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**THE MODERATING ROLE OF REGULATORY AND
MARKET PRESSURES ON THE RELATIONSHIP
BETWEEN SUPPLY CHAIN MANAGEMENT
PRACTICES AND SUSTAINABLE PERFORMANCE IN
ALGERIA OIL AND GAS SECTOR**

BENMEBAREK ABDELHAKIM



**DOCTOR OF PHILOSOPHY
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**THE MODERATING ROLE OF REGULATORY AND MARKET
PRESSURES ON THE RELATIONSHIP BETWEEN SUPPLY
CHAIN MANAGEMENT PRACTICES AND SUSTAINABLE
PERFORMANCE IN ALGERIA OIL AND GAS SECTOR**



**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia
in Fulfillment of the Requirement for the Degree of Doctor of Philosophy**



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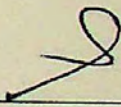
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ABSTRACT

Sustainability has become a growing concern both locally and globally, prompting industries to integrate environmental, economic, and social considerations into their operations. In Algeria, oil and gas (O&G) companies significantly contribute to environmental degradation and social challenges. Therefore, this study examines the effect of SSCM practices on improving sustainable performance (SP) in Algerian O&G companies. The research investigates explicitly the moderating effects of regulatory pressure (RP) and market pressure (MP) on the relationship between SSCM practices and the three dimensions of SP: economic, environmental, and social. The study is grounded in the Natural Resource-Based View (NRBV) and Institutional Theory, from which a conceptual framework was developed. Four SSCM practices were considered: sustainable product design, sustainable manufacturing, sustainable distribution, and reverse logistics. A quantitative research design was applied, using survey data collected from certified Algerian O&G companies between 2022 and 2023. Data were analysed with PLS-SEM to assess both measurement and structural models. Findings show that SSCM practices positively affect all three dimensions of SP. RP significantly moderated the link between SSCM practices and environmental performance, while MP significantly moderated relationships with both economic and environmental performance. Social performance, however, was not moderated by RP or MP. This may be due to the limited emphasis on social sustainability within Algeria's regulatory and market context. The study contributes to the literature by providing empirical evidence on the role of institutional pressures in strengthening sustainability through SSCM practices. It also offers practical insights for managers and policymakers in the O&G companies. Future research could expand to other industries, such as manufacturing, and mixed methods could also be tested. Additionally, future studies could test additional SSCM practice variables on the SP.

Keywords: SSCM practices, sustainable performance, regulatory pressure, market pressure, Algerian O&G companies

ABSTRAK

Kelestarian semakin mendapat perhatian di peringkat tempatan dan global, mendorong industri untuk mengintegrasikan dimensi alam sekitar, ekonomi dan sosial ke dalam operasi mereka. Di Algeria, syarikat minyak dan gas (O&G) merupakan penyumbang utama kepada kemerosotan alam sekitar dan cabaran sosial. Sehubungan itu, kajian ini meneliti kesan amalan pengurusan rantai bekalan lestari (SSCM) terhadap prestasi lestari (SP) dalam kalangan syarikat O&G di Algeria, dengan memberi tumpuan kepada peranan pengantara tekanan peraturan (RP) dan tekanan pasaran (MP). Kajian ini berasaskan Teori Pandangan Berasaskan Sumber Asli (NRBV) dan Teori Institusi, serta membangunkan rangka kerja konseptual yang merangkumi empat amalan SSCM: reka bentuk produk lestari, pembuatan lestari, pengedaran lestari dan logistik terbalik. Menggunakan reka bentuk kuantitatif, data tinjauan dikumpul daripada syarikat O&G yang diperakui bagi tempoh 2022–2023 dan dianalisis melalui PLS-SEM bagi menilai model pengukuran dan struktur. Dapatan menunjukkan amalan SSCM memberi kesan positif terhadap ketiga-tiga dimensi SP. Selain itu, RP menyederhanakan hubungan antara amalan SSCM dan prestasi alam sekitar, manakala MP menyederhanakan hubungan dengan prestasi ekonomi dan alam sekitar. Walau bagaimanapun, tiada kesan penyederhanaan ditemui terhadap prestasi sosial, berkemungkinan disebabkan tumpuan yang masih terhad terhadap aspek sosial dalam konteks peraturan dan pasaran Algeria. Kajian ini menyumbang kepada literatur dengan menyediakan bukti empirikal mengenai peranan tekanan institusi dalam memperkukuh kelestarian melalui SSCM, serta menawarkan panduan praktikal kepada pengurus dan pembuat dasar dalam industri O&G. Penyelidikan masa hadapan boleh diperluas kepada sektor lain seperti pembuatan, meneroka kaedah campuran, serta menilai amalan SSCM tambahan terhadap SP.

