Stakeholder Management for Sustainable Development
A case of an Algerian pharmaceutical industry company

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Abstract-

The influence of stakeholders in the decision making business organizations is significantly increased, the experiences indicate that the violent clashes of big companies with one or more of their stakeholders led often to the loss of these companies, whether in their sales, their reputation, or even by the arrest of a line of production as was the case Greenpeace and Nestlé (2010).There are many studies that have addressed to the influence of stakeholders on sustainable development practices in companies, this study passed to the strategic context of stakeholders, through research on the contribution of stakeholder management in the implementation of sustainable practices in companies. To apply an empirical study, we choose a company from the pharmaceutical industry in Algeria because of the great importance of sustainable practices in this type of company. On this basis, we measured the level of stakeholder management and the level of implementation of sustainable practices in this company, and then moved to the influential relationship between variables. The results showed that there is a significant correlation and an effective role for the management of stakeholders in the implementation of sustainable practices in this company.

Keywords: stakeholders, stakeholder management, sustainable development practices, Saidal Constantine.

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إدارة أصحاب المصلحة من أجل التنمية المستدامة

حالة شركة صناعة الأدوية الجزائرية

ملخّص –

يِّ الآونة الأخيرة، تزايدت أهمّية أصحاب المصلحة يِّ صناعة قرارات منظّمات الأعمال بشكل كبير، وتشير التّجارب إلى أنّ الصدامات العنيفة للشركات الكبرى مع واحد أو أكثر من أصحاب المصلحة فيها أدّى غالبا إلى خسارة هذه الشّركات سواءً يِّ مبيعاتها أو يِّ سمعتها أو حتى من خلال توقيف خطّ من خطوط إنتاجها كما حدث يِّ قضية منظّمة السلام الأخضر وشركة Nestlé (2010). هناك العديد من الدّراسات التي تناولت موضوع أصحاب المصلحة وتأثيرهم على ممارسات التنمية المستدامة، هذه الدّراسة تتنتقل إلى البحث يِّ مدى مساهمة إدارة أصحاب المصلحة كنوع من الإدارة الاستراتيجية يِّ تنفيذ الممارسات المستدامة يِّ منظّمات الأعمال، وقد تمّ اختيار شركة لصناعة الأدوية يِّ الجزائر لتطبيق الدّراسة القياسية نظرا للأهمية الكبيرة للممارسات المستدامة يِّ هذا النوع من الشركات.على هذا الأساس قمنا بقياس مستوى إدارة أصحاب المصلحة ومستوى تنفيذ الممارسات المستدامة يِّ هذه الشركة، ثمّ انتقلنا إلى دراسة العلاقة التأثيرية بين متغيّري الدّراسة. وأوضحت النتائج أنّ هناك ارتباطا كبيرا ودورا فعّالا لإدارة أصحاب المصلحة يِّ تنفيذ الممارسات المستدامة يِّ هذه الشّركة.

الكلمات المفتاحية:أصحاب المصلحة، إدارة أصحاب المصلحة، ممارسات التنمية المستدامة، صيدال قسنطينة.

Introduction

After the separation of ownership and management, many problems have emerged in business organizations; this has led to the emergence of many theories that are called the theories of contracts. In the same context, the beginning of eighties know the appearance of stakeholders theory as one of the theories of contracts, this theory shifted from shareholders interest to pay attention to all stakeholders in the business organizations and linking relationships with them, and access to rely on strategic frameworks for dealing with their behavior and their influence on the activity of organizations.

Around the same time, there have been the first ideas of sustainable development, which insist on attention to social and environmental aspects as well as economic aspects of development, all this was in order to apply the principles of equity. We consider that the principle of equity is the most important link between stakeholder management and sustainable development, which led us to think about the research in this area and know the extent of the contribution of stakeholder management in the implementation of sustainable practices.

Aim: The aim of this study is to develop a wider understanding of Sustainable development and the role of stakeholder management when it comes to issues concerning Sustainable development within companies, especially Saidal Constantine.

