Coaching - Essential Component of Business Environmental Excellence

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Abstract: - In the time of the economic crisis that has affected the world economy in recent years, most organizations, pursuing exclusively short-term goals, act contrary to Darwin's theory. They are not capable of continually changing and managing the changes, which is the only condition of survival and prosperity, but allow changes to be managed by them. In this regard, they try to limit just what they should not. The lack of money and time for education and creation of creative processes permanently reduces organizational capacities and abilities, and the detrimental effects of such an approach are gaining in ever-increasing circumstances. The desire for a quick gain of profits affects many organizations making irreparable damage to their employees, themselves and ultimately society as a whole. But future needs sustainable environmental future, environmental excellence and social responsibility and there is no doubt.

Management has a moral imperative and sustainable obligation to bring about social friendly change. Not only is "green" business excellence an issue of corporate responsibility, it is also in the interest of global policy and business to integrate it into its sustainable business and strategy. There's a world of opportunity to re-think and re-design the way we make stuff. 'Re-Thinking Progress' explores how through a change in perspective we can re-design the way our economy works - designing products that can be 'made to be made again' and powering the system with renewable energy. The reflection included interdisciplinary thinking which enables us to understand and manage the process of circular economy in terms of sustainable development. Only quality employees can develop and achieve organizational excellence. The excellence of people contains two components: competencies and commitment to goals. At the time of the digital era, in which the only change is constant, knowledge and experience are the crucial development gains. In order to encourage the development of knowledge and skills, managers should transform the company towards the learning organization. The goal should not be to allow employees to attend training periodically, but also create a work environment that promotes learning, good interpersonal relationships, development, and improvement.

Key-Words: Business, Coaching, Environment, Excellence, Management, Organization Model

1 Introduction

What is a green business? A business functioning in a capacity where no negative impact is made on the local or global environment, the community, or the economy. A green business will also engage in forward-thinking policies for environmental concerns and policies affecting human rights [1]. What is a circular economy? A circular economy is one that is restorative and regenerative by design, and which aims to keep products, components and materials at their highest utility and value at all times, distinguishing between technical and biological cycles [2]. We need to combine green business with green economy in a way to achive environmental business excellence. Green businesses adopt principles, policies and practices that improve the quality of life for their customers, employees, communities, and the planet. What do green businesses have in common? Green businesses are socially and environmentally responsible. Green companies adopt principles and practices that protect people and the planet. They challenge themselves to bring the goals of social and economic justice, environmental sustainability, as well as community health and development, into all of their activities — from production and supply chain

management to employee relations and customer service.They create jobs that empower workers and honor their humanity. They also serve as models for the role businesses can play in the transformation of our society to one that is socially just and environmentally sustainable[3]. Today's linear 'take, make, dispose' economic model relies on large quantities of cheap, easily accessible materials and energy, and is a model that is reaching its physical limits. A circular economy is an attractive and viable alternative that businesses have already started exploring today [2]. A circular economy is restorative and regenerative by design, and aims to keep products, components, and materials at their highest utility and value at all times. The concept distinguishes between technical and biological cycles. As envisioned by the originators, a circular economy is a continuous positive development cycle that preserves and enhances natural capital, optimises resource yields, and minimises system risks by managing finite stocks and renewable flows. It works effectively at every scale [2]. The successful green business development with circular economy and implementation of green innovation in an organizational system can produce a significant saving in the amount of business and environment resources and therefore a smaller environmental impact. [4]. We need integrated system approach of green business, circular economy and excellence. Indeed circular economy represents an attractive challenge.

2. An EU

In the time of the economic crisis that has affected the world economy in recent years, most organizations, pursuing exclusively short-term goals, act contrary to Darwin's theory. They are not capable of continually changing and managing the changes, which is the only condition of survival and prosperity, but allow changes to be managed by them. In this regard, they try to limit just what they should not. The lack of money and time for education and creation of creative processes permanently reduces organizational capacities and abilities, and the detrimental effects of such an approach are gaining in ever-increasing circumstances. The desire for a quick gain of profits affects many organizations making irreparable damage to their employees, themselves and ultimately society as a whole.
On the other hand, a global recession that diminished corporate and personal security has forced a large number of organizations to turn to a new leadership

and that organizational and individual learning becomes an imperative [4].

These reasons were crucial for more organizations to implement a quality management system. Quality system is a process that brings a new attitude towards the environment, customers and, above all, work. There are many Quality Management approaches (TQM- Total Quality Management), although it is commonly defined as a "corporate form of business based on the talent and capabilities of both- human resources and management to use work teams continuously to improve quality and productivity"[4]. From TQM and generally quality management, the development of the concept of Business Excellence has also occurred by the time. This concept marks a high level of maturity of the companies in terms of managing and achieving results and it is based on the following principles: results orientation, customer orientation, management and consistency of purposes, fact-based process management, employee development and continuous learning, improvement and innovation, development of partnership relations and corporate social responsibility.

