



Sudan University of Science and Technology
College of Graduate Studies
Total Quality & Excellence Centre

Impacts of Applying Integrated Management System on Organizational Performance The case of Faisal Islamic Bank Sudan

**أثر تطبيق النظام الإداري المتكامل على الأداء المؤسسي
دراسة حالة : بنك فيصل الإسلامي السوداني**

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الإِسْـتِهْلَال

﴿اللَّهُ نُورُ السَّمَاوَاتِ وَالْأَرْضِ ۚ مَثَلُ نُورِهِ كَمِشْكَاةٍ فِيهَا مِصْبَاحٌ ۚ الْمِصْبَاحُ فِي زُجَاجَةٍ ۚ الزُّجَاجَةُ كَأَنَّهَا كَوْكَبٌ دُرِّيٌّ يُوقَدُ مِنْ شَجَرَةٍ مُبَارَكَةٍ زَيْتُونَةٍ لَا شَرْقِيَّةٍ وَلَا غَرْبِيَّةٍ يَكَادُ زَيْتُهَا يُضِيءُ وَلَوْ لَمْ تَمْسَسْهُ نَارٌ ۚ نُورٌ عَلَى نُورٍ ۗ يَهْدِي اللَّهُ لِنُورِهِ مَن يَشَاءُ ۚ وَيَضْرِبُ اللَّهُ الْأَمْثَالَ لِلنَّاسِ ۗ وَاللَّهُ بِكُلِّ شَيْءٍ عَلِيمٌ﴾

صدق الله العظيم

سورة النور الاية 35

Dedication

This thesis is dedicated to the soul of my father who encouraged me to be the best I can be, to have high expectations and to fight hard for what I believe. He always provided me with best opportunities in life. I feel he is always with me supporting and guiding may Allah forgive him and grant him his highest paradise (Ameen).

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Abstract

In order to improve the performance of their banks, Faisal Islamic bank has adopted the integrate management system as a powerful management framework used to improve the performance of organizations.

The aim of this study is to examine the impacts of the application of the integrate management system on the performance of Faisal Islamic bank. The literature was being reviewed to give some linkage between the performance of bank and the trends of their management systems. Also, the integrate management system is reviewed as a framework for the improvement of organizations performance

Both, qualitative and quantitative methods have been used in this study. Primary Data were collected from the submission documents. Also, questionnaires were collected and analyzed through branches under study in March 2015 so as to validate the organizational performance to examine the impact of the integrate management system on their performance and identify the barriers of integrate management system implementation.

Results from questionnaires showed positive trends and this was reflected as positive impacts on the performance of Faisal Islamic bank in terms of increased financial, nonfinancial and system performance in the other hand questionnaires highlight internal and external barriers to the implementation.

مستخلص الدراسة

من أجل تحسين أداءهم المصرفي , تبني بنك فيصل الإسلامي السوداني نظام الإدارة المتكامل كإطار إداري قوي يستخدم لتحسين الأداء المؤسسي.

هدفت هذه الدراسة الى التعرف على الآثار المترتبة على تطبيق نظام الإدارة المتكامل على أداء بنك فيصل الإسلامي السوداني . وجرى استعراض الدراسات السابقة والإطار النظري لإعطاء بعض الربط بين أداء البنك واتجاهات نظم إدارته. أيضاً، تم استعراض نظام الإدارة المتكامل كإطار لتحسين أداء المؤسسة .

تم استخدام كلا من المنهج الكمي والمنهج الوصفي في هذه الدراسة، تم جمع البيانات الأولية من الوثائق . أيضاً، تم جمع إستبانة وتحليلها من الفروع قيد الدراسة في مارس 2015 وذلك للتحقق من الأداء المؤسسي لدراسة الآثار المترتبة على نظام الإدارة المتكامل على الأداء وتحديد معوقات تطبيق نظام الإدارة المتكامل.

أظهرت نتائج الاستبيان الاتجاهات الإيجابية لنظام الإدارة المتكامل وانعكست هذه النتائج إيجاباً على أداء بنك فيصل الإسلامي السوداني من حيث تحسن أداء البنك المالي و غير المالي و أداء نظام الإدارة . من ناحية اخرى سلط الإستبيان الضوء على معوقات تطبيق نظام الإدارة المتكامل الداخلية والخارجية .

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List of abbreviations

abbreviation	Description
DAKKS	Deutsche akkreditierungsstelle gmbh (German accreditations body)
EBS	Electronic banking services
EMS	Environmental Management system
FIBS	Faisal Islamic Bank (Sudan).
H&SMS	Health and safety Management system
IMS	Integrated management system
ISO	International Organization for Standardization
ISO 9001	Quality management system
ISO 14001	Environmental Management System
MS	Management system
OH&S	Occupational Health and Safety
OHSAS	The Occupational Health and Safety Assessment Series
OHSAS 18001	Occupational Health And Safety Management Systems.
OHSMS	Occupational Health & Safety Management System
QHSE	Quality, Health, Safety & Environment.
QMS	Quality management system
SPSS	Statistical Package for Social Sciences
SQI	Sci Qual International
UKAS	United kingdom accreditations serves

CHAPTER ONE
INTRODUCTION

1 Introduction

Globalization and competitiveness become the major challenges in almost all organizations and managers today, seeking for modern approaches to gain for better competitive advantages. Considering these circumstances, managerial pattern such as strategic management and quality management become relevant.

Over the last ten years many companies have embraced Quality Management Systems (QMS), as quality appears to be a fundamental requirement for competitiveness. More recently, environmental issues and health and safety legislation have introduced additional dedicated control procedures: Environmental Management Systems (EMS) and Health and Safety Management Systems (H&SMS). The synergies and many points of contacts between Quality, Environmental, and Health and Safety Management Systems have led to the emergence of Integrated Management Systems (IMS) as a way to meet the requirements of quality management, environmental management and health and safety management (stamon.2003).

Traditionally, organizations have focused on establishing Management Systems standards that comply with each Management Systems standards requirements individually, often in isolation from each other and sometimes even in conflict . However, Integrated Management Systems that address organizations' objectives jointly are becoming more and more popular as they aim to satisfy the needs of several Management Systems standards while running a business Achieving this can be beneficial to the organization's efficiency and effectiveness, as well as reducing the cost of managing each system individually However, some challenges may arise during the process of integration. (Simon)

Many studies exist about the integration of standardized. These studies focus on different topics, such as the integration advantages, methodologies, and degrees.

This thesis explores the subject of Integrated Management Systems. Based on a critical analysis of the literature, as well as on a questionnaire survey, the theory and the actual picture of this important and sensitive industry sector are investigated in order for the drivers, benefits and barriers of IMS implementation to be identified. The research concludes that companies need support and guidance to overcome their weaknesses and proposes elements of a best practice model, which can enable the sector to take advantage of these kinds of management systems.

1.1 What is an Integrated Management System (IMS)?

An integrated management system (IMS) is a management system which integrates all components of a business into one coherent system so as to enable the achievement of its purpose and mission.

1.2 Definition of IMS

Sci Qual International Pty Ltd (SQI) argued that “an integrated management system (IMS) combines all related components of a business into one system for easier management and operations. Quality (QMS), Environmental (EMS), and Safety (OHS) management systems are often combined and managed as an IMS. These are not separate systems joined together, rather they are integrated with linkages so that similar processes are seamlessly managed and executed without duplication. IMS components common to all the systems include the resources (people, facilities & equipment, etc.) and processes (documented in the QMS/EMS/OHS and applied throughout the organization” www.sciqual.com

1.3 Statement of the problem

The commercial bank sector require high degree of service quality for the customer with low cost , therefore there is an aggressiveness in bank market forces organization to implement the best practise of quality and excellence systems to deliver high quality at low cost .

The Fiasal Islamic Bank (Sudan) has implemented the integrated management system (IMS), This research is concern with identifying the impact of the results of applying this integrated management system in the banking sector taking Fiasal Islamic Bank (Sudan).

1.4 Research objectives

- 1- To identify the Impact of Applying Integrate Management System (IMS) on organizational Performance.
- 2- To identify barriers of Applying Integrate Management System (IMS).
- 3- To provide the academic library with a useful filled research rather new area.

1.4 Research Hypotheses

1.5.1 Main Hypotheses

H.1 There is impact of the integrated management system (IMS) on organizational Performance.

H.2 There is barriers of applying the integrated management system (IMS).

1.5.2 Specific Research hypotheses

H.1.1 There is positive impacts of the applying integrated management system on financial performance

H.1.2 There is positive impacts of the applying integrated management system on non financial performance

H.1.3 There is positive impacts of the applying integrated management system on system performance

H.2.1 there are internal barriers to applying integrated management system.

H.2.2 there are external barriers to applying integrated management system.

1.5 Research Methodology

Descriptive analysis approach will be adopt for the purpose the research together with, quality tools because it is fit with the nature of subject we are discussing.

1.6 The research dimension

Place: Fiasal Islamic Bank (Sudan).

Period: from September 2014 to March 2015.

1.7 Data collection

Researcher depends on the following sources of information:

1.8.1 The primacy sources

- Survey Questionnaires.

1.8.2 The secondary sources

- Reports and records of the institutions and the relevant authorities.
- Specialized studies in the field of research.
- Research and academic studies and references.

CHAPTER TWO
LITERATURE REVIEW

2 Literatures review and previous study

This thesis seeks to analyze the concept of Integrated Management System (IMS) and analyze the use of IMS from the experience of Faisal Islamic Bank (SUDAN). IMS is a relevant topic because it is a relatively new concept and the literature regarding IMS is very scarce, particularly in relation to the banking sector in Sudan.

The concept of IMS entails the integration of different management systems which are implemented by organizations. As more and more management systems emerged becomes increasingly relevant to discuss how these different management systems can be integrated within the organization.

This introduction will describe the background that has lead to the emergence of the concept of IMS. This short introduction will consequently address

1. ISO (International Organization for Standardization)
2. ISO 9000 Standards
3. ISO 14000 Environmental Management System
4. OHSAS 18000 Occupational Health And Safety Management Systems.
5. Integrated Management System.
6. Organizational performance
7. The previous study

2.1 ISO (International Organization for Standardization)

2.1.1 ISO Standards

A standard is a published document with the technical specification or criteria designed to be used as a guideline or rule in order to increase reliability and effectiveness of any product, service or activity (British Standard Institution, 2010). According to Zuckerman (1997), development of standards result from either market demands, government imposed regulations or any voluntary consensus. ISO explores the interests of producers, consumers, governments, and the scientific community and formulates the international standards through the technical committees by gathering consensus between the member countries (Adhikari, 2010).

ISO standards serve as technical agreements providing framework for compatible technology and are applicable across the globe. ISO has more than 18000 international standards and related documents that are applicable to various business and service sectors including agriculture, construction, engineering,

manufacturing and distribution, transportation, medical and health care, and communication and information (Adhikari , 2010).

2.1.2 Benefits of ISO Standards

ISO standards provide technological, societal and economic assistance which are beneficial for innovators, customers, businesses, trade officials, developing countries, general people and the whole planet (ISO, 2010).

Some of the benefits of ISO can be highlighted as follows:

1. Facilitates in trade between countries.
2. Helps governments by providing technical support in the sector of health, safety and environmental legislation.
3. Assists in making the process of product manufacturing, its distribution and other services more efficient, safer, and profitable.
4. Assists in providing technical guidance and sharing good management practices.
5. Safeguards consumers and users of products and services.
6. Assists in providing solutions for common problems.
7. Disseminates innovation and technological achievements for the welfare of people (Adhikari , 2010).

2.2 ISO 9000 Standards

The adoption of a quality management system should be a strategic decision of an organization. The design and implementation of an organization's quality management system is influenced by

1. its organizational environment, changes in that environment, and the risks associated with that environment,
2. its varying needs,
3. its particular objectives,
4. the products it provides,
5. the processes it employs,
6. Its size and organizational structure.

