

# Corporate Social Responsibility in a local community : the actions set up in the social dimension (case of a local community in France)

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**Abstract** — In this paper, we focus on the corporate social responsibility and sustainable development of local communities. With the law of July 12, 2010 (section 255 of the Act of 12 July 2010), local communities must now draw up, each year an annual report on their situation about sustainable development, integrating social, economic and environmental goals. And so, they are increasingly called to engage in the search for a new balance between economic, social and environmental issues. However, the environmental commitment which is one of the pillars of the Corporate Social Responsibility (CSR) is often designated as the major pillar or the only pillar of sustainable development (Rousseau 2008). Thereby, we are interested in the social dimension, which is often less taken into account rather than environmental dimension in the local community, to see the system set up in terms of social policy for agents and analyze whether the device is in a process of responsible Management (CSR / SD). A case study of Castelnau city hall, showed the social policy of this community in CSR. The results expose an analysis of the actions carried out in terms of training, recruitment, motivation, career management, health and safety, working conditions and remuneration of the community. Following the analysis, we conclude that the social policy of the City hall of Castelnau responds globally to responsible management on several levels.

**Keywords** — Corporate Social Responsibility (CSR), Sustainable Development (SD), Local Community, Social Policy, Agenda 21.

## I. INTRODUCTION

The change is accelerating across the planet. The consideration of the environment, protection, development, distribution and management, represent a challenge for the twenty first (21<sup>st</sup>) century. Faced with this phenomenon, organizations are increasingly called upon to engage in the search for a new balance between economic, social and environmental order to meet the demands of shareholders, partners, customers, staff, suppliers, but also arrests of government officials and territory management. According to the European Commission (2011) [1], corporate social responsibility (CSR) is the responsibility of corporates and their impacts on society. Such as Agenda 21, the CSR engages sustainable development actions affecting the social, economic and environmental protection, to obtain a harmonious and lasting development.

Faced with responsibilities for management, urban planning, social dialogue, urban policy and economic development, priority of communities today is to strengthen social dialogue and to control public spending. Therefore, to meet these expectations (controlling public debt, welfare officers ...), they put in place devices and action plans (Agenda 21, social report) to develop responsible practices. According to Capron and Quairel-Lanoizelée, (2010) [2]: "The corporate social responsibility (CSR) reveals challenges for organizations: develop responsible practices". Local Agenda 21 is a territorial sustainable development project, which takes the form of an action plan, which allows communities to mobilize, educate and involve all stakeholders in building sustainable development territory and to give them a framework for action in the short, medium and long term.

For our study, we looked at the social aspect of CSR (recruitment, training, welfare officers, social protection ...). Our goal is to analyze the CSR activities carried out in the social plan for the agents in the city hall of Castelnau (security officers, career, training, recruitment, remuneration, motivation ...), and see if this part of the policy is a responsible management. Because we believe that responsible management aims harmonious integration of environmental but also economic and social performance.

Thus, starting from some indicators of social audit of the City hall of Castelnau, we asked questions to find out:

- Is the social policy of the City hall of Castelnau optimal?
- What has the community implemented to prevent work accidents?
- Does the recruitment policy takes into account the diversity and skills of candidates?
- What were the efforts of the community to encourage agents to form (training)?

Our research questions thus raised, was to find out through a qualitative analysis what are the actions setup in the social dimension of CSR in the City hall of Castelnaud?

This article is divided into two parts: after an initial section on the conceptual framework of the social aspects of CSR / SD in the public sector and how the state puts pressure on local communities (institutionalization process) for them to implement devices like the social report and Agenda 21. The second part will present the case study of Castelnaud City hall, the methodology, the results, the discussion and conclusion.

## II. CORPUS OF THE TEXT

### A. Governance of local communities

The local public service is an organization with governance of state tradition and centralist. With organizational and bureaucratic management mode, the city hall of Castelnaud employs 391 agents, mainly civil servants, who have republic values. With decentralization, local communities have their own freedom of directors and management regarding the affairs of the city. Thereby, the decisional power is centralized with the Mayor and his councilors. And with a mode of partnership governance, several internal and external stakeholders are identified: state, associations, social partners, agents (civil servants, contract staff), elected, citizens etc. Given this governance partnership, social partners and the secretary general services are include in the strategic summit.