Conceptual Framework: This paper is based on the concept of sustainable development and haw one company engages in it and stakeholder management and their importance in developing sustainable practices in firms.

Research Questions: the main question of this research is: ***To what extent does stakeholder management help economic enterprises (especially Saidal Constantine) to implement sustainable development practices?***

Hypotheses: After addressing the partitions of stakeholders in the theoretical part, and determine the variables of study; we put the following hypotheses:

H.1. There is a low level of sustainable development practices in Saidal Constantine;

H.2. There is a low level of stakeholder management practices in Saidal Constantine;

H.3. There is an important role statistically significant for stakeholder management in the implementation of sustainable development practices in Saidal Constantine.

I. Stakeholder management and sustainable development in firms

The emergence of stakeholder theory coincided with significant changes in the field of developmental ideas, which shifted from the economic view based on growth rates; to look at human are a source and a target of/for the
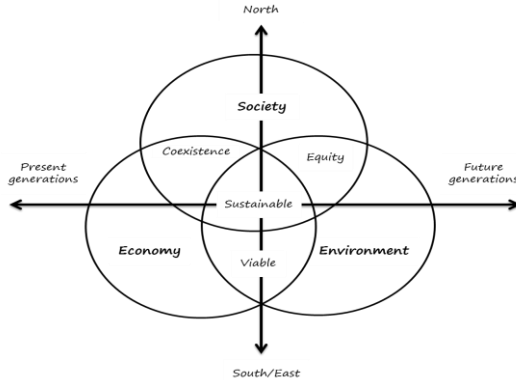
development planning at the same time. All this led to the appearance of sustainable development ideas.

I.1.Sustainable development: from macroeconomic to microeconomic

The first ideas for sustainable development started in the late eighties, and most of literature focused on the macro side of the development, while, the attempts to implement sustainable development in the enterprise started since the first Rio Summit.

I.1.1.Sustainable development in macroeconomic

There were many conferences, which focused on the theme of sustainable development from the UN summit for the year 1987 and through to the recent conference "Rio +20 in 2012"; passing on the most important summit in Rio de Janeiro in 1992, which resulted in Agenda 21.

(a) Sustainable development definition: In 1987, the United Nations released the Brundtland Report, which included what is now one of the most widely recognized definitions: "Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs (*Tracey Strange Et Anne Bayley2008*).

(b) Sustainable development dimensions: from definition, Shows that Sustainable development is an inclusive and multi-dimensional process; the social and environmental dimension overgrow a great importance today, where sustainable development creating an atmosphere of the coexistence of production and consumption patterns with the environment and provide equity and a decent living for everyone. As well, a radical change appears on economic principles to allow access to economic efficiency. Other views argue for more than three main dimensions to sustainable development, Such as good governance and technological dimension. On the other hand we can add the spatial and temporal dimensions of development as shown in (**Figure 5).**

It is important to note that there are inter-linkages among these different dimensions, and actions in one area always affect the others. For example, sustainable development calls for:

⌐ An inclusion of environmental limits in development plans;
⌐ Parallel development of human and social resources;
⌐ Using more earth-friendly technologies.

Figure 5: Sustainable development dimensions

I.1.2.Sustainable development in microeconomic

After all conferences, which was held in the framework of sustainable development, there have been attempts to apply its dimensions for economic enterprises, and we are trying to clarify the content of these attempts.

(a)The institutional definition of sustainable development: According to the *Dow Jones Sustainability Indexes ;* sustainable development in business terms is "a business approach that creates long-term shareholder value by embracing opportunities and managing risks deriving from economic, environmental and social developments"(*Dow Jones Sustainability Indexes website*). And in *financial times lexicon* is defined as managing the *"Triple Bottom Line"* a process by which companies manage their financial, social and environmental risks, obligations and opportunities. These three impacts are sometimes referred to as profits, people and planet.

These definitions lead us to conclude some pillars for the implementation of sustainable development in economic enterprises, such as: Stakeholder engagement, environmental management systems, reporting and disclosure and the life cycle analysis.

