

**FACTORS INFLUENCING IMPLEMENTATION OF ENVIRONMENTAL
MANAGEMENT SYSTEM ISO 14001 CERTIFICATION AT ALLPACK INDUSTRIES
LIMITED**

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DECLARATION

This research project is my original work and has not been presented for a degree in any other university.

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This research project has been submitted for examination with my approval as University supervisor

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DEDICATION

This research proposal is especially dedicated to my entire family members for their love, support and encouragement throughout my studies.

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ABBREVIATIONS AND ACRONYMS

ISO	International Organization for Standardization
EMS	Environmental Management System
CFCs	Chlorofluorocarbons
NEMA	National Environmental Management Authority

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ABSTRACT

Business today is not only about selling a product or service around the corner. To be competitive on national and global level, organizations must adopt a forward-thinking approach in developing their management strategies. One of the foundations of a successful strategy is the management system. A management system may be well-defined and documented, or consist merely of a shared understanding of how things are done – but either way, the management system defines how work is done, the desired outcomes, and the controls imposed to ensure those outcomes. A management system standard such as ISO 14001 helps an organization to better control its processes. The ISO 14001 Environmental Management System standard, designed to introduce environmental improvement into every aspect of a company's operations, offers an organized approach to manage environmental issues and it has now become a widespread administrative tool towards corporate environmental management. The research sought to assess the factors influencing organizations to adopt ISO 14001 and implement quality environmental policies. The study was designed to determine what factors majorly influenced companies to implement Environmental Management System ISO14001. The study reviewed literature on what was considered to be the influencing factors to the implementation of formulated strategy by organizations. The study was carried out using a case study design. Six respondents from the organisation under study were targeted for the research. Data was collected using a self-administered interview guide that consisted of open-ended questions. Data collected was analysed through content analysis. The results indicate that the most influential factors are the role of top management, improving the organisation's market position and improving the relationship with stakeholders. The study also revealed that perceived benefit factor plays a least significant role in determining adoption and implementation of ISO 14001.

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

The current economic growth in both developed and developing economies entails high rates of consumption of natural resources that nature is unable to restore and great amounts of residues that cannot be absorbed. A change in this situation is becoming more and more necessary to guarantee the availability of natural resources for future generations. Industry plays an important role in the process of achieving a better balance with nature but, it is essential that manufacturing companies adopt new strategies and initiate new practices to reduce environmental impact (Hart et al, 1997).

The implementation of an environmental management system can be an appropriate initial step for those companies wishing to move towards more environmentally aware positions. An environmental management system provides a framework where the environmental policy of the company is defined and deployed, the procedures to establish objectives and implement environmental practices are determined, the environmental responsibilities are allocated and the process and tools to assess advancement and introduce corrective actions are provided. The development and implementation of an environmental management system can be simplified and systematized if the company chooses to comply with any widely accepted standard. In this way, public recognition of the effort can also be secured. One of the most popular and extensive environmental management system standards is the ISO14001, which forms part of the ISO14000 series of environmental standards. This series can in turn be seen as an extension of the ISO 9000 series of quality standards for the environmental problem (Miles et al, 1997).

The ISO14001 certification is becoming increasingly popular. A company will be awarded an ISO14001 certification provided that the environmental management system is assessed as conforming to the standard by an accredited body. The certification has become a differentiating factor valued in industrial and final markets. Furthermore, environmental certifications are usually interpreted as indicators of the environmental commitment of an organization, and companies might therefore associate the ISO14001 certification with other advantages attributed to environmental proactivity. Such advantages are, for example, due to the emergence of capabilities for stakeholder integration, higher-order learning, and continuous innovation (Sharma et al, 1998). Given this scenario of promising outcomes associated with environmental proactivity and, in particular, with the ISO14001 certification, it makes sense to think that this certification may not always respond to a higher environmental awareness but rather to other less altruistic expectations.

1.1.1 Strategy implementation

There is no universally accepted definition of “strategy implementation”. Nevertheless, we have been able to identify three distinct conceptions of the term: The first approach concentrates on a process perspective and takes strategy implementation as a sequence of carefully planned consecutive steps. The second approach treats strategy implementation as a series of more or less concerted but often parallel actions and examines these actions from a behaviour perspective. And a third approach, which we label as a hybrid perspective - combines the process perspective and behaviour.

Pearce and others (2010) define at strategy implementation as a process in which the strategy is translated into carefully implemented action. Strategy is never complete even as formulation until it gains a commitment of the organizational resources and becomes embodied in the organizational

activities. The next to last in the strategic management process is implementation. A strategy is only as good as its implementation (Robbins et al, 1999). No matter how effectively a company has planned its strategies, it cannot succeed if its strategies are not implemented properly.

Andrews (1971) defined strategy as the match between what a company can do (organizational strengths and weaknesses within the universe of what it might do (opportunities and threats). Defining the strategy is arguably the most significant area of management decision making and more importantly one in which to make the right decisions. Strategy is about winning by doing the right things, in essence, strategy addresses the firm's effectiveness as opposed to efficiency. Strategic management decisions precede all management functions. Strategy implementation is therefore critical to effective strategic management. A meaningful strategy will not be a trump card expect if is mostly implemented. As a matter of fact, many organizational failures occur due to the lack of implementation not formulation. Homburg and others (2000) believe that the implementation of strategy is critical. Thus, while managers should be careful to develop an appropriate and effective strategy, they should assign the large portion of their attention and resources to activities and tasks which are related to implementation.

According to Aosa (1992), once strategies have been developed, they have to be implemented. They are of no value unless they are translated into action. Implementation of strategy is the process through which a chosen strategy is put into action. It involves the design and management of systems to achieve the best integration of people, structure, process and resources in achieving organizational objectives. Once the creative and analytical aspects of strategy formulation have been settled, the managerial priority is one of converting the strategy into operationally effective action. Strategy implementation involves the institutionalization and operationalisation of strategies. Institutionalization of strategy involves developing a system of values, norms, roles and

groups that will support the accomplishment of strategic goals. Operationalisation of any grand strategy involves setting operational plans that provide details to incorporate strategic plans into the organizations day to day activities (Stoner et al, 2009).

Taking these definitions and considerations into account, we can define strategy implementation as a dynamic, iterative and complex process, which is comprised of a series of decisions and activities by managers and employees – affected by a number of interrelated internal and external factors – to turn strategic plans into reality in order to achieve strategic objectives. All significant strategies should have actual benefits following the implementation so that senior managers can understand whether the ISO strategies developed have delivered that benefit they paid for. The outcome is to learn lessons for future formulation.