It is not the intent of this International Standard to imply uniformity in the structure of quality management systems or uniformity of documentation.

The quality management system requirements specified in this International Standard are complementary to requirements for products. Information marked “NOTE” is for guidance in understanding or clarifying the associated requirement.

This International Standard can be used by internal and external parties, including certification bodies, to assess the organization's ability to meet customer, statutory

and regulatory requirements applicable to the product, and the organizations own requirements.

The quality management principles stated in ISO 9000 and ISO 9004 have been taken into consideration during the development of this International Standard.

Source ISO 9001: 2008, V

2.2.1 Quality Management Principles

The quality management system standard ISO 9001:2008, which is the succession of ISO 9001:2000 version, is based on eight quality management principles are as follows:

1. Customer focus
2. Leadership
3. Involvement of people
4. Process approach
5. System approach to management
6. Continual improvement
7. Factual approach to decision-making
8. Mutually beneficial supplier relationships

Source www.iso.org

2.2.2 Structure of ISO 9001:2008

The structure of this international standard shows the specify requirements for a QMS. It does not itself state specific quality performance criteria. All the structures of this international standard are generic & are intended to applicable to all organization.

It has mainly eight clauses, these are following as:

1. Scope
 - 1.1 General
 - 1.2 Application
2. Normative Reference
3. Terms and Definitions
4. Quality Management System
 - 4.1 General Requirements
 - 4.2 Documentation Requirement
 - 4.2.1 General
 - 4.2.2 Quality Manual
 - 4.2.3 Control of Document

- 4.2.4 Control of Record
- 5. Management Responsibility
 - 5.1 Management Commitment
 - 5.2 Customer Focus
 - 5.3 Quality Policy
 - 5.4 Planning
 - 5.4.1 Resources, Roles, Responsibility and Authority
 - 5.4.2 Competence, Training and Awareness
 - 5.5 Responsibility, Authority and communication
 - 5.5.1 Responsibility and Authority
 - 5.5.2 Management Representative
 - 5.5.3 Internal Communication
 - 5.6 Management Review
 - 5.6.1 General
 - 5.6.2 Review Input
 - 5.6.3 Review Output
- 6. Resources Management
 - 6.1 Provision of Resources
 - 6.2 Human Resources
 - 6.2.1 General
 - 6.2.2 Competence, Awareness and Training
 - 6.3 Infrastructure
 - 6.4 Work Environment
- 7. Product Realization
 - 7.1 Planning of Product Realization
 - 7.2 Customer Related Processes
 - 7.3 Design and development
 - 7.4 Purchasing
 - 7.5 Production and Service Provision
 - 7.6 Control of Monitoring and Measuring Devices
- 8. Measurement, Analysis and Improvement
 - 8.1 General
 - 8.2 Monitoring and Measurement
 - 8.2.1 Customer Satisfaction
 - 8.2.2 Internal Audit
 - 8.2.3 Monitoring and measurement of processes
 - 8.2.4 Monitoring and Measurement of Product
 - 8.3 Control of Nonconforming Product
 - 8.4 Analysis of Data
 - 8.5 Improvement

- 8.5.1 Continual Improvement
- 8.5.2 Corrective Action
- 8.5.3 Preventive Action

Source: ISO 9001:2008 Standard

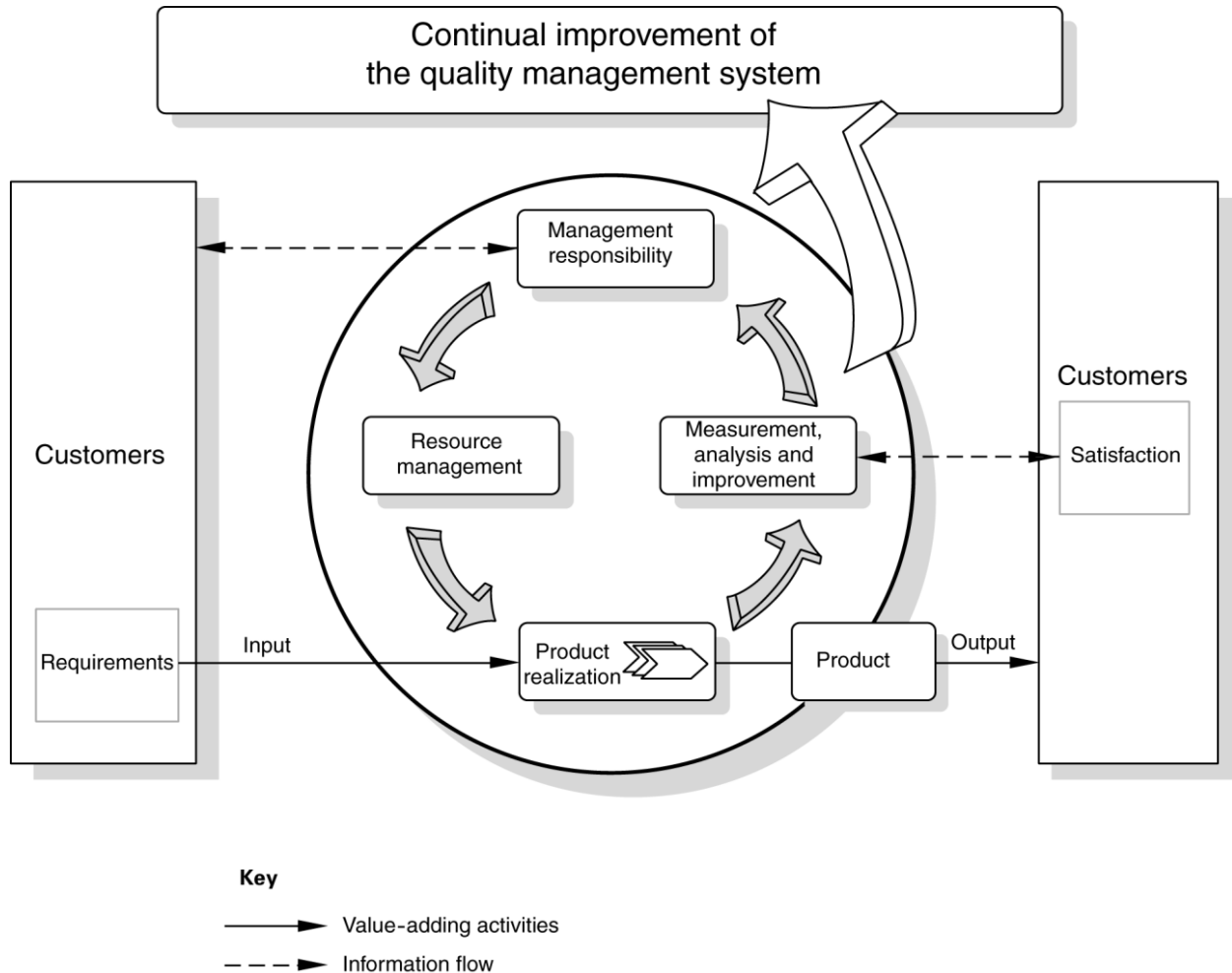


Fig 2.1 Model of a process-based quality management system
Source: ISO 9001:2008 Standard

2.2.3 Benefits of ISO 9001

It is widely acknowledged that proper quality management improves business, often having a positive effect on investment, market share, sales growth, sales margins, competitive advantage, and avoidance of litigation (Dalglish, 2005; Barnes,2000). The quality principles in ISO 9000:2008 are also sound (Wade 2002), according to Wade, and Barnes, who says "ISO 9000 guidelines provide a comprehensive model for quality management systems that can make any company competitive" (Barnes,1998). Barnes also cites a survey by Lloyd's

Register Quality Assurance which indicated that ISO 9000 increased net profit, and another by Deloitte-Touche which reported that the costs of registration were recovered in three years. According to the Providence Business News, implementing ISO often gives the following advantages:

1. Create a more efficient, effective operation
2. Increase customer satisfaction and retention
3. Reduce audits
4. Enhance marketing
5. Improve employee motivation, awareness, and morale
6. Promote international trade
7. Increases profit
8. Reduce waste and increases productivity

In today's service-sector driven economy, more and more companies are using ISO 9000 as a business tool. Through the use of properly stated quality objectives, customer satisfaction surveys and a well-defined continual improvement program companies are using ISO 9000 processes to increase their efficiency and profitability (Singh, 2009).

2.3 ISO 14000 Environmental Management System

Organizations of all kinds are increasingly concerned with achieving and demonstrating sound environmental performance by controlling the impacts of their activities, products and services on the environment, consistent with their environmental policy and objectives. They do so in the context of increasingly stringent legislation, the development of economic policies and other measures that foster environmental protection, and increased concern expressed by interested parties about environmental matters and sustainable development.

Many organizations have undertaken environmental “reviews” or “audits” to assess their environmental performance. On their own, however, these “reviews” and “audits” may not be sufficient to provide an organization with the assurance that its performance not only meets, but will continue to meet, its legal and policy requirements. To be effective, they need to be conducted within a structured management system that is integrated within the organization.

International Standards covering environmental management are intended to provide organizations with the elements of an effective environmental management

system (EMS) that can be integrated with other management requirements and help organizations achieve environmental and economic goals.

These standards, like other International Standards, are not intended to be used to create non-tariff trade barriers or to increase or change an organization's legal obligations.

These International Standards specify requirements for an environmental management system to enable an organization to develop and implement a policy and objectives which take into account legal requirements and information about significant environmental aspects. It is intended to apply to all types and sizes of organization and to accommodate diverse geographical, cultural and social conditions. The basis of the approach is shown in Figure 2.2

The success of the system depends on commitment from all levels and functions of the organization, and especially from top management. A system of this kind enables an organization to develop an environmental policy, establish objectives and processes to achieve the policy commitments, take action as needed to improve its performance and demonstrate the conformity of the system to the requirements of this International Standard. The overall aim of this International Standard is to support environmental protection and prevention of pollution in balance with socio-economic needs. It should be noted that many of the requirements can be addressed concurrently or revisited at any time.

There is an important distinction between this International Standard, which describes the requirements for an organization's environmental management system and can be used for certification/registration and/or self declaration of an organization's environmental management system, and a non-certifiable guideline intended to provide generic assistance to an organization for establishing, implementing or improving an environmental management system. Environmental management encompasses a full range of issues, including those with strategic and competitive implications. Demonstration of successful implementation of this International Standard can be used by an organization to assure interested parties that an appropriate environmental management system is in place.