(b) Sustainable development practices in green firms: To reach the rank of green enterprises it is necessary to adopt some practices; Starting with planning and sustainable strategies, and including sustainable functions in the organizational structure of enterprise. Following the model input/output, we find that green enterprise is obliged to adopt fair-trade principles with suppliers on the one hand, and try to influence the behavior of consumers to reach the responsible consumption on the other. All this goes through a clean transformational process, take into account: eco-designs, training and empowerment of employees and their participation in decision-making of the

organization. It also requires the work to the principles of green marketing, reporting and dialogue with stakeholders to achieve the principle of equity.

I.2.Stakeholder management for sustainable development practices in firms

We will give her a presentation of how to manage relations with stakeholders in the form which facilitates the implementation of sustainable development practices? For this purpose, we decided to arrange these practices according to the model inputs / outputs.

I.2.1 Managing stakeholders to achieve *eco-designs*

According to the international standards ISO 14062, the eco-design can be defined as: the integration of environmental constraints in the design and development of products (*Stéphane LE POCHAT2005*). Going back to stakeholder management; the creation of early dialogue with stakeholders during the design of product helps economic enterprise to find out and determine support or opposition of stakeholders to the product. Also, the identification and inclusion of issues and environmental preoccupations of stakeholders in design makes products more acceptable by society as a whole not just by consumers, and give him more opportunities to stay and extend the period of his life.

I.2.2 managing stakeholders to achieve the principle of "*Cradle to cradle*"

Cleaner production techniques were based on the reduction of pollution and followed it for upstream to downstream, but in 2002 **William McDonough** and **Michael Braungart** presented a new industrial philosophy in their book: "cradle to cradle"; This philosophy is based on development of patterns of manufacturing and managing their products, so that the remnants of the industrial process will be beneficial to the environment. The authors call for the awareness of the fact that: there is no "far" when you take something away (*William McDonough & Michael Braungart*, 2002). In this context, the enterprise determines stakeholders of "bio-products"; through the creation of communication channels with suppliers and designers to urge to provide it with clean energy sources and easy decomposition and recycling components for several times, these factors must be involved in manufacturing products of the type of "cradle-to-cradle". On the other hand, enterprises must ensure the necessary funding for these products depending on socially responsible shareholders (SRS), and before the start of production; managers must include stakeholder representatives in the general assembly and listen to them in framework of strategic plans.

Managers must also develop formative programs for workers and experts for the success of the process, this will help to provide high quality products, also linking relations with non-governmental organizations and interested bodies to the environment for the dissemination of these ideas and raise awareness. In the latter, it must be customized courses, forums and exhibitions for green marketing, which no aims to reach a larger number of consumers only; but also aims to reach the largest degree of awareness of

green products and create a responsible consumption by the influence to the behaviors of consumers and even tastes.

I.2.3 managing stakeholders to achieve the *fair trade*

The concept of free trade indicates that market forces (supply and demand) are the only ones that govern trade practices; however, the abuses that characterize this style of trade precipitated the emergence of the concept of fair trade, the latter is an alternative approach to conventional trade and a global movement that represents sustainability and development through trade (fair-trade website). From this definition, we can say that the management of stakeholders for implement fair trade requires more attention to the poor, which is expressed by CK Prahalad: "If we stop thinking of the poor as victims or as a burden and start recognizing them as resilient and creative entrepreneurs and value-conscious consumers, a whole new world of opportunity will open up. Four billion poor can be the engine of the next round of global trade and prosperity.... What is needed is a better approach to help the poor, an approach that involves partnering with them to innovate and achieve sustainable win-win scenarios where the poor are actively engaged and, at the same time, the companies providing products and services to them are profitable"(*Tara J. Radin*,2007).

The best example can be presented here is the experience of Grameen Bank of Muhammad Yunus, This micro-credit institution elevates the status of impoverished people, especially women, by making small loans without the requirement of collateral (*Grameen Bank website*).