1.1.2 Environmental management system ISO 14001

ISO is short for International Organisation for Standardization. The name is derived from the Greek word isos, which means equal. Founded in 1946, ISO is an international organization composed of national standards bodies from over 75 countries. According to the 2012 ISO survey publication, at the end of 2012, the organisation has a membership of 163 members each of which represents a country. ISO standards therefore tend to have very broad support. The ISO 14000 standard was developed in Amsterdam by the International Organization for Standardization (ISO) in 1996. The standard provides a guideline or framework for organizations that need to systematize and improve their environmental management efforts. The ISO 14000 standards are not designed to aid the enforcement of environmental laws and do not regulate the environmental activities of organizations. Adherence to these standards is voluntary. The ISO 14001 standard is the most important standard within the ISO 14000 series.

Standards such as ISO 14001 provide guidance for establishing, developing and implementing an EMS. Together with ISO 9001 for quality management system (QMS), ISO 14001 have the highest profile. The ISO 14001 environmental management system standard specifies a process for the control and the continuous improvement of an organisation's environmental performance. The standard develops a strategic approach to an organisation's environmental policy, plans and actions. ISO certification applies to all types of organizations. It does not matter the size of the organisation, or what they do. The standards help both service and product oriented organizations achieve standards of performance that are recognized and respected throughout the world. Its purpose was to facilitate and support international trade by developing a single set of standards that people everywhere recognize and respect.

In today's environment where firms compete globally, it is very important to achieve global standards in order to withstand competition. Fierce competition in today's global markets has forced enterprises to improve their quality, cost, delivery, new product introduction speed, customer services, and the ability to be innovative. This fierce competition also facilitates these nations and corporations especially involving the Trade Globalization to take more care of their environmental performance in order to access the Global market. The corporations focus on not only the quality of the products, but also the environmental impact from the products. Organizations need to keep track of changes in the needs and requirements of customers and adapt themselves effectively will undoubtedly have an edge over others. Only those firms that stay focused and appear distinguished from other players will survive. Implementation of ISO can be an important tool to gain competitive advantage. Care for the environment improves the image of your company. At the same time, the appropriate management of environmental issues contributes positively to economic gain and increases the competitiveness of the company. In Kenya, a

company can seek official accreditation for its EMS, under Kenya Bureau Veritas, Kenya Bureau of Standards, SGS (K) to mention but a few. Certification helps to ensure that the company gets the greatest benefit from its efforts.

1.1.3 Manufacturing industry in Kenya

The manufacturing sub-sector in Kenya constitutes 70 per cent of the industrial sector's contribution to Gross Domestic Product (GDP) with building, construction, mining and quarrying cumulatively contributing the remaining 30 per cent. The share of the manufacturing sector in GDP has stagnated at about 10 per cent, with the sector's growth during the first Medium Term Plan being a mere 3.16 per cent. The sector employs 277,900 people, which represents 13 per cent of total employment with an additional 1.4 million people employed in the informal side of the industry. The sector is predominantly agro-processing, with manufacture of food, tobacco, beverages and textile accounting for over 34.0 per cent of total sectoral value added. To revitalize the performance of the sector, policy incentives geared towards high-value manufacturing, inter-firm linkages and enhanced Foreign Direct Investment (FDI) are being encouraged. Locally-manufactured goods comprise 35 percent of Kenya's exports mainly to the regional markets. However, the share of Kenyan products in the regional market is only seven per cent of the US \$11 billion regional market. The Eastern African market is dominated by imports from outside the region. This is an indication that there is a large potential to improve Kenya's competitiveness in the region by replacing external suppliers gradually. According to the Kenya Economic Report (2013), the sector grew by 3.1 per cent in 2012 compared to 3.4 per cent in 2011. The sector contributed Ksh 316.7 billion in 2012 to the country's GDP.

Kenya's manufacturing sector is among the key productive sectors identified for economic growth and development because of its immense potential for wealth, employment creation and poverty alleviation. In addition, the sector will continue to provide impetus towards achievement of Millennium Development Goals (MDGs) both in the medium and long term particularly goal one on Eradication of extreme Poverty and hunger and goal eight on Global Partnerships for Development. The sector is expected to play a key role in the growth of the Kenyan economy. The overall goal of the sector is to increase its contribution to GDP by at least 10 per cent per annum.

1.1.4 Allpack Industries Limited

Allpack Industries Limited was founded in 1992 by the Industrial Promotions Services (IPS) K Limited, an affiliate of the Aga Khan Fund for Economic Development (AKFED). Allpack Industries Limited was initially established to support a group of local exporters with cartons carrying European quality standards, produced within acceptable lead times. With Allpack's commitment to excellence in anticipating, meeting and exceeding the needs of customers in packaging, the position has steadily risen in a highly competitive sector over the last twenty years where it is now ranked among the leading manufacturers in Kenya and the region in the corrugated sector. In 1999, the company diversified its packaging offering and added polypropylene bags to its portfolio. The division has seen remarkable growth since its inception.

Allpack Industries Limited has shaped itself according to demands of the market place and is committed to a strategy that will differentiate the business from its competitors in the Kenyan market. Allpack's goal is to make a difference in supplying packaging solutions and focus on creating niche markets. Customers are broadly based across fast moving consumer goods (FMCG), tobacco, floriculture, horticulture and general commercial industries. With all of these

sectors having to withstand world competition, or some as exporters who are supplying world markets; they demand supplier excellence. In addition to being ISO 14001 certified, Allpack Industries is also ISO 9001, ISO 22000 accredited. The organisation is also in the process of attaining HACCP and ISO 18001 certifications. There is commitment in the company to achieve world class manufacturing standards through international accreditation.

1.2 Research Problem

The field of strategy has evolved substantially in the past twenty-five years. Firms have learned to analyze their competitive environment, define their position, develop competitive and corporate advantages, and understand threats to sustaining advantage in the face of challenging competitive threats. To survive in a dynamic and highly competitive business environment, different organizations have had to engage various strategies to survive. Drivers such as globalization, deregulation, and technological change just to mention a few are profoundly changing the competitive game.

In determining the reasons as to why organizations opt for environmental proactivity with the ISO 14001 certification, various authors and researchers have identified the various reasons for implementing certification initiatives. This review of literature presents several studies that suggest that firms implementing ISO 14001 certificates are externally motivated to do so. In fact, the studies found that majority of the companies implement ISO 14001 because either they want to stay customer focused or because regulatory and other bodies require them to do so. Boiral and others (1998) considered that the decision to implement ISO 14001 responds to the search for rigor and effectiveness in environmental management, improved control of human behaviors and work methods, and better relations with the socioeconomic environment. Morrow and others

(2002) provide a longer list of potential motivations for environmental certification by incorporating reasons such as the search for improved environmental performance, better compliance with regulations, cost savings, improved image, competitive advantages, or increased efficiency. Many of these motivations also turn out to be the reasons some companies have for choosing ISO 14001 instead of another type of certification (Del Brio et al, 2001).

