

Implementation of Human Resources Quality Management System at PT. Cosmo Makmur Indonesia

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ABSTRACT

This study aims to determine how much influence the implementation of the quality management system ISO 9001: 2008 clause six concerning human resources has on the performance of employees in the production division at PT. Cosmo Makmur Indonesia. This research is an associative quantitative research. The sample used was 50 people from the results of Slovin's theory calculations. The data collection method uses a primary data system, namely observation and questionnaires and secondary data, namely literature study. The results showed that the implementation of the ISO 9001: 2008 quality management system clause six concerning human resources in the frequency data analysis was perceived as very good at 3.85 and employee performance was very good at 3.88. In the linear regression analysis $Y = 12.311 + 0.75X$, the perceived correlation coefficient is very strong at 0.944, the coefficient of determination is 89.1%.

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INTRODUCTION

With increasingly tight competition in today's industrial world, companies are required to survive in the face of these conditions. In this situation, only companies that have a competitive advantage can survive. The company will periodically make improvements to maintain its existence, and prioritize customer satisfaction. Meanwhile, companies that pay little attention to and ignore periodic improvements, these companies will gradually shift and eventually go bankrupt (Irawan & Industry, 2020). To increase competitiveness in order to survive in global competition, companies are required to comply with standards that apply globally or internationally. One of the standards used globally is the International Organization of Standardization or better known as ISO (Achmad, 2021).

ISO 9000 Series is a series of international standards for quality management systems, one of the ISO 9000 series is ISO 9001: 2008. ISO 9001: 2008 or commonly called the ISO 9001: 2008 quality management system is an international standard that places more emphasis on quality improvement. organization, starting from the aspect of service quality, improving the quality of resources, and the quality of the products produced. Thus, the ISO 9001: 2008 quality management system is used by companies to measure the quality of the company. ISO 9001 is an integrated system to optimize the effectiveness of a company's quality by creating a framework for continuous improvement or improvement (Pradana et al., 2021).

The ISO 9001: 2008 quality management system is divided into eight clauses. Clause Six of the ISO 9001: 2008 quality management system focuses on discussing human resources, competencies, skills or expertise, facilities and infrastructure, and the work environment. To improve human resources in terms of competence, skills or expertise, companies are expected to provide education and training, motivation, responsibility, and job placement according to the expertise of employees. Facilities and infrastructure as well as work environment will make employees comfortable at work (Yuliantari & Prasasti, 2020).

Low competence, lack of provision of education and training for employees, both new employees and long-time employees, and providing motivation and explanation of responsibilities to employees will certainly have an impact on employee performance. Employees will work as they please without thinking about the targets and goals of the company, which will result in stagnation in the company's growth, improper employee placement will reduce the quality of the products produced. Meanwhile, inadequate facilities and infrastructure and a dirty and messy work environment will make employees uncomfortable at work (Hoar et al., 2021).

Eight Principles of ISO 9001: 2008 Quality Management System in the third principle, namely the involvement of people or employees, that is, if the company applies the principle of employee involvement, the benefits that will be received by the company are employees will be motivated and provide a commitment to be involved, fostering innovation and creativity from employees in achieving company goals, employee performance will increase and be responsible for their work (Safitri, 2019).

In managing an organization effectively and efficiently it is important to involve all employees, giving rewards, motivation, empowerment, education and training are things that can build the involvement of all employees in achieving organizational goals. The performance of employees can be seen from the quality and quantity produced by these employees, as well as responsibilities towards their work. Employee performance or (work achievement) 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. In terms of the quality of employee performance, we can see it from work motivation, competence of employees, level of perfection of work results and, in terms of quantity, it can be seen from the results of employee work such as the suitability of the goods produced with product standards set by company management. Meanwhile, employee responsibilities can be seen from the time to complete the work (Panjaitan, 2018).

Performance is a result achieved by a person in carrying out the tasks assigned to him based on skills, experience, and sincerity as well as time. Basically the ISO 9001: 2008 quality management system clause six emphasizes improving, managing and utilizing existing human resources within the company, namely by providing education and training, competency management, motivation, responsibility and proper work placement, improving facilities infrastructure and comfortable work environment, will improve employee performance so that they become more productive and produce quality products in accordance with the standards set by the company. To improve the suitability of performance and product requirements, management must pay attention to the competency needs of employees who carry out work, provide education and training or other actions to meet employee competencies, motivate and ensure employees are aware of the relevance and importance of their activities to the company's quality objectives (Iskandar, 2018).

