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DOCTORAL THESIS SUMMARY

THE INFLUENCE OF ENVIRONMENTAL MANAGEMENT SYSTEMS IMPLEMENTATION ON ORGANISATIONAL COMPONENTS

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ABSTRACT

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KEYWORDS

Environmental management, environmental management system, ISO 14001, McKinsey model, environmental management practices, environmental management system certification, organizational variables, EMAS, hotel industry, organization, Romania.

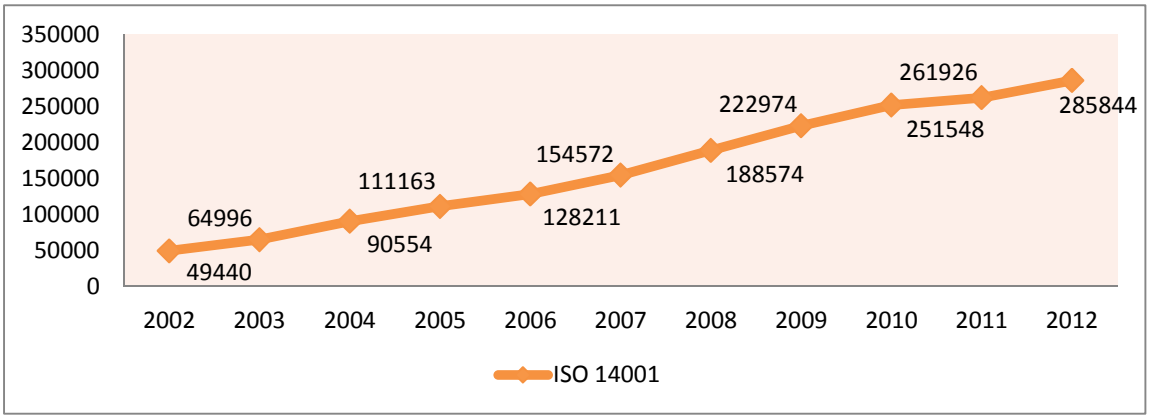
RESEARCH IMPORTANCE AND CONTEXT

Throughout the last period of time we have seen an increasing interest of organizations to protect the environment and environmental issues. A number of organizations have begun to introduce in their management strategies measures regarding the environmental activities and the environmental protection.

The implementation of an environmental management system has begun to represent a major concern for many organizations. Realizing the benefits that the organization might achieve by introducing a competitive environment management, they allocated more and more financial, material and human resources for the construction of such a management system. A growth in the number of certifications for environmental management systems has been recorded in countries such as Japan or China.

Annually, the number of certifications increases at an impressive pace, and the main reason is the desire of organizations to increase their environmental performance. As it can be seen in Chart 2, in 2012, the number of certifications worldwide increased compared to 2010 by more than 13%. Compared to the beginning of the third millennium, the present number of certifications is almost 12 times higher.

Graphic 1 - Evolution of the number of global certifications during 2002-2012

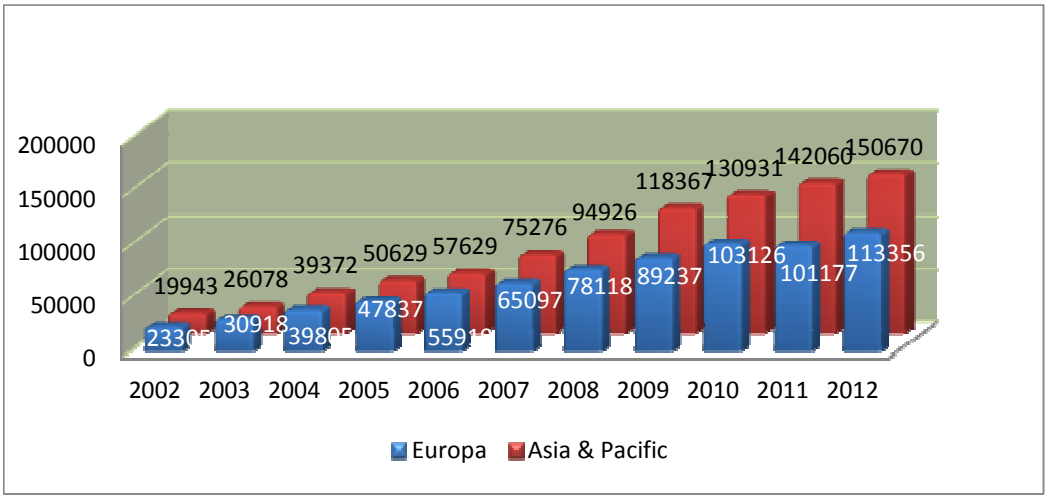


Source: Adapted from ISO Survey 2012

An important increase in the number of certifications is recorded in the Far East and Europe. Since 2006, especially in China and Japan, the percentage of annual increase in the number of implementations of EMS has been over 20%. And across Europe, the trend is also increasing, but here the average growth rate was about 16%.

And the number of countries where EMS certifications are registered has increased. If in 2000 there were 98 countries with certified organizations, in 2012 there are 167 countries whose organizations have a EMS certificate.

Graphic 2 – The comparative evolution of the number of certifications in Europe and Pacific-Asia

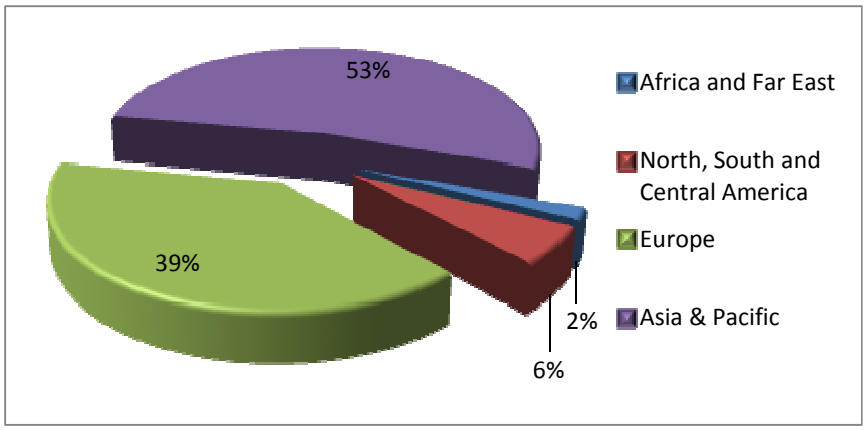


Source: Adapted from ISO Survey 2012

Worldwide, in 2012, the highest number of certifications is recorded in China (91.590), on the second place is situated Japan (27.774), and the podium is completed by Italy (19.705). While in China, compared to 2010, the number of certifications has increased by 31%, in Japan, for the same period of comparison, a decrease by 21% has been recorded. At European level, in 2012, most certifications are recorded in Italy (19.705), followed by Spain (19 470) and the UK (15,884). On 4th place stands Romania (8633), and in last place, in top 5 European countries, is situated France (7975). We can see that the first three ranked countries account for about 50% of existing certifications in Europe.

