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Environmental sustainability strategy and its role in developing the strategic performance of government enterprises in Al Kharj Governorate

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Abstract

The external environment's rapid and intense competition has compelled organizations to adapt to these changes, comply with their requirements, and mitigate their negative impacts. In order to ensure their survival and continuity, organizations must respond to their surroundings in consideration of their social responsibility by implementing systems and strategies that safeguard the natural and social environment. Therefore, the present study aims to focus on the implications of environmental sustainability, management, and efficiency for the operations of businesses. Among the aspects that can be impacted by these topics is the strategic performance of businesses, which is contingent on their commitment to the requirements of strategic performance. In addition, the present study is interested in placing emphasis on various internal and external factors, such as cultivating and enhancing organizational capabilities and resources, striving to attain customer contentment, and bolstering their allegiance or dedication to social responsibility. As a result, the present study examined two significant subjects for organizations: strategic performance and the strategy of environmental sustainability. Specifically, it investigated the impact of such strategies on enhancing the strategic performance of government facilities in Al-Kharj Governorate. This was confirmed through an examination of relevant literature and analysis.

Keywords: Al Kharj Governorate, environmental sustainability strategy, strategic performance, government enterprises.



Introduction

In contemporary times, a dynamic, competitive, and complex external environment poses difficulties and demands for the majority, if not all, businesses. This is primarily attributable to the development of novel business practices and the introduction of environmental sustainability, social responsibility, and consumer focus. This necessitates that it respond and adapt to these pressures and challenges in a way that accomplishes strategic performance, as its very survival depends on it.

Hence, organizations that seek to enhance their operational and strategic effectiveness, particularly with regard to the environmental sustainability strategy, are compelled to implement novel approaches and new methods that demonstrate their attentiveness to environmental concerns, as well as implement environmentally sustainable systems and manufacturing processes. By implementing the environmental sustainability strategy, which seeks to prevent harm to the environment, businesses can enhance their strategic performance. This, in turn, invariably impacts the overall strategic performance of the institution. Consequently, governmental institutions endeavor to improve their strategic performance by prioritizing the environmental sustainability strategy as one of the environmental requirements. One potential consequence of both ignorance and lack of recognition of the significance of this approach is a decline in both their competitive edge and in their strategic efficacy.

Given the aforementioned, the research problem can be delineated by considering the subsequent inquiries, which present the ramifications that the mandates of sustainable development impose on the operational approaches of the organizations:

What actions comprise the strategic orientation of government institutions in Al Kharj Governorate toward environmental sustainability?

What factors influence the strategic orientation of government institutions in Al Kharj Governorate toward environmental sustainability and social responsibility?

1-What are the strategic steps necessary for fulfilling the environmental sustainability and social responsibility inside the government organizations in Al Kharj Governorate?

2-What are the determinants of the strategic orientation toward achieving the environmental sustainability and social responsibility inside the government organizations in Al Kharj Governorate?

3- What are the requirements of the strategic orientation toward achieving the environmental sustainability and social responsibility inside the government organizations in Al Kharj Governorate?

The objectives of the study

The objectives of the study are represented in the following items:

1-Determining the role that government organizations play in accomplishing the environmental sustainability. .

2- Identifying the factors that assist the governmental organizations in in carrying out their environmental sustainability strategy.

3-Enhancing the strategic orientation toward the environmental sustainability inside the governmental organizations.

4-Determining the factors that influence the strategic orientation toward realizing the environmental sustainability strategy in the governmental organizations.

5- Identifying the strategic orientation requirements necessary fulfilling the environmental sustainability strategy.

The Significance of the Research

The significance of the present study is established by the following factors:

- 1-Stakeholders' growing awareness of environmental sustainability issues reflected , which is reflected in the increasing need for more information necessary for judging and evaluating to what extent the governmental organizations have fulfilled their environmental, social, and economic objectives.
- 2- The increasing rate of the environmental and social consequences of the governmental organizations, which forced them to search for methods to alleviate the pressures they may encounter from the designated parties.

