

THE EFFECTIVENESS OF IMPLEMENTING THE ISO 9001:2015 QUALITY MANAGEMENT SYSTEM IN SUPPORTING CUSTOMER SERVICE AT PT. PELINDO TERMINAL PETIKEMAS

Oggy Octaviani Patmiko¹⁾, Nurita Andriani²⁾

Email: oggyoctavianipatmiko@gmail.com

¹⁾²⁾ Universitas Trunojoyo Madura

ABSTRACT

Implementing a consistent quality management system has a substantial impact on service quality and customer satisfaction. TOP Management plays a crucial part in creating the system to assess the company's level. This research aims to analyze the effectiveness of PT. Pelindo Terminal Petikemas's implementation of the ISO 9001:2015 quality management system in providing customer service at its headquarters. This type of study employs descriptive qualitative research methodology, where primary data and secondary data are employed to acquire the data required to present an overview of the research. Obtaining primary data through interviews and direct observation. Secondary data comprises of profiles of PT. Pelindo Terminal Petikemas, Human Resource Conditions, and Quality Management in customer support services. According to the findings of the study, the implementation of the ISO 9001: 2015 quality management system to support customer service was nearly ideal. The results of a survey of service providers demonstrate that employees of PT. Pelindo Terminal Petikemas understand and have implemented an ISO 9001:2015 quality management system in supporting customer services. As a result, PT. Pelindo Terminal Petikemas has created a comfortable and safe environment, beginning with port equipment, precise and fast loading and unloading times, and friendly service.

Keywords: Quality Management System 9001:2015, Customer Service, Customer Satisfaction

INTRODUCTION

Indonesia is a country with thousands of the biggest islands in the world. Indonesia is comprised of 17,500 islands that stretch from Sabang to Merauke and encompass a total geographical area of 1,863,560 square miles. Two-thirds of Indonesia's area consists of waterways and seas, making Indonesia a maritime nation. Indonesia is situated between two continents, namely the Australian continent and the Asian continent, and is squeezed between two oceans, the Indian and Pacific. Sea transportation therefore plays an essential and strategic role in the transfer of persons, products, and services both internationally and domestically. In addition, it is a mechanism for increasing and distributing the well-being of residents. Considering that Indonesia is an archipelagic nation consisting of several islands. The importance and significance of seaports in developing a successful and efficient maritime transportation system is heavily impacted by sea and land transportation networks. The port can only attain its full performance if it is supported by suitable infrastructure (Manajemen & Hsse, n.d.)

Ship services are services rendered throughout the process of a vessel's operating activities, from arriving to leaving a port. Mooring Services are offered by PT. Pelindo Terminal Petikemas for ships docked at the pier in order to facilitate loading and unloading. Scouting Services refers to the services given for ships approaching and exiting the wharf through the port channel in order to ensure the safety of the ship and the environment during shipping navigation. Tow services are given by ships to pull or push ships into and out of the pier. Water, Garbage, and Waste Services, specifically water services for handling ship garbage and waste.

In response to the increased demand for maritime transportation, PT. Pelindo Terminal

Petikemas provides different cross-island marine transportation services to international nations (Cahyana et al., 2020). This has demonstrated that PT. Pelindo Terminal Petikemas plays a significant role in the economic and social activities of the community and its environs, as government and state institutions or organizations are increasingly required to continue providing quality services so that customer support and service can be enhanced (Abdussamad Juriko, 2019)

The quality management system, also known as the Quality Management System (QMS), must be implemented by local, regional, national, and even multinational companies. Management is defined as the operations carried out by a corporation to attain its planned or established objectives while adhering to specific standards. This idea entails achieving a specific goal for a particular reason. The definition of a quality assurance system in education is often described, developed, and explored by worldwide specialists. One of these is the standard quality management system (QMS) ISO 9001:2015, which has emerged in both developed and developing nations. In the implementation of ISO 9001: 2015, it is also seen as a factor that may boost productivity, process efficiency, customer satisfaction, and expenses, as well as serve as a guarantee of the quality of the products or services provided. Because ISO 9001: 2015 is essentially a standard that is constantly updated to preserve quality so that it stays applicable to the industry and can adapt to industrial advancements.

