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ANALYSIS OF ISO 9001:2015 QUALITY MANAGEMENT SYSTEM IMPLEMENTATION IN IMPROVING THE OPERATIONAL PERFORMANCE OF OUTSOURCING COMPANIES: A CASE STUDY OF PT TRISAKA

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Abstract

This study aims to analyze the influence of implementing the ISO 9001:2015 Quality Management System (QMS) and its impact on the operational performance of PT. Trisaka Cilacap, an outsourcing company. The primary focus of the research includes how the clauses of ISO 9001:2015—such as the process approach, risk-based thinking, and continuous improvement—are integrated into the company's daily activities. In an era where business competition in the outsourcing sector is increasingly intense, service consistency has become the key to the company's sustainability.
The research method employed is a descriptive qualitative approach with a case study focus on PT Trisaka, a local outsourcing company operating in Cilacap, Central Java. Data were collected through field observations, in-depth interviews with management, and an analysis of internal documents related to Key Performance Indicators (KPIs). The data analysis technique utilizes gap analysis to measure the discrepancy between actual conditions and ISO standard requirements.The research findings indicate that the implementation of ISO 9001:2015 contributes significantly to the standardization of Standard Operating Procedures (SOPs), which has resulted in a reduction in operational error rates and an improvement in response times to client requests. Furthermore, the application of risk-based thinking assists the company in mitigating labor and legal risks before they become operational constraints.From a financial perspective, there is an increase in customer trust, reflected in growth in both turnover and profit. Overall, ISO 9001:2015 certification is not merely a symbol of compliance but a strategic instrument that enhances internal process efficiency and customer satisfaction, ultimately strengthening the company’s bargaining position in the outsourcing services market.
In fact there are some contraints i. e. Employees stationed at client sites lack a comprehensive understanding of the workflow and objectives of ISO 9001:2015 implementation. The implementation of SOPs and KPIs is often inconsistent at the operational level, necessitating corrective adjustments to ensure alignment. Internal Audits are not conducted in a timely manner as they are frequently sidelined by the company's routine operational activities. Several documents remain outdated and continue to use legacy versions, failing to reflect current operational conditions and requirements. Policy changes within client companies—which are beyond the control of PT Trisaka—have led to contract amendments, resulting in a decline in the company's business value.

Keywords: ISO 9001:2015, Quality Management, Operational Performance, Outsourcing

INTRODUCTION

In the era of globalization and increasingly intense business competition, efficiency and operational quality have become determinant factors for an organization's sustainability. This phenomenon is particularly crucial for the service industry, specifically outsourcing companies, which face unique challenges due to the intangible nature of their products and their heavy reliance on the consistency of human service quality. Optimal operational performance serves not only as a guarantee of client satisfaction but also as the foundation for building long-term corporate reputation.

However, in practice, outsourcing companies are often faced with classic issues such as high employee turnover rates, inconsistencies in service standards, and client complaints regarding work quality. Without the support of a structured management system, the risk of operational failure will increase significantly. Therefore, the adoption of an internationally standardized Quality Management System (QMS), such as ISO 9001:2015, becomes a crucial strategic step.

ISO 9001:2015 serves as a cutting-edge international standard that revolutionizes quality management by integrating risk-based thinking and the process approach. Unlike its predecessors, the 2015 iteration transcends mere administrative and procedural compliance; instead, it places profound emphasis on the Context of the Organization (Clause 4), Leadership (Clause 5), Risk Planning (Clause 6), Support and Operations (Clauses 7 & 8), and Continual Improvement efforts (Clauses 9 & 10). For an outsourcing firm such as PT Trisaka, this paradigm shift is critical; management is not only required to understand internal and external organizational issues but must also be capable of identifying the needs and expectations of interested parties—most notably, the clients utilizing their outsourcing services.

The practical implementation of this standard is realized through the **Plan-Do-Check-Act (PDCA)** cycle, which serves as the operational framework across all levels. In the outsourcing services industry, where human interaction is a primary variable, accurate operational process mapping through the standardization of **Standard Operating Procedures (SOPs)** is essential to mitigate the risk of service errors. By implementing risk-based planning (Clause 6), companies can anticipate potential issues—such as staff incompetence or security procedure breaches—before any negative impact is felt by the client.

