



# **THE ROLE OF APPLYING THE REQUIREMENTS OF THE ENVIRONMENTAL MANAGEMENT SYSTEM (ISO14001) IN INCREASING THE MARKET SHARE FROM THE POINT OF VIEW OF THE EMPLOYEES OF MOHAMMED AL-ZAILAI & PARTNERS COMPANY**

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<p><b>Received:</b> 28<sup>th</sup> January 2022 <b>Accepted:</b> 28<sup>th</sup> February 2022 <b>Published:</b> 6<sup>th</sup> April 2022</p>	<p>This study aimed to highlight the role of applying the requirements of the environmental management system (ISO14001) in increasing the market share from the viewpoint of the employees of Mohammed Al-Zailai &amp; Partners Company. To achieve the objectives of the study, a questionnaire was designed and distributed to the research sample (14) workers of Muhammad Al-Zaylai and Partners Company). Moreover, 14 questionnaires were distributed, of which 12 were retrieved, with a percentage of (85.7%), valid for analysis. The descriptive analytical method was used to describe the research variables.</p> <p>The research presented a number of results, the most important of which are:</p> <ul style="list-style-type: none"><li>• There is a significant role for the application of the requirements of the environmental management system (ISO14001) in increasing the market share from the point of view of the employees of Mohammed Al-Zailai &amp; Partners Co.</li></ul> <p>The study concluded with a number of recommendations, the most important of which are:</p> <ul style="list-style-type: none"><li>• The necessity of spreading environmental culture and emphasizing the importance of the environmental management system in protecting the environment.</li><li>• The institution must rely on a clear and specific strategy for the environmental management system in order to achieve the optimal investment of resources, in a way that helps reduce waste and costs and creates an appropriate industrial environment that takes into account environmental requirements.</li><li>• The institution should work to increase interest in the environment by activating communication tools with the authorities concerned with environmental affairs in order to avoid environmental risks.</li><li>• Activating the role of employees in the institution by involving them in the application of specifications and preparing plans for improving environmental conditions and gaining their loyalty.</li></ul>

**Keywords:** Environmental policy, environmental planning, implementation and operation, corrective examination and administrative review, market share.

## **INTRODUCTION:**

The problem of pollution is one of the main problems facing the world now. Despite the growing sense among economists of the seriousness of the problem for decades, it was not taken seriously until the sixties of the last century. Global concern about

the phenomenon of pollution increased in the nineties of the last century, as the focus increased on the aggravating global warming phenomenon as a result of the increasing emission of carbon dioxide by industrial and military activities and the subsequent recorded climate imbalances (floods, hurricanes,



snowmelt at a faster rate than before, drought land desertification). Environmental pollution takes on multiple dimensions that can be summarized in air pollution, water pollution and land pollution (Qabousah and Tibi; 2014: 179).

Countries have paid increasing attention through international conferences and symposia that are held, in which most countries participate under the auspices of the United Nations and its various agencies, to know the role that environmental management systems play in sustainable development. The role that is manifested in protecting the environment and creating job opportunities is linked to reducing poverty and unemployment, achieving justice, equality, etc. (Makhoul and Ghanem, 2009: 34).

The adoption of environmental management contributes to proper planning for the investment of natural resources, the preservation of the health of individuals and society in all work, the achievement of cleaner production, and the reduction of pollution resulting from industrial, agricultural, political, commercial and service activities in a way that ensures the welfare of current and future generations and increases demand (Ti and Bali et al.; 2016: 111).

Meanwhile, the International Organization for Standardization (ISO) issued a specification for environmental management systems that enables institutions to manage the environment and reduce the pressures imposed on it. It also imposed on institutions, that seek to achieve their main goal of staying in the world of competition at the local and international levels, to change their traditional administrative methods and adopt modern administrative concepts that enable them to overcome these challenges and achieve efficiency, effectiveness and excellence in performance and international specifications (ISO 9001) and environmental management (ISO 14001), issued by the International Standardization Organization in the areas of quality management (modern management systems which aim to improve the overall performance of institutions are commonly used) (Al-Taher and Shaaban, 2021: 28).

This prompted many institutions to adopt this system. The environmental management system is considered one of the most important systems that are relied upon in order to achieve the objectives of reducing pollution and improving the internal and external environment conditions of the institutions. This system is based on a set of practices and tools that include the assessment and management of environmental impacts and environmental risks. As a result of these developments, institutions have found themselves facing a reality that requires them to take responsibility for the environment because of the

damage they cause when practicing their activities. These institutions have become subject to growing pressures from environmental laws and legislations and professional organizations, which prompted many of them to integrate the environmental dimension into their policies and strategies, and the development of clean alternatives, that do not destroy the environment, to meet the challenges that call for the need to work for continuous development to reach levels of economic well-being. (Khannos; 2014: b).

### **THE PROBLEM OF THE STUDY:**

The main problem is centered on the following question:

- A- What is the role of applying the requirements of the environmental management system (ISO14001) in increasing the market share from the point of view of the employees of Mohammed Al-Zailai & Partners Company?

Through the above main problem, we formulate the following sub-problems:

- 1- What is the role of implementing the environmental policy as a requirement for the environmental management system (ISO14001) in increasing the market share from the point of view of the employees of Mohammed Al-Zailai & Partners Company?
- 2- What is the role of applying environmental planning as a requirement for the environmental management system (ISO14001) in increasing the market share from the point of view of the employees of Mohammed Al-Zailai & Partners Company?
- 3- What is the role of implementing and operating as a requirement for the environmental management system (ISO14001) in increasing the market share from the point of view of the employees of Mohammed Al-Zailai & Partners Company?
- 4- What is the role of applying corrective examination and administrative review as a requirement for the environmental management system (ISO14001) in increasing the market share from the point of view of the employees of Mohammed Al-Zailai & Partners Company?

### **STUDY HYPOTHESES:**

The main hypothesis is:



**There is a major role for applying the requirements of the environmental management system (ISO14001) in increasing the market share from the point of view of the employees of Mohammed Al-Zailai & Partners Company.**

Through the above main hypothesis, the following sub-hypotheses are branched.

- 1- There is a major role for implementing the environmental policy as a requirement for the environmental management system (ISO14001) in increasing the market share from the point of view of the employees of Mohammed Al-Zailai & Partners Company.
- 2- There is a significant role for the application of environmental planning as a requirement for the environmental management system (ISO14001) in increasing the market share from the point of view of the employees of Mohammed Al-Zailai & Partners Company.
- 3- There is a significant role for implementing and operating as a requirement for the Environmental Management System (ISO14001) in increasing the market share from the point of view of the employees of Mohammed Al-Zailai & Partners Company.
- 4- There is a significant role for the application of corrective examination and administrative review as a requirement for the environmental management system (ISO14001) in increasing the market share from the point of view of the employees of Mohammed Al-Zailai & Partners Company.

**STUDY OBJECTIVES:**

The main objective of the present study revolves around the following:

- A- Identifying the role of applying the requirements for the environmental management system (ISO14001) in increasing the market share from the point of view of the employees of Mohammed Al-Zailai & Partners Company.

Through the main objective, the following sub-objectives are branched.

