The Impact of Environmental Management Practices in Family-Owned Businesses on Achieving Dimensions of Sustainable Development - A Case Study of 'LLC Sofcontra'

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Abstract:

The aim of this study is to determine the impact of environmental management practices in family-owned businesses on achieving dimensions of sustainable development, through a case study of the family-owned business 'LLC Sofcontra', where the theoretical aspect of the study relied on a descriptive approach, while in the practical side, a questionnaire survey was designed and distributed to a randomly selected sample of employees (34 employees) from the 'LLC Sofcontra'.

The study concluded that 'LLC Sofcontra' adopts environmental management practices and strives to achieve dimensions of sustainable development at a level of ($\alpha \leq 0.05$) .The study results also indicated a statistically significant positive impact of environmental management practices on dimensions of sustainable development at a level of ($\alpha \leq 0.05$)

Key Words : Environmental management, Family-owned business, Sustainable development.

JEL Classification: Q01 ،Q56

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1. INTRODUCTION

The widespread prevalence of family-owned businesses and their inherent complexity, marked by their dual conflicting systems of family and company has led many of them to persist only until the third generation of owners , then their fate lies either in merging or transitioning, and in the worst cases extinction.

Hence, it was necessary to explore practices and ways to enable these businesses to endure beyond the third generation of owners

Numerous practices have emerged to support the sustainability of these businesses, some are related to the managerial aspect, such as corporate governance, others pertain to the economic side, such as modern costing methods and cleaner production, there are also social aspects, like corporate social responsibility, in addition to matters related to the environmental aspect, such as environmental management, and the latter will be the focus of this study.

Adopting environmental management practices by family-owned companies will undoubtedly have a significant impact on their sustainability. This study specifically concentrates on the environmental management practices of family-owned businesses and sustainable development, and more specifically, it aims to investigate how these practices can impacts the dimensions of sustainable development.

Problem Statement

The study problem can be formulated as follows:

To what extent do environmental management practices in family-owned businesses contribute to achieving the dimensions of sustainable development ?

Objectives of study

The main objectives of this study are to determine whether the family-owned business 'LLC Sofcontra' adopts environmental management practices, and to determine if this business strives to achieve sustainable development dimensions, and as a third objective determine the impact of environmental management practices on dimensions of sustainable development.

The importance of Study

The significance of the study lies in presenting two aspects, the first aspect is theoretical, where the theoretical framework is provided for both family-owned businesses, environmental management, and sustainable development. The importance of this aspect is in adding this study as a reference that can be utilized in future research, the second aspect is practical, addressing the case of an Algerian family-owned business

and how it can leverage environmental management as a strength to achieve sustainable development.

Study Model and Hypotheses

In order to answer the study problem, the following three hypotheses were formulated:

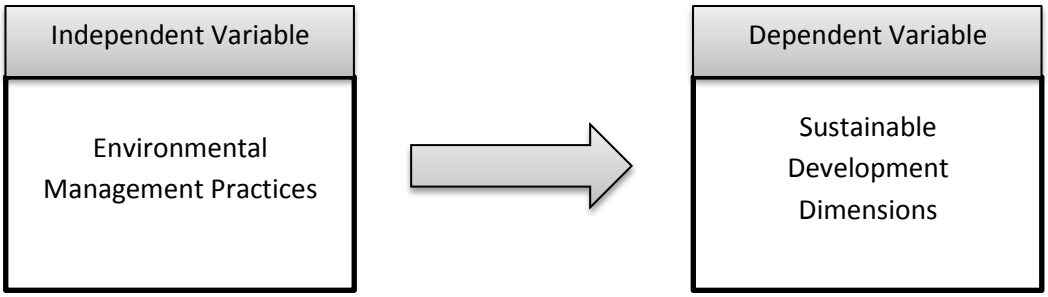
First hypothesis (H1): The family-owned business 'Sofcontra' adopts environmental management practices at a level of ($\alpha \leq 0.05$)

Second hypothesis (H2): The family-owned business 'Sofcontra' strives to achieve the dimensions of sustainable development at a level of ($\alpha \leq 0.05$)