The Methodology of the Research

The present study employs an analytical descriptive methodology to examine prior research. Information, facts, and ideas pertaining to sustainable development, its structure, and its influence on enterprise strategies are gathered from the literature. The necessary conclusions are drawn from these conclusions, which also identify limitations that can serve as an intellectual foundation for informing practice and application.

Review of Literature

First: The factors assisting the governmental organizations in realizing environmental sustainability strategy.

1. Strategy for environmental sustainability

The capacity to preserve valuable qualities in the physical and social environment, including the ability of the environment to sustain life and that of organisms, is what environmental sustainability entails. This is achieved through the maintenance of adequate air, water, and atmosphere, as well as the continuity of community mobility. It ought to be defined by aesthetics and renewal, notwithstanding the depletion of nonrenewable resources and the impact on the quality of life of all individuals (Ardian et al., 2018). Additionally, it is characterized by sustainable development as progress that satisfies the requirements of the current generation while safeguarding the capacity to address the needs of future generations. This concept is built upon three fundamental pillars: environmental sustainability, economic sustainability, and social sustainability (Johan et al., 2017).

According to the researcher, organizations that prioritize environmental sustainability aim to incorporate the demands and anticipations of the environmental community into their strategies, plans, and policies. Consequently, the following critical measures are necessary to attain environmental sustainability:

- 1- To anticipate future environmental changes and propose preventative measures and practices to mitigate the occurrence of environmental issues.
- 2- To adopt regulations and laws that guarantee effective environmental management in order to preserve a hygienic and secure setting, with an emphasis on environmental management systems.
- 3- To align environmental practices and systems with societal requirements and expectations.

The study conducted by Manuel and Collins (2016) established a strategic framework to define the environmental strategy. This framework was designed to impact the establishment of businesses, allowing them to showcase exemplary approaches to environmental sustainability and excellence. The strategy adopted by the study was focused on the following activities:

- 1- Environmental management should be incorporated via corporate governance.
- 2- Improving the procedures necessary for maximizing the utilization of resources.
- 3- Implementing efficient management systems that foster leadership in terms of performance.

4- Fostering and solidifying a sustainable culture among the organization's personnel and the local community in which it conducts business.

In addition to other strategies that foster societal and governmental engagement, the environmental sustainability strategy was formulated within a strategic framework comprising the organization's vision, mission, policy, core values, and annual and strategic objectives. These components ought to be predicated on the organization's interactions with the surrounding environment and society, thereby guaranteeing its capacity to adapt to forthcoming environmental transformations. Although the strategy focuses primarily on aspects of environmental sustainability, adherence to the principles of environmental, social, and economic sustainability and its role in enhancing the understanding and achievement of sustainable outcomes across all areas of an enterprise's operations is a crucial factor in developing an environmental sustainability strategy. In addition to the entity's public responsibility, the success of this strategy necessitates a fundamental interconnection between environmental, social, and economic sustainability through the provision of a vast array of actions. It emphasizes the collective effort of all individuals in enhancing environmental performance and recognizes that the primary aim of the environmental sustainability strategy is to establish sustainable communities that contribute to the enhancement of the quality of life in the host country. This is accomplished by implementing several overarching strategies (Michele & Kieran, 2018), which comprise the following:

1-Preserving and safeguarding the natural environment.

2-Fostering and raising the community awareness that contributes to encouraging accountable environmental conduct.

3-Efficient resource management, encompassing water and energy usage, waste and gas emission reduction from manufacturing operations, and air quality enhancement.

4-Forging alliances with organizations whose primary objectives are environmental sustainability.

Additionally, the Environmental Strategy provided the Strategic Framework for Environmental Sustainability with more details through the following items (David & Adrian, 2017).

1. The necessity of developing a sustainable environmental strategy to guarantee that the organization environmental aims and objectives are well-defined and that their management and implementation are efficient.

2. The primary aims of the environmental sustainability strategy encompass the following: (i) an assessment of the current state of environmental sustainability within the organization; (ii) a determination of the future trajectory that environmental sustainability should pursue; and (iii) the identification of methods and approaches that will facilitate the attainment of environmental sustainability goals and objectives.