- 1- Recognizing the role of implementing the environmental policy as a requirement for the environmental management system (ISO14001) in increasing the market share from the point of view of the employees of Mohammed Al-Zailai & Partners Company.
- 2- Identifying the role of applying environmental planning as a

requirement for the environmental management system (ISO14001) in increasing the market share from the point of view of the employees of Mohammed Al-Zailai & Partners Company.

- 3- Identifying the role of implementing and operating as a requirement for the environmental management system (ISO14001) in increasing the market share from the point of view of the employees of Mohammed Al-Zailai & Partners Company.
- 4- Recognizing the role of applying corrective examination and administrative review as a requirement for the environmental management system (ISO14001) in increasing the market share from the point of view of the employees of Mohammed Al-Zailai & Partners Company.

**SIGNIFICANCE:**

The current study derives its importance from the importance of environmental management, as the issue of environmental management is among the modern topics applied in the field of industrial enterprises in the Republic of Yemen, as it faces a highly changing competition, which necessitates the necessity of working to keep pace with the changes and developments in the surrounding environment, since the course of economic competition has taken another direction in contravention of the traditional trend based on achieving economic profits.

**Study limits:**

**Place:** Mohammed Al-Zailai and Partners Company operating in the Republic of Yemen - Taiz.

**Population:** This study was limited to employees of Mohammed Al-Zailai and Partners Company.

**Time:** 1/1/ 2022 - 31/2/ 2022.

**Motives behind the study:**

- The relevance of the topic to the specialization in which we study.
- Self-interest and personal inclination to know the requirements for implementing the environmental management system (ISO14001) in increasing the market share of Mohammed Al-Zailai & Co. for the concentrated food industry.
- Feeling the importance and real value of the issue of the requirements of the environmental management system and its importance in increasing the market share.



### **RESEARCH METHODOLOGY:**

In order to achieve the objectives of the study, the researcher used the descriptive analytical method, in line with the requirements of the research, as it is the most appropriate method in studying the phenomenon under study, because it depends on the study of reality or phenomenon as it is on the ground and describes it accurately, and expresses it qualitatively or quantitatively.

#### **1. Primary sources**

The primary data necessary for this study is obtained through a questionnaire that was prepared and distributed to all employees of Mohammed Al-Zailai Concentrated Food Industry Company, which formed the sample of this study. Data was collected and analyzed using the Statistical Package for Social Sciences (SPSS).

#### **2. Secondary sources:**

Secondary data related to this study are obtained by reference to books, theses, scientific research, reports and articles in newspapers and magazines, in order to build the theoretical framework for the study and achieve its objectives.

### **Previous studies:**

#### **First: Arabic studies**

##### **1- Daas (2011):**

The study carries the title of the effects of the application of the environmental management system in industrial establishments: a case study of the cement company Ain Tuta in Batna. The study aimed to find out the extent to which industrial enterprises apply the environmental management system and to know the effects of applying the environmental management system by the institutions. In his field study, the researcher touched on the status of the environmental management system in the Ain Tuta Cement Company in Batna. Moreover, the researcher concluded that the company's application of the environmental management system led to the achievement of the following effects:

- Economic effects represented in increasing productivity and reducing costs as a result of the optimal use of resources and improving working conditions.
- Social effects represented in improving the environmental conditions of the people living near the company.
- Environmental effects represented in protecting the natural systems near the company by reducing air emissions and reducing waste.
- Administrative effects represented in achieving cooperation between the company's departments in studying environmental aspects and improving internal communications, in addition to spreading environmental responsibility throughout the company, which led to increased environmental awareness among workers.

##### **2. Bernie (2007):**

This study is entitled The Role of Environmental Management in Achieving Competitive Advantages for the Industrial Corporation: A Case Study of the Biskra Cable Industry Corporation. The study aimed to address the problem of how the Algerian industrial enterprise can confer an advantage or a set of competitive advantages on its products in light of its adoption of environmental management.

Among the most important results revealed by the study are the following:

- The institution does not have environmental management, as the environmental concern and the studies that were carried out in this field were at the request of the state through legislation and laws, as well as at the request of one of the institutions that was nominated for partnership with it (NEXANS). Moreover, the environment delegate was newly appointed in the institution.
- There is no evaluation of the costs and benefits of environmental measures taken related to changing or abandoning a particular raw material or product. This is due – according to the interviews that were conducted – to the fact that the institution, as long as it is obliged to give up these materials and is not given the choice, its access to this material, even for free, will not change its decision. Even if this is logical, the institution must study all available alternatives and then work on choosing the best alternative in terms of environmental impact and in terms of direct and indirect costs.

#### **Second: Foreign Studies:**

##### **1- (Egbu Au: 1997):**

This study is entitled Environmental Protection in Third World Countries. It aimed to clarify the danger that threatens the third world countries as a result of not adopting a system to protect the environment from pollution and depletion of natural resources and away from the application of sustainable development policies in those areas.

The study also showed the impact of the deterioration in natural resources that occurred in Nigeria, as an example, and the pollution that threatens the population. One of the most important results of the study was to adapt the awareness of the population through the dissemination of environmental culture and knowledge of the danger of environmental pollution and the unorganized and calculated depletion of natural resources on scientific grounds.

##### **2- (Bhot. Vasanthakumar, 1996):**

This study is entitled (The Green corporation). It aimed to demonstrate the role of the industrial organization to be the initiator of the initiative in making the workplace a clean environment free of pollution,



considering that it is the catalyst in pollution. It emphasized that there should be a unified reference from the regulations for environmental protection, provided that the international standard is the reference.

### **Environmental Management Concept:**

Specialists circulate several definitions of environmental management, all of which aim at what environmental management aims at. It is also concerned with the required modifications in the systems of various establishments and organizations, as concern for the environment is an effective field. This is evident in the functional structure of the establishments in terms of responsibilities and tasks, the implementation of plans and the review of environmental plans (Makhoul and Ghoneim; 2009: 35).

### **Environmental Management Characteristics:**

- Environmental management is considered one of the most effective administrative systems in achieving outstanding environmental performance that allows the organization or institution to review the activities it undertakes, which have an impact on the environment, and work to reconcile its conditions in line with the standard requirements.
- The institution or organization helps in improving the efficiency of environmental performance.
- It includes defining the organizational structure, responsibilities, procedures and resources necessary to achieve the desired environmental policy.
- It requires obtaining the quality system and environmental standard specifications certificates as an indication of the extent of interest in environmental protection activities at the local and international levels (Ti, Bali et al., 2016: 112).

### **Advantages of implementing an environmental management system:**

The application of the environmental management system in industrial enterprises has several benefits accruing to the organization and stakeholders (employees, customers, society) at the same time. Some of these benefits can be mentioned as follows:

- Raising productivity and costs: The competitiveness in prices is directly related to productivity. The higher the productivity of the institution and the lower its costs, it will be able to set prices either lower than its competitors by accepting the lowest profit margin, or choose to follow the same selling price with competitors and thus achieve a higher profit margin. In this

regard, the Environmental Management System helps the industrial establishment reduce its costs and contributes to increasing productivity by achieving the following:

- Rationalizing the use of resources and reducing energy waste.
- Reducing the percentage of defective in production.
- Improving the relationship with suppliers.
- Increasing the productivity of workers by making the work environment environmentally suitable, as some recent studies have indicated that environmentally appropriate buildings can increase the productivity of workers to 15%. (Yahyaoui et al.; 2019).

