

**The Impact of Environmental Governance Practices on Sustainable  
Performance: An Applied Study in the Plant and Animal Health Sector**

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## **Introduction**

Environmental governance no longer sits quietly in the corner as a simple regulatory requirement. Organizations increasingly treat it as a managerial compass that guides how environmental decisions are made and who carries responsibility for them. Governance, in this sense, stretches far beyond ticking compliance boxes. It functions more like the operating system of environmental management quietly shaping routines, choices, and eventually the sustainability results an organization produces.

Attention to environmental sustainability has intensified across both research communities and organizational practice. Global debates about sustainable development, corporate responsibility, and ESG-oriented governance have pushed institutions to construct more deliberate environmental governance systems. Empirical research indicates that governance frameworks, when intentionally designed to emphasize environmental aims, can influence outcomes at the firm level. This impact is more pronounced when organizations integrate these objectives into their formal policies and monitoring mechanisms, thereby facilitating the assessment and quantification of performance (Ara, 2025).

Environmental governance (EGG) serves as a management structure, bridging environmental objectives with tangible operational and strategic outcomes. This relationship is particularly pronounced in sectors dedicated to the well-being of plants and animals. Organizations within this sphere are in a state of continuous engagement with ecosystems, biological assets, and rigorous regulatory environments. As a result, environmental responsibility must move beyond abstract principles; it demands tangible implementation through routine operational choices. Decisions made by these entities can significantly affect ecological health, public confidence, and the integrity of regulatory frameworks. Studies support this idea, showing that organizations can improve their environmental performance by strengthening their environmental control systems and including environmental experts in their leadership (Kim et al., 2023).

Within organizations, environmental governance is reflected through several practical mechanisms. Leadership can demonstrate environmental dedication by establishing strategic objectives and directing resources accordingly. Environmental actions are monitored through control and compliance systems, ensuring adherence to established regulations. Furthermore, transparency and accountability mechanisms provide stakeholders with access to pertinent

information, thereby clarifying institutional responsibilities. Through these mechanisms, environmental concerns gradually move from peripheral discussions into routine planning, monitoring, and organizational communication.

In this study, sustainable performance is approached as a multidimensional outcome rather than a single indicator. Improvements may appear in operational efficiency. Environmental costs may decline. Organizational reputation can strengthen as stakeholders observe responsible environmental management. Partner and community satisfaction could also increase. Environmental impacts would decrease, and the scope of social responsibility would expand. Previous studies have consistently shown connections between environmental governance frameworks and measurable improvements in both environmental and economic performance (Soussi et al., 2025). However, the evidence from these studies is not consistent across different sectors.

Despite the growing amount of research, areas like plant and animal health have not been studied much with analytical methods, even though they are important for ecosystems. Therefore, studying how environmental governance affects sustainable performance in these areas adds to the broader discussion about governance and sustainability management.

This study uses a quantitative, cross-sectional approach to examine the relationships between the variables. The analysis focuses on three key aspects of environmental governance: environmental commitment, environmental control and compliance, and environmental transparency and accountability. To evaluate the connections between these governance mechanisms and sustainable performance, and to determine the nature and strength of these relationships, multiple linear regression analysis is used.

## **Problem Statement**

Environmental governance practices are increasingly prioritized by managerial stakeholders. Nevertheless, a paucity of consistent data persists regarding their impact on sustainable performance across diverse domains. While prior research has established a correlation between governance and environmental outcomes (Souza et al., 2025), these conclusions predominantly originate from public administration or corporate contexts, which differ significantly from the plant and animal health sector. Within this sector, environmental responsibility is inherently embedded in routine operations; however, the strategic integration and sophistication of governance structures may vary considerably.

Environmental commitment, control and compliance systems, and transparency mechanisms are anticipated to impact operational efficiency, environmental cost management, stakeholder satisfaction, and organizational reputation. However, the degree to which these governance dimensions, both collectively and individually, predict sustainable performance is not well-studied within plant and animal health institutions. Consequently, contemporary investigations often prioritize environmental performance indicators in a manner that is isolated, neglecting the conceptualization of sustainable performance as a multifaceted construct encompassing operational, environmental, and social dimensions (Bauer & Greiling, 2024).

Based on the above, the main research question can be stated as follows: How do environmental governance practices, specifically environmental commitment, environmental control and compliance, and environmental transparency and accountability, affect sustainable performance in the plant and animal health sector?

