

The Influence of ISO 9001: 2015 Quality Management System Implementation on Employee Performance (Study at PT. Semen Tonasa)

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Abstract

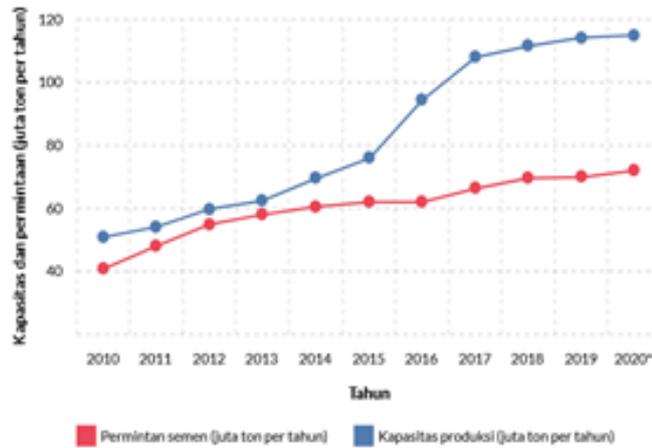
This study aims to determine and to analyze the influence of the implementation of the ISO 9001:2015 quality management system on employee performance at the company PT. Semen Tonasa. The approach used is a quantitative approach. The population of this research is all organic employees or permanent employee at PT. Semen Tonasa with a total sample of 293 respondents. The data collection technique used is through a questionnaire. The data analysis technique used is multiple linear regression analysis. The results show that customer focus has a direct, positive, and significant influence on employee performance. Leadership has a direct, positive, and significant influence on employee performance. Engagement of people has a direct, positive, and significant influence on employee performance. The process approach has a direct, positive, and significant influence on employee performance. Continual improvement has a direct, positive, and significant influence on employee performance. Evidence-based decision making has a direct, positive, and significant influence on employee performance. And relationship management has a direct, positive, and significant influence on employee performance at PT. Semen Tonasa.

Keywords: quality management system; ISO 9001:2015; performance improvement; semen tonasa.

INTRODUCTION

In the current era of intense competition, every company is required to improve its business strategy. Intense market competition also occurs in the cement industry in Indonesia. The free trade system has resulted in the emergence of new investors to expand their business in several sectors such as the automotive industry, construction, textile, property, telecommunications, including the cement industry, both from within and outside the country. The increase in cement production capacity is not matched by demand, so the competition in the cement industry in Indonesia is getting tougher. According to Indonesia Cement Association (ASI, 2020), the national cement production capacity is estimated to reach 115 million tons per year in 2020. Meanwhile, demand is estimated at 72 million tons. During the last ten years the national cement production capacity has been greater than the total demand. The policy issued by the government to reduce cement prices has further increased price competition in the market. In this condition, companies are required to make targeted efforts to increase competitive advantage in all fields.

Figure 1. National Cement Capacity and Demand



Source: ASI, 2020.

PT. Semen Tonasa, which is a member of the Semen Indonesia Group (GIS) in the face of intense competition, carries out a strategy to improve company performance through increasing company productivity. Efforts are made through resource management, quality improvement, and efficiency. PT. Semen Tonasa in increasing its productivity is one of them by implementing the ISO 9001:2015 Quality Management System. The implementation of the ISO 9001:2015 Quality Management System in the company is the right step to win the competition (Ramadhany and Supriono, 2017). The implementation of the ISO 9001:2015 Quality Management System can increase employee productivity so that effective and efficient company performance can be achieved so as to increase the company's competitiveness (Nuryanto, 2018). Companies that have received ISO 9001:2015 certification are categorized as companies that produce products and services to customers that comply with internationally recognized standards. The next process is that all employees are expected to be able to apply the procedures that are the requirements of the ISO standard consistently and continuously (Wahyudi and Widodo, 2019). The benefits of implementing the ISO 9001:2015 Quality Management System for the company will have a positive impact on employees' sense of belonging to the company itself, growing interest in learning for success at work, all procedures are well documented and updated, accommodating work instructions, clear workflow provide opportunities for new employees to quickly adapt to old employees, and be able to minimize errors at work. The benefits for employees themselves are increased employee satisfaction at work which has an impact on employee performance. The business process will run systematically so that it will guide employees to work systematically, the stress level of employees caused by lack of clarity in the absence of a system that supports them to work is minimized, the duties and responsibilities and workload of employees will be measured and monitored clearly, will increase pride in the company (www.sertifikatisoindonesia.com). The implementation of the ISO 9001 Quality Management System at PT. Semen Tonasa since 1996 and following the development of the ISO revision itself to the latest version, namely the ISO 9001:2015 Quality Management System since May 2018 (certified by PT. Sucofindo ISC). Implementation of ISO 9001 Quality Management System, PT. Semen Tonasa in improving employee capabilities consistently assesses employee competencies and job requirements. Competency assessments are carried out by the work unit superiors on core, leadership, and technical competencies. The assessment process for capabilities is carried out every semester for competence, quarterly for performance, and every three years for renewal of competency certification. The results of the capability assessment produce individual profiles (employee competency fulfillment and gaps), work values, and professional/specialist certificates as Training Need Analysis data in preparing annual training programs and the basis for implementing coaching and counseling.

Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara,

2013). According to Aguinis (2014) in Masrukin, Hubeis, and Wijayanto (2018), employee performance is what employees do (behavior) and not what employees produce in their work. Employee performance has three dimensions, namely task performance, contextual performance and counterproductive behavior. Task performance is the ability to carry out the main tasks according to the job description. Contextual performance is individual behavior that supports the organizational, social and psychological environment so that core technical tasks can be carried out. And Counterproductive behavior is employee behavior that can interfere with organizational performance including: behaviors such as absenteeism, being late for work, leaving work, theft, and drunkenness at work.

Determination of KPI parameters based on the best previous performance (best practice) and setting targets based on best practices and benchmarks with competitors. When viewed from the KPI value per individual employee, there are still employees who have not consistently met the expected performance expectations and there are even employee performances that do not meet expectations. This can be a threat and a nuisance for the company in an effort to achieve the performance of the work unit and the company. Moreover, the management has taken strategic steps to develop employee competencies, consistently carry out training and increase knowledge that is adjusted to the achievement of the technical competence of all employees to achieve excellent performance. Although most of the employees' performance has exceeded expectations, especially in 2020 reaching 24.77%, it has consistently exceeded management's expectations.

LITERATURE REVIEW

A. Customer Focus

This focus is the same as the previous version of the quality principle. Customers are all people who demand the organization to meet certain quality standards, and therefore have an influence on organizational performance (Ibrahim and Rusdiana, 2021). Understand and manage interrelated processes as a system that contributes to the effectiveness and efficiency of the organization in achieving the desired results. This approach moves the organization to control the interrelationships between processes in the system, so that the overall performance of the organization can be improved. In managing activities to be able to meet customer needs and requirements, of course, input of resources, organizational models, stages and process mechanisms that support each other in their interactions is needed. Everything is directed to meet customer needs (Efansyah and Nugraha, 2019). In accordance with the requirements of the ISO 9001:2015 standard that the organization must establish, implement, maintain and improve a quality management system on an ongoing basis, including the processes and interactions required.

B. Leadership

This principle is a principle that has not changed from the principles of quality management in ISO 9001: 2008. The leadership in an organization has full responsibility for determining the direction and goals of the organization which are generally stated in the Quality Policy and Vision and Mission of the Company. Clause 5 of ISO 9001:2015 requires top management to demonstrate that it is actively involved in and performs key activities in the quality management system. It is no longer sufficient for top management to simply ensure that quality management system activities are carried out. Top management must be actively involved in the operation of quality management. And the quality principle must be embedded in routine business operations, not in separate and discrete activities (Ridho, 2018). The highest leader or top management must establish a unified goal and direction of the organization in writing and daily implementation by creating and maintaining an internal environment where employees are fully involved in achieving organizational goals (Witara, 2017). The effectiveness of leadership in an effort to grow quality can be seen from the following points (Prabowo, 2017): Leaders must be very understanding about the

system and systemic constraints in the organization, be able to ensure that the quality management system has policies and objectives that are aligned with the organizational context and the strategic direction of the organization, be able to ensure that the quality management system requirements into existing business processes within the organization, promote a concern for process approaches and risk-based thinking, must ensure the availability of the necessary resources to achieve the planned quality management system, be able to communicate the importance of effective quality management and its conformity to the requirements of the quality management system, ensure the quality management system achieves the planned results, engage, direct and support people to contribute to the effectiveness of the quality management system, promote improvement, and support other leaders to demonstrate quality roles and performance.