Third hypothesis (H3): There is a statistically significant impact of environmental management practices on dimensions of sustainable development at a level of ($\alpha \leq 0.05$)

To test the hypotheses the researcher designed the following study model:

Figure 1: Study Model



Source: Authors

Methodology

In order to test the proposed hypotheses, the study used a quantitative approach by designing a questionnaire survey to collect the primary data, this questionnaire consists of three parts, the first one is related to the general information about the respondents (gender, age , level of education, job title, job experience) the second and the third parts were intended to measure environmental management practices and sustainable development dimensions respectively, according to a five point Likert scale (1-1.80 strongly disagree, 1.81- 2.60 disagree, 2.61-3.40 Neutral/Uncertain, 3.41 - 4.20 agree, 4.21 – 5 strongly agree)

2. Environmental Management

2.1 The Concept of Environmental Management

It can be difficult to define environmental management. Its objective is to reduce the negative effects of technological advancements on the biosphere and the continued

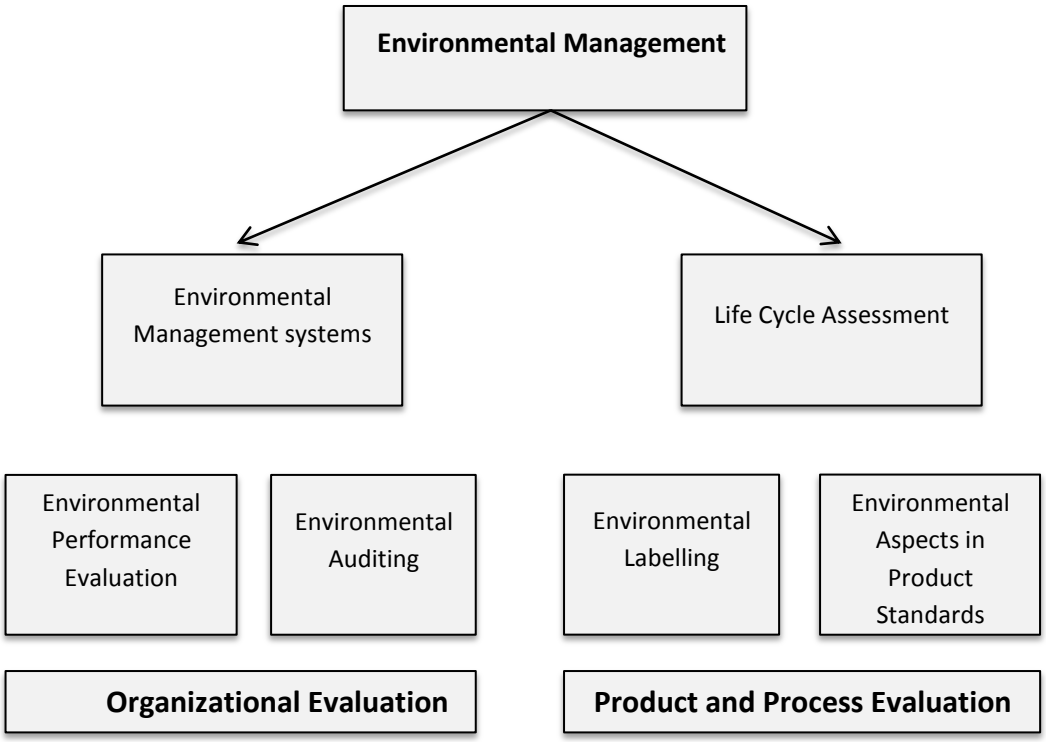
existence of life. Environmental management is a relatively new scientific discipline that was developed at the end of the 20th century in the field of ecology (Snežana & Milan , 2020, p. 38)

Environmental management is an approach to environmental stewardship which integrates ecology, policy, making, planning and social development (Barrow, 2002, p. 18)

Environmental management practices are a collection of skills and tactics adopted by businesses to track and control how their operations affect the natural environment. (Famiyeh, Adaku, Amoako-Gyampah, Asante-Darko, & teye, 2018, p. 589)

The figure 2 shows the key components of environmental management as follows:

Figure 2 : Environmental Management Components



Source: (Calantone, Melnyk A, & Sroufe P, 2003, p. 331)

These criteria are separated into two broad categories, as seen in Fig 2, organizational evaluation, often known as the EMS, along with auditing and performance standards, make up the first category.