As it can be seen in Figure 1, 92% of existing ISO 14001 certifications in the world are in Europe and Pacific-Asia, while America has about 6% of existing certifications worldwide. The smallest number of certifications is found in Africa and the Far East which record only 2% of the number of certifications.

Figure 1 - Distribution of global certifications in 2012



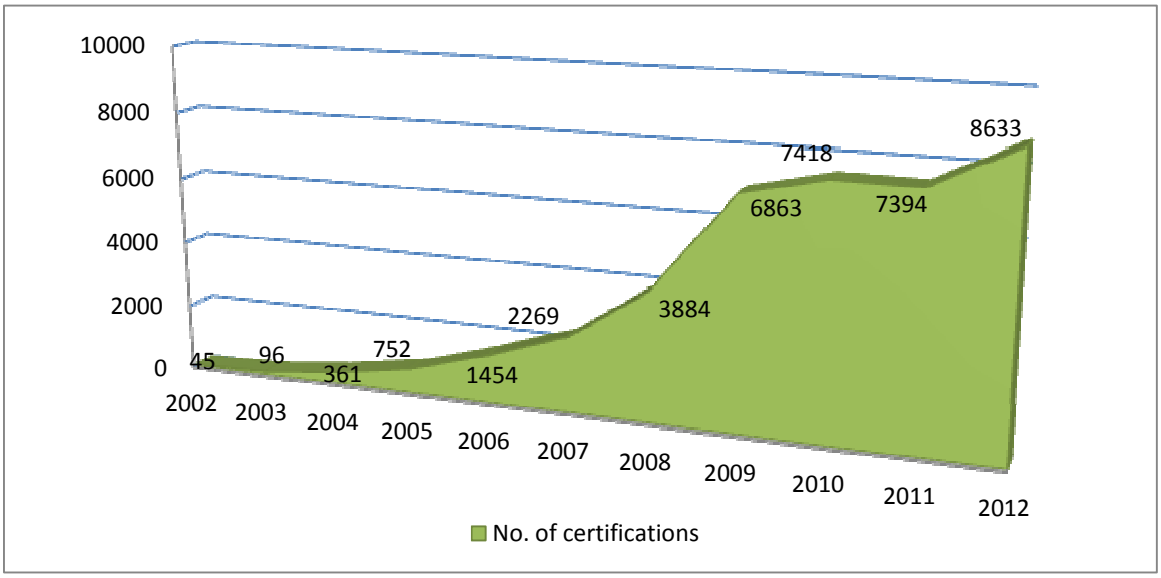
Source: Adapted from ISO Survey 2012

It is interesting that America has only 6% of the total of certifications. Moreover, in 2010 a decrease of 14% in the number of certifications was recorded as compared to 2009. One of the main reasons for the decline of certifications is the effects of the economic crisis on the American continent.

Even before the global economic crisis, the implementation of EMS in organizations in North America was quite difficult. The reason for this low rate of implementation is driven by both financial and cultural arguments. The American individualism and the short-term orientation that is typical of this culture (Hofstede, 2005) have as a consequence the neglect of the interest for future generations, which is contrary to the basic idea of sustainable development. Due to the American pragmatism to implement an EMS, the organizations seek to ensure themselves through such a decision some financial gains or certain competitive advantages. However, in spite of such approaches, the global trend is to increase the number of certifications.

In Romania, EMS certification has experienced in recent years an impressive growth. One of the main reasons for the increasing number of certifications is the accession to the European Union. From 2007 to 2012, the number of certified Romanian organizations trebled. However, the environmental performances of Romanian entities are low, even if Romania strives to harmonize legislation with the Acquis Communitary. The implementation of ISO 14001 in Romania has as main reasons, besides conserving resources and protecting the environment, the opportunity to enter into favorable contracts with foreign organizations, accessing external funds for development or growth of exports.

Graphic 3 - Evolution of ISO 14001 certification in Romania during 2002-2012



Source: Author's projection after ISO Survey 2012

Taking into account the things already mentioned and the fact that Romania still makes timid progress in enhancing environmental performance, we believe that sustained progress regarding the environment protection should be a priority for all Romanian organizations. Leaving aside the requirement to comply with the requirements of the EU, which should not be neglected, companies must perceive the benefits to be gained by implementing EMS such as ISO 14001 or EMAS.

Unfortunately, Romanian literature currently focuses on technical aspects of EMS, ignoring the managerial implications of implementing an EMS. There are very few studies in Romanian literature that studied the effects of implementing an EMS on the management of an organization.

This study aims to identify, analyze and detail the main implications and influences that the implementation of an EMS might have on the Romanian organizations in general and the hotel industry in particular.

Our research aims to present a way or a model of approach and implementation of EMS in terms of management component, in order to reduce the resistance of the organization and of the human factor to change and improve the results of the entity. We want to create a successful recipe, which organizations could use to absorb in their organizational culture the changes that will occur.

The directions that will be presented in this study aim to illustrate the need of establishing a long-term strategy through which the organizations will become competitive and get real progress in environment, and not just a "green facade".

RESEARCH OBJECTIVES

This paper is based on practical experience of more than five years in environmental management, waste management and environmental management systems. This approach is to have both a theoretical and practical-managerial value and tries to be a useful guide for both theorists and practitioners who have as main occupation the development and implementation of environmental management systems.

The research includes an overview of the main concepts used in environmental management and implementation of environmental management systems, considering that nationally there isn't, so far, a collection of this scale.

We want to develop a model of approach of the environmental management system as a process of organizational change. Although, in the specialized literature there have been developed some links between change management and environmental management systems, there have not been identified any impact models.

Taking into account the novelty of the issues raised for Romania and the way of looking at implementing an environmental management system in terms of managerial aspects, the study contributes to a better knowledge of the implementation of standardized environmental management systems.