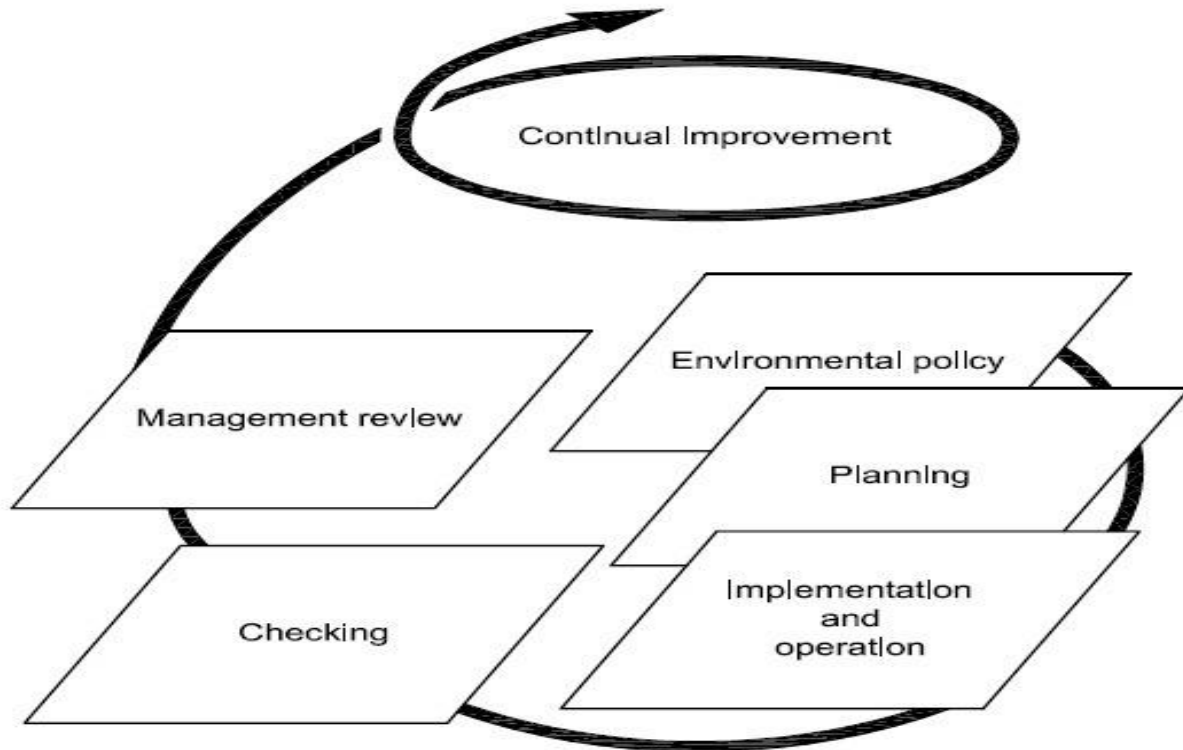


Fig 2.2 Environmental management system model for this International Standard
 Source: ISO14001:2004 Standard

2.3.1 Structure of ISO 14001:2004

The structure of this international standard shows the specify requirements for an EMS. It does not itself state specific environmental performance criteria. All the structures of this international standard are intended to be applicable to all organization.

It has mainly four clauses, as follows:

1. Scope
2. Normative Reference
3. Terms and Definitions
4. Environmental Management System
 - 4.1. General Requirements
 - 4.2. Environmental Policy
 - 4.3. Planning
 - 4.3.1 Environmental Aspects
 - 4.3.2 Legal and Other Requirements
 - 4.3.3 Objectives, Targets and Program (s)
 - 4.4. Implementation and Operation

- 4.4.1 Resources, Roles, Responsibility and Authority
- 4.4.2 Competence, Training and Awareness
- 4.4.3 Communication
- 4.4.4 Documentation
- 4.4.5 Control of Documents
- 4.4.6 Operational Control
- 4.4.7 Emergency Preparedness and Response
- 4.5. Checking
 - 4.5.1 Monitoring and Measurement
 - 4.5.2 Evaluation of Compliance
 - 4.5.3 Nonconformity, Corrective Action and Preventive Action
 - 4.5.4 Control of Records
 - 4.5.5 Internal Audit
- 4.6. Management Review

Source: ISO 14001:2004 Standard

2.3.2 Benefits of ISO 14001

The ISO 14000 standards are useful tools for proactive organizations who understand that implementing a strategic approach can bring return on investment in environment-related measures. A properly designed ISO 14001:2004 Environmental Management Systems (EMS) allows efficient identification of opportunities for cost savings. It can trigger procedural and/or technological changes that reduce the total cost of a product or improve its value (Stans et al., 2004).

Some of the benefits of implementing an ISO 14000 Environmental Management System (EMS) in accordance with the ISO 14000 standards include

1. Efficiency, discipline and operational integration with ISO 9000
2. Greater employee involvement in business operations with a more motivated workforce
3. Easier to obtain operational permits and authorizations
4. Assists in developing and transferring technology within the company
5. Fewer operating costs & Savings from safer workplace conditions
6. Reduction of costs associated with emissions, discharges, waste handling.
7. Improvements in the product as a result of process changes
8. Minimizes hazardous and non-hazardous waste
9. Conserves natural resources - electricity, gas and water with resultant cost
10. Prevents pollution and reduces wastage
11. Demonstrates to customers that the firm has met environmental expectations
12. Meets potential national and international government purchasing requirements
13. Delivers profits from marketing "green" products

14. Provides a competitive marketing tool & Improves competitiveness
15. Improves the organization's relationship with insurance companies
16. Elimination of costs associated with conformance to conflicting national standards
17. Process cost savings by reduction of material and energy input
18. Satisfying investor / shareholder criteria (Singh, 2009).

2.4 OHSAS 18000 Occupational Health and Safety Assessment Series

The Occupational Health and Safety Assessment Series (OHSAS) specification and the accompanying OHSAS 18002, Guidelines for the implementation of OHSAS 18001, have been developed in response to urgent customer demand for a recognizable occupational health and safety management system standard against which their management systems can be assessed and certified.

OHSAS 18001 is compatible with the ISO 9001:1994, ISO 9001:2000 (Quality) and ISO 14001:1996 (Environmental) management systems standards, in order to facilitate the integration of quality, environmental and occupational health and safety management systems by organizations, should they wish to do so.

2.4.1 Structure of ISO 18001:2007

The structure of this standard shows the specify requirements for an OHSMS. It does not itself state specific environmental performance criteria. All the structures of this International standard are intended to applicable to all organization. It has mainly four clauses, these are following as:

1. Scope
2. Normative Reference
3. Terms and Definitions
4. OH&S Management System Requirements
 - 4.1 General Requirements
 - 4.2 OH&S Policy
 - 4.3 Planning
 - 4.3.1 Hazard identification, risk assessment and determining controls
 - 4.3.2 Legal and Other Requirements
 - 4.3.3 Objectives, Targets and Programme(s)
 - 4.4 Implementation and Operation
 - 4.4.1 Resources, Roles, Responsibility, accountability and authority
 - 4.4.2 Competence, Training and Awareness
 - 4.4.3 Communication, participation and consultation

- 4.4.4 Documentation
- 4.4.5 Control of Documents
- 4.4.6 Operational Control
- 4.4.7 Emergency Preparedness and Response
- 4.5 Checking
 - 4.5.1 Performance Measurement and Monitoring
 - 4.5.2 Evaluation of Compliance
 - 4.5.3 Incident Investigation Nonconformity, Corrective Action and Preventive Action
 - 4.5.4 Control of Records
 - 4.5.5 Internal Audit
- 4.6 Management Review

Source: OHSAS 18001:2007 Standard

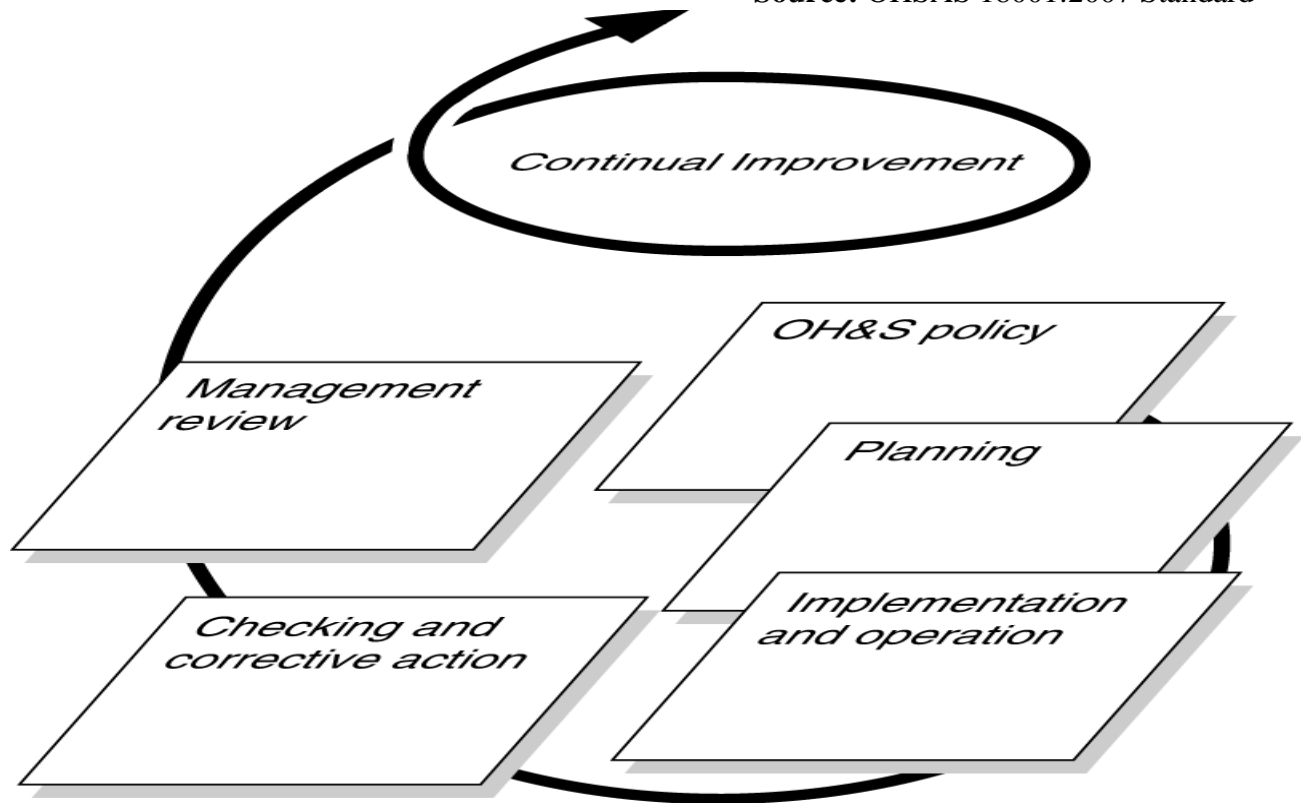


Fig2.3 Elements of OH&S management
Source: OHSAS 18001:2007 Standard

2.4.2 Benefits of OHSAS 18000 Series

Certifying your BS OHSAS 18001 assessment series enables your organization to prove that it conforms to the specification and provides the following benefits:

1. Potential reduction in the number of accidents.
2. Potential reduction in downtime and associated costs.
3. Demonstration of legal and regulatory compliance.
4. Demonstration to stakeholders of your commitment to health and safety.
5. Demonstration of an innovative and forward thinking approach.
6. Increased access to new customers and business partners.
7. Better management of health and safety risks, now and in the future.
8. Potential reduced public liability insurance costs (Singh, 2009).

2.5 Integrated Management System

An integrated management system is a method that is developed to handle several issues in the same system (Holmgren, 2002). He further states that an integrated management system combines all functions and common documents of other systems in order to achieve effective time management. Examples of such combined integrated systems would be a quality management system, an environmental management system, and occupational safety and health management system. According to Jackson (2001), a single integrated management system must be based firmly in the needs and values of the business. If any new requirements emerge after the systems are integrated, there should be careful consideration to integrate the systems into the existing systems framework (Jackson, 2001). A company can have a single system that manages both their environmental and quality systems instead of managing the systems separately (Jackson, 2001). The integration of the elements of both systems will not change the goals and objectives of an organization (Jackson, 2001). The ISO 9000 quality management systems and ISO 14000 environmental management systems consist of related supporting tools that can be applied equally to private industry and public sector of any size, and that also offer any valuable product, activity or service (Defense Environmental Network & Information Exchange, 2006). Organizations will be able to achieve their aim of having a single integrated management system for ISO 9000 and ISO 14000 management systems because of the inherent compatibility of quality and environmental management systems (Aderinto, 2007).

