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The effect of family accompaniment on the success of family businesses - family businesses in Laghouat, Algeria as an example

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Abstract:

This study aims to determine the effect of family accompaniment on the success of a family business through examining the significant contributions that accompany and facilitate the success of the family business, both in terms of both material and intangible support. The study examines three specific dimensions: "consultative

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accompaniment, financial support, and experience" with the aim of improving performance and ultimately achieving success. The family business is characterised by its qualities of "financial prosperity, societal achievement, and psychological fulfilment." A survey was conducted on a sample of 30 diverse family-owned businesses in Laghouat. The proprietors of these businesses were provided with a questionnaire to fill out. Furthermore, a selected group of 50 individuals was chosen according to particular criteria. The data gathering method employed a questionnaire, which was then analysed using the SPSS (26) programme and the Smart PLS v4 tool. The study utilised these methods to investigate its research questions and verify its hypotheses. After concluding this investigation, we concluded that the accompaniment of family business significantly effect the success of the family business . Furthermore, all facets examined in this investigation exhibit positive effects on the business's prosperity.

Keywords: family business,accompaniment , accompaniment of family business

1. INTRODUCTION

Family businesses are crucial for the national economy since they actively contribute to the country's GDP, significantly reduce unemployment rates, and enhance the overall wealth of a nation. Ensuring the survival of family businesses is crucial, considering that these enterprises, where two or more family members have ownership at the same time or in succession, make up around 85% of all global corporations.

family support and accompaniment serve as potent and efficacious methods to assist family businesses in surmounting the obstacles they encounter and discovering means to adjust to their circumstances. Additionally Family accompaniment offers both immediate and long-term support and help to family businesses. Nevertheless Prosperous family enterprises proactively develop family business succession plans well in advance, ensuring preparedness for the future. In addition, they also discern and recognize the potential in employees, regardless of whether they are part of the family or not, and make early investments in their development to guarantee exceptional leadership in the times ahead.

This study aims to establish a comprehensive framework for the family accompaniment model and its impact on achieving overall institutional success, with a specific focus on the family enterprise. Hence, our study is centred on several family-owned businesses in Laghouat, with the aim of examining the influence of family support on the performance of these enterprises. The primary objective of our research is to address the following question:

What is the influence of family accompanying on the prosperity of family businesses in Laghouat, Algeria?

The investigation begins with the following main hypothesis:

- H1: There is an effect of family accompaniment on the success of the family businesses on the owners of family businesses in Laghouat, Algeria, at a 5% significance level.

The sub-hypotheses are as follows:

- H2: There is an effect of advisory support on the success of the family businesses on the owners of family businesses in Laghouat, Algeria, at a significance level of 5%.
- H3: The effect of financial support on the success of the family businesses on family business owners in Laghouat, Algeria is found at a significance level of 5%.
- H4: The effect of experience on the success of the family businesses among family business owners in Laghouat, Algeria, is found at a significance level of 5%.

2. Theoretical and conceptual framework

2-1 Family Businesses Definitions :

According to some scholars, a wide definition of a family firm should include the family's aim to keep the company in the family as well as some degree of control over strategic decisions. According to Shankar and Astrachan (1996), a family firm can be defined by a number of factors, such as the percentage of ownership, voting power, authority over strategic decisions, involvement of several generations, and active family member management. Moreover, it may be described as: (Ghadoliya, 2020)

According to R. G. Donnelley: “Family business is a firm which has been closely identified with at least two generations of a family and when this link has had a mutual influence on company policy and on the interest sand objectives of the family.” (Rodrigo, 2023)

According to(P. Davis): “Family businesses are those where policy and decision are subject to significant influence by one or more family units. This influence is exercised through ownership and sometime through the participation of family members in management. It is the interaction between two sets of organizations, family and business, that establishes the basic character of the family business and defines its uniqueness.” (Dawson & Donata Mussolino, 2012)

In essence, a family business is merely any enterprise in which two or more family members hold financial authority over the company. Stated differently, a family business is one that is actively owned and/or managed by multiple family members.

the definition is vital to understanding family business. Te following lists several family business definitions: (Alderson, 2018.)

1. Ownership control (15%or higher) or higher by two or more members of a family or a partnership of families.

2. Strategic influence by family members on the management of the firm, whether by being active in management, continuing to shape culture, serving as advisors or board members, or being active shareholders.

3. Concern for family relationships.

4. Te dream (or possibility) of continuity across generations.

2-1-1 The following attributes of family business are shown by the definitions of family business provided above: (Ghadoliya, 2020)

3. A group of people belonging to one or more families run one business enterprise.
4. Position in family business is influenced by the relationship the family members enjoy among themselves.
5. Family exercises control over business in the form of ownership or in the form of management of the firm where family members are employed on key positions.
6. Family exercises the influence on the firm's policy direction in the mutual interest of family and business.
7. The succession of family business goes to the next generation.

