

THE STRATEGIC APPROACH: TO IMPLY THE ENVIRONMENT IN COMPANIES THE ISO 14001 STANDARD

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Following the changes in the previous versions of the ISO 14001 standard's since the first publication in 1996 until the 2015 standard edition. The ISO 14001 is still an environmental management tool in companies. also the 2015th version called for the implementation of a strategic environmental management system.in the standard ,it exists a requirement in the chapter (4.1).the context of the institution in this point is that the last one should determine the external and internal issues relevant to its purpose.

The Algerian government has been more interested in protecting the environment. By introducing an institutional and legislative in order to encourage companies taking environmental considerations into account by implementing ecological actions that are supposed to be included in a strategic environmental planning .according to strategy and the public politic. That is why the implementation of an environmental management system ISO 14001 in Algeria as a reference allows reducing the environmental impacts and the depletion of natural resources. The aim of this research is to contribute and to fill this lack of empirical research and studied the strategic issues in compared to the 2015th version to imply an environmental management system in Algerian companies.

The strategic approach : The ISO 14001v2015[12] standard invites companies to organize and formalize their environmental management in the company's strategy (4.1) the organization must determine the external and internal issues relevant to its purpose, and which influence its ability to achieve the expected results of its EMS.

These issues must include the environmental conditions affected by the organization or likely to affect [12] their environmental performance. It prescribes "the requirements for an environmental management system enabling an organization to formulate a policy and objectives that take into account legislative requirements and information on significant environmental impacts. It applies to the environmental aspects that the organism can control and on which it is supposed to have an influence [1]. (§7.4.2) External communication "The organization shall communicate externally relevant information on the EMS as established by the communication process (s) of the organization and required by its compliance obligations.

The strategic drivers for the adoption of ISO 14001v 2015 include external issues and internal issues. External challenges include improving the company's image, preserving raw materials and energy, and strengthening stakeholder confidence by demonstrating its environmental commitment [2, 3, and 12]. It also comes from the realization of a commercial opportunity, as well as the response to the regulatory requirements of the public authorities.

Internal structuring of environmental management practices is based on a tried and tested framework and the promotion of green concerns within the company. Factors such as the implementation of an in-house integrator project (factor of compartmentalization of the company) and realization of the commitment and the personal will of the manager [2] are also cited. In a strategic approach [7] describes ISO 14001 as a catalyst for organizational change. Its impact is felt at the level of all the functions of the company, but to different degrees.

Companies also report that the implementation of the standard has had positive effects on internal cohesion, employee loyalty and the development of managerial practices that promote rigour and consistency in the achievement of objectives.

Conceptual framework for research: The hypothesis concerning the company's strategy to imply The ISO 14000 standard and the commitment of such companies oppose a strategic management.

Methods: In the first step, three semi-structured interviews were carried out between theory and practice by two ISO 14001 experts, an environmental manager in an ISO 14001 certified company

and a quality manager in a company that is being certified.

In the second stage of the research, we designed a questionnaire that included forty-nine closed-ended questions divided into two main parts. The first part (21 questions) concerning the information and the analysis of the certification process relating to the function of the respondent and the structure in which he carries out his activity. In the second part (28 questions) based on the implementation of the management system in the company, the manager evokes and classifies the issues that led to certification and the conditions for its implementation. Finally, the last part allows the respondent to identify the main organizational changes that took place in the company after the adoption of the standard.

This questionnaire was pre-tested by the three managers and the two environmental experts to be validated before the electronic shipment to (76) environmental managers in certified companies.

The responses obtained after several raises by telephone and then by e-mail are 16 in number or a return rate of 21%. The number of answers obtained (16) does not allow for a thorough quantitative analysis, we have based ourselves on descriptive analyses in order to achieve the objectives of the survey.

Our sample is made up of companies of different sizes in terms of workforce see (Table.1).

workforce	Number of companies	% Of samples
More than 500 employees.	10	62 %
Between 100 and 500 employees.	5	32 %
Less than 100 employees.	1	6 %

Table .1.Distribution of companies, studies by size.

Respondents work in national industrial enterprises by sector of activity : plastics , chemicals, seawater desalination and water production account for 31.25% , construction, public works and hydraulics account for 18.75% , metallurgy , Electricity and electronics , industrial maintenance accounted for 37.5% , and the other two sectors of non-metallic mineral processing and Agri-food represent 6.25% , see the tables below :

Name of the company	Activities	Certificate	Workforce
SECTOR OF ACTIVITY: plastics, chemistry, desalination of sea water and production of water			
SOCOTHYD	chemistry	ISO 14001, ISO 9001	600
SIDET	Chemistry (detergent)	ISO 1400, ISO 9001	1000
Laboratoire Venus	Chemistry (cosmetic)	ISO 14001, ISO 9001	272
TRECYPLAST	PLASTIC	ISO 14001	176
Kahram	desalination of sea water and production of water	ISO 14001, ISO 9001	26
Sector activities: Building, civil engineering and hydraulics.			
INERGA	Industrial Constructions	ISO 14001, ISO 9001 18001	5000
YOUKAIS	Major (Big) Industrial Constructions	ISO 1400, ISO 9001 18001	462
COSIDER works	Realization of the works /reinforced concrete	ISO 14001, ISO 9001 OHSAS 18001	2500
SECTOR OF ACTIVITY: metallurgy, electricity and electronics, industrial maintenance.			
Electro Industries	Electrotechnical	ISO 14001	880

REELEC	Electrical / Compressor	ISO 14001, ISO 9001 OHSAS 18001	255
BATICIM	metallurgy	ISO 14001, ISO 9001	4999
ENIEM	electronics	ISO 14001 , ISO 9001	2111
Condor Electronics	electronics	ISO 14001, ISO 9001 OHSAS 18001	6000
SOMIK	industrial maintenance	ISO 14001ISO 9001 OHSAS 18001	1300
SECTEUR D'ACTIVITE : Transformation des minerais non métalliques			
SCAEK	Cementwork	ISO 14001, ISO 9001 OHSAS 18001	455
Secteur d'activité : agroalimentaire			
NCA-ROUIBA	Agri-food	ISO 14001, ISO 9001 Iso 22000	508

Table. 2-.Respondents work in national industrial enterprises by sector of activity.

