

THE INFLUENCE OF ISO 9001:2015 QUALITY MANAGEMENT SYSTEM IMPLEMENTATION ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS A MEDIATING VARIABLE AT PT INTAN PRIMA KALORINDO

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ABSTRACT

At PT Intan Prima Kalorindo, we hope to find out how the new ISO 9001:2015 Quality Management System affected employee performance through the medium of organizational commitment. Researcher used SmartPLS 4.0 to examine the data and quantitative technique. Organisational commitment which in turn has a major impact on staff performance, was found to be influenced by the implementation of ISO 9001:2015. Furthermore, organizational commitment mediates the relationship between the implementation of ISO 9001:2015 and employee performance which reinforces the importance of structured quality management in increasing employee engagement and productivity. These findings highlight the need for continuous improvement in quality management practices to cultivate a committed workforce and improve overall performance. The implications of this study emphasize the important role of quality management in driving employee performance and organizational success in the economic sector.

Keyword: Employee Performance, ISO 9001:2015, Organizational Commitment, Quality Management System

ABSTRAK

Di PT Intan Prima Kalorindo, kami berharap untuk mengetahui bagaimana Sistem Manajemen Mutu ISO 9001:2015 yang baru memengaruhi kinerja karyawan melalui komitmen organisasi. Peneliti menggunakan SmartPLS 4.0 untuk memeriksa data dan teknik kuantitatif. Komitmen organisasi yang pada gilirannya memiliki dampak besar pada kinerja karyawan hubungan antara implementasi ISO 9001:2015 dan kinerja karyawan yang memperkuat pentingnya manajemen mutu terstruktur dalam meningkatkan keterlibatan dan produktivitas karyawan. Temuan ini menyoroti perlunya peningkatan berkelanjutan dalam praktik manajemen mutu untuk menumbuhkan tenaga kerja yang berkomitmen dan meningkatkan kinerja secara keseluruhan. Implikasi dari penelitian ini menekankan peran penting manajemen mutu dalam mendorong kinerja karyawan dan keberhasilan organisasi di sektor ekonomi.

Kata Kunci: Kinerja Karyawan, ISO 9001:2015, Komitmen Organisasi, Manajemen Mutu Sistem

INTRODUCTION

Amid the increasingly fierce business competition, product and service quality have become the main factors for companies to survive and thrive. A quality management system that has gained worldwide recognition, “the ISO 9001:2015 standard”, is widely adopted by companies in Indonesia as an effort to ensure consistency in product quality, services, and customer satisfaction. According to (Murdana & Pandanga, 2023), by implementing “ISO 9001:2015”, employees can improve performance by encouraging the maintenance of quality, efficiency, and productivity in accordance with the established standards. They argue that

companies implementing quality management systems might lead to higher-quality products and a more pleasant workplace, both of which boost productivity. The company will improve product quality and create a more efficient work environment by implementing these standards. This allows employees to better understand their roles and responsibilities, as well as make more meaningful contributions to the company's goals. However, the role of organizational commitment as a mediating variable is crucial to maximizing “the ISO 9001:2015 standard”, a well-respected quality management approach that impacts the efficiency of workers. Gadzali, (2022), stated that organizational commitment plays an important



role as a factor influencing performance. Workers are more invested and proactive when they can see how their work contributes to the bigger picture of the company's objectives, which positively impacts overall performance. The company can create more efficient strategies to achieve its long-term goals by understanding how the implementation of quality management systems, organizational commitment, and employee performance are interconnected.

Supriyadi et al. (2021), stated that the implementation of ISO 9001: 2015 has a positive impact on organizational commitment. The implementation of ISO 9001:2015 helps create clear structures and processes, which in turn improves employee performance in achieving quality objectives. Employees are more involved and responsible for production processes that meet established quality standards and employees are more committed to the organization. Research shows that having clear policies and procedures in place gives employees confidence, making them more committed to the overall success of the organization. In addition, having strong management support to implement ISO 9001:2015 also contributes to increased employee commitment to the organization's principles and goals. On the other hand, according to Muka (2024), that the implementation of ISO 9001:2015 standard does not always directly impact the improvement of organizational commitment. Although the implementation of this ISO helps improve the efficiency and quality of project management, the impact on employee and organizational commitment is highly dependent on several other factors such as organizational culture and existing communication in the company. In some cases, employees felt that the ISO 9001:2015 standard added administrative burden and reduced employee autonomy. Without adequate moral support and resources, ISO 9001:2015 implementation may be seen as an obstacle rather than a tool that strengthens organizational commitment. Therefore, implementation of this standard combined with effective communication and strong management support to ensure that employees feel involved and supported throughout the change process will increase organizational commitment.

