



INTEGRATION OF MANAGEMENT SYSTEMS - KEY ISSUES FOR THE SUSTAINABLE DEVELOPMENT OF AN ORGANIZATION

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Abstract

The perspective of integrated management systems will require managers to redefine strategies and their mission by changing the vision. The relevance of integrated management systems is well outlined by the large number of organizations that implement special management systems for quality, environmental protection, health and safety at work. The interest of the academic environment on this subject, the opinions of the experts and the evolution of the market indicate that the integrated management systems are seen as the management systems of the future, with the idea of transforming them into organizational concepts. According to the opinions expressed in the literature, the main condition for ensuring success is the implementation in an enterprise of an integrated quality management system - environment - health and occupational safety, the implementation of this system being an indispensable condition for the development of the organizations.

Keywords: management system, innovation management system, quality management system, environmental management system

Introduction

The need to implement a management system on each enterprise has been underlined by the global economic context of recent years that has led both to a shrinking market and to increased competition and increased customer demands. The economic crisis has significantly diminished the income of potential customers and this income diminished primarily by changing their behavior through a more detailed information trend and increasing selectivity. This behavioral change in customers has led to the disappearance of many businesses that have not met the new requirements.

The decline in revenue, caused by the economic crisis, has been felt not only on the behavior of customers, but also on organizational processes and businesses in general. Managers have had to comply with the new requirements and find solutions to resist, in the first phase, on the market and then to become competitive. The implementation of the various management systems has been a solution to this. The quality management system was widely spread even before the crisis and the implementation of other management systems has become just a matter of time (Maier, 2015).

Study on integration of management systems

From an operational point of view, the integration of management systems means combining, aligning all internal management practices into a unitary system (Olaru, 2013). Independent management systems can become part of the organization's integrated management system if strong links between them develop beyond process boundaries. The main objective of the integrated quality management system - environment - occupational health and safety is to optimize the efforts of an enterprise to meet the requirements of the clients and the expectations of all stakeholders in conditions of economic competitiveness (Maier, 2015).

In a knowledge survey on the integration of management systems made up of the SMQ (Quality Management System), EMS (Environmental Management System) and SMSSM (Occupational Health and Safety Management System) components, it can be seen that these it is a way of dealing with the key issues that ensure the sustainable development of an organization.

Over the past 20 years, the concept of sustainable development has gained recognition and consistency, along with the emergence and development of international standards for management systems, today viewed as a socio-economic model able to bear the global economy over the challenges and traumas of the economic crisis triggered in 2008.

Integrating this concept into enterprise performance planning and measurement systems (Abrudan, 2002) is the main challenge to turn it into reality. The integrated management system responds precisely to these needs under the sustainable development approach, stimulating the interdependent approach:

- *quality*, which is the key long-term economic success factor;
- *environmental protection*, which is the central component of an environmentally friendly company, aware of the impact of its activities on environmental factors and the need to use its resources as efficiently as possible;
- *the health and safety of their employees and the responsibility towards the community (the constituent elements of social responsibility)*

At present, we are witnessing the development of integrated quality management systems - environment - occupational health and safety. More and more businesses have decided to take measures to improve the quality of life for both their own employees and those living in the neighborhood, as well as to protect and develop the environment in a systematic and conscientious manner (Maier, 2016).

These measures are certified by the implementation of management systems, the most used management systems are those of quality, environment and health and occupational safety management system. Implementation of these management systems can only be done through a financial resource allocation, and in the sense of diminishing the efforts of adopting each management system, it has been proposed to integrate them with the help of existing models in the literature. There are several correlations between the three management systems that can be identified in Table 1.

Table 1 - Types of Integration of Quality Management Systems - Environment - Health and Safety

Full integration	Partial integration	Separate systems
<p>the expression in one document of policies on quality, environment and occupational health and safety;</p> <p>producing a single quality manual - environment - occupational health and safety, based on common and specific procedures;</p> <p>developing documentation containing as many common documents as possible, with the participation of persons with responsibilities both in the field of quality, environment and health and occupational safety;</p> <p>process integration;</p> <p>integration in human resources.</p>	<p>can be achieved in several variants by combining the following situations:</p> <p>Separate policies or single policy - Quality - Environment - Occupational health and safety;</p> <p>separate manuals or manuals - quality and environment - occupational health and safety;</p> <p>specific procedures and quality guidelines;</p> <p>specific procedures and instructions relating to the environment;</p> <p>specific procedures and instructions relating to occupational health and safety;</p> <p>partial integration at the level of processes;</p> <p>partial integration into humanresources</p>	<p>The construction of separate systems consists of the elaboration of:</p> <ul style="list-style-type: none"> - separate policies; - quality, environment and occupational health and safety manuals separately; - procedures, instructions and records relating to quality, - procedures, instructions and records relating to the environment; - procedures, instructions and records relating to occupational health and safety.