ISO, or the International Organization for Standardization, is an international standards-setting organisation comprised of a number of delegates from national standardization bodies from each nation. *Isos* implies equal or equivalent in Greek. This usage is evaluated in terms of isobar or isothermal, hence ISO is now the most common abbreviation. ISO 9001:2015 is an internationally recognized standard for Quality Management System certification, sometimes known as QMS. QMS provides a framework and a set of fundamental principles with a true management approach to the ordinary activities of a company in order to achieve consistency in customer satisfaction.

PT. Pelindo Terminal Petikemas in Surabaya Headquarters. PT. Pelabuhan Indonesia (Persero) is a state-owned logistics company specializing in the management and development of ports. Currently, the Pelindo corporation manages 94 ports situated in 32 provinces. From West Java to West Sumatra, this corporation is regarded as one of the strategic SOEs since every port management has a favorable position in sea-based international trade ties. Implementation of ISO 9001:2015 Quality Management System at PT. Pelindo Terminal Petikemas is the company's attempt to enhance its unstructured management systems. This action is taken so that the company's management becomes more organized, facilitating the attainment of its objectives. Because PT. Pelindo Terminal Petikemas has altered its mission to become a port management company with integrity, worldwide scope, and high competitiveness, ISO plays a crucial role. As one of the BUMNsState-Owned Enterprises providing maritime transportation services, PT. Pelindo is required to apply ISO, which is one of the most critical aspects. In certification activities, there are five stages in the certification process, including planning, development, socialization, internal audit meetings, and management review meetings, which are used to regulate internal audits.

Companies can use quality management as a tool to implement periodic changes that have a positive influence on the company and its goods and services. Utilizing quality management as a tool to meet the present and future needs, desires, and expectations of consumers. In this case, the application of quality management is crucial for the company's product designs and services to be enhanced. The company implements quality management

because it has a significant impact on both the inside and outside of the organization. Influences on the inside of the organization include standardizing work procedures, while influences on the outside of the organization include improving services by reassuring customers about the quality of services provided. This quality management also impacts the company's marketing management efforts. A successful offer and a high level of customer service will boost consumer confidence and loyalty, leading to repeat transactions and the development of a customer base.

ISO 9001's primary role is to promote customer satisfaction. The term derived from the word increase is insufficient since the organization must exert effort and have a growth mentality in order to achieve continuous improvement, also known as continuous improvement, in order to exist. ISO 9001 certification encourages happy consumers to remain loyal to the company. and through the continuous improvement measures described in ISO 9001, organizations may also raise customer satisfaction, which is one of the most significant indications of a company's overall performance (Tomic & Spasojevic Brkic, 2019). ISO 9001: 2015 QMS certification regulates several requirements and recommendations for the design and assessment of a quality management system certification in order to provide assurance that the company will provide products or services that meet the requirements established by international and ISO bodies (Yanuariska et al. ., 2017) ISO 9001: 2015 QMS certification plays a vital role for companies, as it demonstrates that the organization has met all of the service quality management standards specified by ISO. It is intended that customer demands can be addressed when the company is able to give good and suitable service.

The first step performed by PT. Pelindo Terminal Petikemas is to educate and inform employees about the significance of sustaining service quality based on SNI in order to achieve customer satisfaction goals. Participant awareness of the significance of a management system in creating processes and carrying out the work responsibilities of each section within a well-defined organizational structure. Human resources play a significant role for the organization since they are the driving force behind the company's operations and initiatives, allowing it to fulfill its goals. The educational background and skills acquired by employees at PT. Pelindo Terminal Petikemas's Head Office are the targeted human resources (Indahsari & Raharja, 2020). Based on the description of the background above, a study was carried out entitled "The Effectiveness of Implementing the ISO 9001:2015 Quality Management System in Supporting Customer Service at PT. Pelindo Terminal Petikemas"

Quality management system

Quality Management System (QMS) is a system that assists a company in supervising each activity, task, and responsibility necessary to maintain the organization's quality. And the quality management system is regarded as an excellent instrument for companies in order to boost their competitiveness. The concept of quality ranges from conventional to strategic. Conventional notions of quality frequently pertain directly to product criteria, such as performance, reliability, usability, and so on. In the meanwhile, the concept of quality is strategically defined as all items that can satisfy all customer needs (Jauhar Winarto & Mahmudah El Madja, 2021)