#### 1) PRESENTATION OF CASTELNAU CITY HALL

Castelnaud was a crossing with Domitian, built by the Romans, which connected Rome with Spain. Rich in diversity, the town of Castelnaud was up 6.6% of its population compared to 1999. Castelnaud town has 15000 inhabitants with a density of 1335 inhabitants per km<sup>2</sup>. Castelnaud is surrounded by the municipalities of Clapiers, Montpellier and Jacou. The local community employs 391 agents including 254 civil servants, 11 non-permanent staff on permanent jobs and 126 non-permanent staff in non-permanent jobs.



Fig. 1. Distribution of the agents

#### a) The municipal officials

The City Council is composed of thirty-three (33) officials elected including the mayor, nine (9) adjuncts of the mayor and twenty-three (23) councilors.

#### b) The mayor, head of the municipal administration

The mayor represent the municipality. As head of the municipal administration, he exercises its powers under the control of the Municipal Council and under the control of State representative in the department. He is responsible in general for implementing the decisions of the council and to administer the town. However, he may delegate by order some part of its functions to one or more of his deputies and if necessary to councilors.

#### c) The municipal council

The essential role of the council is to manage by deliberations the business of the municipality for the Mayor and for the adjuncts of the mayor. The municipal Council meets at least quarterly at the calling of the mayor. The council decisions are taken by the vote of the absolute majority. Citizens are informed through the meeting report. Since 1995, the town of Castelnaud has implemented the municipal council of young people, which is a citizen place of expression for the youth of the town.

TABLE I. RESPONSIBILITY AND INVOLVEMENT OF DIFFERENTS ACTORS

The actors	Responsibility and involvement
Agents	They are at the heart of any development: their involvement, their commitment to development and their skills are key elements.
The directors of Service	They manage teams (agents), they are at the center of all of the partnerships.
General direction (executive management)	They provide guidance to the different services, they make decisions that involve the local community, they identified the necessary resources and they evaluate the results.
The Elected	They set the guidelines for policy including human resources, decide and engage their responsibility on behalf of the local community.
The social partners	They are collective representative of the agents, they are asked for opinion before making decisions that affect the organization of service.

We observe through this table that the policies are the actors who give guidance in the territorial public service.

In carrying out the 2011 social report of the city hall of Castelnaud, we were surprised by some indicators such as:

- ✓ The large number of absenteeism among the civil servants, on the grounds of illness for seriously long period in 2011 (peak with **49%**) compared to the past ten years: 25,23% in 2001 ; 32,13% in 2002 ; 36,50% in 2003 ; 39,58% in 2004 ; 23,28% in 2005 ; 28,35% in 2007 ; 20,12% in 2009 ; and 49,19% in 2011.

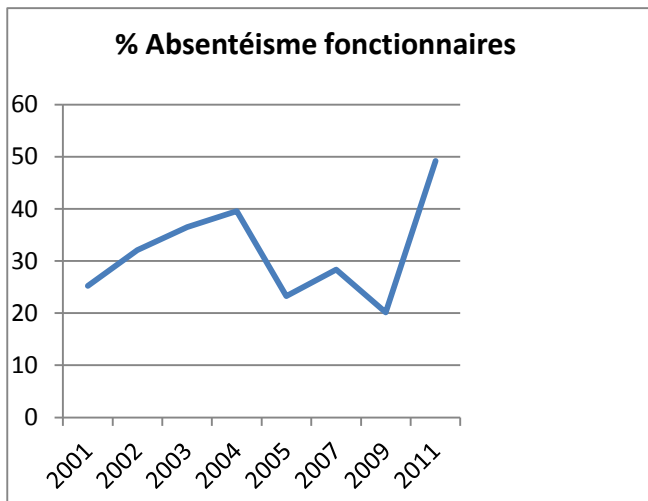


Fig. 2. Distribution of civil servant absenteeism rates per year

- ✓ The low rate of evolution of the agents in terms of career: five internals promotions in 2011 in the community compared to the number of agents (391) in total and the number of job sectors (8 sectors professionalized). There are opportunities for career developments, but they are very stable and very few sought by agents.

