

Implementation of Organizational Culture and Personal ISO at PT. Anindya Wiraputra Konsult Kendari Branch

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Abstract: This article discusses the Team FIB-UHO industrial visit, as well as efforts to strengthen organizational culture in implementing the ISO Quality Management System at PT. Anindya Wiraputra Konsult (ANINDYA) Kendari Branch. This activity aims to open up space for collaboration regarding industrial literacy and the world of work for campuses by looking at the implementation of the ISO system in supporting partner activities and paying attention to factors that support and hinder its implementation. The ISO Quality Management System, starting from ISO 9001, ISO 14001, ISO 45001, to ISO 17020 certification, has an impact on activities at ANIDYA and the expansion of the world of work. The activity technique is carried out using collaborative observation, in-depth observation results, document analysis, and questions and answers with staff and partner employees selected purposively, as well as distributing questionnaires to clients. Data shows that the quality of human resources in the industrial world is not just a diploma, but also requires personal certification, as well as consistent and continuous training. Other results show strict and evaluative process standards, as well as a positive attitude and culture as a professional company that places competitors as benchmarks to support strengthening the quality and quantity of work, strategically providing service satisfaction to consumers and profit value for the company.

Keywords: industrial visit, organizational culture, personal ISO

Abstrak: Artikel ini membicarakan tentang kunjungan industri Tim Pengabdian Masyarakat FIB-UHO, serta upaya penguatan budaya organisasi dalam penerapan Sistem Manajemen Mutu ISO di PT. Anindya Wiraputra Konsult (ANINDYA) Cabang Kendari. Kegiatan ini bertujuan untuk membuka ruang kolaborasi terkait literasi industri dan dunia kerja bagi kampus-kampus dengan melihat implementasi sistem ISO dalam mendukung kegiatan mitra serta memperhatikan faktor-faktor yang mendukung dan menghambat implementasinya. Sistem Manajemen Mutu ISO mulai dari sertifikasi ISO 9001, ISO 14001, ISO 45001, hingga ISO 17020 berdampak pada aktivitas di ANIDYA dan perluasan dunia kerja. Teknik kegiatan dilakukan dengan observasi kolaboratif, hasil observasi mendalam, analisis dokumen, dan tanya jawab dengan staf dan karyawan mitra yang dipilih secara purposif, serta penyebaran kuesioner kepada klien. Data menunjukkan bahwa kualitas sumber daya manusia di dunia industri tidak hanya sekedar ijazah saja, namun juga memerlukan sertifikasi personal, serta pelatihan yang konsisten dan berkesinambungan. Hasil lainnya menunjukkan standar proses yang ketat dan evaluatif, serta sikap dan budaya positif sebagai perusahaan profesional yang menempatkan kompetitor sebagai tolak ukur untuk mendukung penguatan kualitas dan kuantitas pekerjaan, strategis memberikan kepuasan pelayanan kepada konsumen, dan nilai keunggulan bagi perusahaan.

Kata Kunci: budaya organisasi, kunjungan industri, personal ISO

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Introduction

This article is part of sharing information on industrial visit activities conducted by the Industrial Visit Team of the Faculty of Cultural Sciences, Universitas Halu Oleo, Kendari, Sulawesi Tenggara. On the given time opportunity, the team and partners carry out implementative sharing between organizations according to their respective capacities. An activity certainly has interests, for Universitas Halu Oleo of course this really supports strengthening the curriculum and the Independent Campus Learning Program (MBKM). Where, both lecturers and students who are involved, can directly examine the standards of organizational culture and organizational management of industrial partners. The learning design that will be applied will also be adaptive to the world of work. As for partners, this activity is part of the collaboration and support of the largest educational institution in Southeast Sula-

wesi to achieve the company's strategic goals. For this reason, this paper aims to explain the form of collaboration space related to industrial literacy and the world of work for campuses by looking at the implementation of Personal ISO at PT. Anindya Wiraputra Konsult Kendari Branch.

Partners as already mentioned are PT. Anindya Wiraputra Konsult (ANINDYA), was first established in Bandung City in August 1982. Now a fast-growing independent survey company and coal and mineral laboratory providing quality and quantity control services for industries, covering coal, minerals, marine surveys as well as the oil and gas sector gas. To ensure client satisfaction, this company provides services in an accurate, professional, and timely manner. The service network is handled by many branch offices and laboratories throughout Indonesia. The vision of this limited corporation is "Confident to become one of the largest independent survey companies in Indonesia that can provide the best service to its customers." Meanwhile, its mission is "Ensuring consumers are satisfied with outstanding service in an accurate, professional and timely manner. Providing quality and quantity control services for industries related to coal, minerals, marine surveys, and the oil and gas sector with a cultured professional workforce supported by reliable sources. highly competent personnel with high integrity." (HRGA Division, 2022).