I.2.4 managing stakeholders to achieve the *green marketing*

The green marketing is not just an activities aimed at building a good image of the organization; but it means the integration of environmental thinking with strategies, policies and procedures. But all the green marketing policies must be carried out with the participation of several categories of stakeholders; thus, can be summarize the pillars of managing stakeholders for green marketing as follow:

(a) Paying Customers: It means that enterprises must answer to the following questions(*Tamer al-Bakri, Ahmed NizarNouri*,2007):

⌐ To what extent the consumer is heading for the preservation of the environment?

⌐ Would consumer already in the "green products"?

⌐ What degree of consumer knowledge of environmental issues?

(b) Enterprises supply needs: This element includes recognition of environmental compliance of suppliers in the supply of all enterprises needs a raw materials.

(c) Politicians: Political candidates who have a high commitment to the environment have become influential in the enterprises and its work.

(d) Pressure Groups: enterprises are obliged to understand the environmental issues that pressure groups focus on it.

I.2.5 managing stakeholders to achieve the *green accounting* and *reporting*

Green accounting means the inclusion and integration of accounting and economic report of activities and programs that affect the environment to meet the needs of the various parties in the community according to "*Polluter pays principle*" principle. As a result of this idea, several sustainable development reports have emerged; such as the *Global reporting initiative* and the *Triple Bottom Line*, all of these reports are prepared by the intersections of economic, social and environmental standards with stakeholders' views, so stakeholder management is the key of credibility of reports.

Figure 6: stakeholder management in green firms
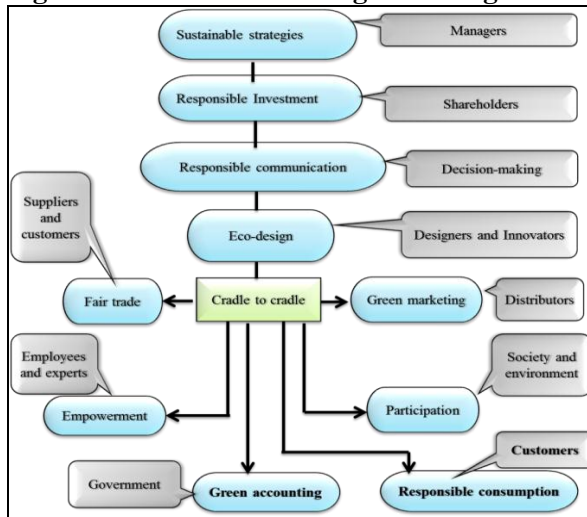
Adapted from the above

II. Case study, Methodology

Based on what came in the theoretical chapter, we tried in the second part to stand on the application of stakeholder management and sustainable development in economic enterprises, so we chose a pharmaceutical industry Company (Saidal Constantine).

In the beginning, we must determine the methodology of this case study by clarifying the population and the sample and presentation of the field of study

II.1.Population of study: The population includes stakeholders of Saidal Constantine with various categories (defined in the theoretical part: shareholders, managers, employees, suppliers ...).

II.2.Sample of study: Because of difficulty of conducting the study on all stakeholders in Saidal Constantine, we chose a stratified sample includes a certain number of each category of stakeholders according to the standards described in the theoretical framework (standards of Mitchell et al.). The final number of the studied sample is 100 individuals as shown in **Table 1**.

Table 1: sample of study

Shareholders	Managers	Employees	Customers	Suppliers	Government	NGO	Public &Media
Health & industry Directorate	Director-General& Executive Directors	Frames, implementation &control	Pharmacies & final	Representatives from the company of Novo Nordisk	Wilaya, Directorate Environment	Rights associations	Local radio &People close to the enterprises
6	12	15	30	2	5	5	23

II.3.Data collection methods: This paper presents a case study of Saidal Constantine; the Primary data was based on questionnaire face-to-face with 100 stakeholders of this enterprise. To analyze these data, we used the program of Statistical Package for the Social Sciences (spss).

II.4.Statistical methods and scales used in the study: To analyze the data of this study we have used a number of statistical measures as follows:

II.4.1.The mean: This scale used to measure the level of variables of study in the enterprise examined. Due to our reliance on the quintet scale of Likert; the analysis of the data has been comparing the mean of respondent's answers with the hypothesis mean which has a value of 3.00; therefore averages less than 3.00 expresses a low levels, while the averages exceed 3.00 reflect a strong levels.

