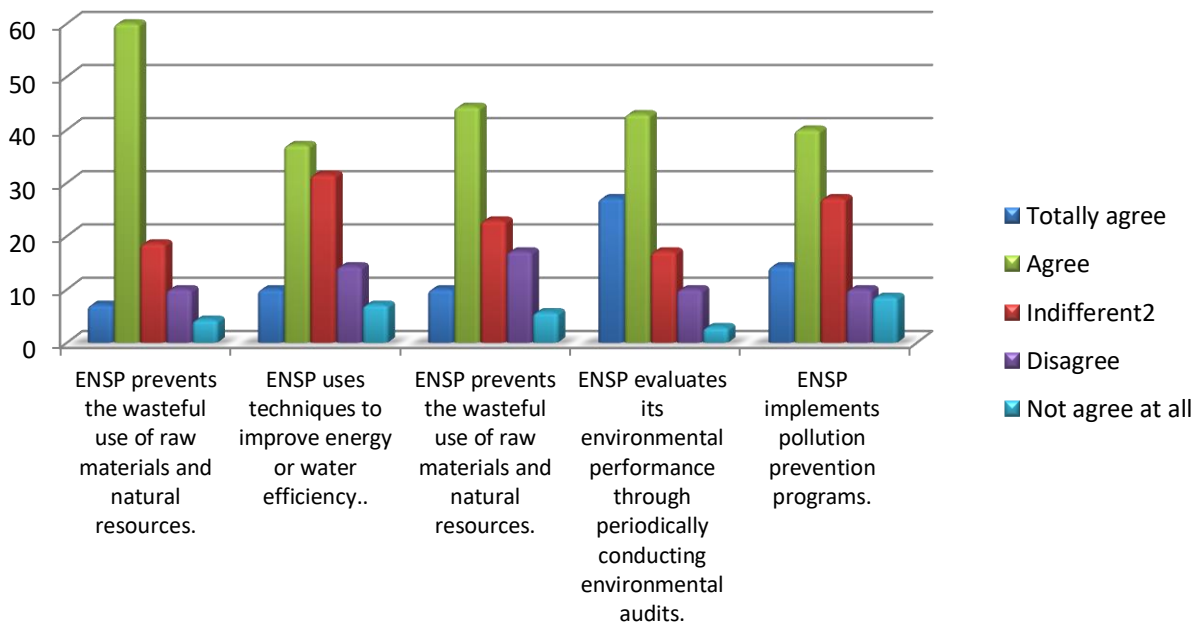
86% of ENSP’s employees believe that their company implements environmental management systems like ISO 14001 .

Table 18 : ENSP’s responsibility towards the preservation of natural resources

	Totally agree	Agree	Indifferent (neither one nor the other)	Dis-agree	Not agree at all	Total
ENSP prevents the wasteful use of raw materials and natural resources.	7.1%	60%	18.6%	10%	4.3%	100%
ENSP uses techniques to improve energy or water efficiency..	10%	37,1%	31.5%	14.3%	7.1%	100%
ENSP prevents the wasteful use of raw materials and natural resources.	10%	44.3%	22.9%	17.1%	5.7%	100%
ENSP evaluates its environmental performance through periodically conducting environmental audits.	27.1%	42.9%	17.1%	10%	2.9%	100%
ENSP implements pollution prevention programs.	14,3%	40%	27.1%	10%	8.6%	100%

Source: made by us using SPSS .

Figure 21 : ENSP’s responsibility towards the preservation of natural resources



Source: made by us using SPSS .

This section explains the company’s responsibility towards the preservation of natural resources , the diagrams approves that ENSP puts a lot of efforts to : prevent the wasteful use of raw materials (67,1% agree to that) , use techniques to improve energy or water efficiency(47,1% are agree) , prevent the wasteful use of raw materials and natural resources (54,3% agree) ,

evaluate its environmental performance through periodically conducting environmental audits (70% agree) , and implement pollution prevention programs with rate of 54,3 % that agree .

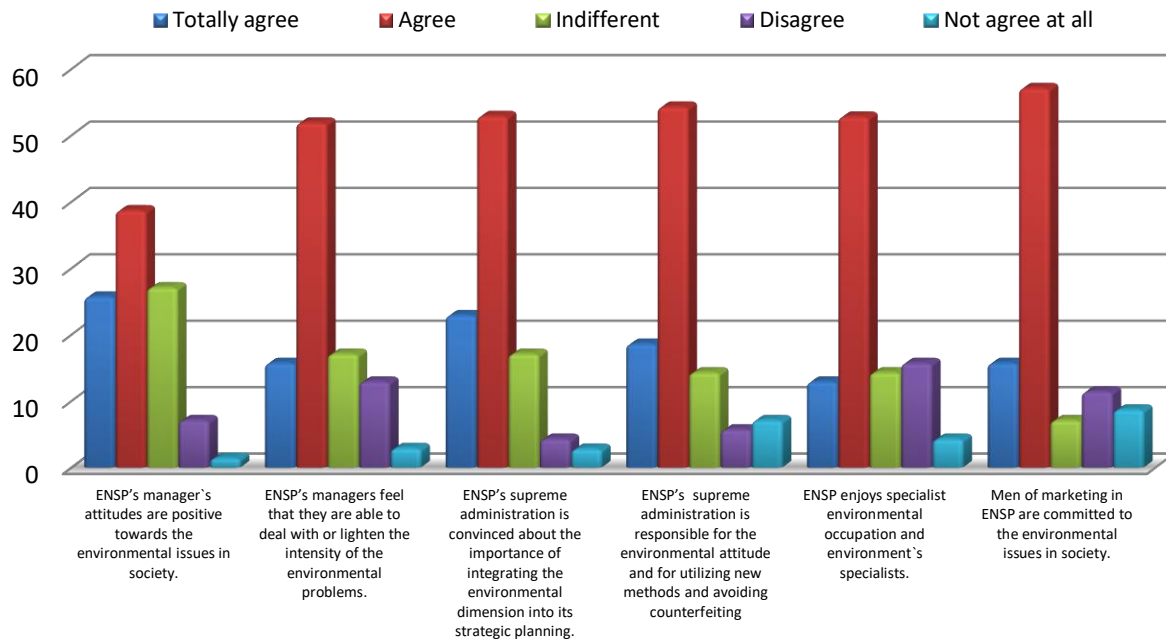
We notice that a considerable rate of employees are indifferent ,and they should be the workers in manufacturing .

