

Analysis of ISO 9001:2015 Quality Management System Implementation at PT X

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Abstract

This study examines the implementation of the ISO 9001: 2015 Quality Management System at PT X, a construction consulting services company in Indonesia which has research objectives to find out and analyze the implementation process, supporting and inhibiting factors, and solutions to overcome obstacles in the implementation of the Quality Management System at the company. This research uses a qualitative research design and case study approach, using data collection techniques in the form of observation, interviews, and documentation. The results of this study found that the implementation of the ISO 9001: 2015 Quality Management System at PT X is influenced by several supporting and inhibiting factors, which are supported by the commitment and policies of top management, awareness of employees, company culture that emphasizes the importance of quality improvement, digitalization of infrastructure that is quite capable, and standardization of well-documented procedures. The inhibiting factors are the lack of human resources and inconsistency and not overall understanding and awareness of the importance of implementing a Quality Management System. This research is expected to be one of the input materials used for useful improvements to overcome obstacles in order to improve the quality and quality of the company in the future.

Keyword: implementation; quality management system; iso 9001:2015

1. Introduction

The rapid pace of growth in the business world, in line with the development of increasingly modern technology, has increased business competition between one company and another. This is in accordance with the results of research conducted by Google and Temasek Bain & Company, which explained that the digitization of the Indonesian economy in the business sector is projected to increase by around 19% by 2025. (Kusnandar, 2019). With regard to these unavoidable global challenges, of course, all parties as the top management of the business are required to continue to improve quality and competitiveness in various fields, one of which is by making improvements to the quality of the existing management system. Quality Management System (QMS) is a continuous series of an organization in the form of a management system to control and supervise the company's

internal activities and tasks. It can also be explained that the Quality Management System is how the company implements quality management practices consistently to meet the needs of consumers, which are referred to as service users.

PT X in this case as a company engaged in construction consulting services aims to improve the quality of the company through improving the implementation of an effective Quality Management System service quality by implementing a system that is in accordance with established international standards, namely ISO 9001: 2015. ISO (International Organization for Standardization) is an International Organization based in Geneva, Switzerland. ISO standardization is very important to measure the credibility and quality management of a company. There are many types of ISO that are used as guidelines in various fields, but ISO that discusses standardization in the field of Quality Management Systems is ISO 9001: 2015 which is an updated version and is still valid today. The use of ISO 9001:2015 standards is used to ensure that the company has carried out supervision and assurance on all internal company activities so that later it will have a positive effect on the quality of the products or services provided. The research questions are:

- How is the implementation of ISO 9001: 2015 Quality Management System at PT X?
- What are the supporting and inhibiting factors in the implementation of ISO 9001: 2015 Quality Management System at PT X?
- What are the solutions in overcoming obstacles in the implementation of the ISO 9001: 2015 Quality Management System at PT X?

With the purpose of research are to:

- Know the description and analyze how the implementation process of ISO 9001: 2015 Quality Management System at PT X
- Knowing and analyzing the supporting and inhibiting factors for the implementation of the ISO 9001: 2015 Quality Management System at PT X
- To know and analyze the solution of obstacles in the implementation of Quality Management System ISO 9001:2015 at PT X

2. Literature Review

2.1 Implementation

Definition of Implementation

Nurdin Usman (2002) argues that implementation boils down to activity, action, action, or the mechanism of a system. Implementation is not just an activity, but a planned activity to achieve a goal. Meanwhile, according to Harsono (2007) implementation is a process to carry out activities into policy actions from an administrative activity. From some of the above definitions, the author concludes that implementation is a form of application of a planned activity, which can run well if there are supporting facilities, and will have an impact (either positive or negative) on something.

Elements of Implementation

According to Wahab (2008), implementation can run well if it has at least three elements, including:

- The existence of an implemented program
- The existence of a target group, namely Human Resources (HR) who are targeted and expected to receive benefits from the program
- The existence of implementation, either organizations or individuals who are responsible for the management, implementation and supervision of the implementation process.

2.2 Quality Management System

Definition of Quality

Philip B. Crossaby defines Quality as conformance to requirements, namely conformity to guidelines that have been made into a standard. This starts from the input, process and output in accordance with the specified quality standards. Also, Joseph M. Juran argues that quality is defined as a form of conformity to use where quality is oriented towards meeting customer expectations. So it can be concluded that quality is a comprehensive description and characteristics of goods or services that demonstrate their ability to satisfy expected needs.