Based on this observation, we wanted to know the actions set up by the local community in the social dimension of CSR for the agents.

We will now focus on the social aspects of CSR / DD in the public sector. Therefore, we will first explain social policy and its components in a local community.

### B. Social policy

Social Policy is :

- The distribution of types of employment contracts (DC, IC, etc.)
- Professional equality between men and women
- The number of recruitment, the respect of diversity (insertion of disabled workers...)
- The health, safety and general working conditions
- The level of remunerations
- Training and career management (evolution, motivation ...).

According to the global performance theory of Reynaud (2003) [3], "social policy is equal treatment, good working conditions, and respect for human rights".

Thus, social policy of an organization is the set of measures put in place for employees in recruitment, remuneration, career management, health, safety and working conditions etc. It is implemented gradually to improve the lives of employees, to motivate them and avoid social unrest and disintegration of social ties.

The idea is also to listen carefully to the interests both personal and collective so that everyone finds meaning and motivation capable of generating the performance of the organization.

*"Anything that can improve the situation of men at work: employment, social relations, health and safety, remuneration,*

*respect for human rights ... may be favorable to the efficiency sought"* (Duval and Ranaivoson 2010, p. 38) [4].

With the CSR / SD, men find his place within the organization and within society as a whole. Human capital is valued here to be considered as a true resource to be preserved.

After explaining social policy, we will talk about in a second stage of social responsibility in the public sector, starting with its history.

### C. Social responsibility in the public sector

From the beginning, in the 1970s, the public service is designed to solve the social disorders, born of liberalism and market failures. The notion of public service from the end of the nineteenth century when, as a result of the industrial revolution, the action of the state has changed to invest in the economic sphere. It is to this situation was born the concept of public service, with the myth of a benevolent and generous state against citizens (Chevallier, 1994). These actions are thought to reduce the harmful effects of liberalism: the health of employees, for example.

But it is during the thirty years of growth between 1945 and 1975 that the state will become a true economic player. The public service is then presented as a way to regulate the economy (Espuglas, 2002). The tasks assigned are particular to allow the greatest number of people access to the comfort (creation of EDF, GDF) or new technologies (the phone for example).

We go out of strict necessity to overcome deficiencies to move towards a global vision of the role of public authority (Stoffa, 1995), with the heart of this vision, the desire to ensure greater equity. Equity in the consumer society allows everyone to access, fairness in technical progress and territorial equality between rural and urban. In administrative law, public service is based on three principles that are the consequences of this political and social vision: the principles of continuity, mutability and equality. In 1999, the state has encouraged companies and public organizations to sign the "Charter enterprises / public organizations for sustainable development."

It says "We enterprises / public organizations, signatories of this charter, declare that sustainable development that meets today's needs and those of our customers and users without compromising the needs of future generations is an integral part of our mission public service".

The state therefore assumes a leading role in the adoption of sustainable development strategies.

For the public, the values they defend are close to those of CSR (participation, community service, social respect), it may well stand as falling within the continuity of their previous missions. In consideration of the public interest, sustainable development appears to be a logical continuation of the public service, it interest in the short and long term (the reference to future generations).

In addition, the concept of CSR as such seems to be very little appropriate by the public actors, who have also by specific tools to implement sustainable development, considered more as an ecological concern implemented.

Public actors seem so far little affected by the CSR processes, since they were developed primarily for private organizations, especially for multinational companies.

By analyzing the rise of CSR/SD in the public sector, we find that the state has played a leading role in the adoption of sustainable development strategies. Thereby, we will now analyze and explain the process by which the state puts pressure on public organization so that they implement CSR strategies / DD, such as the device of Agenda 21 or the social report for local communities.

#### 1) SOCIAL COMMITMENT IN THE PUBLIC SECTOR : THE ROLE OF STATE

By the early 2000s, the French government has played a undeniable role in the development of government policy in favor of corporate social responsibility and more specifically in the public sector.