As an organization in the industrial and commercial sector, of course ANINDYA is obliged and has an interest in setting standards and quality management to gain the trust of its consumers. The main objective, apart from increasing benefits is also related to the sustainability of the company in facing global competition. In addition to other important matters, namely the personal management of native and non-native HR.

In facing global competition, it is necessary to pay attention to the quality of the products produced by the company because currently consumer awareness regarding product quality is increasing (Junaidi, 2022). For this reason, companies need international recognition, which states that the products and systems used comply with the standards. The international standard regarding quality management that is commonly used is ISO (Ramadhany & Supriono, 2017). Consistent application of ISO standards will affect customer loyalty. Here the role of marketing management is very important to understand market conditions and demands and to design the right strategy to achieve company targets. The literature review emphasizes that the concept of quality is considered as a measure of the perfection of a product or service consisting of design quality and conformance quality. Design quality is a specific function of a product or service, conformance quality is a measure of how much the degree of conformity between a product or service is with the quality requirements or specifications set previously (Tjiptono & Chandra, 2016). Thus, this activity aims to open a space for cooperation related to industrial literacy and the world of work for campuses by looking at the implementation of ISO systems in supporting partner activities. In addition, making the activity a forum for studying organizational culture in the implementation of the ISO Quality Management System at PT. Anindya Wiraputra Konsult (ANINDYA) Kendari Branch, Southeast Sulawesi. In this case, the partner also provides an analysis of the influence of the implementation of these systems in supporting the company's activities, and the factors that support and hinder its implementation. According to Tjiptono & Chandra (2016), the concept of quality is considered as a measure of the perfection of a product or service consisting of design quality and conformance quality (conformance quality). Design quality is a specific function of a product or service, conformance quality is a measure of how much the level of conformity between a product or service is with the requirements or quality specifications previously set. In line with the matters raised in quality management and operational terms, ANINDYA makes every effort to move with a commitment to superior quality to compete in its class. Choi (2020) uses data from the Federal Employee Perspective Survey to analyze the positive influence of organizational culture. His findings clarify the view that having a more conducive organizational culture strongly supports employee performance progress and is an important mediator explaining the positive relationship between learning culture and performance. Adugna, et al. (2022) in the article "The Relation Between Organizational Justice and Counter-Productive Work Behavior Among Health Care Professionals in Jimma Zone Public Health Institutions" in *Journal of Healthcare Leadership*, underscores counterproductive behavior to the detriment of organizations and their members which will ultimately affect work-related outcomes and organizational success. Meanwhile, organizational justice has the potential to affect the level of counterproductive behavior.

This article is a bridge between academic thinking and good practice of organizational management in a multinational company. Everything that is discussed regarding work culture is a form of higher education's concern for the quality of graduates when occupying the real world of work. Two-way communication about the organizational culture of the introduction of ISO becomes so important to align the curriculum and the needs of the job market. The results of the review on the state of art above also provide research evidence that is clear enough to distinguish the research results in this article from previous research or thoughts.

Method

This paper applies a qualitative approach by exploring the entity of implementing the ISO Quality Management System, starting from ISO 9001, ISO 14001, and ISO 45001 to ISO 17020, its impact on ANIDYA activities

and the world of work. The activity technique is carried out by observing, deepening the results of observations, discussing and sharing opinions, document analysis, and interviews with staff and employees selected purposively, as well as distributing questionnaires to clients (Sumargo, 2020). However, the main method used in implementing activities is (1) the group approach method, this method is very appropriate for developing evaluative abilities or assessments between institutions. in this case both parties conduct field meetings, (2) individual approach method, the method consists of direct visits to work partners and communication only with certain parties who can carry out socialization with the industrial visit program carried out at their place (Lindayani, 2022).