The practical study aims to assess the following aspects:

- delimitation and establishment of some current concepts in literature , such as environmental management, environmental management systems and ISO 14001
- the assessment of the attitudes of organizations of hotel industry towards environmental protection;
- the study of factors that determine the implementation of an environmental management - quantitative study;
- the implications that the implementation of such a management system causes to an organization;
- determining the level of knowledge regarding environmental management and environmental management systems in the Romanian hotel industry.

The main objective of this initiative is to develop a guide on implementing environmental management systems as a process to improve the organization. We will develop or adapt from

other areas practical tools for the analysis of the lacks at the start of the EMS project to identify environmental issues and system auditing.

The main hypothesis of this study is that environmental management systems are a tool to improve the overall management of Romanian organizations in the hotel industry, while the implementation is aimed at long-term effects.

The idea that the study starts from is that the "threat" posed by the pressure to protect the environment can be turned into an opportunity to find solutions radically different from the existing ones and to achieve spectacular improvements in business management.

We are aware of the constraints that will exist in the practical study, such as the small number of hotels that have implemented or certified an environmental management system, the lack of complete information on their identity or the lack of technical terms, but we need this information and we are extremely keen on achieving this objective, precisely because the secondary purpose of this paper is to present the low awareness of the effects and benefits arising from the implementation of a standardized and certified environmental management system .

EMPIRICAL STUDY ON THE EMS IMPLEMENTATION IN THE ROMANIAN HOTEL INDUSTRY

DATA COLLECTION METHODOLOGY

Assuming that the research encompassing the entire hotel industry in Romania, might have too little relevance in relation to resources and effort sought, particularly due to the scale and resources available within 1 or 2 star hotels, the conducted study focused on the premium segment, consisting of 4 and 5 star hotels available at the national level. The approach of this segment on the issue of implementation of environmental management systems has had at its basis a number of reasons such as:

- team management and structure much better organized than the other hotels;
- higher level of communication and transparency;
- strategies developed usually for medium and long term;
- a well-defined decision making process with levels of authority clearly specified;
- many of these hotels belonging to an international hotel chain or franchise operation;
- willingness to shape a solid image both nationally and internationally.

We considered this segment as a representative one due to the high level of innovation that such a sector involves, and due to the role of "trend setter" that this type of hotels has.

THE ELABORATION OF THE QUESTIONNAIRE

The research method used was the survey and the research tool used was the questionnaire approach.

The questionnaire was structured to allow obtaining relevant information about the level of knowledge of the environmental management systems, the costs, benefits and barriers posed by environmental management systems, the way in which the EMS implementation influences organizational components and the measurement of the impact that the implementation of an EMS has on the organization. The questionnaire applied can be found in Annex 3.

Starting from the idea that a questionnaire is not just a simple list of questions, but something that must be developed in order to determine the involvement of subjects, the content of the questionnaire implemented sought:

- to determine the current level of awareness of environmental issues and the environmental impact generated by companies in the hotel industry;
- to identify the degree of familiarity with environmental management systems and the level of knowledge on the most important existing standards;

- to determine the degree of implementation of environmental management systems for the premium segment of the hotel industry in Romania;
- to determine the main barriers, benefits and incentives that hotel owners have by adopting a standard such as ISO 14001;
- to establish whether there are correlations between the implementation of environmental management systems and organizational components.

SAMPLE CONSTRUCTION

Investigated population. The population investigated for the study has been built from 4 and 5 star Romanian hotels and consisted of 325 hotels (according to data available at the National Tourism Authority).

Sample type. Initially, the sample designed was an **exhaustive** one, covering enrollment of all statistic individuals of the population. For practical reasons (refusal to participate in the study, the impossibility of contacting representatives) the whole population could not be subjected to the study.

Sample size. All the eligible hotels were contacted. In total, we could obtain responses from 125 hotels, which make the response rate achieved to be 38%.

The sample error is calculated using the formula:

$$e = \frac{z * \sigma}{\sqrt{n}}$$

where,
z is a coefficient specific to the established confidence level (for example, for a confidence level of 95%, the value of z is 1.96)
σ is the standard deviation of the population, and
n is the sample size.

For finite populations, it is corrected by a correction factor defined as

$$FCF = \sqrt{\frac{N-n}{N-1}}$$

Based on these formulas, the maximum allowable error margin for the sample, relative to the whole population is within **± 6.2%** at a confidence level of **95%**.

The respondents to the questionnaire were either those responsible for environmental problems within the organization or people in management who are most informed about the organization's strategy on environmental issues.

Questionnaires administration. Questionnaires were either self-applied online for 8 hotels or were applied by phone, through CATI system. The average application of a questionnaire was about 20 minutes. In order to increase the response rate and hence, the quality of the sample, where respondents could not be found at first contact, they have been called at least 3 more times.

SAMPLE VALIDATION

According to data held on the investigated population, the sample obtained is in accordance with the territorial distribution of hotels and with the predominance of 4 and 5 star hotels:

	Population	Sample	Diferences sample-population
Transilvania, Banat	124 (38%)	51 (41%)	***+3%***
Sud	39 (12%)	10 (8%)	***-4%***
Moldova	31 (10%)	16 (13%)	***+3%***
București	66 (20%)	26 (20%)	**-**
Dobrogea	65 (20%)	22 (18%)	***-2%***
Overall	**325 (100%)**	**125 (100%)**	**-**

	Population	Sample	Diferences sample-population
4 star hotels	292 (90%)	111 (89%)	***-1%***
5 star hotels	33 (10%)	14 (11%)	***+1%***
Overall	**325 (100%)**	**125 (100%)**	**-**

As it can be seen, the differences in population structure and sample are lower than the permissible error of the sample; therefore, we can validate the sample, as being representative for the investigated population.

The profile of respondents is as follows:

- 60% of respondents are male and 40% are women;
- 35% of respondents are more than 30 years old, 60% are between 31 and 50 years old and 5% are over 50 years old;
- 2% of respondents have only a high school education, 59% have higher education, bachelor's degree and 39% have higher education master or PhD degree

FORMULATING AND TESTING HYPOTHESES

Assuming that the implementation of an EMS in an organization is both a process of organizational change, and a factor of improving the economic and environmental performance of the organization, we set out to state and test a set of hypothesis that underline how such a process affects the organization

The hypotheses to be tested in this study were grouped into two categories

Theoretical hypotheses aimed at testing the principles drawn from the existing literature in the field:

- H1. The perception of punitive actions that can be applied for non-compliance with environmental laws differs depending on the level of knowledge of environmental legislation;
- H2. The perception of punitive actions that can be applied for non-compliance with environmental laws is different for organizations that create environmental risks than for organizations that do not create such risks;
- H3. The perception of punitive actions that can be applied for non-compliance with environmental laws is different for organizations that have implemented an EMS;
- H4. The implementation of EMS brings effects on all organizational variables;
- H5. The environmental targets are set by the hotel management and are dependent on the organization's budget.