3. An enterprise plan is an integral component of an environmental sustainability strategy, as it establishes critical priorities for environmental sustainability indicators and milestones that delineate the obligations and prerequisites for implementation across enterprise departments, functions, and activities.

4. Enterprises establish their long-term vision, mission, and objectives in accordance with the nature of the industry or service they offer to the public. These determinations are predicated on activities that are directly pertinent to the demands of the regional economy and the sectors that underpin it, as well as endeavors that promote sustainable energy generation, consumption, and the preservation of natural resources and human capital.

5. The duration necessary to preserve valuable environmental resources within the framework of human evolution and, in the context of a sustainable productive environmental strategy, by satisfying societal desires and requirements, determines the scope of an environmental sustainability strategy.

6. The environmental Strategy focuses on implementing research and studies pertaining to environmental sustainability laws and regulations.

7. Establish the correlation between the enterprise's management and its sustainable environmental strategy.

2. The role of the government-owned enterprises in achieving the ecological sustainability

To elucidate the role of governmental institutions in attaining environmental sustainability amidst the ongoing evolution of their accountability to stakeholders, the majority of businesses concentrate on responsibility management through the attempt to strike a balance across various dimensions. The applicability of the dimensions identified by the Global Reporting Initiative is justified due to the numerous and diverse components comprising these dimensions and the evident convergence among them (Global Reporting Initiative, 2006).

This is achieved by examining the facility's influence on natural systems, which includes considerations of output and resource utilization, biodiversity, environmental compatibility, and other factors pertaining to the environmental consequences of services and products (Michele & Kieran, 2018).

1. **Materials:** Comprises input materials, both in terms of volume and weight, which may consist of recycled materials.

2. **Energy:** consists of the primary sources of energy consumed by the entity, as well as energy used indirectly or directly by suppliers in the provision of services to the entity.

3. **Biodiversity:** Pertaining to the establishment's responsibility in safeguarding the ecological variety present in natural reserves or protected areas, as well as high-value biodiversity beyond protected zones.

4. **Emissions, liquid wastes, and residues:** Consists of solid and liquid wastes of diverse varieties and disposal methods, as well as hazardous substances varying in size and type.

5. **Impacts of products and services on the environment:** Comprises all initiatives aimed at alleviating the environmental consequences of said products and services, in addition to the aggregate expenditures on environmental protection and investments categorized by type.

6. **Environmental compatibility** pertains to adherence to environmental laws and regulations, as well as the potential repercussions of failing to achieve such compliance, which may manifest as substantial financial penalties or a cumulative count of non-monetary sanctions.

7. **Transport:** This category comprises the substantial environmental consequences associated with the transportation of materials and products utilized in the company's activities, in addition to the transportation of employees.

8. **General (environmental protection investments):** Consists of disposal costs and sanitation and disinfection expenditures, as well as all environmental protection investments expended by the organization or its representative to safeguard and reduce documentation of environmental aspects, impacts, and risks.

3. Factors assisting in the implementation of the environmental sustainability strategy

Organizations must adhere to a variety of factors in order to implement an environmental sustainability strategy, among the most important are as follows:

1. **Social and cultural changes:** The growing recognition among businesses of the significance of environmental and natural resource preservation has given rise to numerous challenges associated with the social and cultural transformation of society at large and the advancement of economic contributions. These challenges include the phenomenon of multi-national workforces, advancements in

individual education and knowledge, and the emergence of proficient workers who possess the necessary capabilities. Therefore, enterprises are shifting their focus from solely pursuing profit maximization and productivity enhancement to establishing new objectives that prioritize customer satisfaction and rights through the provision of environmentally sustainable products and services that meet international standards. This includes a dedication to ensuring the safety of the services or products being offered (Johan et al., 2017).

2. Government regulations and legislation: A significant number of nations have implemented policies and regulations to govern the standards of industrial conduct for businesses. These regulations and laws encompass a range of sustainability concerns, such as those pertaining to wages, vacations, human rights protection, pollution reduction, and specifications, environmental regulations and other concerns that differ based on the sector, size, and nature of the establishment's industry or service. While certain nations have implemented compulsory obligations on businesses, such as submitting a report on social and environmental performance, other states have mandated that certain businesses conduct a review of their financial and operational performance, which encompasses the enterprise's objectives, strategy, and drivers.