Kata kunci: amalan SSCM, prestasi lestari, tekanan peraturan, tekanan pasaran, syarikat minyak dan gas

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LIST OF ABBREVIATIONS

O&GI	Oil and Gas Industry
SP	Sustainable performance
SSCM practices	Sustainable supply chain management practices
EcP	Economic performance
EnP	Environmental performance
SoP	Social performance
RP	Regulatory pressure
MP	Market pressure
SCM	Supply chain management
GSCM	Green Supply chain management
GHG	Greenhouse gas



CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Nowadays, understanding how to address sustainability issues is “one of the most significant translational research problems of our time” (McGlynn et al., 2003; Moore et al., 2017; Sajjad et al., 2024). The definition of sustainability first emerged during the World Conservation Strategy drafted by the United Nations Environment Programme (UNEP) in 1980 and it became more widely used thereafter (Du Pisani, 2006). Sustainability is defined in the Brundtland Report as “the development that meets the needs of the present generation without compromising the ability of the future generations to meet their own needs” (Hariram et al., 2023). The importance of sustainability is based on the idea of preserving possibilities for humans to live well and the premise that sustainability is primarily concerned with ecological health and intergenerational justice in human affairs (Uralovich et al., 2023). Furthermore, sustainability is the incorporation of a set of social-environmental criteria or qualities into human actions and an allusion to how sustainability works by environmental, social, and economic purposes along with values or objectives that certain human activities seek to achieve. From this perspective, sustainability idealises the relationship between nature and society within specific reference systems (Salas-Zapata & Ortiz-Muñoz, 2019).

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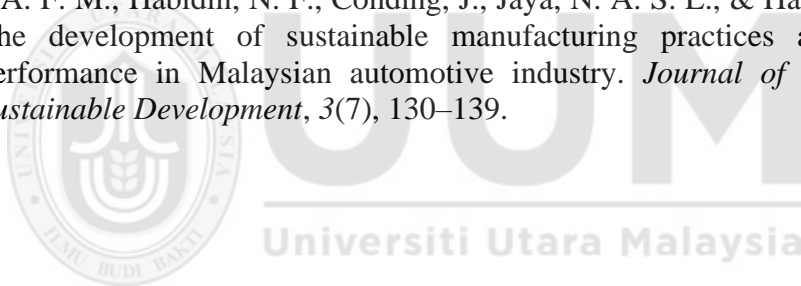
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APPENDIX

Part A

English questionnaire

UNIVERSITI UTARA MALAYSIA

ACADEMIC RESEARCH QUESTIONNAIRE

Dear Respondents

I am currently conducting a survey titled: *The moderating role of regulatory pressure and market pressure on the relationship between sustainable supply chain management practices and sustainable performance in oil and gas companies in Algeria*. I would appreciate it very much if you would assist the researcher by providing objective and sincere answers to all the questions, as there is no right or wrong answer. Be assured that all the information given will be treated as confidential, and it will be used only for this study.

In anticipation of your positive response, I would appreciate your kind assistance in completing the questionnaire. If you have any questions or suggestions, please call or email **Benmebarek Abdelhakim**; at +60 1111516404 / hakimsalem679@gmail.com.

Thank you very much for your time and cooperation.