Practical hypotheses aimed at testing the impact of the implementation of an environmental standard, at the organizational level:

- H6. There is a small set of obstacles/disadvantages which determine the implementation of an EMS;
- H7. The hotel management team are aware of the hotel's impact on the environment and pay attention to its protection;
- H8. The management of hotels that have implemented an EMS gives more importance to identifying and monitoring environmental risks caused by the organization;
- H9. The level of knowing the way of implementing ISO 14001 is associated with the implementation of several management systems belonging to ISO family;
- H10. The implementation need was determined by internal factors of the organization;
- H11. The main motivation for implementing an EMS was to reduce costs;
- H12. EMS implementation may be associated with hotel classification;
- H13. The lack of interest in implementing an EMS may be associated with the absence of a manager or an environment department.

TESTING HYPOTHESIS AND RESULTS INTERPRETATION

H1. The perception of punitive actions that can be applied for non-compliance with environmental laws differs depending on the level of knowledge of environmental legislation

We aggregated the scores of the six punitive actions tested in a cumulative variable, with scores ranging from 0 (not knowing any punitive action) to 6 (knowing all these actions). Since the distribution is not normal (through applying the Kolmogorov-Smirnov normality test, the resulting value is 0.162, and the probability sig. <. 000) to compare the cumulative variable scores in the categories of knowledge of the laws we used a non-parametric test of assessing the differences, Kolmogorov-Smirnov. It could be observed that there are differences between the four categories of knowledge of environmental legislation. If those who are only aware of the fact that there are such laws, but they do not know them, know, on average, 1.7 possible sanctions for not obeying the environmental legislation, those who fully know the law, know, on average, 4 2 punitive actions.

After testing the differences, the data indicate significant differences between the self-declared knowledge of environmental legislation level and the number of punitive actions associated with not obeying the environmental protection legislation. We reject the null hypothesis and accept the hypothesis of a differentiated knowledge of punitive actions in relation to the awareness of environmental legislation.

H2. The perception of punitive actions that can be applied for non-compliance with environmental laws is different for organizations that create environmental risks than for organizations that do not create such risks

By using the same method of analysis we tested the differences between the number of potential punitive actions that may occur due to non-compliance with environmental legislation, known by the representatives of the organizations that report environmental risks and the number known by representatives of organizations that do not report such risks.

Basically, the data indicate no difference, as the representatives of both groups know, on average, 3.7 punitive actions. As such, the emergence of environmental risks does not lead to a better understanding of the sanctions to be taken against the organization. We accept, therefore the null hypothesis, that of a similar perception of punitive actions, regardless of declaring an environmental risk.

H3. The perception of punitive actions that can be applied for non-compliance with environmental laws is different for organizations that have implemented an EMS

Starting from the same cumulative variable, we tested the significance of the difference in the average number of punitive actions known by the representatives of the organizations that have implemented an EMS and the organizations that have not implemented an EMS. The existing data show that there aren't major differences, as the representatives of the organizations that have implemented an EMS know, on average 4 punitive actions, while the representatives of the organizations that have not implemented an EMS know, on average, 3.7 such actions. Neither the significance Kolmogorov-Smirnov test indicates any statistically significant differences. Therefore, the implementation of an EMS is not associated with a greater number of potential punitive measures known by the managers. We accept the null hypothesis that the implementation of an EMS is not due to a possible fear about the possible sanctions that the organization might have to deal with because of the environmental risk.

H4. The implementation of EMS brings effects on all organizational variables

As it was shown above, the data collected show that, at the organizational level, the impact of implementing an environmental management system is felt by the vast majority of companies at all levels. 82% of respondents noted that the organization's strategy, the organizational structure and the corporate values undergo changes. 73% mentioned changes in management style, and 64% believe that even the skills and abilities of employees have been affected. Also 82% of respondents stated that as a result of the implementation of environmental management system the job descriptions were changed. Therefore, the data allow us to validate this hypothesis, saying that the implementation of environmental management system causes effect on all organizational variables.

H5. The environmental targets are set by the hotel management and are dependent on the organization's budget

The decisions on environmental management objectives of the organization are made in almost two thirds of cases, by the management team of the hotel. In some cases, the decisions are made entirely either by the one who is responsible for environmental management or by the environmental commission. Environmental management objectives are not decided before establishing the budget of the organization with the exception of only slightly more than a quarter of the cases, which indicates that the process of defining them depends on the organization's budget. Under these circumstances, the data allow us to validate the hypothesis that environmental objectives are set by the hotel management and are dependent on the organization's budget.

H6. There is a small set of obstacles/disadvantages which determine the implementation of an EMS.

The main obstacles in implementing an environmental management system are primarily ***the costs of certification and consultancy***, mentioned by three quarters of those interviewed. Also, ***other financial setbacks*****,** and ***the lack of qualified personnel*** represent significant obstacles to implementing such a system, as they were mentioned by about half of the subjects. In relation to the number of obstacles mentioned, the situation is the following: the average, among the hotel owners interviewed is of 4 obstacles mentioned, given that 60% of respondents mentioned a maximum of 4 obstacles. We can say that, basically, the list of the main obstacles impeding the implementation of an environmental management system is composed of four elements, such as: (1) costs of certification, (2) costs of consultancy, (3) financial barriers, and (4) lack of qualified personnel. Under these circumstances, we can validate this hypothesis.

H7. The hotel management team are aware of the hotel's impact on the environment and pay attention to its protection

Nearly 4 of 5 hotels have environmental activities included in their overall strategy. These are appreciated by the representatives of the organizations that included them in the strategy as being important (68%) or very important (22%). The concern about the environmental performance is also high, 19% of hotel owners are very concerned, and 60% are concerned about this. In the same time, two-thirds of hotel owners appreciate environmental performance as good or very good. Under these circumstances, we believe that the hotel management team are aware of the hotel's impact on the environment and they pay attention to its protection and thus we can validate the hypothesis.