So he set up devices and laws such as: the "Grenelle de l'environnement", the requirement to achieve social report for the local communities, legal obligation to employ disability people (statutory rate 6%), obligation drafting of sustainable development report for all local communities (Act No. 2010-788 of 12 July), the local Agenda 21 ... These devices allowed to know the role played by the state in the integration of corporate social responsibility and sustainable development in the public organizations. So, the Neo-institutional theory will allow us to analyze and explain how local communities adopt those responsible behaviors under the pressure of the state (Decrees, laws ...).

#### D. Social commitment and institutional pressures

Neo-institutional theory (DiMaggio and Powell 1983) permits to explain the external determinants of responsible community engagement. It also provides an understanding of how organizations are forced to comply with rules, norms and values of their environment under pressure from institutional constraints.

Institutional pressures, plays an important role in the implementation of sustainable development policy and social responsibility in local communities conducted within Local projects Agenda 21. Faced with these various institutional pressures, local communities will resort to the use of tools to allow them to improve the transparency of their actions. In this paper, we used two tools: the social report and Agenda 21 because they are both tools for sustainable development and CSR communication used by our field study (city hall of Castelnau-le-Lez).

Following legal pressure (the law on the social benefit of employees of local communities), economic pressure (masters of public debt) and societal pressure (from NGOs), local communities are increasingly engaging in more active steps in seeking to demonstrate their environmental and social implications (Dreveton 2009) [8].

To meet these challenges, local communities can rely on tools to provide "proof" of their commitment encrypted.

Building on neo-institutional theory, we analyze how local communities are implementing strategies to Agenda 21 and the social balance sheet to conform.

#### 1) STRATEGIES FOR INSTITUTIONALIZING CSR/SD

Pressures from stakeholders are not the only ones that can change the business strategy to responsible engagement Bonneveux, (2010) [9]. However, changes in legislation and regulation may also contribute to what the company is developing, a strategy more focused on CSR.

We selected three categories of strategies of institutionalization with concrete examples (Agenda 21, social report) in the case of local community: the coercive isomorphism, normative and mimetic (DiMaggio et Powell, 1983) [10].

##### a) The coercitive isomorphism. (example :the requirement to achieve social balance by local communities)

According to the Decree 97-443 of 25 April 1997, as amended by a decree and an order of 29 January 2010, all local communities are required to achieve social balance sheet to account for their activities and actions performed. The circular of 16 February 2010 setting out the timetable and all communities are subject to this requirement, including those that do not employ a full-time agent (ratio Directorate of Employment, 2012<sup>1</sup>).

This obligation is a concrete example of coercive isomorphism and institutional pressures, as communities with the law are brought to comply with and adopt responsible practices. In 2003, Roselyne Bachelot, then Minister of Ecology Environment and Sustainable Development, said that in terms of social reporting, "Public organizations must lead by give example for the CSR/SD."

##### b) The normative isomorphism (example Agenda 21)

Local communities face pressure from citizens, associations, agents and private organizations, will implement processes to indicate the truth of their commitment. Agenda 21 was launched at the Earth Summit in Rio in 1992. It aims to develop an action plan for the 21st century at international level (Da Cunha, 2005) [11]. Local Agenda 21 is a global initiative launched by a local community and territory, driving with population and local stakeholders, with the collective goal of making sustainable development the new model of land development (report 2013 Ministry of ecology, Sustainable Development and Energy). There are five main streams: the fight against climate change; conservation of biodiversity, protection of environment and resources; fulfillment of all human beings; social cohesion and solidarity between generations and regions; and the dynamics of its

development following patterns of production and consumption officials (Ministry of Ecology, 2013).

As part of our study, we are interested in focusing on human well-being and social cohesion, human and territories axes.

This device which is led by the Ministry of Sustainable Development, invites the local community to recognize the reality and quality of their territorial sustainable development project. It results in an action plan to improve the quality of life for residents, workers, conserve natural resources and enhance the region's attractiveness.

### c) *The mimetic isomorphism*

Faced with globalization, competition and the coercive process of the authorities, communities will adopt mimetic behaviors (as do others). For example, since the establishment of "Local Agenda 21 France", the number of local communities is growing every year.