2-2 Definition of accompaniment: The word accompaniment is linguistically defined as: accompanied, accompanies, accompaniment, i.e., a companion, and/or to go along with. The origin of the word goes back to the Latin word "CUM PANIS", which means "sharing news with others" (Benchedda & Malika , 2023)

2-3 Definition of family businesses accompagnement :

Family businesses accompagnement is an important topic, that may be categorized into three components: financial resources (resources own and potential), knowledge (studies, schooling, professional experience) and social relationships (personal, family, professional, institutional). (Dokou & Eric Vernier, 2006)

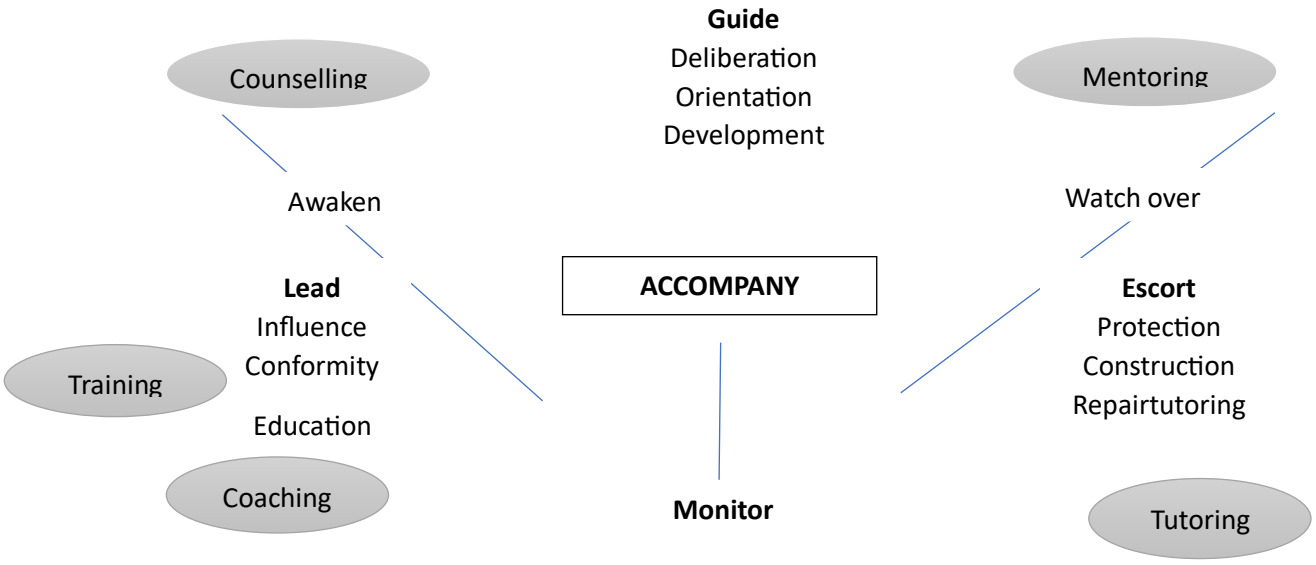
Whatever its source or nature, entrepreneurial in family business support raises awareness creator to the multiplicity of factors which intervene in the process of development and implementation of his project. family Support promotes the

management of six types of fundamental difficulties: mastery product/market pairs, administrative and financial management, exploitation of knowledge and experience, private life/professional life positioning, commercial performance and vision of the future. (Dokou & Eric Vernier, 2006)

2-3-1 Creation of business family accompagnement :

The process of accompanying a family business seems to be characterized by considerable diversity, to the extent that certain individuals emphasize its ambiguous essence. While this has undeniably hampered any clear international recognition of this theme in literature, it is worth noting that, in the French context, education sciences specialists have posed questions regarding, on the one hand, "what accompaniment means" and, on the other, the diversity of forms that comprise accompaniment. in this context accompagnement of family business has a specific dimensions which include: (Chabaud, Sylvie, & Messeghen, January 2017)

Fig (01): creation of business family accompagnement :



Source : (Chabaud, Sylvie, & Messeghen, January 2017)

Figure 01 shows that the accompanying model of business family emphasizes counseling, which involves understanding the characteristics, thought processes, lifestyle decisions, and social obligations of individuals. The emotional and social side is extremely prominent. This approach proposes that a Founding Father can act as an advisor based on their prior expertise. Peer accompaniment, or tutoring, is a collaborative relationship between two entrepreneurs who share resources such as knowledge, credibility, connections, and lists of clients. Consultancy, in contrast, denotes a service rendered by a family member (the consultant) intermittently, with a designated date and duration, to aid the second generation in their growth and progress

.Consultants play the role of the creator and their primary purpose is to exclusively address the identified problem or difficulties. It also encompasses training and coaching, which refer to the act of enhancing the knowledge and skills of a family member to do a specific task. Its objective is to enhance the job performance and work behavior of the individuals who have received training.