H8. The management of hotels that have implemented an EMS gives more importance to identifying and monitoring environmental risks caused by the organization

About one third of hotel owners stated that their organization creates environmental risks, a higher percentage of these being located among the seaside hotels. Also, hotels that have implemented an environmental management system admit, in a higher proportion (46%), that their organization creates environmental risks as compared to hotel owners who have not implemented this system (31%). Of those who admit that their organization produces environmental risks, more than 70% monitor the situation. We identify again a different behaviour of hotel owners who have implemented an environmental management system and who monitor 100% these risks, while the organizations that do not have such a system declare a rate of monitoring of only 63% .

Therefore, the data allow us to consider that there is a significantly greater importance given to identifying and monitoring environmental risks produced by the organizations in the case of the hotels where an environmental management system has been implemented.

H9. The level of knowing the way of implementing ISO 14001 is associated with the implementation of several management systems belonging to ISO class

From the data collected, it appears that, on average, a person who knows very well how to implement ISO 14001, comes from an organization that has implemented at least 2 or 3 ISO management systems. Moreover, there is a positive association between the level of knowledge held on the implementation of ISO 14001 and the number of management systems such as ISO implemented (Gamma coefficient of association between two ordinal variables is 0.373).

Under these circumstances, we can reject the null hypothesis, that of a lack of association between knowledge of ISO 14001 and the number of management systems implemented and we can validate the hypothesis that awareness of how the implementation of ISO 14001 is associated with the *level of* knowing the way of implementing ISO 14001 is associated with the implementation of several management systems belonging to ISO class

H10. *The need for implementation of an EMS was determined by internal factors of the organization*

According to the data presented by hotel owners, the main reason for developing and implementing the management system is to improve the image of the organization in relation to stakeholders, mentioned by 73% of hotel owners who have an environmental management system implemented, rather than the external, legislative or investors' pressures. The influence of the employees is a relatively small one and is manifested by reasoning rather than by explicit pressure.

Thus, implementing an environmental management system is driven mainly by domestic factors, while the external pressures are rather the "exception" and not the motivation "rule" for implementation. Therefore, we can validate the hypothesis, stating that the need for implementation was determined by internal factors of the organization.

H11. The main motivation for implementing an EMS was to reduce costs

The differentiated importance of some issues that have motivated the implementation of an EMS indicates high importance due to improving the image of the organization (75% much and very much importance), and the possibility of product/service differentiation (63%). Reducing costs is a factor of high importance (53%), but not decisive in implementing an EMS.

In the same way, the motivation for implementing an EMS derived from the intention of achieving a competitive advantage is to a greater extent accepted than that derived from cost reduction. As such, we believe that the data do not allow us to validate the hypothesis.

H12. EMS implementation may be associated with hotel classification

18% of 4-star hotels and 14% of 5-star hotels have implemented an environmental management system. The difference is not statistically significant and we can not speak of an association of hotel classification and implementation of an EMS (the coefficient of association $\chi 2 = 0.119$, sig. = 730, a value that is much higher than the threshold of relevance sig. =, 050).

Therefore, we accept the null hypothesis, stating that between EMS implementation and hotel classification there is no association. From the results of the survey, it appears that the market, the competitive environment in which the hotel operates, is a key factor which determines to a greater extent the implementing of an EMS.

H13. The lack of interest in implementing an EMS may be associated with the absence of a manager or an environment department

The percentage of hotels that have not implemented an EMS, but that have an environment manager is 13%, and that of those with an environment department is 11%. The lack of a specialized referent who should know the environmental issues is an important obstacle in implementing an EMS and while the documentation on environmental management is not very accessible to those who must make decisions in this regard, the existence of a department and of a manager who should focus on environmental issues represent probable causes of not implementing an EMS.

We can say that the lack of an EMS occurs with a higher probability in organizations where there isn't a department for environmental issues or an environment manager. Thus, we validate this hypothesis.

RECOMMENDATIONS FOR ISO 14001 IMPLEMENTATION AS A PROCESS OF IMPROVING THE ORGANIZATION

Although the family of ISO 14000 standards are in a constant process of improvement and development, ISO 14001 remains, however, the standard preferred by most organizations for implementing an EMS. This standard has been transposed in the Romanian practice as the SR EN ISO 14001: 2005. The purpose of this chapter is to outline an easy implementation guide to ISO 14001 within the organizations and to reflect major organizational changes that may occur and how the organizational variables are influenced.

This approach was initiated by the desire to facilitate business access to a source of information and documentation that addresses EMS implementation from management perspective, not only from the technical one. With a quite limited Romanian literature regarding these issues and confronting us with a lack of availability of certification bodies to publish certain studies on the managerial impact of implementation over the organization, we believe that this guide can be a point of starting in developing and broadening the sources of documentation on EMS implementation for both hotel industry studied in detail during this scientific approach as well as other organizations in the public or private sector.

One of the most important steps in the implementation of ISO 14001 refers to strategies and actions to be taken and implemented in the organization before the actual implementation of the system. The main recommendations that we can make on the **preparation and planning of ISO 14001 implementation within the organization** are:

- ***wrong approach*** - acquiring EMS certification is considered the main requirement for starting such a process;
- general management awareness of the need for the implementation of ISO 14001;
- an analysis of the current state of the organization before the start of the design process;
- quantifying the financial and non-financial efforts that the organization must make to implement and maintain the effectiveness of an EMS;
- choosing the implementation strategy correlated with the results of the preliminary analysis of the organization;
- building commitment, support and participation of all staff in the process of organizational change;
- creating a vision of the organization in terms of desired future state;
- making your own coding system for identification and determination of environmental impact;
- environmental objectives must be SMARTEER.

REZUMAT

A **management system implementation** is a complex process that requires a detailed approach of all the stages that it contains. The ISO 14001 implementation must represent a project for the organization that should help develop and improve the organization. Another important factor that influences the way in which they will achieve and implement an EMS is its desire to obtain its certification as ISO 14001 or as any other environmental management standard.

This stage includes a number of sub-processes such as:

- establishing resources, roles, responsibilities and levels of authority;
- developing EMS manual and system procedures;
- establishing operational procedures, work instructions and specific forms and records;
- establishing training and awareness programs;
- selecting the internal and external way of communication.