3. Resource scarcity: The escalating demand for goods and services leads to an expansion in production volume, potentially resulting in the depletion of scarce resources. This can have detrimental effects on opportunities for future generations. Enterprises must consider various factors, including the distribution and optimal utilization of available resources. These include allocating resources to tasks that yield the greatest outputs and ensuring that they are utilized optimally. Environmental management systems that increase production volume through the recycling of byproducts that are not disposed of while simultaneously reducing environmental contamination caused by business operations (Low Mei Peng, 2017).

4. Risk reduction: While a universally accepted classification of the risks encountered by organizations remains elusive, it is acknowledged that these risks may originate from internal and external sources that are distinct to the enterprise. Consequently, these risks can be categorized into four primary groups: financial risks, operational risks, environmental risks, and strategic risks. Organizations depend on a variety of processes to identify and systematically confront the risks associated with their activities. These procedures aid in comprehending the positive and negative aspects of the factors that influence their capacity to attain maximum value, whether through enhancing the likelihood of success or diminishing the likelihood of failure and uncertainty. An environmental sustainability strategy is considered a form of risk management in this instance; it can assist the organization in preventing the social and environmental catastrophes that accompany its operations and activities (Sadaat & Stefan, 2017).

5. Employer pressure: Government institutions are under increased pressure to improve their relationship with pressure groups concerned with sustainable development issues as a result of the emergence of non-governmental organizations. This is to ensure that these organizations can continue to operate in a sustainable manner, as well as to gain the support and confidence of society and other stakeholders. Government agencies are being compelled by mounting stakeholder pressure to formulate a statement of sustainability policies and objectives, as well as action plans encompassing auditing and management of social and environmental concerns (Antonio et al., 2018).

6. Non-mandatory controls and standards pertain to the inclination of businesses to voluntarily adhere to local and global economic and social standards, as well as environmental ones. This practice emphasizes preventative measures and social responsibility by addressing environmental and social concerns that are directly associated with the business's operations (Károly & Krisztina, 2016).

7. Enhanced competition has resulted from nations' endeavors to establish comprehensive tariff agreements and the rise of the open market on a global scale. In this context, enterprises that prioritize the efficient utilization of their tangible and intangible assets to gain a competitive edge and strengthen their market position are engaged in the adoption of integrated social and environmental systems (Manuel & Collins, 2016).

8. Establishing value for stakeholders: While conventional economics emphasizes the pursuit of profit maximization and the increasing competition among economic operators for capital access and the recognition of shareholders' influence over policy and objectives to attain satisfactory profitability within the framework of market conditions, this limited perspective no longer captures the reality of these enterprises' market success.

To elucidate the interdependence between the entity and its stakeholders and the manner in which this influences the entity's capacity to generate value for them, it is imperative to ascertain the beneficiaries and their associations with each of the various sustainability dimensions. Generally, it is believed that the constituent areas of these dimensions are in conflict with one another, and that an entity's ability to maximize value for shareholders is constrained by its success in creating value for stakeholders. However, this perception has shifted in light of the entity's capacity to leverage social and environmental factors to strengthen its competitive position in the market. Consequently, this results in the long-term creation of sustainable value for all stakeholders. However, it is evident that risks associated with the organization's inability to attain sustainability—such as financial penalties, diminished sales, and returns owing to neglecting social and environmental considerations—could impact the value for shareholders and stakeholders alike. Neglecting these factors in favor of maximizing shareholder value results in diminished value for stakeholders as well (Mert et al., 2017).

II. Enterprise-wide strategic orientation toward the environmental sustainability strategy

Evidently, the majority of organizations now regard as strategic aspects any activities and performance metrics pertaining to the sustainability dimensions. These metrics serve as benchmarks against which the organizations' strategic objectives must be executed in order to attain a competitive and strategic position of excellence. In order to accomplish this, organizations must possess both a strategic direction and a comprehensive long-term vision. The term "strategic orientation" pertains to the manner in which these organizations establish and accomplish their strategic goals (Rupert, 2014).