Aslami (2021) said that organizational commitment affects employee performance. These results show how important organizations help create a productive work environment. High commitment from employees can improve their

performance, which means better performance in general. This is in line with this study that a strong relationship between organizational commitment and employee performance can have a significant impact on achieving company goals. However, according to Cahyani et al. (2020), although organizational commitment is considered important, this study found that employee job satisfaction has a greater impact on employee performance than organizational commitment. In other words, this study found that although organizational commitment is considered important, employee satisfaction affects performance more.

According to Susanto and Rohayati (2022), that organizational commitment significantly mediates the relationship between the implementation of ISO 9001: 2015 standards and employee performance. They asserted that the implementation of the ISO 9001:2015 standard not only provides a clear framework in quality management, but is also able to increase employee engagement through strengthening commitment to the organization. The results show that when ISO 9001:2015 is well implemented, it results in a supportive work environment and encourages employees to feel more engaged and committed to the company's goals. Because they feel emotionally closer to the organization, highly committed employees tend to try harder and perform better. Thus, organizational commitment serves as a bridge in linking ISO 9001:2015 implementation with improved employee performance. In contrast, Adianto and Gultom (2020) stated that organizational commitment does not always play an important role in overcoming the relationship between the implementation of ISO 9001:2015 standards and employee performance. This study shows that although the implementation of ISO 9001:2015 can improve the effectiveness and efficiency of business operations, the effect of organizational commitment on employee performance varies. The results indicate that in some cases, employees may not experience improved performance due to ISO implementation. This suggests that organizational commitment, as a mediating factor, may not be strong enough to link quality management system implementation with improved employee performance. This research suggests that management should provide stronger support to increase and maintain employee commitment. Without such support, ISO implementation may only focus on technical and



operational aspects, without regard to its impact on individual employee performance.

PT Intan Prima Kalorindo is one of the heat exchanger companies in Indonesia. To ensure the consistency and quality of the products it produces, the company implements "the ISO 9001:2015." However, utilizing "the ISO 9001:2015 standard" in the field does not always have a direct impact on improving employee performance. The phenomenon occurring at PT Intan Prima Kalorindo shows that although this quality management system has been implemented, performance variations among employees remain significant. Although some employees showed improvement in performance after the implementation of "the ISO 9001:2015 standard", many others felt that the new procedures added to their workload and reduced flexibility in carrying out daily tasks. This condition gives rise to the problem where employees who are less committed to the organization tend to have more difficulty adapting to changes, as a consequence, the quality management system's implementation and staff performance are not in sync. In addition, organizational commitment among employees also varies, where employees with lower levels of commitment tend to have difficulty adapting to the new standards being implemented. This negatively impacts employee performance, particularly in terms of efficiency and work quality. This condition shows that although "ISO 9001:2015" is designed to improve the effectiveness of work processes, level of employee engagement to the organization significantly impacts the success of its execution. The differences in the acceptance of the quality management system among employees are interesting to study because they show an indirect relationship between "the implementation of ISO 9001:2015 and employee performance", with organizational commitment potentially mediating that relationship. Additional research into this occurrence is warranted so that PT Intan Prima Kalorindo's implementation of "ISO 9001:2015" can be enhanced, particularly in relation to efforts to enhance employee performance through organizational commitment.

Examining "the effects of PT Intan Prima Kalorindo's adoption of the ISO 9001:2015 quality management system on staff engagement and productivity" is the driving force behind this study. This indicates that more specific research is needed to understand how employee performance

is influenced by the implementation of "the ISO 9001:2015 standard", with organizational commitment as a mediating variable. It is hoped that this research will help the management of PT Intan Prima Kalorindo develop strategies to improve employee performance by implementing the appropriate quality management system.