Regarding organizational cultural literacy this industrial visit activity, it is carried out by sharing opinions about organizational culture, exploring management systems, and aligning the needs of partners for their achievements. Both parties agreed that each of them would present competent sources, both from the tertiary institution who appointed academic Dr. Lilik Rita Lindayani, S.Pd., M.Hum. who is an expert in Cultural Studies and the Organizational Culture Teaching Team at the UHO Postgraduate Program, as well as from PT. Anindya Wiraputra Konsult entrusts Awaluddin Muh. Nur who is the Head of HRGA at the company. Time efficiency is managed as effectively as possible so that all stages of activities do not affect the quality and quantity of the daily performance of staff and employees. The industrial visit activity method, when displayed in chart form, will look as follows.

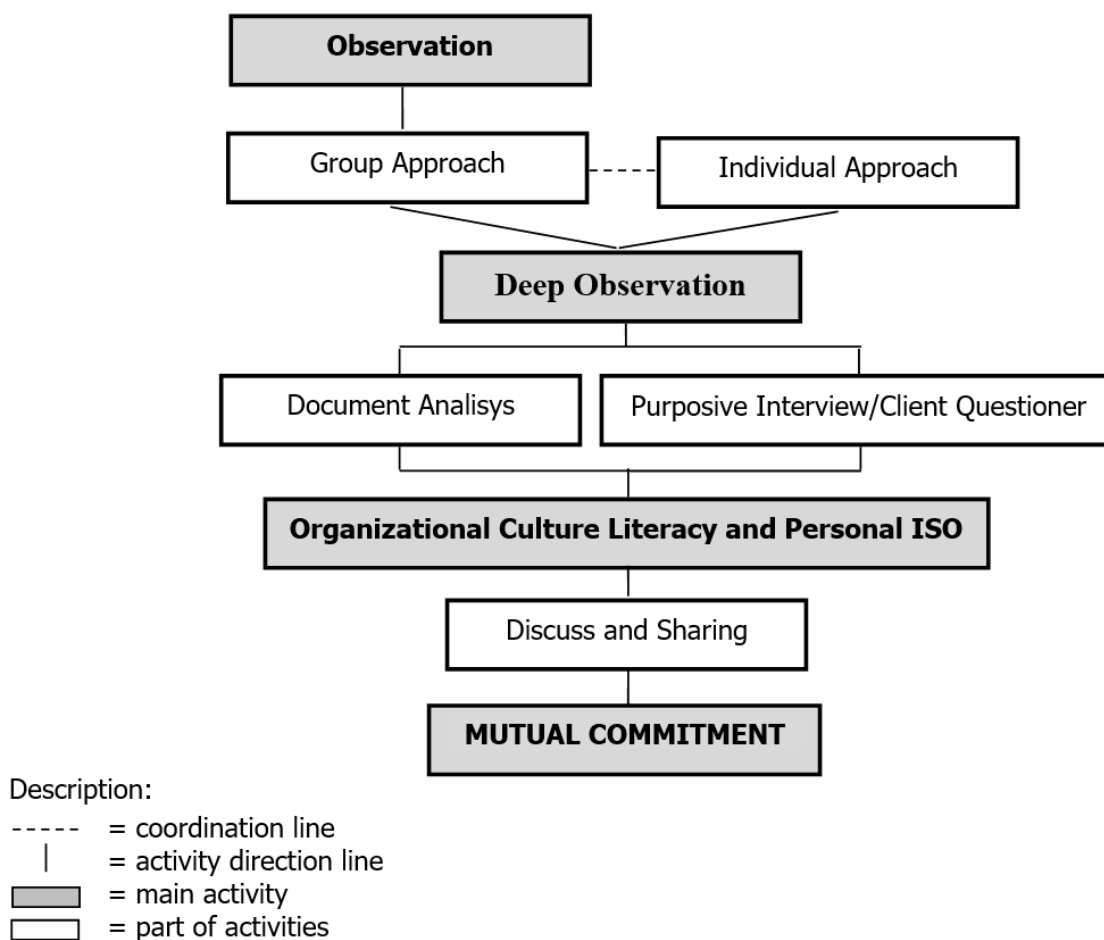


Figure 1. Industrial visit methods

Results and Discussions

The Role of Organizational Culture

The terminology of organizational culture according to Kamaroellah (2014) refers to the culture that prevails in the company, because a company stands on the basis of an organizational structure or is formed in an organizational structure. In this case, the terms organizational culture and corporate culture can replace or be synonymous. If it is called corporate culture, it also means the culture that applies in the organization. Thus, organizational culture is defined as:

"A system of values, beliefs, assumptions, or norms that have long been in force, agreed upon and followed by members of an organization as a guideline for behavior and solving organizational problems. Organizational

culture is also called corporate culture, which is a set of values or norms that have been in effect for a relatively long time, shared by members of the organization (employees) as behavioral norms in solving organizational (company) problems" (Kilmann et al, 1988 in Kamarullah, 2014).