2-3-2 Indicators of family business creation :

The table shows indicators of family businesses that can be categorized into:

Table 01 : **Indicators of family business creation**

Types of indicator	Indicators
Indicators focused on results	Indicators focused on results Number of projects accompanied
	Project completion rate
	Jobs created by the new company
	Business survival rate
Indicators focused on the incubatee	Incubatee satisfaction rate
	Incubatee selection
Indicators focused on financial resources	Access to financial resources
	Facilitated access to economic and commercial partners
	Decreased operating costs
Indicators focused on networking	Identify the key players in the network and the resources that must be mobilized
	Integration of the incubatee into professional networks
Indicators focused on processes	Capacity of the structure to provide a tailored response
	Mastery of the legislation
	Active participation
	Availability of tools
	Services proposed
Indicators focused on management	Innovation and quality of the incubator's management
	Information system adapted to the structure
	Exchange of good practices
	Experience of the accompaniers
	In-house training for the accompaniers

Source : (Messeghem et al. 2010)

.The table (01), presents a series of important indicators that must be considered when creating family businesses. These indicators include measurements pertaining to

financial resources, outputs, incubator support, communication, and participation. Lastly, they include indicators that emphasise the significance of management during the early stages of family business establishment.

2-4 Definition of performance:

The Oxford English Dictionary defi nes 'performance' as behaviour—the way in which organizations, teams and individuals get work done. Campbell (1990) believes that "Performance is behavior and should be distinguished from the outcomes because they can be contaminated by systems factors" (Bhalla, 2019)

"Performance refers to all activity of an individual which occurs during a period marked by his continuous presence before a particular set of observers and which has some influence on the observers." (SHARMA, 2010)

The idea of performance, in the context of family businesses, encompasses not only economic and financial aspects but also other elements (Astrachan and Jaskiewicz, 2008, Chrisman et al., 2003, Davis and Tagiuri, 1989, Sharma et al., 1997, Tagiuri and Davis, 1992). Ultimately, the absence of uniform frameworks leads to increased intricacy when examining and contrasting past findings.An examination of the current state of knowledge and a systematisation of existing data are necessary preliminary measures to assist future investigations on the link between family business and firm performance, given its significance. (Mazzi, , September 2011,)

3-The applied aspect of the study:

3-1 Field study design:

3-1-1 Study population and sample:

The field study included a number of family institutions in the state of Laghouat, considering the owners of the companies, including parents and children, as a target population to study the impact of family accompaniment on the success of family companies. A soft sample of 70 an individual to whom the questionnaire was directed was chosen, out of 20 family institutions, 50 was considered a valid case for study and analysis after excluding unusable questionnaires in addition to those that were not retrieved from the respondents.

In order to reach the objectives of the study and answer the questions raised, the questionnaire was relied upon as a main tool as it is one of the most common research tools, especially since the sample members are more comfortable with this tool because the identity of the respondent is not revealed, which gives him complete freedom to express his opinion. In addition, the questionnaire It is not time-consuming and can include a large number of sample members. The study dealt with three dimensions that

measure family accompaniment (the independent variable) through advisory accompaniment, financial support, and experience, which were adopted according to previous studies, and three dimensions that measure the success of family institutions (the dependent variable), which are economic success, social success, and emotional success,Where did we adopt the five-point Likert model using the phrases (strongly agree, agree, neutral, disagree, strongly disagree) as it is one of the most common scales used by researchers and specialists in many studies related to manage.

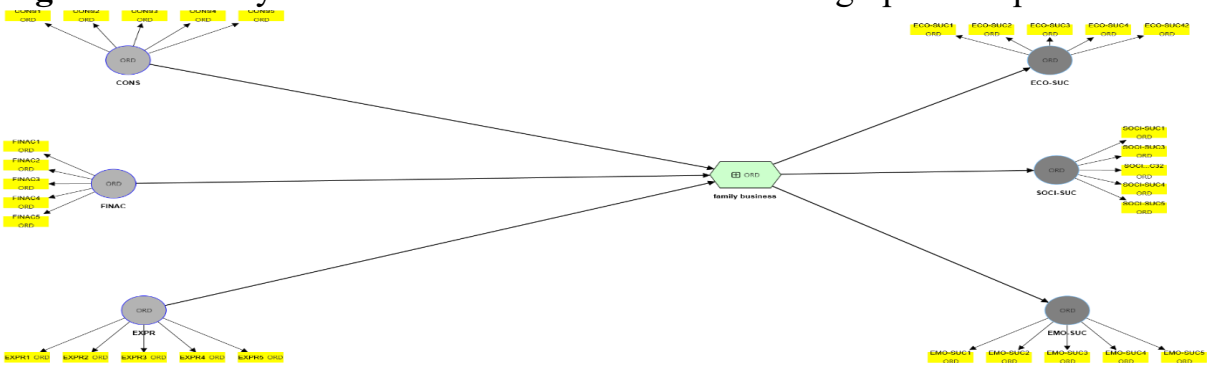
Table 02: A detailed statement of the statements that make up the questionnaire

Statement	Dimensions	ferries
family accompaniment	advisory accompaniment	From CON1 to CON5
	financial support	From FINAC1 to FINAC5
	Experience	From EXPR1 to EXPR5
Family business success	economic success	From ECO-SUC1 to ECO-SUC5
	social success	From SOCI-SUC1 to ECO-SUC5
	emotional success	From EMO-SUC1 to ECO-SUC5

Source: Prepared by researchers.

To understand the structural model from which the study is based, the following form can be used:

Fig 02: The study model is founded on the method of graphical equation modelling.