New requirements for the integration of quality management systems - environment - health and safety to improve the performance of enterprises

According to the opinion of several company managers who have implemented or are about to implement the integrated quality management system - environment - occupational health and safety, the following aspects will be considered in the design of the system:

- Leadership to be accountable for quality, environmental and health and occupational safety issues;
- The enterprise should consider improving the processes relevant to product quality and environmental contact as strategic aspects indispensable for gaining competitive advantages;
- The enterprise must act as a social model in the area;
- The effective operation of the quality management system makes it possible to integrate the systems into a single management system;
- Integration of management systems should aim to ensure business performance, the conditions of which are the quality of products, so as to achieve the satisfaction of internal and external customers, safe and healthy working conditions, and effective environmental protection.

In shaping the integrated quality management system - environment - occupational health and safety, the most important task is to harmonize the processes already documented in the quality

management system with the requirements of ISO 14001 and BS OHSAS 18001. The design of the integrated quality management system - occupational health and safety is carried out in a three-phase process:

First phase: preparation for system documentation. During this phase, it is of great importance to review the processes covering their impact on the environment and the situation of occupational health and safety. In most cases it is possible to integrate the documentation, but there are also requirements that require separate approach and documentation of some of the elements described in the reference documents.

Second phase: planning and documentation of the integrated system. At this stage, actions are being taken to establish the organization necessary for the functioning of the integrated management system, as well as to develop policy, manual, procedures, objectives and targets and other documents.

Phase three: pre-audit. It is necessary to monitor and audit the system so that it is checked and improved.

The Integrated Quality Management System - Occupational Health and Safety Management System is part of the enterprise's overall management system and under these conditions includes the organizational structure needed to establish, implement and revise policy on quality, environmental behavior, health and occupational safety, such as and planning, responsibilities, practices and processes, processes and resources. The elements of the integrated quality - environment - health management system are presented in Figure 1.

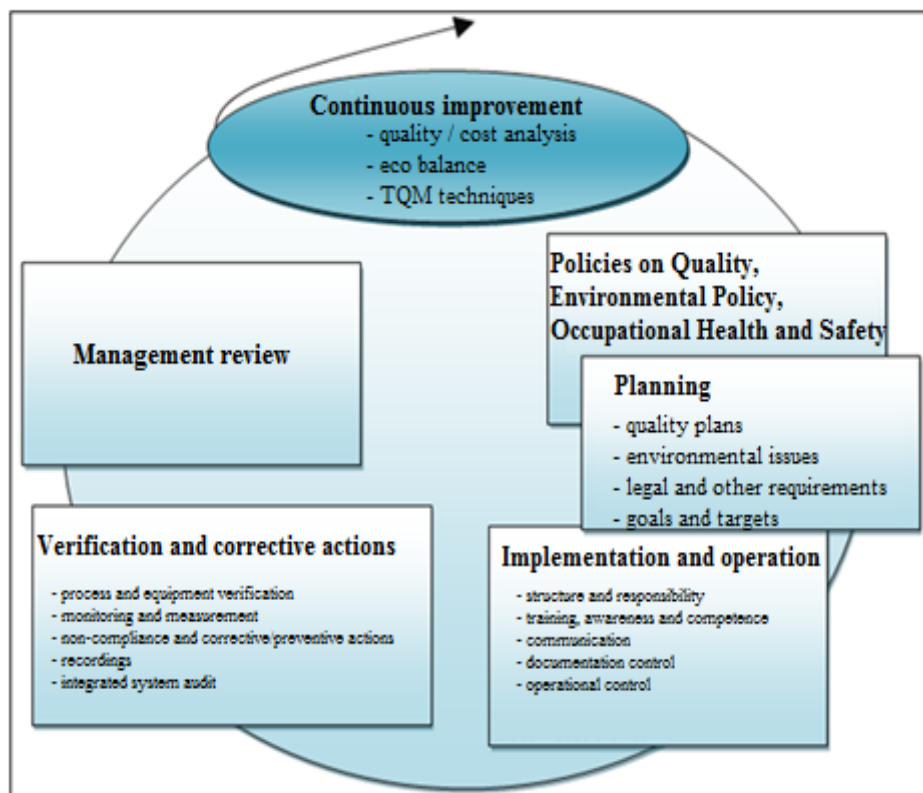


Figure 1 - Integrated Management System Operation Model (Stamou, 2001)

The elements of the integrated quality management - environment - health management system that need to be considered by businesses are summarized below:

- Policy: policy on quality, environmental protection, occupational health and safety is the main framework for the integrated management system, as well as the development of objectives and targets.
- Planning: the role of planning is to prioritize major aspects of product quality, environmental protection and occupational health and safety conditions.
- Implementation and operation: it is necessary to define clearly the responsibilities, ensure the necessary level of competence and appropriate communication,
- Documentation and activities, prevention of critical situations and ensuring the enterprise's ability to react to such situations.
- Verification and corrective actions: processes and procedures are developed to analyze nonconformities, to plan and apply corrective actions. It is necessary to complete the training of internal auditors who are authorized to carry out audits to assess compliance with the reference documents.
- Management's analysis: A regulation should be developed on systematic auditing of the integrated management system so as to ensure its effectiveness, compliance and improvement. Based on the results of the audit, top management can assess and verify the adequacy and effectiveness of the system and take action to improve it.