In another piece of research, Quazi and colleagues (2001) argue eight potential motivations: concern of top management for the environment, cost savings, assurance of employee welfare, compliance with environmental regulations, satisfaction of customers' expectations, reduction of trade barriers, follow-up of corporate practices, and ISO 14001 adoption by competitors. According to Bansal and others (2000) there are three basic environmental motivations. These three types have been here renamed as ethical, competitive and relational motivations. Ethical motivations respond to a feeling of ecological responsibility, competitive motivations arise from the search for competitive advantage, and relational motivations emerge from the desire to achieve legitimization and better relationships with stakeholders. Thus, they are respectively rooted in the beliefs that environmental management practices can contribute to ecological sustainability, can generate competitive advantage, or can improve relationships with the socioeconomic environment. Almost all studies involving motivation of companies adopting ISO 14001 standards to date have supported the hypothesis that the more companies participate in the international market, the higher the ISO participation rates.

From the foregoing literature, it is clear that there are promising outcomes associated with environmental proactivity and, in particular, with the ISO14001 certification. However, most of these studies are not local and have been done in developed nations and such factors identified may not be similar to those in Kenya. It is in the light of this that the study therefore seeks to fill

this gap by conducting a research on the factors affecting the implementation of environmental management system ISO 14001 certification in a paper manufacturing company by answering the following research question: What are the factors that influenced Allpack industries to implement an environmental management system ISO 14001 certification?

1.3 Research Objective

This study will seek to determine the factors that influence Allpack Industries Limited to implement environmental management system ISO 14001 certification.

1.4 Value of the Study

This research study is important, as it gives an insight into the factors that influence implementation of environmental management system ISO 14001 certification. As a result, the management of Allpack may use the findings of this research in developing programs aimed at improving on the benefits related to environmental management system ISO 14001 certification. This would enable the organization improve in its effort in meeting the company's goals and objectives and, ultimately, contribute to the better performance of the company's bottom line.

The findings of this research helps managers in other paper packaging industries to better understand and address issues associated with environmental management system ISO 14001 certification and raise awareness on the benefits paper packaging industries such as Allpack can achieve by implementing environmental management system ISO 14001 as a business strategy to achieve profitability and growth.

This study contributes to the existing knowledge on factors influencing implementation of environmental management system ISO 14001 certification by forming a source of empirical literature for students and other researchers conducting studies in related areas.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

In this chapter, the research explores information from publications on topics related to the research problem by accredited scholars and researchers. The aim is to examine what various scholars and authors have said about factors that influence organizations to implement Environmental Management Systems ISO 14001:2004. The chapter comprises of three main areas namely theoretical review, summary and the conceptual framework.

2.2 Theoretical Foundation of the Study

Several articles have reported findings of surveys on what motivates some firms adopt environmental management practices that go beyond regulatory compliance. Lawrence and others (1995) found that environmentally proactive firms were motivated by regulations, reducing costs, avoiding being targeted by environmental non-governmental organizations, and critical events. On the other hand, Florida and others (2001) identified many factors that have motivated some facilities to adopt environmental management systems (EMS) and pollution prevention activities. However, these articles did not analyze why some firms implemented proactive rather than reactive environmental strategies.

Two theories provide insights on why firms adopt environmental management practices. The economic approach describes firms' adoption behavior as driven by performance outcomes. This line of research seeks to identify the circumstances when it pays to be "green" and that managers exhibit rational behavior when they adopt "beyond compliance" practices (Konar et al, 1997). A second line of research, rooted in institutional sociology, proposes that firms respond to

institutional pressures. The institutional sociology framework emphasizes the importance of regulatory, normative and cognitive factors that affect firms' decisions to adopt a specific organization practice, above and beyond the technical efficiency of the practice. Institutional theory places particular emphasis on legitimation processes and the tendency for institutionalized organizational structures and procedures to be taken for granted, regardless of their efficiency implications (Hoffman et al, 2002).

2.2.1 Economic Theory

The economic approach describes firms' adoption behavior as driven by performance outcomes. Firms voluntarily adopt an EMS for a variety of strategic economic reasons such as reduced compliance costs, increased investor appeal or satisfying market demand. For example successful implementation of ISO 14001 may help a firm to simultaneously satisfy multiple regulatory requirements thereby reducing the costs of regulation to the firm (Fredericks et al 1995). Voluntary adoption of an EMS may also be undertaken to attract investors. Investors may favour green firms for ethical reasons, expected future profits from green product markets or for some other perceived risk reduction or strategic advantage. Others have indicated voluntarism may signal a response to increasing consumer demand for green products.

Montabon and colleagues (2007) suggest that ISO 14001 may improve economic efficiency as well as environmental performance. In their opinion, the environmental management practices have a positive effect on company performance in terms of cost reduction and quality, innovations in products and processes and reduction of environmental accidents which may improve the firms' delivery performance. Zeng and others (2011) state that environmental management and ISO 14001 certification are relevant to conducting international business. Market values tend to

increase after announcements of ISO 14001 certification. An increase in market value can be one of the determinants of international sales growth. In addition firms may realize economic benefits due to improvements in energy and resource efficiencies identified through certification process, (Groenewegen et al, 1996).

2.2.2 Institutional Theory

Institutional theory is concerned with the influence of external forces on organizational decision-making. It emphasizes the role of social and cultural pressures imposed on organizations that influence organizational practices and structures. Scott and others (1992) argue that managerial decisions are strongly influenced by three institutional mechanisms namely coercive, mimetic, and normative isomorphism that create and diffuse a common set of values, norms, and rules to produce similar practices and structures across organizations that share a common organizational field. An organizational field is defined as “those organizations that constitute a recognized area of institutional life namely, key suppliers, resource and product consumers, regulatory agencies, and other organizations that produce similar services or products.

DiMaggio and others (1983) were amongst the first to apply institutional theory to explain firms’ adoption of environmental management practices. They argue that because coercive forces primarily in the form of regulations and regulatory enforcement have been the main impetus of environmental management practices, firms throughout each industry have implemented similar practices. Consistent with most institutional theorists, DiMaggio and others (1983) argue that firms that share the same organization field are affected in similar ways by institutional forces that emanate from them. They cite the examples of how the Three Mile Island crisis undermined the legitimacy of all firms in the US nuclear power industry, and how the discovery that

chlorofluorocarbons (CFCs) depleted stratospheric ozone undermined the legitimacy of manufacturing and using those products and soon led to institutional coercive forces via the establishment of the Montreal Protocol to phase out the manufacture of CFCs.