This concept has been the foundation of Quality Management (QM) since the 20th century. Business companies have recognized, defined, and in some instances standardized (e.g., ISO 9001) business processes for decades by establishing a quality management system and a quality management model (Stravinskiene & Serafinas, 2020)

Customer service

ISO 9001:2015 certification is considered a key factor that can improve product quality and positive customer attitudes (Zimon & Dellana, 2020). Besides that, the ISO 9001:2015 standard is an important tool for managing a company. In Indonesian, service is defined as an action performed to offer service. While the definition of service is to give aid in meeting the needs of consumers, it is essential to constantly meet those needs. Service is an intangible activity with a significant role in customer satisfaction that is distinct from the selling of a product or other service (Noor & Hadjam, 2001). The concept of a service is the actions or outcomes that may be provided by one organization to another, which frequently cannot be claimed as private property.

Service to customers is one of the main keys to success in business components or business activities engaged in services, the most important company performance is how to create good service to customers in order to create customer satisfaction, which is used to capture customer-related feedback with the services they have purchased, and improvements in this sense can be achieved through as customers who require completeness and clarity of information, speed in providing services, and responsiveness to requests for information.

In service performance, the emphasis is placed on several factors, including customer service, which enables transportation services to deliver items on time according to estimates and may also be used to repair machines or equipment, as well as the accuracy of customer performance scheduling (Mitra & Patankar, 2013). Taking into account the challenge of optimizing maritime transportation and comparing it to the journey time spent waiting at the place, the defined time window is designed to improve the function of each set time by displaying the early arrival time and the late arrival time.

Customer satisfaction can be described simply as the fulfillment of the customer's present needs, wants, and expectations through the products and services offered. In light of the disparity between the two views, namely the single transaction and the cumulative aspect, we might conclude that: Specific elements of transactions are focused on customer decisions in carrying out specific transactions, whereas cumulative aspects include consumer purchases and customer experience about the past, present, and future performance given (Ayu et al., 2014).

METHODS

This type of research is this research using a qualitative descriptive method. According to the opinion expressed by (Sugiyono, 2009), The function of this method is to describe and know the meaning of the existing power. This method leads to descriptive research. Thus, it can show and provide an understanding of reality and complex. Therefore, the research describes in a complex way and provides a description regarding the condition of PT. Pelindo Terminal Petikemas with ISO 9001:2015 quality management in supporting services to customers with exclusive and quality standards. To present an overview of this study, both primary and secondary data were collected. Where the primary data was collected through interviews with the Vice President of the Quality Management System, the Senior Officer of the Quality Management System, and direct field observations. Secondary data consisting of the profile of PT. Pelindo Terminal Petikemas, Human Resource Conditions, and Quality Management for customer support services.

RESULTS AND DISCUSSION

PT. Pelindo Terminal Petikemas is a corporation that delivers high-quality services to consumers, in line with a set of quality standards, so that customer satisfaction is attained and PT. Pelindo Terminal Petikemas's reputation grows. PT. Pelindo Terminal Petikemas implements ISO 9001: 2015 certification in order to increase customer service. A focus on people is another aspect of adopting ISO 9001 in order to achieve continuous quality improvement. Providing employees with a two-way communication channel is also essential because it heightens employee awareness of quality issues, such as understanding the audit preparation of the ISO 9001:2015 Quality Management System (QMS) by completing several clauses that have become provisions and have been implemented by PT. Pelindo Terminal Petikemas at Head Office.