The main recommendations that we can make on the implementation of ISO 14001 within the organization are:

- clear presentation in the EMS planning process of the roles, responsibilities and levels of authority, by redesigning the organizational structure;
- the need to appoint a management representative for the EMS implementation, monitoring and checking;
- the organization management should focus on a higher degree of awareness of the organization's impact on the environment, rather than excessive detail processes
- avoid the development of communication procedures from scratch
- organizing within the companies several simulations of the behavior of employees in emergency situations
- avoid the development of training materials using too technical language
- paying increased attention to monitoring the environmental aspects required by certain laws that may involve penalties and fines
- focusing on developing preventive actions rather than implementing corrective actions
- delimitation of the two types of EMS internal audit of the organization
- EMS certification does not guarantee environmental performance, it only creates the need to achieve it

CONCLUSIONS AND PERSONAL CONTRIBUTIONS

This scientific approach is one of the few existing papers in the domestic literature on EMS implementation, the impact of their implementation on organizational variables in the Romanian hotel industry.

To shape a clearer picture of the contribution that this research has to the theoretical and practical development of the subject, we divided this chapter into three distinct parts:

- theoretical conclusions and contributions
- empirical conclusions and contributions
- practical contributions and implications

Theoretical conclusions and contributions

Environmental management is a concept that emerged in the last century, but is constantly of interest. In the **first chapter** of this approach we meant a depth concept fixation in the specialist literature and thus we discussed it in detail and we wanted to reach as many of its dimensions.

Throughout this chapter, we focused on identifying the importance and necessity of environmental management, as well as determining ethical dimensions of the concept, through which we were able to contribute to enriching the native literature with one of the first studies on the influence of ethical dimensions on environment management. There have also been identified and fixed in the literature principles and functions of environmental management, and its basic components, achieving a series of analyses on associations that exist between environmental management and sustainable development, economic growth and social influence.

Among the main conclusions of this chapter, we can mention:

- environmental management must be rooted in the overall management of an organization and must be addressed as a whole and not as an independent subsystem thereof
- the main goal of environmental management is to develop strategies, practices and policies to minimize the negative effects of population on the environment
- the foundation concept is the way the laws and regulations in the area are understood and applied, affecting the economic organizations
- business success can be achieved and within ethical and responsible behaviour
- the need to limit economic growth at any cost and replace it with an economy built on balance

One of the main contributions in this chapter is my own attemp to define the concept of environmental management, created from a desire to better define the concept in the national specialist literature.

In the **second chapter**, we analyzed in detail the concept of environmental management system, achieving at the same time, a clarification of its specificity. The main contribution of this section is to identify and theoretically detail the major advantages and limitations posed by the implementation of an environmental management system, to analyse the main aspects necessary in the EMS management, and to find a parallel in terms of similarities and differences between the most popular standards of environmental management, ISO 14001 and EMAS.

When environmental issues started to gain significant importance, a number of bodies and organizations have realized the need to develop management systems to correct, to plan and control the environmental impact of organizations. Effective control of pollution cannot be achieved by technological solutions, as it needs to be addressed as an integrated EMS overall management of the organization.

EMS is a tool to identify, resolve, correct and control environmental activities in an organization, which can be implemented in an entity of different ways, linked to specific conditions. One of the most important families of developed standards is ISO 14000, which are general standards on environmental management systems designed to control the impact of the overall organization's processes on the environment.

By implementing such a system ceratain issues can be avoided or resolved such as: careless or disorganized work of human resources, the development of the organization in an unregulated framework regarding environmental performance, financial losses through wastage of natural resources, possible penalties and fines.

The right completion and operation of an EMS provides the improvement of the organizations' performance through a positive impact on issues such as: cost reduction, coordination and management of environmental risks, increase competitiveness, human resources motivation.

Once having defined and fixed concepts of environmental management and environmental management system, in the **third chapter**, we examined the basis of this research study – the organization. The conceptual model of 7S is a pioneering step in Romanian literature. Little known and used in Romania, the model 7S or McKinsey model has the advantage of analyzing the organization from both in terms of tangible and intangible components.

McKinsey model is a useful tool for initiating, within the organization, a process of organizational change. The usefulness of this model is that it gives the opportunity to compare

the state of the organization at a certain time with the desired state, considered ideal. The seven organizational components are differentiated into two categories:

- tangible (hard) - structure, strategy, systems;
- intangible (soft) - skills, staff, style and supreme purpose.

However, in the same chapter, we have identified and delimitated a series of concepts and notions that are important in a process of development, implementation and operation of an environmental management system such as:

- *stakeholders of an organization* - those categories of individuals or entities that have a vested interest in the performance or success of an organization or are concerned about the impact of its activities which may affect its performance or can be affected by their actions
- *organizational change* - is what guarantees the success of a process of implementation of an environmental management system. This process is essentially a factor of change affecting many aspects or variables within the organization.

EMS implementation within an organization will always interfere with a series of barriers, such as:

- **Internal Barriers:**
  - organizational and financial limitations;
  - resistance to innovation and change;
  - limited training staff,

- **External Barriers:**
  - bureaucracy;
  - rigid legal regulations;
  - an insufficient development of service providers;
  - Lack of information sources

The executive power of the nation plays an extremely important role to remove many of these barriers through the adoption of programs and projects to stimulate the adoption and implementation of environmental management systems for most organizations.

The last part of this chapter focused on identifying and presenting the main environmental management practices in the hotel industry on significant segments of organizations activity such as:

- water use;
- energy use;
- waste management;

- purchase policy;
- air quality and noise level.

Starting from the fact that in the consultation process to achieve an environmental management system, the focus is only on the technical side of the implementation, the **fourth chapter** represented a model of impact on the implementation of this system on the organizational components of companies in the hotel industry. One such study is an original approach, the author being no longer able to identify such a research prepared for the hotel industry. Throughout this section we analyzed the influences and implications that implementing an environmental management system can have on each organizational component.

The pattern presented in this chapter is the starting point of qualitative and quantitative studies that will be detailed in the next chapter, but in the same time, the statistical research tries to confirm the validity of the presented information within the impact template.

Thus, one of the most important changes that may occur within an entity by implementing an EMS is to review the overall strategy of the organization. One of stakeholders with significant influence on the organization of the hotel industry is represented by the customers. Their concerns can cause major changes in the way the entity builds, revises or strengthens its strategy.

A key issue noted in the analysis of the local hotel industry, from research undertaken is that very few organizations surveyed have in their structure a compartment-office specialized on environmental issues or include in their structure an environmental manager.

However, ISO 14001 implementation could generate certain systems within the organization, such as:

- communication monitoring law system in the company;
- internal audit system / second or third party;
- system of prevention and intervention in case of accidental pollution;
- intervention system in emergencies and disasters;
- stakeholder surveillance and analysis system.