II.4.2.Standard Deviation: We used this measure to determine the differences in the answers of respondents about the levels of the variables.

II.4.3.Correlation: We used this measure to determine the correlation between the two variables of the study.

II.4.4. Regression: To analyze the statistical significance of the role of stakeholder management in the implementation of sustainable development practices in the enterprise surveyed; we have used the regression model.

II.4.5. Adjusted R Square: This Coefficient reflects the degree of influence of the independent variable on the dependent variable.

II.4.5.An overview of the field of study: Saidal Constantine is one of the most important companies of Group Saidal; this company was founded in 1986, located in the industrial zone in Constantine, It specializes in the production of liquid types and injectable products (especially insulin). The

following are some important data about this company (identifying document of saidal constantine2014):

(a) This factory has become a branch of Pharmal after the bankruptcy of Encopharm on 31.12.1997;

(b) Its production capacity is estimated at 05 million units per year by 276 workers;

(c) It has a laboratory for quality control and two workshops:

≅ **The first workshop**: specializes in the production of liquid forms of syrups and lotions.

≅ **The second Workshop**: specializes in the production of human insulin in all its forms, it is equipped with modern industrial equipment

Table 2: level of stakeholder management

Stakeholder management				
Formula	Mean	Std. D	relative importance	Sig
The enterprise knows perfectly all its stakeholders	2,31	1,08	11	Low
When creating a new project, the company determines the different stakeholders	2,98	1,18	4	Low
The enterprise uses scientific methods to determine its stakeholders	2,59	1,04	9	Low
The enterprise knows perfectly the expectations of its stakeholders	3,07	1,28	2	Middle
The enterprise takes into account the conflict of interest of stakeholders	2,26	1,06	12	Low
The enterprise takes into account the classification of stakeholders according to the degree of influence on its activity	2,96	1,33	5	Low
The enterprise aspires to provide the maximum possible balance between the competing interests of its stakeholders	2,40	1,12	10	Low
The enterprise has a strong bargaining power to influence the requirements of its stakeholders	2,81	1,08	7	Low
The enterprise consults with its stakeholders on the most important issues	2,86	0,96	6	Low
The enterprise involves its stakeholders in the process control	2,99	1,36	3	Low
The enterprise takes seriously the claims of stakeholders	3,33	1,15	1	Middle
The enterprise puts at the disposal of its stakeholders all information relating to its business	2,80	1,37	8	Low
The enterprise puts in place clear strategies in dealing with its stakeholders according to the degree of danger that may affect its business	2,98	1,31	4	Low

Source: adopted from spss output

and we have got the results shows in **Table 2**.

Table 2 shows that most of mean of the respondent's answers in this section was low; where they reach lower values than the hypothesis mean

(3.00), This weakness is due to the weak averages in phrases: Identifying stakeholders, awareness of conflicts of interest and balancing needs, where we recorded: 2.31, 2.26 and 2.40.While the results showed that the strongest averages recorded in phrases: Dealing with claims of stakeholders, expectations of stakeholders and the involvement by values of: 3.33, 3.07 and 2.99. The weakness of averages affected the overall mean of this section where we recorded a low value: 2.79.

Discussing first hypothesis:

After analyzing the data for the first variable, we show that the overall value of the arithmetic mean of this section was 2.79, which is less than the neutral value in the used scale (3.00), as well as the value of the standard deviation was 0.89, which means that there is not much difference between the answers of respondents, and there is a consensus on the low level of stakeholder management in the organization studied. Based on the foregoing, and considering that the first hypothesis is that there is a low level of stakeholder management in Saidal Constantine, we accept this hypothesis.

