THE EMERGENCE OF CSR IN THE TEST OF THE RESTRICTION OF ITS MEASUREMENT TOOLS

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Abstract- with the new era of global economic openness, economic actors find themselves in the necessity and even the obligation to admit themselves to a certain level of economic development, openness and, above all, consideration of the environment. External, in this case CSR remains the concept that is at the heart of all socio-economic debates, but a stagnation of its emergence in developing countries gives way to the following questions which hinders its development. ? And how the restriction of the measurement tools adds difficulty to its emergence ?

Key words- Corporate social responsibility (CSR), Emergence, Measurement tools

I. INTRODUCTION

Among the new requirements economic arousing so much interest both in the world of matter as academicians researchers is the social responsibility of business, the past will not only be able to integrate the principles of CSR, but also to make is credible enough to all stakeholders . As a result, this article will deal in two parts, a theoretical attempt through which to present the historical progression of the emergence of CSR from its appearance to the treatment of these indicators and an empirical part that will try to put forward the opinion of financial over the restriction indicators and how it impacts its emergence.

II. CORPORATE SOCIAL RESPONSIBILITY

A. Historical

It is wise to contextualize the emergence and history of corporate social responsibility, a concept that can only be understood through its historical path that dates back to the end of the 19th century. Thus, if the French jargon did not know the expression until the 1990s, American literature had known since 1950 " corporate social responsibility And today speaks a lot more about human social responsibility ". Noting a century of development of emergence and adaptation CSR has gone through four phases from these allusions of appearance to the present day, the years from 1900 to 1950 that saw the emergence of social concerns, the period from 1950 to 1980 marked by utilitarian purposes, from 1980 to 2000 where the environmental aspect took the lead and finally from 2000 to the present day, or the attachment to well-being is no longer a luxury but a necessity.

B. Definition

The first guidelines of CSR were defined by Bowen[1] especially in his book published in 1953 rarely found ' Social responsibilities of the businessman' which presents itself as the intrinsic factor of the appearance and the prospection of the relation company / society, besides Bowen was the first to have presented the responsibility of a leader as a factor of performance. According to Bowen the first conception of CSR refers to the obligations of the businessman to pursue such policies, to make such decisions or to follow such lines of action that are desirable according to the objectives and values of our society ". " It is a question of placing the values recognized in society above personal values and that in a voluntary movement of reason, because the businessman having more power than the ordinary citizen must be able to understand the impact of its action on society. In other words, this conception favors the interest of the whole rather than the interest of the enterprise, but the two interests must serve the common interest of the adoptive society of the enterprise.

C. Emergence

Corporate social responsibility a concept that is becoming more and more familiar with all economic spheres, a concept that balances between a maturity accentuated in the United States and its cradle and a strong emergence in Europe the continent that has been able to benefit rationally and a development in Africa the economy that tries to go beyond the legal requirements to cross the course of the responsible economy.

Moreover the situation of CSR in 2017 is more flourishing than ever the general overview of its development allows to deduce a development proportional to its appearance which means that the United States remains in a leading position in terms of proposal new ways of developing CSR. In Europe the situation is not of the same magnitude but is unlikely to be delayed, the emergence of CSR is reaching its peak and studies are moving towards the optimization of CSR performance. With regard to Africa, a continent still under development took time to align but at least social black zone to go beyond obligations and think about responsible actions ; so

[1]Howard R.Bowen, American Protestant economist, who for the first time expresses the social responsibility of a leader as a performance factor.

the continent does not intend to leave the gap as important as that.

III. MEASURE OF CORPORATE SOCIAL RESPONSIBILITY

Any factor impacting performance either positively or negatively must be expressed in numbers and must be measurable ; since CSR strongly impact it would follow the same logic, but we do not find enough indicators and ratios that enable the reason which is intrinsically based on the relationship between the social and the financial by relying on specific ratios to each sphere to deduce the influence of CSR.