LITERATURE REVIEW

The grand theory utilized in this study is Expectancy Theory. The theory explains how individuals decide to take action based on their expectations of the outcome of that action (Victor Vroom, 1964). According to (Dahrani & Sohiron, 2024), performance is defined as the work results of employees influenced by their motivation and expectations regarding the rewards they will receive.

Rohman et al., (2024), an employee's performance is the end outcome of their efforts to complete the duties and obligations placed on them by their employer. In keeping with the utilizes of "the Quality Management System standard ISO 9001:2015", employee performance is enhanced through the application of clear procedures and structured work standards, which enable employees to better understand their roles and optimize work output. This research emphasizes that with a good quality management system, employees not only feel more motivated and satisfied but also can collaborate more effectively within teams.

Lucano & Rahardjo, (2023), quality management systems are required to adhere to the "International Organization for Standardization (ISO) 9001:2015 standard." The standard was issued in 2015, replacing the 2008 version. The functions and benefits of "ISO 9001:2015" include the ability to easily map the performance and responsibilities of each department, allowing management to focus more on business development, prioritize consumers or users in order to raise the level of contentment felt by buyers of the company's wares, create more efficient workflows within the organization to increase productivity, and finally, improve customer satisfaction as a result of the company's increased efficiency.

Astuti et al., (2022), organizational commitment includes employees' identification with the values and mission of the organization as well as a moral responsibility to join. Highly dedicated employees tend to show higher levels of commitment, better performance, and contribute



to the achievement of shared goals. Organizational commitment also connects employee performance with “the ISO 9001:2015 quality management system's” execution. Consequently, “organizational commitment mediates the relationship between higher employee performance and ISO 9001:2015 adoption.”

Heriyanti et al., (2024), if quality practices are put into place, employee performance can be enhanced through the use of “ISO 9001:2015” as a quality management system, procedures, and documentation are carried out consistently and standardized. Employee involvement and commitment to the organization play a crucial role as a link between system implementation (such as ISO 9001:2015) and employee performance outcomes. Organizational commitment encourages employees to adhere more closely to the applicable quality standards and procedures.

Employee performance is a critical factor for organizational success. According to Robbins (2016), performance is reflected through several indicators such as work quality, timeliness, and independence. Prior research indicates that organizational factors such as communication, reward systems, and organizational culture significantly influence employee performance (Kartini et al., 2024). The use of “ISO 9001:2015” can be considered part of a broader organizational system that formalizes processes, encourages leadership involvement, and improves internal communication, which are essential elements of a performance-oriented culture. Moreover, the presence of organizational commitment may act as a mediating factor in enhancing “the impact of structured systems like ISO 9001:2015 on employee performance”, as it reflects employees' emotional and professional engagement with organizational goals.

Training and employee competence are critical to performance enhancement in quality-driven industries. According to (Esthi, 2022), systematic job training significantly improves employee competence, which in turn enhances employee performance in dimensions such as quality, quantity, timeliness, and initiative. This aligns with “ISO 9001:2015 principles”, which emphasize competence development (Clause 7.2) and performance evaluation (Clause 9.1). Moreover, in the context of quality management systems, employee commitment and competence are both foundational for maintaining consistent process outputs and achieving continual improvement.

Employee performance is influenced by various internal organizational factors like compensation, work environment, and communication (Esthi, 2021). In the context of “ISO 9001:2015”, a work environment that is conducive to improving employee performance can be fostered through the implementation of standardized processes and structured quality documentation.

Training is an essential component of human resource development, and within “the ISO 9001:2015 framework”, it contributes directly to employee competence. According to (Rafly & Esthi, 2023), training significantly influences job satisfaction, which in turn enhances employee performance. Similar to job satisfaction, organizational commitment reflects employees' emotional and professional engagement with the company. It serves as a bridge between system implementation, such as “ISO 9001:2015”, and performance outcomes.

RESEARCH METHOD

This research uses a quantitative approach with the type of explanatory research, which is research that aims to explain the causal relationship between variables through hypothesis testing. This study aims to examine the effect of ISO 9001: 2015 quality management system implementation on employee performance, with organizational commitment as a mediating variable. The quantitative approach used in this study is based on gathering numerical data and statistical analysis to examine hypotheses or patterns in the data. Sundaro (2022) states that positivism is the foundation of quantitative research. The idea that objective and scientifically measurable data can be used to measure and understand reality is supported by this paradigm.