Your cooperation is highly appreciated to ensure the success of this study. I appreciate any help you can provide.

BENMEBAREK ABDELHAKIM

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Algeria +213 663574620

Section (A): Respondent information

Please tick \surd in the appropriate box

1. Gender:

- Male Female

2. Age (years):

- Under 21 21 – 30 31 – 40 41 – 50
 51 – 60 Over 60

3. Educational level:

- High school Diploma Bachelor's Degree
 Master's degree PhD Others, please specify: ...



4. Work experience (years):

- Less than 1 1 – 2 3 – 5 6 – 10
 11 – 15 16 -20 Over 20

5. Position:

- Top manager Executive Others, please specify:
.....

6. Industry type:

.....
.....

7. Company size:

- Small Medium Large

8. Years of establishment:

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Section (B): Sustainable supply chain management practices

In this section, we are trying to determine the implementation of **sustainable supply chain management practices** in your company which define as “the management of material, information, and capital flows as well as cooperation among companies along the supply chain while taking goals from all three dimensions of sustainable development, i.e., economic, environmental and social sustainability, into account, which are derived from customer and stakeholder requirements.”.

The following statements indicate the extent of sustainable product design adoption in your company; which is referred to the extent of the company's sustainable efforts, initiatives, and activities implemented during product design to achieve economic, environmental, and social sustainability.						
Please indicate the degree of your agreement with the following statements on a six-point Likert scale.						
Sustainable Product Design	Strongly Disagree	Slightly Disagree	Disagree	Agree	Slightly Agree	Strongly Agree
Eliminate the use of hazardous materials						
Design products which will facilitate disassembly of retired products, separation of parts according to materials, as well as reprocessing of materials						
Design products which will facilitate repair, rework and refurbishment						
Design products which will reduce material use						
Design the products which will reduce energy consumption						
Use environmental-friendly materials (e.g. recyclable materials)						
Design products which incorporate recovery of obsolete products (e.g. product leasing)						
Design products which support maintenance						
Design products which will prolong the life of materials						
The following statements indicate the extent of sustainable manufacturing process adoption in your company; which is referred to the extent of the company's sustainable efforts, initiatives, and activities implemented during the manufacturing process to achieve economic, environmental and social sustainability.						
Please indicate the degree of your agreement with the following statements on a six-point Likert scale.						

Sustainable Manufacturing Process	Strongly Disagree	Slightly Disagree	Disagree	Agree	Slightly Agree	Strongly Agree
Material recovery (e.g. use wastes as internal resources such as metal swarf and chips)						
Waste recovery (e.g. use coolants and transport solid wastes from the factory for use as resources in other manufacturing processes)						
Energy savings during manufacturing process						
Reduce CO ₂ emissions during manufacturing processes						
Improve manufacturing and machine efficiency						
Adopt lean production systems						
<p>The following statements indicate the extent of sustainable distribution adoption in your company; which refers to any means of transportation of products or services from suppliers to manufacturers to final customers with the purpose of having the least possible negative environmental impact.</p> <p>Please indicate the degree of your agreement with the following statements on a six-point Likert scale.</p>						
Sustainable distribution	Strongly Disagree	Slightly Disagree	Disagree	Agree	Slightly Agree	Strongly Agree
Cooperation with customers for using less energy during product transportation						
Cooperation with customers for green packaging						
Use of renewable energy in any mode of products transportation						
Use of renewable energy in the process of products packaging						
Upgrade freight logistics and movement systems such as environmental-friendly, reduce energy, etc.						
Tracking and monitoring emissions caused in products distributions (e.g., carbon footprint)						
<p>The following statements indicate the extent of reverse logistics adoption in your company; which is referred to the activities performed by a firm to take back its products, or parts of it, from the point of consumption to the end of origin for recycling, reuse, remanufacture, repair, refurbishing, or safe disposal.</p> <p>Please indicate the degree of your agreement with the following statements on a six-point Likert scale.</p>						
Reverse Logistics	Strongly Disagree	Slightly Disagree	Disagree	Agree	Slightly Agree	Strongly Agree
Collects back used products from customers for recycling, reclamation of materials, or reuse						