2.5.1 Integrating QMS, EMS and OHSMS

The term integrated management systems can cover a wide range of different management systems. However, the most common combinations of systems in an IMS are QMS, EMS and OHSMS. An IMS must not necessarily cover all three function-specific systems. One organization can choose to integrate all three systems. One company can choose to focus on QMS and EMS, while another can choose to focus on QMS and OHSMS. An organization's IMS is determined by the type of organizations and its preferences. An IMS can also cover issues like CSR, risk, and financial management (Jacob M. Rasmussen, 2007)

2.5.2 Principal Characteristics of an Integrated Management System

An integrated management system results when an organization uses one single management system to manage multiple aspects of organizational performance.

It is characterized by:

1. Its scope will cover the totality of the organization's processes and systems and embrace health, safety, environment, security, human resource, finance, marketing, public relations, etc as relevant to the organization's values, operations and objectives. Management Reviews will consider the overall business strategy and plan.
2. Internal audits will be conducted for the whole business – not separately for each of the management standards
3. It is formally defined in a harmonized and consistent style appropriate for its purpose.
4. Replication of documentation is minimized while ensuring the effectiveness and efficiency of the IMS.
5. It is structured to control and guide the organization's processes in the most effective and efficient way and does not slavishly follow that of a specific management standard or item of legislation
6. Each component of the management system takes account of all of the other components as appropriate. It addresses all relevant stakeholder requirements defined via standards, legislation or other defined requirements.

7. An integrated approach to planning, with good use of business wide risk management approaches.
8. Unified management support and responsibilities.

Source www.sciqual.com.au/what-integrated-management-system-ims

2.5.3 Benefits of Integrated Management System

To a very large extent the same general principles are used to manage the operations in terms of Safety, Health and Environment. It is therefore logical to integrate these three disciplines into one common management system. Separate management systems for S, H, E and Q would require many similar or identical parts, e.g.:

- 1) Delegation of tasks (responsibility questions);
- 2) Adequate competence and training of personnel;
- 3) Operating instructions/control, measurement and documentation;
- 4) Auditing (Singh, 2009).

So, instead of duplicating work, there is a lot to be gained from combining the common parts at least. One big benefit of integration is that it will lead to an increased, and also more balanced, focus of the integrated disciplines and thereby improve the quality of the SHE work (Khalil, 2006). Managing these questions in an integrated way will be more cost-effective, because there will be considerably fewer documents to keep track of, to up-date and to train people in, and for the employees to follow. An integrated management system would (provided the integration is done at the right level, etc.) turn out to be efficient for the whole organization. Compared to having separate management systems, the integrated approach will result in:

1. Better focus on ownership and accountability, because the ownership is felt more by the individuals of the organization.
2. Enhancement of a holistic view and facilitation of priorities for the line Management.
3. An IMS could help in resolving the conflict between various disciplines.
4. Common procedures, leading to better clarity, less training time, less Documentation, less administration and reduced auditing (Singh, 2009).

2.5.4 Possible Barriers of Integration

Even though ISO 9001 and ISO 14001 standards emphasize on process approach, some differences still exist between the standards. For example, ISO 9001 does not

provide specific performance specifications whereas ISO 14001 strictly requires such specifications (Hoyle, 2009). Hartstern (1997) has pointed out identification of the distinct differences between the two standards and incorporation of all the requirements into a business strategy of an organization as the major challenge for integration process. ISO 9001 requires system documentation in the form of a manual, whereas ISO 14001 does not specify for the need of such manual even there is the requirement for system documentation (Block, 2000). Even though ISO 9001 and ISO 14001 require management to establish policy identifying objectives and implementation of the specific management system of the organization, only ISO14001 requires such policy to be made available to public (Hartstern, 1997).

ISO 9001 has a specific requirement for a contract review procedure required to perform reviews prior to accepting any contract and to identify that the requirements for the contract are adequately defined and documented (Hartstern, 1997; Jackson, 2001). On the other hand ISO 14001 requires a procedure to identify legal and other requirements which are related to environmental aspects of an organization's activities, products or services (Hartstern, 1997). ISO 9001 has a specific requirement for design control which is applicable to the product design process and requires a design control procedure for the purpose (Hartstern, 1997). ISO 14001 standard requires a procedure to identify the environmental aspects of an organization's activities, products and services and system to respond in case of an emergency (Hartstern, 1997; Jackson 2001). Quality management system focuses on customer satisfaction and quality 'of product or service whereas environmental management system emphasizes in satisfying requirements for stakeholders, regulatory bodies, local communities and minimizing environmental impacts (Hoyle, 2009; Von Zharen, 2001).

In summary, even some of the requirements of ISO 9001 and ISO 14001 standards are somewhat different and specific to each management standards; they are not mutually exclusive and can fit into the integrated management system to achieve both quality and environmental performance (Hartstern, 1997).

2.5.5 The similarities between these management systems refer to:

1. Top management commitment.
2. Documentation and records control.
3. Policy.
4. Objectives and targets.
5. Training of employees.
6. Communication procedures.
7. Audits.

8. Control of non-compliance.
9. Corrective and preventive actions.
10. Management review.

Having different standards to comply with is likely to result in extensive paperwork and confusion between demands of the individual standards. From a management system point of view, it would be appropriate to merge the three types of management systems into one system, because it reduces duplicate work and bureaucracy.

(Jørgensen, Herreborg; Mellado, Dolores; Remmen, Arne ,2004)

2.6 Organizational performance

What is Performance? This question seems simple to address at first glance but it is in fact, quite complex. Part of the problem defining “performance” is that you will come across a number of words with similar meanings in the literature. The word “effectiveness” is one of the main similes of performance found in the literature. Boyne (2003) when looking at public sector improvement ran into the problem of academics and practitioners using different words to describe the same phenomenon. In his work he identified that:

“A central message of prior research in this area is that universal criterion of effectiveness... does not exist” and “Although effectiveness can be defined broadly as 'producing the intended result' there is no agreement on what the intended result of organizations is or should be.”

He studied a number of organizational models including the multiple stakeholder model that:

“Assumes that the performance of all organizations is judged by a variety of internal and external groups... Each of these groups uses different criteria to assess effectiveness. Even if all stakeholders use similar criteria, the relative weight that they attach to each one is likely to vary. Furthermore, the criteria and the weights shift over time as preferences change and as the balance of power alters between groups. An organization is effective, then, to the extent that its multiple constituencies perceive it as effective.”

It is easy to view these points as only applying to public sector organizations that have obscure organizational goals and bureaucratic make-ups. However, Lebas and Euske identify performance as a “suitcase word” into which people place concepts that suit them and hope that the context takes care of the definition. They eventually develop a working definition of performance as:

“Doing today what will lead to measured value outcomes tomorrow”.

This working definition takes in the process of producing results and the results themselves and is a common concept when people define organizational performance.

This definition can be analyzed by considering a simple system view of an organization's activities and results, like that in Figure 2.4.

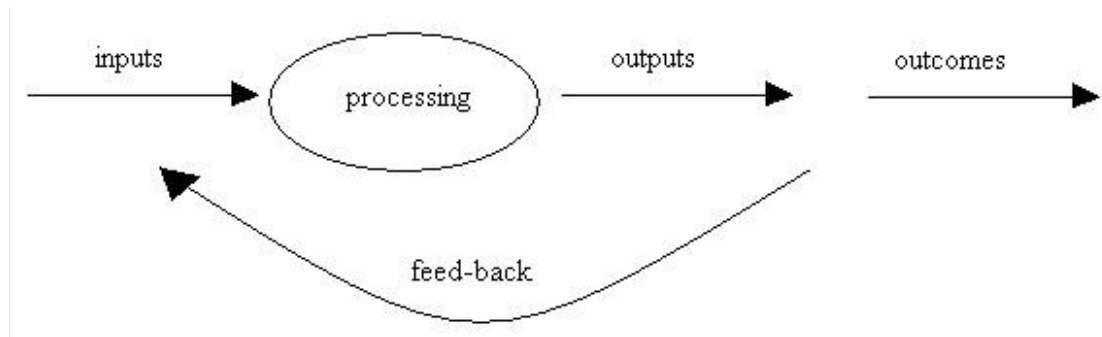


Fig 2.4 Simple systems view of an organization

Source: Holistic Performance Measurement and the Balanced Scorecard

In the systems view, the organization takes inputs today and processes them into valuable and measurable outputs that then have impact on outcomes tomorrow. The organization simply needs to identify: its desired outcomes; the outputs that will positively impact upon them; the processes producing the outputs; and the inputs feeding the processes. In other words, the organization needs to trace the cause and effect links between the elements of the system. The causal links need to be identified by using data on causation or informed speculation to arrive at a model that can then be used to make sense of this definition of performance.

An implication of this systems-based definition of performance is the fact that a change in one part of the system may affect another part or parts of the system. So, a change in inputs may impact on outcomes and a change in outcomes feeds back to affect inputs. This means that performance information about one part of the system may be useful in making inferences about other parts of the system. However, the accuracy of the inference in a particular organizational system will depend on the accuracy of the cause and effect model. If the organization's model:

Inputs > processes > outputs > outcomes;

is well understood then, a measure of the performance of inputs may give an indication of the level of performance of eventual outcomes (SUST, 2005, 4)..

2.6.1 Financial and Non-Financial Performance

Financial performance is often spoken of as the ultimate indicator of a company's performance. But, there is no one financial measurable that will satisfy all stakeholders in an organization. Shareholders look at how their investments are increasing, managers may look at sales and profits and customers may be concerned with costs.

Eccles (1991) produced an influential article in the Harvard Business Review entitled "The performance measurement manifesto". In it, he stated that "The leading indicators of business performance cannot be found in financial data alone. Quality, customer satisfaction, innovation, market share - metrics like these often reflect a company's economic condition and growth prospects better than its reported earnings do. Depending on an accounting department to reveal a company's future will leave it hopelessly mired in the past. More and more managers are changing their company's performance measurement systems to track non-financial measures and reinforce new competitive strategies." Eccles identified the fact that the technology to make the change to non-financial performance measurement systems had become possible and economically feasible. He also identified the fact that there was a developing body of academic and practitioner knowledge about performance and specifically non-financial performance that would help the development of viable systems. He rather optimistically stated that "When one leading company can demonstrate the long-term advantage of its superior performance on quality or innovation or any other non-financial measure, it will change the rules for all its rivals forever".

The use of non-financial indicators can be seen as evidence that performance is not simply a function of financial results and it reinforces the idea that performance is about the process and the consequences of the process.

Some evidence of the connection between non-financial and financial indicators comes from the widely cited Sears study.

Rucci, A. J., Kirn, S. P. and Quinn, R T (1998) reported a statistical analysis of a causal path suggested by managers at Sears, Roebuck & Co. The managers believed that there was a connection between staff satisfaction, customer satisfaction and financial performance.

The hypothesis tested is that staff attitudes are leading indicators of customer behaviors so the indicators (attitude to job and company) were taken in the first quarter. Customer behavior indicators (retention and recommendations) were measured in the second quarter because they lead financial performance which was then measured in the third quarter (revenue growth). The figures in the “Relationship” row show that the path analysis reveals that a positive move of 5% in staff attitude indicators, leads to a positive 1.3% move in customer behavior indicators and positive 0.5 increase in revenue.

However, the relationship between staff satisfaction and customer satisfaction /revenue and indeed between people management and staff satisfaction is likely to be complex. This means that it is not easy to draw general conclusions from individual cases with any confidence. Because it was widely cited, the Sears study was copied by a number of retailers, but as Silvestro (2000) found this is not necessarily a sound move (SUST, 2005).