A. Financial indicators

Several indicators can be used to analyze the real health of the company. Among other things, there is the rate of return, the rate of return on assets, the working or cash flow requirements, the operating cycle of the products, the deadlines for customer and supplier regulations. They also make it possible to compare two companies operating in the same sector of activity and to identify the relevance of a merger-acquisition or joint venture in terms of external growth.

B. Non-financialindicators

Many studies have faced the problem of choosing appropriate measures of corporate social performance. KLD measures are the most comprehensive assessments of corporate social performance and social responsibility at present, as they use a multidimensional variable that encompasses a wide range of performance aspects of different stakeholders (Sharfman, 1996). . Each aspect is assessed against a company's benefits and weaknesses.

C. Combination between Financial and Non-indicators

The link between social and financial performance has prompted also the interest of several theorists and especially those who wanted to highlight this relationship in favor of CSR, in this way a study done by Preston and O'Bannon[2] in 1997 put forward three likely scenario of link is the first optimist who states the positive link in pressing on social we improve the financial and having good financial performance can afford to invest in the social. The second scenario that opposes entirely to the first then stipulating the negative link by arguing that the social is only a useless luxury engendering additional charges . And finally the third scenario that separates between two vision Francophone that highlights the link and a neutral impact between the two performance stating that the achievement of a performance or another depends on a set of factors that interact between them and not just the combination between two sphere ; and the Anglo-Saxon vision, which somewhat contradicts this logic on the pretext that it is an impossible and incoherent limit to speak of neutrality between two great poles which can present themselves as the leaders of allcompanie, the social and the financial ones, so instead to deny the relationship between the two it evokes the term mutuality if the company relies on its financial performance to achieve social performance or to make it the same level or vice versa it is a mutual relationship.

[2]according to the study on The typology of the relationship Social performance and financial performance (Preston and O'Bannon 1997)

IV. CSR INDICATORS

A. Necessity

The need for CSR indicators comes mainly from the need to measure the return on responsible actions, to control the socially responsible nature of the actions of a company must evaluate its performance through a battery of indicators. This will allow a comparison to standards, the indicators will indeed objectify the judgment on a company. Thus, companies rely heavily on exclusively financial indicators to measure and control performance, but in the face of the new economic situation and the emergence of the economy. multidimensional and responsible as well as the consideration of all factors that may impact the performance of the company, financial indicators are no longer sufficient and is limited to the measure of so-called traditional performance and which does not reflect the reality of the company (this was approved by Nortan and kaplan who have highlighted that the measure of performance should not be imitated to financial indicators) , and therefore the proposal of non-financial indicators or even indicators that deals directly with the CSR is more than necessary than ever for both companies, leaders and even economists who try to settle in the relationship between the alignment towards CSR and value creation.

B. Feasibility

The need for use of CSR indicators faces the dilemma of feasibility. Besides, CSR is in continuous production information to the internal actors of the company and especially of the stakeholders. Yet these indicators are as much a source of difficulties as they do not solve. They thus complicate the assessment of CSR practices of business. But and if we dig closer, indicators of social responsibility of business is not totally new to the company. The social balance sheet has existed for more than thirty years (Chevalier, 1976 ; Martory, 1990) and foresaw even at the time, a multitude of social indicators, which can be found today among the CSR indicators. Thus the consideration of the CSR requirements must be accompanied by a unification, regrouping and the will to create a synergy between the indicators, initially dispersed between several direction and department.

