

ANALYSIS OF THE INFLUENCE OF ISO 9001: 2015 QUALITY MANAGEMENT SYSTEM IMPLEMENTATION ON EMPLOYEE PERFORMANCE OF PT FUMIRA SEMARANG**SYAIFUL ANWAR¹, RUDI HANDOYONO², ALVIANITA GUNAWAN PUTRI³****AFFILIATIONS**¹Department of Accounting, Semarang State Polytechnic, Indonesia²Department of Accounting, Semarang State Polytechnic, Indonesia³Department of Accounting, Semarang State Polytechnic, Indonesia***Corresponding Author E-mail: syaifulanwarofficial@gmail.com**

Abstract: This research aims to determine and analyze the effect of implementing the ISO 9001:2015 quality management system on employee performance at the company PT Fumira Semarang. The approach used is a quantitative approach. The population of this research is all employees at PT Fumira Semarang with a sample size of 25 respondents. The data collection technique used is through a questionnaire. The data analysis technique used is multiple linear regression analysis. The research results show that leadership and the process approach partially influence employee performance. Other results show that customer focus, engagement of people, improvement, evidence-based decision making, and relationship management have no effect on employee performance. Simultaneously, the independent variables influence employee performance.

Keywords: ISO 9001:2015, the quality management principles, employee performance

INTRODUCTION**Introduction**

In an era of increasingly fierce competition, every company must have the ability to improve its business strategy. Competition in the industrial world in the era of globalization is unavoidable due to rapid industrial development. To remain competitive, companies need to develop business strategies such as product or service price differentiation, delivery speed, and maintaining quality standards (Crismanto & , ST., MprocgMgnt, 2018).

Business competition occurs across various industrial sectors, including the Indonesian steel industry. According to data from the Indonesian Iron and Steel Industry Association (IISIA), national steel consumption in 2022 reached 16.6 million tons, while national production capacity was only around 14.4 million tons. This data indicates that national steel consumption is still supported by imports. Data on national steel production capacity over the past five years has not been sufficient to meet national steel consumption.

Increasingly fierce market competition is driving companies to offer their customers more than their competitors. Businesses and operations are focused on customer desires, expectations, and needs. This can be achieved by establishing a quality assurance system that ensures all processes within the company ensure products meet customer specifications (Bayangkara, 2015).

Effective quality management is essential to generate the information needed for decision-making. Companies must have a quality management system, as without it, they will face difficulties in carrying out their duties. Implementing the ISO 9001:2015 Quality Management System is one of the right steps to achieving competitive advantage (Ramadhany & Supriono, 2017).

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The ISO 9001 series has become a standard and requirement in global trade and serves as a form of quality assurance, especially for service companies. These standards have become a necessity for companies striving to improve customer satisfaction. Quality in service companies is key to achieving competitive advantage in the market, enabling companies to enhance their reputation and deliver high-quality services (Lubis et al., 2022).

Research conducted by (Adianto & Gultom, 2020), entitled "The Influence of Internal Audit and ISO 9001:2015 Quality Management System on Employee Performance", which was carried out at PT. Murni Cahaya Pratama (a paint manufacturing industry), explains that internal audit and the implementation of the ISO 9001:2015 quality

management system have a significant influence on employee performance.

Based on research by (Silitonga et al., 2022), entitled "The Influence of ISO 9001: 2015 Quality Management System Implementation on Employee Performance (Study at PT. Semen Tonasa)" states that there is an influence between the variables of customer focus, leadership, people involvement, process approach, continuous improvement, evidence-based decision making, and relational management on employee performance.

Research (Prasetyo et al., 2020) found that companies that already hold standardization certificates from certification bodies have encountered non-conformities. These findings include poorly completed documents relating to company activities, documents lacking clear numbers and dates, missing signatures from relevant officials, and unrevised documents. These non-conformities can make it difficult to find and understand necessary documents, or, more seriously, lead to procedural errors in carrying out an activity.

