

The Role of Social Responsibility in Enhancing the Image of Service Institutions: A Field Study at the Operational Directorate of Algérie Télécom, El Tarf Province

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Received: 07/10/2024

Published: 08/05/2025

Abstract:

The present study investigates the role of social responsibility in enhancing the image of a service-oriented institution, with a specific focus on Algérie Télécom in El Tarf Province. To accomplish this aim, the study employed the descriptive method to examine the significance of social responsibility and its impact on improving the corporate image of service organizations. The primary research tool was a questionnaire, which was distributed to a sample of 367 respondents affiliated with the institution under examination. Based on the analysis of the collected data, the study produced several notable findings, including the following:

- _ A statistically significant relationship exists between social responsibility, across its multiple dimensions, and the reputation of the service institution in its various aspects within the organization under study, at a significance level of ($\alpha \leq 0.05$).
- _ There is a statistically significant impact of social responsibility, across its different dimensions, on the corporate image of service institutions, particularly in the cognitive and socio-behavioral dimensions, among hotels operating in Algeria, at a significance level of ($\alpha \leq 0.05$).

Keywords: Responsibility, community, social responsibility, corporate image, services.

First: Problem Statement

The concept of social responsibility is recognized as a fundamental and advantageous element in the interaction between institutions and their diverse stakeholders. This importance stems from the tangible benefits that result from the implementation of social responsibility programs, as well as from the wide-ranging influence that institutional decisions can exert, whether positively or negatively, on various parties, including

consumers, employees, the surrounding environment, governmental entities, and society at large.

Among these stakeholders, particular importance is attributed to clients or beneficiaries of the institution's services and products. Consequently, every institution endeavors to construct and maintain a favorable image and solid reputation among its clientele. Such an image is integral to the institution's success, continued growth, and long-term sustainability, especially for service-based institutions such as hotels, regardless of their classification.

These establishments are intrinsically connected to the needs of the communities in which they operate. Therefore, they must consistently safeguard their reputation with current clients, while simultaneously making concerted efforts to attract new clients and nurture a positive image among them.

It is equally important to highlight that the responsibility of establishing and maintaining a positive institutional image among clients rests predominantly with the employees of service institutions. This dimension will be examined within the scope of the current study. Accordingly, and based on the foregoing, the central research question is articulated as follows:

- **What is the role of social responsibility in enhancing the image of the service institution Algérie Télécom in El Tarf Province?**

This principal research question leads to the formulation of the following sub-questions:

1. What is the role of the ethical dimension of social responsibility in improving the image of the service institution under study?
2. What is the role of the philanthropic dimension of social responsibility in improving the image of the service institution under study?

Second: Research Hypotheses

To effectively address the research problem, a set of hypotheses has been formulated. These hypotheses serve as initial propositions that are subject to empirical validation within the framework of the current investigation:

☞ **Main Hypothesis 1:** There exists a statistically significant relationship between social responsibility, considered in its various dimensions, and the overall reputation of the service institution under examination. This central hypothesis is broken down into the following sub-hypotheses:

1. There exists a statistically significant correlation between the ethical dimension of social responsibility and the enhancement of the institution's image, across cognitive, emotional, behavioral, and social facets, at a significance level of ($\alpha \leq 0.05$).
2. There exists a statistically significant correlation between the philanthropic dimension of social responsibility and the enhancement of the institution's image, across cognitive, emotional, behavioral, and social facets, at a significance level of ($\alpha \leq 0.05$).

Third: Study Significance

The relevance of the present study, entitled “The Role of Social Responsibility in Enhancing the Image of the Service Institution: Algérie Télécom in El Tarf Province”, is underscored on two principal levels:

- **Scientific Level:** This study contributes to the academic discourse by examining key conceptual constructs associated with the primary variables, namely, social responsibility and corporate image. It aims to elucidate the dynamics of their interrelationship while emphasizing the pivotal function of social responsibility in fostering and reinforcing the public image of the service institution in question, particularly Algérie Télécom in the El Tarf region.
- **Practical Level:** The study derives practical importance from its empirical focus on a representative sample of employees at Algérie Télécom in El Tarf Province. By adopting this applied perspective, the research aspires to generate actionable insights into how social responsibility initiatives influence institutional image. These findings are anticipated to support organizational decision-makers in identifying key drivers that contribute to shaping a favorable and credible perception of the institution and its services.

Fourth: Study Objectives

The overarching aim of this study is to explore the contribution of organizational commitment to social responsibility practices in enhancing the public image of the service institution, with specific reference to Algérie Télécom in El Tarf Province. In addition to this principal objective, the study seeks to attain the following secondary goals:

1. To examine the influence of the ethical dimension of social responsibility on the improvement of the institutional image in the context under study.
2. To examine the influence of the philanthropic dimension of social responsibility on the improvement of the institutional image in the context under study.

Fifth: Study Concepts

1. Definition of Corporate Social Responsibility (CSR):

The concept of corporate social responsibility encompasses several definitions, among the most notable of which are the following:

1.1 Definition of Social Responsibility:

According to the Organisation for Economic Co-operation and Development (OECD), corporate social responsibility is defined as a commitment by the institution to contribute to economic development while preserving the environment and working in cooperation with workers, their families, the local community, and society at large, with the aim of improving the quality of life for all these stakeholders (Zamali, S., 2016, p. 303).