Furthermore, the active involvement of top management in establishing quality policies ensures that a culture of quality is internalized down to the field staff level. This is expected to create sustainable consistency in service quality, which ultimately improves time efficiency, reduces rework, and ensures strict compliance with agreed-upon contractual requirements (Service Level Agreements/SLA).

Despite offering a comprehensive framework, the implementation of ISO 9001:2015 within the outsourcing industry presents its own set of challenges, particularly in integrating standardized procedures with the required operational flexibility. There is a tendency for some companies to implement these standards merely for the sake of certification formality, rather than utilizing them as a genuine driver for operational performance improvement. Furthermore, there is the issue of 'Field Employee Resistance,' where outsourcing staff often feel detached from the parent company's SOPs because they interact more frequently with client regulations. This practical gap represents a compelling area of study from a Quality Management System perspective.

Based on these phenomena, research on the effectiveness of implementing the ISO 9001:2015 Quality Management System (QMS) in enhancing operational performance has become highly relevant. This study aims to conduct an in-depth analysis of the implementation process at PT Trisaka, identify gaps between standard requirements and actual conditions (gap analysis), and evaluate the impacts and challenges faced in efforts to improve the efficiency and effectiveness of the company's operational performance.

Ultimately, operational performance yields financial impacts, such as increased customer trust evidenced by contract renewals. Clients tend to renew contracts (customer retention) if operations run smoothly, which results in lower Customer Acquisition Costs (CAC), increased turnover, and higher profitability. A solid operational track record serves as a powerful marketing asset to win new tenders with higher contract values. Furthermore, it helps avoid regulatory fines related to labor or taxation that frequently arise from poor operational administration.

LITERATURE REVIEW AND HYPOTHESIS FORMULATION

Quality Management

Quality management is a broad concept that has evolved from simple product inspection into a comprehensive strategic approach. Goetsch & Davis (2014) define quality management as an approach to doing business that attempts to maximize an organization's competitiveness through the continuous improvement of the quality of its products, services, people, processes, and environments. Meanwhile, Vincent Gaspersz (2011) defines quality management as a set of activities related to managing organizational functions that determine quality policies, objectives, and responsibilities, and implement them through quality management tools.

In general, literature up until 2016 agrees that quality management involves four main pillars: Quality Planning, which entails establishing the necessary objectives and processes; Quality Control, focused on fulfilling quality requirements; Quality Assurance, which provides confidence that requirements will be fulfilled; and Quality Improvement, consisting of efforts to increase the ability to fulfill requirements

ISO 9001-2015

ISO 9001:2015 is an international standard for Quality Management Systems (QMS) that employs a process approach and risk-based thinking. This standard is designed to help organizations ensure they meet the needs of customers and other stakeholders while complying with statutory and regulatory requirements related to the product or service. ISO 9001:2015 specifies requirements for a quality management system when an organization needs to demonstrate its ability to consistently provide products and services that meet customer and applicable statutory and regulatory requirements.

ISO 9001:2015 is an international quality management system oriented towards processes, customers, and continual improvement, utilizing a Risk-Based Thinking approach and the PDCA (Plan-Do-Check-Act) cycle.

Vincent Gaspersz (2012), a prominent quality expert, emphasizes that the 2015 version focuses more on the integration of risk management into organizational processes. David Hoyle explains this standard within the context of comprehensive organizational effectiveness: 'ISO 9001:2015 is a management instrument aimed at improving overall organizational performance and providing a solid foundation for sustainable development initiatives. 'The International Journal of Quality & Reliability Management states that 'ISO 9001:2015 is a strategic tool that utilizes a risk-based approach to align an organization's strategic direction with its management system to enhance overall operational performance. In a study regarding the impact of the new standard's implementation, Purwanto et al. (2016) view ISO 9001:2015 as a tool to improve operational efficiency through process uniformity. ISO 9001:2015 is defined as a quality management system standard that requires organizations to control their processes through documented and measurable procedures to achieve customer satisfaction.