To address this issue, we need to use empirical testing with a structured quantitative approach. This will help us determine the size and statistical significance of these relationships.

### **Significance of the Study**

Environmental governance has gradually expanded beyond its original regulatory focus. Organizations now view it as a structured management system, designed to turn environmental responsibilities into measurable results. This change is particularly important in the plant and animal health sector. Daily activities in this field directly affect ecosystems, biological resources, and the enforcement of strict regulations. Decisions made within these organizations can have a wide-ranging impact, similar to a stone dropped into still water. These decisions affect the organization's internal efficiency and also influence how external groups view its legitimacy. Research interest in governance–performance relationships continues to expand. Yet empirical work within this sector remains scarce. Examining how environmental commitment, environmental control and compliance, and environmental transparency and accountability shape sustainable performance therefore helps illuminate the direction and strength of these relationships in a field defined by environmental sensitivity and institutional oversight.

- **Scientific Significance**

This research contributes to the academic discourse on environmental governance by providing empirical data derived from a structured analytical framework. The model shows a connection between three governance aspects and a combined measure of sustainable performance. Prior investigations have established a correlation between corporate governance and sustainability outcomes (Sancha et al., 2022; Tjahjadi et al., 2021). Nevertheless, the precise mechanisms through which governance practices influence diverse performance metrics across particular industries remain inadequately explored. Bauer and Greiling (2024) emphasize the importance of management control systems in promoting sustainable development goals.

However, empirical research that focuses on specific sectors has not yet caught up with the theoretical discussions. This study seeks to address this gap by defining sustainable performance as a combination of different results. These results include operational efficiency, reduced environmental costs, improved organizational reputation, stakeholder satisfaction, lower environmental impacts, and broader contributions to social responsibility. Using the framework developed by Soussi et al. (2025), the research applies these concepts to organizations in the plant and animal health sector, providing a clearer understanding of how governance mechanisms affect sustainability performance.

- **Practical Significance**

Environmental managers working in plant and animal health organizations often operate under demanding ecological and regulatory conditions. Governance structures—structured auditing systems, compliance monitoring procedures, and sustainability reporting frameworks—consume financial and administrative resources. Many institutions assume that these mechanisms strengthen sustainable performance. However, solid empirical evidence isn't always available.

Organizations operating in environmentally sensitive areas face increased scrutiny from regulatory bodies, local communities, and other interested parties. Within these frameworks, a nuanced comprehension of the interplay between transparency, accountability, and compliance is crucial for achieving positive sustainability outcomes. The findings of this investigation possess the potential to inform policy enhancements and facilitate

organizational transformations. More specifically, this research furnishes decision-makers with valuable insights that could fortify environmental governance and, consequently, enhance quantifiable sustainability performance.

## **Research Objectives**

This study aims to examine how environmental governance practices influence the sustainability performance of organizations in the plant and animal health sector.. Over recent years, environmental governance has evolved into a managerial approach that allows organizations to incorporate environmental responsibilities into both strategic planning and daily operational activities. In sectors that maintain direct interaction with ecological systems and operate under substantial regulatory oversight, governance practices often shape how organizations interpret environmental obligations and translate them into practical actions.

Within this context, governance mechanisms guide organizational responses to environmental responsibilities and influence the degree to which sustainability outcomes can be achieved. For institutions working in plant and animal health, environmental considerations are closely linked to operational decisions, regulatory compliance, and stakeholder expectations.

This study investigates how environmental governance practices affect sustainable performance in organizations within this sector. It specifically examines governance mechanisms that structure environmental management activities and strengthen organizational accountability in fulfilling environmental responsibilities.

1. To achieve this main objective, the following specific objectives are formulated:
2. To examine the impact of environmental commitment on sustainable performance.
3. To examine the impact of environmental control and compliance on sustainable performance.
4. To examine the impact of environmental transparency and accountability on sustainable performance.subject to strict regulatory pressure.

## **Research Questions**

This investigation is guided by research questions that stem from the identified research problem, and these questions are directly linked to the study's objectives and its conceptual framework. The primary aim of these questions is to elucidate the character of

the relationship between environmental governance practices and sustainable performance within the context of the plant and animal health sector. Through the exploration of these questions, the study endeavors to furnish empirical evidence regarding the potential influence of environmental management-related governance mechanisms on organizational performance outcomes in sectors that are particularly sensitive to environmental considerations. Consequently, the research questions are specifically designed to assess the degree to which the core dimensions of environmental governance practices contribute to sustainable performance.

