

ABSTRACT

This study aims to find out what factors affect success and find out the improvement efforts that can be made in the application of the ISO 9001: 2015 quality management system in chemical manufacturing companies and their impact on customers. The data analysis method in this study uses Structural Equation Model-Partial Least Square (SEM-PLS) with hierarchical component model (HCM) and RCFA using pareto diagrams and why-why analysis. The data used includes primary data and secondary data. This study used a Focus Group Discussion to analyze efforts to improve the implementation of the ISO 9001: 2015 Quality Management System with the number of samples in this study as many as 103 taken from 15 ISO 9001: 2015 Quality Management Systems. The results of the study found that the ISO 9001: 2015 Quality Management System has a positive and significant effect on organizational performance and customer values. The results of the analysis use Why-why Analysis to identify the root problems of the obstacles to the Implementation of the Quality Management System, namely the lack of awareness of the quality of the implementation of QMS, the absence of implementation standards, and the Internal Audit has not been carried out. With RCFA through brainstorming results on pareto charts and fishbone diagrams and Why- why analysis, companies can make improvements to the constraints of implementing the ISO 9001: 2015 Quality Management System.

Keywords: *Chemicals, Application of ISO 9001:2015, Organizational Performance, Customer value, SEM-PLS, RCFA*

ABSTRAK

Penelitian ini bertujuan untuk mengetahui faktor-faktor apa saja yang mempengaruhi keberhasilan serta mengetahui upaya perbaikan yang dapat dilakukan dalam penerapan sistem manajemen mutu ISO 9001:2015 pada perusahaan manufaktur bahan kimia serta dampaknya pada pelanggan. Metode analisa data dalam penelitian ini menggunakan *Structural Equation Model-Partial Least Square* (SEM-PLS) dengan *hierarchical component model* (HCM) dan RCFA menggunakan diagram Pareto dan *why-why analysis*. Data yang digunakan meliputi data primer dan data sekunder. Penelitian ini menggunakan Focus Group Discussion untuk menganalisis Upaya Perbaikan Penerapan Sistem Manajemen Mutu ISO 9001:2015 dengan jumlah sampel pada penelitian ini sebanyak 103 yang diambil dari 15 Sistem Manajemen Mutu ISO 9001:2015. Hasil penelitian menemukan bahwa Sistem Manajemen Mutu ISO 9001:2015 berpengaruh positif dan signifikan terhadap *organization performance* dan *customer value*. Hasil analisa menggunakan *Why-why Analysis* untuk mengidentifikasi akar masalah kendala Penerapan Sistem Manajemen Mutu yaitu Kurangnya kesadaran akan kualitas dari penerapan SMM, Belum adanya standard pelaksanaan, dan Audit Internal Belum Terlaksana. Dengan RCFA melalui hasil *brainstorming* pada pareto chart dan fishbone diagram serta *Why- why analysis* perusahaan dapat melakukan perbaikan terhadap kendala penerapan Sistem Manajemen Mutu ISO 9001:2015.

Kata Kunci: Bahan Kimia, Penerapan ISO 9001:2015, *Organizational Performance*, *Customer value*, SEM-PLS, RCFA