Table 19: The application of environmental management and environmental specialization by ENSP's top managers and employees

	Totally agree	Agree	Indifferent (neither one nor the other)	Dis-Agree	Not agree at all	Total
ENSP's manager`s attitudes are positive towards the environmental issues in society.	25.7%	38.7%	27.1%	7.1%	1.4%	100%
ENSP's managers feel that they are able to deal with or lighten the intensity of the environmental problems.	15.7%	51.4%	17.1%	12.9%	2.9%	100%
ENSP's supreme administration is convinced about the importance of integrating the environmental dimension into its strategic planning.	22.9%	52.9%	17,1%	4.3%	2.8%	100%
ENSP's supreme administration is responsible for the environmental attitude and for utilizing new methods and avoiding counterfeiting. Its decisions are all environmental morals-proper decisions.	18,6%	54.3%	14.3%	5.7%	7.1%	100%
ENSP enjoys specialist environmental occupation and environment`s specialists.	12.9%	52.8%	14.3%	15.7%	4.3%	100%
Men of marketing in ENSP are committed to the environmental issues in society.	15.7%	57.1%	7.1%	11.4%	8.7%	100%

Source: made by us using SPSS .

Figure 22 : the application of environmental management and environmental specialization by ENSP's top managers and employees



Source: made by us using SPSS .

These diagrams explain the application of environmental management and environmental specialization by top managers and employees , the results shows that in global ENSP is integrating the environmental dimension into its strategic planning (74%) , and its top managers and supreme administration are conscious and qualified to face the environmental problems (66%) , Also they take into consideration the environmental concerns while decision-making (72,9%).Marketing executives are advised to communicate environmental facts while advertising their products (20,1 % of employees don't believe that ENSP's men of marketing are commitment to the environmental issues in the society) .

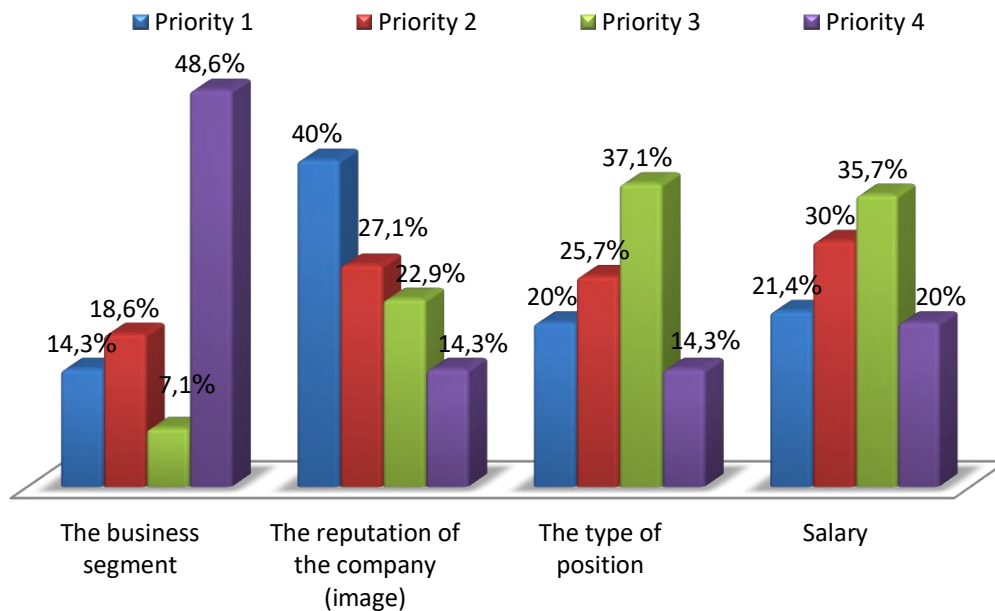
C. Is corporate reputation a decisive factor?

Table 20 :ENSP Attractiveness

	priority 1	priority 2	priority 3	priority 4
The business segment	14,3%	18,6%	7,1%	48,6%
The reputation of the company (image)	40%	27,1%	22,9%	14,3%
The type of position	20%	25,7%	37,1%	14,3%
Salary	21,4%	30%	35,7%	20%

Source: made by us using SPSS .

Figure 23:ENSP Attractiveness



Source: made by us using SPSS .

reputation is proving to be the number one attraction for employees to join ENSP , 40% who ranked it in 1st position and 27,1% in 2nd position, which is a testament to the image and good name ENSP enjoys.

It is then deduced that the factors of attractiveness carried by ENSP Group are in that order:

Organizational reputation > Salary > Type of position > Sector of activity.

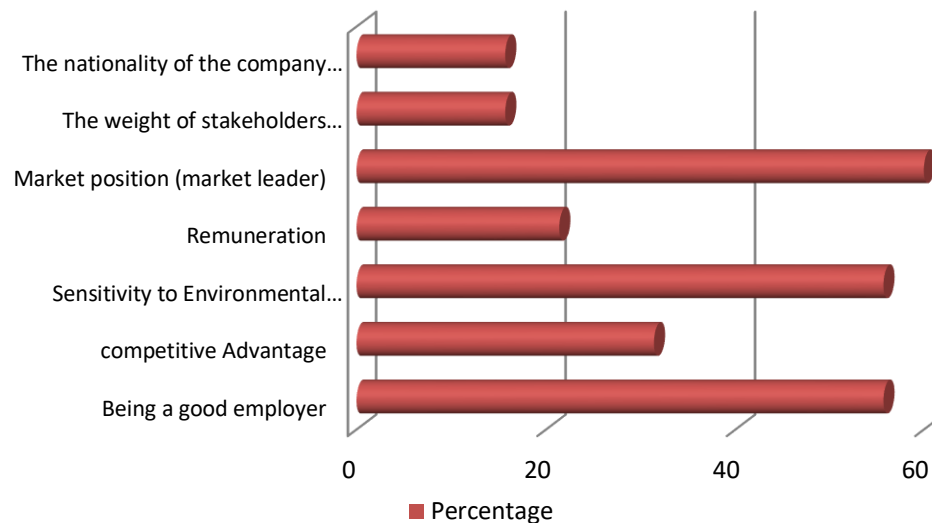
✚ Table 21 : Representing a good reputation

	Responses	Percentage
Being a good employer	39	55,7%
Competitive Advantage	22	31,4%
Sensitivity to Environmental Responsibility and Sustainable Development	39	55,7%
Remuneration	15	21,4%
Market position (market leader)	46	60%
The weight of stakeholders (partners, shareholders, customers...)	11	15,7%
The nationality of the company (national/multinational company)	11	15,7%

Source: made by us using SPSS .

Figure 24 : Representing a good reputation

What does a good corporate reputation mean?



Source: made by us using SPSS .

The purpose of this question is to determine whether CER is a reputation-generating factor, and indeed with 55.7 % of responses obtained, ENSP employees consider that a positive reputation can be reflected in a company's sensitivity to CER and sustainable development.

The position of the company remains a decisive factor for ENSP employees, 60% of them assure that being a leader or having a monopolistic position on the market is a criterion of differentiation between companies in the same sector of activity.

Next comes the social aspect of the company, when a potential recruit applies for a job, they are looking to fill a need for security (i.e., physical and financial security), Hence the rates collected Indeed, 55,7% of respondents trust companies that convey attributes that characterize them as a good employer, Remuneration (21,4% in our case) is one of those attributes to which the individual formally pays attention.

