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**STUDY ON THE CONCERNS OF ROMANIAN ENTERPRISES IN THE  
FIELD OF INNOVATION IN THE CONTEXT OF IMPLEMENTING AN  
INTEGRATED QUALITY- ENVIRONMENT-SECURITY MANAGEMENT  
SYSTEM**

Author: Dorin Maier  
Technical University of Cluj Napoca, Romania,

**Abstract**

The current economic situation and the globalization of markets make it necessary not only to implement an integrated management system, but also to find solutions for the adoption of innovation in business strategies and policies. In this paper, we present aspects regarding the premises of integrating innovation with other management systems implemented in organizations as well as the advantages and effects of integrating it on business performance.

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

**Introduction**

The current situation is marked by a socio-economic dynamics that forces businesses to find new ways to maximize profit and, implicitly, performance. The periods of progress and economic growth are followed by periods of crisis, economic dominoes instability, the limiting nature of resources is felt more and more strongly in the conditions of a high demand for consumption, the problems of environmental protection, and finding of alternative resources becomes an absolute priority. In this respect, there is a need to shape the role and importance of innovation, compel us to become creative and efficient to ensure stability and economic growth that respects the principle of sustainability and sustainability.

The study of the literature highlighted the different possibilities of achieving the integration of management systems in the view of several researchers and specialists in the field. According to Renfrew (2000), there are three ways to achieve integration of management systems: through conversion, clutter and technical design.

Integration of management systems is possible because the ISO 9001 and ISO 14001 standards are compatible and the OHSAS 18001 specification has been developed according to ISO 14001. The principles of management systems are centralized in Table 1 (Roncea, 2004).

Table 1. Basic principles for management systems

Principles of management systems	Defining
Principle 1 - Customer oriented organization (focus on customer)	<i>"Organizations depend on their customers and for this reason they need to: understand current and future customer requirements, meet customer requirements and strive to overtake customers' expectations."</i>
Principle 2 - Leadership	<i>"Leaders ensure the unity between the organization's purpose and the direction of action. They must create and maintain an internal environment in which each employee can be fully involved in achieving the organization's goals "</i>
Principle 3 - Employee involvement	<i>"Staff at all levels is the central element of an organization and its full involvement makes it possible to use its abilities for the benefit of the organization."</i>
Principle 4- Process approach (process)	<i>"A desired result is obtained more efficiently when resources and activities are approached as a process."</i>
Principle 5 - Systemic approach to management	<i>"Identifying, understanding and managing the system of interrelated processes of the organization to achieve the objectives set, improves the efficiency and effectiveness of the organization"</i>
Principle 6 - Continuous improvement	<i>"Continuous improvement should be a permanent goal for the organization"</i>
Principle 7 - Decisions with data and information	<i>"Effective decisions are based on the analysis of data and information"</i>
Principle 8 - Mutually beneficial relationships with suppliers	<i>"An organization and its suppliers are interdependent and a mutually beneficial relationship increases the ability of both to create value"</i>

The three references also have a common part in considering the requirements and needs of interested parties. To achieve the goals of management systems, the main stakeholders are:

Customers, end-users

Suppliers, subcontractors, partners;

The owners, the shareholders of the organization;

The local community and the human society as a whole.

Employees, staff;

The differences between the three management systems are the meaning of "client" and "product" respectively:

- *Customer*: For a quality management system it is the one who buys the product made by the organization; while for an environmental management and health and safety management system, the customer means any interested party (environmental or health and safety).
- *The product*: for a quality management system is the purpose and the result of the manufacturing processes; while for an environmental management system and health and safety at work, the product becomes the performance (environmental or health and safety at work).

### **Innovation - a prerequisite for developing a model for integrating innovation management into an integrated management system**

The importance of enterprise innovation is particularly felt in the current economic situation through fierce competitiveness at both local and global level. Many specialists claim that innovation becomes mandatory not only for business success and for the survival of businesses, and in this context any research aimed at introducing innovation into the day-to-day business practice is welcome. The major importance of innovation is to try to develop solutions for easier implementation within businesses. Finding solutions is a difficult process precisely because of the novelty, hardly predictable nature of innovation.