### **Advantages and disadvantages of adopting an environmental management system:**

The ISO14000 international standard provides a range of benefits and advantages to the enterprise. At the same time, it imposes on it a number of challenges. The advantages and disadvantages can be reviewed as follows:

- Pros and cons of obtaining the ISO 14000 certificate:
  - Rationalizing the use and consumption of resources and minimizing the potential for energy waste.
  - Increasing the operational efficiency of production systems and workers, particularly by making the environment environmentally friendly.
  - Upgrading the environmental performance of the organization by reducing toxic and hazardous emissions and reducing quantities of waste.
  - Adopting clean technologies and techniques through consumer protection policies in a way that motivates customers to purchase products, and thus raise the market share of the institution.
  - Benefiting from fiscal privileges as a result of the institution's respect for the laws and regulations related to the preservation of the environment, in some tax systems. (Qaboosa and Tibi; 2014: 181-182).

### **Management System Application Requirements:**

#### **1- Environmental Policy:**

It is a statement of the organization's intentions and principles related to its overall environmental performance, which provides a framework for action and setting its environmental goals. The senior management should define these policies to ensure the following:

- The suitability of these policies to the nature and size of the environmental influences arising from the activities, goods and services of the establishment.



- The extent of commitment to continuous improvement and pollution prevention.
- Compliance with the laws, regulations and legislations related to the operations of the facility.
- Existence of a framework for setting and reviewing environmental goals and objectives.
- Ensure that the documentation and implementation processes are maintained and the environmental policy is maintained and communicated to all employees
- Ensure that the policy is announced to the public.

### **3- Planning:**

The planning stage begins with identifying the environmental aspects and listing the most important ones. After that, the legal requirements that the facility is compatible with are determined, and then the environmental goals or objectives of the influences are developed, and a work program is prepared to achieve them in accordance with the requirements and in proportion to the information used through the following:

- A. Legal and other requirements: The facility should establish and maintain the procedure necessary to determine the legal and other requirements that the environmental aspects of its activities and services may apply. The ISO 14000 standard indicated in its Annex that other requirements could include codes, industrial applications, agreements with public authorities, and informal guidance. (Tei, Bally et al.; 2016: 119 – 120).
- B. Environmental aspects: The environmental aspect and the environmental impact are related to the cause and effect relationship, as the environmental aspect is part of the facility's activities and services that can interact with the environment, which represents a source of environmental impact by making a change in the environment, whether it is adverse or beneficial in whole or in part.
- C. Objectives: The specification referred to the objectives as being the comprehensive environmental objective arising from the environmental policy that the institution itself seeks to achieve, and it is measurable where it can be implemented. The environmental objective refers to detailed, measurable performance requirements where they can be implemented and applied in the organization or parts of it. Environmental objectives need to be defined and met in order to be achieved.

- D. Environmental Management Programs:
- E. Environmental management programs are the last step of the planning process. The institution establishes and maintains a program to achieve its goals by defining the responsibility for achieving the environmental goals and objectives for each job level, and establishes ways and a time frame for achieving these goals and objectives. (Al-Khanous; 2013: 54)

### **3- Implementation and Operation: Implementation and Operation require the following:**

- A. Resources, roles, responsibility and authority: The organization must provide the necessary resources (human resources, specialized skills, infrastructure, and financial resources) and maintain and improve the environmental management system. It should also define, document and disclose the roles, responsibilities and authorities of its environmental management to ensure effectiveness. The senior management appoints a special representative for the environmental management and gives him the authority to carry out the tasks and duties of ensuring the development, implementation and maintenance of the environmental management system in accordance with the requirements of international standards (Abdul Karim; 2013: 67).
- B. Training, Awareness and Capacity: The organization defines training needs, which refer to two types of training. The first is the ISO 14001 specification and is concerned with individuals (workers, employees, equipment...) whose work results in important environmental impacts, and the second takes the form of environmental awareness with the following issues:
  - The importance of conforming to the environmental policy and its procedures with the requirements of environmental management.
  - The actual and potential significant environmental impacts of their activities, products and services, and the environmental benefits of improved individual performance.
  - Role and responsibilities to achieve that required conformance with the Environmental Management System and its requirements, including emergency preparedness and response.



- The consequences of deviations from the established methods of work.

### **C. COMMUNICATION:**

The process of the institution's communication with the employees and those interested in environmental affairs and customers is one of the important matters in the environmental management system, as the specification obliges the institution to develop procedures that take into account the environmental aspects of the institution and achieve the following:

- Internal communications between different levels of the organization.
- Receiving and documenting external communications from those interested in environmental affairs regarding environmental performance and responding to them. The specification also requires the institution to work on finding an appropriate external communication channel through which it communicates its decisions regarding the protection of the environment to citizens in general and those interested in environmental affairs in particular. (Khannos, 2013: 55-56).
- 4- Documenting the environmental management system: the facility must adhere to and maintain written and preserved information in paper or electronic form in order to describe the main elements of the management system and their relationship with each other, and to make it directly accessible to the beneficiaries.
- 5- Document control: the facility takes the following steps:
  - Facility shall set procedures for controlling all documents related to the environmental management system to ensure their presence in the specified places.
  - Reviewing documents periodically and revising them when necessary, and acknowledging their efficiency by authorized individuals.
  - Possibility of obtaining copies of documents.
  - Keeping canceled documents out of use which are kept for legal and informational purposes.
  - Maintaining documents in a regular and legal manner and with specific dates.
  - Fixing and maintaining procedures and responsibilities (Te, Bally et al.; 22016: 121)

#### 6- Controlling operations:

The process of controlling operations is one of the basic requirements of the environmental management system, as the specification obligates the institution to identify those processes and activities related to the important environmental aspects that are compatible with the environmental policy, goals and objectives of the institution, meaning that what is required to be monitored is not all the institution's operations and activities, but

those that have not been controlled. The organization must also plan for those activities, including maintenance operations, in order to ensure that they are carried out under specific conditions by:

- Creating and maintaining documented procedures covering cases whose purpose leads to deviation from environmental policy, goals and objectives.
- Describing the process by defining its characteristics in the procedures.
- Establishing and maintaining procedures related to the important environmental aspects of goods and services and communicating those procedures and requirements to suppliers and contractors.

6- Emergency Preparedness and Response: In order to be ready to respond, the organization must rely on ISO 14001 for emergency conditions resulting from fires or sudden emissions or others. Preparation for this is done in three ways as they're determined by the institution as follows:

- Develop and maintain procedures that identify potential incidents and how to respond to them.
- Review and update emergency response procedures whenever possible, especially after emergency situations occur.

- That the institution conducts periodic practical tests for these procedures (Al-Khanous, 2014: 57-58).

7- Preparing and responding to emergencies, as the institutions must issue and maintain procedures for potential traffic accidents and how to prepare for them or mitigate them, and to check the facilities' readiness and response to emergencies and to select these procedures periodically to ensure their applicability. (Ti and Bali et al.; 22016: 121).