C. Engagement of People

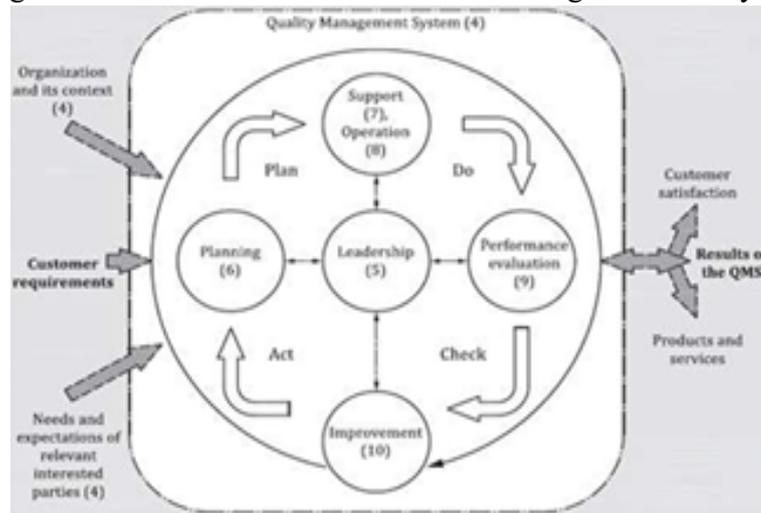
This principle is also the same as the previous version which is fundamental for organizations to have competent, empowered and actively involved human resources in creating added value for the organization which will ultimately be felt by customers and all stakeholders (Tukiran, 2016). It is explained that in an organization every employee is a competent employee, can be empowered, and can be involved in carrying out its business processes. In other words, there is no employee whose job is considered unimportant by the organization. In fact, an office boy whose only job is cleaning the office should be considered important by the organization. The principle of people involvement emphasizes the importance of aspects of competence, empowerment and involvement of all employees, because all these aspects can increase the organization's ability to create value. In relation to the principle of people involvement, organizations need to make efforts so that every employee is committed to always trying to achieve organizational goals based on the values believed by the organization, and so that every employee is always motivated to contribute to achieving organizational success. Furthermore, by applying the principle of employee involvement, every employee will have a better perception of their work; they will think more about corrective action on their work; there will be positive feedback between employees and supervisors; the quality of the working relationship between employees is getting better; and communication between employees becomes effective (Rundle, 2015).

D. Process Approach

The same as the previous version of the quality principle, but combines the principles of a management approach according to the PDCA (Plan, Do, Check, and Act) principles. The process approach, risk-based thinking, is a new approach model from the revised ISO 9001:2015. The risk-based thinking approach model substantially replaces the preventive action approach model in the previous version of the ISO 9001 standard (Efansyah and Nugraha, 2019). As the following illustration (figure. 2), basically a risk-based thinking approach is like a positive human way of thinking in life when facing or about to take an action, always aware that the results of these actions have the potential to not achieve the expected results or there are risks that occur. The principle of the process approach believes that an outcome can be more effective and efficient, when the activities are managed into an interrelated process and function as a coherent system. The essence of the importance of this principle is that the quality management system is built on the basis of an interrelated process relationship and together lead to the achievement of organizational goals that reflect the satisfaction of the interested parties. Furthermore, the principle of the process approach explains that the processes in an organization must be structured and lead to certain goals in the most efficient and effective way. Some of the benefits of observing this principle, among others, can assist the organization in determining the various activities needed to achieve/get the desired results systematically; can assist organizations in establishing clear responsibilities and accountability for the management of key activities; can assist the organization in analyzing and measuring the capabilities of its main activities; can assist the organization in identifying the interfaces of key activities both within and between organizational functions; can assist the

organization in evaluating the risks, consequences and impacts of activities related to its customers, suppliers and other interested parties; can help organizations in structuring the system to achieve organizational goals in the most effective and efficient way and understand the interdependence between the processes of the system; can assist organizations in providing a better understanding of roles and responsibilities to achieve common goals, thereby reducing barriers and cross-functional targeting, and can define more easily how specific activities in a system should operate (Rundle, 2015). According to Tukiran (2016) by understanding and managing the organization as a process-based system, the dynamics of the organization can be managed properly. Any problems that arise can be properly diagnosed through analysis of the organizational process map. This process mapping can also be the basis for the organization in order to improve its performance through improving its process performance.