Collects back used packaging from customers for reuse or recycling						
Requires suppliers to collect back their packaging materials						
Returns back its products to suppliers for recycling, retaining of materials or remanufacturing						
Returns back its packaging to suppliers for reuse or recycling						
Returns back the products from customers for safe refill						

Section (C): Regulatory pressure

The following statements indicate the amount to which **regulatory pressure** can offer your company the resources, assistance, pressure, and support it requires to improve its sustainability, growth, and performance, in general, it refers to the pressure practiced in relation to the regulatory perspective. This category includes pressures from government, regional, certifications, international regulators, etc. Please indicate the degree of your agreement with the following statements on a six-point Likert scale in this section.



Regulatory Pressure	Strongly Disagree	Slightly Disagree	Disagree	Agree	Slightly Agree	Strongly Agree
Emission standards (e.g., Maximum emission level permitted)						
Production technology standards (e.g., standards that could provide energy saving or environmental protection during production)						
Legal risks (e.g., The loss incurred to a company due to negligence in compliance with laws related to the business)						
Government supervision (e.g., supervision of the company through the executive and legislature)						

Administrative penalties (e.g., the monetary penalty that can impose on companies who fail to comply with the requirements of a statute)						
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Section (D): Market pressure

The following statements indicate the amount to which **market pressure** can offer your company the resources, assistance, pressure, and support it requires to improve its sustainability, growth, and performance. Market pressure is defined as pressure from market transactions, including customers, suppliers, and competition usually practiced from the market perspective. Please indicate the degree of your agreement with the following statements on a six-point Likert scale in this section

Market Pressure	Strongly Disagree	Slightly Disagree	Disagree	Agree	Slightly Agree	Strongly Agree
Increased awareness of environmental issues among our customers						
Customers' preferences for environmental-friendly products						
Customers' continuous attention to our firm' environmental behaviour						
Customers who seek green suppliers						
The influence of competitors on the company						
The influence of suppliers on the company						

Section (E): Sustainable performance

This section attempts to determine the **sustainable performance** of the oil and gas companies leading from the implementation of sustainable supply chain management practices. Sustainable performance refers to the extent to which a company achieve its objectives by balancing among three pillars of sustainability (i.e. economic, environmental and social).

Please indicate the degree of your agreement with the following statements on a six-point Likert scale.

Economic Performance: relates to the firm's ability to reduce costs associated with purchased materials, energy consumption, waste treatment, waste discharge, and fines for environmental accidents and the increase in profitability, market share	Strongly Disagree	Slightly Disagree	Disagree	Agree	Slightly Agree	Strongly Agree
Decrease of cost for materials purchasing						
Decrease of cost for energy consumption						
Decrease of fee for waste treatment						
Decrease of fee for waste discharge						
Decrease of fine for environmental accidents						
Increase in profitability						
Improved market share						
Environmental Performance: relates to the firm's ability to reduce air emissions, effluent waste and solid wastes and the ability to decrease consumption of hazardous and toxic materials	Strongly Disagree	Slightly Disagree	Disagree	Agree	Slightly Agree	Strongly Agree
Reduction of air emission						
Reduction of wastewater						
Reduction of solid wastes						
Decrease of frequency for environmental accidents						
Decrease of fine for environmental accidents						
Decrease of consumption for hazardous/ harmful/ toxic materials						
Improve a company's environmental situation						
Universiti Utara Malaysia						
Social Performance: relates to the firm's ability to improve employees' health and safety, provide safe and adequate working conditions, improve community health and safety, and reduce negative impacts of products and processes on the local community	Strongly Disagree	Slightly Disagree	Disagree	Agree	Slightly Agree	Strongly Agree
Improvement of employees' health and safety in company						
Incentives and engagement for local employment						
Development of economic activities of local community						
Improvement of community health and safety						
Reduction of the negative impact of products and processes on the local community						