A study by the Ministry of Sustainable Development (2013) show that, 86 new territories were recognized as "Local Agenda 21 France" in 2013 including:

-64 municipalities, 17 intermunicipal, 4 counties and 1 region.

-470 Communities and territories were recognized Agenda 21 local France since 2006 including: 302 municipalities, 90 intermunicipal, 16 countries, 26 departments, 7 regions and 29 Regional Parks.

-And more than 950 communities are already engaged in a process of Agenda 21.

## 2) *SOCIAL REPORT AND AGENDA 21 AS TOOLS FOR ESTABLISHING A CSR/SD*

The use of Agenda 21 and the achievement of social reporting allow local communities to set up devices CSR/ SD and show partners that the city is fully committed to developing actions that are "responsible". So these management tools become a means, among others, to set up the CSR device or account for commitments on sustainability/corporate social responsibility.

### E. *Research Methodology*

The goal of our research is to analyze the device set up (actions taken) in the city hall of Castelnaud in terms of social policy for the agents (career, wellness, training, recruitment ...) and see if this device is a responsible management.

Thereby, we adopted a qualitative research methodology. Because qualitative analysis by interview allows us to have much information from the different actors (elected, unions, agents, department heads ...) and allows us to compare the different points of view from those of decision-making authority (Mayor, elected and responsible) with those of agents.

According to Wacheux (1996)[12], "the implementation of a process of qualitative research is to understand why and how

events in concrete situations". As our topic is an emerging issue, we naturally used a qualitative methodology focused on a case study.

Conventionally, qualitative data were collected through interviews and other data by research paper (social report) and by direct observation (6 months in the community).

According to Grawitz (1996) [13], "interview is the tool of choice for the exploratory phase of an investigation. It is itself an exploratory process" (Blanchet et Gotman, 1992) [14].

Data collection was performed during semi-structured individual interviews with different actors. In total 22 peoples were asked including:

- The Mayor (Jean-Pierre Grand)
- 2 elected
- 8 department heads, including one responsible by sector and the general secretary of services.
- 2 union representatives (labor force).
- And 8 agents, 1 agent per sector.

We could not talk about the device in place (social policy) without information from: those who took the decisions (Mayor and elected officials); those who manage the staff (responsible of services); from those who oversee the implementation of the device and coordinates the political guidance by the Mayor and the municipal executive (general secretary of the services); those who represent workers (unions) and ensures the respect of the commitment and agents who are the beneficiaries of the device. That's why these people were chosen and this choice corresponds to our research question.

The choice of eight (8) departments managers and 8 agents by sector, can be explained by the fact that the local public service includes eight sectors: Administrative sector, Technical sector, the medical-social sector, the social sector, the Cultural sector , the Sports sector, the Medico-technical sector, the Municipal Police sector, Fire-Rescue sector and the Animation sector. So it was appropriate to have at least one agent per sector and the head of each sector to confront different views on social policy, allowing us to explore the city hall globally.

The time of each interview was 1:30 to 2:00, based on an interview guide, which focuses on the main dimension of human resources management: Information System, Communication, Organization, remuneration and Employment. The questions were related to corporate social policy (CSR) of the community. However, the questions are not the same, each people had a specific interview guide. It was a way to analyze the responses singularly and appropriately.

For the interview guide sent to agents and unions: six (6) topics were:

- Theme 1: Social Responsibility.
- Theme 2: Motivation / pay / promotion.
- Theme 3: Communication system.
- Theme 4: Training
- Theme 5: Recruitment.
- Theme 6: Working conditions.

For the guide that was addressed to the Mayor, elected officials and department heads: seven (7) topics were:

- Theme 1: Social Responsibility.
- Theme 2: Motivation / pay / promotion.
- Theme 3: Communication system.
- Theme 4: Training
- Theme 5: Recruitment.
- Theme 6: Working conditions.
- Theme 7: Social relations and unions / management conflicts.

These interviews were supplemented by information from the social report to see if the results of the social report on social policy were consistent with the discourse of different interviewees.

#### F. Analyse and presentation of the results

Our results are presented by the interview guide and different components, the device put in place for agents in the city hall of Castelnaud: working condition, motivation, pay, communication system, training, and recruitment.