Given that it contributes to the formation of a logical correlation between the various activities of these institutions and signifies strategic thinking in order to generate and replicate the ideas and actions that establish their present existence and future long-term development trajectories, it is evident that the performance level and management efficiency of the organization serve as an inherent evaluation of its capability to formulate strategies that align with the outcomes of the analysis of i.

Based on the aforementioned, the researcher concludes that a strategic orientation toward environmental sustainability necessitates distinct approaches to strategic thinking among businesses. This entails considering all performance-related aspects of economic, social, and environmental sustainability when forming and formulating the strategy and its derived objectives, and reflecting the level of awareness of these organizations.

1. Phases of strategic orientation with respect to the strategy for environmental sustainability

With the development of their responsibility in mind, organizations strive to maintain balanced relationships with their stakeholders, particularly in regard to their pursuit of excellence and continuity. These organizations have developed an understanding that the various determinants of sustainability

dimensions and the underlying principles that support them shape their strategic direction. This trajectory, in turn, affects the extent of their future operations and, consequently, the most suitable competitive strategy to attain this objective. By identifying the need for management of the essential information and effects necessary to achieve the requirements for the successful application of these strategies and the objectives derived from them, this is evidenced by the stages through which the strategic direction of the enterprises toward the strategy of environmental sustainability, which has been identified in three main stages (Rameshwar & Angapa, 2017), namely: the regulatory compliance management phase, which focuses on increasing commitment to the potential social and environmental risks associated with the conduct of business and the financial impacts of these risks (Epstein & Priscilla, 2001), and the competitive advantage through resource efficiency, taking into account the organization's responsibility to society and the production of environmentally sensitive products, this phase is distinguished from the first stage by moving from adherence to social and environmental standards to focus on product processes and seeking competitive advantages as a result of this commitment over the life of the product (Thomas, 2004). Lastly, the incorporation of the environmental sustainability strategy into the strategic planning process signifies the recognition that a comprehensive understanding of sustainability is crucial for an organization to achieve sustained economic growth. This integration specifically targets the strategic planning phase and encompasses all levels of management in the decision-making process regarding sustainability. This process pertains to the development of an all-encompassing and cohesive vision of the organization's goals and the modifications that need to take place in the design of activities, processes, and products to eliminate waste and mitigate the environmental impacts of sustainability, while also enhancing employee research efficiency. These modifications contribute to the long-term profitability of the organization.

2. Phases of strategic planning for the strategy pertaining to environmental sustainability:

The strategic planning procedure comprises the subsequent stages:

Analysis of the entity environment: To acquire the requisite data for assessing the internal and external environment of the establishment, as well as to exploit external opportunities to fortify the weaknesses and deficiencies in the internal performance of the organization, while simultaneously capitalizing on its strengths and exceptional internal performance to confront challenges and external threats. The evaluation of the business environment facilitates the formulation of strategies that prioritize the optimal equilibrium among the alternatives at hand (Baumgartner, 2006).

Planning and Strategy Development: This stage comprises multiple stages, commencing with planning. Planning is predicated on the outcomes of the entity environment analysis phase and, in consideration of these outcomes, the requisite conditions for strategic planning, encompassing the allocation of resources and knowledge components essential for the subsequent phase, strategy formulation. Strategy development necessitates the identification of the fundamental purpose that underpins the existence of the entity.

Strategy execution pertains to the practical implementation of strategies via the development of programs and implementation procedures. It is contingent upon critical components including control and continuous improvement. Additionally, this phase emphasizes the cultivation of organizational culture, the enhancement of management capabilities, and the promotion of organizational learning. Ultimately, the formulation of strategies that align with the external threats, opportunities, and possibilities that enterprises encounter in their pursuit of sustainability will result from the interdependencies among the strategic planning steps, their integration, and the utilization of feedback from each step to guide the subsequent progress. Management accounting is utilized either at the enterprise level or at the level

of individual strategic units. Its purpose is to supplement the financial indicators and target criteria for non-financial data or indicators that are pertinent to the attainment of the entity's strategic objectives. This serves as a foundation for evaluating the entity's effectiveness in strategy implementation and control, as well as for identifying any shortfalls that may occur.

