

Does Quality Management System ISO 9001:2015 Influence Company Performance? Answers from Indonesian Tourism Industries

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Abstract

The purpose of this research is to determine the impact of the implementation of the ISO 9001: 2015 quality management system on the performance of tourism companies in Indonesia. Data collection is done by online questionnaire through Google form, then data processing using partial least square with the LISRELL program. Respondents in this research are 342 tourism industry management in Indonesia who have implemented ISO 9001: 2015 for 3 years. Respondents were selected by the snowball sampling method, each respondent helped distribute the questionnaire online to other respondents. The results of this research are ISO 9001: 2015 clause, namely the organizational context has a significant positive effect on Company Performance, leadership has a significant effect on Company Performance, Planning has a significant effect on Company Performance. Support has a significant effect on Company Performance, Operations has a significant effect on Company Performance, Performance Evaluation has a significant effect on Company Performance, Increased significant influence on Company Performance. Company performance

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I. Introduction

Indonesia's tourism industry is currently growing rapidly. In 2017, Indonesia was visited by more than 14 million foreign tourists, an increase of more than two million from the previous year. The drastic increase in the number of tourists and the influx of foreign currencies is likely to continue. This is of course not just a coincidence, because it is the result of government efforts that are

strategic and coordinated in driving the growth of the tourism industry. In 2015, the Indonesian Minister of Tourism set a target of 20 million foreign tourists by 2019. At that time, with a total of nine million tourists, the targeted figure seemed an optimistic hope. The latest survey results show that that number is now almost reached. It is important for the Indonesian tourism industry to increase its contribution to gross domestic product

(GDP) because this will trigger more foreign exchange earnings (because each foreign tourist spends on average between 1,100 US dollars to 1,200 US dollars per visit) and also provides employment opportunities for Indonesian people (based on the latest data from the Central Statistics Agency, the unemployment rate in the country reached 5.81% in February 2015). It is estimated that almost 9% of the total national workforce is employed in the tourism sector.

At present, Indonesia's tourism sector contributes to approximately 4% of the total economy. In 2019, the Government of Indonesia wants to double this figure to 8% of GDP, an ambitious (maybe too ambitious) target which implies that in the next 4 years, the number of visitors needs to double to around 20 million . In order to achieve this target, the Government will focus on improving Indonesia's infrastructure (including information and communication technology infrastructure), access, health & hygiene and also increasing online promotion campaigns (marketing) abroad. The government also revised the free visa access policy in 2015 to attract more foreign tourists.

According to Priyono et al (2019) Implementation of Quality Management Systems (SMM) seeks to improve the quality and customer satisfaction both internal and external of an organization. One form of implementation of a world-famous quality management system is ISO 9001. ISO 9001 standards have been implemented in various parts of the world. Many companies in Indonesia have implemented a quality management system by carrying out 9001 certification. These organizations try to apply all the requirements contained in the international quality management standards to obtain ISO 9001 certification (Syahrullah, Febriani, &Hulwani, 2018). ISO is a non-governmental organization, its ability to set standards that often become law through approval or national standards makes it more influential than most other non-governmental organizations.

This standard is a means to achieve quality goals that are expected to be able to answer the challenges of globalization where the ultimate goal is to achieve organizational effectiveness and efficiency (Juana, Sudibya, &Sintaasih, 2016). The role of ISO standards is to formulate tasks and systems to achieve uniformity of services according to customer specifications. Various managerial issues related to ISO certification have been widely discussed in various literature. However, very little research has examined the effect of ISO certification on consumer perceptions of service providers. Previously, ISO 9001 was applied by various industries, especially manufacturing. The manufacturing industry implements an ISO 9001 quality management system to assure customers that the products they produce are guaranteed quality from the beginning of the process to the final process within the organization. This manufacturing industry also ensures that all processes are carried out according to international quality management standards. So the products produced can meet the demand needs on an international scale. Along with the development of the industrial world, currently ISO 9001 is not only implemented in the manufacturing industry, but also implemented in the service sector, such as hospitals, educational institutions, shipping and others. Even now there are several non-profit organizations implementing ISO 9001 quality management systems, including: the Health Service, Social Service and other government institutions. This organization considers the application of ISO 9001 can improve the performance of organizational services to customers in this case is the general public, so it is expected that public satisfaction with the services provided will increase. Now is the transition period of changing the old version of ISO 9001 2008 (ISO 9001: 2008) to the new version of 2015 (ISO 9001: 2015). The ISO international standardization body has published a version of ISO 9001 2015 version to renew the old ISO 9001 version 2008. The ISO 9001: 2015