8- Inspection and correction procedures, which are considered one of the most important processes, required for environmental management systems. They include:

- Performance measurement.
- Determining cases of non-conformity and its causes and taking corrective actions.
- Periodic evaluation of the environmental management within the organization.

9. Review of the Environmental Management Organization:

As the last stage in the application of the management that is being applied, it includes collecting the necessary information for the assessment process, documenting the audit processes, providing the management with information and assessing the need to amend environmental policies and objectives. (Al-Kirdasha; 2010: 45).

### **Definition of the ISO series (ISO 14000):**



A standard is a document prepared on the basis of an agreement, approved by a recognized organization, to provide rules, guidelines, or characteristics related to its activities or results with the aim of achieving the optimum degree of the system within a given framework. Generally, a standard is defined as a set of requirements concerned with the formation of an environmental management system that can be applied in all types and sizes of organizations, and adapts to various diverse circumstances, whether cultural, social or geographical. (Khanous; 2013: 37).

### **The importance of the international standard (ISO14001) and its advantages:**

It is the internationally recognized specification of the Environmental Management System. It provides guidance on how to manage the environmental aspects of the activities and products of the industrial establishment, as well as the services it provides, in a more effective manner, taking into consideration environmental protection, pollution prevention, and economic and social needs. It contributes to improving the company's competitiveness through:

- Rationalizing the consumption of energy and natural resources.
- Reducing waste and pollution.
- Compliance with environmental laws and regulations.
- Continuous improvement.
- The interest attached to the company's products and services.
- Improving the communication channels between the institution and government agencies.
- Improving the company's image and environmental performance, which increases its good reputation.
- Obtaining the appreciation and recognition of international bodies, which opens the export markets.
- Improving the environmental conditions of employees to work in a clean, safe and pollution-free environment.
- Raising and increasing the awareness of the environment among all employees of the institution.
- Increasing profits from previous interests.
- Improving the environmental situation in the country and in the world as a whole. (Khanous; 2014: 50).

### **Content and objectives of (ISO14000):**

The manual for the specification (ISO 14000), issued in 2004, came with a number of contents that are summarized as follows:

- The specification as an administrative system can be integrated with other organizations at the level of the economic institution efficiently and effectively as it gives institutions in the process of benefiting from the available environmental opportunities in a way that goes beyond the planned limits.
- The standard is committed to the prevention of pollution, which is the cornerstone of its efficiency, and this must be reflected in the policy and objectives of the economic institution, especially when the requirements for its application are transformed to scientific reality.
- The specification was clear and easy for the employees within the institution to explain to them its elements flexibly and using appropriate methods and according to the type of the institution, in a way that provides experience and high training that enables them to implement the standard.
- Knowledge of the requirements of the standard is sufficient to be the starting point towards establishing a flexible environmental management system in practical application (Al Faihan and Al Bayati 2008).
- The specification carries with it the concept of continuous improvement, as it is a system that helps the organization in environmental improvement by analyzing, identifying and documenting environmental problems to prevent their recurrence. This specification aims to provide institutions with the elements of an effective environmental management system that can be integrated with other administrative requirements. It also aims to assist institutions in achieving a balance between their environmental and economic objectives (Khannous; 2013: 38).

### **Environmental problems and their causes:**

The problem of pollution is one of the main problems facing the world now, and despite the growing sense among economists of the seriousness of the problem for several decades, it was not taken seriously until the sixties of the last century.

### **Environmental pollution:**

Environmental pollution is a recent phenomenon linked to the technology that keeps pace with economic progress, represented by the huge increase in the volume of production and consumption, and the huge waste that each of them generates. It can be said that environmental pollution is one of the





pests that the world is suffering from, and that its negative effects have focused on all sectors and its size has increased in recent years.

**Market share:**

**Market Share Concept:**

Market share represents one of the important and effective indicators, as organizations in general seek to maintain their market share as well as increase it by providing appropriate products in terms of quality and price and through various marketing channels and developing their activities and effectiveness in line with market needs and customers' expectations.

**Market share objective:**

- a. The objective of market share is to distinguish between changes in sales that result from the actions of the organization and those changes that arise from developments in external environmental factors such as developments in the economic structure.
- b. The goal of the market share represents a fair and reasonable measure as it compares the sales of the organization with the total sales of all competing organizations rather than comparing it with the sales of some competing and leading organizations.
- c. Compared to the measure of profit and sales, the level of market share is more appropriate to show the efficiency of managers in marketing units, as it excludes the impact of emergency factors in the market that the manager does not have control over, for example, a change in the structure of the industry.
- d. The market share objective is easier to define or implement compared to the profit and sales objective due to the availability of accurate data. Under certain market conditions, the market share objective has a positive impact on the rate of return on invested capital. (Omar and Muhammad 2015: 564).

**Factors Influencing Market Share:**

- 1- Work to involve the entire organization in the sales process and its requirements.
- 2- Paying attention to research and development activity and not relying on a single product.

- 3- Paying attention to training the organization's human resources and working to attract specialized human resources.
- 4- Paying attention to the added value of the customer through excellence in the package of services provided to him by the organization.
- 5- Paying attention to the pricing policy and making it more competitive with competitors' prices.

**About Mohammed Al-Zilal Company for Intensive Nutrition Industry:**

Abdo Ali Al-Zilal & Partners Group is one of the largest groups working in the poultry sector, in addition to the industrial and service fields. The company, which started its activity in 1995 as a company in the field of poultry and then an institution, constitutes a prominent economic landmark at the local and regional levels. The company, which is headquartered in Al-Hawban, Taiz Governorate, is referred to as a group that includes the largest poultry production projects and its contents at the level of the Republic of Yemen, in addition to the agricultural and service industries. It represents one of the shining signs of the Yemeni economy with its unique equipment and capabilities, and advanced technology, which is considered the latest of its kind in its field.

**Company divisions and branches:**

Al-Zilal & Partners group of companies consists of a number of companies and projects, including the field of poultry production, breeding and marketing. It produces broiler chicks, broiler chickens, laying chicks, table eggs, medicines, vaccines and disinfectants, farm supplies, and everything related to the production, breeding and industry of poultry, such as modern automatic slaughterhouses and closed farms, importing raw materials that are included in the composition of feed ingredients for all types of poultry, and the best factories for the production of feed and concentrates for all types of poultry.

**Types of feed produced in the company:**

In the factory, granulated broiler feed of various types (primary, growing and final) and concentrates of various types are produced. The feed manufacturing stages are characterized by the latest production lines, as Yemeni expertise has been used. This was the biggest challenge for the company, as all the machines were installed by Yemeni hands. It aims to provide a safe food product to the consumer, and to develop the poultry industry by using the latest technologies and equipment in the manufacture of feed, such as the detection of raw materials before they are manufactured by computers, as well as the latest electronic systems for weighing raw materials



used in the manufacture of feed and systems that preserve the environment.