2.7 The previous studies

2.7.1 Integration of ISO 9001 and ISO 14001: A Study of Common Elements

The purpose of this study was to analyze the elements of ISO 9001:2008 and ISO 14001:2004 standards, identify similarities and differences between them, and propose a methodology for integrating quality management system and environmental management system into a single management system that can be implemented within organizations. A comprehensive literature review regarding the standards, integrated management system, and a qualitative analysis of the clause requirements of both the standard were carried out to derive a conclusion. The result of the study showed that majority of the requirements of both standards were similar and there is a possibility of integrating quality and environmental management system into a single management system. A methodology for implementing integrated management system was developed considering the essential features of both the systems. The proposed road map includes 14 steps of integrated management system implementation and is expected to assist in implementing such system in organizations which may or may not have any existing management system in place. The proposed methodology is simple and is applicable to organizations of any type, nature and size. Further the implementation methodology is expected to assist in streamlining all the

requirements of the management systems and improving overall organizational performance (Adhikari, Bishal).

2.7.2 Integrated Management Systems – advantages, problems and possibilities

Effective management in the globalized world requires an effective, efficient and flexible management system. Effective could be interpreted as addressing all relevant stakeholder concerns in a context of Corporate Social Responsibility (CSR). Efficient would mean that it does the job with low resource use. Flexibility requires that changed conditions and new requirements easily can be included. Many organizations are already working with Integrated Management Systems (IMS). Interesting questions are to what extent current integration covers the above mentioned needs and if not what changes are needed. This conceptual paper Looks at the advantages and problems of integration. Possibilities for development of fully integrated management systems are studied from the perspective of managing stakeholder needs, with the forthcoming ISO 26000 – “Guidance on social responsibility”, as inspiration. Results show that there are advantages in integration, but that the scope and level of Integration often is limited. A conceptual model for integrating all stakeholder needs in value networks is presented (Sten Abrahamsson).

2.7.3 Integrated Management Systems in Small Medium-Sized Enterprises: Theory and Practice

Over the last ten years many companies have embraced Quality Management Systems (QMS), as quality appears to be a fundamental requirement for competitiveness. More recently, environmental issues and health and safety legislation have introduced additional dedicated control procedures: Environmental Management Systems (EMS) and Health and Safety Management Systems (H&SMS). The synergies and many points of contacts between Quality, Environmental, and Health and Safety Management Systems have led to the emergence of Integrated Management Systems (IMS) as a way to meet the requirements of quality management, environmental management and health and safety management. This survey explores the subject of Integrated Management Systems in Small and Medium-Sized Enterprises (SMEs).

Based on a critical analysis of the literature, as well as on a questionnaire survey, the theory and the actual picture of this important and sensitive industry sector are investigated in order for the drivers, benefits and barriers of IMS implementation

to be identified. The research concludes that small and medium companies need support and guidance to overcome their weaknesses and proposes elements of a best practice model, which can enable the sector to take advantage of these kinds of management systems. (Theofanis Stamou)

2.7.4 A Comprehensive Evaluation of Integrated Management Systems CompanyXYZ

The purpose of the study was to identify the similarities and differences between ISO 14000 and ISO 9000 management standards, as it relates to the safety and environmental protection-based internal standards that are in effect for Company XYZ and its acquired company. The review of literature included the background of ISO 14000 environmental management and ISO 9000 quality management systems, benefits of ISO 9000 and ISO 14000 management systems and a review of integrated management systems. Interview questions were used to collect the data that were related to the integration of ISO 9000 quality and ISO 14000 environmental management systems at Company XYZ and Company ABC. The questions were developed from the literature review. The interview questions addressed specific areas of ISO 9000 quality and ISO 14000 environmental management systems and best techniques for integrating ISO 9000 and ISO 14000 into a single management system (Aderinto Mary A).

2.7.5 Integrated management systems

The front-runner firms in industry are moving towards a more sustainable management of their production and products. Integrated Management Systems (IMS) are in this paper viewed as a step in this direction. The traditional management focus on economics has in several firms been extended with other areas, such as quality, the environment, occupational health and safety as well as social accountability. International standards like ISO 9001, ISO 14001, EMAS, OHSAS 18001 and SA 8000 are made for each of these areas. Up till recently there has been a major difference between especially the quality and the environmental standards, when it comes to the underlying understanding of organizations. However, since the new version of ISO 9000 in 2000 the similarities have increased regarding the core aspects of management. This has paved the road for the idea of an integrated management system, and at the same time making it easier for companies to comply with several standards. This paper discusses the

development of a standard for IMS, the organizational challenges with IMS, the experiences with IMS in industry and finally the drafts of IMS standards in Danish and Spanish context is analyzed (Tine Herreborg, Jørgensen Marie Dolores Mellado, Arne Remmen).

2.8 FISAL Islamic bank Sudan:

Faisal Islamic Bank (SUDAN) established in accordance with Temporary Order No (9) (1977) dated 4/4/1977 and In May 1977, 86 Sudanese and Saudi founders as well as other nationals of some Islamic States, met and adopted the idea of establishing the Bank. They prescribed and paid up half of the authorized capital. On 18/08/1977, Faisal Islamic Bank was registered as a public incorporated Co.(ltd) according to the Co. Ordinance 1925. The bank commenced operations in May 1978.

FIB Sudan conduct all forms of banking activities, financial, commercial, investment as well as participation in economic development and social projects. To promote transactions and cooperation in the field of foreign trade, in conformity with Islamic Shari'a law, and advanced modern developed banking techniques. (www.fibsudan.com)

2.8.1 FIBS Vision

An Islamic Bank, of Islamic orientation, Sudanese features, adhering to quality and excellence in performance, satisfaction of customers, confidence in suppliers, and community development, takes care of owners' equity and the welfare of employees. (www.fibsudan.com)

2.8.2 FIBS Mission

A Bank with both Islamic face and Sudanese features, aiming to assume the best financial position through its efficiency and outstanding institution contemporary legal banking products, processing foreign relations, modern techniques. With a working team of high esteem, committed and sincere, trained and skillful, competent and knowledgeable transparent and aim to please the workers, the owners and the society. (www.fibsudan.com)

The bank has developed and adopted some guidance as a part of its general policy in the title of "the ten values" these include:

- Legitimacy of the Transactions.
- Leadership.
- Excellence in the Transactions.
- Professionalism.
- Teamwork.
- Continuous Improvement.
- Transparency in Transactions and Relationships.
- Customer Satisfaction.
- Cooperation with partners.
- Partnership with the community. (www.fibsudan.com)

2.8.3 Activities

To conduct all forms of banking activities, financial, commercial, investment as well as participation in economic development and social projects. To promote transactions and cooperation in the field of foreign trade, in conformity with Islamic Sharia law, and advanced modern developed banking techniques. (www.fibsudan.com)

2.8.4 Basic Information Statistics

Table3.1:Fisal Islamic Bank basic information [2008-2013]

	2013	2012	2011	2010	2009	2008
Branches	32	31	31	31	29	28
ATMs	118	112	91	80	72	64
Employees	1.063	942	907	886	805	789
Percentage of profits distribution to Shareholders	46.1%	67%	73%	55.1%	45.5%	40%
Percentage of profits distribution to depositors	12.0%	11.5%	10%	10%	10%	10%
Growth rate of Assets	25.7%	46.2%	25%	40.1%	57%	50%
Growth rate of Income	37%	28%	40%	48.6%	57%	49%

Return on Assets	3.2%	4%	4%	3.1%	3%	3.1%
Return on Capital	64%	66.7%	73%	75.1%	64.4%	59%
Return on Equity	38%	33%	39.1%	42.8%	41%	37%
Operational	23.7%	21.9%	24.7%	22.8%	22.6%	26.4%

Source :(www.fibsudan.com)

2.8.5 FIBS Auditors

Mubarak El-Awad & Co.
Chartered Certified Accountants

2.8.6 FIBS Capital Contributions

2.8.6.1 Capital Contributions inside SUDAN

1. Islamic Insurance Company.
2. Islamic Company for Trading and Services, Ltd.
3. Al-Faisal of Financial Transactions, Ltd.
4. Al Faisal Real Estate.
5. Grain Mills Ltd - Atbara.
6. Electronic Banking Services Company (EBS).
7. Financial and Banking Systems Co.

2.8.6.2 Capital Contributions outside SUDAN

1. Faisal Islamic Bank (Egypt).
2. Islamic Advisory Group - Switzerland.

2.8.7 Faisal Islamic Bank certifications and awards:

2.8.7.1 Quality Management System (ISO 9001)

The International Organization for Standardization developed the ISO 9001 system in the late eighties. It is a Quality management tool designed to help an organization achieve its Total Quality Management (TQM) goals. ISO 9001:2008, the more recent version of ISO 9000, consists of a series of quality management standards aimed to standardize work processes and promote quality production throughout a variety of industries. ISO 9001:2008 regularly analyzes conformance

to customer requirements, characteristics of planning, construction implementation processes, and supplier performance data. ISO 9001:2008 is set of organized tools and methods that may work in conjunction with a TQM approach to achieve quality milestones. (Singh, 2009)

Faisal Islamic Bank (Sudan) got the certificate of conformity to (quality management system ISO 9001 which conferred on it by international companies accredited by the Standards and Accreditation German (DAKKS), body specifications the British accreditation (UKAS) and QA technical Turkish in December 2013. (www.fibsudan.com)

2.8.7.2 Environmental Management System (ISO 14001)

An environmental management system is the system by which a company controls the activities, products and processes that cause or could cause environmental impacts and in doing so minimizes the environmental impacts of its operations. This approach is based on the management of “cause and effect”, where company’s activities, products and processes are the causes or “aspects” and their resulting effects, or potential effects, on the environment are “impacts”. Aspects would be things within company’s control that directly or indirectly cause those impacts. Environmental systems such as an internal waste minimization program can be informal or can be formal and standardized, such as ISO 14001.

ISO 14000 is a series of international standards for environmental management. It is the first series of standards that allow organizations from around the world to pursue environmental efforts and measure performance according to internationally accepted criteria. ISO 14001 applies to any organization that wishes to improve and demonstrate its environmental performance to others through the presence of a certified EMS. (Singh, 2009)

Faisal Islamic Bank (Sudan) Got the certificate of conformity to environment management system ISO 14001 which conferred on it by international companies accredited by the Standards and Accreditation German (DAKKS), body specifications the British accreditation (UKAS) and QA technical Turkish in December 2013. (www.fibsudan.com)

2.8.7.3 Occupational Health and Safety Assessment Series (OHSAS 18001)

An occupational Health & Safety Management System (OHSMS) provides a framework for managing OH&S activities, procedures and processes so they become more efficient and a more integrated part of the overall business operations. An OHS management system also provides a formal structure for identifying and managing significant OH&S hazards and risks. OH&S Management System is based on standards which specify a process for achieving improved OH&S performance and complying with regulations.