ISO 9001:2015 serves as a cutting-edge international standard that revolutionizes quality management by integrating risk-based thinking and the process approach. Unlike its predecessors, the 2015 version shifts the focus from mere administrative procedural compliance toward a deeper emphasis on the context of the organization (Clause 4), leadership (Clause 5), risk planning (Clause 6), support and operation (Clauses 7 & 8), and continual improvement efforts (Clauses 9 & 10).

Operational Performance

Heizer & Render (2017), in their book Operations Management: Sustainability and Supply Chain Management, define operational performance as the level of a company's efficiency in transforming inputs (labor, raw materials, capital) into outputs (goods or services). The primary focus is on cost, quality, delivery, and flexibility. Meanwhile, Slack, Brandon-Jones, & Johnston

(2016), in the book Operations Management, state that operational performance is measured through five "performance objectives": Quality, Speed, Dependability, Flexibility, and Cost. Tarigan (2018), in the Journal of Management & Entrepreneurship, defines operational performance as the work results achieved by the operational function in meeting company standards related to process efficiency.

In general, academic literature agrees that operational performance consists of several key dimensions:

1. **Quality**: The degree to which work output conforms to established specifications or standards (e.g., ISO 9001 standards).
2. **Cost Efficiency**: The ability to produce output at minimal cost without compromising value.
3. **Delivery**: The speed and accuracy in meeting customer demands or completing services.
4. **Flexibility**: The operational capacity to adapt to changes in volume or variety of demand.

Outsourcing

In general, outsourcing is a business practice in which a company hires a third party (a vendor or service provider) to perform tasks, handle operations, or provide services that are typically executed by the company's own employees. According to Charles Gay and James Essinger (2000) in Inside Outsourcing, they state that outsourcing is the procurement of goods or services—previously produced or performed within the company—that are now transitioned to an external supplier. Maurice Greaver (1999), in his book Strategic Outsourcing, defines outsourcing as the act of transferring certain internal company activities and decision-making rights to an external provider (third party), as stipulated in a contract or agreement. Meanwhile, Holcomb and Hitt (2007), in their research published in the Journal of Operations Management, define strategic outsourcing as the process of procuring inputs or activities from external suppliers selected based on their ability to create higher value for the firm through superior resource.

In the context of outsourcing trends in Indonesia, outsourcing was originally regulated under Law No. 13 of 2003 concerning Manpower. Literally, Article 64 states that a company may delegate part of its work execution to another company through a written work charter agreement or a labor supply services agreement. This was subsequently updated by Law No. 6 of 2023 (the enactment of the Job Creation Emergency Regulation into Law), which stipulates that the employment relationship between an outsourcing company and the workers it employs shall be based on either a Fixed-Term Employment Agreement (PKWT) or an Indefinite-Term Employment Agreement (PKWTT). Under this law, an outsourcing company is defined as a legal entity that meets the requirements to perform specific tasks based on an agreement. Furthermore, Government Regulation (PP) No. 35 of 2021 affirms that an outsourcing company is a legal entity that employs workers to perform work for a user company (the employer.

Companies typically engage in outsourcing for several strategic reasons such as Cost Efficiency i.e. Reducing operational expenses and personnel administrative costs and Focus on Core Business i.e Allowing the company to concentrate on its primary competencies, while supporting functions (such as security, cleaning services, or IT) are managed by experts and for Flexibility: Making it easier for companies to adjust their workforce size according to project requirements or market fluctuations. While regulations continue to evolve, outsourced work typically comprises functions peripheral to a company's core business activities, such as cleaning services, security, transportation or driving services, call centers, and specific IT administration or technical roles.

Employment Relations in this system involve three parties:

1. Client Company (User): The organization that requires the services.
2. Outsourcing Company (Vendor): The entity that employs the workers and manages their payroll.
3. Workers: The workforce formally under contract with the outsourcing company but stationed at the client company's premises.