Innovation is by definition the creation of something new, a benefit generator or profit for the enterprise, while innovation involves the allocation of resources, both material and human, and the outcome of the innovative process is difficult to control or predict. The freedom to find innovative solutions is contradictory to the organizational and somewhat limiting nature of an integrated management system. In this context finding solutions for implementing innovation as part of integrated management systems is a challenge, being the main objective of this paper. The challenge is more difficult, since, there is no innovation management system similar to the quality management system or other management systems. The existence of such a management system would make work easier by transforming the challenge only into choosing a model for integrating the innovation management system with an integrated management system model already in place.

### **Study on the Romanian enterprises' concerns in the field of innovation in the context of implementing an integrated quality management system - environment-security**

The objectives of this research focused on two components. A first component was the identification of the current state of implementation of management systems in Romanian enterprises, and the second component concerned the degree of knowledge of innovation and how it was implemented at the level of enterprises.

Research has been limited only to the quality, environment and health and occupational safety management systems that are the subject of the study in this paper.

Structure of the research was carried out on the following levels of interest:

- Identification of management systems and the existence of integrated management systems at the level of Romanian enterprises as well as the importance given to management systems.
- Highlighting the importance given to innovation by Romanian enterprises in the context of existing integrated management systems.

*Results of the research on the implementation of the study of integrated management systems by Romanian companies*

The current, highly predictable and highly competitive economic environment is pushing more and more businesses into aligning policies and strategies to meet new market demands.

Almost any enterprise that wants to survive and be profitable in this economic context is required to adopt at least one management system. The study aimed at identifying the main management systems implemented in the Romanian enterprises, with emphasis being placed on the quality management system, the environmental management system and the occupational health and safety management system.

The results obtained were graphically systematized in Figure 1, where we can see the degree of implementation of the management systems in the enterprises under our study.



Figure 1 - *Implementation of management systems by Romanian enterprises*

From the graph analysis, we can see that the most widespread management system is the ISO 9001 quality management system. The second spread management system is the ISO 14001 environmental management system followed by the OHSAS 18001 health and safety management system.

Research has focused only on these three management systems, yet offers the choice of other management systems. It is worth noting that there is a very small presence of the option in which no management system is implemented, although from the analysis of the literature and the gathering of information from other studies where the implementation of the different management systems this percentage is virtually insignificant and can be ignored in future analyzes.

*The results of the research on the implementation of an integrated quality - environment - security management system at the level of Romanian enterprises*

The current economic context is pushing more and more managers to implement, besides the quality management system and other management systems such as the environment, occupational health and safety or, as the case may be, other management systems specific to each field of activity. The research carried out in this paper concerned only the quality management system, the environmental management system as well as the occupational health and safety management system, and various models for the integration of these management systems.