Excellence is, beside the other things, a product of tracking good practice over a long period. Regularity of meetings and constructive feedback is important in establishing these habits of excellence. Correctness of meetings and constructive feedback is important in establishing this habit of excellence. Employees catch the habit of constantly assessing themselves for their strengths and areas for improvement that they themselves perceive what knowledge, skills and attitudes they need to acquire to achieve team goals. Then employees gain the habit of assessing themselves and their own strengths, as well as areas for improvement. In this way, they observe what knowledge, skills and attitudes are needed to achieve the goals of the team. In this process, they achieve individual excellence. An example is the case of a musical orchestra: each member plays a different instrument. In order to achieve harmony of music from different instruments, members will polish their part in the musical piece, aside from practicing as an ensemble. In order to achieve harmony from different instruments, members will improve their individual contribution and role in the musical piece, but they will all by tutoring achieve the quality that the orchestra tends to. Consequently, they improve individually as an instrument player. Accordingly, each of them will individually improve their performance [4].

Excellence is the pursuit of the best, but also the tendency to achieve diversity in the market, workplace, personality, etc. An excellent company or organization can describe their customers or users according to their perception of the products or services that the organization creates. Excellence actually implies superscripts of six organizational areas, that is, a positive distinction between the organization and those features. The 6P concept starts with the initial letters of English words: People, Politics, Process, Product, Practice and Performances [4].

The logic simply shows: an organization can not be considered excellent if it produces products or services of an inadequate quality level. Also, the quality of employees themselves is not a guarantor of excellence. Likewise, a product or service that was considered to be excellent, may not be like that tomorrow, if the company does not adapt to the expectations of customers. Excellence is therefore a permanent tendency towards a better one to be seen as a process of integrated, interactive and continuous improvement. Model 6P excellence observes systematically and comprehensively, and its application enables the achievement of excellence in the market, also at the workplace level, because it is a prerequisite for achieving market excellence. Only quality employees can develop and achieve organizational excellence.

3. The Excellence of People Needs Coaching

The excellence of people contains two components: competencies and commitment to goals. At the time of the digital era, in which the only change is constant, knowledge and experience are the crucial development gains. In order to encourage the development of knowledge and skills, managers should transform the company towards the learning organization. The goal should not be to allow employees to attend training periodically, but also create a work environment that promotes learning, good interpersonal relationships, development, and improvement.

Commitment is also important for achieving excellence. Without it, learning does not make sense, and also, without that, learning will not come. Developing employee excellence involves not only investing in the development of their competencies, but also changing mental models and strengthening motivation in order to develop dedication and

identification with goals [4]. Personally and professionally appreciating a well-done job is one of the most important drivers of motivation. In practice, it has been shown that the knowledge of the results of one's own work is one of the most powerful incentives for motivation, since it enables the competition with itself and with others. In addition to these elements, it is important to take into account the compliance of the individual's capabilities and interests with job requirements, as well as the expectations that he has invested in the business.

The requirement for business excellence is the consistency of all these seemingly separate interests in a single goal, as each national economy has goals that are in line with the global quality management objectives. Isolated activity is impossible, and the effects, whether positive or negative, are spilling from one country to another, which is evident in the case of global crises and recession, as well as expansion and prosperity.

Continuous change in terms of improving all aspects of the organization reflects the essence of TQM. The primary task of an organization's management is to discover and develop human resources in the organization and bring them into the function of achieving organizational goals [4]. This significance comes from the fact that the organization as an environment unites and becomes productive only thanks to people-managers and employees, working together to ensure that all resources are effective and work to achieve the goals of the organization [4].

These goals are primarily economic[4].:

- Productivity improvements;
- Creating and maintaining competitiveness;
- Ensuring competitiveness;
- Maintaining flexibility, w.m. adjusting the organization's overall capabilities to new environmental requirements.

The method, that introduces positive changes in the organization and in the long run leads to a change in organizational culture, is coaching. Coaching is a concept that increases the possibility of implementing real behavior change, because it enables clear communication of work evaluation, alignment of the interests and goals of an individual with organizational, as well as development of mutual trust, respect and motivation for achieving the best performances. Coaching as an individual or group

developmental method involves and supports the initiative of change in the way of thinking, behaving and acting. Organizational excellence is a prerequisite for regional success. Financial turmoil and the current recession affect changes on the desire to learn new elements from the current crisis, so that something similar can be avoided in the future. Business excellence can play a major role in the economic recovery and improvement of the business of different regions separately, but also in global development. If every individual in his business and private sphere, on a daily basis, did everything he could to avoid costs, the summarized results would surely have been evident. The most important assumption of progress is the continuity and consistency in the implementation of the activity. Business excellence has become the strongest means of achieving competitive advantage, and comprehensive quality management is a path that ensures the support of excellent results in the future, as it has been recognized by many world companies. The best-known worldwide quality awards are the awards of the Japan Deming Prize (W. E. Deming, 1986), USA Malcolm Baldrige National Quality Award (MBNQA) and the European Excellence Award (EEA). DP and MBNQA revised the focus in 2005 with the excellence of products and services on the excellence of the quality of the entire organizational process. In this way, quality has adopted a strategic dimension instead of a technical one, and the emphasis has shifted from technical quality to the overall excellence of all organizational processes. All three models advocate the importance of spreading know-how and best practices. Such an approach enables others to benchmark with the best. Comparison showed that there is a common feature between different quality awards. The basic common feature is the start from a minimum of seven criteria:

1. leadership,
2. strategic planning,
3. Client and market orientation,
4. information and analysis,
5. focus on human resources,
6. Process management,
7. business results.

The first among the same criteria is leadership, as the decisive factor for the prosperity of the organization. The introduction of coaching style management in TQM will inevitably lead to the alignment of immediate goals with the long-term goals and vision of the organization. By balancing personal goals with organizational goals, personal interests are kept in harmony. By constantly communicating the vision through formal and informal conversations, employees are inspired and motivated. Setting the team's short-term goals in line with organizational goals and creating an action plan to achieve these goals can also help to maintain increased motivation and commitment to the common goals of the team.

The coaching approach combines the benefits of all leadership styles with the absence of associated risks. The basic assumption of this approach is that the personality and behavior of a leader and his style adjusts to the situation and the person. In the context of the basic assumptions, the coaching style is one of the several emotional leadership styles. Moreover, it is the behavior or role that leaders enforce in the context of situational leadership. As a leadership style, coaching is used when members of a group or team are competent and motivated, but do not have an idea of the long-term goals of an organization. This includes two levels of coaching: team and individuals. Team coaching members work together. In a group, individuals do not have to share the same level of expertise and commitment to the goal. A group may be a mix of highly competent and moderately competent members with varying levels of commitment. The group can be a mix of highly competent and moderately competent members with different levels of responsibility. These differences can cause friction among the members. The coaching leader helps the members to level their expectations. Also, the coaching leader manages different perspectives so that the common goal succeeds over personal goals and interests. In large organizations, leaders must harmonize personal interests and goals of employees with the goals of organization, so that the long-term direction and strategies can be continued.[1]

In interviews with managers during the coaching process, employees become aware of all the sides of the job and the necessary actions. This clarity allows the manager to give employees a certainty of success, and on the other hand they decide to take responsibility. Listening to answers to questions posted by the coaching, the manager recognizes not only the action plan, but also the thinking that led to it. He is better informed than he would have ordered the subordinate to do, and therefore has a better control over what is happening. Since in dialogue and in relations there is no threat, but support, there is no change in behavior when the manager is absent. The coaching allows the manager to be real rather than

apparent control, and subordinates real, not apparent responsibility. Each of these factors is crucial for achieving personal and organizational excellence.

It follows that, regardless of regional affiliation, the size of a company and a business, the coaching model, as a model of business excellence, is a generally applicable and structured way that provides top business results. Coaching enables research, improves motivation, improves skills and helps individuals to bring about a real lasting change in their behavior. Coaching encourages commitment to action, and the new paradigm of strategic change in the organization has the following phases:

Action ==> Behavior ==> Mission ==> Vision ==> Culture

Peters and Waterman (1982) have shown that most successful companies choose "action" as the number one step in their quest for excellence because it leads to a change in employees' behavior, and also stems from a learning process. One stems from another because there is no learning without action and there is no action without learning. This management model is a prerequisite for establishing long-term economic performance and the organization's global reputation.

3. Environmental Business Excellence involves Circular Economy

Transition to a more social responsible economy requires changes throughout value chains, from product design to new business and market models, from new ways of turning waste into a resource to new modes of consumer behaviour. This implies full systemic change, and innovation not only in technologies, but also in organisation, society, finance methods and policies. Even in a highly circular economy there will remain some element of linearity as virgin resources are required and residual waste is disposed of [6]. In order to boost the economic, social and environmental benefits gained from the better management of enterprises. The EFQM Excellence Model provides a framework that encourages the cooperation, collaboration and innovation that we will need to ensure this goal is achieved. [7]." The EFQM Excellence Model is a non-prescriptive business excellence framework for organizational management systems, promoted by EFQM (formerly known as the European Foundation for Quality Management) and designed for helping organizations in their drive

towards being more competitive [4]. This is realised through a set of three integrated components which comprise the EFQM Excellence Model : The Fundamental Concepts of Excellence, the Model Criteria and the RADAR Logic. At the highest level Radar logic states that an organisation should:

- Determine the Results it is aiming to achieve as part of its strategy.
- Plan and develop an integrated set of sound Approaches to deliver the required results both now and in the future.
- Deploy the approaches in a systematic way to ensure implementation.
- Assess and Refine the deployed approaches based on monitoring and analysis of the results achieved and on-going learning activities.
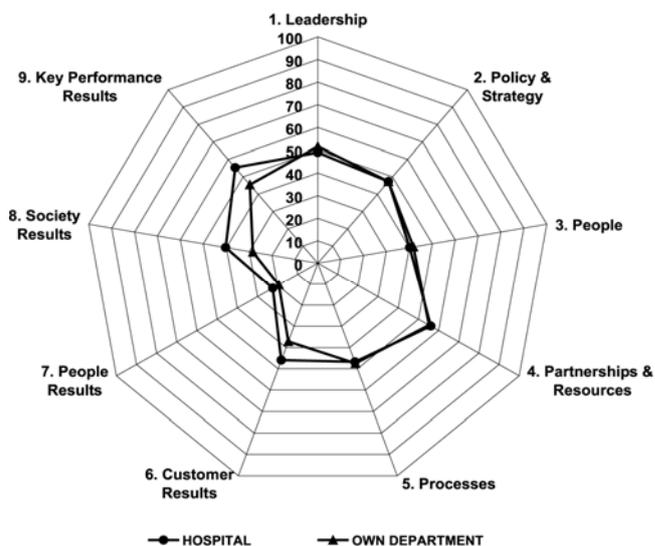

Figure 1: EFQM Radar Logic [4].

We believe that the EFQM Model is a common framework that helps us all to improve our green businesses and circular economy. And also offer approcahes to help organistaions on their journey to sustainability. Business and consumers remain the key actors in the transition to a more circular economy. Upstream and downstream decisions in the value chain need to be better connected, providing coherent incentives between producers, investors, distributors, consumers and recyclers, and ensuring a fair distribution of costs and benefits. Market mechanisms need to be employed to ensure the most efficient allocation and use of resources, and where there are market failures or innovation bottlenecks, these must

be addressed. Functioning secondary materials markets need to be developed. Particular attention should be paid to enabling entrepreneurs to tap into potential new markets linked to circular economy, and to ensuring that the necessary skills base is available in the labour market. Consumers should be empowered to make informed choices through better information on green credentials of different products [6].

The environmental management model consists of 5 phases (execution is added as a separate phase). Each of 5 phases is further divided into specific approaches (steps) that must be carried out systematically and implemented in a manner that takes into account all of the organization's stakeholders. The specific approaches are listed as follows [20].
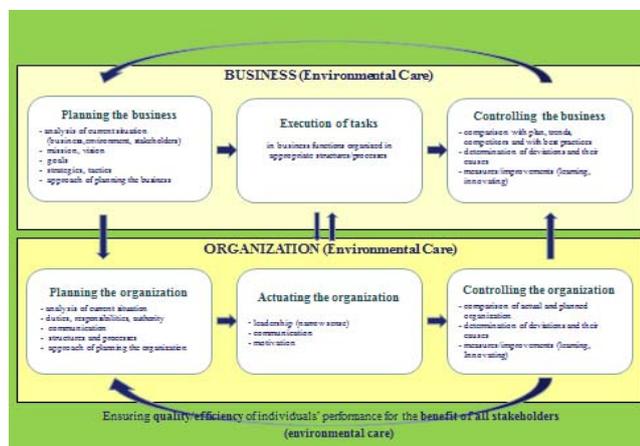

Figure 2: Environmental Management Model [20].

3.1   Planning   the   environmental   business excellence

The environmental management model searching sustainable business excellence includes the following approaches for planning the sustainable business excellence.

3.2 Planning the organization
The phase of planning the organization is, alongside the phases of actuating the organization and controlling the organization, one of the key parts differentiating the proposed model from the existing models. In this part the planned sustainable (energy efficiency) business excellence of the organization as a whole is adapted to the individual level (employee or other kind of stakeholder). This part is essential for effective and efficient implementation.

- Adopts the plan before the beginning of the period for which it refers to.

3.3 Actuating the organization

The key task of the managers within this phase is to recruit, introduce, allocate, develop, motivate and lead the employees as well as to communicate with them. In like manner they should also interact with other stakeholders. The actuating the (energy efficiency) organization phase is crucial, yet is often not thoroughly enough understood and the phases of management process are not executed sufficiently systematically and consistently. The environmental management model includes the following approaches for actuating the organization:

a. Human resources management. The organization as a social unit defines the processes of:
- Recruiting and selection of new employees with adequate competences (knowledge, abilities, personal and social characteristics);
- Introducing new employees via mentorship (also in case of allocation and/or advancement);
- Education and training in order to introduce, motivate and retain good workers – specialists as well as managers;
- Knowledge management (planning, organizing and controlling the activities, connected with knowledge) – for employees and other stakeholders;
- Moving the employees to other jobs or into other organizational units inside the organization as well as external fluctuation – leaving the company or pensioning off;
- Decentralization of HRM functions – from the personnel department to leaders.
b. Leading in narrower sense. The organization as a social unit defines the processes of:
- Influencing on employees and other stakeholders by leaders, taking into account the principles of direction towards the people, leading by example and accessibility of leaders;
- Including the employees and other stakeholders (in planning, projects, participation at conferences etc.);
- Stimulating the employees and other stakeholders to inclusion, learning and giving the proposals for improvements as well as to planning, execution an control of improvements;