requirements have been issued since 2015 and organizations that are still implementing the old ISO 9001: 2008 standard are given the opportunity no later than 3 years after 2015 to use the old standard. This year (September) is the deadline for changing the ISO 9001: 2015 standard. It shows that organizations must be ready to face the latest challenges in implementing this new version of the quality management system (Syahrullah et al., 2018).

According to Asbari et al (2019) The position of the manufacturing industry ranking in Indonesia which is still in position 40 is felt still very unsatisfactory, for this reason it is necessary for the manufacturing industry in Indonesia, especially the chemical industry to improve one way is to implement an ISO 9001 quality management system: 2015, where its role is very important for companies to be able to increase credibility in the eyes of customers and stakeholders. Not only that, with the implementation of the ISO 9001: 2015 quality management system can increase company productivity so that effective and efficient company performance can be achieved so as to increase the company's competitiveness. However, the implementation of the ISO 9001: 2015 quality management system cannot simply be released from good human capital management in the company, without a systematic and structured planning for the management of human resources, it will be very difficult for companies to get quality human resources so that they will become an obstacle in implementing the ISO 9001: 2015 quality management system. For this reason the need for a business process approach in human capital management to regulate existing human resources, so as to create an organization culture oriented to quality and ultimately can create organizational commitment in accordance with the basic principles of ISO 9001: 2015 quality management system. ISO 9001: 2015 Quality Management System. According to ISO

9000 (Quality Management System Fundamentals and Vocabulary) Standards are the result of documented agreements which consist of technical specifications or accurate criteria that are used as a rule, guidance, or certain definitions to guarantee an item product, process or service according to stated requirements. Quality management system is a set of documented procedures and standard practices for management systems that aim to ensure the suitability of a process and product (goods or services) to the needs of certain requirements determined by customers and organizations (Gasperz, 2008).

The implementation of ISO 9001: 2015 starts from 2017. In its application, ISO 9001: 2015 is also considered to be one of the factors in increasing productivity, as well as increasing process efficiency, costs, increasing customer satisfaction and being able to guarantee confidence in the quality of products produced] ISO 9001: 2015 is a standard that is always updated to maintain proper use by the industry and adjusts to the conditions of industrial development. In addition, the industry needs to apply ISO 9001: 2015 because it is the company's obligation to adjust the standards before the old standards are declared obsolete. Certification is not an end in itself and will be reviewed periodically. Companies can also lose certification if there is a decrease in performance in its application (Purwanto et al, 2019)

The purpose of this research is to determine the impact of the implementation of the ISO 9001: 2015 quality management system on the performance of tourism companies in Indonesia. Data collection is done by online questionnaire through Google form, then data processing using partial least square with the LISRELL program. Respondents in this research are 300 tourism industry management in Indonesia who have implemented ISO 9001: 2015 for 3 years

II. Method

This research uses quantitative methods and survey methods. data collection stage by distributing questionnaires. The first step in developing a survey is to set up survey instruments, the independent variables are the results of a qualitative phase, namely X1, X2, X3, X4, X5 and X6. Each question item is given five answer choices, namely: strongly agree (SS) score 5, agree (S) score 4, disagree (KS) score 3, disagree (TS) score 2, and strongly disagree (STS) score 1 Data collection was carried out using an online questionnaire through Google forms, then data processing using partial least square with the LISRELL program. Respondents in this study were 300 top management of the Indonesian tourism industry who have implemented ISO 9001: 2015, respondents were selected by snowball sampling method, each respondent helped to distribute the questionnaire to other respondents. Respondents in this study were 342 top management of the Indonesian tourism industry who have implemented ISO 9001: 2015 for 3 years from hotels respondents total 342 and consisted of 179 male and 163 female.