**The study sample:**

The study sample consists of 14 workers in Al-Zaylai Company. (14) questionnaires were distributed to the respondents, and (13) copies were retrieved, with a percentage of (86.22%). Twelve

questionnaires were analyzed after excluding one copy for incomplete data. In order to produce accurate results as much as possible, the researcher was keen on the diversity of the study sample in terms of its inclusion of the demographic characteristics of the sample. The following table shows the number of distributed, retrieved and missing questionnaires as follows:

Table (1): Distributed and retrieved copies of the questionnaire

	Distributed	Retrieved	Lost	Ignored	Valid
No.	14	13	1	1	12
Percentage	%100	%86.22	%7.14	%7.14	%85.71

Source: Prepared by the researcher according to the field study 2022

**Statistical description of the study sample:**

**1. Statistical description of the sample**

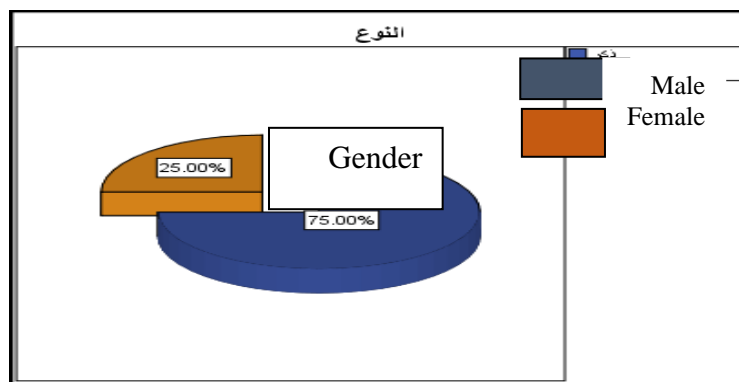
**a. Distribution of the sample members according to the gender variable**

Table (2): Frequent distribution of sample members according to the gender variable

Gender	Number	Percentage
Male	9	%75.00
Female	3	%25.00
<b>Total</b>	<b>12</b>	<b>%100</b>

Source: Prepared by the researcher Results of the field study: 2022

Figure (1): A graph of the frequency distribution of the sample members according to the gender variable



Source: Prepared by the researcher, results of the field study 2022

It is clear from Table (2) and Figure No. (1) that most of the study sample members are males, with a number of (9), and a percentage (75.00%) of the study sample size, while the number of females was (3), (25.00%), of the study sample size.

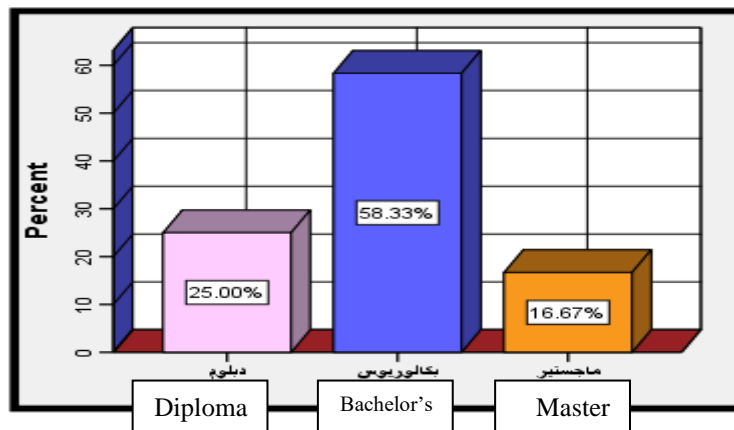
**a. Distribution of the sample according to educational qualification**

Table No. (3): Frequent distribution of study sample members according to the educational qualification variable

Academic qualification	No.	Percentage%
Diploma	3	%25.00
Bachelor's	7	%58.33
Master	2	%16.67
Ph.D.	-	-
<b>Total</b>	<b>12</b>	<b>%100</b>

Source: Prepared by the researcher, results of the field study 2022.

Figure (2): A graph of the study sample members according to the educational qualification variable



Source: Prepared by the researcher, results of the 2022 field study.

It is clear from Table No. ( ) and Figure No. (2) that most of the study sample members hold (Bachelor's degree) and their number is (7), (58.33%), followed by (Diploma) and their number is (3), (25.00%) of the sample of the study, then followed by (Master degree) and their number is (2), (16.67%) of the study sample size.

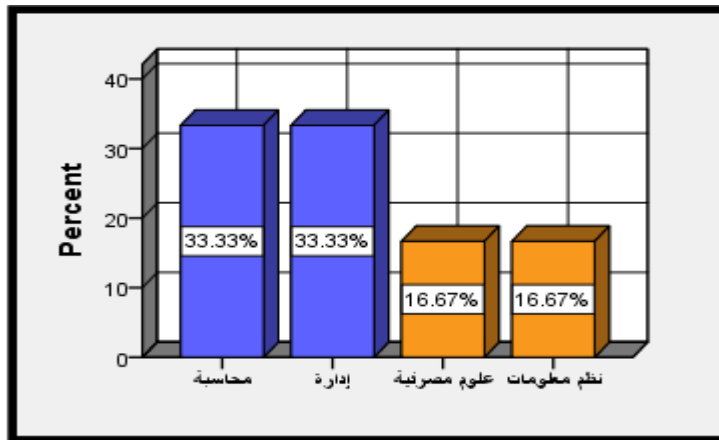
**a. Distribution of the sample members according to specialization:**

**Table No. (4): Frequent distribution of the study sample members according to the specialization variable**

Major	No.	Percentage
Accountancy	4	%33.33
Management	4	%33.33
Banking	2	%16.67
Information systems	2	%16.67
<b>Total</b>	<b>12</b>	<b>%100</b>

Source: Prepared by the researcher, results of the field study 2022

Figure 3: A graph of the study sample members according to the specialization variable



Source: Prepared by the researcher, results of the field study 2022

It is clear from Table No. (4) and Figure No. (3) that most of the study sample members specialize in (management – accounting) and their number is (4) for each specialization, with a percentage of (33.33%), followed by the specialization (information systems – banking sciences); two members for each, with a percentage of (16.67%), of the study sample size.

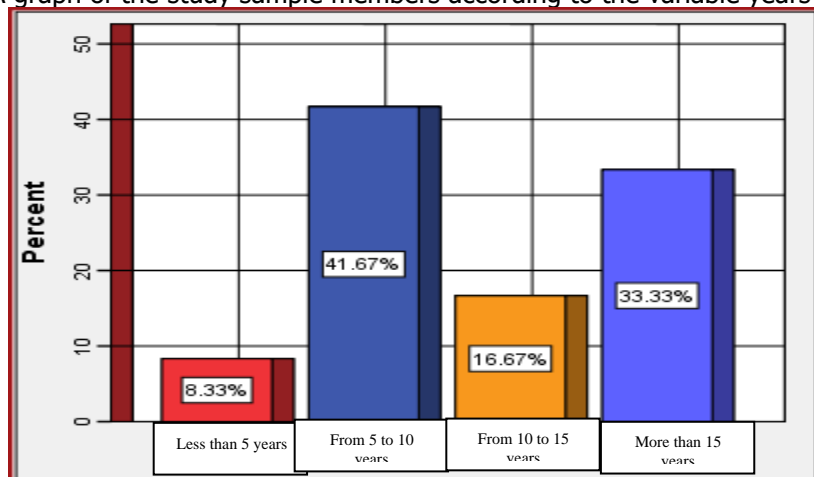
**a. Distribution of the sample members according to the variable years of experience**

Table No. (5): Frequent distribution of the study sample members according to the variable years of experience

Years of experience	No.	Percentage
Less than 5 years	1	%8.33
From 5 to 10 years	5	%41.67
From 10 to 15 years	2	%16.67
More than 15 years	4	%33.33
<b>Total</b>	<b>12</b>	<b>%100</b>

Source: Prepared by the researcher, results of the field study 2022

Figure (4): A graph of the study sample members according to the variable years of experience



Source: Prepared by the researcher, results of the field study 2022



It is clear from Table No. (5) and Figure No. (4) that most of the study sample members have experience (5 to 10 years) and their number is (5) with a percentage of (41.67%), followed by those with experience (more than 10 years) and their number (4) by (33.33%), then those with years of experience (10 to 15 years) and their number (2) (16.67%), while those with (less than 5 years) of experience are (one) and by (8.33%) of the study sample size .