C. Limits of the CSR emergence

CSR still cannot proved its benefits mainly in developing countries which ensures that socially

responsible actions must be measured and above must prove that they positively impact the overall business performance (study by Preston and O'Banon) . The constraints that currently stand in the way of CSR is that we still cannot ruled that the improved performance that neighboring alignment towards CSR is exclusively of its practices, ie all evaluations in respect of CSR are in trying to compare the periods before and after alignment to CSR or comparing between companies operating in the same sector but not giving the same responsible values. But the conclusions remain subjective since no ratio allows us to decide that at the moment T the responsible investment X has allowed the profit Y. and therefore most of the developing countries remains retraining compared to the alignment towards a responsible economy assuming that it's more charges and investment have uncertain returns and who can be content with an legal economy. So in other words, we can clearly see the relation between the absence or the restriction of CSR measurement tools in relation to its emergence.

V. PRESENTATION OF THE SAMPLE OF STUDY

A. Interest of the study

The purpose of the article was to define the scope of CSR from a measured angle of view given that the latter aroused the interest and curiosity of so many researchers and researchers academics. either try to answer the intrinsic question that has long been asked : it really is alignment to CSR allows value creation and this can only be done if and only if one arrives from translate socially responsible actions into indicators and relate them to previously calculated traditional indicators in order to have management ratios of the socially responsible business activity. The objectives of this study was to see the vision of the financiers and even to try to see how much it seems to them so necessary that feasible as well as to answer the following problematic " the extent to which the restriction of CSR measurement tools limits its emergence ? ".

B. Methodology

To face the challenges of the social responsibility of each entity is from now on a necessity, but the inscription in a so noble step is not easy like its appearance. Academic research on the impacts of social responsibility on business performance has attracted the interest of many researchers. Without really asking the question about measuring this impact. Alignment with CSR allows for value creation, but it must first be translated into a battery of indicators. To answer our problematic, we opted for a qualitative methodology

This study was conducted with four financial executives. It first manifests itself through the collection of data from four semi-structured interviews conducted with the financiers of the targeted companies, who are involved in CSR projects. These interviews, lasting one and a half hours, were intended to highlight the main characteristics of the CSR projects and actions implemented by the companies as well as to see the extent of the vision of this practice by these managers. and its impact on performance and then move on to the intrinsic question on which this research is based, which is only their presence, as the ratios necessary for the diagnosis of the financial health of the structure. The debate has led us to analyze also obstacles that hinder the emergence of CSR in Morocco.

The study was conducted with four Moroccan financial operating in four major Moroccan companies in different sectors.

VI. CSR AT THE HEART OF COMPANIES

A. The impact of CSR on performance

The realization of the study was with the financial executives of the various companies chosen. Before embarking on the vision of financiers regarding the need to have CSR indicators in the internal systems of companies and their restriction. It was wise to begin the debate with their perception of the impact of these on the performance of the company. The involvement of the interviewees in the company's strategies gives them a clear idea of the impact of the adoption of CSR practices on performance as well as the determination of a combination between the social, societal and environmental aspects of their entities and overall performance. If we take the example of the first financier, says that CSR positively influences the performance of the company, we add that this is much more about the social aspect and that even if the studies still to be decided that the impact can to be positive, according to his experience the motivation of the employees through rewards, their sensitization as well as the different trainings made with them fall in a vision of improvement of the quality of work which generates an increase of performance, according to him : " it can be decided that on a return on social investment, there is always a feeling but that is unfortunately not calculate ".

the second financier who works in a large maritime company started his speech by his former experience as a financial executive in a bank in explanation that the adoption of socially responsible practices is a strategy to acquire more customers, so it is a strategy for commercial companies to aim for a good brand, its neutral vision specifies that socially responsible practices (CSR practices) help to win the trust of our customers who are influenced by the topics that are interested in their health, so a company labeled CSR and having a label of respect for the environment and environmental standards will be preferred. In another perspective, the third financier joins in a way the first vision by stating that any responsible practice

adopted by the company will certainly increase its client portfolio on the one hand, on the other hand have a good climate, a good motivation and good values disclosed within the company and this certainly translates into a positive result. And so, according to him, " we cannot afford to do without these socially responsible values ".