Theoretically, the auditing and performance standards assist in evaluating and ensuring the successful implementation of an EMS while the EMS standards serve as the basis for the management system. The examination of product and process characteristics is the focus of the second category, which also encompasses labeling, life cycle analysis, and environmental aspects in product standards. (Calantone, Melnyk A, & Sroufe P, 2003, pp. 331-332)

2.2 Objectives of Environmental Management

The objectives of environmental management include: (Snežana & Milan , 2020, p. 40)

- Setting up boundaries, creating and maintaining organizations that effectively support environmental research, monitoring, and management,
- warning people about hazards, and figuring out ways to deal with them are all examples of environmental problem prevention and solution.
- Maintaining current resources and, if possible, improving them; Where improvement in "quality of life" is achievable;
- Finding effective new technologies or policies

2.3 Environmental Management techniques

The following table highlights the main techniques of environmental management :

Table 1: Environmental Management techniques

Environmental management techniques	Description
Life Cycle Assessment (LCA)	Analysis of the use of energy and materials and the effects of a product's life cycle (from cradle to grave) on the environment. In order to improve the environmental performance of the system, it offers a thorough understanding of how energy and resources are used throughout the life cycle of a product as well as their effects on the environment.
Full-Cost Accounting (FCA)	integrating the external environmental costs of using non-renewable resources, waste cleanup, disposal locations, etc. with internal environmental costs of organizations (i.e., costs for regulatory compliance or hidden charges, etc.) during the accounting process. This demonstrates how environmental performance has an economic impact.
Life-Cycle Management (LCM)	Life-cycle thinking is incorporated into operations and product management by LCM. Both qualitative and quantitative factors might be considered for upstream and downstream. However, unlike in a life-cycle evaluation, the two streams are typically not normalized to a functional unit. Additionally, this method is employed in operations and product systems to manage opportunities and risk across the product life cycle, typically using a cost matrix.
Risk Management (RM)	RM directs the essential steps to minimize risks and business interruptions, as well as the risk connected with products and operations.
Risk Assessment (RA)	RA describes the potential effects of chemical exposure on people or the environment. It demonstrates how risk can be expressed both quantitatively and qualitatively.
Auditing	Auditing is the process of demonstrating an organization's adherence to internal policies, outside regulations, or other accepted standards. It offers

	details about the operation of the organization's management and equipment.
Environmental Management Assessment (EIA)	The development of EIA involves research into the positive and negative impacts that proposed development or land use change would have on the environment, including humans. This method compares and boosts both the long-term and short-term positive effects of alternate or sustaining courses of action.

Source: (Khadour, 2010, pp. 99-100)

3. Family-Owned Businesses

3.1 The Concept and The Main Characteristics of Family-Owned businesses

A family business is one in which the founder(s) and other members of the controlling family hold the majority of the voting power and aim to pass it on to their descendants (Abouzaid, 2018, p. 12)

Another definition: A family business is one in which the founders or their descendants continue to occupy key management roles, sit on the board, or own a significant portion of the company (Cheng, 2014, p. 150)

Family businesses have four characteristics : they are owned and operated by a single family; they employ a certain percentage of family members; they provide work for non- family members , and finally, they have an independent board of directors that upholds the controlling family's principles. (Ungerer & Mienie , 2018, p. 04)

The family-owned businesses differs from other non-family firms in several aspects, as illustrated in the following table:

Table 2: The difference between family-owned business and Non-family business

Dimensions	Family business	Non-family business
Nature	Emotional	Rational
Membership	Involuntary	Voluntary
Assessment	Based on norms of loyalty and reciprocity	Based on contribution to the firm
Orientation	Inwardly oriented to protect, nurture, and develop members	Profit oriented
Penchant to change	Views change as a threat to safety and security for family	Views change as an opportunity for growth and advancement

Source: (Ungerer & Mienie , 2018, p. 02)

3.2 Stages of family-owned businesses growth

Family businesses go through three stages of growth, which are: (Ghalab, Zeroukhi, & Maimoun, 2019, p. 252)

The founder(s): This is the first step in establishing a family business, where the ownership of the company is entirely with the founder(s), some founders might seek advice from a few external consultants and/or colleagues, but they make the majority of key decisions themselves. This stage is characterized by a strong commitment from the founder(s) to work towards the success of their company.