Figure 2. Standard Structure Model According to PDCA Cycle



Source: Witara, 2017

E. Continual Improvement

Similar to the principle in the previous version, it explains that to achieve success, organizations must have a focus on continuous improvement. Continuous improvement can maintain the level of organizational performance and can react to changes that occur in both internal and external conditions of the organization, and can create new opportunities. In quality management, corrective action can be taken by increasing the efficiency and effectiveness of the organization. The principle of improvement in quality management emphasizes the importance of organizations to provide training to their employees related to improvement methods and tools within the organization, and to make product, process and system improvements objective for each individual in the organization (Rundle, 2015). Improvement should be a permanent goal of the organization. Things that must be considered are : Every personnel makes continuous improvements to products, processes and systems, generate new ideas and solutions through breakthrough improvements, periodically compare with other criteria with satisfactory categories to identify improvements, continuously improve the efficiency and effectiveness of all processes, carry out risk identification and prevention during the planning process, carry out training to all employees in terms of methods and tools to make improvements, and make measurements and targets for guidelines and improvement paths (Witara, 2017).

F. Evidence-Based Decision Making

Similar to the previous version of the principle that decisions based on analysis and evaluation of data and information are things that will encourage the achievement of the desired

results. In quality management, evidence is defined as information that shows or proves that something does exist or that something is true. Evidence can be collected by observing, measuring, testing, or by other appropriate methods. The organization must ensure that the data/information obtained is sufficiently accurate and reliable. Organizations must also make data accessible to employees who need it. In addition, organizations must analyze data using appropriate analysis and evaluation tools (Rundle, 2015). Evidence-based analysis leads to decisions with greater objectivity and confidence. The things that must be done are: Conduct testing and collect relevant data and information, ensure that the data and information are accurate, accountable and obtainable, analyzing data and information using the correct method, understand the use of statistical techniques, and make decisions and follow up based on the results of analysis and experience (Witara, 2017).

G. Relationship Management

Prinsip baru yang menggantikan prinsip versi sebelumnya hubungan saling menguntungkan dengan pemasok (supplier). Manajemen relasional menjelaskan bahwa untuk mencapai kesuksesan yang berkelanjutan, organisasi harus mengelola hubungan dengan berbagai pihak yang berkepentingan. Dalam manajemen mutu dijelaskan bahwa organisasi perlu menjaga hubungan yang baik dengan pihak-pihak yang berkepentingan karena pihak-pihak tersebut dapat mempengaruhi kinerja organisasi. Kesuksesan organisasi secara berkelanjutan akan lebih mungkin dicapai ketika organisasi tersebut dapat mengelola hubungan dengan pihak yang berkepentingan, sehingga organisasi dapat mengoptimalkan dampaknya terhadap kinerja organisasi. Prinsip manajemen relasional menekankan pentingnya organisasi untuk melakukan kerjasama yang saling menguntungkan, sehingga tidak ada pihak yang dirugikan, menetapkan pengembangan dan perbaikan kegiatan bersama, menginspirasi, mendorong, dan mengakui prestasi yang dicapai pemasok, melakukan komunikasi secara jelas dan terbuka dengan para pemegang saham, mengidentifikasi dan memilih pemasok kunci, dan menetapkan hubungan dengan menyeimbangkan keuntungan jangka pendek dengan pertimbangan jangka panjang (Rundle, 2015). Pada ISO 9001:2015, klausul 4.2, mengidentifikasi kemungkinan pihak yang berkepentingan sebagai pelanggan langsung, pengguna akhir, pemasok, distributor, pengecer, dan regulator (Witara, 2017).