Table 1. Respondent Distribution

Hotel Name	Male	Female	Total
Hotel A	29	25	54
Hotel B	24	21	45
Hotel C	22	23	45
Hotel D	29	26	55
Hotel E	39	26	65
Hotel F	36	42	78
TOTAL	179	163	342

The independent variables as follows (X1) Context of the Organization of ISO 9001:2015 , (X2) Leadership of ISO 9001:2015, (X3) Planning of ISO 9001:2015 , (X4) Support of ISO 9001:2015, (X5) Operation of ISO 9001:2015, (X6) Performance Evaluation of ISO 9001:2015, (X7) Improvement of ISO 9001:2015, So

that this quantitative research model can arrange the model of research framework as follows

The dependent variables as follows (Y) tourism company performance,

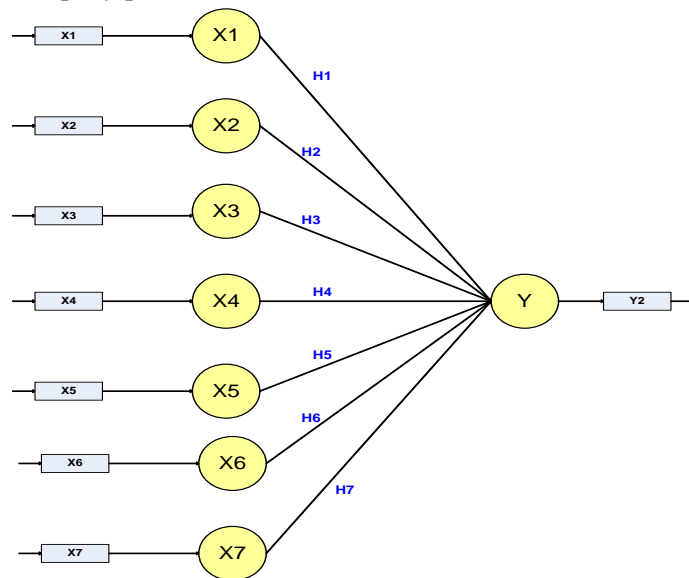


Figure 1. Research Model

The independent variables are ISO 9001: 2015 clauses, which are:

- 1) Organizational Context consists of mapping of external & internal issue documentation, mapping of related parties' needs and documentation, scope documentation and risk analysis, organizational process documentation
- 2) Leadership consists of QMS commitment & focus on customers, company Quality policies, Organizational Structure, Function roles, responsibilities & authority
- 3) Planning consists of documentation to deal with risks and opportunities, quality targets and targets as well as documentation, plans for future changes.
- 4) Supporting consists of HR, infrastructure, Environmental, Monitoring & knowledge Competence, Awareness, Communication, Information documentation
- 5) Operations consist of operational planning, product and service requirements,

- operational development design, supplier control & external services
- 6) Implementation of production and services, Identification of traceability, Control of non-conformities.
- 7) Performance Evaluation, Monitoring, measurement, analysis and evaluation, Internal Audit, Management Review
- 8) Improvement Nonconformities and corrections, Continual improvement

There are seven research hypothesis in this research:
 H1: (X1) Context of the Organization of ISO 9001:2015 has significant effect on company performance (Y).
 H2: (X2) Leadership of ISO 9001:2015 has significant effect on company performance (Y).
 H3: (X3) Planning of ISO 9001:2015 has significant effect on company performance (Y).
 H4: (X4) Support of ISO 9001:2015 has significant effect on company performance (Y).
 H5: (X5) Operation of ISO 9001:2015 has significant effect on company performance (Y).
 H6: (X6) Performance Evaluation of ISO 9001:2015 has significant effect on company performance (Y).
 H6: (X7) Improvements of ISO 9001:2015 significant effect on company performance (Y).