**Designing and Testing the Data Collection Tool:**

To identify the extent to which the requirements of the environmental management system (ISO14001) are applied in Mohammed Al-Zailai& Partners Company for the manufacture of concentrated animal feed operating in the Republic of Yemen –Taiz and their role in increasing the market share and preparing statements related to measuring the dimensions of the extent of the application of the requirements of the environmental management system (ISO14001) in the said company operating in the Republic of Yemen-Taiz in increasing the market share, a questionnaire was designed from the point of view of the employees of Muhammad Al-Zaila'I and Partners Company. The questionnaire includes four axes and a number of indicators as shown in the following:

The first section: It is related to the general information of the members of the study sample and includes (personal information, age, educational qualification, specialization, years of experience, and job).

The second section: This section includes the paragraphs related to the role of applying the requirements of the environmental management

system ISO14001) in increasing the market share in Mohammed Al-Zailai & Partners Company for the Concentrated Animal Feed Industry operating in the Republic of Yemen –Taiz.

The first axis: there is a role for implementing the environmental policy as a requirement for the environmental management system (ISO14001) in increasing the market share of Mohammed Al-Zailai& Co. It consists of (3) questions.

The second axis: there is a role for the application of environmental planning as a requirement for the environmental management system (ISO14001) in increasing the market share of Mohammed Al-Zailai& Partners, and it consists of (3) questions.

The third axis: There is a role for implementing and operating as a requirement for the environmental management system (ISO14001) in increasing the market share of Mohammed Al-Zailai& Partners, and it consists of (3) questions.

The fourth axis: There is a role for applying the corrective examination and administrative review as a requirement for the Environmental Management System (ISO14001) in increasing the market share of Mohammed Al-Zailai& Partners, and it consists of (3) questions.

The researcher used the Three-point Likert scale to describe the opinions of the study sample members about the statements in the questionnaire and to find the arithmetic mean of the opinions of the study sample. Weight (3) was assigned to the case with a significant effect, weight (2) to the case of medium effect, and weight (1) to the case with no effect ,according to the weighted mean, as shown in the following table.

Arithmetic mean		Percentage		Degree of scale used in the study	The relative importance of the scale scores
From	To	From	To		
1	1,66	%33	%55	No role	Low
1.67	2.34	%55	%78	There is a role	Medium
2.34	3	%78	%100	There is a role	High

**The statistical methods used in the study:**

1 . Cronbach's alpha test to determine the reliability of the study tool and the credibility of the sample's opinions.

2. Frequencies and percentages for calculating the frequency and percentage of the general data of the participants in the sample.

3. The weighted arithmetic mean and the standard deviation to know the average opinions of the sample

participating in the study and the extent of the deviation of the answers of the research sample and its average.

4. T-Test analysis of variance at hypothetical mean (2) (high effect)

**Validity and reliability tests of the field study tool:**

Table No. (6): Results of the Cronbach test (alpha) for the study tool



Paragraph no.	Axis	Reliability degree Alpha	Validity degree Alpha <sup>1/2</sup>
3	Environmental policy requirements for increasing the market share	%78.9	%92.4
3	Applying environmental planning as a requirement for environmental management system (ISO14001) in increasing the market share	%90.3	%82.4
3	Applying operation and execution as a requirement of environmental management system (ISO14001) in increasing market share	%85.7	%89.5
5	The application of corrective examination and management review as a requirement of environmental management system (ISO14001) in increasing market share	%93.6	%96.6
14	Mean	%95.6	%93.7

It is clear from Table No. (6) that the value of the reliability coefficient of the data collection tool in general was (95.6%), and this means that the reliability level is high. The credibility of the answers of the sample and the research population was (93.7%), which means that the degree of credibility of the answers is high. This indicates that the results that will be received later can be generalized to the research population.

**Study results and discussion:**

Here, the researcher will address the results of each of the study questions and discuss them separately, using frequencies, percentages, arithmetic means, and standard deviations, as shown in the following:

First: Testing the first sub-hypothesis (there is a role for implementing the environmental policy as a requirement for the environmental management system (ISO14001) in increasing the market share of Mohammed Al-Zailai & Partners Co.

Table No. (7): The results related to the environmental policy

Rank	Paragraph	Hypothesis text	Mean	Standard deviation	Degree of agreement	T	Level of sig.	Sample's agreement 95%		Findings
								High degree	Low degree	
1	1	The senior's management's setting of environmental policy helps in bringing about the community's satisfaction	4.098	3.888	%90.6	9.651	.000	97.4%	88.6%	There is a major role
3	2	Declaration of the environmental	3.704	3.882	%89.9	6.241	000.	97.4%	82.6%	There is a major



		policy creates confidence among community members, thus increases the market share								role
2	3	Environmental policy includes responding to legislation reduce environmental impacts and create a safe investment environment	3.967	1.032	%95.9	7.318	000.	95.4%	82.5%	There is a major role
		Mean	3.904	0.724	90.6	9.757	.000	93.9%	86.8	There is a major role

It is clear from Table No. (7) that Paragraph No. (1) ranked first with an average of (4.098) and an agreement degree (90.6%). This means that the research sample sees that setting the environmental policy by the senior management in the institution contributes to the community's satisfaction as it is the main source of consumption of its products. Paragraph No. (3) ranked last with an arithmetic mean of (3.967) and a degree of agreement (95.9%), which means that the research sample believes that "environmental policy includes responding to legislation in limiting environmental impacts and creating a safe investment

environment that leads to an increase in the market share from the workers' point of view".

By generalizing this result to the research community, we find that the community approval rate ranges between (93.9%) and (86.8%) with a confidence degree of 95%. This indicates the agreement of the research community that there is a role for implementing the environmental policy as a requirement for the environmental management system (ISO14001) in increasing the market share of Mohammed Al-Zailai & Co. for the concentrated food industry.

To verify this hypothesis, the arithmetic means, deviations and significance level were calculated as shown in Table (7).