##### 1) MOTIVATION IN THE CITY HALL OF CASTELNAU

According to elected and service managers, agents are well motivated and so they have much advantage "*the rewards without mandatory elements*". This is about peripheral remuneration that is, bonuses (indemnity plan), aid to families (contribution to costs of childcare, spare-time center...), participation to the transport home-work, professional training, staff housing for caretakers of primary schools, language trips for children and service awards in recognition of the quality of work performed.

However, the advantages alone are not enough to motivate agents. Several agents interviewed expressed their need of relationship and recognition from their manager. M3: "*just one little word or smile can motivate, but we don't have!*".

##### 2) THE REMUNERATION POLICY IN THE CITY HALL OF CASTELNAU

Remuneration management is a key element of governance "it is a very powerful lever for value creation"(Peretti, 1998) [15]. The remuneration system in local communities is chosen based on two objectives: the diminution of costs to control public debt and the reduction of debt levels and maximizing motivation for quality service. To achieve this, the public servant remuneration is determined according his rank, the level to which he belongs and the value of his point.

Given the amount of its budget, the Mayor considers that a remuneration policy is rather favorable and considers that it is

a responsible approach "*our remuneration policy is based on equity in pay between men and women, between people who have same grades and steps, we also reward agents for the risk associated to their work*". However, the opinion of the Mayor about remuneration policy is not shared by the agents, who think that their remuneration policy is unfair and inconsistent. Because in the local community, it is the authorities who decide on indemnity systems. These indemnity systems plans allow agents to complete their salary. This means that even if the remuneration of agents is common to the three public services and fixed by the state, local communities have possibility to enhance the remuneration of their employees with indemnity systems that are fixed individually and depending of the results achieved by the agent, based on his work objectives. However, according to some agents, there are some injustice in the distribution of these benefits and therefore remuneration in generally.

We can say that on the contrary some companies that tend to segment the different forms of remuneration, forgetting to look at the consistency; the public service optimizes the relationship between direct remuneration and peripherals. The balance between the different levers, institute an effective policy of remuneration and encourages the overall efficiency of the organization.

##### 3) THE COMMUNICATION SYSTEM

The system set up for the communication in the City hall of Castelnaud is the intranet. In the intranet there are all information regarding contests, jobs, memos, training catalog (offers training CNFPT), social report, press reviews, cultural events etc. According to elected and services managers, "*communication between staffs and managers is going well, staffs have all the information about them and the city hall on intranet or on billboards*".

The downward communication is done through the different department heads, who broadcast information via email, on billboards for field staff or by department meeting.

However, this kind of communication is done from one service to another. For example, according some agents "*in our service, we have every Thursday staff meetings to be informed about everything and even on the work being done in the city, inaugurations...*". While others have told us that: "*The communication system is very poorly managed, we always look for the information and again, I'm not getting the right information, there is no communication with line managers mainly for our category (charlady)*", has been given us by the responsible of charladies.

According to a technical agent, "*we do not have luck to have the information as those who are in the office*".

The upward communication, it is almost nonexistent in the city hall.

##### 4) THE TRAINING

As part of social policy, the local community allocates 20% of its payroll on staff training.

The agents have a catalog with training opportunities. Some training is done inside, organized by members of the City hall for example: training on road safety, accident prevention for

the police officers and for the agent who work on the green spaces.

According to the representative of the labor force, "*nearly 300 agents benefit from training plan per year*".

All agents interviewed asserted that the training is accessible, and that applications for training are never be denied.

However, for fear of losing their jobs or be assigned to another service if their start training, some agents refuse training. For others, the reason is the job security, because they do not want to evolve in their job with the security of employment in the public service, "*I don't try to evolve, I'm fine where I am*".

All these factors are obstacles to the training of agents. The political will to do well in terms of professional training is present, with a device that allows agents to choose the training they wish among the training offered to them, and the obligation to use the DIF (right training) over 5 years. As said by the representative of labor force (FO) union "*agents receive regular training proposals, they choose the training that interest them. The city hall has never denied training to agents. Everything is in place for their development through training*".

But agents are reluctant because most of them do not want to evolve.