The weight of stakeholders and the nationality of the company can also be a stimulant for the attractiveness of the company, the responses for these two factors were 15,7% and 15,7% respectively .

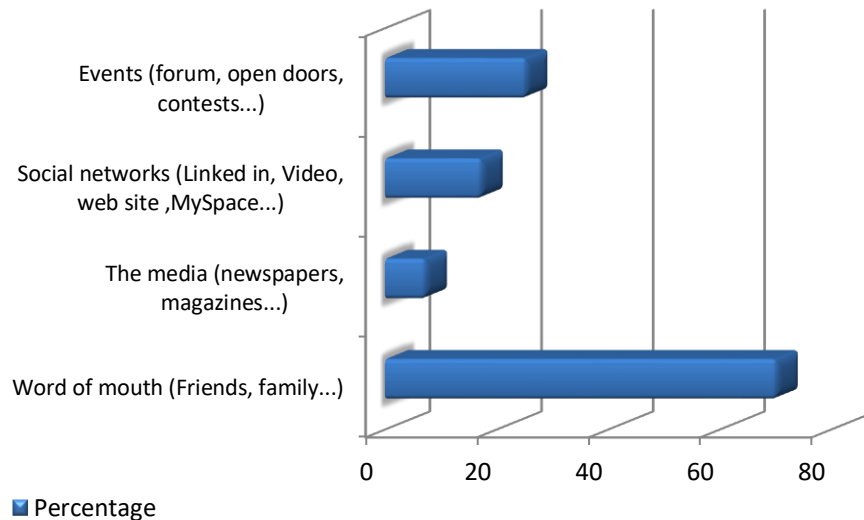
✚ Table 22 : Channel for getting to know ENSP

	Responses	Percentage
Word of mouth (Friends, family...)	49	70%
The media (newspapers, magazines...)	5	7,1%
Social networks (Linked in, Video, web site ,MySpace...)	12	17,1%
Events (forum, open doors, contests...)	18	25,1%

Source: made by us using SPSS .

Figure 25 : Channel for getting to know ENSP

Through which channel did you get to know ENSP ?



Source: made by us using SPSS .

70% of employees say they learned about ENSP Group through word of mouth from family or friends. The events (forums, contests, trade shows, etc.) and social Networks are channels that influenced employees, with 25,1% and 17,1% of responses respectively.

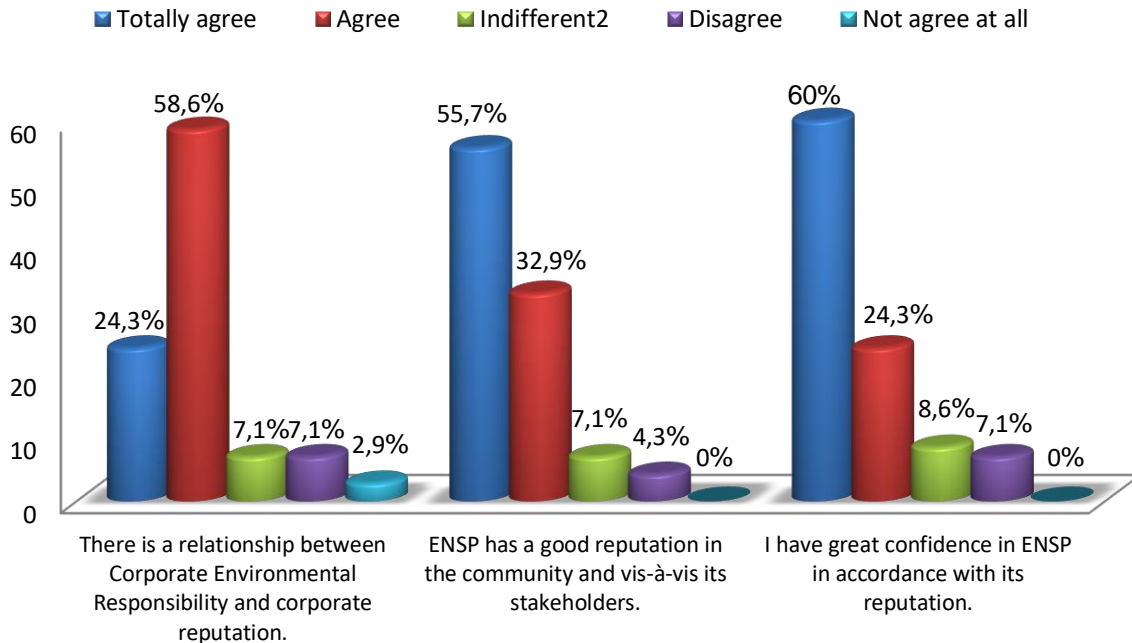
Only 7,1% or 5/70 of respondents became aware of ENSP through the media, which is proof of the company's lack of presence on this channel, and of the efforts that ENSP will have to make to strengthen its presence on this channel.

Table 23: Evaluation of ENSP's reputation by its employees

	Totally agree	Agree	Indifferent (neither one nor the other)	Dis-agree	Not agree at all	Total
There is a relationship between Corporate Environmental Responsibility and corporate reputation.	24.3%	58.6%	7.1%	7.1%	2,9%	100%
ENSP has a good reputation in the community and vis-à-vis its stakeholders.	55,7%	32,9%	7,1%	4,3%	0%	100%
I have great confidence in ENSP in accordance with its reputation.	60%	24,3%	8,6%	7,1%	0%	100%

Source: made by us using SPSS .

Figure 26 : Evaluation of ENSP's reputation by its employees



Source: made by us using SPSS .

Through the first question in this section, the majority of ENSP employees confirm that there is a relationship between CER and corporate reputation.

84,3 % of respondents say that ENSP Group enjoys a good reputation in the community and that they trust the company according to the image it conveys.

2 Discussion

We can see from the results of the study that employees have a positive perception of the company, which is a foundation for building a positive reputation with them.

Regarding Corporate Environmental Responsibility, we note that this concept is rather promoted among respondents, this shows the conviction, involvement and responsibility of employees, however, awareness-raising actions remain to be deployed in order to obtain their full support and gain their confidence in structuring existing behaviors and practices in the form of a CER approach.

CER is an opportunity that every company have to seize, it represents an investment in time and money, the return on which is multiple benefits, the trust of the stakeholders resulting from such an initiative and the lasting reputation to be acquired remain in our view the most expected results.

It is also inferred that awareness of CER is positively correlated with the building of a company's reputation. As far as ENSP is concerned, we can see that it enjoys a good reputation.

In conclusion, We deduce the existence of a link between the implementation of an environmental responsibility and building the company's reputation. Indeed, adopting responsible behaviors, ENSP Group is already part of a perspective of environmental protection, such an initiative will only improve its reputational capital, and strengthen the trust granted by employees and thus build lasting and trusting relationships with them.

