BABEŞ-BOLYAI UNIVERSITY
FACULTY OF ECONOMICS AND BUSINESS ADMINISTRATION
MANAGEMENT DEPARTMENT

ABSTRACT
DOCTORAL THESIS

THE DEVELOPMENT IMPLEMENTATION AND CONTINUOUS IMPROVEMENT OF ENVIRONMENTAL MANAGEMENT SYSTEM IN MANUFACTURING INDUSTRY

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INTRODUCTION

The future of business is closely linked to the development and implementation of international standards, including ISO plays an important role. Companies increasingly realize that among the business opportunities include the adoption of voluntary standards (ISO, EMAS and other voluntary standards) and the efficiency and effectiveness of the quality management, environmental, occupational health and safety systems, etc., ensuring condition of competitive advantage. Company management commitment to implement EMS based on ISO 14001 standards is an important prerequisite for promoting sustainable business models.

Since 1999 the program UN Global Compact, presented the World Economic Forum and officially launched in 2000 as an initiative of strategic policy, supported by: United Nations Program for Environment Protection, International Labour Organization, the United Nations Industrial Development Organization, and so on which stresses that among the principles that should underpin the running of the business, in addition to human rights and labor also environmental protection.

Today we see a growing development of the concept of "green economy", which refers to improving people's lives through effective management of environmental issues and to reduce environmental risks. The green economy is based both on improving energy efficiency, the use of scarce resources, ensuring biodiversity ecosystems and carbon reduction (Kardos, 2012). To ensure good environmental governance, companies must provide specific skills on the three dimensions of business, namely the economic, social and environmental.

Industrial development and globalization have led organizations to adopt best management practices concerning total quality management, environmental management, health management and safety at work, risk management, information security management, social responsibility of companies, etc. that are based on international standards. Consumption of raw materials on an industrial scale, materials, water, fuel, energy, causing a series of environmental problems, including some that: depletion of natural resources, ozone depletion, climate change and biodiversity are more difficult to control. Add to this the environmental problems often encountered, especially from industrial activities such as water pollution, soil degradation, acid rain, smog summer and winter, the elimination of toxic substances in air, waste dumps, etc.

Increasing needs for resources to support the needs of society, embodied in goods and services, makes the exploitation of the main environmental resources (air, water, soil, etc.) and the consumption of natural resources rapidly, primarily those exhaustible become a critical factor in ensuring sustainable development, both in terms of quality of life and competitiveness of business firms. These requirements can be transformed into appropriate programs to ensure a clean environment for sustainability. In this direction it is necessary to act on two levels, namely: the transformation and modernization of existing production to ensure better environmental performance of manufacturing companies and infrastructure; elimination of toxic substances and reducing the amount of raw materials and energy consumption per unit conventional product.

International standards can be effective tools in this direction by supporting companies in the adoption of environment management systems that provides integration at every stage of the requirements and issues related to environmental protection to those in the continuous quality improvement, health and safety occupational.

In this context environmental management knowledge, have become indispensable in the management of any business, whether it develops into a small business or a transnational. The requirement to have specific knowledge in the field of environmental management is important both in developing countries and in those in which there is in process of transition from centralized to market economy. More companies, especially industrial ones, have become and are becoming aware that they must pay greater attention to the management of the impacts that their work has on the environment. To this end, develop and implement an environmental management system (EMS) to operate effectively and efficiently becomes a priority.

1. Research context.

The manufacturing industry is an important sector of the Romanian economy through its contribution to the GDP and jobs. Meanwhile, activities and processes carried out by firms in this sector of the economy have an important impact on the environment.

In turn globalization of manufacturing, causes firms to adopt best practices in managing their problems such as environmental management, total quality management, management of health and safety at work, social responsibility, risk management. In recent

years however it works in successful firms, as performance management systems effective integrated in management systems, among which the most famous are Integrated Management System (IMS) quality, environment, occupational health and safety.

Industrial manufacturers must meet the demands and challenges of the EU, given that competitiveness requires more research and innovation not only in technology manufacturing but also to continuous improvement of product quality, social responsibility and environmental protection. All the above determined mentioned companies from manufacturing industry to pass through complex and difficult restructuring and retooling.

The manufacturing industry is the most globalized in Europe and in the last decade companies in manufacturing industry is concerned more and more of environment protection (addressed holistically), and the health and safety of employees. There are also concerns for ownership and compliance with company social responsibility. The EU has developed directives on labeling, which include requirements and rules applied mandatorily by writing, by manufacturers on labels of information concerning not only the processing but also the characteristics of the raw material in order to realize consumers on quality, environmental and social values.