- Stimulating and supporting the teamwork and the exchange of best environmental practices within the organization and with the stakeholders;
- Execution of personal evaluation / personal development interviews with employees and of processes to take measures on the basis of identified improvement opportunities.

c. Communication. The organization as a social unit defines:

- The processes of communicating the environmental mission, vision and values of the social unit to all stakeholders;
- The processes of communicating the environmental goals, strategies/tactics to employees;
- The system of communicating/reporting in support of the execution;
- The system of conflict management;
- The culture of open formal and informal communication in all directions of the organizational structure.

d. Motivation. The organization as a social unit defines the system of:

- Motivating and rewarding for all groups of stakeholders so that the reward is tied to responsibility;
- Sanctions for not attaining the goals, not respecting the rules and agreements (known in advance and consistently executed);
- Material rewards for proposals for environmental improvements and innovations of employees;
- Non-material rewards for proposals for environmental improvements and innovations of employees (selecting the best employee, the best team etc.);
- Performance appraisal of employees and appraisal of leaders with the aim to improve their competences;
- Safe and pleasant working conditions, considering equal opportunities and support of employees when balancing professional and private life;
- Leaders' support for execution of tasks and attaining the goals with the aim of assuring a pleasant atmosphere, trust and commitment of employees;
- Employee satisfaction surveys and other methods of gathering feedback from employees and measures on the basis of identified weaknesses as well as the control of executed measures.

3.4 Controlling the organization

The socially responsible and environmental management model includes the following approaches for controlling the organization:

a. The organization checks the real duties, responsibilities, authorities, communication, structures and processes and compares them to those planned.
b. The organization looks for deviations between planned and actual duties, responsibilities, authorities, communication, structures and processes and tries to identify the causes.
c. In order to eliminate the deviations of the actual compared to planned, the organization takes measures – and introduces changes on the basis of facts (improvements, innovations).

3.5 Controlling/checking the sustainable business excellence

The controlling/checking of (energy efficiency) business phase is the last phase of the management process. The sustainable (energy efficiency) business excellence and environmental management model includes the following approaches for controlling/checking the business:

a. The organization tracks what was planned in the (energy efficiency) planning the business phase (environmental mission, vision, goals, strategies, tactics).
b. The organization designs the (energy efficiency) system (i.e. standardized method) of:
- Comparison of actual (energy efficiency) results with the planned ones, comparison with trends and results of competitors and with other best environmental excellence practices;
- Determining the deviations between actual (energy efficiency) and planned situation and causes.
c. The organization designs the (energy efficiency) processes to introduce the measures to implement change (improvements, innovations).

3.6 Execution of tasks - operations

The phases of planning the sustainable (energy efficiency) business excellence as well as planning and actuating the organization are followed by the execution of tasks on the basis of business functions or other forms of organizational unit. The tasks have to be executed in accordance with adequate structures/processes, through which the organization performs and achieves results. Besides the basic business functions (purchase, finance,

'manufacturing', HRM, sales etc.) that are directly connected to the organization's core business, there are also some other supportive functions that have to be executed, such as R&D, accounting, safety, logistics, legal affairs, investments, etc.

The environmental management model searching sustainable business excellence includes the following approaches for execution, which is not a sequential phase of management but is tightly connected with all five phases of the environmental management process:
a. The organization defines the systems of:
- Managing relations with existing stakeholders and developing new partnerships, joint introduction of improvements, recognizing and rewarding the contribution to the common success;
- Customer relations management (planned communications (web pages, e-mail, annual reports, brochures, press conferences, customer counselors)), customer support, care for service quality as the duty of each employee, accessibility of services, responsiveness to demand and complaints, stimulation of creativity and innovation in customer relations);
- Efficient change management.
b. The organization develops its image to gain higher recognition and a better sustainable excellence image in public.
c. The organization disseminates best sustainable (energy efficiency) excellence practices from specific area of organization to other parts or to other organizations.
d. The organization actively contributes to the development of sustainable (energy efficiency) excellence society, taking into account the rights and interests of future generation [10].

4   Methodology

The research topic is a comprehensive business organization process inside an enterprise in a modern, competitive economy, with particular emphasis on environmental management and the implication of ISO 14000 Standards. The research aims at establishing the significance of environmental management in an enterprise's own perception, in the perception of a customer and in the perception of a wider social community. It also aims at establishing the kind of environmental indicators in enterprises which show the state in the area of environmental features or environmental management dament development, respectively. An example of application was based on a random sample of 120 Slovenian enterprises (http//www. gzs.si/register. Enterprise Register (23.12.2014), those that are registered for integrated environmental permit according to IPPC (Integrated Polution Prevention and Control) directive, as well as the holders of the SIST EN ISO 14001: 2008 Certificate and those operating in line with EMAS (Eco-Management and Audit Scheme) regulations. The results include questionnaire replies from 120 received questionnaires.