The results are scattered between a vision that confirms that CSR positively influences the performance of structures but from a social point of view since it is the only easy component to introduce and translate, and a last one which states that CSR is a among other things, by qualifying as an element of influence and differentiation.

B. The necessity of CSR indicators and ratios

During the interviews that were conducted with financial, the main question we wanted to answer was how they feel the presence of social responsibility ratio necessary for the diagnosis of the financial health of structure, as to answer the question what impact really CSR on your business still seems difficult to conceive.

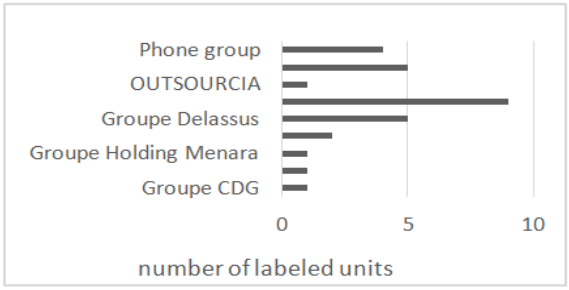
According to the financier of the company operating in real estate, the added value of a responsible behavior does not necessarily wait for ratios for this feeling, he even specified that : " We may not be labeled but we are responsible, our responsibility is felt and reflected in every corner of our entity, it positively impacts our activity, we are satisfied with it and it is enough for us, so we can do without measured ". He added that the majority of companies cannot even satisfy their civil society even less their environment, so we take much more into account the social and the legal side it is translated into significant ratios against the voluntary aspect is a reward direct for employees who do not necessarily have to calculate themselves to benefit from tax reinstatements. the second financier who works in port management the idea of measuring the impact of CSR is not as interesting as it appears, he argued his idea by his concrete examples saying that " how can i make the connection between my entity's involvement in building schools in faraway villages with increasing turnover, no ratios can be done no any percentage will be significant it's a budget which is occasional and therefore it is difficult to decide is better reasoning in such a way that responsible behavior is a conviction ". While for the third financier who operates in a labeled industrial enterprise it specifies that the label was awarded to them following the requirement of the parent company, and the actions undertaken are mainly those indicated by the general confederation of Moroccan companies and are in their favor. globality has a legal aspect so it does not feel the difference between the legal social that is already translated into ratios and implicitly impact the figure obtained and according to him " social responsibility ". On the other hand it is thwarted by shareholders in actions that have a quarterly character or that occurs every three or four years, they cannot afford to translate them even if it is feasible and easy but they will impact the figure presented to the shareholder who does not necessarily share the same responsible value. So he added " for example donations made to a cancer control association has only 0.005% of the turnover, it is an action its returns beneficial so the percentage of impact is very minimal it is used for nothing introduce ". the last financier operating in the banking sector in a labeled entity specified that the presence of ratios to measure both the CSR and its impact and more necessary than ever according to him " certainly our company is labeled with a CSR department and a cell dedicated specifically to the management of the responsible activity of our entity, but still struggling for measurement and calculation, we try to propose ourselves equations and correlations between different indicators to deduce ratios given the absence of a universal model ". for him the idea of measuring was not too present at the beginning of their alignment but as and when he feels the feedback on the company's actions in terms of conquering new customers, seducing new collaborators or even to enter new market with the new economy nothing better to achieve all this than to position itself as an entity with responsible values, and even vis-à-vis the shareholders the results presented seems to satisfy them today we come to concretely see the increased market share thanks to responsible action, the ratio is very significant and powerful, the turnover has increased by 30% since 2015 (year of obtaining the label) the turn-over rate drops by 48% our employees seem satisfied, and even begin to feel that we even manage to transfer the sense of responsibility to our customers as the questionable and contentious customer rate has dropped by 20%.