It is also described as a contract between the institution and society, through which the institution commits to satisfying societal needs and achieving the common good. It is perceived as a duty incumbent upon the institution toward the society in which it operates, by engaging in various social activities such as combating poverty, reducing pollution, creating job opportunities, and addressing multiple social issues including healthcare, housing, transportation, and other essential services (Bachir, n.d., p. 09).

Accordingly, based on the aforementioned definitions, it can be affirmed that social responsibility has become an inevitable necessity faced by institutions across all sectors—especially within the service sector. This is due to the fact that institutions are an integral part of society, functioning as social units that interact with numerous stakeholders.

They are therefore obliged to fully uphold their responsibilities toward the rights of these stakeholders, including: owners, shareholders (regardless of whether the institution is privately or publicly owned), customers, suppliers, and even competitors. Institutions must embed social responsibility at the core of their strategic orientation, aimed at ensuring long-term survival, continuity, and the achievement of sustainable competitive advantage.

2. Concepts Related to the Service Institution

2.1 Definition of an Institution:

An institution is defined as a public or private entity that mobilizes both human and material resources to accomplish specific objectives. These objectives typically include the production of goods and the provision of services intended for the market, operating under the regulatory framework of competition laws. Institutions vary in type and function, encompassing administrative, commercial, and industrial domains (Aslawi, 2013, p. 36).

The term may also refer to a network of establishments created to implement and oversee a particular project. From a sociological standpoint, an institution is understood as a system of enduring norms and rules that structure social relationships and interactions within a society.

2.2 Definition of Services:

Services are defined as all provisions aimed at the urban population that seek to improve the quality of daily life while fostering a sense of vitality and civic engagement within the urban environment. These services are delivered through a range of service centers and institutions, which are generally categorized into two main types:

- **Public sector services:**

These are administered by government bodies or specialized public institutions. Their responsibilities span from creation and organization to operational management and financing. Public sector services are typically provided free of charge and differ in scope, purpose, and coverage area depending on their intended function.

- **Private sector services:**

These services serve as a supplement to those provided by the public sector. They are financed and managed by private entities, and their provision is commercial in nature, offered in exchange for a fee in accordance with prevailing legal provisions. Examples include private consultancy firms and private educational institutions (Azzazna, 2012, p. 05).

Based on these definitions, the concept of a service institution can be understood as a collective of individuals working toward a unified objective. The core mission of such an institution is to execute service-oriented projects with the aim of generating financial returns through diverse operational activities.

3. Definition of Corporate Image:

According to Aydin and Ozer, corporate image is conceptualized as a holistic assessment constructed in the minds of individuals (Aydin, 2005, pp. 910–925). Souiden, Kassim, and Hong describe corporate image as the impression formulated in consumers' minds regarding a particular institution (Souiden & Kassim, 2006, pp. 825–845).

Keller defines it as the mental representation that reflects an institution's service quality and overall performance, which becomes embedded in consumers' memory and subsequently shapes their perception, whether favorable or unfavorable, of the institution (Souiden & Kassim, 2006, pp. 825–845).

From these definitions, it is evident that corporate image encompasses the totality of beliefs, perceptions, and impressions held by clients about an institution. These perceptions stem from their personal experiences, interactions, and engagement with the institution, as well as the breadth and quality of services delivered.

Sixth: Previous Studies

- The first study was conducted by Halilou Sabah, under the title “Social Responsibility and Its Role in Enhancing the Performance of Economic Institutions: A Case Study of the Port Authority of Skikda” (Sabah, 2020, 2021).

The study aimed to examine the extent to which social responsibility initiatives contribute to enhancing sustainable performance at the Port Authority of Skikda. The researcher framed the inquiry through the guiding question: "To what extent does social responsibility contribute to enhancing sustainable performance at the Port Authority of Skikda?"

To address this central question and fulfill the study's objectives, the researcher employed a combined descriptive and analytical methodological framework. A case study design was adopted, focusing specifically on the Port Authority of Skikda as the unit of analysis. A structured questionnaire served as the primary data collection tool. The target population consisted of 1,838 employees across various hierarchical levels within the organization.

The Krejcie and Morgan formula was utilized to determine the appropriate sample size, resulting in a target of 318 respondents. A total of 360 questionnaires were distributed, and 339 were successfully retrieved. After the exclusion of 18 invalid responses, 321 completed and valid questionnaires were retained for statistical analysis.

The collected data were processed and the hypotheses examined using Microsoft Excel and the Statistical Package for the Social Sciences (SPSS, Version 23).

The study revealed several key findings, most notably the existence of a strong, positive, and statistically significant relationship between the independent variable, social responsibility, and the dependent variable, sustainable performance. It was observed that social responsibility practices directed toward employees, the local community, the environment, and suppliers had a positive influence on sustainable performance.