The sibling partnership: In this stage, management and ownership of the company are transferred to the founder's children, as more family members join the company, management issues become relatively more complex compared to the initial stage of company establishment.

The cousin confederation: It is highly likely that any existing conflicts among siblings in the previous generation will largely transfer to the generation of extended family cousins, among the well-known issues facing family businesses in this stage are the employment of family members and the rights of family shareholders.

4. Sustainable Development

4.1 The Concept and Characteristics of Sustainable Development

The shorter definition of sustainable development was given by American sociologist Lester Brown in 1987: "Sustainable development is a development that meets the needs of the present, and at the same time, does not jeopardize the ability of future generations to meet their needs" (Miloš , 2018, p. 20)

One of the most important definitions presented for sustainable development is the definition of Brundtland Commission: " Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (Nguyen, 2022, p. 378)

Two fundamental ideas are included in the Brundtland definition of sustainable development: the concept of needs and the concept of restrictions. The first idea focuses on obtaining or sustaining an adequate quality of life for all people, whereas the second idea promotes using environmental resources in line with the level of technological advancement and social organization that has been attained. In contrast to intergenerational justice, which is based on the concept of constraint, intragenerational justice is based on the concept of needs. (Miloš , 2018, p. 21)

The fundamental characteristics of sustainable development lie in :

- Continuity: This is necessary for investment and the production of high revenue, and we can use some of it to finance resource renewal, replacement, and maintenance.
- Regulating the use of natural resources: Both renewable and non-renewable

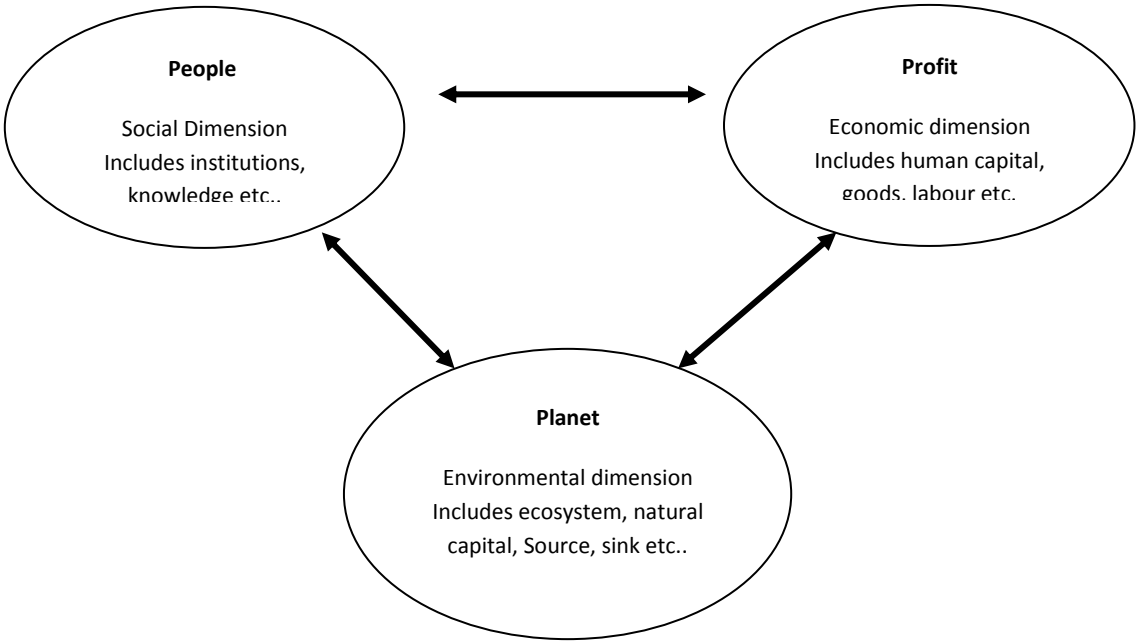
resources are meant to protect future generations' rights.