Definition of Quality Management System

Quality Management System is basically a management system applied to control the organization in this case related to quality. The purpose of establishing a Quality Management System is to control and supervise activities and tasks within the company by involving adequate human resources and oriented towards customer satisfaction (Institute, 2021).

2.3 Quality Management System ISO 9001:2015

Definition of ISO

The International Organization for Standardization (ISO) is an organization that sets international standards for measuring quality in organizations (Witara, 2018). The ISO organization itself was formed by having an important role in providing credibility test facilities in an organization's quality quality. Companies that already have ISO certificates can have the opportunity to compete in the global market because they already have a guarantee of product quality both services and goods from ISO, so they have credibility in the eyes of consumers.

2.4 Definition of ISO 9001:2015 Quality Management System

Standards related to quality management are used ISO 900: 2015 standards which have undergone various updates since its first type in 1980, 1987, 1994, 2000, 2008, 2015 to adjust the needs of management improvement in its time. The implementation of ISO 9001: 2015 quality management standards in an organization is one of the efforts to improve performance. The standard helps organizations ensure stakeholders consistently receive quality products and services, so as to bring benefits including external (customer) and internal (management and employee) stakeholder satisfaction.

3. Materials and Method

3.1. Design Study

Researchers used a qualitative research design with a case study approach supported by data collection methods with interviews, observation, and documentation which in this study aims to

describe the focus of the research is to make a conclusion as to what the implementation of the ISO 9001: 2015 Quality Management System is implemented at PT X. Furthermore, the data sources and research sample can be described as follows:

- **Primary Data Sources**

In this study, the primary data source in this case is referred to as the informant chosen by the researcher, namely the Head of Section and Staff in the Quality Management System section, and employees from several work units who directly implement the quality management standards set by the company.

- **Secondary Data Sources**

Secondary data is information that has existed before and is used to complement and support primary data obtained through literature studies, documentation, books, or written archives related to the object to be studied in the research.

3.2 Data Analysis

Data collection techniques are carried out by conducting interviews, as well as taking pictures or documentation for research purposes. Then, the data analysis techniques used are through:

- **Data Reduction**

Data reduction involves simplifying classification and removing unnecessary data so that meaningful information can be produced and making conclusions easier.

- **Data Display**

Presentation of data is one of the activities of preparation of reports of research results that have been carried out so that they can be understood and analyzed according to the desired purpose. The data presented must be simple and clear so that it is easy to understand.

- **Verifying conclusion**

The final phase of qualitative data analysis, i.e. initial findings, is temporary and will change if no strong or supportive evidence is found at the data collection stage. On the contrary, if the initial conclusion is supported by new evidence found later, then the conclusions are considered reliable.

4. Result

After conducting interviews with interviewees with interview instruments/guidelines that have been adjusted to the indicators of the objectives of this research, the results of the interviews that have been obtained are described as follows:

- **Indicator 1: Knowing the description and analyzing how the implementation process of the ISO 9001: 2015 Quality Management System at PT X.**

Based on the answers of the interviewees, the implementation of the Quality Management System at PT X is motivated in order to organize and fulfill the standard requirements related to service quality and coordinate all existing work units to be able to integrate in carrying out good business processes in accordance with ISO 9001: 2015 standards.

- **Indicator 2: Knowing and analyzing the supporting and inhibiting factors for the implementation of the ISO 9001: 2015 Quality Management System at PT X.**

The interviewees explained that the steps taken by the company to strengthen the supporting factors are to routinely socialize awareness to all employees, especially top management to be actively involved in implementing the Quality Management System, while according to interviewee C, the inhibiting factors can be overcome if the number of Human Resources in the Quality Management System section is met ideally.

- **Indicator 3: Knowing and analyzing solutions to obstacles in the implementation of the ISO 9001: 2015 Quality Management System at PT X**

According to the informants, the solution that has been implemented by PT X is to routinely conduct awareness socialization activities and continue to improve infrastructure digitization so that it becomes an integrated system and also ensures the fulfillment of Human Resources in the Quality Management System section.

5. Discussion

- a. **Indicator 1: Knowing the description and analyzing how the implementation process of the ISO 9001: 2015 Quality Management System at PT X.**

The resource person explained about the background of the implementation of the Quality Management System at PT X is as a system that regulates quality or quality which was formed in order to oversee the implementation of a systematic management system in the company and control coordination between work units to synergize in one business process which aims as a form of quality assurance which in its understanding is quality assurance of all plans and systematic actions that are important to provide confidence used to satisfy certain needs (Elliot, 1993 in Dhea Amanda Yulia, 2023).