Conversely, the study found that social responsibility efforts targeting the state, consumers, shareholders, and competitors did not produce a statistically significant effect and were not included in the regression model. This outcome may be attributed to deficiencies in the implementation of such practices or to a lack of clear understanding regarding the appropriate mechanisms for engaging these particular stakeholder groups.

Among the most salient recommendations proposed by the researcher was the necessity for the Port Authority of Skikda to enhance its commitment to social responsibility initiatives aimed at employees, the surrounding community, the environment, and suppliers. These activities should be integrated comprehensively within the institution's strategic planning framework in order to achieve more effective and sustainable outcomes.

Furthermore, the study recommended that the institution revisit and re-evaluate its current practices of social responsibility, particularly those relating to the state, consumers, shareholders, and competitors, in order to identify areas requiring improvement and alignment with broader sustainability objectives.

▪ The second study, conducted by Lakhdar Boumerheb and Ahmed Mahmoudi, is titled "The Dimensions of Service Quality and Their Impact on the Corporate Image of Service Institutions According to the SERVPERF Model" (Mahmoudi, 2021). This research was guided by a central question: "To what extent do the dimensions of fourth-generation (4G) service quality at the Mobilis company in Algeria influence its corporate image from the perspective of its customers?" From this overarching inquiry emerged a key sub-question:

Is there a statistically significant effect of each service quality dimension (tangibility, reliability, responsiveness, assurance, empathy) on the corporate image of mobile service customers of Mobilis in Algeria at the 0.05 significance level?

In pursuit of answers to these questions, the researchers developed and tested a series of hypotheses, the core of which was articulated as follows:

“There is a statistically significant effect of the dimensions of fourth-generation service quality on the corporate image of mobile service customers of Mobilis in Algeria at the 0.05 significance level.”

The significance of this study lies in its attempt to underscore the current state and relevance of 4G service delivery among Mobilis customers in Algeria. Specifically, it aims to identify and analyze the various dimensions of service quality through the lens of the SERVPERF performance-based model.

The study also seeks to clarify the concept of corporate image, its constituent components and dimensions, and the perceptions formed in the minds of customers regarding the quality of Mobilis’s 4G service. In doing so, it endeavors to pinpoint areas of strength that can be leveraged to enhance service quality and reinforce a positive corporate image, while simultaneously identifying weaknesses that require targeted interventions for improvement.

As for the objectives of the study, the researcher defined them as follows:

- To understand the concept of service quality and the corporate image held by customers of Mobilis in Algeria.
- To assess the level of 4G service quality and the institution’s image from the perspective of its customers.
- To emphasize the importance of service quality as a key component of corporate image, especially in light of market liberalization and intense competition.

Regarding the research methodology, the researcher adopted an inductive approach suitable to the nature of the topic. Information was first used to describe the theoretical background of the subject, followed by a field investigation to collect data from the institution, which were then organized and interpreted for the purpose of hypothesis testing and drawing conclusions.

Among the most important findings reached by the researcher in this study are the following: The quality of 4G services provided by Mobilis to its customers, across its various dimensions, was generally found to be moderate. However, there were variations in the degree of influence each dimension had on the institution's image.

The ranking of impact was as follows: The strongest dimension of 4G service quality at Mobilis was tangibility, followed by reliability, empathy, and assurance, with relatively close scores. The weakest dimension was responsiveness. This indicates that the current level of 4G internet service provided by the mobile operator Mobilis remains insufficient

and does not adequately meet the needs and expectations of its subscribers. Therefore, the company must review and reconsider this aspect of service.

Regarding corporate image, the analysis of its three dimensions (cognitive, emotional, and behavioral) revealed closely aligned results at a moderate level. This suggests that the image of Mobilis in Algeria among its subscribers is generally average and does not reflect the level the institution aspires to, a result which is attributed to the actual quality of services offered.

From the customer's perspective, the concept of service quality is linked to the organization's ability to deliver a service that meets or exceeds expectations. Offering a high-quality service implies that the actual service level, measured through the availability of quality dimensions, matches customer expectations regarding these dimensions.

Methodological Framework of the Study

First: Fields of the Study

Table 01: Fields of the Study

Geographical Scope of the Study	Temporal Scope of the Study	Human Scope of the Study
The study was conducted at the Operational Directorate in El Tarf Province.	The field study was carried out over a specific period of time, divided into several phases as follows: <ul style="list-style-type: none"> • Phase 1: From December 2024 to January 2025, various scientific materials related to the study topic were collected. • Phase 2: From January 2025 to February 2025, an exploratory study was conducted. • Phase 3: From February 2025 to March 2025, the fieldwork was completed, and appropriate statistical methods were selected for the study. 	The study was conducted on all employees of the service institution relevant to the study area, specifically those directly involved in forming the institution's positive image. The sample consisted of 367 employees who participated in the field survey.

Source: Prepared by the researchers

Second: Method Adopted in the Study

The diversity and variability of research methodologies according to different topics and problems represent the foundation of any scientific research. It is impossible to conduct this research without relying on a clear methodology that facilitates the study and diagnosis of the research problem, especially one that requires a descriptive function. This approach relies on direct field engagement and the analysis of existing realities. Consequently, the descriptive method was used, which is defined as: "a set of research procedures that combine to describe the phenomenon under study" (Rachidi, 2000, p. 59).