- Achieving environment balance: The regulating criterion for sustainable development is the preservation of the environment in a way that ensures the regeneration of natural life, along with the creation of renewable resources and the lawful and ethical exploitation of non-renewable resources. (Zemri & Khetib, 2023, p. 1308)

4.2 Dimensions of Sustainable development:

As shown in Figure 3, economic, environmental, and social (including sociopolitical) are the three fundamental components that sustainability aims to incorporate. This is often referred to as the "triple bottom line" approach, commonly known as "people, profit, and planet," which was formally endorsed by the UN in 2007. (Pritee & Kanak, 2020, p. 48)

Figure 3: Dimensions of sustainable development



Source: (Pritee & Kanak, 2020, p. 49)

Environmental, social, and economic dimensions are shown in Figure 3 as follows:

- Environmental Dimension: the capacity to utilise natural resources without compromising ecosystems' balance and integrity, lessening the environmental impact.

- Economic Dimension: promoting investment and productivity, encouraging economic growth, and maximizing economic output potential.

- Social dimension: To eradicate poverty and enhance long-term individual quality of life as well as social cohesion, equal chances for people, including well-being,

quality of life, and sustainable human development, should free individual capabilities and meet human needs. (Zemri & Khetib, 2023, pp. 1308-1309)

5. The contribution of environmental management practices in family–owned business (LLC Sofcontra) on achieving dimensions of sustainable development

5.1 Population and sample of the study

The study population consists of the employees of the family-owned company 'Sofcontra' where a random sample of 34 employees was selected from this family-owned business located in the city of Tlemcen, specifically in Remchi ,where the survey questionnaires were distributed to them, and 30 employees among them responded to the questionnaire.

5.2 Data analysis methods

The data collected were analyzed using the SPSS V.25 where the researchers relied on both of the Cronbach's Alpha coefficient for questionnaire reliability assessment, and the Shapiro-Wilk test to determine if the data is normally distributed, and descriptive statistics such as averages and Standard deviation To describe the general trends of the respondents' opinions.

To test the proposed hypotheses the study is relied on the One-Sample t-test , to test the first and second hypotheses (H1 & H2), and the simple linear regression and the coefficient of determination (R^2) to ascertain the impact of Environmental management practices as an independent variable on Sustainable development dimensions as a dependent variable in the third hypothesis (H3).

Relative importance index (RII) was also selected to rank the indicators according to their relative importance.

Table 2 shows The values and levels of relative importance index (RII) as follows:

Table 3: Relative importance index RII

RII Values	Importance level	
O.8 ≤ RII ≤1	High	H
0.6 ≤ RII ≤0.8	High-Medium	H-M
0.4 ≤ RII ≤0.6	Medium	M
0.2≤ RII ≤0.4	Medium-Low	M-L
0≤ RII ≤0.2	Low	L

Source: Authors

RII was determined by this equation : $\mathbf{RII} = \sum \frac{W}{A} \times N$

W: is the weighting as assigned bt each respondent on a scale of one to five with one implying the least and five the highest

A: is the highest weight (i.e 5 in this study)

N: Total number of sample

6. Results and Discussion

6.1. General information

Table 4: General information of the respondents

Variables	Categories	Frequency	Percentage %
Gender	Male	24	80
	Female	06	20
Age	20-30 years	08	26.7
	31-40 years	13	43.3
	41-50 years	06	20
	More Than 50 years	03	10
Educational Level	Middle	08	26.7
	secondary	06	20
	Bachelor	08	26.7
	Master	08	26.7
Job Title	CEO	02	6.7
	Department Head	05	16.7
	Accountant	03	10
	Employee	16	53.3
	Guard	04	13.3
Job Experience	Less than 5 years	09	30
	5-15 years	13	43.3
	16-25 years	05	16.7
	More than 25 years	03	10