At PT. Anindya Wiraputra Konsult, organizational culture acts as a social strategy that is built on the basis of structural accuracy, Standard Operational Procedures (SOP), competitiveness, and applying the concept of team is a family. Where customer satisfaction and convenience of staff and employees are facilitated proportionally. Meanwhile, the presence of ISO is binding on product and performance. The term ISO comes from the word ISOS which means similar. ISO itself stands for International Organization for Standardization. Regarding the service and quality management system of a company, in addition to customer satisfaction, work safety and concern for the environment, it is also a measure of the slick management structure of a company, including PT. ANINDYA Kendari Branch. This is almost the same as what was expressed by Kotler & Armstrong (2012), which states: "Customer satisfaction is closely linked to quality. Quality has a direct impact on product performance and customer satisfaction. In the narrowest sense, quality can be defined as "freedom from defects" but most customer's centered companies go beyond this narrow definition of quality. Instead, they defined quality in terms of customer satisfaction". From this definition, it is stated that if a company can produce quality service to be able to meet or exceed customer expectations, then it can be said that the company has been able to satisfy its customers and can also be called a quality company. Table 1 contains a list of accreditation and certification standards that have been owned by ANINDYA.

Table 1. List of ISO accreditation and certification standards PT. Anindya Wiraputra Konsult

KAN (KOMITE AKREDITASI NASIONAL)	SNI ISO/IEC 17020: 2012 <ul style="list-style-type: none"> • Accreditation for Inspection Body No. LI-084-IDN SNI ISO/IEC 17025: 2017 <ul style="list-style-type: none"> • Accreditation for Tasting Laboratory
Bureau Veritas	No. LP-844-IDN PT. Anindya Wirapura Konsult Banjarbaru No. LP-882-IDN PT. Anindya Wirapura Konsult Samarinda No. LP-955-IDN PT. Anindya Konsult Baratabang No. LP-1328-IDN PT. Anidya Wiraputra Konsult Palembang No. LP-1357-IDN PT. Anidya Wiraputra Konsult Kendari No. LP-1420-IDN PT. Anidya Wiraputra Konsult Berau No. LP-1421-IDN PT. Anidya Wiraputra Konsult Cikarang No. LP-1468-IDN PT. Anidya Wiraputra Konsult Pontianak

Sumber: PT. Anindya Wiraputra Konsult

Implementation of ISO Certification

The implementation of the ISO Quality Management System at PT. AnindyaWiraputraKonsult (ANINDYA) KendariBranch is described as follows.

- a) Implementation of ISO 9001: 2015 (Quality Management System), since it was first published, ISO 9001 underwent two minor changes in 1994 and 2008. Meanwhile, major changes also occurred twice in 2000 and 2015. ANINDYA is in the latest version, ISO 9001 2015. The purpose of holding an ISO 9001 quality management system is to prevent temporary errors in the project and minimize the occurrence of errors after the product is delivered to the client.
- b) Implementation of ISO 14001:2015 (Environmental Management System, proper implementation of ISO 14001:2015 in the organization will bring benefits in the form of internal control. The aspects that are part of internal control are activities, products and services, and interactions with the environment (Suprihatin, 2022). Control carried out on these aspects will increase the survival of the organization in the long term, followed by higher attention in accordance with the value of its assets (Dirgantara, 2019). In this regard, ANINDYA in its implementation puts forward the following 9 stages, so that the implementation of ISO 14001: 2015 is carried out optimally, the following are the steps that must be considered and followed regularly, including:
 1. Building awareness, in the process. Building awareness in ANINDYA is carried out with separate training according to management needs.
 2. Policy Development, integrated policy development, especially on issues of environmental quality, protection, health, information security assurance and other matters.
 3. Analysis and Identification, in terms of analysis, identification and comparison of the level of compliance of the organization with the existing system according to the standard requirements under the IMS (integrated management system). ANINDYA staff or members related to this stage must understand the organization's operations and develop a process map regarding the organization's business activities (SOP).