The following steps were undertaken:

- Describing the research topic in detail through the collection of sufficient data.
- Verifying the collected information through accurate description and analysis, using previously formulated and defined conditions to draw well-founded conclusions.

Researchers differ in their classifications of scientific research methodologies, although there is general consensus on several types. These methodologies are typically divided into two main categories: the exploratory method and the experimental method.

The exploratory method involves processes that allow the researcher to compare a theoretical subject with reality in order to evaluate the validity of a hypothesis, model, or theory, and to interpret and explain the relationships among elements of the studied phenomenon. This is achieved through various empirical techniques such as observations, questionnaires, and interviews of different types. This was the second method adopted in our current study.

In this context, the experimental method consists of breaking down the study model into main and sub-hypotheses, conceptualizing relationships between variables, and testing them quantitatively through observations, interviews, and distribution of questionnaires. These were then processed statistically to test the validity of the hypotheses and interpret the obtained results.

From this, we can conclude that the primary goal of our present study is to investigate the role of corporate adoption of social responsibility in enhancing the image of the service institution under study.

Fourth: Data Collection Tools

1. The Questionnaire:

The questionnaire included a set of questions divided as follows:

- **Section 1:** Related to preliminary demographic data.
- **Section 2:** Represents the independent variable, social responsibility, consisting of 11 statements as follows:
 - _ Ethical Dimension: (6 statements)
 - _ Social and Philanthropic Dimension: (5 statements)
- **Section 3:** Represents the dependent variable, the image of the service institution, consisting of 12 statements as follows:
 - _ Cognitive (Perceptual) Dimension: (6 statements)
 - _ Behavioral and Social Dimension: (6 statements)

A 5-point Likert scale was used for responses. Participants were asked to indicate their level of agreement with each statement according to the following scale:

Table 02: Likert Scale Response Levels

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Score	5	4	3	2	1

Source: Prepared by the researchers

Adoption Level Determination, calculated using the following formula:

$$\text{Class Interval} = \frac{\text{Maximum scale limit} - \text{Minimum scale limit}}{\text{Category Length}} = \frac{1-5}{3}$$

Table 03: Instrument Validity Score Ranges

Low Level	Medium Level	High Level
1 to 2.33	2.34 to 3.66	3.67 to 5

Source: Prepared by the researchers

Fifth: Study Sample and Selection Method

A sample is defined as “a small part of a whole, i.e., a portion of the broad phenomenon under study, representative of the entire population, and used as a basis for estimating the totality that cannot be fully studied for reasons related to the nature of the phenomenon, cost, or time. The results from the sample can be generalized to the entire population” (Rateb, 2015, p. 134).

The research sample must reflect all the characteristics and features of the original population from which it is drawn. This ensures that the sample accurately represents the larger group and provides sufficient information for conducting the study. To determine an appropriate and accurate sample size, one can rely on several core factors and procedures, including the following (Gauthy S, 2005; pp. 268–269):

- Degree of homogeneity in the studied population in terms of characteristics: if the population is homogeneous, a small sample is sufficient to represent it, as the homogeneity reduces the influence of population size on sample size. Conversely, heterogeneity requires a larger sample.
- Identifying the characteristics of the population: in some cases, it is difficult to enumerate all members and characteristics of the target population due to their diversity and complexity or due to external obstacles and limitations, which may affect the reliability of the results.
- Sensitivity of the experiment: if the study examines new variables or emerging trends, it is better to apply the experiment to a limited sample to test its validity. Based on the results, appropriate decisions can then be made.

From a statistical perspective, the following guidelines should be followed to determine the appropriate sample size (Sekaran, 2004; p. 389):

- The number of sample units should range from 30 to 500.
- The sample size should not be fewer than 30 units.
- The sample size should align with the number of variables in the study model; ideally, it should be at least ten times the number of items in the study.
- The minimum sample size should not be fewer than ten times the number of questionnaire items, i.e., ten respondents per item.

Based on all the above considerations regarding the research population, a quota sampling technique was selected. This is a type of non-probability sampling that falls under purposive sampling. It relies on the principle of mirroring the distribution or proportions of the characteristics in the original population onto the sample and is selected according to the objectives of the study. The use of this technique requires prior numerical data about the research population.

Thus, the most suitable sample for our study is the quota sample, which is a form of non-probability sampling. The selection of units involved dividing the population into segments and collecting the required quota of responses from each segment. The characteristics of the study sample are presented below:

1. Sample Characteristics by Gender Variable

Table 04: Gender Distribution

Gender	Frequency	Percentage (%)
Male	243	66.2
Female	124	33.8
Total	367	100.0

Source: Prepared by the researchers, based on SPSS.v20 outputs

The statistical evidence presented in the table above indicates that the proportion of male respondents (66.2%) exceeds that of female respondents (33.8%). The higher percentage of male participants is likely due to the nature of tasks generally performed by men in the institution.