Implementation of the integrated system has proven that both management and employees at every level of the enterprise are aware of the importance of meeting customer requirements and stakeholder expectations. Putting the integrated system into operation was, in general, a decision of its own and was conducted on a voluntary basis, and management was aware of the fact that it serves the interests of customers and all stakeholders.

It cannot be said that with the implementation of the integrated system, all problems have suddenly and simultaneously disappeared, but it is obvious that the impact of the risk elements on the operation of enterprises has substantially decreased and their appreciation has improved both in terms of economic performance and social impact.

Study on the benefits of implementing an integrated quality-environment-security management system

In a study on a sample of 100 organizations in Romania regarding the benefits managers are considering when they want to implement an integrated management system, the following results are presented in Figure 2.

This item was formulated so that respondents could choose from a list of benefits, and in order to obtain more conclusive information, the choices were limited to a maximum of five benefits out of a total of 11 benefits including the "other" option for the benefits that were not listed.

In the set of benefits to be chosen, we also introduced a benefit related to increasing innovation capacity, in the desire to analyze the importance of innovation and, above all, the expectations of innovation in the context of implementing an integrated management system.

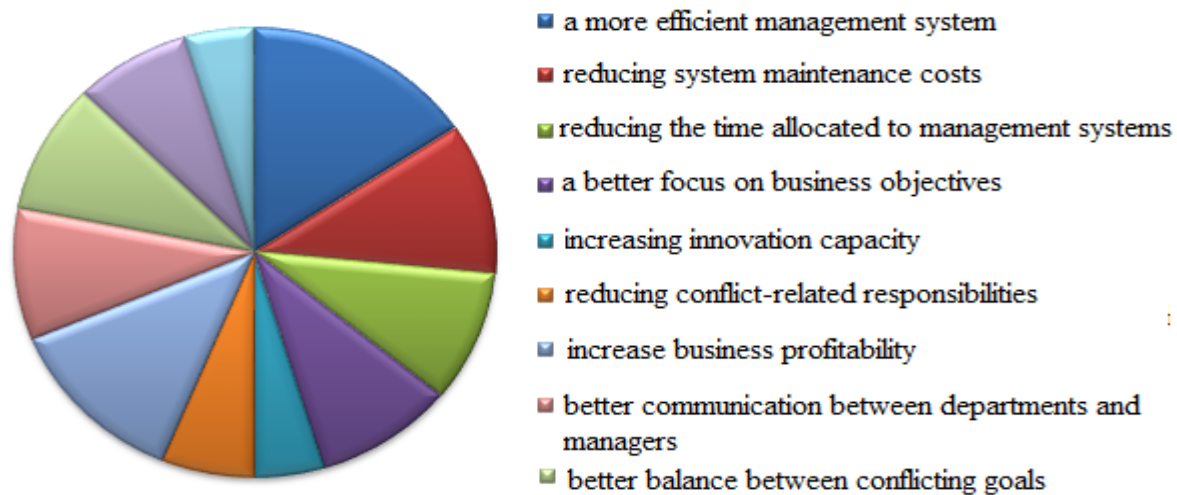


Figure 2 - The benefits of implementing an integrated management system

Analyzing the chart in Figure 2 we can see that the most chosen benefit is related to the efficiency of the management system followed by the increase of the business profitability and the reduction of the costs related to the maintenance of the system. Increasing innovation capacity is not considered to be one of the main benefits of an integrated management system, although the current economic environment is driving innovation as vital to the future of businesses. Disregarding innovation as part of an integrated management system is still a reason for finding solutions for its implementation in existing models of integrated management systems.

Conclusions

Integrating multiple management systems brings the most diverse benefits at the organization level, benefits that can be translated into a more efficient organization and, consequently, increased business performance. Of the most common benefits, the following are mentioned: promoting unitary methods throughout the organization's management system; facilitating the planning and resource allocation process, resulting in immediate improvements at operational level; facilitating the process of setting objectives and action plans that do not contradict each other and are in line with overall business objectives; improving the decision-making process by providing an overview of the impact that actions on quality, environment or health and occupational safety have on the organization; identify areas where overlapping responsibilities or duplication of effort occur; reducing the amount of documentation by simultaneously treating common aspects of multiple management systems with a direct impact on employees working with these documents; raising employees' awareness of the importance of quality, environment, or occupational safety issues and their impact on each process; simplifying the management system auditing process; simplifying existing management systems; increasing the benefits of each system; reducing the cost of maintaining multiple management systems.

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