### **Main Research Question**

To what extent do environmental governance practices affect sustainable performance in the plant and animal health sector?

### **Sub-Questions**

1. To what extent does environmental commitment affect sustainable performance in the plant and animal health sector?
2. To what extent does environmental control and compliance affect sustainable performance in the plant and animal health sector?
3. To what extent do environmental transparency and accountability affect sustainable performance in the plant and animal health sector?

### **Research Hypotheses**

The research hypotheses, formulated from the research questions and study objectives, are intended to support an empirical examination of the suggested connections between environmental governance practices and sustainable performance. In quantitative research, hypotheses function as testable claims, allowing the researcher to evaluate the existence of statistically significant relationships among the variables under investigation. Consequently, the hypotheses of this study are structured to assess the influence of environmental governance practices and their principal dimensions on sustainable performance within the plant and animal health sector

## **Main Hypothesis**

- H0: Environmental governance practices have no statistically significant effect on sustainable performance in the plant and animal health sector.
- H1: Environmental governance practices have a statistically significant effect on sustainable performance in the plant and animal health sector.

## **Sub-Hypotheses**

- H01: Environmental commitment has no statistically significant effect on sustainable performance in the plant and animal health sector.
- H11: Environmental commitment has a statistically significant effect on sustainable performance in the plant and animal health sector.
- H02: Environmental control and compliance have no statistically significant effect on sustainable performance in the plant and animal health sector.
- H12: Environmental control and compliance have a statistically significant effect on sustainable performance in the plant and animal health sector.
- H03: Environmental transparency and accountability have no statistically significant effect on sustainable performance in the plant and animal health sector.
- H13: Environmental transparency and accountability have a statistically significant effect on sustainable performance in the plant and animal health sector.

## **Literature review :**

The academic debate surrounding environmental governance has moved beyond simply following rules. Researchers are increasingly interested in understanding the reasons behind and the processes involved in this relationship, viewing environmental governance as the basic structure of an organization.. It represents the building's framework hidden behind the walls of daily activities, yet the element that prevents the structure from collapsing under external pressure. Current literature essentially flows into two main camps: one that scrutinizes sustainable performance as a complex, multidimensional result, and another that deconstructs the governance machinery itself—the leadership, the audits, and the transparency. Together, these perspectives form a conceptual framework that explains why some organizations thrive while others remain at the point of mere survival.

- **sustainable performance**

When considering **sustainable performance** as the ultimate goal of organizations, the work of **Tjahadi et al. (2021)** is noteworthy. Their study examined Indonesian companies and adopted a triple bottom line perspective that combines economic, environmental, and social performance in assessing sustainability. Multiple regression analysis revealed that governance functions not only as an administrative structure but also as a driver of organizational performance.

Their findings suggest that when the governance is tight, the benefits spill over from the balance sheet into social and environmental domains. In their view, governance acts as the steering wheel; it doesn't power the car, but it's the only thing keeping it on the road toward long-term survival.

Looking even closer at the recent horizon, **Wu et al. (2025)** The study examined the **relationship between corporate transparency and sustainability performance**, focusing on the potential for profitability to act as an intermediary between the two. The results of the quantitative analysis show that disclosing environmental impacts leads to more than just compliance with regulatory requirements; it is also linked to improved financial performance of the organization, which creates a supportive base for the continuation and expansion of sustainability programs.

They describe transparency as clear water in a reservoir. When stakeholders can see all the way to the bottom, the trust deepens, creating a feedback loop where financial health and ethical behavior finally stop fighting and start helping each other.

- **Studies on Environmental Governance**

We now turn to **environmental governance** , examining it as a distinct force.. Here, the literature stops treating governance as a by product and starts viewing it as the primary catalyst for change.

**Ara (2025)** set the stage by pitting public and private institutions against each other in a comparative showdown. The primary conclusion was unambiguous: a strong governance framework serves as the essential institutional foundation, irrespective of the specific sector.

Without this structural support, environmental initiatives often fail to achieve their goals. In contrast, when this support is present, positive sustainability results are clearly possible.