According to (Lubis et al., 2022), the implementation of a quality management system is influenced by both external and internal factors. External factors include consumer demands for an internal management system that meets international standards. Internal factors include the lack of an integrated quality management system, differences in implementation areas and responsibilities, and conflicts in implementation, control, and maintenance. This is due to the diversity and widespread distribution of the company's operational areas.

According to research (Noviantoro et al., 2020), entitled "Did Quality Management System ISO 9001 Version 2015 Influence Business Performance? Evidence From Indonesian Hospital" shows that quality management principles such as customer focus, leadership, people involvement, process approach, continuous improvement, evidencebased decision making, and relational management have a positive and significant influence on performance.

Research conducted by Ismaini & Gunawan (2019), on 157 manufacturing companies in Batam concluded that organizational culture and employee performance were not influenced by the implementation of the ISO 9001 Quality Management System. According to Suryadari et al. (2019), in their research at PT PCM (mold and injection product manufacturing industry) Bogor, concluded that individual characteristics and leadership style through organizational commitment together did not have a significant influence on the effectiveness of ISO 9001 implementation at PT PCM.

Based on the existing problems, the researcher will conduct a study by analyzing the impact of the implementation of the ISO 9001:2015 Quality Management System on the performance of PT Fumira Semarang employees. It is hoped that the results of this study can be used as a source of information to create improvements to deficiencies and better decision-making within the company.improving the quality management system based on ISO 9001:2015 at PT Fumira Semarang.

LITERATURE REVIEW

Customer Focus

This focus is the same as the previous version of the quality principles. Customers are all people who demand that an organization meet certain quality standards and therefore influence

organizational performance (Ibrahim & Rusdiana, 2021). Understanding and managing interconnected processes as a system contributes to the organization's effectiveness and efficiency in achieving desired results. This approach drives organizations to control the interrelationships between processes within the system, thereby improving overall organizational performance. Managing activities to meet customer needs and requirements requires input from resources, organizational models, stages, and process mechanisms that support each other in their interactions. All are directed toward meeting customer needs (Efansyah & Nugraha, 2019). According to the requirements of the ISO 9001:2015 standard, organizations must establish, implement, maintain, and continuously improve a quality management system, including the processes and their interactions.

Leadership

This principle remains unchanged from the quality management principles in ISO 9001:2008. Leadership in an organization has full responsibility for determining the direction and objectives of the organization, which are generally outlined in the Company's Quality Policy and Vision and Mission. Clause 5 of ISO 9001:2015 requires top management to demonstrate that it is actively involved in and carries out key activities in the quality management system. It is no longer sufficient for top management to simply ensure that quality management system activities are implemented. Top management must be actively involved in the operation of quality management. And quality principles must be embedded in routine business operations, not in separate and discrete activities (Ridho, 2018). The highest leader or top management must establish a unity of purpose 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, 2018).

People Involvement

This principle, similar to the previous version, 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 competent, empowered, and involved in running its business processes. In other words, no employee's work is considered unimportant by the organization. The principle of people engagement emphasizes the importance of competency, empowerment, and involvement of all employees, as these aspects can enhance the organization's ability to create value. In relation to the principle of people engagement, organizations need to strive to ensure that every employee is committed to achieving organizational goals based on the values the organization believes in, and that every employee is always motivated to contribute to achieving organizational success.

Process Approach

Similar to the previous version of the quality principles, but combining the principles of the management approach according to the PDCA principle. 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 & Nugraha, 2019). The process approach principle believes that a result can be more effective and efficient, when the managed activities become an interrelated process and function as a coherent system. The essence of this principle is that the quality management system is built on the basis of interrelated processes that together lead to the achievement of organizational goals that reflect the satisfaction of interested parties. According to Tukiran (2016), by understanding and managing an organization as a process-based system, organizational dynamics can be effectively managed. Any problems that arise can be accurately diagnosed through analysis of the organization's process map. This process mapping can also serve as a foundation for an organization to improve its performance through performance enhancement.the process.