III. Results

The method of processing and analysis of questionnaire data was carried out using the Structural Equation Model (SEM) using the Linear Structural Model (LISREL) version 8.71 from Joreskog and Sorbom (2008). The first stage is the Confirmatory Factor Analysis (CFA) test is performed by looking at the loading factor value (> 0.5) and the calculated value (> 1.96). A factor load of 0.50 or more is considered to have validity that is strong enough to explain latent constructs (Hair et al, 2010), Ghozali (2012). Sharma (1996) explains that the weakest loading factor that is acceptable is 0.40. Hair et al (2010) states that constructs have good reliability is if the value of Construct Reliability (CR) ≥ 0.70 and the value of the extracted variance (VR) ≥ 0.50. Hair et al (2010) adds that the interpretation of the reliability

construct size can be said to be good if the value is more than 0.40. Data analysis was performed using the LISREL program with criteria for loading factor values (> 0.5) and arithmetic values t (> 1.96), such as statistical data analysis can be seen in the following figure:

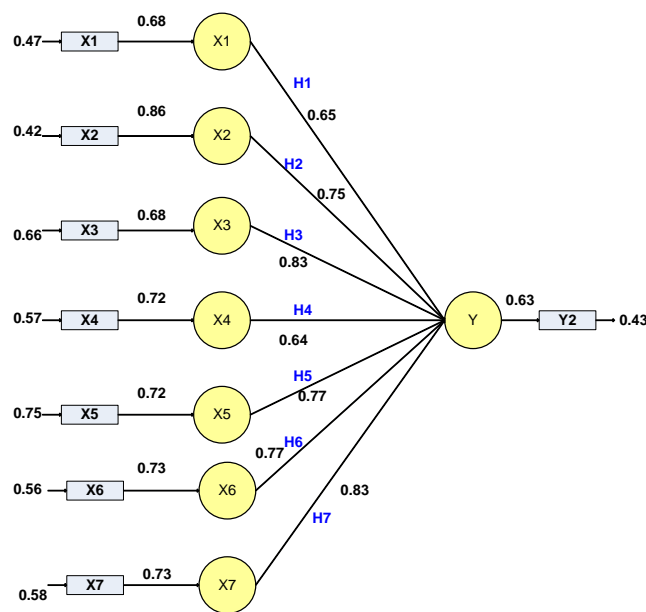


Figure 2. Loading Factor Confirmatory Factor Analysis

The summary of the results of the analysis can be seen in the following table:

Table 2. Indicators Construct Validity Analysis

No	Indicators	Loading Factor	t- Value	Remark
1	X1	0.65	7.43	Significant
2	X2	0.75	6.34	Significant
3	X3	0.83	7.32	Significant
4	X4	0.64	4.67	Significant
5	X5	0.77	7.43	Significant
6	X6	0.77	5.67	Significant
7	X7	0.83	5.21	Significant

The first level of analysis is carried out from the latent construct of the aspects to the indicators. Based on the results of the analysis above shows that all factors loading values > 0.5 and all values of t count needed to test the significance of loading factor values greater

than 1.96. This means that of the 7 (seven) of indicators are all valid and significant items