4.1 Research purpose

The purpose of this paper is to study and define the most important indicators influencing environmental management effectiveness and efficiency in enterprises, focusing on Slovenian enterprises. The focus is on environmental indicators as the result of environmental management, environmental policy and a strategic direction towards achieving environmental goals as well as constant and continuous training and awareness-raising in stakeholders, employees, customers, suppliers and wider social community.

4.2 Research objectives

The research objective was to set or determine and prove the role and significance of environmental management indicators in an enterprise's operations. The reflection included interdisciplinary thinking which enables us to understand and manage the process of environmental management in terms of sustainable development. Based on the assumption that an enterprise respects and complies with environmental legislation, it was analitically examined what types of environmental indicators and measures contribute to a constant and continuous improvement in terms of sustainable development.

In the research the following assumptions were tested:
- assessing the environmental care (protection) in enterprises is practiced on a declarative level (rather than being actually practiced);
- enterprises holding a certificate of environmental management are superior in environmental indicators and effectiveness to those that do not hold such a certificate.

4.3 Research method

The research was designed as a qualitative case study as defined by Sharan (1998). It was conducted in the period of 2014 and 2015.

4.3.1 Sample

The basic information on the sample unit (theorganization studied) and the respondent (the person who completed the questionnaire), was acquired on the basis of the responses from the first (8 questions) and second cluster or set of questions (the first 5 questions). First of all, the answers that describe the main characteristics of the sample (Figure 2 to 9) are presented.

The research included 120 enterprises performing various activities. Among them, the highest number goes to limited liability companies (36.5 %), joint-stock companies (28.7 %) or and institutes (14.8 %), while the lowest number goes to sole proprietors, unlimited liability companies, or and investment companies, and companies of other legal form (altogether 14.8 %). More than half of enterprises (51.8 %) are involved in servicing activities while 30 % are involved in manufacturing. Other enterprises are either predominantly servicing or predominantly manufacturing.

The sample's structure considering the years of operation is as follows: 40.9 % are in operation for more than 30 years, 21.6 % between 16 and 30 years and 37.5 % up to 15 years. The research includes mainly large enterprises. 33 % of the studied enterprises employ above 250 people , 37.2 % from 51 to 250 people, 14.2 % from 11 to 50, and 15% up to 10 people. In our research all the listed enterprises are included.

25 % of the enterprises created the added value of up to 25,000 € per employee, 50 % from 25,001 to 50,000 €, and 25 % above 50.000 €. 40 % of the enterprises created above 1,000,000 € of net profit in 2006, 28.2 % from 100,001 to 1,000,000, and 31 % up to 100,000 €.

41.3 % of the enterprises have established an environmental management system in compliance with ISO 14001:2004 Standard, 34.9 % of the enterprises have established such a system in compliance with the legislation in force in the Republic of Slovenia, 3.7 % of the enterprises have established other systems. One fifth of the enterprises stated that they had no environmental management system established. Among the enterprises holding an environmental certificate, 65.2 % held the ISO 14001:2004 Certificate, 6.1 % held an environmental sign, 4.5 % held an environmental permit and 24.2 % held other certificates (data for the year 2014).

4.3.2 Research limitations

A qualitative case study was conducted to acquire information and consiquently research results from the completed questionnaires. However, only part of the research results is presented in this paper. The findings that emerge from the research results cannot be generalized to all forms or types of environmental management.

5   Research results
5.1 General information

Only part of analyses' results are presented here. The analyses were conducted with the aim of finding the most suitable environmental indicators and indicating devices in differents areas in an organization. The focus of this paper are areas:

* processes.

By way of factor analysis, the most suitable indicators were selected. Based on the indicators, the indicating devices were set. They represent the average values on the selected indicators.

5.2   Processes

Organizations plan, implement and control processes with a view of meeting their customers' and other participants' expectations and requirements as well as generating greater value for them. Managing functioning of an environmental management system is part of business processes in an organization which is concerned with sustainable development. We were interested in the processes related to environmental management, which were tested by way of the following indicators:

	Percentage
There is no Environmental Management Department.	75.4
Environmental Management Department is inside another department/function.	14.0
There is an independent Environmental Management Department .	10.5
Total	100

Table 1: Is there a special department dealing with environmental management in your enterprise?

Three quarters of enterprises do not have a special Environmental Management Department, 14 % of them have such a department inside another department/function, 10.5 % of them have an independent Environmental Management Department, as shown in Table 1. The obtained data show the leadership's attitude towards the organization of Environmental Management Department. In some enterprises, environmental management is an outsourced service.