Research Model



Explanation:

X: “Implementation of the ISO 9001:2015 Quality Management System”

Y: “Employee Performance”

Z: “Organizational Commitment”

Christiani Sianturi (2020) says that the International Standardization Organization (ISO)



is an organization that functions internationally to develop and set standards for the production of goods or services. This organization consists of representatives from the national standardization bodies of each participating country. The ISO 9001:2015 standard is the latest ISO version. Ten quality management clauses serve as the foundation of this ISO 9001:2015 quality management system. Indicators:

1. Customer Focus
2. Leadership
3. Employee
4. Engagement
5. Process Approach
6. Continuous Improvement
7. Fact-based Decision Making

According to Astuti et al., (2022), organizational commitment includes employee identification with the values and mission of the organization and a sense of moral responsibility to join. Highly dedicated employees tend to show higher levels of commitment, better performance, and contribute to the achievement of common goals. In addition, organizational commitment serves as a link between employee performance and the implementation of the ISO 9001:2015 quality management system. Thus, organizational commitment serves as a mediating variable that links ISO 9001:2015 implementation with better employee performance. Indicators:

1. Emotional Attachment
2. Identification with the Organization
3. Moral Responsibility
4. Cost Perception
5. Job Satisfaction

According to Rohman et al., (2024), employee performance is the result achieved by a person in carrying out the duties and responsibilities given by the organization. In the context of implementing the ISO 9001:2015 Quality Management System standard, employee performance is improved through the implementation of clear procedures and structured work standards, which allow employees to better understand their roles and optimize work output. This research emphasizes that with a good quality management system in place, employees not only feel more motivated and satisfied, but can also collaborate more effectively in teams. Indicators :

1. Efficiency
2. Authority
3. Discipline
4. Initiative

To ensure that the findings can be validated and generalized to a broader population, the research employs experiments and statistical techniques. The stages of the data collection process in this research are as follows:

1. Observation was conducted by carrying out direct observations at PT. Intan Prima Kalorindo in order to expand one's knowledge of the field situation and conditions related to the variables being studied. This direct observation provides accurate and relevant empirical data as the foundation for the research and allows the researcher to directly observe daily practices related to "the implementation of the ISO 9001:2015 quality management system, organizational commitment, and employee performance."
2. Literature Review which includes activities such as reading, analyzing, citing, and noting various bibliographic references related to the research topic, such as the concepts and theories of servant leadership, job satisfaction, organizational commitment, and employee loyalty. These sources can include books, scientific journals, research reports, and academic articles. Through literature review, researchers can examine relevant theories and review previous research findings, which will underpin the conceptual and methodological understanding of this study.
3. Questionnaires conducted by all employees, receive the questionnaire in the form of written questions or statements related to the research variables. This tool uses a Likert scale to measure respondents' perceptions. The weight value for each statement is adjusted to measure how much they agree or disagree with the given statement. To facilitate the analysis of quantitative data, the likert scale allows for systematic and structured measurement.

The 75 participants who make up the population are all workers of PT Intan Prima Kalorindo. This population includes a larger group that will be analyzed and is usually represented by a sample for the efficiency and affordability of the data collection process (Jailani et al., 2023). Because the research population is less than 100, a saturated sample was used in this study. According to (Fajri et al., 2022) the saturated sampling method is applied by involving all population's member as sample. This method is used when the population is considered small enough or has uniform characteristics, allowing the research to obtain comprehensive data from



each individual in the population. Because of this, the complete population is the only sample used in this research.