The following is a summary of the differing perspectives regarding outsourcing companies:

Table1. Outsourcing Aspect

Aspect	Definition	Focus
Legal	A legal entity providing labor services or a job contractor	Contractual compliance and protection of workers' rights.
Managerial	Strategy for outsourcing internal functions to third parties	Cost efficiency and focus on core business
Economy	Market mechanisms for obtaining service specialization	Economies of scale and reduction of operational risk

Service Level Agreement

Service Level Agreement (SLA) is a crucial instrument in service management used to ensure that expectations between the service provider and the customer are aligned. Within a company's operational context, particularly those based on outsourcing or services, an SLA functions as a quality control standard.According to Hiles, A. (2016) in Service Level Agreements: Winning A Competitive Edge for Support & Supply, the focus lies on how to structure measurable SLA parameters (Key Performance Indicators/KPIs) and their inherent legal aspects. Generally, IT service management (ITIL) and operations management literature categorize SLAs into three primary types i.e. Customer-Based SLA which there is An agreement tailored to a specific customer group that covers all services they utilize, Service-Based SLA which there is an identical agreement for all customers using a particular service and Multilevel SLA which is a framework that divides the SLA into several tiers to avoid redundancy, comprising Corporate Level,Customer Level and Service Level.

In the journal Total Quality Management & Business Excellence, an SLA is considered an implementation of Clause 8 (Operation) in ISO 9001:2015, where service requirements must be defined and fulfilled. According to the Journal of Operations Management, an SLA acts as a formal control mechanism that reduces uncertainty in outsourcing relationships. In various research studies on quality management systems such as ISO 9001:2015, an SLA is viewed as the embodiment of documented contracts (Clause 8.2) and the basis for evaluating the performance of external providers (Clause 8.4)

RESEARCH METHODS

This study employs a descriptive qualitative method through a case study at PT Trisaka, an outsourcing service provider domiciled in Cilacap, Central Java. The research object focuses on the implementation of ISO 9001:2015 clauses, encompassing organizational context, leadership, planning, support, operations, performance evaluation, and improvement as applied within the company. The research subjects consist of key management (Management Representative, HR Manager, and Operations) and field employees at the outsourcing firm.

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Data were collected through three primary techniques (Triangulation) i.e. In-depth Interviews: Structured interviews conducted with the management team regarding obstacles and changes in performance post-certification., Observation: Observing daily operational processes, ranging from workforce recruitment to placement with clients (users), Documentation: Reviewing Standard Operating Procedures (SOPs), Internal Audit Reports, and the company's Key Performance Indicators (KPIs) before and after ISO implementation.

The primary instrument in this study is the researcher (as a human instrument), utilizing interview guides based on the PDCA (Plan-Do-Check-Act) Cycle. **Data Analysis (Miles & Huberman Model)** includes **Data Reduction**: Summarizing interview results and selecting key points related to operational performance (such as response time efficiency, reduction in client complaints, or employee training quality), **Data Display**: Presenting data in narrative form or performance comparison tables, **Conclusion Drawing/Verification**: Verifying whether the ISO certification is merely a formal documentation requirement or has genuinely transformed the operational work culture.The data analysis technique utilizes **Gap Analysis** to measure the disparity between the actual conditions and the ISO standard requirements.

RESULTS AND DISCUSSION

As stated above, this research aims to analyze the influence of implementing the ISO 9001:2015 Quality Management System (QMS) and its impact on the operational performance of the outsourcing company, PT Trisaka. The primary focus of the study includes how the clauses within ISO 9001:2015—such as the process approach, risk-based thinking, and continual improvement—are integrated into the company's daily activities.

PT Trisaka is a local outsourcing company operating in Cilacap, Central Java. Established in 1996, the company has been in the outsourcing business for three decades. Increasingly intense business competition has required the company to provide quality assurance that meets the expectations of its service users. Consequently, the company recognized the need to organize its management system in accordance with the ISO 9001:2015 standard. The certification was officially obtained on March 5, 2024 Acrredited by IAS.