#### 5) RECRUITMENT IN THE CITY HALL OF CASTELNAU

The recruitment of contract staff was not possible before in the local public service. But with the flexible rules and the difficulty of finding permanent staff (people who have succeed to the public service competition) in some occupations (for example childcare), local communities now have the ability to recruit non-civil servants and after integrated them as civil servants.

The general method of recruiting of the civil servant is competition. However, some grades of category C may be recruited without competition, in some sector that is less qualified. Similarly, some disabled workers who have a required degree, may be recruited without competition for a contract before being civil servant.

The recruitment process is formalized, but recruitment is mostly local. However, the City hall of Castelnaud, is one of the local communities which is above the statutory rate (6% for all French local communities) for recruitment and retention in employment of people with disabilities. It employs 8.7% of disabled workers with an average rate of 4.22%. As one of the managers told us, "*even if the recruitment methods are not perfect, we have a large proportion of disabled people who work at City Hall*". It is the same for the young in apprenticeship.

The city hall of Castelnaud has made significant efforts about training and professional development apprenticeship of young. The city hall recruits 15 young trainees in different sectors, in order to promote the employment of young people in jobs, offering them opportunities and also to anticipate retirement.

#### 6) SECURITY AND WORKING CONDITIONS

In the City hall of Castelnaud, there are management procedures in case of work accident.

The agent victim of accident informed his line manager, the line manager establish a report about the accident, the agent deliver its opinion and makes a statement, the witness also makes the same if there are any and after, the report is forwarded to the HRD.

If the accident is legitimate, the agent receives a treatment with the assurance of the city hall. However, if the accident is not legitimate, the head of absenteeism conducts an investigation to see if the agent was present when the accident happened. Thereby, in case of accidents on the way, she uses a map to see if there are consistency between the workplace of the agent and his home. Then she establishes a report submitted to the analysis of the HRM and to the general secretary of the service. The agent after all these procedures, see a doctor and provides a certificate of work accident which describes the situation.

This process has been put in place in order to avoid false declaration. For example, some agents expressed to us their displeasure about the false declaration: according to C2, "*there are agents who abuse, for nothing, they stop work because of illness ...*", C3 "*for me when you stop to work because accident it's when is very serious. But some agents declared work accidents just to have holidays or a physic session*".

The head of security and working conditions told us that 50% of agents do not respect the protection equipment of work, so there are high rate of work accident. According to the technical agent, some agents do not put on protection equipment because they think that they have much seniority in their work and do not have any risk.

#### ➤ The actions set up in place:

- The single document (directory of professional risks related to the function)
- The wooden base for supporting computers in offices, adapted for the screen to avoid damaging the eyes,
- The personal protection equipment (PPE) is a device intended to be worn or held by agents, in order to protect them against the risks associated with their work. Technical agents are equipped with helmet, agents who are working in school canteens have protective shoes and charlady has cleaner's shoes and security system to lift buckets in order to limit work accidents.

Following the analysis of the device (social policy) of the city hall of Castelnaud, we find that there is a desire to doing well from power decision, even if there are still ways of improvements, allowed to lead to the responsible engagement (social dimension).

#### G. Discussion

In this article, we have tried to analyze the device set up in the city hall of Castelnaud on the social dimension of CSR (training, recruitment, security, working conditions, remuneration and motivation).

Thereby, we conducted a qualitative case study through an interview guide that allowed us to interview 22 peoples of the

city hall of Castelnau who are: the Mayor, 2 elected, 8 department managers, 8 agents, 2 union representatives and the general secretary of the services.

Our results show the social policy of this local community on CSR. Each part developed shows the action set up and the device put in place for agents. However, some differences between the discourse of responsible (Mayor, elected, department head) and agents lead to discussion of our results.

Thus, the results on the remuneration policy show that the remuneration system of local communities is fixed by state. However, even if the remuneration of agents is common to the three public services and fixed by state, local communities have possibility to enhance the remuneration of their employees by giving them indemnity systems that complete their salary.

According to the agents, these indemnity systems are not often given equitably. While this point of view of agents is different from of the Mayor and heads department who think that the remuneration policy is equitable and responsible.

