# THE MEDIATION OF GREEN SUPPLY CHAIN MANAGEMENT TOWARDS SUSTAINABLE CONSTRUCTION IN ALGERIA

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A thesis submitted in fulfilment of the requirements for the award of theDoctor of Philosophy in Technology Management

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NOVEMBER 2022

## **DEDICATION**

This thesis is especially dedicated to my parents for their support, prayers, encouragement, and unconditional love may Almighty ALLAH.

To my beloved family members, to my brothers Mohammed, Albaraa, Bakhti and Islam.

### ACKNOWLEDGEMENT

All praises and salutations are due to almighty Allah, the nourisher, the sustainer, the evolver, the molder and the most capacitated master of the Day of Judgment. First of all, I would like to express my heartfelt gratitude to my supervisor, Assoc. Prof. Dr. Goh Kai Chen for his guidance, support, tolerance and understanding throughout this journey, his immense professional advice and critic would forever remain in my memory, sir you have played not only a role of supervisor but a role model, I am forever grateful for your support, may Allah provide for you and your household. I would also like to thank my co-supervisor Dr. Norliana Binti Sarpin, for her support and advice throughout my journey as a postgraduate.



Secondly, I would also like to extend my unwavering and unreserved gratitude to my parents, for their parental support and inspirations, you are always there for me when life seems hopeless, you always pray and encourage me right from my upbringing; without you, life would have been meaningless. May Allah (S.W.A) continue to help, sustain, and provide the best for you. A special and sincere acknowledgement to my family members for your patience, understanding and support, to my brothers Mohammed, Albaraa and Islam. I so much appreciate you; may Allah continue to bless you all. To all my UTHM colleagues and staff, I thank you all.

#### ABSTRACT

The construction industry is an important business sector providing physical equipment and infrastructure through supply and demand patterns that have a strong indirect impact on other industries. This study aims to improve sustainable construction in the construction industry sector in Algeria. Green supply chain management provides general guidelines for analyzing, redesigning, and coordinating the entire supply chain of the building and continuous improvement, solving basic problems, and controlling short-sighted supply chains. The objective of this study is to examine the mediating role of green supply chain management between traditional supply chain management and sustainable construction in the Algerian construction industry. Thirteen hypotheses tailored by the theoretical lenses of the social exchange theory (SET) were proposed to test the theorized relationship of traditional supply chain management (design, manufacturing, distribution, and purchasing), green supply chain management, and sustainable construction. Green Supply Chain Management as a mediator contained five dimensions namely, eco-design, green manufacturing, green distribution, green purchasing, and reverse logistics. A quantitative approach is used to obtain data from a survey (questionnaire) consisting of 61 items with a five-point Likert scale. A total of 237 executives and risk managers in the construction companies of Algeria participated in the study. The data analysis was conducted using Smart PLS. The findings of the path analysis of partial least squares (PLS) support variables in the hypothesized direct and indirect relationships with sustainable construction. The results showed that the relationship between traditional supply chain management and sustainable construction is positive. Mediation of GSCM results showed a positive and significant effect on the relationship between traditional supply chain management and sustainable construction. This study leads future employers, designers, manufacturers, contractors, and suppliers to improve the use of green supply chain management for sustainable construction in Algeria.