4. Ownership of Documentation. As an industrial and commercial organization ANINDYA has documentation regarding the process of fulfilling requirements such as: work instructions, systemized procedures, and the interrelationships between every aspect of the organization according to standards.
 5. Internal Audit System. This aspect continues to be strengthened. Especially in implementing corrective actions on each document which is very important for various developments.
 6. Review Management Policies, top management reviews various aspects of official business/regulations in the company's organizational structure, including policies, objectives, internal audit results, results of performance processes, resultsinteraction with consumers/audience, legal compliance status, to risk assessment results. Furthermore, management also developed a solution and strategic plan related to the review.
 7. Gap Analysis. Gap analysis in the official pre-certification program is carried out to help the effectiveness and compliance of the company's system implementation.
 8. Final Certification Audit. ANINDYA is always ready for the final certification audit.
- c) Implementation of ISO 45001:2018 (Occupational Health and Safety Management System), for this matter, the policies set by ANINDYA are signed by top management. Regarding the direct implementation of ISO 45001. in the clause context of the organization ANINDYA routinely analyzes both internal and external risks by conducting matriculations. After being analyzed, improvements will be recommended and then disseminated to workers by top management. Apart from that, a manual book on safe work practices was also made. Then the leadership clause has a commitment with proof of signature from all top management. In addition, ANINDYA routinely holds P2K3 meetings once every 3 months, the results of which are reported by the P2K3 committee to the Manpower Office.
- d) Implementation of ISO 17020:2013 (Inspection Agency Management System), is a general requirement for the operation of an inspection agency. At ANINDYA all management and technical requirements according to the ISO 17020 standard are constantly being refined and implemented in order to strengthen international recognition. Thus, a synergistic commitment is required, both from the HR side and the company to optimize oneself to achieve the company's strategic goals.

Effect of implementation of ISO systems

Every standard setting certainly leads to the effect and positive influence of the quality management system on organizational culture (Azeem et al., 2021; Rivaldo & Nabella, 2023). Further, Kadarisman (2013) stated that human beings work for a certain purpose or objective and one more thing, namely job satisfaction is an important aspect in the lives of the employees. For this, PT. AnindyaWiraputraKonsult Kendari Branch is fully aware that the level of implementation of the ISO quality management system is a variable of organizational culture, where the better the organizational culture the company has, the implementation of the quality management system will increase. Implementation of ISO systems, both ISO 9001, ISO 14001, ISO 45001, and ISO 17020, is not just standardization, but part of work effectiveness accompanied by welfare and service to staff and employees, for clients is loyalty and trust, for companies is sustainability, while for the environment in which the company operates is balance.

Supporting and Inhibiting Factors

Adugna, et al. (2022) stated counterproductive behavior is detrimental to the organization and its members which will ultimately affect work-related outcomes and organizational success. What is noteworthy is that negative organizational behavior has a negative direct impact on employees and the organization. These impacts include social, financial, and psychological impacts, such as low levels of production, commitment, job loyalty, and job satisfaction (see, Guo & Zhang, 2022). This in the company should be considered as a variable and X-factor of work success. As a branch company domiciled in the Southeast Sulawesi Region with an operational area covering parts of Eastern Indonesia, of course, ANINDYA's commitment remains adaptive. Some of the supporting factors and inhibiting factors data conveyed in the Table 2.

Table 2. Supporting and inhibiting factors

Supporting Factors		Inhibiting Factors	
a.	Number of mining companies in operational scope	a.	Lack of commitment
b.	Native and non-native HR collaboration (as part of adaptive behavior)	b.	Limited resources
c.	Brand of ANINDYA	c.	Lack of participation
d.	Ease of education for staff and employees	d.	Limited time
		e.	Lack of understanding.

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- e. State-of-the-art laboratory facilities
 - f. Top management commitment and support
 - g. The presence of competitors as part of supportivity.
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Conclusion

Implementation of the ISO Quality Management System at PT. Anindya Wiraputra Konsult (ANINDYA) Kendari Branch, has been implemented effectively and consistently. The influence of implementing the system really supports the company's activities and the factors that support and hinder its implementation are used as material for SWOT analysis and evaluation for ANINDYA to carry out its best commitment. This is a form of perspective to measure the relative standards between university curriculum needs and industry needs. The best advice given at the end of this article is that the best performance is a form of collaboration between measurable organizational cultural standards and acceptance of a balanced internal and external environment.

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