Previous research which states that there is an influence between the ISO 9001: 2008 quality management system on employee performance is research by students of the Faculty of Engineering, Yogyakarta State University in their research on "The Influence of the ISO 9001: 2008 Quality Management System on Teacher Performance at SMK Negeri 1 Sedayu Bantul" states that: there is a positive and significant influence ISO 9001: 2008 Quality Management System on teacher performance at SMK Negeri 1 Sedayu with a correlation coefficient of 0.505 and a significance of 0.001. The effective contribution of the Quality Management System 9001:2008 to teacher performance is 25.5% (Maghfuri, 2018).

Other research which also states the influence of the ISO 9001: 2008 quality management system on employee performance is research on "The Influence of the Implementation of the ISO 9001: 2008 Quality Management System on the Organizational Performance of PT. CG Power System Indonesia, Cileungsi, Bogor ". In his research, there is a positive and real difference to the increase in performance before the ISO 9001:2008 Quality Management System is implemented, which is explained by the R Square value of (40.5%) and performance after the implementation of the ISO 9001:2008 Quality Management System (61.3%) . From this it can be interpreted that the increase in organizational performance after the implementation of ISO 9001: 2008 was 19.8% (Sabilah et al., 2019).

Research on "The Impact of ISO 9001:2008 QMS Implementation on Purchasing Division Performance at PT. Megah Semesta Surabaya Branch. In his research before the implementation of the ISO 9001: 2008 Quality Management System in this division, several problems occurred such as errors in purchasing goods, the amount of final inventory in the warehouse was not known for sure and there was no supplier quality control, the documents were not neatly arranged because the documents on each purchase were not clear, even nothing, such as stock cards. Then the bad system is implemented, the system is incomplete because it stops until the goods arrive and then there is no further procedure and there is a lack of division of tasks so that the quality of purchased goods cannot be controlled, employee performance is not optimal due to overlapping tasks given. After the ISO 9001:2008 Quality Management System was implemented, the company designed a well-documented system, purchasing became clear, quality from suppliers was considered, employee work assignments became neat so that employee performance increased. The application of the ISO 9001:2008 Quality Management System in the purchasing division makes this division have better quality objectives (Al Sabet, 2018).

PT. Cosmo Makmur Indonesia is a company engaged in the manufacturing industry with the production of plastic packaging. PT. Cosmo Makmur Indonesia is one of the companies that currently has implemented the ISO 9001: 2008 Quality Management System, but since the implementation of the ISO 9001: 2008 Quality Management System has increased employee performance at PT. Cosmo Makmur Indonesia has not seen its maximum, this is because the awareness of employees about work responsibilities is still lacking, the provision of training on work is not optimal and if there is training carried out the employee's interest in participating is

also very lacking, employee motivation is low, and the placement work that is not in accordance with the employee's expertise (Garaika & Idris, 2019). By looking at the description of the background above, the writer is interested in taking the title Implementation of Human Resource Quality Management Systems at PT. Cosmo Makmur Indonesia.

METHOD

The type of research used in this research is quantitative research. Quantitative research can be interpreted as a research method based on the philosophy of positivism, used to examine certain populations or samples, data collection using research instruments, data analysis is quantitative/statistical, with the aim of testing predetermined hypotheses (Sugiyono, 2016). In this study the authors used the associative method. The associative method has a positive relationship between the quality of the tools and the quality of the goods produced. This means that if the quality of the tool is improved, the quality of the goods produced will be higher.

The variables determined in this study are as follows: ISO 9001:2008 Quality Management System Clause Six Concerning Human Resources functions as an independent variable, hereinafter referred to as variable X. Employee performance functions as the dependent variable, hereinafter referred to as variable Y.

According to the provisions in the Thesis Preparation Guide that in research a confidence level must be determined or stated in the tests carried out. Therefore, in this study the researchers set a significance level of $\alpha = 0.05$ (5%). This means that the confidence level of the test is 95%. Research conducted at PT. Cosmo Makmur Indonesia, which has its address in Gandoang-Cileungsi, for its population is limited to the production division with 57 employees. While the sample used amounted to 50 people..

RESULTS AND DISCUSSION

Simple Linear Regression Analysis

Regression analysis is a statistical method that is used to determine how much influence the application of variable X has on variable Y, where in this study the variable X is the ISO 9001: 2008 quality management system clause six concerning human resources, and the Y variable is employee performance. The regression analysis formula is as follows:

$$Y = a + bX$$

Where :

$$\begin{aligned} a &= \frac{(\sum Y)(\sum X^2) - (\sum X)(\sum XY)}{n(\sum X^2) - (\sum X)^2} \\ &= \frac{(5.236)(777.105) - (6.161)(658.639)}{(50)(777.105) - (6.161)^2} \\ &= \frac{(4.068.921.780) - (4.057.874.879)}{(38.855.250) - (37.957.921)} \\ &= \frac{11.046.901}{897.329} \\ &= 12,311 \end{aligned}$$

$$\begin{aligned} b &= \frac{n(\sum XY) - (\sum X)(\sum Y)}{n(\sum X^2) - (\sum X)^2} \\ &= \frac{50(658.639) - (6.161)(5.236)}{50(777.105) - (6.161)^2} \\ &= \frac{32.931.950 - 32.258.996}{38.855.250 - 37.957.921} \\ &= \frac{672.954}{897.329} \\ &= 0,75 \end{aligned}$$