III. Factors that influence the strategic orientation of businesses toward environmental sustainability

Strategic thinking is predicated on the examination and evaluation of the future of organizations as a means to formulate and execute the requisite strategies and goals to safeguard the interests of all stakeholders associated with those organizations. Consequently, responding to inquiries regarding the establishment's future empowers it to formulate prudent decisions concerning its strategic trajectory. Consequently, it establishes its vision and mission, along with the fundamental strategic values, objectives, and dimensions that guide the Environmental Sustainability Strategy (Marc, 2018). This strategy comprises the following elements:

1. Strategic vision: In order to attain sustainable development, organizations must incorporate overarching perceptions regarding their economic activity and stakeholders' expectations regarding their social and environmental accountability into their strategic vision. This serves to elucidate the manner in which approaches pertaining to these facets may be incorporated into the enterprise's future strategy. Therefore, the establishment of a distinct and precise vision aids in directing the organization's focus towards the various dimensions of sustainability and devises strategies to attain them through the integration of such considerations into the strategic thinking process (Darwish, 2006).

2-Mission: In order to align with the environmental sustainability strategy, the organization's message statement must accurately represent its field of work and the nature of its activities while demonstrating its commitment to sustainability dimensions, the various principles that guide all operations and products, and the ways in which this commitment generates value for stakeholders at large. (Riyadh, 2010) It demonstrates, on the one hand, the organization's strategic vision and, on the other, the stakeholders' expectations.

3. Values: This pertains to the collection of criteria that regulate the conduct of members within the organization. Its responses to inquiries concerning the entity's beliefs reveal the convictions and beliefs of management, which are subsequently reflected in the conduct and demeanor of every member of the organization. Values serve as the foundation of organizational culture. They are fundamental to the organization's success philosophy, as they function as influential instruments to alter the organizational culture, establish criteria for managerial decision-making, and inspire employees to select optimal performance practices that align with the organization's vision and mission (Hamdan and Idris, 2010).

4. Objectives are defined as precise translations of the pertinent terms from the enterprise's mission statement, conveyed in tangible and specific language. Objectives can be categorized into two distinct meanings: the first posits objectives as ultimate, long-term goals; the second construes objectives as the outcomes to be attained in order to operationalize the organization's vision and mission. Consequently, it is critical that every organization establish a framework of goals and objectives. These objectives should not impose a time constraint on the overall results to be attained and should not encompass all activities. Rather, they should be restricted to priority strategic matters that merit attention. Despite the fact that they must be structured, objectives are more specific than goals due to their direct accomplishments that are essential for attaining the goals and underscore the significance of accuracy.

Five strategic axes: The primary strategic axes or domains are those categorizations that direct organizations' attention towards the intended outcomes; they assist in identifying the primary business priorities that mirror the organization's strengths, weaknesses, opportunities, and threats,

and in concentrating on the organization's overall strategic objectives. Capital expansion, customer satisfaction, future services, research and development, and a strategic orientation toward environmental sustainability are the most essential strategic axis on which rapidly expanding businesses concentrate (Hamdan and Idris, 2010).

IV. The prerequisites for enterprises to adopt a strategic orientation towards environmental sustainability

Enterprises' strategic trajectory towards sustainable development is contingent upon the presence of a set of prerequisites pertaining to the success factors these establishments must possess in order to incorporate sustainability's various principles and dimensions into their competitive strategies. Among these prerequisites, integrating sustainability into the value chain and attaining total environmental quality are the most critical.

1. Incorporating environmental sustainability into overall quality: The notion of quality has become fundamental to organizations due to its significance in attaining strategic goals and its association with the emergence of strategic thinking within organizations. Consequently, organizations have shifted their focus from quality inspection and control to encompass departments at the enterprise level, with recent developments incorporating environmental sustainability.