Some work in the literature (Lambert, 2007; Pebereau, 2005) [16] explained that the non-allocation of some indemnity in the local communities, often thought as unjust by some agents, is due because of the necessity of local communities to control the global public expense in a context marked by the increase of public debt. These studies also show that the remuneration of employees of local communities has progress quickly in the local public service than the other public service in the last 20 years. Because of the growing of average qualification of personal, outsourcing of low skilled jobs, and the minimum qualifications required by state for some positions.

So according to these authors, the non-allocation of some indemnity can also be explained by the increased of personnel expenses and the fact also that the indemnity systems are capped and fixed by state, so local communities does not have a choice.

In fact, the general mode of recruitment of civil servants is the competition. However, some grades of class C can be direct recruitment without competition. And so the recruitment process is very often local (through relationships).

Our results confirm the study of Label (2006) [17] showing the existence of nepotism in local communities. According to the author, this process is usually based on a trust relationship which can be in long-term on many generations. Our results are also consistent with the work of Demin and Saez (2010) [18] conducted on the population of 2000 civil servants, showing that personal favoritism exists in the public administration and this phenomenon causes a real concern in these kinds of institutions.

On the other hand, some people believe that sustainable development is a logical continuation of public service (Bailly, 2008; Rousseau, 2008) [19]. According to Bailly (2008), the public service values are proximity to the concept of sustainable development and CSR. This would mean that sustainable development has always been in public service a long time before the popularization of the concept. Unlike Rousseau (2008) [19] believes that sustainable development cannot be seen as a logical continuation in the public service, because its adoption in the public sector has been under pressure from the state. The author believes that there is less

commitment to the social and societal aspects in the public sector than in private companies that promote greater social, economic and environmental responsibility.

If we refers to the matrix of societal commitment strategies of Berger-Douce (2007) [20], there are four societal commitment strategies (Proactive, reactive, mobilizing and ritual). We can say that CSR practices of the Castelnau city hall are closer to proactive practices, because they have a strong environmental commitment associated with a low social commitment. This is explained by the fact that the concept of CSR / SD is considered as a practical concerns related to the environment. That explain the strong commitment of the local community of Castelnau in environmental (involvement sorting and collection, signing of the Convention Eco-Mayors to reduce at least 20% its gas emissions by 2020 greenhouse...).

So besides all the actors interviewed, asserted that the CSR / SD was "all actions to preserve the environment".

This confusion is due, because sustainable development was initially environmental issues; with the ecological crisis that emerged in globalized way (climate change, dwindling natural resources, freshwater shortages, reconciliation of peak oil, food security, deforestation and drastic loss of biodiversity, natural and industrial disasters ...) (Giddings, Hopwood and O'Brien, 2002). [21]

#### *H. Conclusion*

Finally, this study showed the social policy of a city hall of Castelnau on the Social Dimension of CSR. It allowed us to analyze all the actions executed on different components of human resource management, see the managerial implications for determining the responsible management of the system put in place.

The first major contribution of this study is that there are little studies on CSR / SD in local communities. The results of our study are important and interesting both theoretically plan and practically plan.

On the theoretical plan, the analysis of social aspects CSR / SD in the public sector allowed us to understand that the state has played a leading role in the adoption of sustainable development strategies in the public sector. And this analysis allowed us to explain through the isomorphism (coercive, mimetic and normative), the process by which the state puts pressure on local communities to implement CSR strategies / DD, such as the social report and Agenda 21.

In practical plan, this study allowed to show to the practitioner the actions that can be executed in terms of CSR on the social dimension and to thinking about all the improvements that they can do through the case study of Castelnau city hall.

The analysis of the CSR device of the municipality of Castelnau, also allowed to show in some aspects that CSR / SD of the community are not sometimes a voluntary approach, but constraints by law on social benefit of the agents that is



not voluntary from local community but an obligation of the state (for example the law social of agents).

The limitation of this research is that the data collected are from a small number of staff, so it will be necessary to continue the investigations on a larger scale in future research, by completing an analysis of the economic and environmental dimension, in addition to the social dimension and measuring the global performance on the three dimensions that could be compared with other local communities.

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