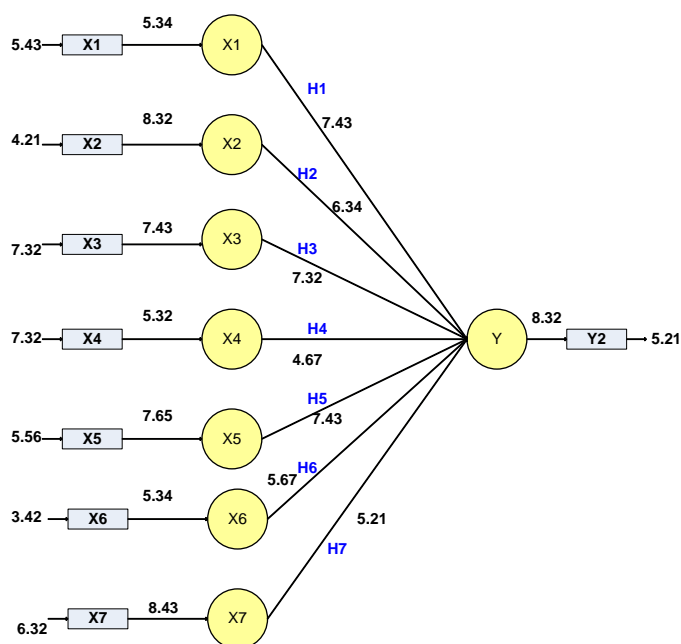


Figure 3.t-Value Factor Confirmatory Factor Analysis

The second level of analysis is carried out from the latent construct to its aspect construct. Based on the test results above shows that the factor loading values are all > 0.5 and all the calculated t values needed to test the significance of the factor loading values are greater than 1.96. The summary of the results of the analysis can be seen in the following table.

Table 4 . Variables Construct Validity Analysis

No	Indicators	Loading Factor	t- Value	Remark
1	X1	0.68	5.34	Significant
2	X2	0.86	8.32	Significant
3	X3	0.68	7.43	Significant
4	X4	0.72	5.32	Significant
5	X5	0.72	7.65	Significant
6	X6	0.73	5.37	Significant
7	X7	0.73	8.43	Significant

These results indicate that 11 variables are valid and significant to measure the latent variables Constraints. The validity results are also supported by the value of Chi Square (r) which produces p value of 105.3 with a p-value of 0.125 ($p > 0.05$). Based on the formula of construct reliability calculation, the results of CR = 0.92 and VE = 0.65, which means that Constraints have good reliability. Hair, et al., (2010) state that constructs have good reliability if the value of Construct Reliability (CR) ≥ 0.07 and the Variance Extracted value (VE) ≥ 0.40 .

Furthermore, for the suitability of the model (model fit), in general it is good. As for the criteria for the model fit is as in the following table.

Table 5. Model Fit Criteria

No	Index Fit	Value	Value Standard	Remark
1	Chi Square p	105.3	> 0.05	Fit
2	RMSEA	0.031	< 0.080	Fit
3	NFI	0.93	> 0.90	Fit
4	NNFI	0.92	> 0.90	Fit
5	CFI	0.91	> 0.90	Fit
6	IFI	0.94	> 0.90	Fit
7	GFI	0.92	> 0.90	Fit
8	AGFI	0.86	> 0.90	Not Fit

Based on the analysis results obtained that Chi Square is 105.3, RMSEA is 0.031, NFI is 0.93, NNFI is 0.92, CFI is 0.91, IFI is 0.94, GFI is 0.92, AGFI is 0.86 and it can be concluded that all the model data are fit. Only AGFI is not fit.

Table 6. Indicators Construct Reliability Analysis

No	Indicators	Loading Factor	Error	CR	VE
1	X1	0.68	0.47		
2	X2	0.86	0.42		

3	X3	0.68	0.66		
4	X4	0.72	0.57	0.91	0.66
5	X5	0.72	0.75		
6	X6	0.73	0.56		
7	X7	0.73	0.58		

Based on the analysis results it is known that 6 out of 7 index fit states that the model is fit. These results indicate that the (Y) dependent variable model is fit with empirical data. Based on the results of the analysis of the construct validity and the construct reliability then all aspects and items that make up the (Y) dependent are valid and reliable.

The equation model for the relationship between dependent variable publication inhibition and independent variable is obtained as follows:
 $Y = 0.65 X1 + 0.75 X2 + 0.83 X3 + 0.64X4 + 0.77 X5 + 0.77X6 + 0.83 X7$ and R square 0.98.