H. Employee Performance

Ibrahim and Rusdiana (2021) suggest that performance comes from the word job performance or actual performance which means work performance or actual achievement achieved by someone. The definition of performance is the result in quality and quantity achieved by an employee in carrying out his functions in accordance with the responsibilities given to him. Mangkunegara (2011) states that performance is generally divided into two, namely: individual performance and organizational performance. Individual performance is the result of an employee's work both in terms of quality and quantity based on predetermined work standards, while organizational performance is a combination of individual performance and group performance.

Employee performance can be objectively and accurately evaluated through performance level benchmarks. This measurement means providing an opportunity for employees to know their level of performance. To facilitate the assessment of employee performance, Mitchel in Sedarmayanti's (2011) book entitled "Sumber Daya Manusia and Produktivitas Kerja", suggests performance indicators, namely: quality of work (quality of work), punctuality (pompntness), initiative (initiative) , ability (capability), and communication (communication). According to BSI Group (2015) in Tukiran (2016) that planning to adopt the ISO 9001:2015 standard into an organization's quality management system will provide opportunities for great employees in the organization to take part in the preparation and implementation process so that it will encourage internal enthusiasm to make changes in the organization. organization. On the other hand, if adoption is done at the end of the transition period, it will put everyone in the organization under unnecessary time pressure. Adopting ISO 9001:2015 early will ensure the organization has more

time to allocate resources and the existing system will work better for the organization in the organization's quality management system. It is very important for companies to use a good management system, which can be used as a tool to improve company performance through the performance of its employees (Alhudri and Heriyanto, 2015). One of the most widely used quality management systems is TQM (Total Quality Management).

Conceptual Model

Companies must understand the requirements contained in ISO 9001 and know how to implement them, and be able to stick to the system that has been implemented so that these requirements can be continuously met.

One of the companies in Indonesia that has been certified ISO 9001:2015 is PT. Semen Tonasa has implemented this standard since May 17, 2018. The implementation of ISO quality management affects to the employee performance at work, and carries out operational activities systematically based on the quality policy set by the company so that employees also contribute their mind, time and energy to develop the company. So employee performance is very important in supporting the success or failure of the company's activities (Gunawan and Hidayatullah, 2017).

Figure 3. Conceptual Model



Based on the conceptual model, the research hypothesis can be formulated as follows:

- H1: (X1) Customer focus has a direct, positive, and significant influence on employee performance (Y).
- H2: (X2) Leadership has a direct, positive, and significant influence on employee performance (Y).
- H3: (X3) Engagement of people has a direct, positive, and significant influence on employee performance (Y).
- H4: (X4) The process approach has a direct, positive, and significant influence on employee performance (Y).
- H5: (X5) Continuous improvement has a direct, positive, and significant influence on employee performance (Y).
- H6: (X6) Evidence-based decision making has a direct, positive, and significant influence on employee performance (Y).
- H7: (X7) Relationship management has a direct, positive, and significant influence on employee performance (Y).

RESEARCH METHOD

Location and Research Design

This research is included in the quantitative approach with the type of causal research, namely to see the relationship of variables to the object being studied is more causal in nature, so that in this research there are independent and dependent variables (Sugiyono, 2019). This study takes the case of organic employees or permanent employees of PT. Semen Tonasa is located in Biringere, Pangkajene Kepulauan Regency, South Sulawesi. The research was carried out in April 2022.

Population or Samples

The population in this study were all organic employees of PT. Semen Tonasa, totaling 1094 people, consists of 9 (nine) departments. Based on the Slovin formula used with a 95% confidence level, so the number of samples used was 293 people with the following proportions.

Table 1. Sample Size of Each Department

Unit Kerja	Jlh. Karyawan	Persentase	Sampel
Department of Finance	27	2,5%	7
Department of Communication & Legal	51	4,7%	14
Department of Internal Audit	17	1,6%	4
Department of Mining & Power Plant	224	20,5%	60
Department of Production Planning & Control	131	12,0%	35
Department of Maintenance	300	27,4%	81
Department of Clinker & Cement Production	257	23,5%	69
Department of Human Capital & General	82	7,5%	22
Staff of Pres Dir - BU Non Cement	5	0,5%	1
Total	1094	100%	293

Data Collection Method

Data collection techniques in this study were carried out using questionnaires. With a Likert scale, the research variables to be measured and translated into indicator variables. Then the indicator is used as a benchmark for compiling statement items.