Source: Authors based on SPSS V.25 out-puts

The table 3 shows the male dominance in terms of 80 % control over female employees (20%). The ages of the respondents revealed that the majority of them belong to the young category, with ages of the workers ranging from 20 to 40 years, comprising a total percentage of 70 %, this indicates the prevalence of the young age group in the organization and its focus on employing youth. Additionally, it is evident that the predominant educational level is held by those with university degrees, with a shared percentage of 26.7 % for both bachelor's and master's degree holders, this implies that the respondents possess sufficient awareness and capability to respond accurately to the questionnaire, and the remaining individuals have middle and secondary educational levels with percentages of 26.7% , 20% respectively .As for the current job, the percentage of regular employees reached 53.3%, while the majority of work experience years ranged between 5 and 15 years, with a percentage of 43% this was followed by a percentage of 30% for workers with experience not exceeding 5 years, then a percentage of 16.7% for those with experience ranging between 16 and 25 years, and a percentage of 10% for those with experience exceeding 25 years, and this distribution aligns with

the ages of the workers, further confirming the prevalence of the young demographic in the family-owned business under study.

6.2. Reliability Test

Cronbach's alpha measures internal consistency of the variables, and the table shows the values of alpha coefficients

Table 5: Cronbach's alpha test

Variables	No. of items	Cronbach's Alpha
Environmental Management Practices	6	0.727
Sustainable Development	6	0.743
Total	12	0.852

Source: Authors based on SPSS V.25 out-puts

From the table 4 the alpha coefficients of the first variable is 0.727 and 0.743 for the second one, and with a total alpha coefficient equal to 0.852. All of these coefficients exceeded the pragmatic threshold of 0.6 and this indicates that the variables of study have a higher level of internal consistency.

6.3. Shapiro- Wilk Test

Shapiro-Wilk test is designed to test whether the data follows a normal distribution for sample sizes less than or equal to 50 ($n \leq 50$) (in this study $n = 30$)

Table 6: Shapiro-Wilk test

	Shapiro-Wilk statistic	Sig
Axis 01(Environmental management practices)	0.966	0.425
Axis 02(Sustainable development dimensions)	0.944	0.116

Source: Authors based on SPSS V.25 out-puts

From the table 5, it is evident that the p-value (Sig) for each axis (0.425 and 0.116 respectively) exceeds 0.05, indicating that the data follows a normal distribution.

6.4. Descriptive statistics

Table 7: Descriptive statistics of environmental management practices

Phrases of Axis 01	Mean	Std. Deviation	RII Value	RII Level
1- The company's consumption of resources such as water and electricity is rational and does not involve any wastefulness.	3.8	1.03057	0.76	H-M
2- The waste from the production process is environmentally friendly and non-polluting.	3.5333	1.10589	0.71	H-M

3- The company responds to customer- desires in terms of product quality and environmental safety.	4.1333	0.77608	0.83	H
4- The waste generated from the production process can be recycled.	3.4667	1.38298	0.69	H-M
5- The company's production systems are in line with environmental protection laws.	3.4333	1.13512	0.69	H-M
6- The company produces environmentally friendly products.	3.7	1.23596	0.74	H-M
Environmental Management Practices	**3.6667**	**0.72904**	**O.73**	**H-M**

Source: Authors based on SPSS V.25 out-puts

From the results in table 6, it is evident that the six phrases surveyed in relation to of environmental management practices , third phrase had the highest mean (M = 4.1333) with a high level of RII (RII = O.83) as ranked by the respondents, this was followed by the first phrase (M = 3.8), sixth phrase (M = 3.7) , Second phrase (M = 3.5333), fourth phrase (M = 3.4667), fifth phrase (M = 3.4333) in that order, and with a high-medium (H-M) rank of RII to all phrases (0.6≤ RII ≤O.8). The scores on each of these phrases (Arithmetic Means) were all above 3.5 which means that most respondents were in agreement that the family-owned business “LLC Sofcontra” adopts the environmental management practices, All of this is supported by the values of Mean and RII of the axis one (environmental management practices) which came out to be equal to 3.6667, and 0.73 respectively with a high- medium rank for RII.