Building on this trajectory, **Sancha and his team (2022)** delved deeper into operational methodologies, revealing through their global analysis that governance doesn't create sustainability with a magic wand. Instead, it operates through the complex and routine channels of managing day-to-day operations. By tightening environmental regulations and compliance measures, governance structures subtly shift operational joints to become cleaner and more efficient. This isn't a direct or sudden impact, but rather a gentle wave that gradually permeates the fabric of a company's daily operations, transforming it from within.

In the Middle Eastern context, **Renukappa et al. (2017)** zoomed in on Abu Dhabi's public sector to find the spark that starts the fire. The researchers identified leadership commitment as the most important factor. Their study showed that a leader's dedication to sustainability acts like the first domino in a chain reaction. As a result, once the leader is committed, the organization's strategic and operational parts must follow.

**Naeem and his team further** supported the connection between governance and future outcomes.(2024). Using the Generalized Method of Moments (GMM), they proved that strong governance doesn't just manage the "now"; it fuels green innovation. Essentially, when the rules are clear and the responsibility is distributed, firms are more likely to take the leap into technological and operational improvements that boost performance in the long run.

**"Earnhart and Leonard's (2016) and Bauer and Greiling's (2024)** empirical investigations redirect the discourse from abstract concepts to the practical implementation of the system. Earnhart and Leonard demonstrate that environmental auditing serves as the definitive signaling mechanism, transforming an ambiguous commitment into a concrete, measurable reality. Simultaneously, Bauer and Greiling's thorough examination of the public sector establishes that structured controls, such as linking incentives to sustainability objectives, constitute the essential foundation of effective governance. It's the classic distinction between simply naming a destination and actually owning the map to get there."

Finally, **Kim and his team (2023)** focus on the Board of Directors, the most important part of the organizational structure. Their analysis of panel data suggests that having a board isn't enough; the board members must have environmental expertise. When those in charge understand the scientific details and the potential consequences, the resulting governance structures significantly improve environmental performance and promote a level of transparency that "generalist" boards often lack.

## **Discussion and Research Gap**

The existing literature consistently shows that governance structures influence sustainability results in organizations. Research on sustainable performance emphasizes the need to evaluate sustainability using various indicators that include environmental, social, and economic aspects.. For instance, Tjahjadi et al. (2021) demonstrated that governance frameworks strengthen sustainability performance by improving managerial oversight and responsible organizational practices. Wu et al. (2025) also showed that environmental transparency particularly information disclosure supports improved sustainability outcomes.

Research on environmental governance highlights the importance of governance structures in embedding sustainability considerations into strategic planning and operational activities. Ara (2025) and Sancha et al. (2022) demonstrate the role of governance mechanisms in directing organizations toward the incorporation of sustainability within their managerial practices. Furthermore, many studies highlight governance practices, including environmental commitment, environmental control systems, and transparency mechanisms, as crucial elements that improve sustainability performance.

Despite the growing amount of research in this area, some limitations still exist. Many studies mainly focus on large companies and industrial sectors, especially in developed countries. Moreover, research often isolates governance mechanisms, rather than studying them within a complete environmental governance framework that includes commitment, control systems, and transparency practices.

This gap leaves important questions unanswered. How do these governance mechanisms operate collectively within environmentally sensitive sectors? How do they influence

sustainable performance when applied together rather than individually? To answer these questions, we need to gather data from different institutions and sectors.

## **Theoretical Framework**

The theoretical point of departure for this study rests on a straightforward premise: governance structures shape how organizations behave and, ultimately, how they perform. Environmental governance reflects this idea in practice. It functions as an institutional arrangement through which organizations incorporate environmental considerations into both strategic planning and everyday operational decisions. Within such arrangements, governance mechanisms define responsibilities, establish rules of interaction, and regulate how organizations relate to external stakeholders. Stakeholder Theory provides a useful lens through which to examine this relationship. Freeman (1984) suggested that organizations exist within a complex network of relationships, including regulators, communities, customers, employees, investors, and environmental advocacy groups. Therefore, an organization's success is not exclusively determined by financial performance; it also depends on its capacity to meet the diverse expectations of these stakeholders. In this regard, governance systems are essential, as they determine how organizations manage competing interests while maintaining accountability and transparency.