Conclusion of chapter three

Throughout this last chapter, we have tried to present, analyze and synthesize the results of our survey, to understand the place of CER in ENSP and its role in improving company's reputation . We are here to reformulate the results of the study carried out in the company, in a trial to answer the sub questions from our general introduction and also verify the veracity of the made hypotheses. Needless to say, the three hypotheses were primary answers for the thwo sub questions respectively.

This study enabled us to confirm our two hypothesis which stipulate respectively:

- **H1** : A significant relationship exists between CER and Corporate Reputation .
- **H2** : The commitments to CER approaches improve the image of the company which brings to it a good reputation .

After the analysis of the collected data, we had noticed an involvement and dedication of the actors of the company in the protection of the environment, as well as employee development. We therefore concluded that the said entity was acting in favor of CER.

We had noticed that the managers had become aware of the need expressed by the company towards such an initiative, the fact of becoming an inciting factor in the promotion of the image of ENSP and the construction of a durable reputation and make it attractive for new competences.

We had also deduced that CER awareness was positively correlated with building a company's reputation. In the case of ENSP , we had recorded a good reputation internally and employees assumed that adopting such an approach would reinforce the view of stakeholders and the general public of the company .Which confirm our first hypothesis .

Regarding Corporate Environmental Responsibility (CER), we had noticed that this concept was rather promoted at the company level, they considered it as an opportunity with many advantages. And they cited corporate reputation as the most important advantage. However, the trust of the stakeholders resulting from such an initiative and the lasting reputation to be acquired remained, in our opinion, the results most expected by the employees. And that confirms our second hypothesis

General Conclusion

General Conclusion

General Conclusion

Oil plays a key role in modern economy. It directly affects the development of nations especially as a source of energy, as a raw material or as a traded commodity. The oil industry is rich with processes and complementary activities that have a negative impact on the environment.

The region of Hassi-messaoud is characterized by industrial activity, and mainly, oil drilling, sloughs, exploration of production units, refining ... etc.. .This development of oil activity in this region has created discharges that have serious effects on the ecosystem (people, animals, nature).

Oilfield companies in Hassi-messaoud are aware that the oil industry is one of the most polluting sectors . This is why they have begun questioning their social and ethical responsibility when it comes to its practices. They now try to fully incorporate the principles of environmental responsibility, in order to protect the ecosystem and the natural resources that will certainly impact the economic and social benefits of oil. ENSP Group is one of these companies .

Through this study we tried to measure the commitments of our host company ENSP to Environmental responsibility and its employee adherence to the later , and to finally answer our main question : “ How can a CER approach contribute to a company's reputation? “

The main objective of this study was to show how environmental responsibility contributes to building an organizational reputation. To do so, we devoted a theoretical chapter to putting the CER concept into context, highlighting the benefits that the latter can have on the performance, growth and sustainability of an organization, and we came to the conclusion that reputation is one of the advantages to be acquired following the implementation of a CER approach, which is why we detailed this second notion in the chapter that followed, defining the relationship between CER and corporate reputation and setting out the importance of acquiring reputation capital, particularly in times of crisis.

At last, a third chapter that includes a critical review and examination of the impact of CER on Corporate Reputation through a quantitative study with questionnaire and the observations in the field during the practical internship in our Host Company ENSP.

General Conclusion

Our study was conducted to test the conformity of the following hypothesis :

- **H1:** A significant relationship exists between CER and the company's reputation .
- **H2:** The commitments to CER approaches improve the image of the company which brings to it a good reputation.

Both hypothesis have been answered and confirmed in the second and the third chapters, theoretical framework as well as the practical case proved that there is a significant relationship between the two variables .

So we can say that CER has a huge impact on Corporate Reputation , it represents a whole commitment and a change in corporate practices a whole new vision of things and that every action must be responsible to all stakeholders.

Recommendations

Following our investigation, we established recommendations which seemed to us essential for ENSP Group, knowing this one desiring to improve its image and to reinforce its reputation towards these stakeholders, it is thus, in its interest to :

- Educate and train employees on environmental responsibility and ISO 14001 and communicate it to the lowest level of the hierarchy.
- Strengthen its presence on social networks to promote and manage its image, and thus strengthen its reputation among the public including stakeholders and develop an e-reputation for the company .
- Involve staff in discussions on sustainable development issues related to company activities.
- Create a research and development section that deals specifically with environmental challenges. Also provide its marketing team with environmental data concerning its products. Efforts in this sense have proven to have immediate effects on the competitive advantages of these companies.
- Marketing executives are advised to communicate environmental facts while advertising their products. They are also advised to precisely define the most important environmental concepts that are present on their products .

General Conclusion

Limits of the study

However, this research is not free of limits and it opens new questions. This for the following reasons:

- The size and quality of the sample of employees questioned does not make it possible to generalize the results obtained as the company has several activities in different sites and geographical areas.
- The difficulties that we faced because of COVID-19 pandemic so we could not have enough time in the host company to make the work that we aimed to.
- the delicacy of our subject matter (organizational reputation) was an impediment to the further development of our study, causing internal stakeholders to be reluctant to contribute to our research and to confirm our hypotheses.

Finally, we hope to have participated in the reflection on the question and we hope that other works will come to enrich ours, to that end, two avenues of research can be explored :

- The company's reputation is a factor in the attractiveness of its employees.
- CER a lever for financial performance.