### ABSTRAK

Industri pembinaan merupakan sektor penting yang dapat menyediakan infrastruktur melalui corak penawaran dan permintaan yang membawa impak terhadap industri lain. Kajian ini bertujuan meningkatkan pembinaan mampan dalam sektor industri pembinaan di Algeria. Pengurusan rantaian bekalan hijau menyediakan garis panduan untuk menganalisis, merekabentuk dan menyelaras keseluruhan rantaian bekalan bangunan dan penambahbaikan yang berterusan menyelesaikan masalah asas, dan mengawal rantaian bekalan. Objektif kajian ini adalah mengkaji peranan pengantara bekalan hijau pengurusan rantaian antara pengurusan rantaian bekalan tradisional dan pembinaan mampan dalam industri pembinaan di Algeria. Tiga belas hipotesis yang dibentuk mengikuti teori pertukaran sosial (SET) telah dicadangkan untuk menguji hubungan antara teori pengurusan rantaian bekalan tradisional (reka bentuk, pembuatan, pengedaran, dan pembelian), pengurusan rantaian bekalan hijau, dan pembinaan mampan. Pengurusan Rantaian Bekalan Hijau sebagai mediator mempuyai lima dimensi iaitu, reka bentuk eko, pembuatan hijau, pengedaran hijau, pembelian hijau, dan logistik terbalik. Pendekatan kuantitatif juga digunakan untuk mendapatkan data daripada tinjauan (soal selidik) yang terdiri daripada 61 faktor dengan lima -titik skala Likert. Sebanyak 237 pegawai eksekutif dan pengurus risiko di syarikat pembinaan Algeria telah mengambil bahagian dalam kajian ini. Analisis data telah dilakukan melalui Smart PLS. Hasil analisis PLS menyokong hubungan secara langsung dan tidak langsung yang dihipotesiskan dengan pembinaan mampan. Hasil analisis juga menunjukkan bahawa hubungan antara pengurusan rantaian bekalan tradisional dan pembinaan mampan adalah positif. Pengantaraan hasil GSCM menunjukkan kesan positif dan signifikan terhadap hubungan antara pengurusan rantaian bekalan tradisional dan pembinaan mampan. Kajian ini membolehkan majikan, pereka bentuk, pengilang, kontraktor, dan pembekal untuk menambahbaik penggunaan pengurusan rantaian bekalan hijau untuk pembinaan mampan di Algeria.



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## LIST OF ABBREVIATIONS

AHP	-	Analytic Hierarchy Process
AVE	-	Average Variance Extracted
EMAS	-	European Union Eco-Management and Audit Scheme
EMS	-	Environmental Management System
CNTPP	-	National Centre of Clean Production Technologies
GSCM	-	Green Supply Chain Management
ISO	-	International Organization for Standardization
LSR	-	logistics Social Responsibility
MTE	-	Ministry of Territory and Environment
PLS	-	Partial Least Squares
PSM	-	Project Sustainable Management
SBCI	-	Sustainable Buildings and Climate Initiative
SC	-	Sustainable Construction
SEM	-05	Structural Equation Modeling
SPSS	-	Statistical Package for Social Sciences
TSCM	-	Traditional Supply Chain Management
UNEP	-	United Nations Environment Program
TI	-	Tolerance Index
VIF	_	Variance of Inflation Factor



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### **CHAPTER 1**

#### **INTRODUCTION**

#### 1.1 Introduction

This chapter clarifies the whole research purpose, and it considers as an overall research flow. It starts with a clear explanation of the gap of this research through the background and the problem statement. Followed by the research questions, aim and the objectives, and then expected findings and significant of research are clarified tally with the goal of this study. This chapter is ended by reviewing the methodology and the structure of this research.



## 1.2 Background of study

Algeria is a country located in Northern Africa bordering the Mediterranean Sea. It is considered the gateway between Africa and Europe. Neighboring countries include Libya, Mali, Mauritania, Morocco, Niger, Tunisia, and Western Sahara. Algeria is mostly desert with a few mountains and a narrow coastal plain. The government system is a republic, the chief of state and head of government is the president. Algeria has a mixed economic system which includes a variety of private freedom, combined with centralized economic planning, and government regulation. Algeria is a member of the League of Arab States (Arab League). The current population of Algeria is 45,416,503, based on World meter elaboration of the latest United Nations data on 2022.