A change that brings the implementation of an EMS management style is to consult employees in making decisions or establishing certain objectives of the company. The employees' consultancy is part of ISO 14001 requirements when it comes to determining the environmental impact activities. Also, we note in the current practice of many managers that they face obstacles in understanding the importance of environmental protection or in determining the effects of their actions on other interest groups besides shareholders.

In the management practice it has been observed that within the organizations where, before implementing an EMS, there were no clear rules or procedures of environmental impact, the EMS implementation on management style was significant.

In the same time, one of the main effects that the EMS implementation could have on the employees in an organization is to increase the collective capacity to work in teams.

Implementing an EMS can contribute significantly to the development of all categories of employees in the organization in ways such as:

- increasing the responsibility ;
- improving internal and external communication;
- increasing loyalty and awareness of belonging to the organization;
- developing new skills or growing existing ones;
- promoting the initiative.

Therefore, the secondary purpose of implementing an EMS should be the creation or development of "green" skills in all organizations

Empirical conclusions and contributions

Throughout the **fifth chapter** we focused, by using an empirical study, on validating the impact model outlined above. Another aspect of the study was undertaken in the field to determine position of environmental organizations towards protecting the environment. The empirical research was also aimed at determining the perception of the hotel industry players about their knowledge, performance and environmental impact.

The second part of the study focused on the impact that environmental management systems has on organizational components within the organizations that have already implemented such a system. We have analyzed the responses of 125 organizations distributed mostly between the country's regions.

The assumptions of the managers of 4 and 5 star hotels about the impact of environmental factors on the organization are moderately optimistic. The managers of hotels from Transylvania and Banat are more optimistic and those of hotels in Bucharest are somewhat pessimistic. In words, over 80% of respondents know environmental law. A review of the implementation of this knowledge indicates that, of those who know the provisions of this legislation, only 27% apply them fully in the organization, and 64% of them apply them only partially. We identify a smaller percentage of those who know the legislation among managers

in Bucharest (62%), while hotel owners in Transylvania are those who, in the largest share (30% of hotels), fully apply this legal framework.

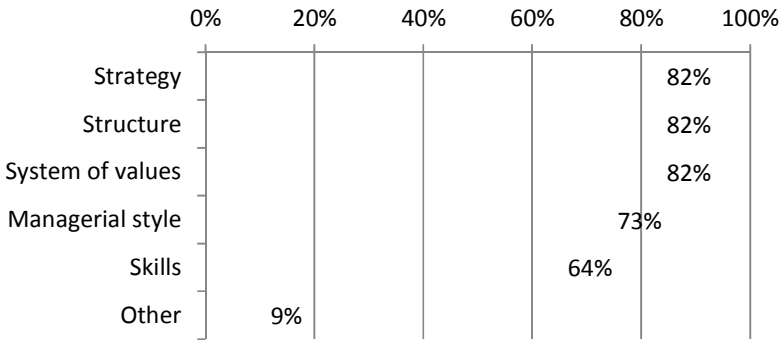
A warning is that in the organizations studied there are decision making factors on management and environmental protection that, in words, do not know the main environmental legal regulations applicable, and of those who know them only 27% apply them fully in the organization. Such examples suggest that many of the managers or the environment responsibles from the hotel industry have deficiencies in applying the legislation. One such aspect, coupled with the fact that only 22% of respondents considered the environmental activities as being very important for the organization can justify the extremely low level of organizations that have implemented an environmental management system in the industry.

In the study conducted, ISO 14001 is more familiar for the surveyed organizations than the EU counterpart, EMAS. Testing the level of knowledge of the two standards of environmental management, ISO 14001 and EMAS, the data indicates a significant difference in favour of the first standard knowledge, at least about 31% read or studied anything, while only 10% said the same thing about the second environmental management standard.

Of the 103 hotels surveyed which have not implemented an environmental management system, the study reveals that only 29% of them considered the possibility of implementing an environmental management system. Thus, in conjunction with the previously clarified matters, we can identify another variable that determines the low level of implementation of an environmental management system and that also deepens the environmental chaos of many hotel organizations.

Of the 125 hotels that followed the questionnaire, only 18% of organizations say they have a certified EMS. As anticipated, their weight, at the level of the two categories of classification, does not differ significantly. The only difference identified is at regional level, represented by the fact that there is a higher percentage of hotels with certified environmental management system in Dobrogea (Seaside, Delta) (33%) and a lower percentage in Moldova, where we haven’t identified any hotel having such a management system implemented.

As anticipated, the impact of implementing an environmental management system is a general one, that influences almost all levels of the organization. In a high percentage of over 64%, we see that the organization's strategy, the organizational structure, the existing systems or the management style undergo changes by implementing an environmental management system. Even the skills and abilities of employees are significantly influenced by this approach.



Although, in the vast majority of cases (82%), job descriptions have been affected by the implementation of the system, it involved only in 36% of cases, an additional motivation of the employees involved.

Along with the descriptive analysis of the data, an important step in the empirical study was to test the hypotheses formulated. Of the 13 hypotheses constructed both from a theoretical and practical perspective, by interpreting data, 9 of them have been validated.

Analysing the perception of punitive actions that can be applied for non-compliance with the legislation regarding several dimensions we noted that many organizations have a differentiated knowledge of punitive actions in relation to awareness of environmental legislation, but at the same time have perceptions similar to punitive actions, regardless of awareness of environmental risk. The implementation of an EMS is not due to an eventual fear about possible sanctions that the organization might have to deal with as a result of the environmental risk.

Analysing the barriers / disadvantages that determine the implementation of an EMS, we find that the main obstacles in implementing an environmental management system are primarily the costs of certification and consultancy, mentioned by three-quarters of those surveyed. Also, other financial setbacks, and the lack of qualified personnel are significant obstacles in implementing such a system, as mentioned by about half of the subjects.

Very important to note is that the degree of knowledge of how to implement the ISO 14001 is associated with the implementation of several ISO management systems. Thus the development of such a system is much easier for organizations that have already implemented another management system in the organization, primarily due to the fact that they managed to limit or eliminate certain barriers generated by the process of organizational change, and most of the organization staff felt the benefits of adopting such a system of management.