The company's strategy to imply ISO 14001: the results obtained show that obtaining ISO 14001 Certification appears to be a decision motivated by internal as well as external reasons among the companies surveyed. External motivations, however, appear to be more relevant to decisions. The impact on reducing the cost of the company does not seem to be an important objective for these companies.

The analysis of frequencies allows ranking in order of importance the issues that led to the ISO 14001 certification into internal issues and external issues (Table.3).

Reason	Number of company	Percentage
Internal issues		
Better prevention and control of pollution	12	75%
Reducing the cost of waste	11	68.75%
Better identifying Environmental responsibilities	14	87.5%
Reduce input costs	03	18.75
Improvement of the organization of the whole company	13	81.25
External issues		
Improving the image of the company	16	100%
Facilitate compliance with regulations	13	81.25%
Improving business information	10	62.5%
Improving relations with the authorities	13	81.25%
Enabling product differentiation	00	0%
Responding to requests from partners Foreigners (interested parties)	10	62.5%
Emitate competitors	00	0%

Table .3. The challenges of ISO 14001 certification (16 companies).

The improvement of the image and brand of the company is absolutely cited as an important issue (100% of cases). But the limitation of competitors (00%) and, the requirement of customers are not the origin of the certification decision, Improving relations with regulatory authorities (81.25%), facilitating compliance with regulations, taking advantage of the incentives offered by the legislator or reducing the applicability of certain more relevant to decisions. The impact on reducing the cost of the company does not seem to be an important objective for these companies.

The analysis of frequencies allows ranking in order of importance the issues that led to the ISO 14001 certification into internal issues and external issues (Table 2).

Regulations are seen as important motivations for these companies. So the weight of institutional pressure seems to weigh less than the information on this pressure in the choice of these companies to be ISO 14001 certified. This favoured point of trust relationship with the Ministry of Environment,

The most frequently cited internal issues better identify environmental responsibilities (87.5%), and Improve the organization of the whole company (81.25%) in order to better prevent and control pollution (75%), of waste costs (68.75%) and reduction of input costs (18.75%).

The strategic motives favourable to a certification can be declined, according to the stakes the companies, according to the works [4] on the forms of integrations of the standard ISO14001, in the practices of management of the environment making it possible to distinguish 4 types of approach Environment in enterprises

External issues	Strong	Ritual Approach	mobilizing approach
	Weak	Reactive approach	Proactive approach
		weak	strong
Internal issues			

Fig .1. Typology of the approaches taken by companies to environmental issues.

Order of rankings of motivations	Number of companies	Parentage
Reactive approach	10	62.5 %
Proactive approach	0	00%
Mobilizing approach	04	25%
Ritual Approach	02	12.5%

Table.3. the order of the stakes of ISO 14001 certification.

The reactive approach: represents 10 cases (62.5%), companies are waiting and their action in the field of environmental protection is governed solely by environmental legislation, the evolution of processes and products are then induced by regulatory developments. Companies have to act to take better account of the environment in the production methods.

Mobilizing action: represents 04 cases (25%), the environment is considered a strategic stake in the company. To improve internal practices and processes, managers are committed to a voluntary and responsible policy towards the environment. Their involvement in such a process contributes to mobilizing, the whole staff and to foster a dynamic of internal progress around a project that affects all employees.

Ritual approach: represents 02 cases (12.5%) A ritual approach is linked to strong external issues, which may be both stressed and risky, such as pressure from certain interested parties or opportunities such as access to markets for which Certification ISO 14001 allows a competitive advantage (a commercial argument).

The empirical study has enabled us to determine the main issues that are able to push the Algerian companies to imply the ISO 14001 standard. In relation to the new requirement of the ISO 14001 standard thus includes environment in the company's strategy. Is to determine the internal and external issues in the companies and to clarify the important issues of the involvement of the environmental management of the company and determine the relation between the internal and the external issues (reactive. Proactive .ritual, mobilizing).this study gives a global vision on the motivations and the integration of the environment in the company.to give recommendations to adopt the easy environmental management with the collaboration between the public authorities and companies.

In the surveyed company that adopts strategies that are reactive (62%) and not proactive. Concerning the implications recorded following the certification. We can affirm that companies are generally limited to the formal requirements of the standard. The changes that are reported did not affect the companies in a uniform

way. They did not lead to a radical change. This can be interpreted as an evolution of the context. Indeed, the Algerian public authorities often recommend the ISO 14001 standard and the number of third-person experts is continuously increasing. Institutional conferences aimed at bringing together professionals in the field of the environment in order to encourage exchanges of experience and above all to mobilize businesses around the environmental upgrading program contribute to the development of a dominant normative framework, increase the legitimacy of ISO 14001 and its normative power. Beyond this, institutional isomorphism analyzes show the importance of the management's role in the choice of certification and commitment to the environment.

In addition, the Ministry of Industry and the Minister of Land and Environmental Development [10] have strengthened their relationship by involving environmental experts in finding ways to implement environmental Standards for environmental management in the companies.

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