Similar to the quality management process, there are safety standards available to assist in the construction safety management process. The Occupational Health and Safety Assessment Series (OHSAS) 18001, is an international specification standard created to address a variety of job-site health and safety issues commonly encountered in the construction and manufacturing sectors. Similar in structure to ISO 14001, OSHAS 18001 is a documentation intensive system that can be altered and customized to cater to organizations particular needs. The primary rationale behind OSHAS 18001 is to continuously minimize occupational hazard risk in the workplace, which in turn improves company profitability. (Singh, 2009)

Faisal Islamic Bank (Sudan) got the certificate of conformity to Occupational Health and Safety OHSAS 18001 which conferred on it by international companies accredited by the Standards and Accreditation German (DAKKS), body specifications the British accreditation (UKAS) and QA technical Turkish in December 2013. (www.fibsudan.com)

CHAPTER THREE
MATERIALS AND METHODS
(METHODOLOGY)

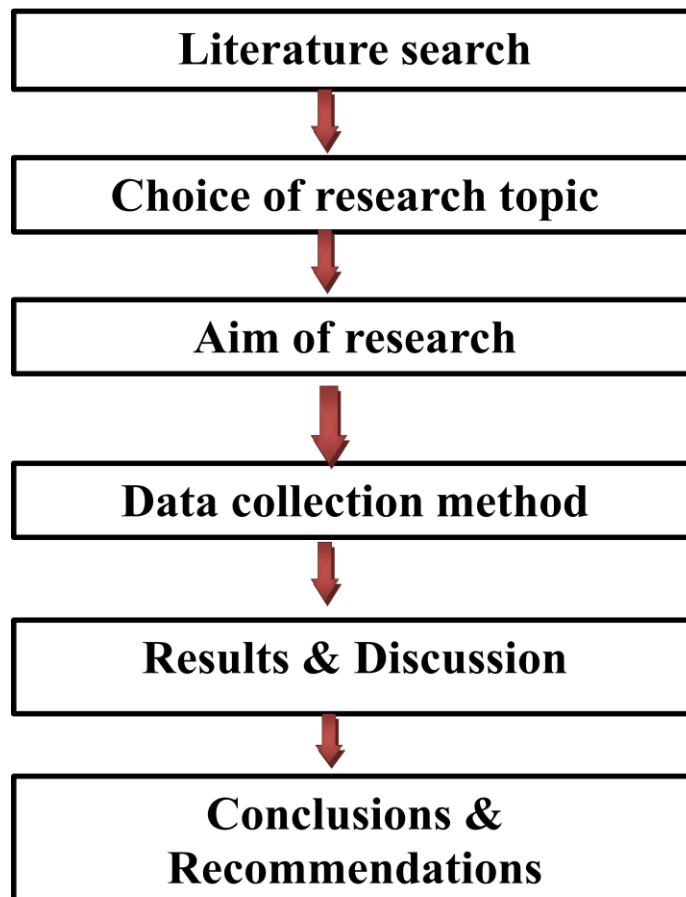
3. Materials and Methods (Methodology)

This research concern with filed study and method adopted for the case study therefore the method used for research in this paper is questionnaires.

In this chapter, method of data collection, questionnaire, data analysis, statistical instruments, research limitations, data measurements and population of sample of the study will be illustrated. The following diagram illustrates the steps.

Fig 3.1 Research Method

Sources: researcher



3.1 Research strategy

As defined by Yin (2003), a case study is an empirical inquiry that investigates a contemporary phenomenon within its real life context especially when the boundaries between phenomenon and concept are not clearly evident. The researcher has chosen to make multi- case study on a particular phenomenon (Integrated Management System (IMS)) in FIBS branches (Thirty Three Branch).According to Yin (2003) “a case study as a research strategy is used in many situations to contribute to our knowledge of individual, group, organizational, social, political, and related phenomena”. Case studies are one of several ways of doing social science research; other ways include experiments, surveys, histories and the analysis of archival information. He further argues that the first and most important strategy for differentiating among the various research strategies is to identify the type of research question being asked, and suggest that in genera “how and why” questions are likely to favor the use of case studies, experiments or histories.

The research work starts out with stating the choice of our research topic, the aim of the research, next, methods used for data collection and the type of data collected: primary and secondary (qualitative and quantitative data) will be described. From the results or findings of the primary and secondary data, the researcher would make an analysis in relation to the theory used and draw his conclusions

3.2 The Aim of the research

According to Yin (2003:10), “the goal in making case studies is not to make generalizations on populations or universes or to enumerate frequencies (statistical generalizations) but to expand and generalize theories (analytic generalizations)”. As stated in the purpose, this research is aimed at investigating The Impact of applying Integrated Management System (IMS) on Organizational Performance , The Case of Fiasal Islamic Bank (Sudan) . The researcher hope to achieve this by collecting data and analyzing questionnaires for employees who were responsible for quality, environmental and Health and safety management Systems(QHSE) in study area which listed in the FIBS Enterprise from Al- Faiha branch & head

quarter to verify the Impact of applying Integrated Management System (IMS) on Organizational Performance .

3.3 Method of data collection

According to most literature on research methods in collecting data, Yin (2003), Strauss et al (1998), Fisher (2007) a researcher can choose between two methods; the quantitative and the qualitative. While the quantitative method has more to do with measurements and figures, the qualitative is more about descriptions and opinions. The quantitative and qualitative methods have been used in this study. According to Strauss et al (1998:10), “qualitative research is the kind of research that produces findings not arrived at by statistical procedures or other means of quantification”. In order to achieve the desired result of this research it makes sense to choose this approach since it enables the researcher to be able to look into all areas of the subject at hand and give a thorough discussion and analysis. Due to the nature of this study, a quantitative method of approach is conducted as well but this is going to be just a small aspect of this research process. This is to help the researchers’ analyze information gathered from questionnaires, which were handed out to employees who were responsible for quality, environmental and Health and safety Systems (QHSE) in study area which listed in the FIBS Enterprise from Al-Faiha branch & head quarter under study. Therefore, while this work is a qualitative study, we have however used both Quantitative and Qualitative data to describe the results obtained.

As described above, the researcher has used both the primary and secondary data for the purpose of this research .The Primary data was obtained from questionnaires which were collected throw QHSE Representative from Al- Faiha branch & head quarter under study.

3.4 Questionnaires

For studying and identifying the Impact of applying Integrated Management System (IMS) on Organizational Performance in FIBS 23 questionnaire were distribute among QHSE professionals, supervisors and top management staff The total numbers of respondents were 23, the respond rate is 100% the questionnaire contain 30 statements represent the factors that most affect the

process of applying IMS and possible benefit of integrations process these statements are:

- Management commitment.
- Experienced consultants to assist firms
- Promotion to IMS.
- Drivers and benefits.
- Stakeholder's demands.
- Costs of certification and verification.
- Financial resources.
- Management and staff knowledge skills and training.
- Management or staff time
- Awareness of the benefits
- Other priorities
- Complexity and differences among management systems
- Impact of integrated management systems on reducing cost
- Impact of integrated management systems on performance improvement
- Impact of integrated management systems on increase market share
- Impact of integrated management systems on increase profit
- Impact of integrated management systems on customer satisfaction
- Impact of integrated management systems on increase volume of delivered products and services
- impact of integrated management systems on raise key process performance indicator
- impact of integrated management systems on improve technology , information and knowledge
- impact of integrated management systems on enhance image
- impact of integrated management systems on people satisfaction
- impact of integrated management systems on documentations and control
- impact of integrated management systems on decrease audit process
- impact of integrated management systems on decrease training requirement
- impact of integrated management systems on improve communication between departments
- impact of integrated management systems on deploy preventive and corrective actions for nonconformities

- impact of integrated management systems on continual improvement
- impact of integrated management systems on management commitment to system review
- impact of integrated management systems on identifying required performance level to achieve vision , mission & strategic goals

3.5 Data Analysis

Data analysis for questionnaires and test of its hypotheses is done. The instruments of applied study, which contain the description of the study’s population and its sample, method of collection data, reliability and validity of the study tool, and the statistical treatments that used the methodology of the study will be shown here.

3.6 Data Measurement

In order to be able to select the appropriate method of analysis, the level of measurement must be understood. For each type of measurement, there is/are an appropriate method/s that can be applied and not others. For the purpose of the study, ordinal scales were used. Ordinal scale is a ranking or a rating data that normally uses integers in ascending or descending order. The numbers assigned to the important (1, 2, 3, 4, 5) do not indicate that the interval between scales are equal, nor do they indicate absolute quantities. They are merely numerical labels. Based on Likert scale we have the following:

Table 3.1 Likert scale
Source: researcher

Item	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
Scale	5	4	3	2	1

3.7 Population and Sample of the Study

As previously mention the original population for this study was QHSE professionals, supervisors and top management staff that have certifications or experience in ISO 9000, ISO 14000 and ISO 18001 management systems were

selected to participate in this study. Twenty three candidates were involved with the questionnaire process .

3.8 Statistical Instruments

In order to satisfy the study objectives and to test its hypotheses, the researcher use Frequency distribution and In order to obtain accurate results, Statistical Package for Social Sciences (SPSS) was used.

3.9 Research Limitations

This study is delimited to Faisal Islamic Bank (Sudan), headquarter and Alfaiha branches .The study is further delimited to the extent of the Impact of applying Integrated Management System (IMS) on Organizational Performance , The Case of Fiasal Islamic Bank Branches (Sudan).

CHAPTER FOUR
ANALYSIS & RESULT

4 Analyses and Result

In This chapter is analysis and result, analysis from primary data (questionnaires) will be shown and result will be outline.

4.1 Frequency test

4.1.1 Hypothesis no. (1): impact of integrated management systems on organization's performance

Table 4.1 statistic

Valid	400
Missing	14

Table: 4.2 impact of integrated management systems on organization's performance

Response	Frequency	Percent
strongly disagree	28	7.0
disagree	40	10.0
neutral	36	9.0
agree	214	53.5
strongly disagree	82	20.5
Total	400	100

Fig: 4.1: impact of integrated management systems on organization's performance

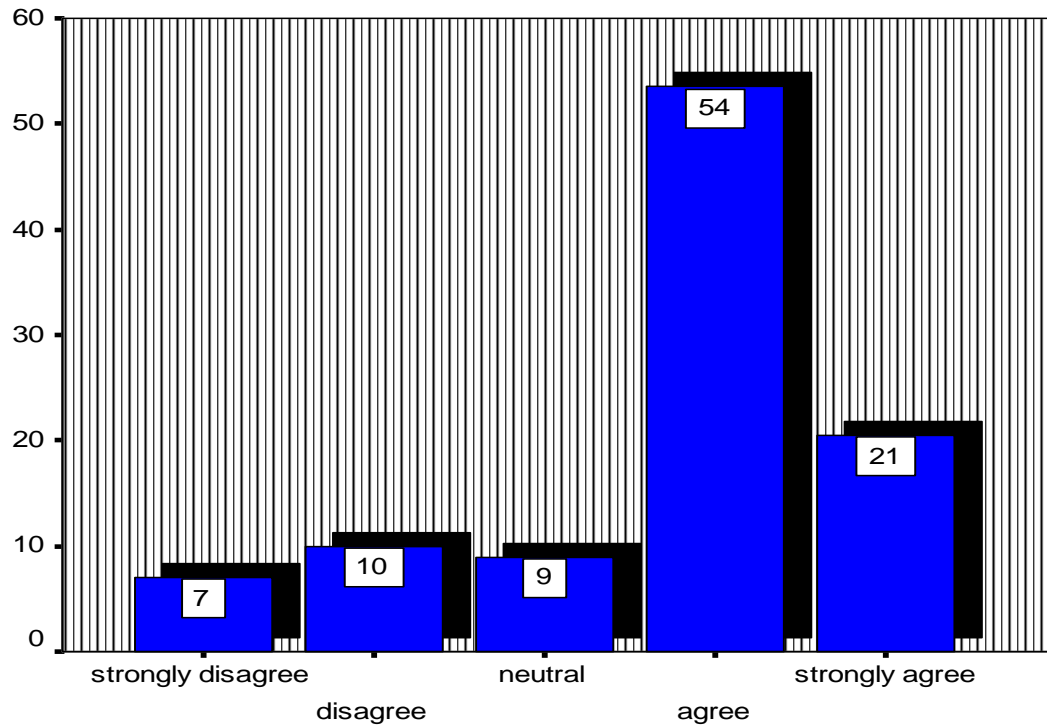


Table 4.1 shows that 75 % of Faisal Islamic bank related to management system employees agree that implementing IMS had positive impact on organization performance, 17% disagree and 9%are neutral.