So, if the values of a and b are applied to the formula, then:

$$Y = 12,311 + 0,75X.$$

The results of the regression calculation can be seen in the table below:

Table 1. Simple Linear Regression Calculation

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.311	4.700		2.619	.012
	ISO	.750	.038	.944	19.892	.000

a. Dependent Variable: Kinerja

Data source: Processed data, 2021

By looking at the calculations done manually and calculations using SPSS version 21, the results obtained from the two methods are the same, namely $a = 12.311$ and $b = 0.75$. Thus, the results above can be interpreted as follows. If there is no implementation of the ISO 9001: 2008 quality management system clause six concerning human resources or ($X = 0$), then the employee's performance is worth 12.311 units. If there is an increase of 1 unit of quality management system variable ISO 9001: 2008 clause six concerning human resources ($X=1$), it will affect Employee Performance (Y) by 0.75 units.

Correlation Coefficient Analysis

Correlation coefficient analysis is a statistical method used to determine the level of relationship from the implementation of the ISO 9001: 2008 quality management system clause six concerning human resources on employee performance in the production division at PT. Cosmo Makmur Indonesia.

The formula for calculating the correlation coefficient is as follows:

$$\begin{aligned}
 r &= \frac{n(\sum XY) - (\sum X)(\sum Y)}{\sqrt{(n(\sum X^2) - (\sum X)^2)(n(\sum Y^2) - (\sum Y)^2)}} \\
 r &= \frac{50(658.639) - (6.161)(5.236)}{\sqrt{(50(777.105) - (6.161)^2) \times (50(559.632) - (5.236)^2)}} \\
 r &= \frac{32.931.950 - 32.258.996}{\sqrt{(38.855.250 - 37.957.921) \times (27.981.600 - 27.415.696)}} \\
 r &= \frac{672.954}{\sqrt{897.329 \times 565.904}} \\
 r &= \frac{672.954}{\sqrt{507.802.070.416}} \\
 r &= \frac{672.954}{712.602,32} \\
 r &= \mathbf{0,944}
 \end{aligned}$$

Calculation of the correlation coefficient, can be seen in the table below:

Table 2. Correlation Coefficient Calculation

Correlations			
		ISO	Kinerja
ISO	Pearson Correlation	1	.944**
	Sig. (2-tailed)		.000
	N	50	50
Kinerja	Pearson Correlation	.944**	1
	Sig. (2-tailed)	.000	
	N	50	50

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Processed data, 2021

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	Sig. (2-tailed)	.000	
	N	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Processed data, 2021

By looking at the results of calculations carried out using two methods, namely the manual method and the method using SPSS version 21, where the results obtained for the correlation coefficient of the application of quality management system variables ISO 9001: 2008 clause six concerning human resources (X) have a significant influence very strong on the performance of employees in the production division at PT. Cosmo Makmur Indonesia. As seen in table 3 below:

Table 3. Guidelines for Interpreting Correlation Coefficients

Coefficient Intervals	Relationship Level
0,00 – 0,199	Very low
0,20 – 0,399	Low
0,40 – 0,599	Currently
0,60 – 0,799	Strong
0,80 – 1,000	Very strong

Source: (Sugiyono, 2014)

Analysis of the Coefficient of Determination

Analysis of the coefficient of determination is a statistical method used to find out how much the contribution of the influence of the implementation of the ISO 9001: 2008 quality management system clause six concerning human resources on the performance of employees in the production division at PT. Cosmo Makmur Indonesia. To determine the contribution of this influence, the formula used is as follows:

$$KD = r^2 \times 100\%$$

$$KD = (0,944)^2 \times 100\%$$

$$KD = 0,891 \times 100\%$$

$$KD = 89,1\%$$

Based on the results of the coefficient of determination above, it can be seen that the magnitude of the influence contribution from the implementation of the ISO 9001: 2008 quality management system clause six concerning human resources on the performance of employees in the production division at PT. Cosmo Makmur Indonesia is 89.1%, and the other 10.9% is influenced by other factors which are not explained in this study. Such as, Standard Operational Procedure (SOP), organizational culture, recruitment, wages and incentives.