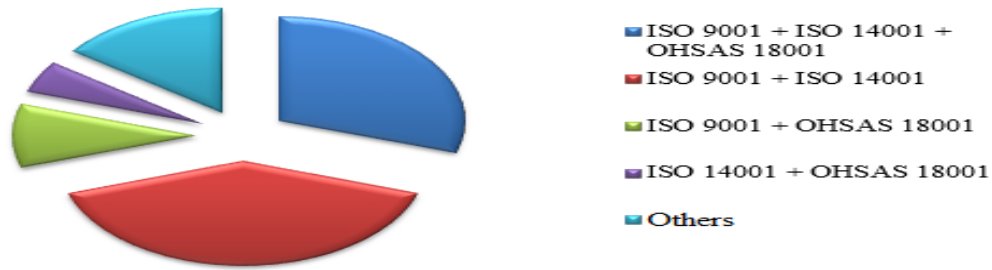


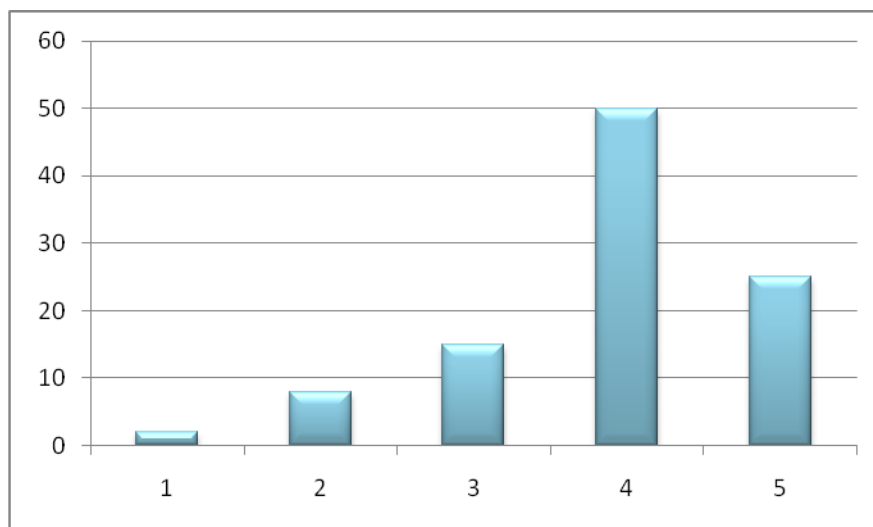
Figure 2 - Implementation of Integrated Management Systems by Romanian enterprises

According to the graph, presented in Figure 2, the integration of quality and environmental management systems are most often met, a rather large percentage being occupied by the integration of the three management systems studied. The least common situation is the fact that in an enterprise an integrated management system consisting of the environmental management system and the occupational health and safety system is implemented.

In most cases, all models of integrated management systems incorporate the quality management system. A fairly large percentage is occupied by integrated management systems that include other management systems than the three systems envisaged in the present research. The identification of these systems was not the subject of the study. Therefore, all the integrated management systems that included other management systems were classified as "Others", this category having only a statistical role and not influencing the final outcome of the research.

*Research results on the importance of innovation in the context of the implementation of an integrated quality-environment-security management system by Romanian companies*

The second part of the presented research focused on innovation issues and the linking of these aspects to the existence of an integrated management system. The first aspect of innovation considered was the determination of its importance for Romanian companies. The study was done using the same questionnaire as in the case of the study related to management systems, which in the second part involved the collection of information related to innovation. The results of the questionnaire on the importance of innovation are presented in Figure 3. The assessment of the importance of innovation was done through a value scale starting from 1 considered innovation to be of no importance and ending with 5 considered to be extremely important.



### Figure 3 - *The Importance of Innovation for Businesses in Romania*

As was expected by the overwhelming majority of managers, 70% rated innovation as very important and extremely important, as can be seen in the graph presented in Figure 3. A little worrying is the existence of answers in which innovation is classified as not at all important or unimportant about 10%. It is rather difficult to believe that after the effects of the economic crisis in recent years innovation is not considered important, so a possible explanation for the percentages emerging in the "not important" and "non-important" law would be the lack of knowledge of the term "innovation" or inattention in completing the questionnaire.

#### **Conclusion**

Globalization involves many changes in the economy, in communication, in all areas of life, personal and organizational. It is an adaptation of enterprises around the world to specific elements of local or national cultures, which creates diversity within organizations, leading to significant changes.

Organizations face two challenges, on the one hand, they must be constantly innovative and ready for change and on the other, they expect them to create a lasting identity to attract attention in a saturated world of communication.

Few managers have a broader vision, including innovation, allowing for a better workflow, and the degree of innovation that an innovation needs to present to be considered as such. Companies need radical changes not only for products but also for their own business strategies. On the other hand, the perspective of integrated management systems will require managers of different organizations to focus on reforming strategies and redefining the mission by changing vision. The relevance of integrated management systems is well outlined by the large number of organizations implementing quality management systems, 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.

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