Viewed through this lens, environmental governance is far more than a set of rules; it functions as a dynamic management system the engine that keeps an organization's ecological promises on track. It acts as a compass, guiding firms through their environmental duties while cementing the trust and legitimacy they need to operate in the public eye. By weaving together firm commitments, rigorous monitoring, and transparent disclosure, companies can finally sync their internal choices with what the outside world actually expects. Ara (2025) confirms that having these formal structures in place is the real differentiator. It's the mechanism that allows a firm to pull sustainability out of the theoretical realm and bake it directly into their daily grind and long-range blueprints.

- **Environmental commitment** constitutes the initial dimension of this framework.

This dimension assesses the degree to which organizational leadership integrates environmental considerations into strategic decision-making processes. Governance literature consistently highlights leadership's pivotal role in establishing organizational priorities and allocating resources to sustainability endeavours.

When environmental objectives become part of strategic planning, they move from symbolic declarations into operational reality. Strategic commitment from top management tends to influence budgeting decisions, resource allocation, and policy development. Empirical investigations indicate that organizations demonstrating a robust leadership commitment to sustainability are more likely to incorporate environmental objectives within their strategic frameworks and managerial practices (Renukappa et al., 2017). Furthermore, research suggests that governance structures that facilitate environmental innovation and resource allocation are associated with enhancements in both organizational performance and sustainability outcomes (Naeem et al., 2024). The findings indicate that **environmental commitment** serves as a crucial strategic impetus, shaping environmental governance practices.

- Central to organizational processes are **environmental control and compliance**, which furnish the governance system with essential mechanisms for oversight and remedial measures.

While strategy provides the broad direction for a company's activities, these mechanisms assess day-to-day performance, thus pinpointing potential deviations. Consequently, this process establishes a continuous feedback loop, ensuring that operational practices are consistent with both the company's objectives and its legal requirements.

A company can stay on track by employing a combination of internal audits, regulatory compliance, and rigorous performance monitoring. It's not just about oversight; it's about identifying and correcting problems early on before they escalate into more serious issues.

The evidence isn't just theoretical. Scholars like Cruz (2022) and Bauer & Greiling (2024) have shown that this kind of structured monitoring is exactly what builds genuine accountability and sharpens sustainability efforts. It turns out that rigorous auditing does much more than just tick a regulatory box—it fundamentally improves the way a business manages its environmental footprint (Yousef & Al-Fatlawy, 2024). These mechanisms reveal the essence of their role when they pull sustainability from the fog of the theoretical concept and implant it in the heart of institutional activity; then it becomes part of the pulse of daily work, not an idea suspended in the air.

- The third dimension of the framework focuses on regulating the relationship between the organization and its social environment through the tools of **environmental transparency and accountability**.

Stakeholder theory analyses indicate that systematic disclosure of environmental performance reduces information imbalances; when an organization shares data on its

environmental impact with affected parties, the evaluation of those activities becomes more accurate, and the dialogue between the two parties shifts from speculation to knowledge. When organizations disclose environmental information and communicate their sustainability practices, stakeholders gain the ability to evaluate environmental performance more accurately. Transparency reinforces institutional legitimacy by making organizational actions visible to external stakeholders and reducing information asymmetry. Empirical studies show that accountability systems and environmental disclosure initiatives contribute to improved sustainability performance, particularly in public administration and corporate governance settings (de Silva et al., 2020; Almaqtari et al., 2023). Further investigation indicates that governance structures incorporating transparent reporting alongside stakeholder involvement correlate with improved environmental and social outcomes (Tjahjadi et al., 2021). Consequently, **environmental transparency and accountability** can be conceptualized as governance tools that bolster external confidence while promoting sustainable operational methodologies.

Within this theoretical framework, sustainable performance is viewed as a multidimensional outcome that includes economic, environmental, and social aspects. This perspective aligns with current sustainability research, which criticizes the exclusive focus on financial indicators when assessing how well an organization is doing. Sustainability outcomes do not stem from a single dimension but rather arise from the continuous interaction of different performance dimensions, which influence one another over varying time periods, resulting in a more comprehensive picture of organizational performance. Furthermore, previous research indicates that environmental governance practices can impact both environmental outcomes and overall organizational performance (Sancha et al., 2022; Soussi et al., 2025). The present study is anchored in these theoretical perspectives, which provide the conceptual basis for the research framework. Guided by this foundation, the framework proposes that environmental governance practices affect sustainable performance through three interrelated mechanisms that jointly structure their impact on organizational outcomes. **Environmental commitment** provides strategic direction by integrating environmental goals into organizational planning. **Environmental control and compliance** support the implementation of these priorities through monitoring and regulatory procedures. **Environmental transparency and accountability** strengthen relationships with stakeholders by promoting openness and responsibility. These mechanisms, when combined, form a comprehensive environmental governance framework. This framework has the potential to improve sustainable practices in the plant and animal health sector.