4.1.1.1 Impact of integrated management systems on financial performance

Table 4.3 Statistics

Valid	92
Missing	0

Table 4.4 impact of integrated management systems on financial performance

Response	Frequency	Percent
strongly disagree	7	7.6
disagree	10	10.9
neutral	5	5.4
agree	48	52.2
strongly disagree	22	23.9
Total	92	100.0

Fig 4.2 impact of integrated management systems on financial performance

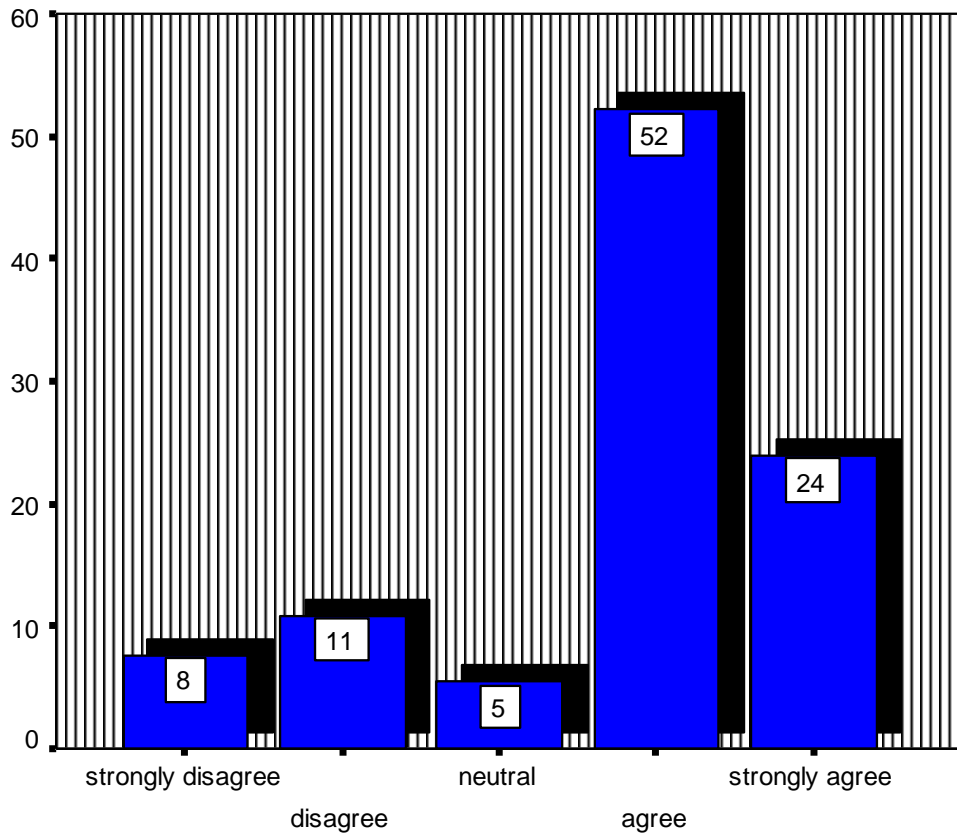


Table 4.4 shows that 76 % of Faisal Islamic bank related to management system employees agree that implementing IMS had positive impact on financial performance, 19% disagree and 5% are neutral.

4.1.1.2 Impact of integrated management systems on non financial performance

Table 4.5 statistics

Valid	133
Missing	5

Table 4.6 impact of integrated management systems on non financial performance

Response	Frequency	Percent
strongly disagree	13	9.8
disagree	14	10.5
neutral	5	3.8
agree	70	52.6
strongly disagree	31	23.3
Total	133	100.0

Fig 4.3 impact of integrated management systems on non financial performance

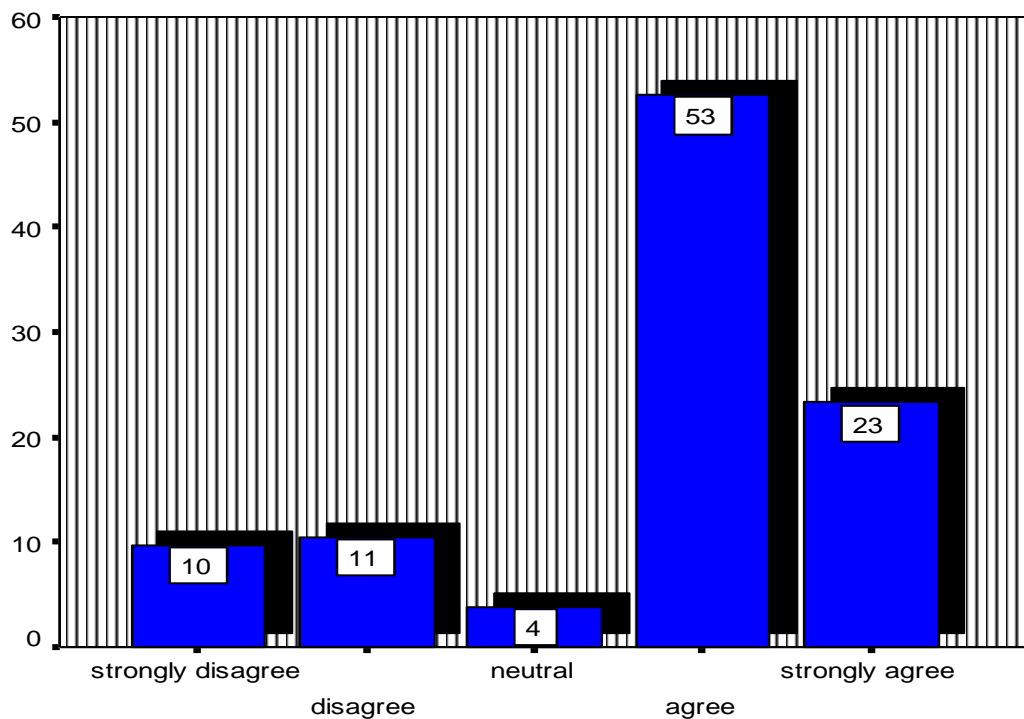


Table 4.6 shows that 76 % of Faisal Islamic bank related to management system employees agree that implementing IMS had positive impact on non financial performance, 21% disagree and 4% are neutral.

4.1.1.3 Impact of integrated management systems on system performance

Table 4.7 statistics

Valid	175
Missing	9

Table 4.8 impact of integrated management systems on system performance

Response	Frequency	Percent
strongly disagree	8	4.6
disagree	16	9.1
neutral	26	14.9
agree	96	54.9
strongly disagree	29	16.6
Total	175	100.0

Fig 4.4 impact of integrated management systems on system performance

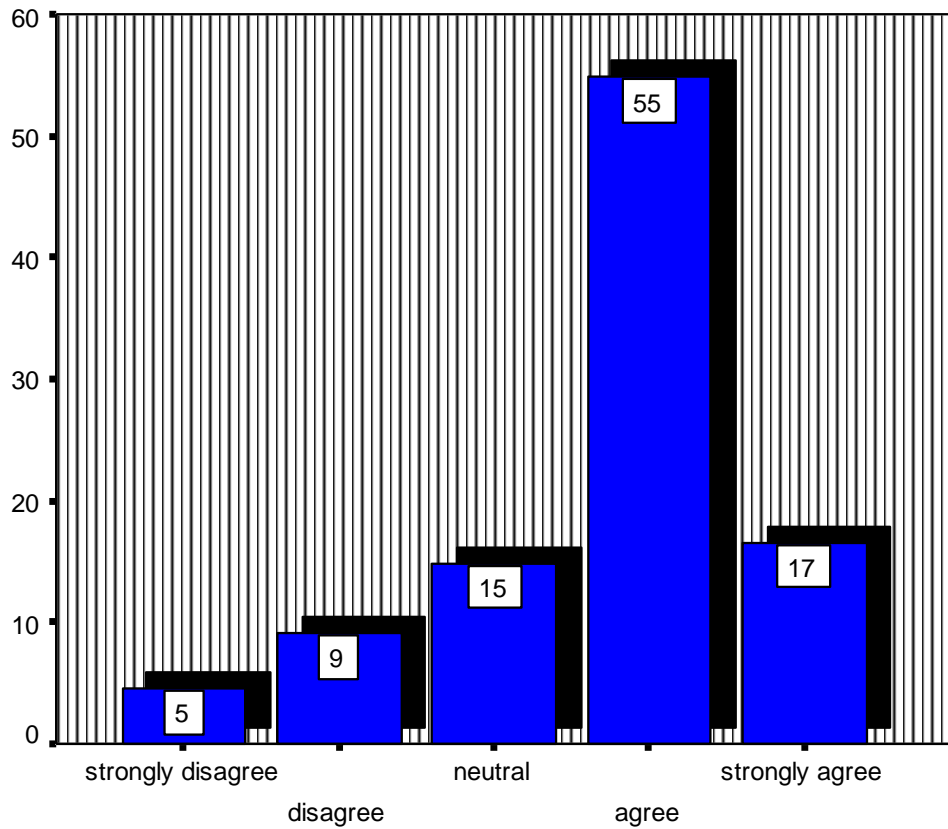


Table 5.8 shows that 72 % of Faisal Islamic bank related to management system employees agree that implementing IMS had positive impact on system financial performance, 14 % disagree and 15 % are neutral.

4.1. 2 Hypothesis no. (2): barriers to implement integrated management system

Table 4.9 Statistics

Valid	255
Missing	21

Table: 4.10 barriers to implement integrated management system

Response	Frequency	Percent
strongly disagree	17	6.7
disagree	81	31.8
neutral	83	32.5
agree	52	20.4
strongly disagree	22	8.6
Total	255	100.0

Fig 4.5 barriers to implement integrated management system

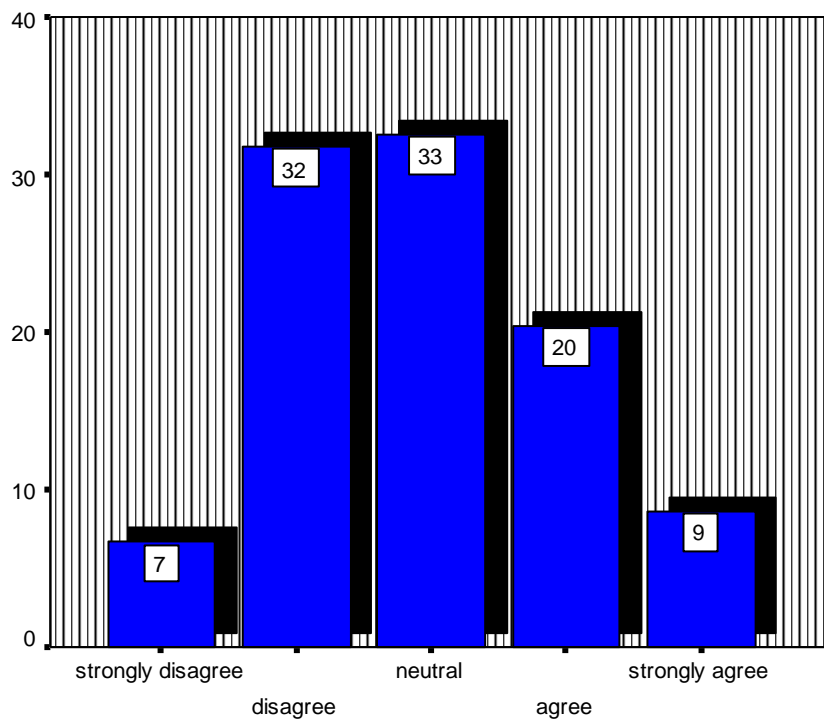


Table 4.10 shows that 29 % of Faisal Islamic bank related to management system employees agree that there are barriers to implement IMS, 39 % disagree and 33 % are neutral.