Consolidation and development of manufacturing industry is based on a number of important objectives, such as:

- improve air quality by reducing pollution;
- improving water quality and reducing water consumption in this sector;
- limiting soil pollution;
- reducing emissions of greenhouse gases that generate climate change by increasing the number of environmental certifications;
- developing measures to prevent and reduce pollution production processes to improve health and safety;
- limiting the use of non-renewable raw materials and efficient use of renewable raw materials;
- the involvement of external stakeholders in the environmental management by promoting environmental responsibility etc.

Of course in the coming years, the issue of maintaining and developing these objectives, especially that expected new business creation and support their development, with the effects

increasing volume of waste and consumption of water and energy. This negative impact can be significantly reduced compared to using clean technologies. It also has developed programs to support companies that use green innovations for increasing the volume of investment in new technologies and harnessing the potential of Romania for the use of renewable resources, with effects in creating an environment that supports sustainable development.

To secure competitive advantage in an increasingly competitive and uncertain, companies must be concerned with the design, development, implementation and continuous improvement of the IMS of quality, environment, occupational health and safety and social responsibility (SRC).

This research aims to find those links that will improve the environmental performance of companies in the manufacturing industry by improving the effectiveness and efficiency of EMS as part of IMS quality, environment, health and safety.

To conduct and completion of research were studied national official documents, directives and international reports of ISO and EU environmental protection and management, works and studies on the example of companies in the industry in general and in the manufacturing industry from Romania in particular. Also to highlight and analyze the implementation and certification of EMS have used information provided by ISO 9001, ISO 14001, OHSAS 18001 and standardization and certification associations from EU countries, including Romania.

2. Research methodology

2.1. The theme and purpose of research

In recent years, industrial companies are subject to fierce competition for markets, which leads them to become more concerned with quality and environmental protection as enshrined social responsibility companies standards and also the specific standards.

The conducted study aims: to identify and analyze the concerns for developing and implementing an EMS in industrial companies as effectively and efficiently; to highlight specific aspects of the implementation and development of EMS as part of the integrated management system quality-environment-health and safety in industrial companies from Romania.

The aim of the research is "developing a model of analysis and assessment to identify and implement best practices based on standardized voluntary instruments of environmental standards for the implementation, development and improvement of environmental management, respectively EMS within the companies from manufacturing industry from Romania".

To achieve this goal we have proposed:

- identify and analyze the concerns of firms in the manufacturing industry for developing and implementing an EMS effectively and efficiently addressed as part of the Integrated Management System (IMS) quality, environmental, occupational health and safety, based on the application of international standards ISO 14001 and / or EMAS;
- highlighting specific aspects of development and implementation of EMS in industrial companies, based on identifying and implementing best practices in the environmental protection field;
- developing a model of analysis that highlights the link between effectiveness and efficiency of EMS, environmental management, motivational factors, market, legislative and benefits from its implementation and development in the manufacturing industry firms.

2.2. Research objectives

The objective of this research is to define and develop a model of analysis and evaluation to design, develop and implement EMS, as part of IMS quality-environment-health and occupational safety, based on the application of international standards in the companies from manufacturing industry from Romania, in order to ensure a managerial scientific background adequately to identify and apply environmental management best practices, with effects in social and environmental responsibility growth for competitiveness and sustainability.

To achieve the overall objective, we set specific objectives the following:

- the literature review relevant to the topic of research by creating an appropriate framework for conducting empirical study;

- managerial approach to researched field, including the concepts, methods, techniques and specific tools of EMS;
- identifying and analyzing the best practices in the development and implementation of EMS based on ISO 14001 application, with examples at firms in the manufacturing industry from Romania;
- study on analysis and evaluation of factors which determine the effectiveness and efficiency of EMS by identifying and highlighting the EMS particularities within the companies from the manufacturing industry;
- developing a case study concerning designing a model for assessing the effectiveness and efficiency of EMS at a company from the manufacturing industry, in order to highlight strengths, weaknesses and opportunitys for the development of strategies and coherent environmental policies, integrated into the company overall strategy;
- highlight the statistical links between the main groups of factors / variables and EMS effectiveness and efficiency based on the application of ISO 14001.

2.2. Research sample

For choosing research sample we searched representative industrial companies from fields of manufacturing which have the appropriate variables and characteristics to evaluation and analysis model used by us. It consists of 67 companies, respectively from 67 respondents who provided valid questionnaires. It was also held interviews with 18 respondents.

2.3. Research tools

The questionnaire includes information on: environmental protection, health, facilities information, initiatives in the field of environmental management systems, and is divided into 3 sections:

- the first section (Part A), asked respondents to identify the specific factors that determine the overall performance of the environmental management in the manufacturing industry in Romania. The used questionnaire is a structured type, which includes dichotomous items with "YES" or "NO" respectively, items evaluated with several options for answers;

- the second section (Part B) requires respondents to evaluate the specific factors that determine the EMS effectiveness and efficiency, respectively environmental performance and best practices in the field, taking into account the factors that motivate and benefits of applying ISO 14001. All items have been evaluated using a Likert type scale for agreement evaluation from the 1 to 5;
- the 3rd section (Part C) asks respondents, respectively representatives of companies that have undergone empirical study (sample of companies researched), to indicate their position in the company, (environmental manager/ manager / assistant manager / environmental protection specialist), seniority in the company and the total number of employees in the company.