Organisation Contex (Clause 4)

Clause 4 focuses on mapping internal and external issues as well as stakeholder needs. This clause is not merely administrative; it serves as a tool for corporate management to align business strategies with operational realities on the ground. Without a robust understanding of the context, operations will lack direction and remain vulnerable to sudden external changes. Based on documentary evidence, interviews, and observations, the findings matrix can be viewed in the following table:

Table 2. Finding of Clause 4

Clause	Focus	Document Evidence	Implementation
4.1	Organisation Contex	SWOT Analysis document	>90 %
4.2	Needs and Expectations of Interested Parties	List of Requirements and Interested Parties Form	>90 %
4.3	QMS Scope	Document of definition of outsourcing service	100%
4.4	Quality Management system and the Process	Document of SOP and SIPOC Analysis	100 %
4.5	Vision and Mission of the company	Document of Vision and Mission of the company	100 %

The implementation of these clauses has impacted the company's operational performance as follows:

a. Context of the Organization (Clause 4.1) The implementation of this clause at PT Trisaka has enabled the company to develop regulatory risk mitigation, market adaptation, enhanced responsiveness, and resource allocation efficiency.
b. Needs and Expectations of Interested Parties (Clause 4.2) The implementation of this clause has resulted in improved Service Level Agreements (SLAs) and a reduction in employee turnover.
c. Scope of the QMS (Clause 4.3) This has impacted resource focus, clarity of responsibility, transparency of work standards, and service standardization.
d. Quality Management System and Its Processes (Clause 4.4) This has led to recruitment standardization, workflow optimization, and the establishment of a Plan-Do-Check-Act (PDCA) continuous improvement cycle.
e. Company Vision and Mission (Clause 4.5) This establishes a definitive corporate vision and mission as a foundational basis for long-term business operations.

Leadership (Clause 5)

Active leadership engagement is the driving force within the PDCA (Plan-Do-Check-Act) cycle. Prior to 2024, quality policies were regarded merely as a formality and were poorly understood by staff at the user sites. Currently, top management demonstrates active involvement by ensuring that quality policies are aligned with business strategies and effectively communicated down to the frontliner level. The research findings are as follows:

Table 3. Finding of Clause 5

Clause	Focus	Document Evidence	Implementation
5.1	Leadership and Commitment	Management Commitment Document	100%
5.2	Quality Policy	Quality Policy Document, Evidence of Quality Policy Communication and Dissemination	100 %
5.3	Organizational Roles, Responsibilities, and Authorities	Relevant Roles and Responsibilities Document	100%

a. Leadership and Commitment (Clause 5.1) results in Strategic Alignment, Resource Availability, and a Quality Culture. Management commitment to training reduces employee turnover rates and minimizes costs arising from operational errors or contractual penalties from clients.
b. Quality Policy-Quality Policy (Clause 5.2) impacts Service Standardization through the formulation of Service Level Agreements (SLAs) and a strong Customer Focus. Direct leadership focus on customer requirements significantly improves Key Performance Indicator (KPI) scores from service users.
c. Organizational Roles, Responsibilities, and Authorities (Clause 5.3) leads to Clear Lines of Coordination and defined Performance Expectations. Clearly defined authority accelerates decision-making processes during on-site emergencies.

Risk Planning (Clausel 6)

Previously, identified risks were limited to technical operations rather than strategic risks, such as failure to fulfill contracts or industrial relations disputes. Currently, a risk and opportunity identification matrix has been established, which includes mitigation plans for every aspect of outsourcing services. Consistent implementation of Clause 6 has transformed the outsourcing company's workflow from reactive (addressing issues as they arise) to proactive (preventing issues before they occur). This has directly increased the customer satisfaction index and the effectiveness of human resource utilization.

Table 4. Findings of Clause 6

Clause	Focus	Document Evidence	Implementation
6.1	Actions to address risks and opportunities	Risk and Opportunity Analysis Document for Quality	60 % Acceptable dan 40 % Suplementary
6.2	Quality objectives and planning to achieve them	Quality objectives Forms	80% Done, 20 % In progress
6.3	Change Planning	Change Planning Form	>80%

a. Actions to address risks and opportunities (Clause 6.1) result in a reduction of failure costs (such as contractual penalties or compensation due to professional errors), a decrease in error rates, and enhanced service stability.
b. Quality objectives and planning to achieve them (Clause 6.2) enable the company to ensure that all staff levels move toward the same service standards (standardization). This promotes increased efficiency and a performance-based work culture.
c. Planning of changes (Clause 6.3) results in minimal downtime or operational confusion during company expansion or market adaptation. It ensures smooth transitions and business continuity."