		Is there an Environmental Management Department in your enterprise?		Total
		yes	no	
Who is in charge of the analysis of business processes and environmental management in your enterprise?	No answer.	7.1%	31.4%	25.4%
	Nobody.		12.8%	9.6%
	Executives.	25.0%	33.7%	31.6%
	Other departments	25.0%	12.8%	15.8%
	Environmental Management Department.	35.7%	2.3%	10.5%
	Other.	7.1%	7.0%	7.0%
Total %		100.0%	100.0%	100.0%
Total N		28	86	114

Table 2: Person in charge of the analysis of business processes and environmental management according to whether the enterprise has a special Environmental Management Department or not

A clearer picture of the situation and entity in charge of the analysis of business processes and environmental management (whether an enterprise has an Environmental Management Department or not) is shown in Table 4. One fourth of the enterprises were not willing to/did not know how to answer the question - who is in charge of such an analysis; most of them belong to the group which does not have a special Environmental Management Department. Interestingly, among the enterprises that have a special department dealing with environmental management, the analysis of business processes and environmental management is undertaken by the same department only in 35.7 % of the enterprises. In one third of the enterprises that do not have such a department the analysis is undertaken by the executives. It is a fact that the familiarity with the processes from the environmental management perspective does not depend only on the Environmental Management Department but also on the accountability and

competence as well as working methods in a particular enterprise. The analyses of processes are undertaken by those in charge of particular processes; an ecologist may be a member of such a team.

	Percentage
Not at all.	20.9
Annually.	27.0
Semi-annually.	16.5
Every three months.	9.6
Monthly.	19.1
At least weekly.	7.0
Total	100

Table 3: How frequently do you monitor the efficiency of environmental management?

Table 3 shows the frequency of the efficiency of environmental management monitoring. One fifth of the enterprises do not monitor it at all, 27. % of the enterprises monitor it annually, 16.5 % semi-annually, 9.6 % every three months, 19.1 % monthly, and only 7 % weekly or even more often.

	%
Waste and sewage sludge.	60.0
Wastewater.	50.4
Noise.	40.9
Energy and traffic.	40.9
Waste air.	40.0
Soil.	27.8
None.	27.0
Natural resources.	24.3
Nature.	15.7
Electomagnetic radiation.	9.6
Other.	3.5

Table 4: How many environmental management indicators do you identify?

Concerning the shares in terms of types of environmental management indicators' monitoring, Table 4 shows that most enterprises identify the indicator of waste and sewage sludge (60 %), half of them waste water, four tenths of them noise, waste energy and traffic as well as waste air, and 27.8 of them soil. Natural resources are monitored by 24.3 % of the enterprises, the nature is monitored by 15.7 % of them, electromagnetic radiation by 9.6 % of them and other indicators by 3.5 % of the enterprises. 27 % of the enterprises monitor none of the environmental

management indicators. The scales of all the above presented indicators were transformed to the values from 1 to 5, except in cases when an organization identifies none of the indicators (in such a case, the lowest value equals 0). Next we designed an indicator called »processes«, which represents the average of all the indicators. Due to rather low correlations between the indicators, the measuring instrument is less reliable, the value of Cronbach coefficient namely equals only 0.56.

	N	Min	Max	Arithmetic mean	Standard deviation
Is there an EM Department in your enterprise?	114	1	5	1.7	1.3
How frequently do you monitor the efficiency of environmental management?	115	1	5	2.5	1.2
How many environmental management indicators do you identify?	115	0	4.5	1.6	1.4
Processes	115	0.5	4.8	1.9	1.0

Table 5: Processes – descriptive statistics of indicators and dimensions

Table 5 shows the descriptive statistics of the indicators and dimensions for processes. The value of the indicator 'processes' is below the average value, which shows that environmental management processes have mainly not been introduced or yet put in place in the enterprises studied.

The frequency of environmental management monitoring depends on the type of activity and consequently the type of environmental impacts, geographical location of an enterprise, requirements of the relevant environmental legislation and the size of an enterprise. Time schedule alone, without identifying the previously listed facts, does not yield a realistic result. The type and consequently the number of indicators both depend on the type of activity, therefore, the indicators for production activities, as a rule, substantially differ from those for service activities. A simplified implementation of the number of indicators distorts the actual management of environmental impacts functioning of processes. Therefore, a further study of environmental management is indispensable. .

The average value of the indicator *Leadership in terms of environmental management* is statistically significant, at a confidence level not exceeding 99 %, which is higher than the average value of the indicator *Processes in the area of environmental management.*

From the research results, we can conclude that:

At a declarative level, environmental care is reflected in leadership and policy, strategy and organizational culture in the area of environmental management, whereas the actual care is implemented in the processes related to this area. By using pair t-test we can check if the average value of the indicator *Processes in the area of environmental management* is statistically significantly lower than the average value of indicator *Leadership in terms of environmental management ,* as shown in Table 6.