Table No. (8): Results of the first hypothesis test

Hypothesis text	Mean	Standard deviation	Degree of agreement	T	Level of sig.	Sample's agreement 95%		Finding
						High degree	Low degree	
<p>هناك دور تطبيق للسياسة البيئية كمتطلب لنظام الإدارة البيئية ( ISO14001 ) في زيادة الحصة السوقية</p> <p>There is a major role for applying the environmental policy as a</p>	3.904	0.724	90.6	9.757	0.000	93.9%	86.8	There is a major role



<b>requirement of the environmental management system (ISO14001) in increasing the market share</b>									
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From the above table, we see that the arithmetic mean of the first sub-hypothesis is (3.904) at a rate of 90.6%, which is greater than the hypothetical mean (2) and a standard deviation (0.724), which indicates the direction of opinions towards approval of the hypothesis's validity. This is confirmed by the calculated and extracted T-test result (9.757), which is a positive value. This showed that this value represents a statistically significant function at a = 0.05 at the level of significance of 0.000 which is less than the significant value, as the degree of discretion of the research community ranges in this paragraph

between (93.9%) and (86.8%) with a confidence level of 95%.

This means that there is a significant difference between the arithmetic mean calculated from the sample and the hypothetical mean. Accordingly, the hypothesis that says "there is a role for implementing the environmental policy as a requirement for the environmental management system (ISO14001) in increasing the market share of Mohammed Al-Zailai & Co. from the point of view of the company's employees "is accepted.

**Testing the second sub-hypothesis (there is a role for the application of environmental planning as a requirement for the environmental management system (ISO14001) in increasing the market share of Mohammed Al-Zailai & Partners.**

Table No. (7): The results related to the environmental planning

Rank	Paragraph no.	Hypothesis text	Mean	Standard deviation	Degree of agreement	T	Level of sig.	Sample's agreement 95%		Findings
								High degree	Low degree	
1	1	Identification of management activities reduces the cost of products and increases the customer's satisfaction	4.000	0.966	%78	8.084	.000	91.8%	90	There is a major role
2	2	Compatibility of environmental policy with the objectives leads to an increase of the community's satisfaction	3.950	0.835	%89	9.00	000.	97.9%	94	There is a major role
3	3	Determining the legal requirements leads to the company	3.918	0.759	%90	9.443	000.	95.0%	%96	There is a major role





		fulfilling its social responsibilities, which contributes to increasing the market share								
		<b>Mean</b>	<b>3.950</b>	<b>0.649</b>	<b>%91</b>	<b>11.43</b>	<b>.000</b>	<b>97.8%</b>	<b>95</b>	<b>There is a major role</b>

It is clear from Table No. (7) that Paragraph No. (1) ranked first, with an arithmetic mean (4.00) and a degree of agreement (91.8%). This means that the research sample believes that defining and limiting environmental management activities reduces costs, contributes to reducing product costs, increases customer satisfaction, and contributes to increasing market share.

Paragraph No. (2) ranked last with a mean of (3.918) and a degree of agreement (90%). This means that the research sample sees that "determining the legal requirements leads to the company fulfilling its social responsibilities, which contributes to increasing the market share from the point of view of the employees of Mohammed Al-Zailai & Partners Company for the Concentrated Food Industry.

To verify this hypothesis, the arithmetic averages, deviations and significance level were calculated as shown in Table (7).

The average of environmental planning was (3.950) and a standard deviation of (0.649) with a degree of agreement (91%). This means that the research population sees that (there is a role for the application of environmental planning as a requirement for the environmental management system (ISO14001) in increasing the market share of Mohammed Al-Zailai & Partners.

By generalizing this result to the research population, we find that the community's approval rate ranges between (97.8%) and (95%) with a confidence level of 95%. This indicates the agreement of the research population that there is a role for the application of environmental planning as a requirement for the environmental management system (ISO14001) in increasing the market share from the point of view of the employees of Mohammed Al-Zailai and Partners.

Table No. (8): Results of the second hypothesis test

Hypothesis text	Mean	Standard deviation	Degree of agreement	T	Level of sig.	Sample's agreement 95%		Finding
						High degree	Low degree	
هناك دور لتطبيق التخطيط البيئي كمتطلب لنظام الإدارة البيئية ( ISO14001 ) في زيادة الحصة السوقية <b>There is a major role for applying environmental planning as a requirement of the environmental management system (ISO14001) in increasing the market share</b>	<b>3.950</b>	<b>0.649</b>	<b>%91</b>	<b>11.43</b>	<b>.000</b>	<b>97.8%</b>	<b>95</b>	<b>There is a major role</b>

From the above table it becomes clear that the arithmetic mean of the second sub-hypothesis is (3.950) with a rate of 97.8%, which is greater than

the hypothetical mean (2) and a standard deviation of (0.649), which indicates the direction of opinions towards approval of the hypothesis's validity. This is



confirmed by the computed and extracted T-test result (11.43) which is a positive value that represents a statistically significant function at  $\alpha = 0.05$  at the significance level of 0.000 which is less than the significant value. The degree of estimated approval of the research population in this paragraph ranges between (97.8%) and (95%) with a confidence degree of 95%. This means that there is a significant

difference between the arithmetic mean calculated from the sample and the hypothetical mean. Accordingly, the hypothesis that says "there is a role for the application of environmental planning as a requirement for the environmental management system (ISO14001) in increasing the market share from the point of view of the employees of Mohammed Al-Zailai & Partners Company" is accepted.

**Testing the third sub-hypothesis (there is a role for implementing and operating as a requirement for the environmental management system (ISO14001) in increasing the market share of Mohammed Al-Zailai & Partners.**

Table No. (7): The results of the questionnaire related to implementation and operation

Rank	Paragraph no.	Hypothesis text	Mean	Standard deviation	Degree of agreement	T	Level of sig.	Sample's agreement 95%		Finding
								High degree	Low degree	
1	1	Assigning roles and responsibilities in the company's environmental management helps in increasing its market share	4.032	0.855	% 78.9	9.426	0.00	% 78.9	<b>%90.7</b>	<b>There is a major role</b>
2	2	Training workers on environmental issues helps in getting rid of environmental problems and increases the products' sale	3.770	<b>0.804</b>	<b>78.9</b>	<b>7.485</b>	<b>0.00</b>	<b>89.7 %</b>	<b>80</b>	<b>There is a major role</b>
3	3	The senior management's provision of essential resources to implement environmental management increases the products' sale	<b>3.786</b>	<b>0.786</b>	<b>%90.8</b>	<b>7.699</b>	<b>0.00</b>	<b>95</b>	<b>90</b>	<b>There is a major role</b>
			<b>3.763</b>	<b>0.606</b>	<b>%90.7</b>	<b>9.80</b>	<b>0.00</b>	<b>%89.9</b>	<b>90</b>	<b>There is a major role</b>

It is clear from Table No. (7) that Paragraph No. (1) ranked first with an average of (4.032) and an agreement degree of (78.9%). This means that the research sample believes that defining roles and responsibilities in the company's environmental management contributes to increasing the market share.

Paragraph No. (2) ranked last with a mean of (3.786) and a degree of agreement (90.8%). This

means that the research sample believes that "the provision of the basic resources for the implementation of environmental management by the senior management leads to an increase in the demand for the company's products, which contributes to increasing the market share from the point of view of the employees of Mohammed Al-Zailai & Partners Company for Concentrated Food Industry.