Continuous Improvement

Similar to the principle in the previous version, it explains that to achieve success, an organization must have a focus on continuous improvement. Continuous improvement can maintain the level of organizational performance and can react to changes that occur both in the internal and external conditions of the organization, as well as can create new opportunities. In quality management, corrective actions can be carried out 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 methods and tools for improvement within the organization, and to make objective improvements to products, processes, and systems for each individual in the organization (Sugian O, 2015).

Evidence-Based Decision Making

The same principle as the previous version is that decisions based on the analysis and evaluation of data and information are what will encourage the achievement of desired results. In quality management, evidence is defined as Information that shows or proves that something exists or is true. Evidence can be collected through observation, measurement, testing, or other appropriate methods. Organizations must ensure that the data/information obtained is sufficiently accurate and reliable. Organizations must also make data accessible to employees who need it. Furthermore, organizations must analyze data using appropriate analysis and evaluation tools. Evidence-based analysis leads to decisions with greater objectivity and confidence (Witara, 2018).

Relational Management

The new principle that replaces the previous version of the principle of mutually beneficial relationships with suppliers. Relational management explains that to achieve sustainable success, organizations must manage relationships with various stakeholders. In quality management, it is explained that organizations need to maintain good relationships with stakeholders because these parties can influence organizational performance. Sustainable organizational success will be more likely to be achieved when the organization can manage relationships with stakeholders, so that the organization can optimize their impact on organizational performance. The principle of relational management emphasizes the importance of organizations to carry out mutually beneficial cooperation, so that no party is disadvantaged, establish development and improvement of joint activities, inspire, encourage, and recognize the achievements of suppliers, communicate clearly and openly with shareholders, identify and select key suppliers, and establish relationships by balancing short-term benefits with long-term considerations (Sugian O, 2015). In ISO 9001:2015, clause 4.2, identifies possible stakeholders as direct customers, end users, suppliers, distributors, retailers, and regulators (Witara, 2018).

Employee Performance

(Ibrahim & Rusdiana, 2021), stated that performance comes from the words job performance or actual performance, which means work achievement or actual performance achieved by a person. The definition of performance is the results in terms of quality and quantity achieved by an employee in carrying out their functions according to the responsibilities assigned to them. (Mangkunegara, 2013), stated that performance is generally divided into two: individual performance and organizational performance. Individual performance is the results of an employee's work, both in terms of quality and quantity, based on predetermined work standards, while organizational performance is the combination of individual and group performance. Employee performance can be objectively and accurately evaluated using performance benchmarks. This measurement provides employees with the opportunity to understand their performance levels and facilitates employee performance assessments. Mitchell, in Sedarmayanti's (2011) book, "Human Resources and Work Productivity", put

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forward performance indicators, namely: quality of work, punctuality, initiative, capability, and communication. According to BSIGroup in (Tukiran, 2016), that by 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. Conversely, if adoption is done late in the transition period, it will put everyone in the organization under unnecessary time pressure. By 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. One of the most widely used quality management systems is TQM (Total Quality Management).

RESEARCH METHODOLOGY

Data Types and Sources

This study uses a quantitative research approach and uses primary data. The data sources used were obtained from questionnaires completed by PT Fumira Semarang employees.

Population and Sample

The population of this study was all employees of PT Fumira Semarang. Purposive sampling was used to select employees at the managerial level and with decisionmaking authority. A total of 25 respondents were used.

Method of collecting data

The data collection technique in this study was conducted using a questionnaire. Using a Likert scale, the research variables to be measured were broken down into indicator variables. These indicators were then used as benchmarks for compiling statement items.