Test Analysis t

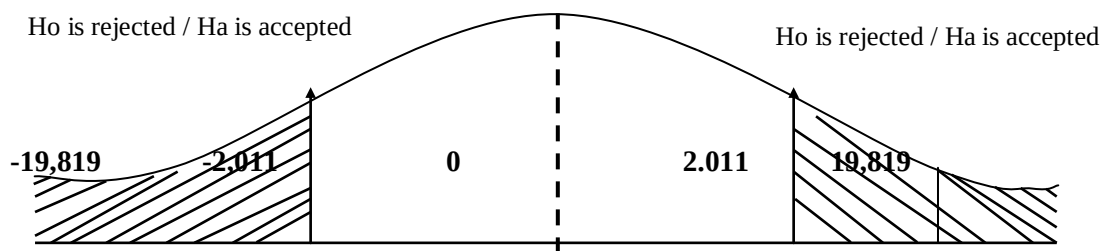
To find out partially the magnitude of the significance of ISO 9001: 2008 quality management system variables regarding human resources on the performance of employees in the production division at PT. Cosmo Makmur Indonesia, the authors carry out the t test (Hypothesis Test) manually and use SPSS version 21 with the condition, if $t_{\text{count}} > t_{\text{table}}$ then H_0 is rejected and H_a is accepted or in other words the quality management system ISO 9001:2008 clause six concerning sources human resources affect the performance of employees. If $t_{\text{arithmetic}} < t_{\text{table}}$ then H_0 is accepted and H_a is rejected, or in other words the quality management system of ISO 9001:2008 clause six concerning human resources has no effect on employee performance.

Look for the calculated t value with the formula:

$$\begin{aligned}
 t_{\text{count}} &= \frac{r \cdot \sqrt{n-2}}{\sqrt{1-r^2}} \\
 t_{\text{count}} &= \frac{0,944 \sqrt{50-2}}{\sqrt{1-(0,944)^2}} \\
 t_{\text{count}} &= \frac{0,944 \sqrt{48}}{\sqrt{1-0,891}} \\
 t_{\text{count}} &= \frac{6,54}{\sqrt{0,109}} \\
 t_{\text{count}} &= \frac{6,54}{0,33} \\
 t_{\text{count}} &= \mathbf{19,819}
 \end{aligned}$$

If the error rate is $\alpha = 5\%$ (0.05) and the two-party test with $df = n-2$, $(50-2 = 48)$, then the t table value is 2.011.

Figure 1. t test curve



Data source: Processed data.

By looking at the results of manual calculations and calculations using SPSS version 21, where the value of t_{count} (19.819) > greater than t_{table} (2.011) then H_0 is rejected and H_a is accepted. Thus these results explain that there is a significant influence between the implementation of the ISO 9001: 2008 quality management system clause six concerning human resources on the performance of employees in the production division at PT. Cosmo Makmur Indonesia.

CONCLUSION

Based on the value of employee perceptions on the quantitative distribution, which is 3.85, and after being compared with the class interval table (3.61 – 3.91), the authors conclude that the Application of Quality Management Systems ISO 9001:2008 Clause Six Concerning Human Resources in the Division Production at PT. Cosmo Makmur Indonesia is at Very Good level. Based on the value of employee perceptions on the quantitative distribution, which is 3.88, and after being compared with the class interval table (3.60 – 3.97), the authors conclude that the Employee Performance in the Production Division at PT. Cosmo Makmur Indonesia is at Very Good level.

The influence of the Implementation of Quality Management System ISO 9001:2008 Clause Six Concerning Human Resources (X) on Employee Performance can be denoted by a simple linear regression equation, namely: $Y = 12.311 + 0.75X$, which can be interpreted as

follows, If there is no implementation of the ISO 9001:2008 quality management system clause six concerning human resources ($X = 0$), then the value of employee performance is 12.311. If there is an increase in the implementation of the ISO 9001:2008 quality management system clause six concerning human resources 1 unit ($X = 1$), the employee's performance will increase by 0.75.

Based on the value of the correlation coefficient $r = 0.944$, it can be seen that the relationship between the implementation of the ISO 9001:2008 quality management system clause six concerning human resources and employee performance is positive and very strong based on the correlation coefficient interpretation table (value 0.944 is at rank 0.80 - 1.00). The contribution of the implementation of the quality management system ISO 9001: 2008 clause six concerning human resources on employee performance is 89.1% (the result of the coefficient of determination test), and 10.9% is influenced by other factors not examined by the author, such as organizational culture, employee recruitment, Standard Operational Procedure (SOP), organizational culture, wages and incentives.

The application of the ISO 9001:2008 quality management system clause six concerning human resources influencing employee performance can be seen from the hypothesis testing, where the test shows $t \text{ count } (19.819) > t \text{ table } (2.011)$ then H_0 is rejected and H_a is accepted, this explains that implementation of quality management system ISO 9001:2008 has a significant influence on employee performance. Thus the conclusion of this study is that the quality management system variables ISO 9001:2008 clause six concerning human resources have a significant influence on employee performance.

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