2.4. Data sources

To obtain information needed to carry out this study, the main respondents were firms in manufacturing or environmental managers and specialists. To these were added interviews with experts from the studied companies, consulting firms and environmental agencies.

Other sources were environment reporting within the corporate governance system and other voluntarily information on the companies sites or other organizations, such as for example: strategic analysis of SOP ECG (sectoral operation program for economic competitiveness growth 2007-2013); Environmental Report, draft of the Environmental Strategic Value Report (Regional Eurironmental Center, Romania, November 2006). We also used some information provided by the media regarding the actions and environmental incidents.

3. Conclusions and recommendations for improving environmental management in manufacturing industry companies

The analysis performed in this study, following processing and interpretation of the results, allowed us to make a number of proposals and recommendations to improve environmental management and increase the effectiveness and efficiency of EMS based on ISO 14001. Among them we can mention the most important:

- the development of effective and efficient programs of environmental protection in order to achieve a higher level of environmental performance and reduce environmental impact;
- enhancing organizational culture specific values that fosters compliance with environmental requirements, respectively on environmental legislation and regulations;
- providing a strongly and advised leadership in environmental management field;
- developing a guide of good practice in environmental management, to ensure both the effectiveness of development strategies and environmental policies and efficient operationalization of specific activities in this functionally area, important prerequisites for improving environmental management;
- managers should focus not only on making environmental programs, they must be concerned constantly developing appropriate strategies and environmental policies, given the rapid changes in the factors which determine the environmental performance, respectively, the market pressure on ensuring eco-efficiency as a competitive factor that may cause the companies to adopt responsible and effective practices in environmental field;
- improving the informational and reporting environmental systems as a sustainability factor to facilitates the implementation of strategies, policies and best practices in order to achieve the environmental objectives of the organization;
- promoting integrated prevention strategies for a competitive ecologic production in terms of economic and financial (profitability), in which the control systems of environmental pollution (which are expensive), are replaced with action focused on preventing pollution and reducing waste on the entire production cycle, through effective and efficient use of raw materials and energy from sustainable sources and waste recycling;
- enhance environmental quality and human health through effective measures to reduce the negative impacts due to emissions to air, water and soil and by implementing measures to prevent pollution;
- Making strategic analysis, by top management, in environmental protection provide an opportunity for an adequate and effective holistic approach, namely for developing

action plans in order to continuously improve the environmental performance and to reduce environmental risks;

- providing financial resources through improved access to credit and financial instruments in order to reduce the environment impact, to promote environmental protection measures focusing on saving natural resources and reduce pollution;
- developing a stakeholders strategic management, based on a complex, efficient and effective approach of economic, social and environmental aspects for sustainability, by developing partnerships with those stakeholders who can effectively deal with environmental problems by extending environmental management to all partners from whole supply chain;
- promoting the concept of "ecological production" in order to capitalize a significant potential to reduce costs and environment impact of firms by improving eco-efficiency, increasing competitiveness of products/services due to increasing concerns for environmental protection;
- providing information regarding the potential to improve environmental performance to the purpose of application the corporate strategies that facilitate the assessment and valorisation of firms potential to adopt and implement green technologies and techniques, respectively to take advantage of opportunities that increase eco-efficiency.

4. Personal contributions

The main personal contributions of the research, can be summarized as:

- creating a contextual framework suitable for the empirically study by defining the concepts, methods and tools specific to environmental management based on literature study;
- developing a model of operational and strategic analysis of environmental issues and of the way in which strategy, policies and practices of environmental management contribute to achieving environmental general and specific objectives and testing it on a representative sample of firms from the manufacturing industry;
- identifying best practices and factors that ensure the effectiveness and efficiency of the EMS, as well as ways to improve environmental performance;

- developing a model to assess the effectiveness and efficiency of EMS based on ISO 14001 standards implementation, with examples in companies from manufacturing industry from Romania, taking into account the development and implementation opportunities of environmental management strategies, policies and best practices;
- relative stage determining of design, organization and operationalization of activities and environmental protection processes, strategies and policies implemented by the manufacturing industry companies from Romania;
- identifying the factors and characteristics of the planning, organization, motivation and control process of environmental management, which determines the effectiveness of strategies, policies and practices in environmental protection;
- identifying statistical links between EMS efficiency and effectiveness and the main factors that determine it, in order to identify best practices in the field;
- identifying ways to improve environmental management and action programs regarding operationalization of specific activities and processes in manufacturing industry companies.

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