2. Sample Characteristics by Age Variable

Table 05: Age Distribution

Age Group	Frequency	Percentage (%)
Under 30 years	44	12.0
31 to 40 years	187	51.0
41 to 50 years	58	15.8
Over 51 years	78	21.3

Total	367	100.0
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Source: Prepared by the researchers, based on SPSS.v20 outputs

From the above table and its statistical indicators, it is evident that the age group 31–40 years represents the highest percentage at 51.0%. Respondents over 51 years old account for 21.3%, followed by those aged 41–50 at 15.8%. The lowest percentage belongs to participants under 30 years of age, comprising 12.0% of the sample.

3. Description of the Educational Level Variable

Table 06: Educational Level Distribution

Educational Level	Frequency	Percentage (%)
Secondary	74	20.2
Vocational Training	46	12.5
University Degree	77	21.0
Postgraduate	170	46.3
Total	367	100.0

Source: Prepared by the researchers, based on SPSS.v20 outputs

According to the statistical evidence concerning the educational level of research sample participants, the largest group consists of individuals with postgraduate qualifications, representing 46.3%. This is followed by university graduates at 21.0%, secondary-level education holders at 20.2%, and vocational training graduates at 12.5%. These figures suggest that the majority of employees belong to the educated and highly qualified segment of the workforce.

First: Reliability and Validity of the Questionnaire

1. Instrument Reliability and Validity:

The validity of a questionnaire refers to the extent to which it accurately represents the studied population, where the responses obtained from the questionnaire items provide the information those items were designed to measure. Reliability, on the other hand, means that if the same questionnaire were redistributed to another sample from the same population, with the same sample size, the results would be similar to those obtained from

the initial sample. The probability of obtaining equal results between both samples corresponds to the reliability coefficient.

To test the reliability and validity of the questionnaire, Cronbach's Alpha coefficient is used. This value reflects how consistently and accurately the questions express the construct they were designed to measure. Cronbach's Alpha ranges from 0 to 1, and the closer the coefficient is to 1, the more reliable the instrument is considered to be. Statisticians generally accept a Cronbach's Alpha value of 0.60 or higher as an acceptable threshold for reliability.

Second: Analysis and Interpretation of Respondents' Perceptions Regarding Dimensions of Social Responsibility and the Image of the Service Institution

1. Analysis of Items Related to the Level of Social Responsibility:

To assess the employees' perceptions and awareness, i.e., the studied sample, regarding how the institution adopts the dimensions of social responsibility, the following question is raised: **"What role does the institution play in adopting the dimensions of social responsibility?"**

Thus, we address each level of the specific dimensions of social responsibility: ethical dimension, social and philanthropic dimension. The following tables present the means and standard deviations of the respondents' answers to statements related to social responsibility dimensions.

The table below presents the means and standard deviations of the respondents' answers regarding the relationship between the ethical dimension of social responsibility and the improvement of the service institution's image.

Table 07: Relationship of the Ethical Dimension of Social Responsibility with the Improvement of the Service Institution's Image

No.	Statement	Mean	Std. Deviation	Importance Rank	Adoption Level
1	The institution's mission and goals align with the values and objectives of society	3.10	1.12	6	Moderate

2	The institution treats its employees equally and without discrimination	3.53	1.15	1	Moderate
3	The institution makes an effort to listen to employee complaints and responds quickly	3.50	1.06	2	Moderate
4	The institution promotes its services and activities in accordance with professional ethics	3.22	1.10	4	Moderate
5	The institution upholds honesty and integrity in all dealings with its employees	3.41	1.05	3	Moderate
6	The institution is highly aware of environmental issues	3.20	1.06	5	Moderate
Overall Mean and Standard Deviation		3.33	0.95		

Source: Prepared by the researchers, based on SPSS.v20 outputs

From the statistical data in the table above, which illustrates the relationship between the ethical dimension of social responsibility and the enhancement of the service institution's image, it appears that this dimension ranked second in importance as perceived by the surveyed employees of the institution. The overall mean was 3.33, with a standard deviation of 0.95. Statement (2), "The institution treats its employees equally and without discrimination", ranked first with a mean of 3.53 and a standard deviation of 1.15. This indicates that the institution applies the principle of equality in dealing with all employees, regardless of their professional rank. Statement (3), "The institution makes an effort to listen to employee complaints and responds quickly", ranked second with a mean of 3.50 and a standard deviation of 1.06. Statement (5), "The institution upholds honesty and integrity in all dealings with its employees", came third with a mean of 3.41 and a standard deviation of 1.05. Statement (4), "The institution promotes its services and activities in accordance with professional ethics", ranked fourth with a mean of 3.22 and a standard deviation of 1.10. Statement (6), "The institution is highly aware of environmental issues", came fifth with a mean of 3.20 and a standard deviation of 1.06. Finally, Statement (1), "The institution's mission and goals align with the values and objectives of society", ranked last with a mean of 3.10 and a standard deviation of 1.12.

Accordingly, we can conclude that the institution under study treats its employees based on the principle of equality, without any discrimination or bias, regardless of nationality, ethnicity, or religion. Ethical responsibility, therefore, is demonstrated when the institution bases its decisions and interactions on what is just, right, and fair, while avoiding harm to any group in society, irrespective of professional status.