The Gross Domestic Product (GDP) in Algeria was worth 145.16 billion US dollars in 2020, according to official data from the World Bank. The GDP value of

Algeria represents 0.13 percent of the world economy (World Bank, 2021). Algerian economy is highly dependent on petroleum and natural gas exports. It is estimated that hydrocarbons account for roughly 60% of budget revenues, 30% of GDP, and over 95% of export earnings. The Algerian construction industry's growth prospects by market, project type and construction activity. Critical insight into the impact of industry trends and issues, as well as an analysis of key risks and opportunities in the Algerian construction industry (Nikjow *et al.*, 2021)

Sustainable construction involves the creation of buildings using best practices cleansing and resources-saving technologies for; the extraction of raw materials to the removal and disposal of their components (Ojo *et al.*, 2014). Construction activities always involves some adverse environmental impacts, although sustainable construction should reduce it to a certain degree. Management scientists examined corporate environmental practices in the 1990s and advocated a more comprehensive and responsible supply chain approach (Mbohwa *et al.*, 2014). The commercial value of adopting sustainability policies is obvious. Building contractors can save on resource use minimization; improve corporate image. Promote companies to comply with laws and regulations to reduce risks and uncertainties (Ojo *et al.*, 2014). The term supply chain management (SCM) emerged in the 1980s to express the need to integrate key business processes between end users and original suppliers.



Overall, SCM terminology reflects the process of planning, implementing, and managing supply chain operations as efficiently as possible. Supply Chain Management, include raw materials, inventory and all movement and storage of finished products from the origin to the point of consumption (Mohd & Lee, 2016). Sustainable construction should include not only an assessment of the availability of the building over its life cycle, but also the reuse of resources to reduce waste streams associated with reuse (Vanalle *et al.*, 2017). However, construction often has significant and irreversible effects on the environment, such as the widespread use of natural resources, pollution, and high energy consumption from the building material to the entire end consumer supply chain (CIEC, 1992). As the need for environmental awareness continues to increase, the term sustainable building is becoming increasingly popular. This has become a popular and well-known concept for sustainable construction and environmental factors are largely well considered.

A green or sustainable building increases the efficiency of energy, water and materials uses. It is the result of a design which conserves resources and reduces negative impacts on human health and the environment throughout the building's life cycle from construction and operation to renovation and removal (Mehmood *et al.*, 2019). According to Wuni (2019) Green buildings operate much more efficiently than conventional buildings, they can save you money, increase productivity of your personnel, enhance your company's financial valuation and contribute to demonstrating your commitment to sustainability. The new set of Algerian cities integrating sustainability principles into the process of their design, implementation and management. Designed to accommodate a large number of housing projects as shown in Figure 1.1.



Figure 1.1: Geographical location of the new sustainable cities of Algeria (Lamdjad & Khalfallah, 2022)

The issue of sustainability and environmental quality of buildings in Algeria remains central for the development of green buildings. A study by Mezerdi (2022) found out that the recent achievements in the construction sector are inadequate with the requirements imposed by the rapid scientific development and technological knowledge as well as modern information and communication occurred in different areas such as sustainable building. With the major concern to mop up the increased insufficiency registered since independence in terms of infrastructure (Razzaq, A et al , 2021), Algeria has resorted to the use of all kind of prefabricated construction systems, to abusive use of new materials issued from technology and industry of buildings, up to the almost universal standardization of equipment projects prototyped to adapt to different sites, neglecting both the geographical, bioclimatic characteristics ofclimatic zones and socio-cultural practices of the local population (Lamdjad, I., & Khalfallah, B. 2022). It is important to note that some materials harmful to health of customers were widely used by domestic and foreign construction companies in the construction of some buildings during the eighties in Algeria

The main role of sustainability and environmental quality of buildings is the minimization of the negative impacts of buildings on the natural environment and improving the comfort and quality of life (Zadeh, 2018). The term green supply chain refers to the idea of integrating sustainable environmental processes into the traditional supply chain. This can include processes such as supplier selection and purchasing material, product design, product manufacturing and assembling, distribution and end-of-life management (Khan, 2018). Instead of mitigating harmful impact of business and supply chain operations, green supply chain involves value addition and/or value creation through the operations of whole chain (Khan, 2018). Green Supply Chain Management (GSCM) integrates environmental thinking into supply chain management. It covers everything from product development to purchasing and material selection to manufacturing processes, product delivery and product terminal management.