## **Methodology**

This research employs a quantitative descriptive–analytical design to investigate the correlation between environmental governance practices and sustainable performance. This methodological choice is predicated on its appropriateness for exploring statistical associations among organizational variables, concurrently allowing for the description of discernible patterns within a particular sector.

The descriptive element allows the study to outline how environmental governance practices currently appear within the plant and animal health sector. The analytical component, in contrast, focuses on testing the relationships between governance mechanisms and sustainability outcomes.

This study uses a cross-sectional survey design. Participants' data were collected at one point in time using a structured questionnaire. This questionnaire was designed to measure how people perceived the main variables being studied.. Cross-sectional surveys are often used in organizational research because they allow researchers to observe how variables relate to each other in real-world settings, without needing long observation periods.

## **Research Population and Sample**

The current study focuses on professionals in Saudi Arabia's plant and animal health sector, specifically those working in plant protection services, veterinary practices, and biosecurity units. Given their direct involvement in environmental management processes and regulatory frameworks, these professionals are ideally situated to offer informed viewpoints on governance mechanisms pertinent to sustainability.

The target audience includes managers, technical specialists, and administrative staff whose work involves environmental governance or sustainability efforts. Because these individuals hold different positions within their organizations, their combined perspectives offer a more complete understanding of the industry's governance practices. To capture a genuine reflection of the industry, we opted for a survey-based sampling strategy, aiming for a "sweet spot" of 150 to 200 participants. In the world of quantitative research, this range provides the statistical muscle needed to run regression models effectively without losing the focus of the study. We are reaching out specifically to those in the plant and animal health sectors to ensure the data reflects real, on-the-ground experience.

## **Data collection**

Our data collection revolves around a digital questionnaire built from the ground up to act as a bridge between two critical areas: environmental governance and sustainable performance.

To accurately gauge professional sentiment, a five-point Likert scale is utilized. This method, as opposed to a binary "yes" or "no" response, enables participants to express their level of agreement on a continuum ranging from "Strongly Disagree" to "Strongly Agree," thereby providing a more nuanced representation of professional perspectives.

The decision to move the survey online was made with both purpose and practicality in mind.. This strategy facilitates participation from professionals globally, whose schedules are often demanding, thus ensuring the collected data is both precise and readily available for comprehensive analysis. After the data is collected, statistical methods are then used to analyze it.

## **Statistical analyses method**

Following data collection, the subsequent stage involves interpretation, wherein the Numerical outcomes are scrutinized to ascertain their significance.

1. Descriptive statistics serve a purpose beyond simple presentation; they are utilized to create an accurate portrayal of the study's participants and to clarify the distribution of their responses concerning the study's variables.

These statistical instruments, encompassing frequencies, means, and standard deviations, offer an initial understanding of the underlying patterns observable within the dataset

2. Cronbach's Alpha is applied to evaluate the reliability and internal consistency of the measurement scales incorporated in the survey. This reliability assessment ensures that the components utilized to assess each construct exhibit acceptable levels of consistency.
3. Multiple Linear Regression Analysis is employed to investigate the associations between independent and dependent variables. This analytical approach specifically assesses the impact of three facets of environmental governance environmental commitment, environmental control and compliance, and environmental transparency and accountability on sustainable performance.

## **Limitations of the study**

Like most empirical studies, this research has some limitations that should be considered

when interpreting the results.

1. Geographic and sectoral scope: This study focuses on the plant and animal health sector in Saudi Arabia. Therefore, the findings might not apply to other sectors or countries.
2. Cross-sectional studies collect data at a single point in time. This limits the ability to see how governance practices and sustainability performance change over time.
3. Self-reported data can be biased by how people see things and how they answer questions, because the data comes from their own opinions.
4. Limited variables:

This study examines three aspects of environmental governance. However, other factors, such as regulatory pressure, organizational culture, and technological advancements, could also affect how well sustainability goals are achieved.

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