Most often, organizations make the decision of formulating and implementing an environmental management system desiring to exercise significant control over the costs and

to reduce some of these costs. The differentiated importance of some issues that have motivated the implementation of an EMS indicates high importance due to improving the image of the organization (75% much and very much importance) and the possibility to differentiate products / services (63%). Reducing costs is a factor of high importance (53%), but not decisive in implementing an EMS. In a similar way, the motivation for implementing an EMS derived from the intention of achieving a competitive advantage is accepted to a greater extent than that derived from cost reduction. Consequently, based on the available data, we cannot say that the main motivation for implementing an EMS is to reduce costs.

Practical contributions and implications

The basic idea of this approach was to create a manual for an easy EMS implementation of in the hotel industry in particular, but which can be used by organizations in other sectors as well.

In **chapter six**, we presented in detail, the steps that we believe must be followed within an organization for an easy implementation of environmental management systems, the managerial implications of such a process, the effects that the implementation and operation of this type of management system have on the organization and its components.

We can say that such a guide is the first research of this kind that exists in the literature regarding the hotel industry and which, both technically and in terms of management, presents the steps to be taken and their sequence to maximize the efficiency and effectiveness of the implemented environmental management system. The recommendations are customized to the requirements of the most used existing global standard, ISO 14001.

Having quite a limited Romanian literature regarding these issues and confronting us with a lack of availability of certification bodies to publish certain studies on the managerial impact of implementation on the organization, we believe that this guide can be a starting point in developing and broadening the sources of documentation on the implementation of the EMS, for the hotel industry, as well as for other organizations in the public or private sector.

A significant impact on the operation of the environmental management system is played by the system design phase, with actions taken during the planning process of ISO 14001 The most important aspects to generate long-term effectiveness of the implemented system are: awareness by management and stakeholders of the need for implementation, obtaining staff commitment, formulating the vision and environmental policy of the organization or the environmental analysis and identification of significant environmental aspects.

REZUMAT

A correction of the directions followed by the organization is the internal audit, whose essential role is to correct some nonconformities encountered in the operation of the system and to initiate prevention when possible deviations from the requirements of the assumed standard are noted. Along with the internal audit, the management analysis is the direction system of ISO 14001, because it outlines the objectives and the targets to be pursued and achieved.

Very important to note is that an organization's environmental performance will not be improved by the implementation and certification of an environmental management system, if it has not been adopted as a tool for grinding the organization, but as an undeserved trophy, while the entity continues on its irresponsible way, sprinkled here and there with some irregularities.

RESEARCH LIMITS AND PERSPECTIVES

Like any scientific approach, this research has been subject to limited research, of which we can bring into question the following:

- because the implementation of environmental management systems is a multidisciplinary process, some concepts and themes addressed in this study had a low level of detail, primarily due to limitations of space that could be allocated
- the initial idea to study the entire hotel industry in Romania was restricted to 4 and 5 stars hotels, primarily due to lack of communication of many hotel owners and their unwillingness to provide information about their environmental performance
- given that the study was conducted only in the premium segment of the hotel industry, we are unable to extrapolate the results of this study at the whole industry
- the continuous development of the literature and statistical data available makes it impossible to consult all the data and to keep it updated , limiting us to outline the situation at a particular time
- to achieve the empirical study, we focused only on information that we considered relevant without studying in detail certain aspects, so as not to create additional discomfort for respondents who were sometimes quite reluctant to collaborate

In the last period, there is an interest, of an increasing number of organizations in various countries and sectors, in the nonfinancial aspects of their business

This research is a pioneer in the implementation of environmental management systems in the hotel industry in Romania. Providing an easy implementation guide and a study on the benefits, opportunities, obstacles and limitations of environmental management system to the private environmental organizations and not only, can be a milestone in the development of both theoretical and practical application of this segment in our country. Worldwide, management environmental systems are characterized by quite an emphasized dynamism.

Despite increasing progress in the number of certifications worldwide, many organizations do not adopt an environmental management system from the desire to minimize the environmental impact and to enhance environmental performance, but rather in order to minimize the impact of legal regulations in the field of the organization or not affect the image or brand.

Consequently, there are still a number of opportunities for enrichment and development of the topic addressed through new research that may refer to:

- expanding research on integrated management systems used in the organizations of the hotel industry

- building tools to facilitate the possibility of organizations to align with the current direction of sustainable development
- studying the impacts and implications that value systems and organizational culture have on environmental management systems
- identifying and reviewing proposals to improve both ISO 14001 and EMAS
- studying the possibility of implementing an environmental management system in a country

Addressing a relatively new and little experimental and exploited theme in the Romanian academic environment, we believe that this research can bring more value and more than that, an increase in the practical applicability of the detailed components

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STANDARDS AND LEGISLATION

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2. Directiva 94/62/CE privind ambalajele şi deşeurile de ambalaje, amendată de Directivele 2004/12/CE, 2005/20/CE şi de Regulamentul (CE) nr. 1882/2003;
3. HG.878/2005 privind accesul publicului la informaţia privind mediul
4. HG 445/2009 privind evaluarea impactului anumitor proiecte publice si private asupra mediului
5. Legea 211/2011 privind regimul deseurilor, republicata 2014;
6. Ordin Ministerul Mediului Şi Gospodăririi Apelor Nr. 444/08.05.2006 privind stabilirea procedurii de organizare şi coordonare a schemelor de management de mediu şi audit (EMAS) în vederea participării voluntare a organizaţiilor la aceste scheme;
7. Ordin nr. 1201 din 07.11.2006 privind Regulamentul de organizare şi funcţionare al Comisiei pentru acreditarea persoanelor fizice şi juridice ca verificatori de mediu
8. Ordin nr. 1018 din 26/09/2006 pentru aprobarea Procedurii de înregistrare EMAS
9. OUG nr. 195/2005 privind Protecţia mediului

10. ISO 14001 – Sisteme de management de mediu. Cerinţe cu ghid de utilizare
11. ISO 14004 - Linii directoare referitoare la principii, sisteme şi tehnici de aplicare, asociat ISO 14001;
12. ISO 14005 – Sisteme de management de mediu - Linii directoare pentru punerea în aplicare treptată a unui sistem de management de mediu, inclusiv utilizarea evaluarii performanței de mediu;
13. ISO 14012 - Ghid pentru audit de mediu. Criterii de calificare pentru auditorii de mediu
14. ISO 14031- Evaluarea performanţei de mediu. Ghid
15. SR ISO 14050 - Management de mediu, Vocabular;
16. ISO 19011:2011 Ghid pentru auditarea sistemelor de management

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