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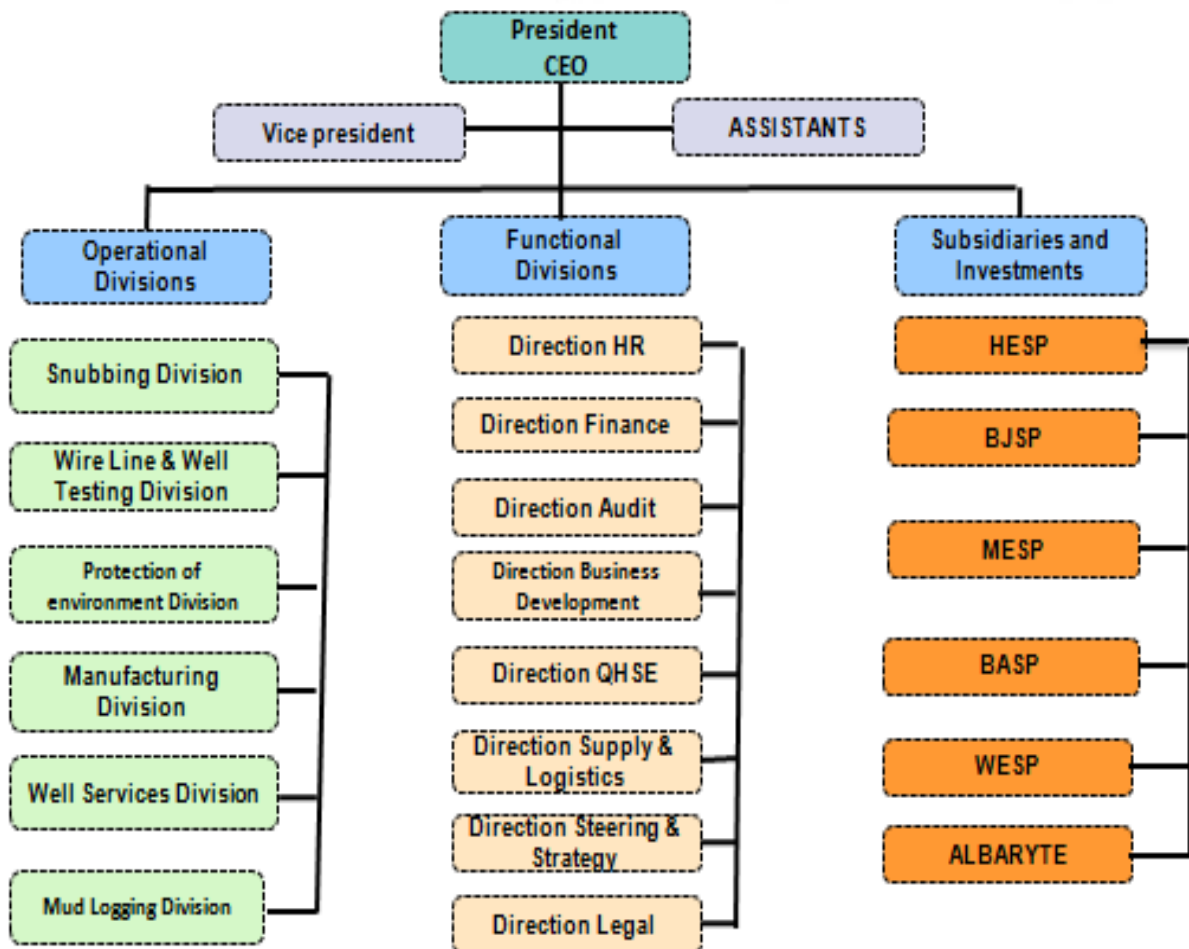
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Appendixes

Appendix A

ENSP's chart



Appendix B



Mr Mansour KERRIS
PDG - ENSP GROUP



POLITIQUE QSE - ENSP GROUP

Je soussigné, Mr Mansour KERRIS, Président Directeur Général du Groupe ENSP (Entreprise Nationale de Services aux Puits), déclare avoir défini toutes les exigences de toutes les parties intéressées (Clients, partenaires, sous-traitants, fournisseurs, autorités ...), afin de mettre en œuvre les moyens nécessaires pour assurer une entière satisfaction toute en garantissant à l'ensemble du personnel les conditions de travail les plus adéquates.

Pour y parvenir, je m'engage à améliorer continuellement notre Système de Management intégrant la Qualité, la Santé & Sécurité au Travail et l'Environnement, en garantissant la mise à disposition des ressources nécessaires pour l'atteinte de cet objectif.

Cet engagement se décline par les actions suivantes :

- Se conformer aux obligations légales en vigueur et autres exigences applicables au groupe l'ENSP en matière de qualité, santé, sécurité au travail, aspects environnementaux et informer le personnel de ces dispositions.
- Se conformer aux exigences des normes ISO 9001 version 2015 pour la qualité, ISO 45001 version 2018 pour la santé et sécurité au travail et ISO 14001 version 2015 pour l'environnement.
- Mettre à disposition les ressources nécessaires au groupe ENSP pour atteindre les objectifs et cibles fixés.
- Œuvrer à développer le Groupe ENSP comme outil fiable et durable de soutien à la branche hydrocarbure dans le domaine des services aux puits.
- Prévenir les lésions corporelles, les atteintes à la santé ainsi que la pollution.
- Prévenir et répondre aux situations d'urgence.
- Assurer la formation des travailleurs en matière QSE.
- Développer l'information et la communication en matière de QSE envers les parties intéressées.
- S'assurer et garantir la satisfaction des parties intéressées en livrant un produit / service performant et innovant.
- Assurer une relation mutuellement bénéfique avec nos fournisseurs et sous-traitants.
- Maintenir notre politique d'évaluation de nos prestations, fournisseurs et sous-traitants.
- Maîtriser la consommation des ressources naturelles, en particulier l'énergie et l'eau.
- Réduire, voire éliminer les risques d'incident au poste de travail ainsi que les impacts environnementaux significatifs.
- Assurer l'amélioration continue en termes de QSE.
- Revoir régulièrement notre politique QSE quant à son adéquation permanente et la communiquer à toute personne travaillant pour le Groupe ENSP.

Hassi Messaoud, le 28 / 04 / 2019

Le Président Directeur Général

Mr Mansour KERRIS



Appendix C

	ENTREPRISE NATIONALE DE SERVICES AUX PUIITS ENSP Spa	TAB. ENSP.DG.065
		Révision : 07
		Date : 02/04/2018
OBJECTIFS QSE		

OBJECTIFS & INDICATEURS 2019
SYSTÈME DE MANAGEMENT QUALITÉ, SANTE & SÉCURITÉ AU TRAVAIL & ENVIRONNEMENT

Le présent document devant se retrouver sur les points de diffusion des cases grisées :

PDG	TDGA	TDIR	TAS	TCD	TCSER	TCSEC	TCCH	TCDIS						

Rédacteur	Vérificateur	Approbateur
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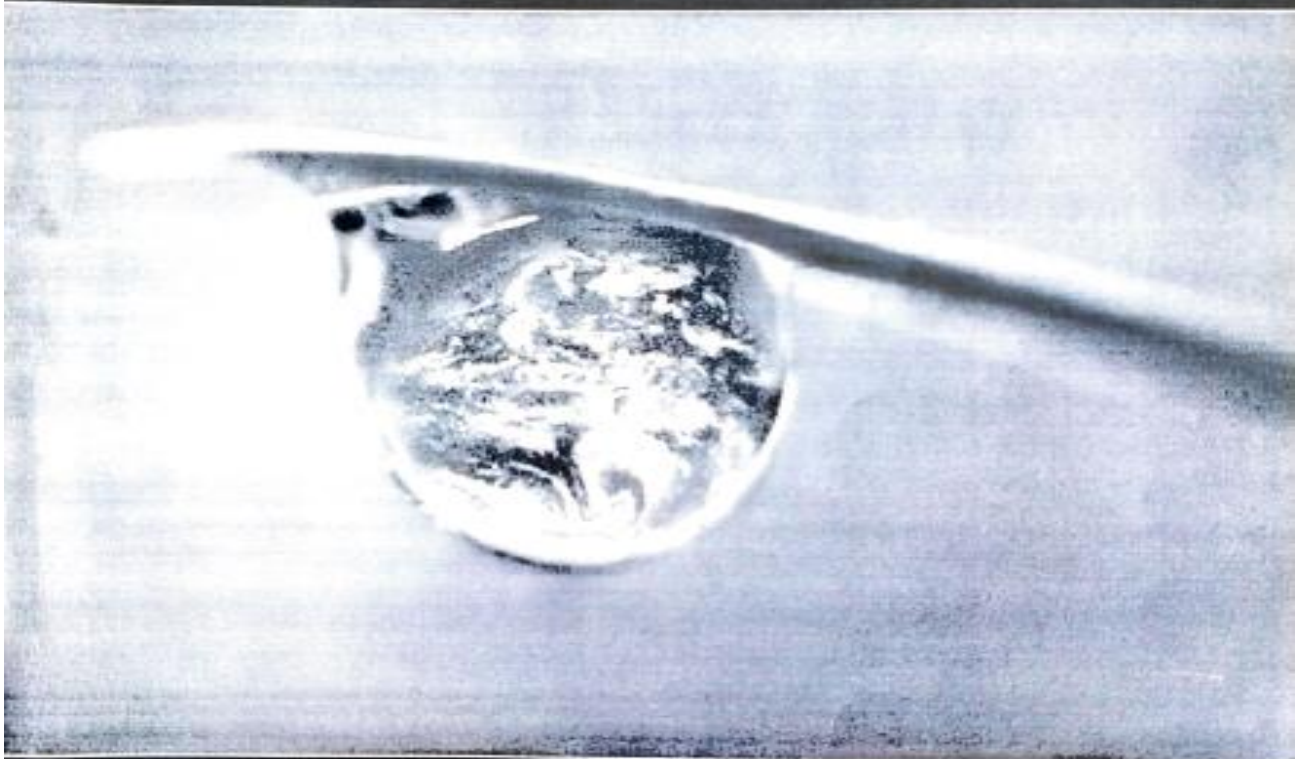
Appendix D