Support (Clause 7)

Prior to the implementation of the Quality Management System, there was a significant lack of integrated training records for personnel deployed to client companies. Discrepancies between the qualifications specified in contracts and the actual personnel profiles occurred frequently. Following the adoption of ISO 9001:2015, the company established an organized competency database, documented evidence of safety inductions, and continuous development programs for contract employees. The consistent application of Clause 7 has shifted the corporate mindset from being a mere 'labor provider' to a standardized 'resource solution provider.' This transition has directly improved the Customer Satisfaction Index (CSI), which serves as a key operational performance metric.

Table 5. Findings of Clause 7

Clause	Focus	Document Evidence	Implementation
7.1	Resources	Inventory Document of Owned Resources	>90 %
7.2	Competency	CV, copies of diplomas, and staff certifications	100%
7.3	Awareness	Evidence of Communication of Quality Policy and Quality Objectives and Questionnaire	>90%
7.4	Communication	Communication evidence documents related to QMS	>90%
7.5	Documented Information	Documented information required by the ISO standard and information necessary for the effectiveness of the Quality Management System	100%

a. Resources (Clause 7.1)- Ensures the availability of competent personnel and adequate infrastructure (such as Personal Protective Equipment/PPE or uniforms). It reduces downtime, improves recruitment cost efficiency, and provides clear requirement mapping.
b. Competence (Clause 7.2)- Ensures the company conducts continuous training and evaluates the effectiveness of such training. It ensures workers are aware of the company’s quality

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policy, reducing client complaints regarding job performance (zero defect), which directly increases operational productivity.

c. Awareness (Clause 7.3)-: Ensures continuous training and the evaluation of training effectiveness. Workers must be aware of the company's quality policy; this reduces client complaints related to performance (zero defect) and directly enhances operational productivity.
d. Communication (Clause 7.4)-: Results in the standardization of internal and external communication channels, accelerating the response to client complaints or emergency field issues. It ensures the flow of work instructions becomes more transparent, thereby reducing miscommunication that could lead to contractual penalties.
e. Documented Information (Clause 7.5)- : Leads to systematic control of documents and records, improving the accuracy of administrative data. Internal and external audit processes become faster as data is easily retrievable. This also minimizes legal risks associated with incomplete employment documentation.

Operational Control (Clause 8)

This is the core of our outsourcing operations. Following the implementation of ISO 9001:2015, strict Standard Operating Procedures (SOPs) have been established, covering everything from recruitment and placement to customer complaint handling.

Table 6. Finding of Clause 8

Clause	Focus	Document Evidence	Implementation
8.1	Planning and Control	SOP Document and Client Complaint Form	>90 %
8.2	Requirements for Services	Document of client communication, service requirement and its change	>90%
8.3	Control of Externally Provided Services	Type and Extent of Control Document, information for external providers	>90%
8.4	Service Provider	Working Contact, MOU	100%
8.5	Release of services	Handover Document for Outsourced Services	100%
8.6	Control of Non-conforming Output	User Communication Document	>90%

a. Operational Planning and Control (Clause 8.1) results in the establishment of clear criteria for each service (e.g., cleaning services, security, or IT support), reducing service variability in the field. Operations become more measurable due to the existence of a well-defined quality plan before personnel are deployed to client locations.
b. Requirements for Services (Clause 8.2) ensures that the commitments made in the contract (SLA/Service Level Agreement) are fully understood by the operational team. This minimizes contractual disputes and enhances customer satisfaction, as the services provided align with initial expectations.
c. Control of Externally Provided Services (Clause 8.4) ensures that the commitments outlined in the contract (SLA/Service Level Agreement) are thoroughly understood by the operational team. This minimizes contractual disputes and improves customer satisfaction by ensuring service delivery meets the original expectations.
d. Control of Externally Provided Processes, Products, and Services (Clause 8.4)-necessitate rigorous selection, evaluation, and re-evaluation of vendors. The Company ensures a robust