II.5.2.Data analysis of the level of sustainable development

According to the same statistical measures used in the first part, we analyze the answers of respondents regarding the second part on the level of sustainable development practices in Saidal Constantine; this is the part that clarifies in the following table:

Table 3: level of sustainable development practices

Axes	Formula	Mean	Std. D	relative importance	Sig
Sustainabledevelopment practices					
Economicdimension	The enterprise seeks to achieve consistent profits interesting using limited resources	2,97	1,34	10	Low
	The enterprise seeks to reduce wastage of resources by employing scientific methods	3,15	1,14	7	Middle
	consumption of energy within the company is in a rational way	3,63	1,36	2	Middle
	The enterprise cares about the requirements of the quality of its products	3,16	1,35	6	Middle
	The enterprise relies on continuous improvement	2,77	0,99	12	Low
	The prices of the company's products conform to the price of foreign products	3,24	1,06	5	Middle
Social dimension	There is equity in the distribution of wages in the enterprise	3,69	1,12	1	Middle
	the enterprise knows no gender discrimination	3,03	1,25	9	Middle
	Training programs designed by the company are sufficient to give an empowering workers	2,30	1,27	13	Low
	The company motivates its workers with adequate material and moral incentives	3,14	1,37	8	Middle
	The company takes into account all the comments workers on all aspects of its business	2,90	1,25	11	Low
	business The company conducts charitable activities and solidarity for society	2,02	0,84	16	Low
Environmental dimension	The company agrees to comply with the laws of the State relating to the protection of the environment	2,28	0,99	14	Low
	The company cares to stop pollution from its origin	2,18	1,04	15	Low
	The company uses research & development in the field of environmental protection	3,39	1,34	3	Middle
	The company conducts environmental training individuals	3,36	1,15	4	Middle

Source: adopted from spss output

The results showed that a large number of mean was higher than the neutral value of the Likert scale, where we recorded a strong average in 8 phrases that are: Minimize the waste of resources (3,15), the rational use of

energy (3,63), the importance of quality (3,16), competitive price (3,24), justice in the distribution of wages (3,69), no gender discrimination (3,03), employee motivation (3,14), R&D in the environment field (3,39) and environmental training for employees(3,36). However, we recorded low values in other phrases, but it did not affect significantly the overall mean value of 2.95, which reached a value very close to the hypothesis average. The answers tend to a consensus on this value if we look at the values of the standard deviation.

Discussing second hypothesis

After analyzing the results of this section we show that there is a consensus on the medium level of sustainable practices in Saidal Constantine, which leads us to reject the second hypothesis, refers to the weakness of this level and replaced it by the alternative hypothesis: There is a medium level of sustainable practices in Saidal Constantine.

II.5.3.Data analysis of correlation

After analyzing the results of the level of each variable, and after discussing two hypotheses, in this section, we analyze the results of the relationship between the two variables (X, Y), and begin to analyze the correlation through this table:

Table 4: correlation analysis

Correlation		X	Y
X	Pearson Correlation	1	0,834
	Sig. (2-tailed)		0,000
	n	100	100
Y	Pearson Correlation	0,834	1
	Sig. (2-tailed)	0,000	
	N	100	100

Source: adopted from spss output

The results of correlations indicate to the existence of a strong and positive correlation between stakeholder management and sustainable development practices in Saidal Constantine, as the value of the Pearson correlation coefficient of 0.83, a positive value greater than 0.7 which means the power of correlation between the two variables.

II.5.4.Data analysis of regression

In order to analyze the role of stakeholder management in the implementation of sustainable development practices in Saidal Constantine; we wanted to use the regression analysis after fulfilling conditions of this measure.

(a).F- Test

To ensure that there is a total statistical significance in the regression model, we analyzed the Fisher test, which gave us the following results:

Table 5: Fisher test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	49,78	1	49,78	224,61	0,00
Residual	21,72	98	0,22		
Total	71,51	99			

Source: adopted from spss output

This table shows that the value of "F" is less than that value tabular; this was confirmed by the levels of significance that came in the confidence interval used in the study (99%). This leads us to say that there is a total statistical significance in the regression model, so we move to the other conditions.