Other researchers have explored how companies operating in different organizational fields are subject to different institutional pressures. Milstein and others (2002) argue that distinct levels of coercive pressures are exerted upon different industries, which has led to different environmental strategies. Oliver (1991) notes that institutionalized norms and practices can erode when organizational constituents become more geographically dispersed, non-interacting, or autonomous, such as when firms enter new markets or diversify into new products. While such studies examine dynamic and cross-industry institutional forces, they avoid the question more fundamental to strategic management: why do organizations within the same organizational field pursue different strategies, despite institutional isomorphic pressures? Hoffman (2001) argues that organizational action neither is a strict reaction to the pressures dictated by the field, nor is defined autonomously without the influence of external bounds. Institutional and organizational dynamics are tightly linked.

A few researchers have begun to investigate this question empirically. Levy and others (2002) describe several mechanisms by which institutionalism can encourage heterogeneity. First, they argue that institutional forces are transformed as they permeate organizational boundaries because they are filtered and interpreted by managers according to firms' organizational unique history and culture. Secondly, they describe how an institutional field may contain conflicting institutional pressures that require prioritization by managers. Thirdly, they describe how multinational and diversified organizations operate within several institutional fields—both at the societal and organizational levels—which expose them to different sets of institutionalized practices and

norms. The hypothesis of this research study is that firm organizational structure, strategic positioning, and performance will affect how the firm perceives institutional pressures and how it decides to respond. Individuals in organizations focus on different aspects of the firm's external and internal environments, depending on the cognitive frame through which they look at the world. Cognitive frames are mental representations of a particular aspect of the world that are used by individuals to interpret and make sense of their world. Frames can come to be collectively held within organizations, especially through the influence of the organizational leader.

2.3 Factors influencing implementation of environmental management system

There is an increase number organisations showing interest in the implementation of ISO 14001 environmental management system. This implementation is determined by certain factors. The growing trend in many organizations looking to certification could be due to fulfilling their customer requirements or due to other external pressures. Below are factors identified to be the most influential factors in influencing the adoption of ISO 14001 environmental management system.

2.3.1 Institutional Pressures

Institutional sociology adopts a broad notion of the institutional environment, which includes the cognitive, normative and regulative structures and activities that provide stability and meaning to social activities (Scott, 1995). The institutional sociology framework emphasizes the importance of regulatory, normative and cognitive factors that affect firms' decisions to adopt a specific organization practice beyond the technical efficiency of the practice. The regulatory pillar has been the most studied in the literature on environmental management. In this context, firms are responding to the coercive action of regulators or activists. Failing to respond to these pressures

engenders significant risk to a firm's legitimacy and viability. The normative pillar of the institutional environment refers to sets of expectations, within particular organizational contexts, of what constitutes appropriate and legitimate behavior (Scott, 1995). In other words, Scott's normative pillar is grounded in what is viewed as appropriate for, or what is expected of, organizations. Much of the writing on normative constraints emphasizes how the normative expectations assume a taken-for-granted form; the ways of organizing become unquestioned, and alternatives become unthinkable (Tolbert et al, 1983). The cognitive aspects of the institutional environment refer to the cultural elements that govern choice often without receiving conscious thought. The normative and cognitive elements of the institutional environment have an important impact on the adoption of organizational practice as they frame, and thus limit, the set of envisioned pressures and organizational alternatives. An otherwise attractive organizational alternative may be dismissed out of hand, because it is not perceived as appropriate within a particular institutional context.

The link between institutional pressures to organizational characteristics to explain the adoption of environmental management practices at the plant level shows that a firm's perceptions of institutional pressures are a function of stakeholders' actions but are moderated by the firm's own organizational characteristics and strategic positioning as well as the attributes of the potential environmental management practice. This approach complements institutional theory as it shows the diversity of both the institutions driving environmental pressures including external and internal pressures to the organization and the corresponding organizational responses developed within each company. Coercive and normative pressures can impact the adoption of environmental management practices by firms. The researcher will focus on a subset of Hoffman's nine institutional actors whom the researcher believe are most likely to directly influence

environmental practices at the facility level: politicians, regulators, customers, competitors, and local communities. This list corresponds to those stakeholder groups that are viewed as important to consider when assessing a firm's environmental performance (Lober, 1996).

2.3.2 Political and regulatory pressure

Perhaps the most obvious stakeholders that influence firms' adoption of environmental practices are various government bodies, which are authorized to exercise coercive power. Legislation authorizes agencies to promulgate and enforce regulations. Many researchers have focused on the influence of enforced extant legislation and regulations on firms' environmental practices (Carraro et al, 2001). By political pressure, we refer to the level of political support for more stringent regulations. Regulatory pressure refers to the extent to which regulators threaten to or actually impede a company's operations.

2.3.3 Customer and competitive pressure

In addition to government actors, firms may exert coercive and mimetic isomorphism. For example, multinationals are widely recognized as key agents in the diffusion of practices across national borders by transmitting organizational techniques to subsidiaries and to other organizations in the host country (Arias et al, (1998). Firms may mimic the practices that successful leading firms have adopted. In addition, firms respond to customer requirements. The customer-supplier relationship is perhaps the primary mechanism through which quality management standards have diffused. Several studies have found that firms that have adopted environmental management practices are motivated by customer concerns. For example, customers have influenced companies' decision to adopt an environmental plan (Henriques et al, 1996).

2.3.4 Community pressure

Local communities can also impose coercive pressure on companies through their vote in local and national elections, through their environmental activism within environmental nongovernmental organizations (NGOs), and through citizen lawsuits. In a 1993 survey of 200 corporate general counsels, over half indicated that pressure from community activists had affected their companies' conduct, sometimes forcing a reduction in pollution (Lavelle, 1993).

Florida and colleagues (2001) investigated why facilities had adopted EMS's and instituted pollution prevention programs. They found that enhancing community relations was a driver for 85 percent of those facilities that had adopted both an EMS and pollution prevention program. In addition, a much higher proportion of these facilities reported sharing information with neighbors and environmental groups, meeting with community leaders, participating in community meetings, and involving neighbors and community groups in their environmental initiatives, compared to those facilities that had not adopted an EMS or implemented a pollution prevention program. In other words, the adoption of EMS and pollution prevention programs was correlated with actively engaging community stakeholders.

On the other hand, another study of 130 ISO 14001 certified companies across 15 countries showed that one of the strongest motivating factors to pursue certification was the desire to be a good neighbor. Some communities may be better able than others to encourage facilities to adopt environmental practices. Maxwell and others (2000) assert that higher environmental interest group membership levels indicate a community's pro-environmental stance and greater propensity to use these organizations to lobby for more stringent regulation. Many of the firms studied by Lawrence and others (1995) especially the larger ones, were motivated to improve their environmental performance by their concern over environmental organizations that had

aggressively publicized firms' lapses in environmental responsibility. For instance, after Mitsubishi Corporation was subject to a protracted consumer boycott led by Rainforest Action Network (RAN), the parties announced an agreement that Mitsubishi end use of old-growth forest products, World Rainforest Movement 1998.