Data Analysis Method

The analytical method used is Descriptive Statistical Analysis and Multiple Linear Regression Analysis. Descriptive statistical analysis is used to describe the information on the characteristics of respondents as seen from the percentage and the average value (mean). While Multiple Linear Regression Analysis was conducted to measure whether there is a relationship between more than one independent variable on the dependent variable, in this study to determine whether there is an influence of the ISO 9001:2015 Quality Management System variable on employee performance. The general equation is

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \beta_6X_6 + \beta_7X_7 + \epsilon.$$

EMPIRICAL RESULTS

Descriptive Statistics

The results of the descriptive analysis on the characteristics of respondents collected from the results of distributing questionnaires are as follows: the number of male respondents is 271 people (92.5%) and the rest are 22 women (7.5%). Based on age, most of them are in the age range of 31-40 years, as many as 133 people (45.4%), which means that the majority of employees of PT. Semen Tonasa is in a productive age.

Table 2. Description of Respondents Characteristics

No.	Characteristics	Frequency	Percentage
1.	Gender		
	Male	271	92,5%
	Female	22	7,5%
2.	Age		
	< 30 years	24	8,2%
	31 – 40 years	133	45,4%
	41 – 50 years	92	31,4%
	> 50 years	44	15,0%
3.	Education		
	Senior High School	147	50,2%
	Diploma	19	6,5%
	Bachelor	117	39,9%
	Magister, Doctor	10	3,4%
4.	Years of Work		
	1 – 5 years	6	2,0%
	6 – 10 years	101	34,5%
	11 – 15 years	46	15,7%
	16 – 20 years	26	8,9%
	> 20 years	114	38,9%
5.	Echelon		
	1	2	0,7%
	2	14	4,8%
	3	51	17,4%
	4	133	45,4%
	5	93	31,7%

Validity and Reliability Test

Validity test results for each indicator are declared valid, and the results of the reliability test on the eight research variables showed that all variables had Cronbach's alpha values > 0.70, so it can be concluded that all indicators in each research variable are reliable to measure research variables.

Table 3. Validity and Reliability Test

Variabel	Indikator	<i>Corrected Item- Total Correlations</i>	r tabel	Keterangan
Customer Focus (X1)	X1.p1	0,739	0,115	Valid
	X1.p2	0,781	0,115	Valid
	X1.p3	0,703	0,115	Valid
	X1.p4	0,797	0,115	Valid
	X1.p5	0,727	0,115	Valid
Leadership (X2)	X2.p1	0,590	0,115	Valid
	X2.p2	0,804	0,115	Valid
	X2.p3	0,761	0,115	Valid
	X2.p4	0,736	0,115	Valid
	X2.p5	0,703	0,115	Valid
	X2.p6	0,700	0,115	Valid
	X2.p7	0,764	0,115	Valid

Engagement of People (X3)	X3.p1	0,647	0,115	Valid
	X3.p2	0,642	0,115	Valid
	X3.p3	0,680	0,115	Valid
Process Approach (X4)	X4.p1	0,773	0,115	Valid
	X4.p2	0,763	0,115	Valid
	X4.p3	0,775	0,115	Valid
	X4.p4	0,729	0,115	Valid
	X4.p5	0,731	0,115	Valid
Continual Improvement (X5)	X5.p1	0,817	0,115	Valid
	X5.p2	0,781	0,115	Valid
	X5.p3	0,778	0,115	Valid
	X5.p4	0,677	0,115	Valid
Evidence-Based Decision Making (X6)	X6.p1	0,719	0,115	Valid
	X6.p2	0,760	0,115	Valid
	X6.p3	0,776	0,115	Valid
	X6.p4	0,777	0,115	Valid
Relationship Management (X7)	X7.p1	0,712	0,115	Valid
	X7.p2	0,763	0,115	Valid
	X7.p3	0,739	0,115	Valid
	X7.p4	0,669	0,115	Valid
Employee Performance (Y)	Y.p1	0,653	0,115	Valid
	Y.p2	0,799	0,115	Valid
	Y.p3	0,823	0,115	Valid
	Y.p4	0,802	0,115	Valid
	Y.p5	0,754	0,115	Valid