Stivastasta (2007) defined green supply chain management (GSCM), which integrates environmental thinking into supply chain management, including product design, sourcing and material selection, and delivery of production processes after the final product life cycle. Another definition by Ojo *et al.* (2015) GSCM's scope extends from procurement to reverse logistics throughout the so-called closed-loop supply chain. Dou, Zhu, and Sarkis (2017) describe GSCM as procuring entity's plansand actions, incorporating environmental considerations into supply chain management to improve environmental performance of supplier and customer. Some developed countries have developed GSCM practices, but GSCM is still a relatively new topic



for most developing countries. In recent years, the number of environmentalstudies in national and international journals has increased significantly. Relevant GSCM literature has been reviewed and published. The literature on all functional areas of GSCM was discussed. (Sunil *et al.*, 2014). Record the frequency of major GSCM issues in the literature. The two main themes of developing green products and designing environmentally friendly processes are less common than other key GSCM topics. Compared to other GSCM modeling and optimization techniques, genetic algorithms, coarse-grained theory, structural equation modeling, balanced scorecards, and interpretation ranking techniques rarely provide any pointers. (Luthra *et al.*, 2014).

Supply chain management can reduce the proliferation of construction projects, improve project quality, and shorten project duration, reducing overall project costs while creating satisfied customers. GSCM has become an effective management tool and concept for active and leading construction companies (Ojo *et al.*, 2014). Similar of the concept of the supply chain management concept, the GSCM limit depends on the auditor's goal. Supply chain management has the potential to reduce the fragmentation of construction projects, improve the quality of projects, shorten project time, and consequently reduce overall project costs while creating more satisfied customers (Bertram *et al.*, 2019). Others like Mbohwa *et al.*, (2014) Identify Green or Sustainable Supply Chain Management as the organization's strategic, transparent, integrated, and realized social, environmental, and economic goals, and systematically coordinate key cross-organizational business processes to improve the business and its operations Long-term performance of supply chain partners.



According to Ruoqi *et al.* (2017), Companies should share stories about the benefits of using GSCM practices with other companies in order to spread and inspire interest in the GSCM concept. It is important to note that the introduction of GSCM can create commercial success for manufacturing companies and a moral obligation to protect the planet. Luthra *et al.* (2014) in their research in the automotive industry in India, it was found that the introduction of GSCM practice has improved environmental, economic, social and operational performance. Diab *et al.* (2015) examined the impact of the practice of the green supply chain and its elements on the company's performance, such as: environmental performance, financial performance, and business performance. It helps to increase sales and industry benefits. A strong

and important relationship between environmental design and the environment, operation and economic performance. Therefore, companies need to be aware of the importance of eco-design in order to benefit from GSCM practices towards sustainable construction (Ruoqi *et al.*, 2017).

### **1.3** Problem statement

Since the 1980s, the Algerian government has become increasingly interested in protecting the environment. By establishing institutions and legislation, companies can be promoted to consider environmental factors through the application of ecological actions (Trirat *et al.*, 2017). In addition, the Algerian government is increasingly interested in protecting the environment by the installation agencies and legislation and pushing the companies to take the environmental in considerations.

The basis of the concept of supply chain management is the optimal distribution of roles, activities, responsibilities and authority among supply chain participants in order to secure and optimize the entire supply chain process (Tian, 2017). Priority must be given to common identification of the most effective and efficient methods for the entire supply chain to provide the end product according to the final customer's demands, and make the chain operate smoothly.