Data Types and Sources

The analysis method used is multiple linear regression analysis. Multiple linear regression analysis is carried out to measure whether there is a relationship between more than one independent variable and the dependent variable. In this study, the aim is to determine whether there is an influence of the ISO 9001:2015 Quality Management System variable on employee performance. The general equation is $Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \beta_6X_6 + \beta_7X_7 + \epsilon$

RESULTS AND ANALYSIS

Validity and Reliability Test Results

The results of the validity test for each indicator were declared valid, and the results of the reliability test on the eight research variables showed that all variables had a Cronbach's alpha value > 0.60 , so it can be concluded that all indicators in each research variable are reliable for measuring the research variables.

Table 1
Validity Test Results

Variable	Indicator	r count	r table	Information
Customer Focus (X1)	X1.1	0.712	0.396	Valid
	X1.2	0.563	0.396	Valid
	X1.3	0.476	0.396	Valid
	X1.4	0.762	0.396	Valid
	X1.5	0.741	0.396	Valid
Leadership (X2)	X2.1	0.524	0.396	Valid
	X2.2	0.579	0.396	Valid
	X2.3	0.573	0.396	Valid

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	X2.4	0.534	0.396	Valid
	X2.5	0.524	0.396	Valid
	X2.6	0,465	0.396	Valid
	X2.7	0.618	0.396	Valid
People Involvement (X3)	X3.1	0,786	0.396	Valid
	X3.2	0,788	0.396	Valid
	X3.3	0,808	0.396	Valid
Process Approach (X4)	X4.1	0,833	0.396	Valid
	X4.2	0,772	0.396	Valid
	X4.3	0,827	0.396	Valid
	X4.4	0,844	0.396	Valid
	X4.5	0,656	0.396	Valid
Continuous Improvement (X5)	X5.1	0,777	0.396	Valid
	X5.2	0,783	0.396	Valid
	X5.3	0,680	0.396	Valid
	X5.4	0,714	0.396	Valid
Evidence Based Decision Making (X6)	X6.1	0,801	0.396	Valid
	X6.2	0,837	0.396	Valid
	X6.3	0,711	0.396	Valid
	X6.4	0,763	0.396	Valid
Relational Management (X7)	X7.1	0,836	0.396	Valid
	X7.2	0,794	0.396	Valid
	X7.3	0,820	0.396	Valid
	X7.4	0,853	0.396	Valid
Employee performance (Y)	Y.1	0,729	0.396	Valid
	Y.2	0,540	0.396	Valid
	Y.3	0,696	0.396	Valid
	Y.4	0,644	0.396	Valid
	Y.5	0,596	0.396	Valid

Source: Processed Data (2025)

Table 2
Reliability Test Results

Variables	Cronbach's Alpha	N of items	Information
Customer Focus (X1)	0.658	5	Reliable
Leadership (X2)	0.606	7	Reliable
People Involvement (X3)	0.700	3	Reliable
Process Approach (X4)	0.844	5	Reliable
Continuous Improvement (X5)	0.722	4	Reliable
Evidence-Based Decision Making (X6)	0.784	4	Reliable
Relational Management (X7)	0.843	4	Reliable
Employee Performance (Y)	0.643	5	Reliable

Source: Processed Data (2025)

Results of Multiple Linear Regression Analysis

The results of the validity test for each indicator The results of data processing using the multiple linear regression analysis method carried out using SPSS are as follows:

$$Y=13.216-0.038-0.451-0.463+ 0.644+ 0.557+ 0.697-0.321+\epsilon$$

From the linear regression equation above, the constant of 13.216 indicates that the magnitude of employee performance is 13.216 when the independent variable is zero.

Customer Focus on Employee Performance

The calculated t-test result of the customer focus variable on employee performance is t-table - 2.060 < -0.198 < t-table 2.060 with a significance value of 0.846 > 0.05, so H0 is accepted and H1 is rejected. This indicates that hypothesis 1 (H1) which states that customer focus partially influences employee performance is rejected. This contradicts the results of research by (Noviantoro et al. , 2020) and (Silitonga et al. , 2022) which stated that there is an influence of customer focus on employee performance.