Variabel	Cronbach's Alpha	N of Items	Kesimpulan
Customer Focus (X1)	0,899	5	Reliable
Leadership (X2)	0,907	7	Reliable
Engagement of People (X3)	0,808	3	Reliable
Process Approach (X4)	0,901	5	Reliable
Continual Improvement (X5)	0,891	4	Reliable
Evidence-Based Decision Making (X6)	0,890	4	Reliable
Relationship Management (X7)	0,868	4	Reliable
Employee Performance (Y)	0,906	5	Reliable

Multiple Linear Regression Analysis

The results of data processing with multiple linear regression analysis method performed using SPSS is obtained as follow:

$$Y = 4.284 + 0.100X_1 + 0.080X_2 + 0.239X_3 + 0.107X_4 + 0.135X_5 + 0.183X_6 + 0.155X_7 + \epsilon$$

From the linear regression equation above, the constant (α) of 4.284 indicates the magnitude of employee performance is 4.284 when the independent variables are zero.

DISCUSSION

The Influence of Customer Focus on Employee Performance

In accordance with the data analysis results of research and hypothesis testing, conducted that customer focus (X1) has a direct, positive, and significant influence on the employee performance at PT. Semen Tonasa.

The results of this study are in line with Noviantoro's (2020) research which explains that understanding current and future customer needs will contribute to the company's success. Support

products and services to meet customer expectations, influence customer satisfaction, and manage customer relationships. Likewise in the research of Harthy et al. (2020) which states that customer focus is considered aimed at defining the effectiveness of the Quality Management System (QMS). Understand customer needs, measure customer feedback, control, including recovery plans to meet customer needs and establish effective communication. Companies with the best performance are more focused and score the highest customer satisfaction.

PT. Semen Tonasa in strengthening its efforts to meet customer expectations is by maximizing customer service in a focused, responsive manner in order to achieve customer satisfaction in accordance with applicable procedures. Build cooperation with fellow co-workers both within units or across units in order to achieve the company's best targets and plans.

The Influence of Leadership on Employee Performance

In accordance with the data analysis of the research results and the research hypothesis test, that leadership has a direct, positive, and significant influence on employee performance at PT. Semen Tonasa.

According to Otieno (2019), leadership is the extent to which leadership style as a quality management system principle affects employee performance. Leaders become role models and motivators for subordinates. It is measured from intellectual stimulation indicators, namely stimulating subordinates to be innovative and creative, and inspirational motivation, namely motivating by providing challenges and building caring relationships with each individual. And according to Mansour et al. (2018) that leadership is giving sufficient attention to all employees to do their work, and ensuring that all activities are carried out efficiently.

The process of implementing a good vision-mission and values will build a positive perception from employees towards management which will support the achievement of the company's strategic goals. Good communication between the leadership and various parties, both internal and external, is also required. In the current era of globalization, companies require their employees to always work effectively and efficiently and innovate to be able to compete with other companies. Likewise at PT Semen Tonasa which is very busy work activities sometimes cause communication errors between employees, while in overcoming problems like this the role of the leader is very important. This can have a bad impact because conflicts that occur if left unchecked will get bigger so that it affects employee performance or productivity.

The Influence of Engagement of People on Employee Performance

In accordance with the data analysis of the research results and the research hypothesis test, that engagement of people has a direct, positive, and significant influence on employee performance at PT. Semen Tonasa.

In line with previous research by Noviantoro et al. (2020) that the involvement of people in ISO 9001:2015 has a direct, positive, and significant effect on employee performance. Increasing people engagement can be done by communicating to employees about the importance of their contribution, promoting collaboration and coordination within the company, facilitating the sharing of ideas, knowledge, and experiences, recognizing and appreciating employee contributions, and involving all employees in improvement activities, as well as increasing trust and cooperation in company (Hendarto and Kusumastuti, 2021).

In the company PT. Semen Tonasa involvement of people (employees) is proven through the innovation improvement activities of the Quality Control Group (GKM), Suggestion System (SS), Innovation Award, Efficiency Teams, Committee, Cost Control Department (CCD), Emergency Response Team, and others (Indonesian Quality Award Application Document, PT. Semen Tonasa, 2017).

The Influence of Process Approach on Employee Performance

In accordance with the data analysis of the research results and the research hypothesis test, that process approach has a direct, positive, and significant influence on employee performance at PT. Semen Tonasa.