The next table presents the means and standard deviations of the respondents' answers regarding the relationship between the **social and philanthropic dimension** of social responsibility and the improvement of the service institution's image.

Table 08: Relationship of the Philanthropic Dimension of Social Responsibility with the Improvement of the Service Institution's Image

No.	Statement	Mean	Std. Deviation	Importance Rank	Adoption Level
1	The institution contributes to community sustainability through support for education, health, women, etc.	2.90	1.03	3	Moderate
2	The institution is committed to providing equal job opportunities for all to help reduce unemployment	2.29	1.07	4	Weak
3	The institution provides suitable job opportunities for people with special needs	2.22	1.01	5	Weak
4	The institution encourages its stakeholders to adopt and promote a culture of social responsibility	3.34	0.90	2	Moderate
5	The institution participates in charitable and humanitarian initiatives and supports various cultural and sports activities	3.60	0.94	1	Moderate

Overall Mean and Standard Deviation:	2.87	0.89		
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Source: Prepared by the researcher, based on SPSS.v20 outputs

The statistical evidence presented in the above table, which outlines the relationship between the social and philanthropic dimension of social responsibility and the improvement of the image of the service institution, indicates that this dimension ranked fourth in terms of importance according to the perceptions of the surveyed group at the institution under study. The calculated mean was 2.87, with a standard deviation of 0.89. Statement (5): “The institution under study participates in charitable work and humanitarian initiatives and supports various cultural and sports activities” ranked first, with a mean of 3.60 and a standard deviation of 0.94. This reflects that the institution engages in a wide range of charitable and humanitarian efforts through which it seeks to support cultural and sporting practices, ultimately aiming to build a positive image among its employees and clients. Statement (4): “The institution under study encourages its stakeholders to adopt and promote a culture of social responsibility” ranked second, with a mean of 3.34 and a standard deviation of 0.90. Statement (1): “The institution under study contributes to community sustainability by supporting areas such as education, health, women, etc.” ranked third, with a mean of 2.90 and a standard deviation of 1.03. Statement (2): “The institution is committed to providing equal employment opportunities for all segments of society to contribute to reducing unemployment” ranked fourth, with a mean of 2.29 and a standard deviation of 1.07. Statement (3): “The institution under study provides suitable job opportunities for individuals with special needs” ranked fifth, with a mean of 2.22 and a standard deviation of 1.01.

Accordingly, it is clear that the institution under study makes sincere efforts to participate in charitable endeavors and various humanitarian initiatives, as well as to support cultural and sporting activities. These efforts are directed at improving and building a positive image among employees, clients, and all other stakeholders. In other words, social and philanthropic responsibility is practiced as an expression of good corporate citizenship, aimed at enriching community resources and enhancing the quality of social life for all members of society.

2. Analysis of Items Related to the Image Level of the Service Institution

To better understand the perceptions and views of employees and customers in the studied sample regarding the image of the service institution under study in terms of its dimensions, the following question was raised: **“How is the institution’s image perceived from the point of view of its customers?”**

We therefore examine the level of each of the dimensions of the institution’s image, beginning with the cognitive (perceptual) dimension.

Table 09: Cognitive (Perceptual) Dimension of the Service Institution’s Image

No.	Statement	Mean	Std. Deviation	Importance Rank	Adoption Level
1	The institution under study strives to project a positive image to its stakeholders and the local community where it operates	3.66	0.91	3	High
2	The institution provides accurate information about “services, pricing, discount start dates...” that grabs your attention and motivates you to engage with it	3.82	0.92	1	High
3	The institution seeks customer satisfaction and works to resolve any issues you face swiftly and professionally	3.41	1.02	5	High
4	The institution values and considers the feedback and suggestions you provide	2.87	1.02	6	Moderate
5	The institution offers premium and distinguished services compared to its competitors	3.45	1.02	4	High
6	The institution emphasizes quality and speed in service delivery	3.74	0.88	2	High
Overall Mean and Standard Deviation		3.49	0.85		

Source: Prepared by the researchers, based on SPSS.v20 outputs

The statistical data presented in the above table, which illustrates the cognitive (perceptual) dimension of the service institution’s image, ranked first in terms of importance compared to the other dimensions, with a mean score of 3.49 and a standard deviation of 0.850.

Statement (2): “The institution provides accurate information about services, pricing, discount start dates, etc., that attracts attention and motivates customers to engage with the institution” ranked first, with a mean of 3.82 and a standard deviation of 0.92. Statement (6): “The institution emphasizes quality and speed in service delivery” came second, with a mean of 3.74 and a standard deviation of 0.88. Statement (1): “The institution strives to project a positive image to stakeholders and the local community where it operates” ranked third, with a mean of 3.66 and a standard deviation of 0.91. Statement (5): “The institution offers premium and distinguished services compared to its competitors” ranked fourth, with a mean of 3.45 and a standard deviation of 1.02. Statement (3): “The institution seeks customer satisfaction and works to resolve any issues you face swiftly and professionally” ranked fifth, with a mean of 3.41 and a standard deviation of 1.02. Statement (4): “The institution values and considers the feedback and suggestions you provide” ranked sixth, with a mean of 2.87 and a standard deviation of 1.02.