2.3.5 The moderating effects of industry characteristics

The way the industry is organized within an institutional context may also affect the rate of diffusion of environmental management practices. If an industry is dominated by a few big players that require their suppliers to adopt particular environmental management practices, this is likely to lead to a greater diffusion of these practices than if the industry were more fragmented. This may explain the particularly high adoption of common quality and environmental practices in the US automotive supply industry. Institutional researchers have also argued that organizations are more likely to mimic the behavior of other organizations that are tied to them through networks (Guler et al, 2002). Several studies have found that industry associations have motivated firms to adopt environmental management practices. Kollman and others (2002) examine why the certification rates of EMS's differ so strikingly between firms in the United Kingdom, Germany and the United States. They find that the decision of whether to pursue certification and which standard to certify against is strongly influenced by stakeholder pressures from industry associations in addition to regional chambers of commerce, suppliers, and regulators.

2.3.6 The moderating effects of firm characteristics

Within the same industry, firms may be subjected to different levels of institutional pressures. For example, multinational corporations are often held to higher standards for social and environmental responsibility than national companies because of international reputation side

effects and foreign stakeholder salience (Zyglidopoulos, 2002). Likewise, because leading firms are more visible, they may be subject to more pressure. For example, Nike, McDonald's, Starbucks, and Home Depot have been targeted by social and environmental activists partially due to their being market leaders. Furthermore, firms with historically poor environmental records are subjected to more scrutiny by their local communities and regulators. Thus, multinational companies, market leading branded firms, and firms with poor environmental records may have more to gain by developing sophisticated management of external pressures. Firms that operate many facilities have more to gain by maintaining a reputation for good relations with governments and communities, since these firms are more likely to require approval from governments and communities to site additional facilities. In addition, managers are subject to greater normative pressures when there is more uncertainty about the outcome of management practices that are being considered. Indeed, elements of the institutional environment are more likely to influence decisions of whether to implement management practices under conditions of uncertainty (DiMaggio et al, 1983).

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the methodology that was used in the study. This involves the research design, data collection methods, data analysis and reporting the results. The methodology explains the methods and tools used in collecting data and analyzing the data. The nature of the study guided the designed approach to ensure appropriate data within the scope of the research study was obtained to answer the research questions.

3.2 Research Design

A case study is the appropriate research strategy since the unit of analysis is a single organisation. The importance of a case study is emphasized by Young (1960) and also by Kothari (1990) who both acknowledge that a case study is a powerful form of qualitative analysis that involves a careful and complete observation of a social unit irrespective of what type of unit is under study. It is a method that drills down, rather than cast wide. This approach allows researchers to get close to respondents to interpret their subjective understanding of reality (Shaw, 1999) and appeals to the author as a way of obtaining depth of understanding. Punch (1998) argues that while there may be a variety of specific purposes or research questions, the general objective of a case study is to develop as full understanding of that case as possible. By the time of the collation of data, Allpack was through with certification of ISO 14001. As a result, all the staff was able to reflect on their experiences of the process, perhaps in the context of a major transformation of the organization. This gave the researcher the opportunity to understand the issues and tell a story.

3.3 Data Collection

A triangulated research approach was used for the study in which case both primary and secondary data were collected. Primary data was collected through a self-administered interview guide (Appendix 1) that consisted of open-ended questions. The interview guide was a preferred data collection method due to its capability to extract relevant information from the respondents as well as enable the researcher elicit more information which might not be captured using other data collection techniques. Seven respondents were targeted for the research. Those interviewed included three senior managers, two heads of departments and two members from the ISO implementation committee.

Internal secondary information was acquired within organisation's operations and website while external data was obtained from sources such as the internet, textbooks and various journals related to the research topic.

3.4 Data Analysis

Data collected was qualitative in nature as it was derived from open ended questions. The most preferred technique to analyse the data was content analysis. Content analysis is defined by Mugenda M and Mugenda (2003) as the systematic qualitative description of the components of the objects and materials of study. It involves observation and detailed description of objects that comprise the study. In content analysis, the responses from different respondents are compared and summarised according to the objective of the study. It is appropriate as it offers flexibility and allows for objective, systematic and qualitative description of the content under study.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter details the analysis of all the data collected in the sequence of research questions. The chapter also contains the summary of the data findings.

4.2 Respondents profile

The data was collected through an interview guide. The research targeted seven respondents. Those interviewed included three senior managers specifically the general manager, finance controller and operations manager, two heads of departments from the two production divisions in the organisation and two members from the ISO implementation committee.

4.2.1 Educational background of the respondents

The respondents were asked to indicate the highest level of education they had received. Table 4.1 shows the level of education the respondents and their respective percentages.

Table 4.1: Respondents level of education

Level of Education	Frequency	Percentage
Degree holders	4	57.14
Post graduate degree holders	3	42.86
Total	7	100

Source: Research Data

The findings show that 57.14% of the respondents indicated that they held a university degree while 42.86% indicated that they had post graduate degree. This shows that many of the respondents had a post graduate degree and hence they had the information required in this study.

4.2.2 Duration in the organization

In an effort to establish the respondents' work experience the respondents were requested to indicate the duration of time they had worked in the organization. Table 4.2 shows the duration that the respondents had been with the organisation and their respective percentages.

Table 4.1: Respondents level of education

Duration in the Organisation	Frequency	Percentage
Between 0 and 5 years	2	28.57
Between 6 and 10 years	1	14.29
Over 10 years	4	57.14
Total	7	100

Source: Research Data

From the findings, 57.14% of the respondents indicated to having worked with the organisation for over 10 years, 14.29% indicated having been with the organisation between six and ten years and 28.57% of the respondents indicated that they have been with the organisation for less than five years.

4.3 Research findings

This study was conducted to investigate what factors influenced Allpack Industries to acquire environmental management system certification. The collected data was analysed in terms of content analysis where the responses from different respondents were compared and summarised according to the objective of the study. The following paragraphs discuss the findings of the study.

4.3.1 Strategy Implementation

On the question of importance of strategy implementation, the respondents indicated that successful strategy implementation can go a long way in helping a company gain a competitive edge, help in defining the business of the organization and also help in achieving right direction.

The respondents also pointed out that commitment by the top leadership to ensuring successful implementation of this strategy and effective communication clearly describing the specific goals and outcomes to be achieved with defined roles and responsibilities were the most critical elements in implementing strategies in Allpack Industries Ltd.

The researcher wanted to know who is involved in formulation and implementation of strategy.

On involvement in strategy formulation, the respondents said that a committee of seven members from various functional areas within the organization is usually set up to formulate desired strategy.