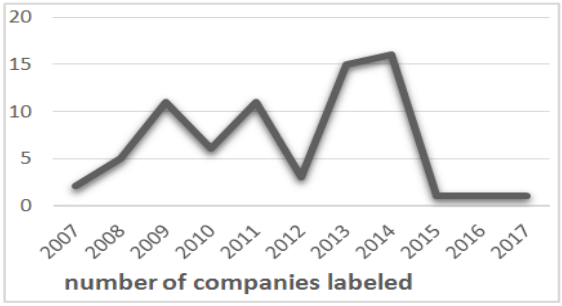
So as a conclusion the financiers are divided between the idea of adopting responsible ratios or content themselves with the existing basket, this is due to the culture disclosed in relation to the concept itself many of them could afford the qualified as a purely marketing strategy so it is still far from aligning itself towards the financier.

VII. RESULTS ANALYSIS : WHAT THE EMERGENCE FACE THIS RESTRICTION ?

CSR remains since its early years appeared one of the most ambiguous problems, an ambiguity which also confirms the theoretical and the empirical level. Moreover, according to our financiers, this qualification is primarily due to the difficulty of defining the concept itself in order to successfully position it, adopt it and adapt it with the context of reception. ; the problem of the article was how the design ratios dedicate a CSR allow or limit its emergence but as with the realization of the article it turned out that it makes sense to see the perception of financial compared to these measurement tools before

their conception ; according to the bank's financier, these ratios are necessary to be able to convince, the other entities which does not believe in the responsible economy , the advantages that one can draw from the CSR, according to always the same interviewee, " CSR is like a beginner it needs the opportunity to prove what it's worth, but every company requires experience". This opportunity are ratios that will put ROI on the web and make CSR a decision overall strategic not an image strategy brand. But on the other hand it is necessary to put the point on a detail that the financier of the shipping company to emphasize "CSR must first and foremost get rid of the label cost, luxury, and marketing to emerge "Its emergence depends above all awareness companion, to anchor the culture of accountability among futures leaders was to believe in CSR and it is at this point that we can develop indicators and ratios that we will have to der pilot this performance. According to the third manager who argues that CSR has had its first day in Morocco thanks to subsidiaries of multinational companies a culture that is not ours has infiltrated our economy and it is this lack of reconciliation between international devices and national, which slows down its emergence. Based on the verbatim of the first three financiers, the concept of responsible culture, international subsidiaries, was omnipresent in their argument of emergence of CSR, which we questioned tried to see, based on the list of companies Label published on the CGEM[3] website CSR section, the evolution of the integration of CSR in Morocco, their say are confirmed given the nature of companies labeled and the number of labels awarded since the introduction of the label in





Morocco in 2006 and the following graph proves it :

- Effectively more than 40% of the companies labeled are group subsidiaries.
- Despite efforts, the pace of granting the label remains, with a slight growth in 2013 and a sharp decline since the same year.

According to the latest financier the economic dimension of CSR and the priority for Moroccan managers, no one can understand that if we manage to measure it we are all aware of the impact of CSR on our performance but we are not sure the degree of the latter if it happens now is we calculate carefully defining the returns of each share through specific ratios CSR certainly deserves its place in the economic fabric.

So it is clear through the financial answers two essential axes hinders the emergence of CSR ; firstly, its marketing strategy image and the lack of measurement tools to concretize and decide on its impact ; and the question that leaves to desire will be why countries very developed have succeeded in exporting CSR but do not make the effort to realize it ?

CONCLUSION

The question of performance and corporate social responsibility is one of the most actively traded issue in the world of investment and funding, studies on the link between CSR and performance overall don't result so far at any consensus , the results of these studies vary enormously between the confirmation of a positive link and the highlighting of a negative link, according to the results obtained following the various interviews conducted with our financial companies the ratios of corporate social responsibility, have to face before all their rather requires that their feasibility. In spite of the abundance of these studies, and the restriction of the indicators the debate and far from being closed, and leaves place for the questioning which legitimizes the interest to study and to reconsider the emblematic question. : CSR will it be a conviction of value creation if we succeed to measure it ?

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