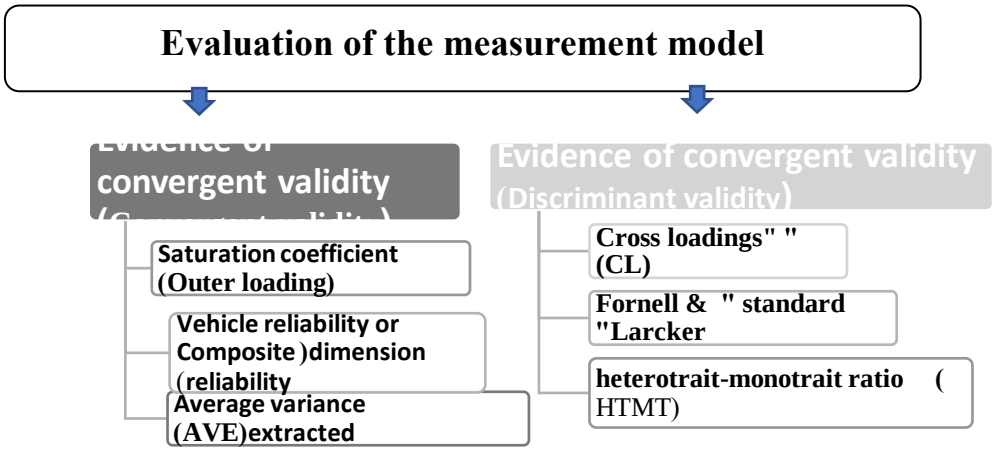
Source: Prepared by researchers based on the outputs of the Smart-PLSv4 program.

The manifest variables of the model are represented by the questionnaire statements addressed to the study sample, while the latent variables are represented by the independent and dependent variables (second-order) in addition to their constituent dimensions (first-order) according to each case.

3-2 Evaluation of the measurement model:

In order to evaluate the measurement model and enhance the strength of the structural model through the structural equation modeling method, confirmatory factor analysis is usually resorted to and its two main axes are reviewed in order to further purify the measurement model by deleting confusing statements - if any - based on evidence of convergent validity and evidence of discriminant validity.

Figure 03 : How to evaluate the measurement model



Source: Prepared by researchers.

3-2-1 Evidence of convergent validity refers to the degree to which paragraphs accurately represent the component or construct they are intended to measure. In other words, it involves examining a set of paragraphs that are meant to assess the same factor and determining the strength of their link to that factor. Three indicators are utilised in this context.: (Hair J. F., 2011)

- Saturation coefficient (**Outer loading**): which reflects the extent to which the statement is related to the dimension it constitutes. In order for this to be accepted, the correlation coefficient for each statement must exceed 0.7;
- Composite reliability: which must also have a value of 0.7 or more.
- Average Variance Extracted (**AVE**): which indicates the value of the average squared saturations of the indicators (statements) associated with the dimension or component that constitutes it, on the basis that it is calculated by dividing the sum of the squared correlations of the statements composing a factor by their number; In order for this to be accepted, its value must be 0.5 or greater.
- After using the Smart-PlS v4 program, we obtain the following results in the following table

Table 03: Results of convergent validity evidence

Dimensions		Outer loading	composite reliability	AVE			Outer loading	composite reliability	AVE
advisory accompaniment	CON1	**0.753**	**0.849**	**0.584**	economic success	ECO-SUC1	**0.834**	**0.849**	**0.488**
	CON2	**0.807**				ECO-SUC2	**0.938**		
	CON3	**0.846**				ECO-SUC3	**0.752**		
	CON4	**0.660**				ECO-SUC4	**0.435**		
	CON5	**0.743**				ECO-SUC5	**0.329**		
financial support	FINAC1	**0.825**	**0.764**	**0.503**	social success	SOCI-SUC1	**0.888**	**0.764**	**0.779**
	FINAC2	**0.775**				SOCI-SUC2	**0.868**		
	FINAC3	**0.627**				SOCI-SUC3	**0.941**		
	FINAC4	**0.678**				SOCI-SUC4	**0.919**		
	FINAC5	**0.615**				SOCI-SUC5	**0.789**		
experience	EXPR1	**0.468**	**1.118**	**0.414**	emotional success	EMO-SUC1	**0.866**	**0.875**	**0.617**
	EXPR2	**0.476**				EMO-SUC2	**0.857**		
	EXPR3	**0.511**				EMO-SUC3	**0.551**		
	EXPR4	**0.678**				EMO-SUC4	**0.799**		
	EXPR5	**0.950**				EMO-SUC5	**0.812**		

Source: Prepared by researchers based on the outputs of the Smartpls v4 program.

After examining all the values for the three indicators, we notice that most of the values fall within the ranges allowed for each case except nine cases, seven of which are related to the saturation coefficients of the expressions, which recorded values less than 0.7 (statements number: CON4, FINAC4 INAC3, FINAC5, EXPR1, EXPR2, EXPR3

,EXPR4,ECO-SUC4,ECO-SUC5), Which makes us have to delete it according to the previously mentioned areas of acceptance, in addition to recording values of 0.414,4.88 for the empathy dimension of the average variance extracted (AVE), which is a value less than 0.5, and recording most of the composite reliability (CR) values greater than 0.7, This is due to the strength of the correlation coefficient of the statement (EXPR5) with the dimension it forms (the empathy dimension) through the two saturation coefficients. After deletion, the desired results were reached as previously mentioned due to evidence of convergent validity and validity.