Certificats : ISO 9001- ISO 18001-ISO 14001



Appendix E

La Protection de l'Environnement

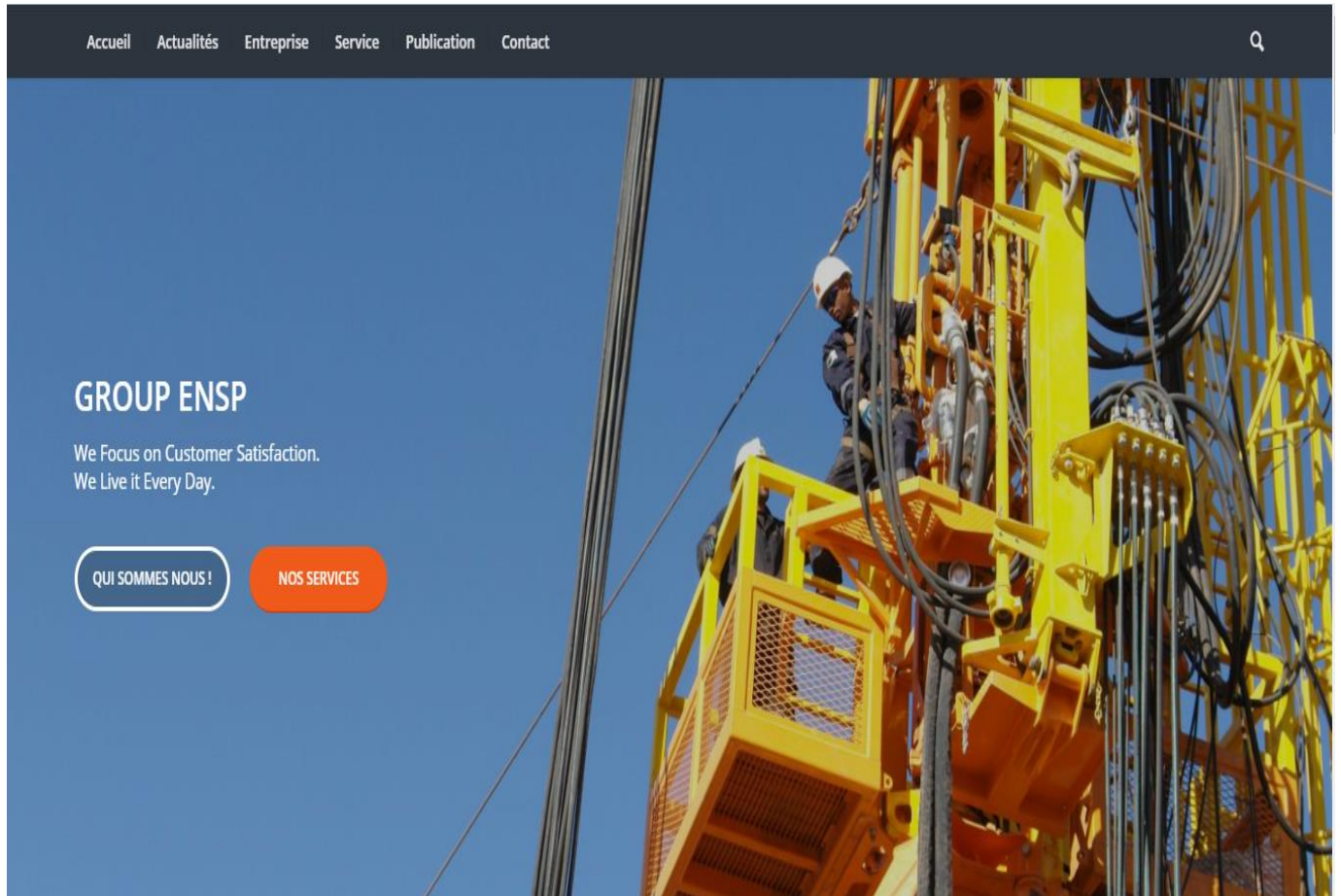


...fait partie de nos responsabilités

DPE- ENSP Group

Appendix F

ENSP's web site



Appendix G

QUESTIONNAIRE; ENGLISH VERSION

Survey about the impact of Corporate Environmental Responsibility on Corporate Reputation .

For the sake of preparing our final study thesis for the requirement of Master's Degree in Commercial Sciences, Major: Marketing and Communication at l'Ecole Supérieure De Commerce d'Alger , discussing “ the impact of CER on Corporate Reputation - Case Study : ENSP ”, I am very grateful for your help by devoting some time and answering these questions.

I thank you in advance for your help, and I guarantee that the answers will be studied in complete confidentiality and not be used for any other purpose except the scientific research.

A. Employee identification

17. Sex :

- Man
- Woman

18. Age :

- Under 35 years
- Between 35 and 50
- Over 50 years

19. Occupational social category :

- Executive
- Mastery
- Execution

20. Experience at “ ENSP” :

- Less than 3 years old
- Between 3 and 5 years
- Between 5 and 10 years
- More than 10 years

B. CER within ENSP Group :

1. What does the quality of an oilfield service mean to you?

- Elaborate the oil service according to standards
- Elaborate the service without causing damage to the environment.
- Elaborate the service according to the conditions of the specifications
- Elaborate the service according to the regulations in force
- Elaborate the service according to our company's know-how

2. Is your activity polluting?

- Yes
- No

3. What does respect for the environment mean to you?

.....