Product quality and external relations: This pertains to the organization-wide pursuit of quality and the execution of tasks accurately the initial attempt, in order to consistently satisfy the evolving needs and expectations of customers and outperform competitors. Such an objective is upheld across all organizational levels and activities, involving the entire workforce.

Strategic management derives its competitive advantage from the implementation of the total quality concept. By doing so, it aims to develop and enhance the quality of services and products, while simultaneously achieving significant cost savings and minimizing time and effort losses. This is due to the fact that quality improvement plays a substantial role in augmenting the operational efficiency and effectiveness of the organization. Consequently, these factors contribute to the organization's sustained profitability, enhanced customer satisfaction, and improved supplier relations (Barfield et al., 2003).

The establishments have endeavored to implement quality standards that strike a balance between satisfying the demands and necessities of customers and safeguarding the environment and natural resources that are of societal importance at large. In other words, they have expanded their focus beyond product quality standards. The international standards organizations incorporated a set of environmental standards, most notably ISO14001, with the publication of a series of international standards including ISO14000. These organizations mandated that businesses implement environmental management systems and utilized guiding standards to impact the quality of performance associated with environmental responsibility (Khumra, 2007).

By implementing an environmental management system, businesses are able to enhance their environmental performance, mitigate environmental risks, analyze environmental characteristics and impacts, strengthen their position in meeting customer demands, and expand their marketing opportunities through the utilization of a variety of tools (e.g., environmental performance assessment, clean product, and environmental technology). The adoption of an EMS enables these businesses to attain numerous advantages that confer them a competitive edge in the face of international rivalry, all the while attaining the necessary levels of efficiency and efficacy (Dayuan & Yini, 2018).

As a result, the implementation of the total quality concept is deemed applicable to the management and enhancement of social and environmental performance by virtue of its contributions to stakeholder relations development and environmental preservation, thereby bolstering its capacity to attain numerous advantages that could serve as a source of competitive advantage. Therefore, the

sustainability of these facilities is achieved (Fathi, 2007).

2. Incorporating environmental sustainability into the value chain: The value chain notion serves as an initial reference point that aims to elucidate the endeavors undertaken to maintain the organization and the degree of sensitivity of its activities to the principles and dimensions of sustainability. By this, we mean all operations conducted by the organization that have significant social and environmental ramifications and dimensions that are critical to its attainment of sustainability. Deepak et al. (2018) illustrate the entry point of the value chain and its significance in integrating sustainability into every aspect of the enterprise as follows:

The value chain entry philosophy posits that an organization in any sector is comprised of a series of interconnected tasks that contribute value to the organization. These tasks may include everything from processing raw materials to delivering the finished product to the customer, and potentially even including the disposal of these products once they have been utilized. Management depends on it to gain a more comprehensive understanding of the organization's internal strengths and weaknesses, the interconnections among its different activities, and the significance of this relationship in elucidating the reciprocal impact on activity performance (Al-Arif, 2000).

Value chain entry: Value activities are the collection of tasks performed by humans or machines to satisfy the requirements of internal or external consumers, and are defined as the sequence of processes or actions that generate work within an organization. The significance of these activities for the enterprise's long-term viability and the fundamental criteria that must be adhered to in each activity to maximize value for the organization through heightened profitability are categorized into two primary groups (Epstein & Priscilla, 2001):

Group I (core activities) comprises the entirety of the organization's operations pertaining to the tangible development of goods or services, their promotion and distribution to consumers, and post-purchase support. It is divided into the following five activity categories:

Internal supply activities: Tasks associated with the procurement, storage, and distribution of inputs, including material handling, inventory management, transportation planning, and other similar responsibilities that necessitate the consideration of environmentally and occupational safety-friendly methods.

Production processes, also known as manufacturing processes, involve the conversion of inputs into outputs in the form of a product or service. The activities that are most cognizant of the principles and dimensions of sustainability associated with production processes—including machinery operation and maintenance, waste reduction, energy efficiency enhancement, and health and safety standards improvement—are those that minimize pollution, waste generation, energy consumption, and energy consumption.

Transport (external supply): Operations encompassing the movement, storage, disposal of waste, and packaging of goods, while adhering to environmental and occupational safety regulations and utilizing materials that are favorable to the environment.