A process-based strategy and continuous improvement that replaces conventional management techniques. The least influential criteria on their choice to implement ISO 9001 were the need to reduce operational expenses and improve goods and services. Other significant elements are market position and consumer interactions. Therefore, this research anticipates a growth in quality management inside the organization, but examines it from other perspectives. This observation is quite significant because, as evidenced by the results of the interviews, a new management system was implemented at the SPTP headquarters in order to determine whether the Human Resources within the scope of PT. Pelindo Terminal Petikemas are comparable to those of other companies that have implemented a quality management system. There are two explanations for why the desire to enhance service quality is typically the most crucial component. Ensuring that the organization's management is pleased with the existing level of service quality and is aware that the ISO 9001 standard focuses on improving all processes, not just the quality of a specific product or service. It should be mentioned, however, that a standardized quality management system has a favorable effect on the product or service quality. The next stage in Stage 1 is to identify the proportionate advantages experienced by participating organizations in relation to the implementation of a quality management system. In order to do this, respondents were asked a series of questions, with the findings shown on both the interview and the gform.

Conduct face-to-face interviews with the resource persons by asking them many questions. To gather correct data, research instruments or tools that might assist are required, such as draft questions based on the research's objectives, and other instruments such as questionnaires to clients and service providers. The purpose of this study is to determine the effectiveness of implementing ISO 9001:2015 in supporting customer service and to analyze the implementation of quality management principles, such as leading, involving people, process approaches, improving consumers, carrying out improvements, making decisions based on evidence, and relationship management. Additionally, an analysis of the company's management system will be conducted so that the quality in carrying out segregated functions can be improved. Companies must first educate consumers on the significance of understanding ISO 9001: 2015 for service systems and the significance of preserving service quality by empowering their human resources to the greatest extent possible. Therefore, knowing the context of the management system's significant function, developing a method, and taking full responsibility for everything governed by the company's organizational structure demands a feeling of awareness from all participants.

Barriers to the implementation of the Quality Management System in PT. Pelindo Terminal Petikemas Surabaya

As for some of the barriers encountered by PT. Pelindo Terminal Petikemas Surabaya, which specializes in port services that adhere to international standards and provide a vast array of services, these include: PT. Pelindo Terminal Petikemas Surabaya was created on October 1, 2021; however, due to the merging of all areas, the firm has been unable to completely apply the Quality Management System and its underlying principles. HO is aware that this impediment may be effectively overcome if all parties participating in the company's business activities have a shared understanding of the significance of quality. From the implementation of interviews, the following challenges were uncovered:

1. Certification bodies are extremely busy this year, and selecting a certification body is also a time-consuming process. This is because the company must ensure that the certification body chosen has the necessary experience and certifications to be worthy of selection, and that it prefers international certification bodies.

Factor Constraints experienced by PT. Pelindo Terminal Petikemas when Compiling ISO 9001:2015

The restrictions encountered by PT. Pelindo Terminal Petikemas while producing ISO 9001: 2015 are influenced by a number of elements, the first of which is human and must offer staff at the SPTP Head Office with an understanding of concern. or graphic information or email blasts to each employee to enhance employee awareness of the need of a quality management system and their comprehension of its idea. The second factor is establishing a board of directors rule. The intent of this law is to compel TOP Management to commit to quality. The final factor encountered by PT. Pelindo Terminal Petikemas in the SPTP Head Office is documentation. The documentation in question is where the Head Office Sub-Holding Pelindo Container Terminal is a new company and must compile regulations which directors must have as well as the system of procedures to be used in each – respective division.

The relationship between customer satisfaction in ISO 9001:2015

The linkage factor to customer satisfaction is contained in clause 9.1.2 in this clause including for the Head Office Sub- Holding Container Terminal there is monitoring of a customer satisfaction survey which is carried out once every six months, where the customer in question is an Agent, Shipping line, Vendor.

There are also facilities provided and activities held by PT. Pelindo Terminal Petikemas to customers, namely:

a. Customer gathering

This action is performed for service recipients. This activity seeks to deepen intimacy and become a platform for friendship, as well as a moment to strengthen the bond between Pelindo and its consumers, so that this sense of community may continue to improve and grow. General Managers who oversee seven provinces' worth of Pelindo branch ports. Several directors from other Pelindo businesses, including Pelindo Marine Service Terminal, Surabaya Container Terminal, Teluk Lamong, PHC Hospital, and others, were also present. PDS provides the port and the corporation with employees, such as cleaning employees, security officers, administrative employees, and drivers.