3-2-2 Evidence of discriminant validity:

Referring to the act of making assumptions based on a limited set of statements that do not account for all other factors or hidden variables. This implies that the correlations with other factors are weak, indicating a clear distinction between a specific latent factor or variable and the remaining factors or variables. Regarding this matter, two significant signs might be utilized: (Hair, G. Tomas M. Hult,, Christian M. Ringle, , Marko Sarstedt,, & Nicholas P., 6 juil. 2021)

Hair, J., Hair, J., Hult, G. T. M., Ringle, C. M., Sarstedt, M. (2021). A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM). États-Unis: SAGE Publications.

- The Cross Loadings Index (CL), also known as the Compatibility Index, quantifies the degree to which statements deviate from the other dimensions by having the highest correlation with the dimension they represent.
- The "Fornell & Larcker" criterion states that the square root of the average variance extracted (AVE) of the latent variables should be greater than their corresponding correlations. Here, the latent variables refer to the dimensions or components of the measurement model.
- The heterotrait-monotrait ratio criterion, represented by the symbol (HTMT), is used to estimate the true correlation between two variables under ideal conditions, assuming complete reliability. A value close to one indicates a lack of reliability, while a value below 0.9 indicates reliability.

Upon utilizing the Smart-PLS software, we have acquired the subsequent outcomes:

Table 04 : presents the results of discriminant validity based on the Cross Loadings (CL) Index.

	CONS	ECO-SUC	EMO-SUC	EXPR	FINAC	SOCI-SUC
CONS1	0.782	0.185	0.248	0.435	0.349	0.255
CONS2	0.846	0.251	0.261	0.571	0.442	0.331
CONS3	0.830	0.192	0.308	0.342	0.574	0.208
CONS5	0.715	0.132	0.136	0.161	0.683	0.146
ECO-SUC1	0.289	0.861	0.523	0.196	0.317	0.652
ECO-SUC1	0.289	0.861	0.523	0.196	0.317	0.652
ECO-SUC3	0.134	0.850	0.447	0.168	0.112	0.663
ECO-SUC3	0.134	0.850	0.447	0.168	0.112	0.663
EMO-SUC2	0.314	0.596	0.875	0.288	0.224	0.769
EMO-SUC4	0.184	0.474	0.837	0.109	0.149	0.726
EMO-SUC5	0.296	0.349	0.834	0.425	0.195	0.573
EXPR5	0.512	0.213	0.314	1.000	0.462	0.276
FINAC1	0.551	0.317	0.163	0.411	0.929	0.287
FINAC2	0.545	0.108	0.253	0.426	0.868	0.182
SOCI-SUC1	0.241	0.647	0.694	0.245	0.218	0.894
SOCI-SUC3	0.202	0.764	0.684	0.185	0.227	0.890
SOCI-SUC4	0.394	0.686	0.743	0.414	0.311	0.916
SOCI-SUC5	0.244	0.576	0.744	0.102	0.173	0.783

Source: Prepared by researchers based on the outputs of the Smartpls v4 program.

According to the preceding table, the compatibility criteria (CL) measures the degree of association between the statement (manifest variables) and the dimensions or components that constitute the measurement model (latent variables). The criterion is

met by determining the highest correlation coefficient value for a given dimension in comparison to other dimensions. This is often observed for the majority of statements and dimensions. This is derived from the preceding data in the table. The findings of the Fornell & Larcker criterion are displayed in the subsequent table:

Table 05: displays the results of discriminant validity based on the Fornell & Larcker criterion.

	CONS	ECO-SUC	EMO-SUC	EXPR	FINAC	SOCI-SUC
CONS	0.795					
ECO-SUC	0.248	0.856				
EMO-SUC	0.311	0.568	0.849			
EXPR	0.512	0.213	0.314	1.00		
FINAC	0.608	0.252	0.223	0.462	0.899	
SOCI-SUC	0.311	0.768	0.820	0.274	0.268	0.872

Source: Prepared by researchers based on the outputs of the Smartpls v4 program.

Based on the data in the previous table, we observe that this criterion is met when the highest value for each dimension is recorded, indicating a clear distinction between the statements within that dimension and the other dimensions in the measurement model.

Table 06 : Statistical values (HTMT)

	CONS	**ECO-SUC**	**EMO-SUC**	**EXPR**	**FINAC**
CONS					
ECO-SUC	0.330				
EMO-SUC	0.369	0.778			
EXPR	0.525	0.267	0.359		
FINAC	0.815	0.345	0.294	0.530	
SOCI-SUC	0.345	0.810	0.820	0.288	0.313

Source: Prepared by researchers based on the outputs of the Smartpls v4 program.

Based on the table provided, which represents the heterogeneity characteristic as the second criterion, it is observed that all values of the (HTMT) index are below 0.9. This indicates the presence of reliability. Consequently, the results obtained from applying the criteria and conditions for assessing convergent validity and discriminant validity provide confidence in the measurement model's quality.