Leadership on Employee Performance

The t-test result for the leadership variable on employee performance is -2.741 < t-table -2.060 with a significance value of 0.014 < 0.05, thus H0 is rejected and H2 is accepted. This indicates that hypothesis 2 (H2), which states that leadership partially influences employee performance, is accepted. This is supported by the results of research by (Noviantoro et al., 2020). And (Silitonga et al., 2022) which states that there is an influence of leadership on employee performance.

People Involvement on Employee Performance

The t-test result for the variable of people's involvement on employee performance is t-table - 2.060 < -0.907 < t-table 2.060 with a significance value of 0.377 > 0.05, thus H0 is accepted and H3 is rejected. This indicates that hypothesis 3 (H3), which states that people's involvement partially influences employee performance, is rejected. This contradicts the results of research by (Noviantoro et al., 2020). And (Silitonga et al., 2022) which states that there is an influence of people's involvement on employee performance.

Process Approach to Employee Performance

The t-test result of the process approach variable on employee performance is 2.542 > t-table 2.060 with a significance value of 0.021 < 0.05, thus H0 is rejected and H4 is accepted. This indicates that hypothesis 4 (H4), which states that the process approach partially influences employee performance, is accepted. This is supported by the results of research by (Noviantoro et al., 2020). And (Silitonga et al., 2022) which states that there is an influence of the process approach on employee performance.

Continuous Improvement of Employee Performance

The t-test result for the continuous improvement variable on employee performance is -2.060 < 1.850 < 2.060 with a significance value of 0.082 > 0.05, thus H0 is accepted and H5 is rejected. This indicates that hypothesis 5 (H5), which states that continuous improvement partially influences employee performance, is rejected. This contradicts the results of research by Noviantoro et al., 2020. And (Silitonga et al., 2022) which states that there is an influence of continuous improvement on employee performance.

Evidence-Based Decision Making on Employee Performance

The t-test result for the variable of evidence-based decision-making on employee performance is t-table -2.060 < 1.897 < t-table 2.060 with a significance value of 0.075 > 0.05, thus H0 is accepted and H6 is rejected. This indicates that hypothesis 6 (H6), which states that evidence-based decision-making partially influences employee performance, is rejected. This contradicts the results of research by (Noviantoro et al., 2020). And (Silitonga et al., 2022) which states that there is an influence of evidence-based decision making on employee performance.

Relational Management on Employee Performance

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The calculated t-test result of the relational management variable on employee performance is $t\text{-table } -2.060 < -1.281 < t\text{-table } 2.060$ with a significance value of $0.218 > 0.05$, thus H_0 is accepted and H_7 is rejected. This indicates that hypothesis 7 (H_7), which states that relational management partially influences employee performance, is rejected. This contradicts the results of research by (Noviantoro et al., 2020). And (Silitonga et al., 2022) which states that there is an influence of relational management on employee performance.

The Effect of Simultaneous Work on Employee Performance

The calculated F result is $F \text{ table } 6.765 > F \text{ table } 2.61$ with a significance value of $0.001 < 0.05$, so H_0 is rejected and H_8 is accepted. This indicates that hypothesis 8 (H_8) which states that customer focus, leadership, people involvement, process approach, continuous improvement, evidence-based decision making, and relational management simultaneously influence employee performance, is accepted.

CONCLUSION

Based on the research that has been conducted, of the 7 independent research variables, namely customer focus, leadership, people involvement, process approach, continuous improvement, evidence-based decision making, relational management, only leadership and process approach have an effect on employee performance at PT Fumira Semarang. This research is not in line with research conducted by (Noviantoro et al., 2020) and (Silitonga et al., 2022), which showed that 7 independent research variables have an effect on employee performance. This shows that there is still a gap in research results related to the effect of ISO 9001:2015 implementation on employee performance.

Further research is expected to increase the number of respondents so that the research results are more comprehensive.

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