supporting supply chain to prevent disruptions to core operations. Furthermore, the quality of materials from vendors is strictly maintained to safeguard the Company's reputation in the eyes of the client

e. The Release of Services (Clause 8.5) impacts operational control, encompassing the availability of Work Instructions (SOPs), the use of appropriate equipment, and real-time monitoring of personnel performance. Additionally, this leads to cost efficiency by reducing reworks or fatal errors at the client's site.
f. The Control of Nonconforming Outputs (Clause 8.6) provides an 'emergency exit' mechanism if the services rendered do not meet established standards. The Company maintains rapid mitigation procedures—such as the immediate replacement of incompetent personnel—to ensure that errors do not persist and damage client trust.

Performance Evaluation (clause 9)

Prior to the implementation of this Clause, customer satisfaction measurements were conducted only once a year without any tangible follow-up. Following the adoption of ISO 9001:2015, measurable Key Performance Indicators (KPIs) were introduced to assess the quality of field personnel alongside routine internal audits. Clause 9 serves as a mediating or control variable that transforms inputs (standard implementation) into measurable outputs (performance improvement). Without the rigorous evaluation mandated by Clause 9, improvements in operational performance within an outsourcing company would be difficult to prove empirically and challenging to sustain in the long term.

Table 7. Findings Clause 9

Clause	Focus	Document Evidence	Implementation
9.1	Monitoring, Measurement, Analysis, and Evaluation	KPI Document	100%
9.2	Internal Audit	Internal Audit Document	75%
9.3	Management Review	Management Review Document	>90%

a. Clause 9.1: Monitoring, Measurement, Analysis, and Evaluation-Monitoring, Measurement, Analysis, and Evaluation (Clause 9.1) will impact the company through real-time KPI monitoring, waste identification, and ensuring that the deployed workforce strictly meets the qualifications required by service users. It further ensures measurable SLA achievement, cost efficiency in contract retention, and service alignment.
b. Clause 9.2: Internal Audit-Internal Audit (Clause 9.2) enables the company to guarantee that all Standard Operating Procedures (SOPs) are correctly implemented across various deployment sites. Internal audits serve to identify gaps in business processes (such as recruitment or payroll) before they escalate into significant issues that could financially impact the company. Key outcomes include Standards Compliance and the identification of Operational Risks.
c. Clause 9.3: Management Review-Management Review (Clause 9.3) results in strategic decision-making, such as personnel expansion or investment in supporting technology, based on actual performance evaluations rather than mere assumptions. Management can direct resources toward low-performing units or projects to bring them back to operational targets. This signifies Evidence-Based Decision Making and Optimal Resource Allocation.

Continual Improvement (clause 10)

Clause 10 of ISO 9001:2015 focuses on Improvement. In the context of an outsourcing company, the implementation of this clause is not merely a matter of compliance, but a driving force for operational efficiency. Without Clause 10, an outsourcing firm simply follows procedures. With Clause 10, the company transforms into a learning organization, where every operational error is converted into an opportunity to strengthen the management system.

Table 7. Findings of clause 10

Clause	Focus	Document Evidence	Implementation
10	Service Quality	Client Satisfaction Form	>90 %
10	Productivity	Service Receipt Sheet	>90%
10	Client Retention	Short Agreement,Purchase Order	>80%
10	Employee Satisfaction	Employee Satisfaction Form	>90%

a. Ensuring Service Excellence and Compliance-Ensuring customers receive services in accordance with the SLA; achieving a significant reduction in the volume of customer complaints.
b. Fulfillment and Recruitment Efficiency-Ensuring the company meets the specific job types, skill sets, and manpower requirements of customers; increasing the fill rate (speed of fulfillment) through continuous improvements in the recruitment process.
c. Client Retention and Contract Renewals-Ensuring repeat orders or contract renewals from customers; fostering more stable, long-term relationships as clients recognize the vendor's commitment to continuous improvement.
d. Employee Rights and Retention-Ensuring employees receive their entitlements in accordance with regulations; implementing clear work processes and improving work facilities to reduce internal employee turnover rates.