The R square is 0.98 mean the affects the dependent variable The independent variables as follows (X1) Context of the Organization, (X2) Leadership, (X3) Planning, (X4) Support, (X5) Operation, (X6) Performance Evaluation, (X7) Improvement by 98% while 2% is influenced by other factors.

VI. Discussion

Based on data analysis using quantitative methods the following results are obtained:

Hypothesis 1: Context of the Organization of ISO 9001:2015 has significant effect on Company Performance.

The relationship between independent variables X1Context of the Organization of ISO 9001 :2015with Company Performance obtained loading factor value of 0.66 and t-value of 7.43 so that it can be concluded that the Context of the Organization has a positive and significant effect on Company Performance. These results are the same as the results of research with a quantitative method conducted by Purwanto et all (2020), Asbari et all (2020) and Priyono et al (2018) who found the Context of the Organization of ISO 9001 :2015has a positive and significant effect on Company Performance.The results of this study are in line with the results of previous studies such as the

results of research conducted by Sari, Purwanggono, &Yuli (2015) and Afifah (2017) which resulted in the implementation of ISO 9001: 2015 having a positive and significant effect on customer satisfaction. The causal relationship between the Implementation of ISO 9001: 2015 with Service Quality is evidenced by the second hypothesis in this study. The results showed that the implementation of ISO 9001: 2015 had a significant positive effect on service quality.

Hypothesis 2: Leadership of ISO 9001:2015 has significant effect on Company Performance .

The relationship between independent variables Leadership of ISO 9001 :2015with Company Performance obtained loading factor value of 0.75 and t-value of 6.34 so that it can be concluded that the Leadership has a positive and significant effect on Company Performance. These results are the same as the results of research with a quantitative method conducted by Purwanto et all (2020), Asbari et all (2020) and Priyono et al (2018) who found the Leadership of ISO 9001 :2015has a positive and significant effect on Company Performance.These results are the same as the results of the studies of De-la-Hoz-Hernández, Troncoso-Palacio, & De-la-Hoz-Franco (2019), Rafiq (2015), Kurniawan&Triyono (2015), and Sugiyono, Nuryanto, &Mulyatiningsih (2019) 2011), which was obtained that the implementation of the ISO 9001: 2008 Quality Management System significantly influences the Quality of Service. This means that the better the implementation of the QMS, the more the Quality of Service is carried out by the Company.

Hypothesis 3 : Planning of ISO 9001:2015 has significant effect on Company Performance .

The relationship between independent variables Planning of ISO 9001 :2015with Company Performance obtained loading factor value of 0.83 and t-value of 7.32 so that it can be concluded that the Planning has a positive and significant effect on Company Performance. These results are the same as the results of research with a quantitative method conducted by Purwanto et all (2020), Asbari et all (2020) and Priyono et al (2018) who found the Planning of ISO 9001 :2015has a positive and significant effect on Company Performance.These results support the results of previous studies conducted by Varsanis et al. (2019), Tiza&Susanti (2019) and Nasution, Tarigan, Siregar, &Efendi (2014) which resulted in the quality of service affecting

customer satisfaction. The quality of this service can be improved by increasing tangible dimensions, empathy, reliability, responsiveness and assurance.

Hypothesis 4: Support of ISO 9001:2015 has significant effect on Company Performance .

The relationship between independent variables Support of ISO 9001 :2015with Company Performance obtained loading factor value of 0.64 and t-value of 4.67 so that it can be concluded that the Support has a positive and significant effect on Company Performance. These results are the same as the results of research with a quantitative method conducted by Purwanto et all (2020), Asbari et all (2020) and Priyono et al (2018) who found the Support of ISO 9001 :2015has a positive and significant effect on Company Performance. The results of this study are in line with the results of previous studies such as the results of research conducted by Sari, Purwanggono, &Yuli (2015) and Afifah (2017) which resulted in the implementation of ISO 9001: 2015 having a positive and significant effect on customer satisfaction. The causal relationship between the Implementation of ISO 9001: 2015 with Service Quality is evidenced by the second hypothesis in this study. The results showed that the implementation of ISO 9001: 2015 had a significant positive effect on service quality.