4.1. 2.1 internal barriers to implement integrated management system

Table 4.11 statistics

Valid	130
Missing	8

Table: 4.12 Internal Barriers for Implementation of IMS

Response	Frequency	Percent
strongly disagree	5	3.8
disagree	40	30.8
neutral	50	38.5
agree	26	20.0
strongly disagree	9	6.9
Total	130	100.0

Fig: 4.6 Internal Barriers for Implementation of IMS

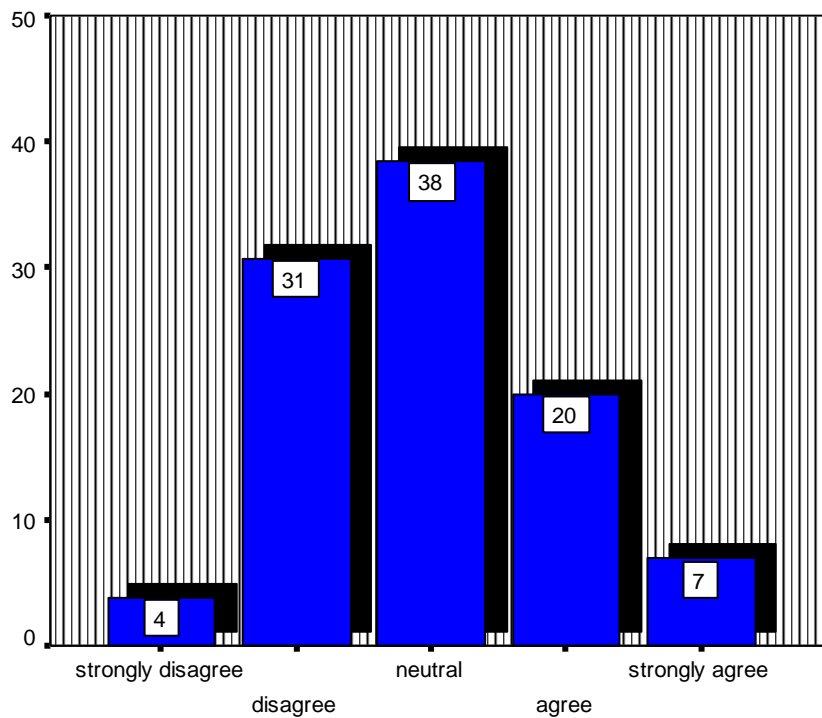


Table 4.12 shows that 27 % of Faisal Islamic bank related to management system employees agree that there are barriers to implement IMS, 35 % disagree and 38 % are neutral.

4.1.2.2 External barriers to implement integrated management system

Table 4.13 statistics

Valid	125
Missing	13

Table: 4.14 External Barriers for Implementation of IMS

Response	Frequency	Percent
strongly disagree	12	9.6
disagree	41	32.8
neutral	33	26.4
agree	26	20.8
strongly disagree	13	10.4
Total	125	100.0

Fig: 4.7 External Barriers for Implementation of IMS

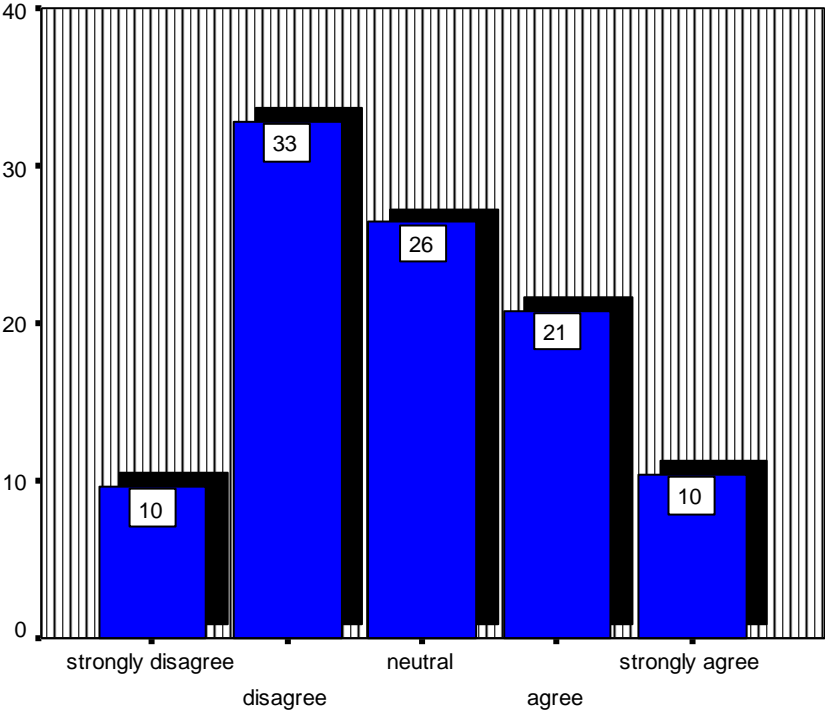


Table 4.14 shows that 31 % of Faisal Islamic bank related to management system employees agree that there are barriers to implement IMS, 43 % disagree and 26 % are neutral.

CHAPTER FIVE
DISCUSSIONS, CONCLUSION &
RECOMNDATIONS

5 Discussions, Conclusion and Recommendations

In this chapter, dissections and recommendations would be presented based on the research findings, to affirm whether or not the purpose of the research has been fulfilled, and how the findings deviates or resonates with aim of research.

5.1 Discussions

5.1.1 Research Objective s

- 1- To identify the Impact of Applying Integrate Management System (IMS) on organizational Performance.
- 2- To identify barriers of Applying Integrate Management System (IMS).
- 3- Provide the academic library with a useful filled research rather new area.

5.1.2 Research hypotheses

H.1.1 There is positive impacts of the applying integrated management system on financial performance

H.1.2 There is positive impacts of the applying integrated management system on non financial performance

H.1.3 There is positive impacts of the applying integrated management system on system performance

H.2.1 There are internal barriers to applying integrated management system.

H.2.2 There are external barriers to applying integrated management system.

The solution to the problem statement, and the fulfillment of the purpose of the research have been arrived at through the process of finding relevant literature, collecting and analyzing of data as seen from the previous stages of the study. Based on the literature reviewed and findings of analysis, several conclusions can be drawn:

- The adoption of integrated management systems in FIBS has positive impacts on financial performance, nonfinancial performance and system performance as leading indicators for organizations' performance.
- The integrate management system provides a holistic framework that systematically addresses a thorough range of organizational quality issues and also gives attention to impacts.
- According to frequency hypothes test there are some internal and external barriers to applying integrated management systems focusing on training will help to avoid them.

5.2 Recommendations

Overall, the findings of this study increase the insight of managers about the effects of integrated management systems in order to lead their efforts to successful implementation, accordingly my recommendations are:

- The researcher would recommend that Faisal Islamic bank extensively continue the practices and application of the integrated management systems to improve their performance.
- The researcher also recommend for other Sudanese Organizations to adopt and apply the integrated management systems to improve their performance.
- To take an in-depth look at the integrated management systems by assessing how benefit and barriers are interrelated, and how to overcome this barriers .
- It is observed from the results of top management should present very high levels of commitment to lead their units towards excellence.
- The further research needs to Study all the impact of applying integrated management systems on organizational performance undertaking external auditors and consultant.
- It is observed from the results and comparison with the previous study, the researcher is conformed to its finding.
- Studies in other organizations should be conducted to ensure the reliability of the results obtained.

- The researcher would recommend that research and development department in Faisal Islamic bank extensively continue to provide researchers by necessary data and information to improve their performance, scientific research quality and support national economic.

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Appendix A

استبيان لقياس أثر تطبيق نظام الإدارة المتكامل على الأداء المؤسسي

القسم الذي تتبع له : البنك
سنوات العمل بالبنك : أقل من 3 سنوات أكثر من 3 سنوات

من فضلك ضع علامة على الخانة التي تعبر عن رأيك :

م	العبارة	غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة
1	ساعد تطبيق البنك لنظام الإدارة المتكامل في تقليل التكاليف .					<input checked="" type="checkbox"/>
2	ساهم تطبيق البنك لنظام الإدارة المتكامل في تحسين الأداء .					<input checked="" type="checkbox"/>
3	ساعدت تطبيق البنك لنظام الإدارة المتكامل في تحقيق رضا العملاء .					<input checked="" type="checkbox"/>
4	ساهم تطبيق البنك لنظام الإدارة المتكامل في زيادة حجم المنتجات والخدمات التي يقدمها البنك .					<input checked="" type="checkbox"/>
5	ساهم تطبيق البنك لنظام الإدارة المتكامل في رفع مؤشرات أداء العمليّات الرتبسيّة .					<input checked="" type="checkbox"/>
6	ساعد تطبيق البنك لنظام الإدارة المتكامل في تحسين التقنيّات و نظم المعلومات المستخدمة .					<input checked="" type="checkbox"/>
7	ساعد تطبيق البنك لنظام الإدارة المتكامل في تعزيز سمعة البنك .					<input checked="" type="checkbox"/>
8	ساهم تطبيق البنك لنظام الإدارة المتكامل في زيادة الحصة السوقيّة للبنك في المجال المصرفي .					<input checked="" type="checkbox"/>
9	ساهم تطبيق البنك لنظام الإدارة المتكامل في زيادة الأرباح .					<input checked="" type="checkbox"/>
10	ساعد تطبيق البنك لنظام الإدارة المتكامل في تحقيق رضا العاملين بالبنك .					<input checked="" type="checkbox"/>
11	ساهم تطبيق البنك لنظام الإدارة المتكامل في الحد من الوثائق والسيطرة عليها .					<input checked="" type="checkbox"/>
12	ساهم تطبيق البنك لنظام الإدارة المتكامل في تقليل عمليّات التدقيق .					<input checked="" type="checkbox"/>

م	العبارة	غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة
13	ساعد تطبيق البنك لنظام الإدارة المتكامل في تخفيض متطلبات التدريب .			/		
14	ساهم تطبيق البنك لنظام الإدارة المتكامل في تحسين التواصل بين الإدارات .		/		/	
15	ساعد تطبيق البنك لنظام الإدارة المتكامل في عمل الإجراءات التصحيحية و الوقائية لحالات عدم المطابقة .					
16	ساهم تطبيق البنك لنظام الإدارة المتكامل في التحسين المستمر .			/		
17	ساعد تطبيق البنك لنظام الإدارة المتكامل في التزام الإدارة العليا بمراجعة النظام .			/		
18	ساهم تطبيق البنك لنظام الإدارة المتكامل في تحديد مستوى الاداء المطلوب لتحقيق الرؤية والرسالة والاهداف الاستراتيجية .			/		
19	من معوقات تطبيق البنك لنظام الإدارة المتكامل التزام الإدارة .			/		
20	من معوقات تطبيق البنك لنظام الإدارة المتكامل عدم وجود الخبرة الكافية .			/		
21	من معوقات تطبيق البنك لنظام الإدارة المتكامل قلة الترويج للنظام .			/		
22	من معوقات تطبيق البنك لنظام الإدارة المتكامل عدم وجود قواعد لتطبيق النظام .			/		
23	من معوقات تطبيق البنك لنظام الإدارة المتكامل اختلاف احتياجات اصحاب المصلحة (العاملين ، العملاء ، المساهمين ، المؤسسين) .			/		
24	من معوقات تطبيق البنك لنظام الإدارة المتكامل التكاليف العالية للشهادات .			/		
25	من معوقات تطبيق البنك لنظام الإدارة المتكامل قلة الموارد المالية .			/		
26	من معوقات تطبيق البنك لنظام الإدارة المتكامل قلة المعرفة والتدريب والمهارات لدى الإدارة والعاملين .			/		
27	من معوقات تطبيق البنك لنظام الإدارة المتكامل عدم وجود الوقت الكافي لدى الإدارة والعاملين .		/			
28	من معوقات تطبيق البنك لنظام الإدارة المتكامل قلة الوعي بقواعد النظام .			/		
29	من معوقات تطبيق البنك لنظام الإدارة المتكامل وجود اولويات اكثر اهمية .			/		
30	من معوقات تطبيق البنك لنظام الإدارة المتكامل التعقيد والاختلاف في نظام الإدارة .			/		