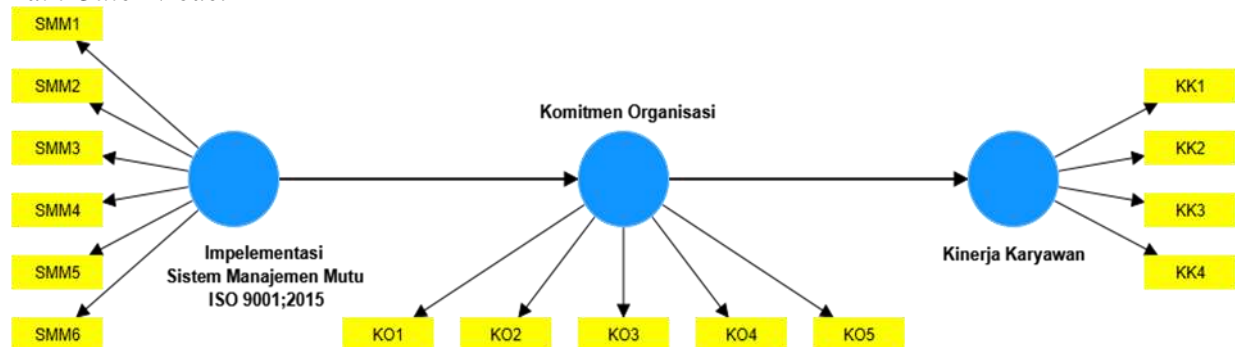
This study uses a computer software called SmartPLS (*Partial Least Square*) version 4.0 as a tool to test hypotheses and analyze the collected data. SmartPLS does not face normality issues because it is an analysis application that uses bootstrapping techniques. In addition, SmartPLS does not set a minimum sample size for research. SmartPLS analysis is conducted in three phases, which include:

1. Outer Model Analysis
2. Inner Model Analysis
3. Hypothesis Testing

RESULT AND DISCUSSION

The results show that ISO 9001:2015 implementation has a significant effect on

Path Outer Model



Validity Test

Convergent Validity

For measurement models with reflective indicators, the convergent validity test depends on the reliability of each item. This test uses standard filling factors, which indicate the level of correlation between each indicator and the

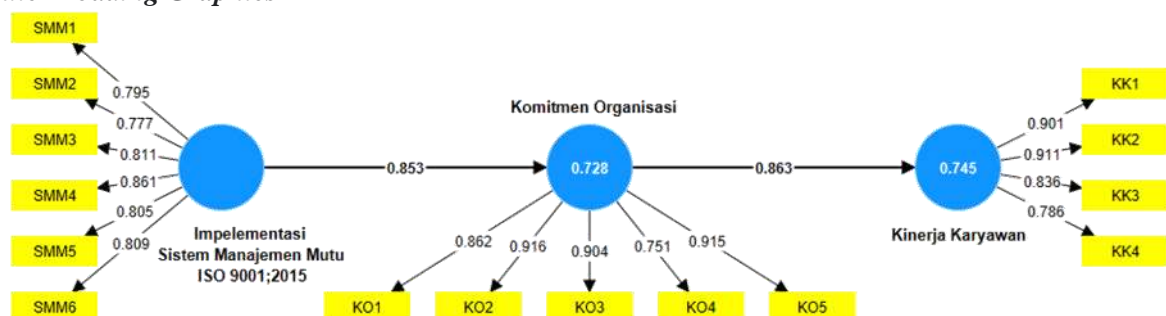
employee performance, and that organizational commitment mediates the relationship. This finding can be explained through the Expectancy Theory approach developed by Victor Vroom (1964). This study outlines the impact of the implementation of the ISO 9001:2015 quality management system on employee performance with organizational commitment as a mediating variable at PT Intan Prima Kalorindo. This study uses a sample of 75 (seventy-five) participants who are employees of PT Intan Prima Kalorindo.

This study employed the PLS technique with the help of the SmartPLS 4.0 software for its analysis.

Outer Model Analysis

Connecting independent, mediating, and dependent variables is one of the design objectives of the Path Outer Model. The following graphic depicts the study's Path Outer Model design:

Outer Loading Graphics



Discriminant Validity



Table 1. Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
SMM	0,656
KK	0,740
KO	0,760

A construct's discriminant validity can be assessed by looking at its cross loading value, which is known as the Discriminant Validity value. The square of the AVE value reveals discriminant validity. Discriminant Validity is said to be achieved when the AVE value > 0.5 and the correlation value is declared invalid when the AVE value < 0.5 (Ghozali, & Latan, 2015)

Reliability Test

Composite Reliability Cronbach's Alpha provides insight into the trustworthiness of the test. If a variable's Cronbach's Alpha, Composite, and dependability values > 0.7, we can say that it has strong dependability (Ghozali, & Latan, 2015).