Table 8: Descriptive statistics of the dimensions of sustainable development

Phrases of Axis 02	**Mean**	**Std. Deviation**	**RII Value**	**RII Level**
1- The company contributes to and supports local development programs.	3.3333	1.32179	0.67	H-M
2- The company provides employment opportunities for community members to reduce unemployment.	3.6	0.96847	0.72	H-M
3- The company gives significant importance on its human resources.	3.7667	1.04000	0.75	H-M
4- The company's endeavor is to increase its production capacities without compromising the environment.	3.5333	0.97320	0.71	H-M
5- The company contributes to environmental protection campaigns and programs.	3.3333	1.09334	0.67	H-M
6- When the company intends to develop a new product, it studies the potential environmental impacts.	3.5667	1.16511	0.71	H-M
Sustainable Development Dimensions	**3.5061**	**0.72728**	**O.70**	**H-M**

Source: Authors based on SPSS V.25 out-puts

From the results in table 7, it is evident that the six phrases surveyed in relation to of Sustainable development dimensions , third phrase had the highest mean (M = 3.7667)

with a high-medium level of RII (RII = O.75) as ranked by the respondents, this was followed by the second phrase (M = 3.6), sixth phrase (M = 3.5667) , fourth phrase (M = 3.5333), first phrase (M = 3.3333), fifth phrase (M = 3.3333) in that order, and with a high-medium (H-M) rank of RII to all questions (0.6≤ RII ≤O.8). The scores on each of these phrases (Arithmetic Means) were all above 3.5 which means that most respondents were in agreement that the family-owned business "LLC Sofcontra" aims to achieve the dimensions of sustainable development, All of this is supported by the values of Mean and RII of the axis two (Sustainable development dimensions) which came out to be equal to 3.5061, and 0.70 respectively with a high- medium rank for RII.

6.5. Hypotheses Testing

H1: The family-owned business 'Sofcontra' adopts environmental management practices at a level of ($\alpha \leq 0.05$)

Table 9 : One Sample t-test for **H1**

	Test Value = 3					
	t	**df**	**Sig (2-tailled)**	**Mean difference**	**95% confidence interval of the difference**	
					Lower	**Upper**
Environmental management practices	5.009	29	0.000	0.66667	0.3944	0.9389

Critical t-value = 2.02

Source : Authors based on SPSS V.25 out-puts

From the table 8, it can be observed that the p-value (Sig) is 0.000, which is less than 0.05, additionally, the calculated t-value is 5.009, which is higher than the critical t-value of 2.02. Therefore, the hypothesis stating that the family-owned business 'Sofcontra' adopts environmental management practices is accepted.

The validity of this hypothesis is further supported by the descriptive statistics, which indicate that the direction of the respondents' opinions leans towards agreement that 'Sofcontra' adopts environmental management practices.

H2: The family-owned company 'Sofcontra' strives to achieve the dimensions of sustainable development at a level of ($\alpha \leq 0.05$)

Table 10: One Sample t-test for **H2**

	Test Value = 3					
	t	**df**	**Sig (2-tailled)**	**Mean difference**	**95% confidence interval of the difference**	
					Lower	**Upper**
Sustainable development dimensions	3.812	29	0.001	0.50611	0.2345	0.7777

Source: Authors based on SPSS V.25 out-puts

From the table 9, it can be observed that the p-value (Sig) is 0.001, which is less than 0.05, additionally, the calculated t-value is 3.812, which is higher than the critical t-value of 2.02. Therefore, the hypothesis stating that the family-owned business 'Sofcontra' strives to achieve dimensions of sustainable development is accepted.

The validity of this hypothesis is further supported by the descriptive statistics, which indicate that the direction of the respondents' opinions leans towards agreement that 'Sofcontra' aims to achieve sustainable development dimensions.

H3: There is a statistically significant impact of environmental management practices on dimensions of sustainable development at a level of ($\alpha \leq 0.05$)

To determine the effect of the independent variable (environmental management practices) on the dependent variable (sustainable development dimensions), the coefficient of determination (R^2) was used, in addition to the Fisher test, then, a simple linear regression equation was formulated.