Products and sales, encompassing marketing and sales activities, serve to acquaint customers with the establishment's offerings and inspire existing or prospective customers to patronize these items. By doing so, the organization can augment its market share and concentrate on improving the environmental benefits of its products.

After-sales services: These encompass the tasks necessary to guarantee the product's return and proper disposal, as well as provide instructions on safe product usage. Furthermore, they demonstrate the organization's commitment to environmental stewardship towards its customers and the broader community. Furthermore, these services can be expanded to include the reactivation of a product that

has been returned or ceased.

The second category, known as “supporting activities,” comprises all tasks that facilitate the essential activities in carrying out their functions effectively. These tasks are categorized into the following four groups:

Enterprise infrastructure comprises accounting and administrative functions that measure the environmental and social impacts of the enterprise’s processes, products, and operations in order to furnish decision makers with databases containing information such as that which results from product life cycle analysis and the nature of legal requirements.

Human resource management pertains to the tasks required to ensure that personnel are chosen and instructed in the tenets of sustainability, while also fostering a culture and consciousness among them regarding the criticality of social and environmental concerns in the pursuit of enduring sustainability.

Technological development: This group is responsible for undertaking tasks that are integral to the organization as a whole. These tasks include product research and design, production process design and development, and management of the flow of materials and energy involved in production science. On the one hand, these activities strive to minimize the social and environmental consequences; on the other, they strive to achieve advancements.

Requirements management, also known as procurement, pertains to the process of acquiring and supplying inputs utilized in the value chain of an organization. This includes the selection of socially responsible suppliers, whose reputation on the market is derived from their concern for the community, as well as the consideration of environmental specifications and the reduction of potentially hazardous substances in these purchases.

According to the researcher, the value chain approach facilitates the incorporation of sustainability principles into every facet of the organization. As a result, it furnishes management with data that aids in decision-making processes that strengthen the organization’s standing as a sustainable entity in the marketplace. Through a meticulous examination of their operations that adhere to their foundational principles, an assessment of their capacity to generate value, and the provision of data that aids in the identification of performance deficiencies, one can devise strategies such as product redesign, material substitution, or implementation of technological advancements that incorporate environmentally sustainable materials. Alternatively, activity correction can be implemented by determining the degree to which these activities can be executed at reduced costs.

Conclusion

The conclusion of this study is that the success of organizations is predominately determined by their capacity and level of commitment to incorporate sustainability dimensions into their management decision-making. In addition to mandatory regulations and laws, the emergence of lobbying, ethical commitment, and numerous other catalysts for social and cultural transformations, competition, the scarcity of natural resources, and value creation for stakeholders all contribute to enterprise commitment. The strategic approach to environmental sustainability encompasses various modes of strategic thinking that consider all facets of performance associated with environmental sustainability dimensions when devising and organizing the organization’s desired course of action; this direction is primarily determined by the organization’s vision, mission, values, and objectives. The effectiveness of the organization’s environmental sustainability strategy is contingent on the fulfillment of various prerequisites, with the utmost significance placed on integrating environmental sustainability principles into the value chain of the establishment and ensuring their achievement without compromising overall quality.

Results

The examination of the factors that influence strategic direction (vision, mission, values, goals and objectives) reveals that the governmental bodies in Al Kharj Governorate possess a distinct strategic inclination with respect to the various facets of environmental sustainability.

There is a growing interest in incorporating the various dimensions of environmental sustainability into the strategic planning process across all organizational levels. Clearly identifying the most critical aspects of sustainability is considered a critical success factor in enabling businesses to accomplish their strategic objectives.

Recommendations

The requirement to comply with the local regulations and laws governing the tax relationship between businesses and the government.

Emphasizing the importance of providing training to employees regarding the fundamentals of sustainability strengthens the future workforce's capacity to accomplish the strategic goals of the organization.

It is imperative to consider the performance implications associated with freedom of expression and collective bargaining, alongside the growing emphasis on employee benefits, as these factors may influence employees' motivation to work towards the strategic objectives of the organization.

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