Table 2. Composite Reliability

Variable	Composite Reliability	Information
QMS ISO 9001:2015	0,898	Reliabel
Employee Performance	0,899	Reliabel
Organizational Commitment	0,930	Reliabel

All of the constructs in this study have excellent reliability values, as shown in the table above, and all of them meet the composite reliability criteria, with values greater than 0.7. Moreover, the Cronbach's Alpha score bolsters the reliability test. A reliability test using Cronbach's Alpha yielded the following results:

Table 3. Cronbach's Alpha

Variabel	Cronbach's Alpha	Information
Implementation ISO 9001:2015 QMS	0,895	Reliabel
Employee Performance	0,882	Reliabel
Organizational Commitment	0,920	Reliabel

It is clear from the table that all constructions have high reliability values and match the Cronbach's alpha criteria; in other words, all constructs have Cronbach's alpha values more than 0.6.

Inner Model Analysis

It is possible to proceed to structural model or inner model testing after validity and reliability testing. The R-Square test can be utilized to evaluate the Inner Model analysis. The research's R-Square values are as follows:

Table 4. R – Square

Variabel	R-square	Adjusted R-square
Employee Performance	0,745	0,742
Organizational Commitment	0,728	0,724

In accordance with the data shown in the preceding table, the R-Square value for the “relationship between organizational commitment and employee performance as a result of implementing the ISO 9001:2015 quality management system is 72.8%, and for the relationship between organizational commitment and employee performance as a result of implementing the same system is 74.5%.”

Hypothesis Testing

In order to find out which way the link between the dependent and independent variables goes, hypothesis testing is done. You can tell the direction of the link by looking at the t-statistic and probability value. With a 5% alpha, the p-value is less than 0.05. In contrast, a 5% alpha level t-table value is 1.96. It follows that a t-statistic more than 1.96 or a significance value less than 0.05 can lead to the acceptance of the hypothesis. This study's Path Coefficient table looks like this:

Table 5. Path Coefficient

Variabel	Sampel asli (O)	Rata-rata sampel (M)	Standar deviasi (STDEV)	T statistik (O/STDEV)	Nilai P (P values)
Implementation ISO 9001:2015 QMS > Organizational Commitment	0,853	0,858	0,048	17,883	0,000
Organizational	0,863	0,867	0,047	18,452	0,000



Commitment > Employee Performance					
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Hypothesis 1

The t-statistic parameter coefficient's magnitude for the "variable Implementation of the ISO 9001:2015 Quality Management System > organizational commitment has a value of 17.883", which is considered significant (t-table significance 5% = 1.96), thus "Ho1 is rejected and Ha1 is accepted.

Hypothesis 2

The absolute value of the parameter's t-statistic for "organizational commitment >

employee performance has a value of 18.452", which is considered significant (t table significance 5% = 1.96), thus "Ho2 is rejected and Ha2 is accepted."

To test the hypothesis between the "variable Implementation of the ISO 9001:2015 Quality Management System on employee performance with organizational commitment as the mediating variable", a Bootstrapping test was conducted with the following results:

Table 6. Special Indirect Effects

Variabel	Sampel asli (O)	Rata-rata sampel (M)	Standar deviasi (STDEV)	T statistik (O/STDEV)	Nilai P (P values)
Implementation 9001:2015 QMS > Organizational Commitment > Employee Performance	0,737	0,744	0,066	11,166	0,000

Hypothesis 3

The absolute value of the parameter's t-statistic for "variable Implementation of the ISO 9001:2015 Quality Management System > organizational commitment > employee performance" has a value of 11.166, which is considered significant (5% significance table t = 1.96), thus "Ho3 is rejected and Ha3 is accepted."

DISCUSSION

After putting each hypothesis through its paces with the help of the SmartPLS 4.0 program, the author has come to the following conclusions:

1. The findings state that "the variable X has a significant effect on Z." The results based on the path coefficient test on the inner model show a t-statistic value of 17.883 for the variable Implementation of "the ISO 9001:2015 Quality Management System", which is considered significant because the t-statistic value > 1.96 (17.883 > 1.96). Therefore, hypothesis test 1 is stated that "Ho1 is rejected and Ha1 is accepted." These findings indicate that "the better the implementation of the ISO 9001:2015 Quality Management System within the company, the higher the organizational commitment possessed by the employees." The implementation of this system is likely to contribute to the improvement of work standards, clarity of procedures, and employee job satisfaction, which ultimately strengthens their attachment to the organization. This is supported by the research by Supriyadi, et.al (2022), "the implementation of ISO 9001:2015 has a positive impact on organizational commitment." The implementation of "ISO 9001:2015" helps create clear structures and processes, which in turn improves employee performance in achieving quality objectives. Thus, the company needs to continuously improve and maintain the implementation of this quality standard to support the overall commitment and performance of its employees.
2. The findings state that "the variable Organizational Commitment (Z) has a significant effect on Employee Performance (Y) among employees of PT Intan Prima Kalorindo." The results based on the path coefficient test on the inner model show a t-statistic value of 18.452 for the organizational commitment variable, which is considered significant because the t-statistic value > 1.96 (18.452 > 1.96). Therefore, hypothesis test 2 is stated that "Ho2 is rejected and Ha2 is accepted." These findings indicate that the higher the organizational commitment possessed by employees, the better their performance. Strong organizational commitment can create a more conducive work environment, increase employee loyalty, and encourage them to work more effectively and productively. Employees who have a high



commitment to the organization tend to have greater motivation, higher discipline, and a willingness to contribute maximally to the company. This is supported by the study by (Aslami, 2021), which states that organizational commitment affects employee performance. These results demonstrate the importance of organizations in helping to create a productive work environment. High employee commitment can enhance their performance, which means better overall performance. This is in line with this research that “a strong relationship between organizational commitment and employee performance can significantly impact the achievement of company goals.” Therefore, PT Intan Prima Kalorindo needs to continue promoting the enhancement of organizational commitment among employees through strategies such as improving welfare, supportive leadership, good communication, and a positive work environment. Thus, the company can ensure that employee performance remains optimal, which will ultimately contribute to the overall achievement of the organization's goals.

3. The results indicate that “the variable Implementation of the ISO 9001:2015 Quality Management System (X) through organizational commitment (Z) has a significant effect on employee performance (Y) at PT Intan Prima Kalorindo” with a t-statistic value of 17.883. Meanwhile, the results based on the path coefficient test on the inner model t-statistic hypothesis 3 after passing through organizational commitment is 11.166 ($11.166 > 1.96$), thus “Ho3 is rejected and Ha3 is accepted”, which can be stated that the indirect effect is 17.883 and the direct effect is 11.166, meaning that “organizational commitment as a mediating variable strengthens the variable Implementation of the ISO 9001:2015 Quality Management System. It can be interpreted that the implementation of the ISO 9001:2015 Quality Management System through organizational commitment as a mediating variable has a significant impact on employee performance at PT Intan Prima Kalorindo.” This findings supported by the study by (Susanto & Rohayati, 2022), which found that “organizational commitment significantly mediates the relationship between the implementation of the ISO 9001:2015 standard and employee performance.” They

assert that the use of “the ISO 9001:2015 standard” not only provides a clear framework in quality management but also enhances employee engagement through the strengthening of commitment to the organization. The research results show that “when ISO 9001:2015 is well implemented, it creates a supportive work environment and encourages employees to feel more engaged and committed to the company's goals.” Because they feel more emotionally connected to the organization, highly committed employees tend to work harder and demonstrate better performance. Thus, organizational commitment serves as a bridge in connecting the use of “ISO 9001:2015” with the improvement of employee performance.

CONCLUSION

“The implementation of the ISO 9001:2015 Quality Management System has a significant impact on organizational commitment at PT Intan Prima Kalorindo.” The better the implementation of this system, the higher the organizational commitment possessed by the employees. This happens because a well-implemented quality management system provides clarity in work procedures, improves operational standards, and creates job satisfaction, which ultimately strengthens employee attachment to the organization, while organizational commitment significantly influences employee performance. A high level of organizational commitment is associated with increased motivation, improved work discipline, and a willingness to give one's all to one's employer. With a conducive work environment and increased employee loyalty, productivity and work effectiveness also improve, which ultimately has a positive impact on the achievement of the company's goals. Therefore, “organizational commitment has proven to play a mediating role in the relationship between the implementation of the ISO 9001:2015 Quality Management System and employee performance.” In other words, good implementation of “ISO 9001:2015” will enhance organizational commitment, which in turn strengthens its impact on employee performance. This results show the implementation of quality standards not only improves work processes but also enhances employee engagement and dedication in achieving the company's goals.

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