Traditional SCM focuses only on production, provision and aspect of distribution. Traditional supply chain is defined as an integrated manufacturing process, wherein the Supplier supplies raw materials or semi-finished goods to the manufacturer and are manufactured or assembled into final products (Ellram & Murfield, 2019). According to Cousins *et al.* (2019), there is a lack of analyzing the different components during design in the management process. Traditional supply chain also includes a supplier, manufacturer, wholesaler, retailer and customer. The main objective of extending the traditional supply chain is to consider the in between and eventual environmental effects of all products (Shee *et al.*, 2018). After the life cycle of the product gets over, the product is finally collected from customer and after the collection, if some components are found to be good enough to use, it is directly sent to the retailer and those are not further forwarded for dismantling. In final dismantling of the product, if some parts are found to be used are forwarded directly



in manufacturing process and finally those, which are not of any use are disposed of or recycled such that it is used as raw material (Singh & Ordoñez, 2016). Poor quality, negative impact on the economy of the country, loss of productivity wastage and underutilization of human and material resources are under traditional supply chain management that have negative effect on the construction industry (Salhi, 2021). The current supply chain management shows that there is a poor culture use of the 3R principles (reduce, reuse, recycle) in the Algerian construction industry (Kouloughli, & Kanfoud, 2017).

Green Supply Chain Management (GSCM) remains an important research program for researchers. However, research on the practice of GSCM and its implementation is limited (Younis & Vel, 2016). Since environmental problems are new in developing countries, information on the needs to be understood and updated. Companies in developing countries such as Algeria are still learning how to incorporate green supply chain management into their daily activities (Sedkaoui & Benaichouba, 2021). GSCM is becoming an increasingly common practice for companies seeking to improve their sustainability (Testa & Iraldo, 2010). Increasing pressures and problems related to improving economic and environmental performance have led developing countries, and especially businesses, to think about and begin implementing green supply chain management (Tabet *et al.*, 2017). This has become an important method that not only reduces environmental problems but also brings economic benefits to manufactures (Tabet *et al.*, 2017).

brings economic benefits to manufactures (Tabet *et al.*, 2017). So far, theoretical and empirical research has examined the implementation and impact of environmental design, clean production, environmental procurement and environmental / reverse logistics, as well as individual performance outcomes through financial, operational, and environmental measures. (Mbohwa *et al.*, 2014). According to Nejati *et al.* (2017), Green practices include green marketing, green packaging, green transportation, and green waste management and inbound logistics phase is critical as companies are normally held responsible for environmental problems caused by them as well as their suppliers (Lai & Wong, 2012). Recycling and remanufacturing of materials practices led to a fundamental shift from the traditional linear supply chain operations towards a closed-loop environmental control system (Genovese *et al.*, 2017). GSCM practices represent an internal-based inverse flow activity that is tied to



the GSCM practices at other phases of the firms.

The main activities of GSCM are green design, green procurement, green production, green transportation, and reverse logistics (Sharma *et al.*, 2017). Green design is one way to develop products with improved organic quality by reducing the adverse effects on the environment throughout its life cycle. This means considering the environment during the product design phase (Sharma *et al.*, 2017).

Eliminates and minimizes the environmental practices and practices of the supply chain for essential enterprise operations related to four stages (procurement and inbound logistics, production and internal operations, distribution and outbound logistics and reverse logistics) Green purchasing, Eco-design and life cycle assessment are the ways for leading manufacturers to put pressure on suppliers to achieve better environmental performance, and buyer-supplier relationships influence the implementation of GSCM (Gabriela & Mayara, 2017).

From the related literature, there are a few combined studies on green supply chain management in construction industry in Algeria. Similarly, based on the knowledge of the researcher no study that investigated the mediation role of green supply chain management between traditional supply chain and sustainable construction in Algeria. So, most of the previous studies has been in the developed countries, with luck of focusing on GSCM in construction industry in developing countries like Algeria. While studies of GSCM in developing countries in construction sector are quiet very few as most of the studies concentrate on the economic, medical production and automotive sectors.