4. Do you feel that the tasks carried out comply with environmental requirements ?

- Yes
- No

➤ **Employee perception of Environmental Responsibility**

5. Have you ever heard of Corporate Environmental Responsibility?

- Yes
- No

6. Have you ever heard of the ISO 14001 standard?

- Yes
- No

« Corporate Environmental Responsibility (CER) is a concept whereby companies integrate environmental concerns in their activities and in their interactions with their stakeholders on a voluntary basis » .

7. Keeping this definition in mind, evaluate your knowledge of the concept of Environmental Responsibility?

- I understand what that concept means.
- I partially understand this concept.
- I still do not understand this concept.

8. What do you think of this concept? (check no more than two answers)

- An opportunity and a crucial challenge for our common future.
- A passing fad.
- A vast hypocrisy.
- An additional constraint.
- A conviction.
- An axis of communication.

9. What are the expected results of such an approach? (check no more than three answers)

- Raising public awareness
- Reduction of costs and product cost price
- Acquire a positive organizational reputation
- Controlling risks
- Gaining the trust of stakeholders
- Differentiate yourself from competitors gain a competitive advantage
- Membership, employee motivation
- Economic and financial performance

➤ **ENSP's environmental commitments**

Please indicate the level of agreement with each of the following statements that mostly represents your company "ENSP" :

10.

	Totally agree	Agree	Indifferent (neither one nor the other)	Disagree	Not Agree at all
ENSP has a clear policy regarding its environmental responsibility.					
ENSP complies with all environmental regulations and legislations.					
ENSP implements environmental management systems like ISO 14001.					

11.

	Totally agree	Agree	Indifferent (neither one nor the other)	Disagree	Not Agree at all
ENSP prevents the wasteful use of raw materials and natural resources.					
ENSP uses techniques to improve energy or water efficiency.					
ENSP uses environmentally friendly machines and technologies.					
ENSP evaluates its environmental performance through periodically conducting environmental audits.					
ENSP implements pollution prevention programs.					

12.

	Totally agree	Agree	Indifferent (neither one nor the other)	Disagree	Not Agree at all
ENSP's manager`s attitudes are positive towards the environmental issues in society.					
ENSP's managers feel that they are able to deal with or lighten the intensity of the environmental problems.					
ENSP's supreme administration is convinced about the importance of integrating the environmental dimension into its strategic planning.					
ENSP's supreme administration is responsible for the environmental attitude and for utilizing new methods and avoiding counterfeiting. Its decisions are all environmental morals-proper decisions.					
ENSP enjoys specialist environmental occupation and environment`s specialists.					
Men of marketing in ENSP are committed to the environmental issues in society.					

C. Is corporate reputation a decisive factor?

13. Rank in order of priority from 1 to 4 what led you to apply for ENSP ?

- Salary
- The business segment
- The type of position
- The reputation of the company (image)

14. What does a good corporate reputation mean? (check no more than three answers)

- Being a good employer
- Competitive Advantage
- Sensitivity to Environmental Responsibility and Sustainable Development
- Remuneration
- The weight of stakeholders (partners, shareholders, customers...)
- The nationality of the company (national/multinational company)

15. Through which channel did you get to know ENSP ?

- Word of mouth (Friends, family...)
- The media (newspapers, magazines...)
- Social networks (Linked in, Viadeo, MySpace...)
- Events (forum, open doors, contests...)

16. Please indicate the level of agreement with each of the following statements :

	Totally agree	Agree	Indifferent (neither one nor the other)	Disagree	Not Agree at all
There is a relationship between Corporate Environmental Responsibility and corporate reputation.					
ENSP has a good reputation in the community and vis-à-vis its stakeholders.					
I have great confidence in ENSP in accordance with its reputation.					

Thank you for your collaboration !

Appendix H

QUESTIONNAIRE ; FRENCH VERSION

Enquête sur l'impact de la Responsabilité environnementale des Entreprises sur la réputation de l'entreprise

Afin de préparer le mémoire de fin d'études du master en sciences commerciales, option: Marketing et communication à l'Ecole Supérieure De Commerce d'Alger, débattre de « l'impact de la REE sur la réputation de l'entreprises Étude de cas: ENSP », reconnaissante de votre aide en consacrant du temps et en répondant à ces questions.

Je vous remercie d'avance de votre aide et je vous garantis que les réponses seront étudiées en toute confidentialité et qu'elles ne seront utilisées à aucune autre fin que celle de la recherche scientifique .

A. Identification

1. Sexe :

- Masculin
- Féminin

2. Age :

- Moins que 35 ans
- Entre 35-49ans
- 50ans et Plus

3. Catégorie sociaux professionnelle :

- Cadre
- Maitrise
- Exécution

4. Expérience à ENSP :

- Moins de 3 ans
- Entre 3 et 5 ans
- Entre 5 et 10 ans
- Plus 10 ans

B. la responsabilité environnementale au sein de l'ENSP

1. Que signifie pour vous la qualité d'un service d'exploitation pétrolière ?

- Elaborer le service pétrolier selon les normes
- Elaborer le service sans causer une dégradation de la nature
- Elaborer le service selon les conditions du cahier des charges
- Elaborer le service selon la réglementation en vigueur
- Elaborer le service selon le savoir-faire que possède notre entreprise

2. Votre activité est-elle polluante ?

3. Que représente pour vous le respect

.....

4. Avez-vous le sentiment que les tâches réalisées se conforme aux exigences requises en matière de respect à l'environnement

➤ Quelle est la perception des employés vis-à-vis de la Responsabilité environnementale des entreprises?

1. Avez-vous déjà entendu parler de la Responsabilité environnementale des Entreprises ?

- Oui
- Non

2. Avez-vous déjà entendu parler de la norme ISO 14001?

- Oui
- Non

« La responsabilité environnementale des Entreprises (REE) est un concept dans lequel les entreprises intègrent les préoccupations environnementales dans leurs activités et dans leurs interactions avec leurs parties prenantes sur une base volontaire ».

1. En gardant cette définition en tête, évaluez votre connaissance du concept Responsabilité environnementale ?

- Je comprends bien ce que ce concept représente.
- Je comprends partiellement ce concept.
- Je ne comprends toujours pas ce concept.

2. Que pensez-vous de ce concept ? (cochez deux réponses au plus)

- Une opportunité et un enjeu crucial pour notre avenir à tous.
- Une mode passagère.
- Une vaste hypocrisie.
- Une contrainte supplémentaire.
- Une conviction.
- Un axe de communication.

3. Quels sont les résultats escomptés en adoptant une telle démarche? (cochez trois réponses au plus)

- Sensibiliser la population
- Réduction des coûts et de prix de revient des produits
- Acquérir une réputation organisationnelle positive
- Maitriser les risques
- Gagner la confiance des parties prenantes
- Se démarquer des concurrents acquérir un avantage concurrentiel
- Adhésion, motivation des employés
- Performance économique et financière

➤ **Les engagements de l'ENSP en matière d'environnement**

Veillez indiquer le niveau d'accord avec chacune des déclarations suivantes qui représente principalement votre entreprise "ENSP" :

1.