3-3 Assessing the structural model and validating the study hypotheses:

A structural model, also known as an internal model, is a model that elucidates the connection between latent variables. Prior to conducting the structural model analysis, it is imperative to verify that the model does not suffer from the issue of multicollinearity among the study variables. This is accomplished by utilizing the variance inflation factor (VIF) for each item in the questionnaire. To ascertain the absence of this issue in the model, it must be evaluated. All clauses have a VIF value that is either less than 5 or larger than the threshold of 0.2, which is within the acceptable range. (Hair, G. Tomas M. Hult,, Christian M. Ringle, , Marko Sarstedt,, & Nicholas P., 6 juil. 2021).

Table 07 : Variance inflation coefficient (VIF) for model paragraphs

	VIF		VIF
CONS1	1.664	**EMO-UC5**	1.797
CONS2	1.774	**EXPR5**	1.000
CONS3	2.709	**FINAC1**	1.632
CONS5	2.320	**FINAC2**	1.632
ECO-SUC1	1.275	**SOCI-UC1**	3.399
ECO-SUC1	2.778	**SOCI-UC1**	4.140
ECO-SUC3	2.254	**SOCI-UC3**	3.199
ECO-SUC3	1.275	**SOCI-UC3**	4.155
EMO-SUC2	3.189	**SOCI-UC4**	4.465
EMO-SUC2	1.855	**SOCI-UC4**	3.393
EMO-SUC4	1.638	**SOCI-UC5**	1.864
EMO-SUC4	3.090	**SOCI-UC5**	3.039
EMO-SUC5	2.309		

Source: Prepared by researchers based on the outputs of the Smartpls v4 program.

Regarding the inflation factor values in this study, it is evident that the majority of the findings fall within the acceptable range. Consequently, the model is not affected by the issue of multicollinearity among the study variables.

3-3-1 Evaluating indicators of the quality of the structural model:

Typically, multiple indicators are employed to ascertain the structural model of the study using the PLS approach. However, we will concentrate on the most crucial indicators and their respective zones of acceptance, as illustrated in the following two tables.

Table 08 : Criteria for assessing the structural model's quality in the study

Indicator	Definition	Acceptance criteria or domains	The outcome derived from the investigation	decision
"R2" The coefficient of determination	The explanatory power of independent variables on the dependent variable	According to Miller (1992): ≥ 0.1 According to Chin (1998): If: R2 ≥ 0.67 (high); R2 ≥ 0.19 > 0.67 (acceptable); R2<0.19 (rejected);	0.971	high
"Q2" Forecasting ability	The predictive capacity of independent factors on the dependent variable	- As stated by Chin (2010), this indicator must have a value greater than zero.	0.964	Acceptable

Source: Prepared by researchers based on (Kurdia, Muhammad Alshuridehb, & Tayseer Al afaishata, 2020) and the outputs of the Smart-PLS program.

Table 09 : Effect size for all explanatory variables

Indicator	Definition	Acceptance criteria or domains	Variables	Magnitude of effect	decision
"f2" Effect size	The impact of each individual variable on the variable that is influenced by it	According to Cohen (1988): 35 f 2 ≥ 0.(high effect); 0,15<=f 2 <0,35(medium effect); 0,02<=f 2 <0,15 (little effect); f 2 < 0.02 (no effect).	advisory accompaniment	6.127	high effect
			financial support	1.839	high effect t
			Experience	1.986	High impact

Source: Prepared by researchers based on (Hair J. F., 2011) and the outputs of the Smart-PLS program

Upon analysing the two preceding tables, it is evident that the majority of indicators exhibit favourable outcomes, indicating the model under investigation possesses a high level of quality. This suggests that the majority of dimensions in the study have a significant influence on the success of family companies. This finding provides a basis for further investigation and analysis of research hypotheses.

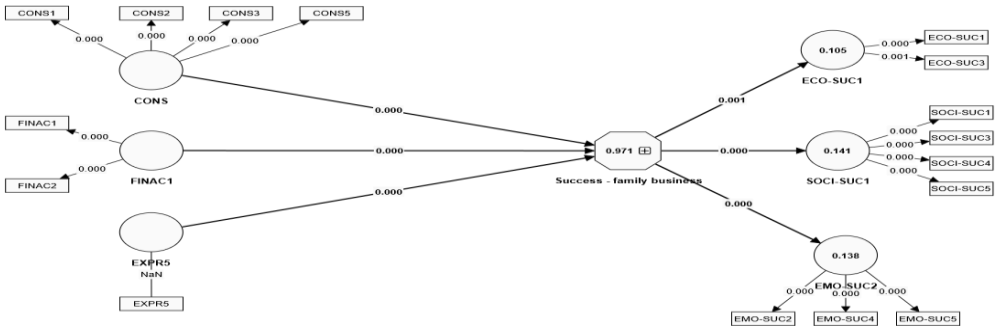
3-3-2 Testing the study hypotheses:

The main hypothesis of the study and its accompanying sub-hypotheses can be tested at the level of statistical significance of 0.05 using the bootstrapping method, and after using the smart-pls program (version 4), we obtain the following results:

3-3-2-1 Testing sub-hypotheses:

This is done using the following figure and tables:

Figure 04 : Structural model of study using SMART-PLS 4 sub-hypotheses



Source: Prepared by researchers based on the outputs of the Smartpls v4 program**.**

Table 10 : Sub-hypothesis test results

Results of the studied Model hypothesis - Research Hypotheses Significant at p**=<0.01, p* <0.05)

H	Relationship	Path	Std. .d	t-value	p-value	Direction	Decision
H2	**advisory accompaniment--> Family business success**	0.573	0.077	7.466	0.000	Positive	Supported**
H3	**financial support--> Family business success**	0.284	0.037	7.758	0.000	Positive	Supported**
H4	**Experience--> Family business success**	0.310	0.074	4.188	0.000	Positive	Supported**

Source: Prepared by researchers based on the outputs of the Smartpls v4 program.

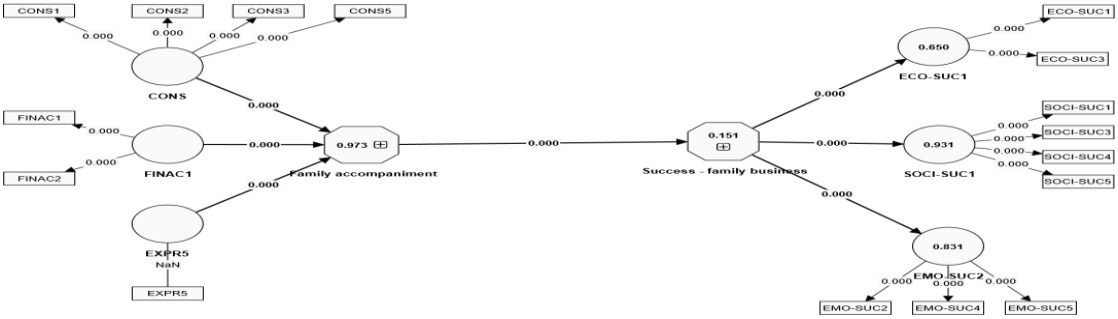
Once we have confirmed that the model is not affected by multicollinearity, we proceed to calculate the path coefficients and determine the relevance of each coefficient. This is achieved by performing 5000 iterations of doubling the sample size, utilising the Bootstrapping technique offered by the Smart PLS v4 software.

Path analysis was employed to validate the study hypotheses. An investigation was conducted to test the proposed theoretical association between the variables under inquiry. The route analysis values for the proposed hypotheses are displayed in Table *. All the proposed hypotheses H2, H3, and H4 have been validated and determined to be significant. They exhibit a substantial impact and statistical significance at a significance level of 0.05. This implies that advisory accompaniment, financial support, and experience play a crucial role in the success of the Family business.

3.3.2.2 Evaluation of the primary hypothesis of the research:

To ascertain this, the subsequent outcomes can be utilised in the provided table and figure.

Figure 05: Structural model of study using SMART-PLS 4 sub-hypotheses



Source: Prepared by researchers based on the outputs of the Smartpls v4 program

Table 11 : Main hypothesis test results

Results of the studied Model hypothesis - Research Hypotheses Significant at p**=<0.01, p* <0.05)

H	Relationship	Path	Std. .d	t-value	p-value	Direction	Decision
H1	**Family accompaniment--> Family business success**	0.388	0.107	3.633	0.000	Positive	Supported**

Source: Prepared by researchers based on the outputs of the Smartpls v4 program.

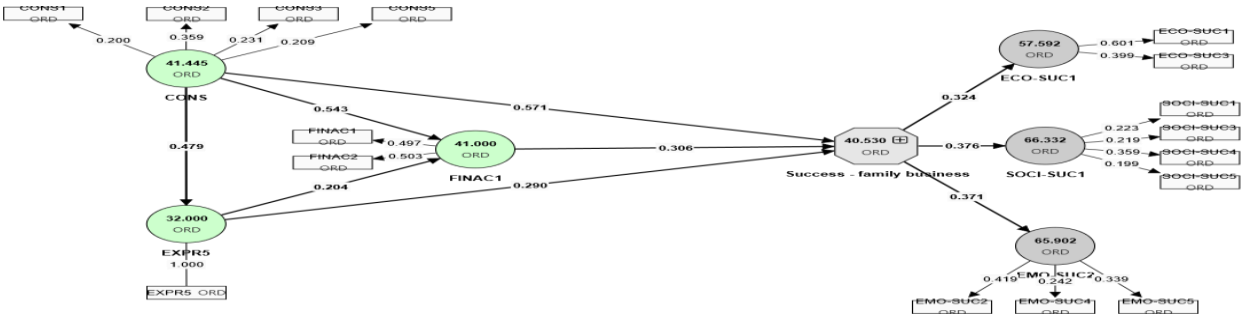
Based on the data presented in the table, it is evident that the recorded P-values are lower than the statistical significance level of 0.05. Consequently, the primary hypothesis H1 is accepted for the study in question.The study found a statistically

significant relationship between family accompaniment and the success of family businesses in Laghouat, Algeria, with a significance level of 0.05.