In Algeria, construction industry is still lacking the knowledge, experience (Rachid *et al.*, 2019). Tools to improve their environmental performance effectively and efficiently by adopting GSCM principles. The firms have to understand the importance of GSCM immediately and fulfil the requirements of GSCM applications (Laari *et al.*, 2017). The firms operating in Algeria are not adequate for adopting GSCM applications and they have not enough information about the benefits of applying GSCM yet. A study by Salhi (2018) found that there is a problem in the construction industry that green supply chain management of buildings aim the impact of building activities on the sustainability of supply chain management in Algeria. According to Sedkaoui and Benaichouba (2021), based on previous research on green



supply chain management, this research needs to further investigation aimed at the construction industry, as the GSCM concept has been integrated into other industries but it's still new in the Algerian construction industry. Significant barriers to the implementation of GSCM practices in the construction industry have been identified in some studies, as the high costs that this concept can cause for the company can be funded by the government to reduce costs or taxes and help companies to include these practices into their supply chain.

In Algeria, this atmospheric waste is regulated by the executive decree which specifies the maximum tolerated values of these emissions (Salhi, 2018). Meanwhile, in order to line up with the new ones to control the amount of dust waste, Waste from construction and demolition are generally disposed in uncontrolled landfills .Sixty two (62) % of waste collected annually in Algeria are organic materials. The remains are of paper and cardboard (9%), plastics (12%), glass (1%), metals (2%) and others (14%). Waste from construction and demolition are generally disposed in uncontrolled landfills .Consequently, during the time granted to the old construction works, they have to develop an environmental policy, which makes them comply with the regulation in force. This is why there is a need to improve the implementation of GSCM that would allow to be advanced in the environmental integration.



The outcome from this study create an enabling environment for both the public and private sector drivers in the Algerian construction industry to launch into the real construction business where the individual stakeholders within the GSCM will align themselves in providing innovative ideas that will help create value in support of achieving competitiveness in the construction industry.

Moreover, it is crucial for the stakeholders of the construction industry. In particular, the results will create an enabling environment for the public and private sectors of the Algerian construction industry to build real construction business, where the individual stakeholders within the GSCM will align themselves in providing innovative ideas that will help to create value in support of achieving competitiveness in the construction industry. The outcome from this research also will provide a plethora of opportunities all of which will provide ample opportunities for research into GSCM in Algeria. The organizations who tend to improve design, manufacturing, disturbing and purchasing indicators which they work should not only adopt GSCM

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## Appendix D

### LIST OF PUBLICATION

- Harouache, A., Chen, G. K., Sarpin, N. B., Hamawandy, N. M., Sabir Jaf, R. A., Qader, K. S., ... & Azzat, R. S. (2021). Importance of Green Supply Chain Management in Algerian Construction Industry towards sustainable development. *Journal of Contemporary Issues in Business andGovernment*, 27(1), 1055-1070.
- Harouache, A., Chen, G. K., Sarpin, N. B., Hamawandy, N. M., Abubakr, Z. A., Othman, B., & Othman, J. (2021). The Mediation Effectiveness of Green Supply Chain Management Practices Toward Sustainable Development in Algerian Construction Industry. *Journal of Contemporary Issues in Business and Government*, 27(1), 1909-1925.
- 3) Harouache, A., Goh, K. C., Sarpin, N., Mohamed, S., Omar, R., & Goh, H. H. (2019). The Implementation of Energy Efficiency for Buildings In Algeria: A Perspective of Stakeholders. Journal of Technology Management and Business, 6(3).

## Appendix E

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### Vita

I *Ahmed Harouache*, born in Djelfa, Algeria. I graduated as Civil engineer on July 2011 from Civil Engineering Department in University of Djelfa. On September 2017 I obtained a Master degree in construction Technology Management from FPTP in UTHM. I am currently doing PhD in Technology Management.