b. Sharing Session

For service users, this action is performed. This activity seeks to create closeness and become a platform for friendship, as well as a time to increase commitment between Pelindo and consumers, so that this connection may continue to advance and grow with Pelindo. The General Managers of Pelindo's seven provincially dispersed branch ports. Several directors from Pelindo's other companies were also present, including those from Pelindo Marine Service Terminal, Surabaya Container Terminal, Teluk Lamong, PHC Hospital, etc. PDS provides employees to the port and the corporation, such as cleaning workers, security officers, administration, and drivers.

c. Forum grup discussion

The purpose of the group discussion forum is to determine the finest and most strategic port infrastructure plan and carry out the preparation, planning, and administration of port finance phases. In group discussion forums, consumers' grievances, innovations, system upgrades, and services are also emphasized. In implementing the Quality Management System to improve customer service at PT. Pelindo Terminal Petikemas which is supported by several factors, namely: (1) Reliability of Goods Service IT systems, (2) Work Safety Security in the Port environment, (3) Quality of facilities in the Port environment, (4) Availability of non-container loading and unloading equipment, (5) Reliability of non-container loading and unloading equipment, (6) Availability of non-container loading and unloading supporting equipment, (7) Availability of Work Safety Security facilities, (8) Availability of non-container loading and unloading officers provided by Pelindo, (9) Capability of operations and commercial officers in providing information on services and administrative services, (10) Attitude/behavior of non-container loading and unloading officers provided by Pelindo, (11) Timeliness of non-container loading and unloading executing officers provided by Pelindo in serving customers, (12) Availability of communication media and service operational officers goods related to handling customer problems.

In the ISO 9001: 2015 certification process, the parties involved

The involvement of several parties in the development and certification of ISO 9001: 2015 is from all stakeholders from TOP Management and related employees and also the composition of the Team in the field for operational ones, as well as stakeholders such as SOP, Customs as well as related ministries and certification bodies as well included in the stakeholders of PT. Pelindo Terminal Petikemas.

a. Customer Focus

PT. Pelindo Terminal Petikemas focuses on customers with domestic to international standards. This company really prioritizes customers, namely by providing a variety of services and service quality that is very highly considered. PT. Pelindo Terminal Petikemas provides maximum quality service to customers with the accuracy of loading and unloading, providing good quality and very reliable equipment and also with employees of PT. Pelindo Terminal Petikemas is friendly so that it can reduce complaints from customers, from the operational accuracy of berthing to the delay time for loading and unloading which is also right on target so that the quality of service there is very calculated and monitored.

b. Leadership

PT. Pelindo Terminal Petikemas's management or TOP Management from SPTP has

established goals that employees must achieve, and each employee is responsible for providing the finest atmosphere and service. This, of course, aims to foster involvement and agreement in each Terminal and other corporate divisions in order to comprehend policy and strategy formation. Every three months and every year, PT. Pelindo Terminal Petikemas achieves the required aim in order to boost customer satisfaction and income.

To date, the organization has exerted significant effort to optimize the new system policy as part of its quality management implementation. The leadership and dedication of TOP Management throughout the certification process and implementation of ISO 9001: 2015 are also tied to fully supporting implementation activities, and this must be defined in a very clear way. clear and communication of tasks and job descriptions to employees to increase their involvement (Chountalas et al., 2020) due to the cohesiveness and commitment of TOP Management to ensure that the Human Resources in PT. Pelindo Terminal Petikemas Understand and have implemented a Management System.

c. People Participation

In this case, the participation of employees in various divisions within PT. Pelindo Terminal Petikemas with the survey results obtained by the author, the employees have almost fully understood quality management in the company's operations. This is shown by the results of survey data from each Human Resources in various SPTP divisions where employees almost fully understand and implement a good management system and improve customer service to the fullest. The company continues to improve employee performance and service to customers to provide the required infrastructure. So that the impact that is given to customers is to feel comfortable and safe when transacting with PT. Pelindo Terminal Petikemas.