The mean of implementation and operation was (3.763) and standard deviation (0.606) with a degree of agreement (90.7%). By generalizing this result to the research population, we find that the population approval rate ranges between (97.8%) and (95%) with a confidence degree of 95%. This indicates the agreement of the research population

that there is a role for implementing and operating as a requirement of the Environmental Management System (ISO14001) in increasing the market share of Mohammed Al-Zailai & Partners.

To verify this hypothesis, the arithmetic averages, deviations and significance level were calculated as shown in Table (7).

Table No. (8): Results of the third hypothesis test

Hypothesis text	Mean	Standard deviation	Degree of agreement	T	Level of sig.	الدرجة العليا	الدرجة الدنيا	Finding
<b>There is a role for implementing operation and execution as a requirement of the environmental management system ISO14001 in increasing the market share</b>	<b>3.763</b>	<b>0.606</b>	<b>%90.7</b>	<b>9.80</b>	<b>0.00</b>	<b>%89.9</b>	<b>90</b>	<b>There is a major role</b>

From the above table, it becomes clear that the arithmetic mean of the third sub-hypothesis is (3.763), at a rate of (90.8%). This is greater than the hypothetical mean (2) and standard deviation (0.649), which indicates the direction of opinions towards approval of the hypothesis, and this is confirmed by the calculated and extracted T-test result (9.8), which represents a significant statistical function at  $\alpha = 0.05$  at the level of significance 0.000 which is less than the significant value, as the degree of estimated approval of the research population in this paragraph ranges

between (90%) and (89.8%) with a confidence degree of 95%.

This means that there is a significant difference between the arithmetic mean calculated from the sample and the hypothetical mean, and accordingly the hypothesis that says "there is a role for implementing and operating as a requirement for the environmental management system (ISO14001) in increasing the market share of Mohammed Al-Zailai & Partners Co. "is accepted.

**The fourth sub-hypothesis test (there is a role for applying corrective examination and administrative review as a requirement for the environmental management system (ISO14001) in increasing the market share of Mohammed Al-Zailai & Partners.**

Table No. (7): Results of the questionnaire for corrective examination and administrative review

Rank	Paragraph no.	Hypothesis text	Mean	Standard deviation	Degree of agreement	T	Level of sig.	Sample's agreement 95%		Finding
								High degree	Low degree	
2	1	The company set procedures to monitor and measure the main characteristics of activities that affect environment	4.000	0.966	90.6	8.084	0.00	<b>97.4%</b>	<b>88.6%</b>	<b>There is a major role</b>



4	2	Documenting checking procedures in a way that abides by the environmental legislation	3.803	0.815		9.887	0.00	<b>97.4%</b>	<b>82.6%</b>	<b>There is a major role</b>
1	3	The company follows procedure of determining and keeping environmental records to improve performance and increase the market share	4.032	0.815	95.6	9.887	0.00	<b>95.4%</b>	<b>82.5%</b>	<b>There is a major role</b>
3	4	The administrative review includes continuous improvement of the quality of products and increasing the market share	3.901	0.723		9.733	0.00	<b>89.7%</b>	<b>80</b>	<b>There is a major role</b>
			<b>3.850</b>	<b>0.572</b>	<b>89.7</b>	<b>11.60</b>	<b>0.00</b>	<b>96.8</b>	<b>%80</b>	<b>There is a major role</b>

It is clear from Table No. (7) that Paragraph No. (3) ranked first with a mean (4.032) and an approval degree (95.6%). This means that the research sample believes that the institution has procedures for identifying and maintaining environmental records in order to improve performance and increase market share. Paragraph No. (1) ranked last with a mean (4.00) and an agreement degree of (90.6%). This means that the research sample sees the necessity of establishing procedures for the institution to monitor and measure the main characteristics of operations and activities with an environmental impact in a way that contributes to increasing the market share. Moreover, the corrective examination and administrative review got an arithmetic mean of (3.850) with a standard deviation (0.572) and a degree of agreement (89.7%). This means that the

To verify this hypothesis, the arithmetic means, deviations, and the level of significance were calculated as shown in Table (7).

Table No. (8): Results of the fourth hypothesis test

Hypothesis text	Mean	Standard deviation	Degree of agreement	T	Level of sig.	Sample's agreement 95%		Finding
						High degree	Low degree	
	<b>3.850</b>	<b>0.572</b>	<b>89.7</b>	<b>11.60</b>	<b>0.00</b>	<b>96.8</b>	<b>%80</b>	<b>There is</b>

research population sees that (there is a role for the application of corrective examination and administrative review as a requirement for the environmental management system (ISO14001) in increasing the market share of Mohammed Al-Zailai & Partners.

By generalizing this result to the research population, we find that the population's approval rate ranges between (96.8%) and (80%) with a confidence degree of 95%. p indicates the approval of the research population that there is a role for the application of corrective examination and administrative review as a requirement for the Environmental Management System (ISO14001) in increasing the market share of Mohammed Al-Zailai & Partners.



<p><b>There is a role for applying corrective check and administrative review as a requirement of the environmental management system ISO14001 in increasing the market share</b></p>									<p><b>a big role</b></p>
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From the above table, it becomes clear that the arithmetic mean of the first sub-hypothesis is (3.850) with a percentage of (89.7%), which is greater than the hypothetical mean (2) and a standard deviation (0.572). This indicates the direction of opinions towards approval of the hypothesis's validity, and this is confirmed by the calculated and extracted T-test result (11.60), which represents a statistically significant function at  $\alpha = 0.05$  at the significance level of 0.000 which is less than the significant value as the degree of estimated approval of the research population ranges between (96.8%) and (80%) with a confidence level of 95%. This means that there is a significant difference between the arithmetic mean calculated from the sample and the hypothetical mean. Accordingly, the hypothesis that says "there is a role for the application of corrective examination and administrative review as a requirement for the environmental management system (ISO14001) in increasing the market share of Mohammed Al-Zailai & Co. from the point of view of the company's employees" is accepted.

**FINDINGS AND RECOMMENDATIONS:**  
**First: Findings**

- There is a major role for implementing environmental policies as a requirement for the Environmental Management System (ISO14001) in increasing the market share of Mohammed Al-Zailai & Partners.
- There is a significant role for the application of environmental planning as a requirement for the environmental management system (ISO14001) in increasing the market share of Mohammed Al-Zailai & Partners.
- There is a significant role for operation and implementation as a requirement for the environmental management system (ISO14001) in increasing the market share of Mohammed Al-Zailai & Partners.
- There is a significant role for the application of corrective examination and administrative review as a requirement for the environmental management system (ISO14001) in increasing the market share of Mohammed Al-Zailai & Partners.

**SECOND: RECOMMENDATIONS**

- The necessity of spreading environmental culture and emphasizing the importance of the environmental management system in protecting the environment.
- The institution must rely on a clear and specific strategy for the environmental management system in order to achieve the optimal investment of resources, in a way that helps reduce waste and costs and creates an appropriate industrial environment that takes into account environmental requirements.
- The institution should work to increase interest in the environment by activating communication tools with the authorities concerned with environmental affairs in order to avoid environmental risks.
- The necessity for the institution to seek to increase the market share as a strategic objective and to keep pace with the rapid changes in the global economic system.
- The necessity of the institution's interest in using scientific methods and tools for the purpose of continuous improvement in environmental performance.

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