Hypothesis 5: Operation of ISO 9001:2015 has significant effect on CompanyPerformance .

The relationship between independent variables Operation of ISO 9001 :2015with Company Performance obtained loading factor value of 0.77 and t-value of 7.47 so that it can be concluded that the Operation has a positive and significant effect on Company Performance. These results are the same as the results of research with a quantitative method conducted by Purwanto et all (2020), Asbari et all (2020) and Priyono et al (2018) who found the Operation of ISO 9001 :2015has a positive and significant effect on Company Performance. These results are the same as the results of the studies of De-la-Hoz-Hernández, Troncoso-Palacio, & De-la-Hoz-Franco (2019), Rafiq (2015), Kurniawan&Triyono (2015), and Sugiyono, Nuryanto, &Mulyatiningsih (2019) 2011), which was obtained that the implementation of the ISO 9001: 2008 Quality Management System significantly influences the Quality of Service. This means that the better the implementation of the QMS, the more the Quality of Service is carried out by the Company.

Hypthesis 6: Performance Evaluation of ISO 9001:2015 has significant effect on CompanyPerformance .

The relationship between independent variables Performance Evaluation of ISO 9001 :2015with Company Performance obtained loading factor value of 0.77 and t-value of 5.67 so that it can be concluded that the Performance Evaluation has a positive and significant effect on Company Performance. These results are the same as the results of research with a quantitative method conducted by Purwanto et all (2020), Asbari et all (2020) and Priyono et al (2018) who found the Performance Evaluation of ISO 9001 :2015has a positive and significant effect on Company Performance. These results support the results of previous studies conducted by Varsanis et al. (2019), Tiza&Susanti (2019) and Nasution, Tarigan, Siregar, &Efendi (2014) which resulted in the quality of service affecting customer satisfaction. The quality of this service can be improved by increasing tangible dimensions, empathy, reliability, responsiveness and assurance.

Hypothesis 7 : Improvements of ISO 9001:2015 significant effect on Company Performance.

The relationship between independent variables Improvements of ISO 9001 :2015with Company Performance obtained loading factor value of 0.83and t-value of 5.21 so that it can be concluded that the Improvements has a positive and significant effect on Company Performance. These results are the same as the results of research with a quantitative method conducted by Purwanto et all (2020), Asbari et all (2020) and Priyono et al (2018) who found the Improvements of ISO 9001 :2015has a positive and significant effect on Company Performance. The results of this study are in line with the results of previous studies such as the results of research conducted by Sari, Purwanggono, &Yuli (2015) and Afifah (2017) which resulted in the implementation of ISO 9001: 2015 having a positive and significant effect on customer satisfaction. The causal relationship between the Implementation of ISO 9001: 2015 with Service Quality is evidenced by the second hypothesis in this study. The results showed that the implementation of ISO 9001: 2015 had a significant positive effect on service quality. These results are the same as the results of the studies of De-la-Hoz-Hernández, Troncoso-Palacio, & De-la-Hoz-Franco (2019), Rafiq (2015), Kurniawan&Triyono (2015), and Sugiyono, Nuryanto, &Mulyatiningsih (2019) 2011),

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Conclusion

Based on the analysis of research data, it can be concluded that the implementation of ISO 9001: 2015 quality management system in the tourism industry has a positive and significant influence on the organization of ISO 9001: 20015 clauses that has a significant effect on Company Performance, the leadership of the ISO 9001: 20015 clause has a significant effect on Company Performance, Planning ISO 9001: 20015 clause has a significant effect on Company Performance. Support of ISO 9001: 20015 clause significantly influences Company Performance, Operation of ISO 9001: 20015 clause significantly influences Company Performance, Performance Evaluation b ISO 9001: 20015 clause has significant effect on Company Performance, Increased ISO 9001: 20015 clause has significant effect on Company Performance. The research has a shortcoming, namely the limited number of respondents so that for subsequent studies to multiply respondents. This research can be a reference for further research.

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