CONCLUSION

PT. Pelindo Terminal Petikemas's Quality Management System for the effectiveness of implementing ISO 9001: 2015 in supporting customer service demonstrates an application of successful quality management concepts, namely Customer Focus, Leadership, and Employee Involvement. Implementing this principle can enable organizations to be able to conduct evaluations while also motivating them to always make changes so that they can deliver the greatest customer service and the company can bring satisfaction and comfort to external and internal parties. According to the findings of the study, the implementation of the ISO 9001: 2015 quality management system to support customer service was nearly ideal. The findings of a survey of service providers demonstrate and confirm that PT. Pelindo Terminal Petikemas workers understand and have implemented an ISO 9001:2015 quality management system to support customer service. PT. Pelindo Terminal Petikemas has optimized its port equipment, loading and unloading speeds, customer service, and adherence to safety requirements in order to create a comfortable and secure environment for its customers.

REREFENCES

Abdussamad Juriko. (2019). *Jurnal Manajemen Sumber Daya Manusia, Administrasi Dan Pelayanan Publik*. Jurnal Manajemen Sumber Daya Manusia, Administrasi Dan Pelayanan Publik .

- Ayu, D., Jannah, M., Andriani, N., Arief, M., Ekonomi, A. F., Bisnis, D., Trunojoyo, U., Manajemen, J., & Ekonomi, F. (2014). *Pengaruh Strategi Experiential Marketing Terhadap Kepuasan Pengunjung Museum Sepuluh Nopember Surabaya*. In *Jurnal Studi Manajemen Dan Bisnis* (Vol. 1, Issue 1).
- Cahyana, B. E., Nimran, U., Utami, H. N., & Iqbal, M. (2020). Hybrid cluster analysis of customer segmentation of sea transportation users. *Journal of Economics, Finance and Administrative Science*, 25(50), 321–337. <https://doi.org/10.1108/JEFAS-07-2019-0126>
- Indahsari, C. L., & Raharja, S. J. (2020). New Public Management (NPM) as an Effort in Governance. *Jurnal Manajemen Pelayanan Publik*, 3(2), 73. <https://doi.org/10.24198/jmpp.v3i2.25342>
- Jauhar Winarto, A., & Mahmudah El Madja, N. (2021). *Analisis Implementasi Sistem Manajemen Mutu Dalam Meningkatkan Pemasaran Produk Di UD Mas Achiad Gresik Analysis of Quality Management System Implementation in Improving Product Marketing at UD Mas Achiad Gresik* (Vol. 16, Issue 1). <http://journal.ipb.ac.id/index.php/jurnalmpi/>
- Manajemen, S., & Hsse, D. (n.d.). *Pedoman Penerapan Sistem Manajemen Terintegrasi*.
- Mitra, A., & Patankar, J. G. (2013). Estimation of penalty costs in service industries. *Advances in Company and Management Forecasting*, 9, 47–57. [https://doi.org/10.1108/S1477-4070\(2013\)0000009007](https://doi.org/10.1108/S1477-4070(2013)0000009007)
- Noor, M., & Hadjam, R. (2001). *Efektifitas Pelayanan Prima Sebagai Upaya Meningkatkan Pelayanan Di Rumah Sakit (Perspektif Psikologi)*. 28(2) pp 105-115.
- Stravinskiene, I., & Serafinas, D. (2020). *The Link between Company Process Management and Quality Management*. *Journal of Risk and Financial Management*, 13(10), 225. <https://doi.org/10.3390/jrfm13100225>
- Sugiyono. (2009). *Metode penelitian kuantitatif, kualitatif dan R&D*. Alfabeta.
- Tomic, B., & Spasojevic Brkic, V. K. (2019). Customer satisfaction and ISO 9001 improvement requirements in the supply chain. *TQM Journal*, 31(2), 222–238. <https://doi.org/10.1108/TQM-07-2017-0072>
- Yanuariska, C., Miharti, R., & III Rekam Medis Sekolah Vokasi UGM, D. (2017). *Persiapan Audit Sistem Manajemen Mutu (SMM) ISO 9001:2015 RSJD Dr. RM. Soedjarwadi Provinsi Jawa Tengah Pada Instalasi Rekam Medis* (Vol. 2, Issue 2).
- Zimon, D., & Dellana, S. (2020). A longitudinal exploratory study of ISO 9001 certification abandonment in small- and medium-sized enterprises. *International Journal of Quality and Reliability Management*, 37(1), 53–67. <https://doi.org/10.1108/IJQRM-10-2018-0284>