The background of the implementation of the Quality Management System is intended to be able to improve the quality of good service and lead to customer satisfaction and the end result can improve the quality of the company. This is in line with the explanation of the background of the implementation of the Quality Management System as a form of organizational control, which in this case is related to quality with the aim of forming it is to control and supervise activities and tasks within the company by involving adequate human resources and oriented towards customer satisfaction. (Institute, 2021)

The specific regulations regarding the implementation of Management System integration at PT X are regulated for the Implementation of the ISO Quality Management System which was prepared and formulated by involving all relevant work units, and has an implementation target for all employees at PT X.

- b. **Indicator 2: Knowing and analyzing the supporting and inhibiting factors for the implementation of the ISO 9001: 2015 Quality Management System at PT X.**

The integration of the Quality Management System cannot run according to the company's objectives if there are no supporting and inhibiting factors in its implementation. Therefore, in this study the resource persons explained that the supporting factors in the implementation of the Quality Management System at PT X are:

- Commitment and policy from top management
- Awareness of the human resources
- Corporate culture

- Digitalization of infrastructure
- Documentation of running procedures has been well implemented.

While the inhibiting factors for implementation are:

- Lack of Human Resources who have a direct focus on compiling and formulating the Quality Management System, which often slows down the pace of implementation.
- Not all employees have a clear understanding and awareness of the importance of the Quality Management System, causing inconsistencies in its implementation.
- Not all existing systems are well documented digitally, there are often many systems that are too many and not integrated through one door.

c. Indicator 3: Knowing and analyzing solutions to obstacles in the implementation of the ISO 9001: 2015 Quality Management System at PT X

In accordance with the results of interviews conducted by researchers about the last indicator, namely the solution to the obstacles to the implementation of the Quality Management System, the informant explained that the solution that has so far been done to overcome obstacles is to conduct regular awareness socialization accompanied by competency training activities on the importance of implementing the Quality Management System. In addition, the next thing to do is to combine and synergize between strengthening top management commitment, as well as improvements to digital infrastructure and fulfillment of resources to support its implementation and conduct training directly related to the Quality Management System regularly.

6. Conclusion, Implication, and Recommendation

6.1 Conclusion

The Quality Management System based on ISO 9001: 2015 at PT X has been implemented to be able to achieve goals in accordance with one of the company's missions to improve the quality and quality of quality management which ultimately leads to customer satisfaction. The Quality Management System at PT X itself is also designed to integrate various management circulations to ensure that all work units work together to implement the established regulatory standards in line with several supporting and inhibiting factors in its implementation.

In its implementation, there are supporting and inhibiting factors for the Quality Management System at PT X. Supporting factors for the implementation of the Quality Management System at PT X include: management commitment, especially from top management; awareness from employees about the importance of employee participation in compliance with implementing the Quality Management System; corporate culture at PT X which emphasizes the importance of quality improvement; digitalization of infrastructure; and well-documented procedures or operational standards. The inhibiting factors include: lack of Human Resources who have a direct focus on compiling and formulating the Quality Management System; not all employees have a clear understanding and awareness of the importance of the Quality Management System, causing

inconsistencies in its implementation; and not all existing systems are well documented digitally, there are often many systems that are too many and not integrated.

Solutions that have been implemented to strengthen supporting factors and overcome obstacles are to combine and synergize between strengthening top management commitment, socialization of the importance of awareness of the implementation of the Quality Management System, as well as improvements to digital infrastructure and fulfillment of resources to support its implementation.

6.2 Implication

a. Theoretical Implications

The results of this study can be utilized as a study material regarding the implementation of the Quality Management System, and can assist the Company in identifying supporting and inhibiting factors, as well as solutions to overcome obstacles in its implementation so that in the future it can be used as one of the input materials used for improvements that are useful for improving the quality and quality of the company.

b. Practical Implications

Regular socialization and trainings on awareness in the implementation of the Quality Management System can run better if supported by the commitment of top management as well as the digitalization of a well-integrated system.

c. Recommendation

Make considerations before choosing the theme and object of research, including the number of research samples selected in order to expand the range of research conducted. It is recommended to conduct further research to find out improvements or developments from research that has been done before.

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