Previous research by Mansour et al. (2018) that the process approach with a unit responsible for quality management has a significant impact on company performance and leads to an increase in overall performance within the company. All processes should be audited, and processes identified as not adding value should be reduced. Take action to address risks, take advantage of opportunities, measure the feasibility of activities, and determine the relationship between activities (Aburas and Lee, 2019).

PT. Semen Tonasa has own work unit for quality and quantity control (Quality Control and Quality Assurance). To improve products and processes, internal and external audits are carried out, including: ISO 9001, performance implementation assessment, Risk Maturity Level Audit, and Risk Management Audit.

The Influence of Continual Improvement on Employee Performance

In accordance with the data analysis of the research results and the research hypothesis test, that continual improvement has a direct, positive, and significant influence on employee performance at PT. Semen Tonasa.

In line with previous research by Rakha and Abouzid (2015) that the implementation of ISO 9001 provides a significant improvement in management practices, especially in continuous improvement. Continuous improvement applies to all types of processes: management review, product realization, benchmarking, resource management measurement, analysis, and improvement. The achievement of implementing ISO 9001 is the continuous improvement of employee performance.

The continual improvement activity is one of the Departmental Generic KPI items in the company PT. Semen Tonasa required per supervisor. The company facilitates these activities to carry out presentations or follow conventions, whether local, national, or international. And the results of these activities are stated in Knowledge Management.

The Influence of Evidence-Based Decision Making on Employee Performance

In accordance with the data analysis of the research results and the research hypothesis test, that evidence-based decision making has a direct, positive, and significant influence on employee performance at PT. Semen Tonasa.

According to Fonseca (2017) that decisions based on the analysis and evaluation of data and information are more likely to produce the desired results (a factual approach to decision making). In line with the research of Noviantoro et al. (2020) concluded that the principle of decision-making based on evidence has a direct, positive, and significant effect on company performance. Likewise, according to Limbong et al. (2019) that the implementation of the ISO quality management system can make employees work more clearly and standardized well because there are clear guidelines. The company is expected to continue to pay attention and maintain good employee performance so that the company gets optimal results from the products produced.

Company PT. Semen Tonasa uses comparative data and information to support decision making based on factual data through analysis of comparative data, where this data analysis is carried out by the relevant work units with an interest in comparative data so that from this process comparative data is obtained which can be directly used as benchmarks or comparable comparison data. requires further management so that it can be used as a performance benchmark, then used for analysis of operational activities and strategic steps for further decision making so as to improve the company's performance and competitiveness.

The Influence of Relationship Management on Employee Performance

In accordance with the data analysis of the research results and the research hypothesis test, that relationship management has a direct, positive, and significant influence on employee performance at PT. Semen Tonasa.

Understanding the needs and expectations of interested parties, some of the activities and methods carried out are conducting customer surveys, checking incoming orders, benchmarking with similar companies, reviewing statutory requirements and compliance with related laws and regulations, monitoring needs, expectations and satisfaction customers regarding suitability, price, availability or delivery, agreements with community groups or non-governmental organizations, obligations arising under contractual agreements with organizations, and organizational policies for employees (Wahyudi and Widodo, 2019). Thus, in the study of Mansour et al. (2018) concluded that agreed that management needs to build good relationships with others, be a good communicator and actively seek information about what is going on, aim to obtain quality certificates, and consistently provide products that meet customer and applicable laws and regulations.

Based on the results of this study, the indicators in previous studies showed an average of agree to strongly agree, meaning that PT. Semen Tonasa routinely conducts surveys to meet customer needs and expectations, communicates through special forums on a regular basis, ensures the quality of data and information, and cooperates with corporate partners formally to support the achievement of company targets and increase company value (Indonesian Quality Award Application Document, PT. Semen Tonasa, 2017).

CONCLUSION

Based on the results of research and discussion on the influence of implementing ISO 9001:2015 quality management system on employee performance at PT. Semen Tonasa, it is concluded that the variables consist of customer focus, leadership, engagement of people, process approach, continual improvement, evidence-based decision making, and relationship management have a direct, positive, and significant influence on employee performance.

The involvement factor of people (employee) which is manifested in the highest support is very important for the successful implementation of the Quality Management System in the company through improvement activities, training programs, and employee empowerment.

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