Accordingly, it becomes evident from the surveyed sample that the institution under study actively strives to deliver quality in its service offerings. The employees are dedicated to ensuring customer satisfaction and addressing any shortcomings they may encounter. This is accomplished by providing clients with complete information about the services offered.

On one hand, this transparency serves operational objectives; on the other hand, such information becomes the very foundation upon which the customer’s mental image of the institution is built. Therefore, the accuracy of the information and knowledge received from the institution directly shapes the accuracy of the image customers form about its services, based on the cognitive dimension.

The following table presents the means and standard deviations of the respondents’ answers related to the behavioral dimension of the image of the service institution (hotels operating in Algeria under the scope of the study):

Table 10: Behavioral–Social Dimension of the Image of the Service Institution

No.	Statement	Mean	Std. Deviation	Importance Rank	Adoption Level
1	A positive experience with the institution under study makes you a loyal customer of this institution	3.26	1.13	2	High

2	The institution under study features modern and luxurious facilities that make you feel comfortable and relaxed	3.19	1.23	3	High
3	You seek to continue dealing with the institution under study on a regular basis	2.92	1.22	6	Moderate
4	The human resources of the institution under study play a major role in its success and distinction from competitors	3.05	0.94	5	Moderate
5	The image and distinguished services of the institution under study influenced your decision to choose it	3.16	1.01	4	High
6	The institution under study has a promising future in the service sector	3.40	0.98	1	High
Overall Mean and Standard Deviation:		3.16	0.97		

Source: Prepared by the researcher, based on SPSS.v20 outputs

The statistical data presented in the above table, regarding the behavioral dimension of the service institution's image, indicates that it ranked third in importance among the various image dimensions according to the respondents. The overall mean was 3.16, with a standard deviation of 0.970. Statement (6): "The institution under study has a promising future in the service sector" ranked first, with a mean of 3.40 and a standard deviation of 0.98. Statement (1): "A positive experience with the institution under study makes you a loyal customer" ranked second, with a mean of 3.26 and a standard deviation of 1.13. Statement (2): "The institution under study features modern and luxurious facilities that make you feel comfortable and relaxed" came third, with a mean of 3.19 and a standard deviation of 1.23. Statement (5): "The image and distinguished services of the institution under study influenced your decision to choose it" ranked fourth, with a mean of 3.16 and a standard deviation of 1.01. Statement (4): "The human resources of the institution under study play a major role in its success and distinction from competitors" ranked fifth, with a mean of 3.05 and a standard deviation of 0.94. Statement (3): "You seek to continue dealing with the institution under study on a regular basis" came sixth, with a mean of 2.92 and a standard deviation of 1.22.

Accordingly, the respondents believe that the institution under study has a promising future in the service industry. In other words, they perceive the service institution as having ambitious prospects that could translate into future success. These perceptions stem from their positive experience in dealing with the institution and the formation of a positive mental image about its various services. Thus, the behavioral dimension reflects how an individual's actions are influenced by their perception of the institution's image. One of the key roles of this dimension is its ability to predict client behavior.

Third: Testing the Main Hypothesis and Its Sub-Hypotheses – Strength of the Relationship Between the Variables

This section presents the analysis and testing of the first main hypothesis and its sub-hypotheses, which examine the relationship between the study variables. Pearson's correlation coefficient was used to assess the strength of the relationship between each dimension of social responsibility (ethical dimension, social and philanthropic dimension) and the dimensions of the institution's image (cognitive dimension, behavioral–social dimension).

It is worth noting that the correlation coefficient may assume any value within the range of -1 to +1. The sign of the coefficient indicates the direction of the relationship, while the magnitude (how close it is to -1 or +1) indicates the strength of the relationship. This is illustrated in the table below:

Table 11: Correlation Coefficient Strength Indicators

Value Range	Type of Relationship
±1	Perfect
±0.7 to ±0.95	Strong
±0.3 to ±0.7	Moderate
±0.1 to ±0.3	Weak
0	No Correlation

Source: Prepared by the researcher, based on SPSS.v20 outputs

The strength of the Pearson correlation coefficient is determined based on the relationship between the two variables. The closer the correlation coefficient (r) is to -1 or +1, the

stronger the relationship. If the relationship is positive, both variables increase or decrease together. A negative correlation means that as one variable increases, the other decreases, and vice versa. When the value of r is near zero, it indicates greater variability around the best-fit line.

To illustrate this, the following table presents the nature and strength of the correlation between each dimension of social responsibility and the image of the service institution. Based on Table 12 and its interpretations, we can draw the following conclusions:

Table 12: Pearson Correlation Results

Social Responsibility Dimensions	Pearson Correlation Coefficient	Type of Relationship
Ethical Responsibility	98%	Strong Positive Correlation
Philanthropic Responsibility	98%	Strong Positive Correlation

Source: Prepared by the researcher, based on SPSS.v20 outputs

Therefore, we can conclude that all correlation coefficients derived from the analysis demonstrate the existence of a strong relationship between the various dimensions included as explanatory variables for the independent variable (social responsibility) and the dependent variable (image of the service institution). This supports the construct validity of the proposed dimensions and variables.

