

# Organizational change when implementing an environmental management system in companies of Catalonia

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## Introduction

The conscientization of problems involved in the environmental degradation makes the whole society demands action and cares to preserve it, which has led companies to consider new changes due to the acquisition of an environmental management system (ISO 14001 or EMAS).

The aim of this research is to know the organizational changes that have occurred due to the implementation of environmental management systems (EMS) in companies from seven different sectors of Catalonia.

## Methodology

It was utilized a qualitative-quantitative methodology (Context Program), using a semi-structured interviews which was applied to the environmental responsible of each enterprise. The population was comprised of 58 companies pertaining to the EMAS club and the sample selection was intentionally, applying 38 interviews in 7 different sectors (Tourism, Waste, Chemical, Printing, Metal, construction and health).

We performed the analysis of the full text typical and atypical phrases, Correspondence Analysis of the variables used thus rejects the null hypothesis and other.

## Result

The motivations to implement the EMS were **economics, social and legal factors** and in additional, **the simplicity** for to do both certification in parallel (ISO14001 and EMAS) because they have a similar process.

The EMAS auditory and the sensibilization of employees were the most complicate, except those over 40 years old with Childs in the school because they are more conscientized.

The changes range from the generation of environmental policy, the overall objectives

of companies, create the position of environmental officer, purchase eco-minded technology, sensibilization and monitoring of workers to replace the raw material.

The implementation of EMS has been favored by social trends that schools exert on children and they pass the houses and in turn to jobs, expanding markets, give a good image of the company and the implementation of corporate social responsibility (CSR); but unfortunately, has been slowed by the costs, the fear that mean more work, fear of technology and fear of failure.

In our study, the training begins to occur through new On-line technologies, the communication could be "not enough" with the direction and the participation in the implementation of EMS is only on two levels (Managers and leaderships)

Finally, environmental certifications are perceived as a system that forces you to continually improve and to facilitate the processes and procedures.

## Conclusions and Discussions

However, there is still much to improve in the implementation of EMS because it could be very dense information, the law is unclear for managers and the costs of audits are high, which can lead to companies not to continue the certifications and / or reduce their investments in improving the environment as it apparently is perceived as a cost.

## References

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