3.4. Importamce-performance map Analysis (IPMA):

A map is a tool used for importance and performance analysis. It is also known as importance and performance matrix analysis and impact and performance map analysis. Its purpose is to enhance the reporting of standard PLS-SEM results by incorporating the average values of the underlying variable scores into the analysis. (Sleiman & Xiangyu Cai, Juanli Lan, Hongzhen Lei, Ru Liu, 2021)The purpose of the study is to analyse the impact of the structural model on a specific target structure, which is represented by an internal Latin variable in the path model. The goal is to identify the variables that predict positive outcomes and assess the performance of these latent variables. The measurement of the quality of construction is used to evaluate the effectiveness of the internal model. (Satisfaction, 1996)

Figure 06: Importamce-performance map Analysis (IPMA)



Source: Prepared by researchers based on the outputs of the Smartpls v4 program.

Table 12 :displays the outcomes of the Performance Map(total effects).

track	Overall impact	Analysis
advisory accompaniment--> Family business success	0.571	The findings suggest that the variable of consultancy accompaniment had the most significant overall influence, encompassing both direct and indirect effects, on the success of the family business. Subsequently, the factor of financial assistance was observed, followed by experience, in approximately equal measures.
financial support--> Family business success	0.306	
Experience--> Family business success	0.290	

Source: Prepared by researchers based on the outputs of the Smartpls v4 program.

Table 13 : Performance Evaluation (performance LV).

Dimensions	performance LV	Analysis
Advisory accompaniment--> Family business success	41.445	Upon analysing the performance evaluation table, it is evident that the consulting accompaniment variable has the highest performance value. This indicates that it plays a crucial role in the success of the family firm, surpassing the financial assistance dimension and the experience variable.
financial support--> Family business success	41.000	
Experience--> Family business success	32.000	

Source: Prepared by researchers based on the outputs of the Smartpls v4 program.

Figure 07: Significance and performance matrix of the studied variables



Source: Prepared by researchers based on the outputs of the Smartpls v4 program.

From the given figure, which consists of two axes, we observe that the dimension of advisory accompaniment has the highest level of performance compared to the dimensions of financial support and experience, which are in similar proportions.

4 Conclusion:

The study addressed the subject from two aspects, the first of which was theoretical, through which we touched on the most important concepts about accompaniment in general and family accompaniment in particular. We also referred to the concept of performance to reach a definition of the success of family businesses, and the second was applied, in order to project the theoretical aspect onto the reality of family institutions, and in order to test hypotheses. Study and answer the main problem faced by the owners of family businesses, whether they are the founders of the fathers or the children of the second generation in Laghouat;

Structural equation modelling (SEM) was employed, a contemporary statistical approach for investigating phenomena and quantifying the connections and impacts among variables. This methodology constructs a measurement model comprising a set of indicators to assess the variables and evaluates the model's validity. SEM facilitates the determination of the relationships and influences among the study's variables. The

PLS approach was employed to implement this methodology. We also deliberated on the performance chart. Based on the aforementioned results, the subsequent conclusions can be inferred:

- The study sample members in Laghouat, Algeria are in agreement about the characteristics of family accompaniment. This agreement is attributed to the respondents' strong adoption and knowledge of its significance in family businesses.

The statistical analysis revealed a noteworthy influence of family accompaniment on the success of the family companies being studied. This suggests that the more emphasis placed on various aspects of family accompaniment, such as both material and moral support, the greater the improvement in performance, including the success of the family enterprise. These findings hold true for family companies in Laghouat at a statistically significant level. The value is 0.05.

- Each dimension of advisory accompaniment, financial support, and the transfer of experience has a statistically significant effect on the success of family businesses in Laghouat, Algeria. This means that the more attention is given to these dimensions, the higher the level of success for family enterprises in Laghouat. Conversely, neglecting these dimensions would result in lower levels of success.

- The performance map and overall impact analysis reveal that family accompaniment has a significant influence and achieves high performance outcomes. This i

mplies that parents possess adequate social capital to offer their children valuable guidance, financial assistance, and the transfer of valuable experiences. These factors are crucial for the success and sustainability of the family enterprise, whether it be in terms of economic or social achievements. An ideal portrayal of the family may hold greater emotional significance than a mere representation of the family's institutional achievement, which is characterised by the preservation of unity and harmony within the family unit.

Based on the findings and conclusions, the effectiveness of family businesses can be improved by applying the following recommendations:

- Effective communication among royal family members is crucial for the prosperity of family enterprises. The success of the royal family company relies on the establishment of efficient and productive communication among its members. It facilitates the development of trust, collaboration, and effective decision-making.
- Conduct regular meetings: It is crucial for members of the royal family to convene on a regular basis in order to deliberate on the company's matters.

- Establish unobstructed channels of communication: It is imperative that members of the Royal family has the ability to interact with one another effortlessly and without apprehension of facing criticism.
- Training family members in efficient communication can facilitate the development of proficient communication skills.
- Enhancing communication within the royal family can increase the likelihood of transmitting parental expertise and responsiveness to future generations, thereby guaranteeing sustained success for family companies.

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