This committee in consultation with the top management was responsible in the formulation of policy strategies. The team comes up with the draft policy that is presented to company's top management which approves strategies that are presented to them. The respondents also indicated that the strategy formulation committee in conjunction with the middle management were the ones responsible for the implementation of strategies. The researcher further wanted to know the challenges that Allpack Industries faced when choosing who to involve in strategy formulation.

The respondents cited availability of personnel, commitment by team members in achieving objectives and delays on agreeing on certain specific strategies.

4.3.2 Factors influencing implementation of environmental management system ISO 14001

The researcher wanted to know whether the organisation had faced any challenges in the implementation of environmental management system ISO14001. The respondents indicated that various challenges had been encountered in implementing this strategy. Challenges of this strategy implementation at Allpack which the researcher established during the study included inadequate capacity, inadequate resources, culture, resistance to change, reward system not tied to strategy implementation, unsupportive organization structure, departmental conflict and lack of staff commitment.

The respondents were asked whether there were critical factors that affected the implementation of the environmental management system ISO14001. The respondents indicated that factors such as vague strategy formulation, inconsistencies in translating long range plans into short term objectives, inadequate budgetary allocation, lack in measuring performance, poor information and knowledge transfer poor coordination across functions or divisions, goals and targets not well understood by employees, responsibilities not clearly defined, lack of employee commitment, inadequate measures of employee engagement and inadequate reward system were some of the factors that affected the implementation of the environmental management system ISO14001. On the challenges posed by organisational culture, personnel not fully appreciating the process of strategy implementation and resistance to change, the researcher found that they faced challenges of lack of cooperation and implementation delays. The research also revealed that poor

communication and diminished feelings of ownership and commitment by employees to strategy implementation resulted to delayed results and time and resources wastage.

The researcher further asked the respondents what measures the organisation took to overcome the factors affecting proper implementation of environmental management system ISO14001. According to the respondents, some of the measures undertaken included continuous training on how the strategy should be implemented and the benefits that the organisation would derive, proper communication channels were set up, a defined and clear process flow was established, involvement of staff in decision making, sharing responsibility and appraising achievements. Allocation of adequate resources to ensure effective implementation of the strategy was also done.

On the question on whether the top management was committed in ensuring successful implementation of this strategy and whether they were in the forefront in providing leadership on implementation of the Environmental Management System ISO14001, the respondents said top management of Allpack were very committed to the strategy implementation process. They were in the forefront in providing effective leadership to drive the implementation process. A monthly progress report was required of the implementation team. Necessary resources that were needed for successful implementation were also budgeted for and provided.

The researcher also wanted to know whether the need for the organization to improve its environmental performance influenced implementation of Environmental Management System ISO14001 certification. The respondents indicated that implementation on ISO 14001 was part of the group company goals to ensure greener factories. Allpack continues to take a proactive stance towards achieving commercial excellence in addition to improving environmental performance

through supporting the integration of environmental management systems into the framework of the company's business strategies.

On the question whether the need to improve market position motivated at Allpack to implement environmental management system ISO14001 certification, the respondents said that for Allpack to become competitive in the packaging industry, it was becoming increasingly important to gain a competitive edge over their competitors. They said implementing environmental management system ISO14001 had earned them recognition in the industry and business had grown by ten per cent since the organisation became accredited.

The researcher also wanted to know whether there were any other factors in the respondents' opinion that influenced Allpack to implement environmental management system ISO14001. The respondents indicated that factors such as culture had impacted in strategy implementation at Allpack Industries Limited both positively and negatively. An attempt change in corporate culture often is met with considerable resistance to change and hence a challenge to strategy implementation. However due to the fact that Allpack Industries Limited had successfully implemented ISO 9001 and ISO 22000 in the past, the respondents pointed out that this they believed had led to employees positively embracing ISO 14001 and ensured its successfully implementation. Other factors that the respondents pointed out were the implementation of ISO 14001 was part of the organisation's corporate social responsibility and also due to the benefits that Allpack Industries perceived it would derive from implementing this strategy.

The respondents were further asked to point out what in their opinion they believed was the most significant benefit that the organization had gained through the implementation of environmental management system ISO14001. The respondents said the benefits Allpack Industries Limited

derived from implementing environmental management system ISO14001 included improvement of their corporate image and credibility, increasing competitiveness and access to potential customers and waste reduction.

4.4 Discussion of Findings

The research revealed that commitment by the top leadership to ensuring successful implementation of this strategy and effective communication clearly describing the specific goals and outcomes to be achieved with defined roles and responsibilities were the most critical elements in implementing strategies in Allpack Industries Limited. The researcher found out that the ISO team in consultation with the top management was responsible in the formulation of environmental management policy. Middle management through the support of the top management was the ones responsible for the implementation of the environmental management policy.

On the other hand, the factors which were cited by the respondents as being determinants of successful strategy implementation in Allpack Industries Limited included effective communication across all levels of organizational units. Rapert and Wren (1998) argued that organizations where employees have easy access to management through open and supportive communication climates tend to outperform those with more restrictive communication environments. According to Peng and Litteljohn (2001), effective communication is a key requirement for effective strategy implementation. Organizational communication plays an important role in training, knowledge dissemination and learning during the process of strategy implementation. Commitment was also found out to be determinant factor in strategy implementation. According to Wooldridge & Floyd (1989), shared understanding without commitment may result in counter effort and negatively affect performance. Shared understanding

of middle management and those at the operational level to the top management teams' strategic goals is of critical importance to effective implementation. Strategy implementation efforts may fail if the strategy does not enjoy support and commitment by the majority of employees and middle management. This may be the case if they were not consulted.

As with all management-based systems, this research study found out that ISO 14001 requires participation from all levels and functions within an organization. The extent to which the top management participated in EMS activities was considered as a measure of the organization's commitment to the environment. The study pointed out that strong commitment and support from top management to continuous improvement of environmental management, prevention of pollution, regulatory compliance and to adequate resource allocation are was a key factor for Allpack Industries Limited to have achieved EMS Certification. The organization's top management was key in the decision to allocate resources required, both tangible and intangible, as well as providing leadership. They were committed in the success and provided direction throughout its implementation. Top management ensured that the objective of the adoption of the EMS was clearly understood and supported by all in the organisation. The findings were in line with Henriques and Sadorsky (1999), who argued that firms are unlikely to achieve its objectives and targets regardless of how carefully an EMS has been prepared or to what standard it has been designed, unless the implementation has the full support and commitment of all members of the organization, especially senior management.