Table 11 : Simple linear regression

	R	R^2	F	Sig	β	Constant
Sustainable development dimensions	0.803	0.645	50.898	0.000	0.801	0.568

Source: Authors based on SPSS V.25 out-puts

Table 10 shows the R is (0.803) at the significant level ($\alpha \leq 0.05$) and it is a strong positive correlation, whereas R^2 is (0.645) which means that a (0.645) of sustainable development dimensions changeability's results from the changeability in environmental management practices.

As β was equal to 0.801 which mean the increase of value of β in environmental management practices will increase one unit of sustainable development dimensions, confirms significant impact F calculated was (50.898) and its significance at level ($\alpha \leq 0.05$) ,the equation for simple linear regression is given by the following formula : $\mathbf{y = 0.801x + 0.568}$

y : dependent variable (Sustainable development dimensions)

x : independent variable (environmental management practices)

So there is a positive impact of environmental management practices on sustainable development at level of ($\alpha \leq 0.05$), this means the acceptance of the second hypothesis (H3).

7. Conclusion

The main objective of this study was to examine the impact of environmental management practices on the achievement of sustainable development dimensions in

family-owned businesses. This study was conducted in one of the Algerian family-owned businesses (LLC Sofcontra).

The results of the study demonstrated the company's strong commitment to environmental management practices, this is supported by the relative importance index results (RII), which ranged between high and medium-high. Additionally, the T-test confirmed the hypothesis that the studied family-owned business is striving to implement environmental management practices, with a calculated value of 5.009 surpassing the critical value of 2.02. The results can be interpreted as the family-owned business under study adhering to a set of factors, with the most important being compliance with local and international regulations and legislation that focus on environmental protection from pollution. Additionally, the company's attainment of the ISO 14001 international standard for environmental management signifies its effective commitment to sustainable environmental management practices and compliance with environmental obligations at both the local and global levels.

As revealed by this study, the family-owned business under study pays significant attention to the dimensions of sustainable development. The relative importance levels (RII) for all dimensions were somewhat moderate to high (H-M). Additionally, the T-test confirmed the hypothesis that the studied family-owned business is striving to achieve the dimensions of sustainable development, with a calculated value of 3.812 surpassing the critical value of 2.02. The results can be interpreted as the family-owned business under study showing significant commitment to the core dimensions of sustainable development (economic, social, environmental). This commitment is evident through the company's adoption of social responsibility practices at the local and social levels. Additionally, the company's attention to the economic dimension is evident through its focus on marketing products of high quality that align with customer preferences and its efforts to optimize the consumption of raw materials in product production. Environmentally, previous reference was made to the company's endeavors to preserve the environment.

The results of simple linear regression have shown that there is a significant impact of environmental management practices in family-owned business on achieving the dimensions of sustainable development. The coefficient of determination (R^2) reached a value of 0.645, meaning that environmental management practices explain 64.5% of the variance in sustainable development dimensions, with the remaining variance attributed to other factors. Additionally, the correlation coefficient (R) was 0.803, which is a statistically significant positive value at the 0.05 significance level, indicating a strong positive relationship between the variables. As β was equal to 0.801 which mean the increase of value of β in environmental management practices will increase one unit of sustainable development dimensions, and this confirms that environmental management

practices in family-owned companies have a positive impact on the dimensions of sustainable development. The positive impact of environmental management practices on achieving sustainable development can be explained by considering that environmental management practices represents a fundamental element within the environmental dimension of sustainable development. The environmental dimension deals with preserving the environment and conserving its resources for current and future generations. When organizations adopt environmental management practices, they effectively contribute to achieving this environmental dimension of sustainable development.

Environmental management practices includes reducing pollution, caring for natural resources, adhering to environmental standards, and enhancing resource efficiency. All these aspects play a role in preserving the environment and reducing the impact of economic activities on it. As a result, environmental management practices have a positive impact on achieving the environmental dimension of sustainable development, and this, in turn, can positively affect the economic and social dimensions of sustainable development. This mutual relationship promotes balance among the three dimensions and supports overall sustainability.

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