	Tout à fait d'accord	Plutôt d'accord	Neutre	Plutôt pas d'accord	Pas du tout d'accord
L'ENSP a une politique claire en ce qui concerne sa responsabilité environnementale.					
L'ENSP se conforme à toutes les réglementations et législations environnementales.					
L'ENSP met en œuvre des systèmes de gestion de l'environnement comme la norme ISO 14001.					

2.

	Tout à fait d'accord	Plutôt d'accord	Neutre	Plutôt pas d'accord	Pas du tout d'accord
L'attitude du directeur de l'ENSP est positive à l'égard des questions environnementales dans la société.					
Les responsables de l'ENSP se sentent capables de traiter ou d'alléger l'intensité des problèmes environnementaux.					
L'administration suprême de l'ENSP est convaincue de l'importance d'intégrer la dimension environnementale dans sa planification stratégique.					
L'administration suprême de l'ENSP est responsable de l'attitude environnementale et de l'utilisation de nouvelles méthodes et de la prévention de la contrefaçon. Ses décisions sont toutes conformes à la morale environnementale.					
L'ENSP bénéficie d'une profession spécialisée dans l'environnement et de spécialistes de l'environnement.					
Les hommes de marketing de l'ENSP sont engagés dans les questions environnementales de la société					

C. La réputation d'entreprise est-t-elle un facteur décisif?

1. Classez par ordre de priorité de 1 à 4 ce qui vous a amené à postuler pour l'ENSP ?

- Le salaire
- Le secteur d'activité
- Le type poste
- La réputation de l'entreprise (image)

2. Par quoi une bonne réputation d'entreprise peut-elle se traduire ? (cochez trois réponses au plus)

- Etre un bon employeur
- L'avantage concurrentiel
- Sensibilité à la Responsabilité environnementale et au Développement Durable
- La rémunération
- La position sur le marché (Leader sur le marché)
- Le poids parties prenantes (partenaires, actionnaires, les clients...)
- La nationalité de l'entreprise (entreprise nationale/multinationale)

3. A travers quel canal avez-vous connu l'ENSP ?

- Bouche à oreille (Les amis, famille...)
- Les médias (journaux, revus, magazine...)
- Réseaux sociaux (Linkedin, Viadeo, MySpace...)
- Evénements (forum, portes ouvertes, concours...)

4.

	Tout à fait d'accord	Plutôt d'accord	Neutre	Plutôt pas d'accord	Pas du tout d'accord
Il existe une relation entre la Responsabilité Environnementale et la réputation d'entreprise					
L'ENSP possède une bonne réputation dans la communauté et vis-à-vis de ses parties prenantes.					
J'accorde une grande confiance à L'ENSP conformément à la réputation qu'elle véhicule.					

List of contents :

ABSTRACT	I
ملخص.....	II
Résumé.....	III
<i>Dedication</i>	IV
Acknowledgments.....	V
List of tables.....	VI
List of figures	VII
List of abbreviations.....	VIII
Content.....	IX
General Introduction.....	2
Chapter One: Corporate environmental Responsibility	6
Section One: an overview of Corporate environmental Responsibility	7
1 Corporate Responsibility	7
2 Definition of Corporate environmental Responsibility	8
3 CER vs CSR vs corporate sustainability	8
4 History of environmental responsibility concept.....	13
5 International standards and principles of CER	14
5.1 The United Nations Global Compact	14
5.2 United Nations Environment Program (UNEP)	14
5.3 The Organization of Economic Co-operation and Development (OECD)	14
5.4 Global Reporting Initiative (GRI)	15
5.5 ISO 26000	15
5.6 ISO 14001	16
5.7 The perceived role of CER in business	17
Section two: :The motivations and barriers to engage in CER.....	20
1 Motivations	20
1.1 The four theoretical approaches to engage in CER	20

1.2	External and internal Motivations.....	21
1.3	Conceptual model of the motivations :	27
2	Benefits and barriers	28
2.1	Benefits	28
2.2	Barriers :.....	28
Section three : Corporate environmental responsibility in Algeria.....		29
1	Environmental protection in Algeria, an institutional obligation.....	29
1.1	The National Environment Strategy (NES).....	29
1.2	The National Action Plan for the Environment and Sustainable Development (NAPE-SD)	30
1.3	The National Reforestation Plan (NRP).....	32
1.4	The National Program for the Management of Municipal Solid Waste (NPMMSW).....	33
1.5	The National Spatial Planning Scheme (NSPS) 2025.....	34
2	Algerian companies' environmental commitment.....	35
2.1	Technical environmental commitments	35
2.2	Managerial environmental commitments	36
Conclusion of Chapter One.....		38
Chapter Two : Corporate Reputation – A Major Concern		40
Section One : Contextualizing Organizational Reputation.....		41
1	Corporate Reputation over time.....	41
2	Reputation and related concepts.....	44
2.1	Definition of reputation	44
2.2	Awareness and brand image	45
2.3	Corporate Image.....	47
2.4	The rumor	49
3	Indicators (Theories) of Reputation.....	49
3.1	Signal theory	49
3.2	Social Identity Theory	50
Section Two: Building and Measuring Reputation		51
1	Reputation building.....	51
2	Measuring reputation.....	52
3	Benefits of a good reputation	54

Section Three: The Relationship between CER and Corporate Reputation.....	55
1 Key determinants of reputation	56
1.1 Effective governance	57
1.2 The Role of Communication in Reputation Building	57
1.3 Corporate Environmental responsibility as a lever for corporate reputation	58
2 Reputational risk	60
3 Crises and their impact on reputation	61
Conclusion of chapter two.....	63
Chapter Three : Investigation about the impact of CER on Corporate Reputation, Case Study ENSP	65
Section One: Presentation of the host company	66
1 Overview of the company.....	66
1.1 ENSP’s location.....	66
1.2 ENSP’s structure	67
1.3 ENSP Services	67
2 History, Strategies and Values of ENSP Group	71
2.1 ENSP’s History	71
2.2 ENSP Group’s strategies.....	72
2.3 ENSP’S values	72
3 QHSE policy	72
3.1 Definition of the HSE and Quality policy.....	73
3.2 Vision	73
3.3 Engagements.....	73
3.4 Integrated Management System (IMS)	74
4 ENSP initiatives towards the environment.....	74
Section Two :Methodology of study and survey process.....	75
1 The choice of the company	75
2 The objectives of the research.....	75
3 Sampling	75
3.1 Sample choice	75
3.2 Sample Size	75
4 Architecture of the Questionnaire	76

5 Steps of the Questionnaire..... 77

6 Testing of the Questionnaire 78

Section Three: Results and data analysis of the conducted survey..... 79

1 Results of the questionnaire and data analysis 79

2 Discussion 101

General Conclusion 103

Recommendations..... 104

Bibliography 106

Appendixes..... 107