(b).Normality Test

To ensure the normality of distribution we have created a graph of values and judged by the distribution of points which represent the residuals probability, which appears in the following figure:

Figure 7: Normality Test

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Y
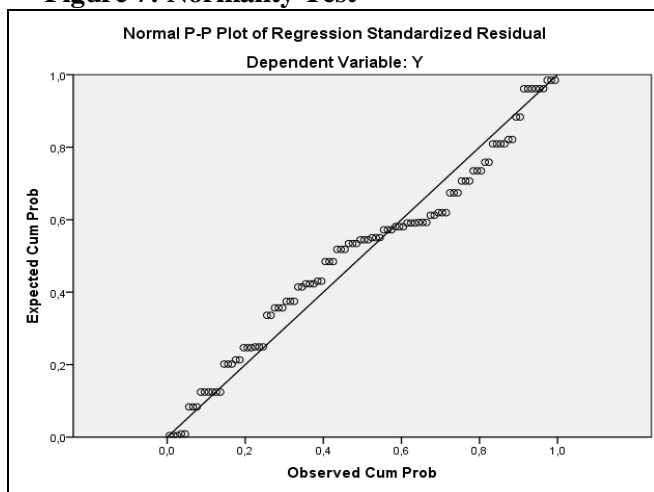
Source: adopted from spss output

Figure shows that the values are distributed in an orderly manner on both sides of the line, which confirms that the residuals values follow a normal distribution.

(c). T-test

After confirming the conditions of application of the regression model by the nature of the distribution and the presence of a global statistical

significance, we will examine the partial statistical significance; this is what we can do with T-test.

Table 6:T-test

Coefficients[a]					
Model	UnstandardCoefficients		Standard Coefficient	t	Sig.
	B	Std. Error	Beta		
(Constant)	0,72	0,15		4,79	0,00
X	0,79	0,05	0,83	14,98	0,00
a. Dependent Variable: Y					

Source: adopted from spss output

Table numbers show that the calculated value of "T" is less than its tabular value in the case of the independent variable, this was confirmed by "P value" of "X" which is equal to 0.00, so after making sure that at least one of the model coefficients has a statistical significance, the results presented indicate that this is due to the significance of the independent variable (stakeholder management). In conclusion, we say that there is statistical significance on the role of stakeholder management in the implementation of sustainable development practices by Saidal Constantine. Now we move to measure the proportion of this role by "Adjusted R Square".

(d).Explanatory capacity of the model

"Adjusted R Square" is used to determine the percentage contribution of the independent variable in the changes that occur on the dependent variable, and the remainder proportion attributed to other variables outside to the scope of the study, including the random error.

Table 7:Explanatory capacity

Model Summary[b]					
Model	R	R Square	Adjusted R Square	Std.error of the Estimate	Durbin-Watson
1	0,83	0,69	0,69	0,47	1,66

a. Predictors: (Constant), X
b. Dependent Variable: Y

The results indicate that the value of "R Square Adjusted" is 0.69, which means that the independent variable explains 69% of the changes in the dependent variable, in other words, 69% of the changes that occur in the implementation of sustainable development practices attributed to stakeholder management.

Discussing third hypothesis

After we tested the conditions of regression model, and when we apply this model we found that there was statistically significant for the role of stakeholder management in the implementation of sustainable development practices, this is the role that is expressed by "Adjusted R Square" of 69%, which means that the stakeholder management influences effectively the implementation of sustainable development practices in Saidal Constantine. All of the above leads us to accept the third hypothesis for this research.

Conclusion

In the first part of this research we found that stakeholder management is an important entrance for adopting sustainable practices and developing green strategies in the economic enterprises, It was also found that the organization's ability to achieve an optimal balance between the conflicting interests of stakeholders is the key to achieve the principles of equity, which is the core interest of sustainable development.

In the second part, we have begun to identify the field of study closely, and then prepare the questionnaire with experts; finally we have presented it to respondents. The analysis of the answers we gave the following results:

≅ There is a low level of stakeholder management in Saidal Constantine;

≅ There is a medium level of sustainable practices in Saidal Constantine;

≅ There is a strong and positive correlation between stakeholder management and sustainable development practices in Saidal Constantine,

≅ There is an important role statistically significant for stakeholder management in the implementation of sustainable development practices in Saidal Constantine.

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