This study also revealed that the organization's need to improve its market share both locally and internationally majorly influenced Allpack's decision to acquire the ISO 14001 certification. Companies conducting trade in the international market have been requiring their major suppliers to become ISO 14001 certified. To overcome the export barrier, Allpack's customers exporting

especially to Europe, are requiring their major suppliers to be ISO 14001 certified. The respondents further pointed out that certification helped to lend confidence to such customers as they are considered to be in the same level as manufactures in developed countries. Another category of such customers are multinationals established in Kenya whose parent companies were requiring all their trading partners especially in manufacturing organizations to become ISO 14001 certified. The study also confirms a worldwide trend where first-world industries perceive a certified EMS among potential suppliers as an important attribute affecting procurement decisions.

Carroll (1993) describes a stakeholder as any individual or group who can affect or is affected by the actions, decisions, policies, practices, or goals of the organization. In the broadest sense, stakeholders may include a host of entities such as trade associations, competitors, government, customers, employees, suppliers, activist groups, customer advocate groups, unions, and political groups. From the research findings in this study, the researcher can assert that the Allpack managers considered all relevant stakeholder interests and were proactive when responding to those of highest priority mainly the customers and the various government agencies on environmental issues by going for environmental management system certification to convince them of their compliance.

The results from this research further showed that an organization with a formalized management system has positive attitude when considering their environmental management system (EMS). As a result, it would move step further to obtain EMS registrations to guarantee legal compliance and gradually improve the environmental efficiency of corporate activities. It is rather clear, from results obtained from this research study that the more an organisation considers its EMS as an integral part of its whole management system and includes the environmental targets and programmes in the day-to-day operational planning activities, the more it is able to effectively

achieve a highly environmental performance. The research study concluded that the EMS seems to be implemented in a more comprehensive and effective way by EMS Certified organizations. This confirms that an actual performance improvement can be achieved only when those elements of an EMS which can be fully integrated in the management dynamics of a firm start to work effectively.

Culture has been described as “the way things are done around here” (Drennan, 1983). It is the summation of all the nuances of the organization. Culture is a constraint of accepting the organization to change, employee participation, willingness to learn, and ISO 9000 norms. Delmas (2002) believed that the more experience with process standard such as adoption of ISO 9000, the more likely for the firm to adopt ISO 14001. The respondents pointed out that Allpack had successfully implemented ISO 9001 and ISO 22000 in the past. This they believed had led to employees positively embracing ISO 14001 and ensured its successful implementation.

The research revealed that another influencing factor for the implementation of ISO 14001 by the organisation was to fulfill of its corporate responsibility towards the society. The respondents stated that although there was no significant demand for EMS standards by stakeholders, the organisation felt the need to initiate environmental proactivity so as to meet societal expectations through reduction of water and energy consumption and limiting the impacts of the organisation’s activities on natural habitats. By carrying out such actions, an organisation and its employees can obtain a favorable evaluation from society, and this can lead to increase social value for the company (Rutherford et al, 2000).

Another factor influencing adoption and implementation of ISO 14001 as revealed in the study was the perceived benefits that the organisation felt it would derive upon implementation.

Potential benefits for ISO 14001 adoption includes reduced costs of waste management, savings in consumption of energy and materials, and enhancing corporate image, regulatory cost savings, more effective supply chain management, improve customer relationships, and increased market competitiveness. The respondents reported an improvement of corporate image, as well as significant waste reduction at their plants. The results of this study support the findings of a study carried out in Malaysia by Maliah and Nazli (2002) which stated that ISO 14001 certification is perceived to boost both economic and environmental performance positively.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter details the summary of key findings, discussions and conclusions drawn from the study as set out in the previous chapter. Lastly, the researcher gives recommendations on the study area, limitations and suggestions for further research.

5.2 Summary of Findings

The purpose of this study was to investigate what factors influenced Allpack Industries to acquire environmental management system certification. The ensuing discussion majors on the findings of the study against the backdrop of the objectives this study was designed to achieve. The research instrument was an interview guide with open ended questions developed based on a review of the literature on the implementation of the Environmental Management system ISO 14001. Seven respondents working in the organisation being studied were interviewed. Qualitative data from the open-ended questions was analyzed using content analysis and presented through narratives.

The study found out that the role of top management was the most critical factor that influenced Allpack Industries Limited to acquire ISO 14001 Certification. The study found out that for the success of the system, the top management must demonstrate commitment by availing resources necessary for certification and supporting the team responsible for the certification process.

The study revealed that some large corporate clients of Allpack Industries Limited had set ISO 14001 certification as a prerequisite in order to be considered as a supplier. In order for Allpack to

do business with such clients, they had to go for environmental management system ISO 14001 certification so that they can improve their chances of being a preferred supplier in those organizations.

The study also found out that organizations like National Environmental Management Authority (NEMA), Machakos County Government officers have been visiting the organization to conduct environmental audits. As a result in order to demonstrate its commitment to complying with NEMA and the county government's laws on environment, and avoid unnecessary friction with the authorities, Allpack Industries Limited acquired ISO 14001 Certification to show the organization's commitment beyond compliance when it came to environmental matters.

The study showed that Allpack's main raw material is paper manufactured from trees. As a result to demonstrate that the organization cares for the environment from which it draws its raw material, they acquired the ISO 14001 Certification to demonstrate to suppliers and customers that they are concerned with the protection of the environment and would also wish them to do likewise and come up with sustainable measures to ensure protection of the environment.

The respondents cited other factors, although they were not indicated to be critical in influencing ISO 14001 Certification decision but which the researcher found it worthy citing. These include perceived benefits associated with having proper environmental management system in place which could lead to reduced cost of on waste management and energy saving to mention and effort by Allpack to fulfill its corporate social responsibility was also cited as to have to some extent influenced implementation of ISO 14001.

5.3 Conclusions

This study had one main objective; to determine what factors influenced Allpack Industries to acquire environmental management system ISO 14001 certification. It can be concluded that a number of factors influenced Allpack Industries Limited to adopt and implement the environmental management system ISO 14001 in the organisation. These factors are both internal and external. Initiatives are taken by management in creating and sustaining a climate within the firm that motivates employees in their implementation role with managers paying as much attention to planning the implementation of their strategies as they give to formulating them. The strategy implementation practices employed by Allpack Industries Limited were understanding customer expectation and marketing research. The other factors leading to successful ISO 14001 implementation at Allpack Industries Limited, are strong management roles in implementation, good communication, commitment to the strategy awareness, understanding of the strategy, aligned organizational systems and resources, good coordination and sharing of responsibilities.

The study establishes that the role of the top management was considered by all the respondents to be the most critical factor that influenced Allpack to acquire ISO 14001 certification. Top management set out the agenda for the organisation and ensured that this was realized through committing resources. Another factor that was rated highly by the respondents as influential in the adoption and eventual implementation of ISO 14001 was the organisation's need to improve its market position. Factors such as perceived benefits and organisation corporate social responsibility were found to be the least factors which influenced the organization to go for ISO 14001 certification.