		Arithmetic mean	N	Standard deviation	t	p
Pair 1	Leadership in the area of environmental management	3.33	113	0.98	15.498	0
	Processes	1.92	113	0.96		

Table 6: Descriptive statistics of the indicators

In the area of environmental management we suggest the following short-term and long-term measures with a view of improving operations in the studied enterprises:

- Management should incorporate environmental management in an enterprise's operations as part of current practices.
- It is necessary to establish or determine the most suitable and optimal size of particular environmental indicators and indicating devices (environmental management indicating devices) in terms of an enterprise's activity and size.
- Time schedule for monitoring environmental indicators and indicating devices (environmental management indicating devices) needs to be adapted to an enterprise's operations and size as well as to its environmental impacts, considering environmental legislation.
- It is necessary to incessantly develop suitable environmental values, knowledge and skills with all employees concerning their functions.

6   Discussion

It is essential for the real effectiveness of environmental management to have appropriate leadership and keep well-regulated interpersonal relations in an enterprise. Congenial and stimulating atmosphere, promoting relaxed free and unimpeded activities, work satisfaction and satisfaction with co-

operation with others, are all elements distinguishing excellent performance. When implementing changes, employees should be motivated adequately. There was quite a strong resistance from employees to implementing working groups at the very beginning of this process, which also resulted from the fact that we were unable to present them the sense and benefits of this process, moreover, we were unable to motivate them by the positive aspects of teamwork.

There were some problems due to quite a low education level, which was related to the activities in question. Therefore, more time and attention were required for their complementary education and training. Moreover, considerable efforts were required to convert the resistance into something that could be beneficial to both, an enterprise and employees. In our case, knowledge management is identified as a solid foundation for the continuation of this process.

In such an organization, a high level of trust and honesty in the communication between the management and other employees, within the management, between teams and even between the organization and its customers and other companies is achieved. Employees can ask questions and get honest and helpful answers. Information exchange is effective when the system and communication network make it possible to the management and to all the employees to get the right information when they need it, to exchange their points of view, personal goals when discussing the goals of the company as well as to check their ideas, and learn from each other. Good managers help people find out what is important about their work and in what way the work of each employee contributes to achieving the vision of the company. Employees are interested in learning whether their work, and in what way, influences common goals. Employees ask themselves why changes are required for themselves and why for the company. Managers, who speak in favour of changes, have to act in compliance with their words, spoken in public, formally or non-formally. Their actions have to support the "story of the company", they also have to be good communicators, they have to know how to present their "story of the company" in a convincing way [20]. In the early stages of introducing a learning organization in the company, such credibility is of great significance.

Learning organizations are, thus, (and have to be) infused with communication directed to goals; in organizations where the level of communication is not adequate, the problem is evident, management and other employees alike are aware of it. A step forward will only be possible when the management will, in view of their power and influence, assume responsibility for establishing the environment encouraging open two-way communication directed to the goals of the organization. This will result in the awareness of their own directions into the future and into better market positions. Another step toward improvement is connected with the awareness of the management as well as of other employees that even if people communicate all the time, this does not mean that they know how to communicate. If that were the case, there were not so many misunderstandings, mistakes and conflicts [20].

Development of Environmental Management System is constantly improving. New environment issues dictate the redefining of The interest of customers, users, developers and others in the environmental aspects and impacts of products is increasing [22]. Because of this, EMS needs Environmental Indicators. The development of indicators is a dynamic process that is constantly subject to updating and improvement [20]. Long-term orientation of the organization depends on:

- the organization culture,
- management philosophy,
- long-term and enduring choice of resources (capital, work, knowledge).

It is paramount importance for the company to make its sustainability decisions after it has thoroughly studied and analyzed possible course and outcomes, risks and benefits brought about by such a decision. Management should not focus on short-term benefits, but on long-term consequences of sustainability aimed at long-term efficiency and effectiveness of the company's business and environmental activities.

Our initial research has proved that sustainable business can bring about increased short-term, especially financial, gains. Sustainable business can be a fatal strategic decision for the companies. The more are company we are involved in the environment, the more it is connected with it's participants, with whom it shares it's faith. The research findings can represent a useful starting point for critical study of benefits of temporaly sustainable business.

6. Conclusion

We often talk about it, and in general we feel we're doing an excellent job, but what is Excellence? Excellence is more than just doing well, or being good. Excellence is when people strive to be the best they can be and this applies to organisations as well... [14]

[15]. Policies and strategies should not focus on short-term benefits, but on long-term consequences of sustainability aimed at long-term efficiency and effectiveness of the company's business and environmental activities. This initial research (including fields that were not presented in this article) showed that sustainable business is an important strategic decision for the companies. The more the company is involved in the environment, the more it relates to its stakeholders. Research findings can represent a useful starting point for critical study of benefits of temporally sustainable business. As nature's care projects increase in scope and complexity, managing them across time zones, language barriers, and technology platforms requires a systematic approach that accounts for every detail. Even more reason to keep project management as a tool for sustainable future [24].

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