Fourth: Study Results

Based on the validation of the study's hypotheses, the findings confirm that there is a statistically significant relationship between social responsibility, particularly its ethical dimension, and the enhancement of the image of the service institution under study. As previously indicated, this dimension contributes to implementing the principle of equality among clients, without any form of discrimination.

Moreover, the institution under study is keen on listening to and addressing customer complaints promptly. The findings also confirm that this dimension emphasizes honesty and integrity in all dealings with clients, which in turn contributes to forming a positive cognitive perception of the institution. This is because the institution is actively engaged in developing its services and demonstrating a client-oriented approach, where establishing a positive image in the minds of customers represents a core objective of its activities.

Accordingly, the sample confirms that the institution treats all clients based on the principle of equality and fairness, regardless of their nationality, ethnicity, or religion. In this context, ethical responsibility, when genuinely integrated into the institution's decisions and practices, leads to actions that are just, right, and fair, avoiding harm to all groups within society, regardless of their diverse values and beliefs.

Regarding the philanthropic dimension of social responsibility, the study results reveal a clear relationship and impact in shaping the dimensions of the image of the service institution under study (i.e., the cognitive and behavioral-social dimensions). It was observed that the institution is involved in numerous charitable activities and humanitarian initiatives, through which it supports various cultural and sports engagements.

These initiatives aim to build a positive image among different customer segments. In this regard, philanthropic social responsibility acts as a form of good corporate citizenship, contributing to the enhancement of societal resources and the improvement of the social quality of life for all members of the community. This dimension is considered one of the primary objectives that the institution seeks to fulfill, and it serves as a key driver for spreading a good reputation within the society in which it operates. A satisfied client becomes an advocate, sharing their positive experience and the institution's contributions with others.

1. Study Results in Light of the Sub-Questions

The present study was structured around a central research question supported by subsidiary questions that explored the extent to which dimensions of social responsibility are integrated within service institutions. These questions further examined how these dimensions are adopted to shape the institution's image in the minds of customers.

• **First Sub-question:** What is the role of the ethical dimension of social responsibility in improving the image of the service institution (cognitive and behavioral-social dimensions) within the institution under study?

The prior analysis in this study revealed that the ethical dimension of social responsibility plays a positive role in improving the image of the service institution. This was supported by the responses of the surveyed sample, which confirmed that the institution engages with clients based on the principle of equality, treating all customers fairly and without discrimination. This suggests that the institution, by considering ethical responsibility in its decisions and actions, acts in a just, truthful, and fair manner, and avoids causing harm to different segments of society, regardless of their nationality, ethnicity, or religion.

- **Second Sub-question:** What is the role of the philanthropic dimension of social responsibility in improving the image of the service institution (cognitive and behavioral-social dimensions) within the institution under study?

The analysis confirmed that the philanthropic dimension of social responsibility also plays a positive role in enhancing the institution's image. According to the surveyed sample, the institution is actively engaged in charitable work and various humanitarian initiatives. It supports cultural and sporting activities with the aim of fostering a positive image among its clients and partners. In this sense, philanthropic and social responsibility functions as a civic obligation, helping to enhance community resources and elevate the social quality of life for all.

4. Study Results in Light of the Main Hypotheses

4.1 Main Hypothesis One:

- There is a statistically significant relationship between social responsibility, across its various dimensions, and the reputation of the service institution, also across its different dimensions, within the institution under study, at a significance level of ($\alpha \leq 0.05$).

4.2 Main Hypothesis Two:

- There is a statistically significant effect of social responsibility, across its various dimensions, on the image of the service institution (cognitive and behavioral-social dimensions) in hotels operating in Algeria, at a significance level of ($\alpha \leq 0.05$).

Conclusion:

Through this study, titled **The Role of Social Responsibility in Enhancing the Image of Service Institutions**, we attempted to explore the key elements and factors that contribute to strengthening the image of service institutions, primarily through the implementation of social responsibility dimensions. The study also sought to highlight the relationship between these two variables and to emphasize the significant role played by social responsibility in improving the image of service institutions.

The current study has led to a number of key recommendations, summarized as follows:

- The researcher recommends placing greater emphasis on implementing social responsibility activities across institutions of all sectors. This should be done by allocating an annual budget to bring such activities to life and by establishing an implementation plan with indicators for measuring and monitoring the level of social responsibility application. This will positively impact the institution's public image in the communities where it operates.
- It is essential to instill a conviction among senior management regarding the importance of adopting the dimensions of social responsibility to improve the institution's reputation in the society in which it operates. This should be reflected in tangible, real-world practices.
- The institution under study is advised to organize training workshops for employees to educate and raise awareness about the importance of social responsibility and the benefits of its implementation within institutions. Additionally, the institution should work to reinforce mutual trust between employees and clients in a consistent manner to establish a positive mental image.
- The institution under study must seriously reconsider its pricing structure for the services it provides and place greater emphasis on ensuring customer comfort and a sense of security, through honest interactions and by employing highly skilled and experienced staff. These efforts will contribute to strengthening the institution's positive image among its clients.

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