5.4 Recommendations

The current study has attempted to link the role of the top management and successful implementation of ISO 14001 and thereby affirming the same. One of the major findings of this research study is that the role of the top management positively influenced ISO 14001 implementation. Based on the findings of this research study, it can also be said that nearly every organization relies on the support of the top management to succeed. If an idea is supported by the top management, it is likely to receive support from implementation team down to the level of operation workers. Therefore, manufacturing industries should sponsor their senior managers to attend environmental forums so that the management can appreciate environmental matters and hence support any implementations of environmental initiatives such as ISO 14001 certification in the organizations.

The study reveals that there is a strong link between ISO 14001 certification and the need to improve the organizations market position. Respondents indicated that some clients were demanding that Allpack should have ISO 14001 certification in order for them to do business with the organization and as a result Allpack acquired ISO 14001 certification. Therefore in order for Allpack to take advantage of ISO certifications in its effort to improve its market position, the researcher recommends that the management of Allpack do extensive market research on which certifications that its clients would be interested in. After this is done, the organization should then invest resources for their implementations and use the ISO certifications as a bargaining tool to solicit for job orders.

The study also reveals that stakeholders in environmental matters such as NEMA and Machakos County Government were paying close attention in monitoring environmental pollution in their

areas of jurisdiction. Any likelihood of environmental pollution by an organization within this area would attract disciplinary action from these bodies. As a result in order for Allpack to demonstrate to environmental stakeholders that it is serious in ensuring compliance, it had to go an extra mile by acquiring ISO 14001 Certification so as to avoid any disputes arising from non-compliance. Based on these findings therefore, the researcher recommends that Allpack should also invest in certification on occupational health and safety management system so that it can also improve its relationship with Directorate of Occupational Health and Safety inspectors.

This study establishes that there is a very strong link between ISO 14001 certification and the concern by the top management for the protection of the environment. As a result, in order to ensure continual improvement in environmental conservation programs in the organization, the researcher recommends that the training manager of Allpack should liaise with external organizations which provide training on environmental matters and organize for Allpack senior managers to attend so as to increase their awareness on emerging issues on environmental management.

5.5 Limitations of study

The study encountered difficulties in gaining access to the respondents and the researcher had to keep rescheduling their time to align with the availability of the respondents. Since the research was conducted via open-ended interviews, a large amount of time was needed to collect information from the respondents. Time limitation made it impractical to get more information from the respondents in the study.

Information relating to strategy and its implementation is always treated with sensitivity. This caused difficulties in convincing the respondents of the importance of giving sincere answers to

the asked questions evidenced through reluctance of accepting invitation to participate in the study. To counter the challenge, the research had to inform the respondents in advance the purpose for the research study being carried out, that it was meant for academic purpose only and not for other investigations.

5.6 Suggestions for Further Studies

The study was carried out at Allpack Industries Limited thus the same study should be carried out in the other companies to find out if the same results will be obtained. This study only focused on factors that influenced Allpack acquire ISO 14001 certification. There is also need for further research to be done on other organizations with have also acquired ISO 14001 certification and establish what motivated those organizations to be ISO 14001 certified.

In addition, the study also recommends further studies be carried out to determine the impact that ISO 14001 certification has had on organisations that have acquired it.

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APPENDICES

Appendix 1: INTERVIEW GUIDE

Background Information on interviewee.

1. What is the highest level of education you have received?
2. What is your current position?
3. For how long have you held the current position?
4. For how long have you worked in the organisation?

Section A: Strategy Implementation

1. What are the most important elements in implementing strategies in this organisation?
2. What factors would you consider to be determinants of successful strategy implantation in this organisation?
3. Who were responsible in formulating Environmental Policy in this organisation?
4. Who are responsible for implementing Environmental Policy in the organisation?

Section B: Factors influencing implementation of ISO 14001

5. What were the greatest challenges this organisation faced in implementing Environmental Management System ISO14001?
6. What were the critical factors affecting the implementation of the Environmental Management System ISO14001?
7. Has organisation culture affected implementation of this strategy?
8. What are the specific aspects of organizational culture that have posed a challenge in implementation of Environmental Management System ISO14001?
9. What are some of the challenges of organizational culture that this organisation has not been able to address?

10. How has the organisation dealt with aspects of organizational culture in implementation of the Environmental Management System ISO14001?
11. What are employees' responses to the implementation of Environmental Management System ISO14001 certification?
12. Have the organisation encountered resistance from employees to the implementation of Environmental Management System ISO14001?
13. What could be the cause of a lack of commitment by employees in implementing the Environmental Management System ISO14001?
14. What are the possible ways of dealing with the challenges of lack of commitment by employees in implementing the Environmental Management System ISO14001?
15. What means of communication does the management use to communicate on the Environmental Management System ISO14001
16. Do you feel that there is adequate communication throughout the organisation on implementation of the Environmental Management System ISO14001?
17. How has the need for the organization to improve its environmental performance influenced implementation of environmental Management System ISO14001 certification?
18. To what extent does the need for the organization to improve its environmental performance influence implementation of Environmental Management System ISO14001 certification?
19. How has the need to improve market position motivated at his organization to implement environmental management system ISO14001 certification?
20. Was the MD in the forefront in providing leadership in implement environmental Management System (ISO14001) strategy?
21. What challenges are faced with leadership of the organisation?
22. How does this impact implementation of environmental management system ISO14001?

23. Does the concern of the top management for the environment affect implementation of environmental Management System ISO14001 certification?
24. How has the commitment of the top management for the environment influenced implementation of environmental management system ISO14001 certification?
25. In your opinion, are there any resource constraints, financial, manpower, technological, physical, time, hindering of environmental management system ISO14001 implementation?
26. What measures have been taken by the organisation to ensure adequate resources are available to enable successful implementation of environmental management system ISO14001?
27. What is the extent to which the need to improve relationship with stakeholders influenced implementation of environmental management system ISO14001 certification?
28. What policies are in place to ensure that all these challenges in implementation of the Environmental Management System ISO14001 are addressed?
29. How sufficient are the policies in solving these challenges in implementation of the Environmental Management System ISO14001 in this organisation?
30. In your own opinion, what could you say is the most significant benefit that an organization gained through the implementation of Environmental Management System ISO14001?

THANK YOU

Appendix 2: RESEARCH GAPS

1. Most of the studies that suggest that firms implementing ISO 14001 certificates are externally motivated to do so. There may be factors other than external ones that may be motivating firms to adopt ISO 14001.
2. Almost all studies involving motivation of companies adopting ISO 14001 standards to date have supported the hypothesis that the more companies participate in the international market, the higher the ISO participation rates
3. Most of the studies into the factors influencing the adoption of ISO14001 are not local and have been done in developed nations and such factors identified may not be similar to those in Kenya.