The implementation of ISO 9001:2015 within an outsourcing company is not merely a matter of paper-based certification; rather, it is a strategic transformation that encompasses various operational aspects. Since outsourcing firms trade on 'trust' and 'service quality,' this standard serves as a fundamental cornerstone

Summary of impacts in PDCA Matrix

Steps	Impact in Outsourcing Company
Plan	Client needs identification and labor risk analysis
Do	Personnel placement according to qualifications and implementation of training
Check	On-site performance monitoring and customer satisfaction surveys.
Act	Improvement of recruitment or training procedures based on evaluation results.

The Impact of ISO 9001:2015 Implementation from a Financial Perspective

The impact of ISO 9001:2015 implementation on a company's financial aspects is not direct; rather, it occurs through the improvement of operational processes, which subsequently leads to cost efficiency and revenue.

a. Reduction in Cost of Poor Quality (CoPQ)
In the outsourcing business, personnel misplacement or a mismatch in workforce qualifications results in additional costs. ISO 9001:2015 emphasizes a process-based approach and risk mitigation.Financial Impact- Reducing compensation costs due to operational errors, penalty fines from clients (Service Level Agreement), and re-recruitment costs caused by high turnover rates due to ambiguous Standard Operating Procedures (SOPs)
b. Operational Efficiency Improvement
This standard mandates the standardization of procedures across all departments (HR, Ops, Finance). Financial Impact: Reduces resource wastage and overlapping tasks. With streamlined

processes, the profit margin per head of deployed labor becomes more optimal Daya Saing dan Market Share. ISO 9001:2015 certification is frequently a mandatory requirement in tendering processes, particularly for major corporate clients or government agencies. Financial Impact: It expands market opportunities, enabling the company to participate in high-value tenders that were previously inaccessible, thereby directly increasing top-line revenue

c. Better Client Retention
Consistent service quality leads to customer satisfaction. Financial Impact: Maintaining a stable cash flow. The cost of retaining existing clients is significantly lower than the Customer Acquisition Cost (CAC). Client loyalty ensures long-term contracts. PT Trisaka secured substantial contract extensions and repeat orders throughout 2024 and 2025. Furthermore, opportunities to participate in job tenders have expanded significantly following the implementation of ISO 9001:2015
d. Data-Driven Decision Making (DDDM)
The ISO clause regarding performance evaluation mandates that companies conduct internal audits and management reviews. Financial Impact- Management can allocate budgets more effectively toward the most productive divisions and implement cost-saving measures in non-value-added areas, resulting in a better Return on Investment (ROI).

Challenges in the Implementation of ISO 9001:2015

Based on the results of interviews and observations, the challenges faced by the company are as follows:

a. Employees deployed at client sites lack a comprehensive understanding of the workflow and objectives of ISO 9001:2015 implementation. Barriers include infrequent communication, limited literacy, and demanding workloads that are time-consuming.
b. The implementation of Standard Operating Procedures (SOPs) and Key Performance Indicators (KPIs) is often inconsistent at the operational level, necessitating corrective adjustment actions.
c. Internal Audits are not conducted in a timely manner, as they are frequently distracted by the company's routine day-to-day activities.
d. Several documents have not been updated; they remain in older versions and have not been adjusted to reflect current conditions.
e. Policy changes at client companies are beyond the control of PT Trisaka, resulting in modifications to employment contracts and a subsequent decline in the company's business value.

CONCLUSION

Based on the results and discussion above, it can be concluded that the implementation of ISO 9001:2015 at the outsourcing company PT Trisaka has significantly improved internal business processes through service standardization, waste reduction, and evidence-based decision-making.From a customer perspective, there has been an increase in trust due to the achievement of desired Service Level Agreements (SLA), accurate service output, and rapid complaint resolution.From a Human Resources (HR) perspective, the implementation of ISO 9001:2015 has established clarity in roles and responsibilities through formal job descriptions and Key Performance Indicators (KPIs), as well as fostering competency development and a culture of discipline.From a risk management perspective, the company has successfully implemented proactive risk mitigation and ensured regulatory compliance with applicable labor laws, thereby minimizing the risk of legal litigation

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