

Implementation of ISO 9001:2015 Quality Management System in Public Services: A Case Study on the Role of Leadership, Organizational Culture, and Human Resource Competence in the BMKG Work Unit of the Pattimura Meteorological Station, Ambon

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Keywords:

Quality Management System, ISO 9001:2015, Leadership, Organizational Culture, HR Competence, Public Service

Abstract

This study aims to analyze the implementation of the ISO 9001:2015 Quality Management System (QMS) at the BMKG Pattimura Meteorological Station in Ambon and examine the role of leadership, organizational culture, and human resource competencies in supporting the effectiveness of quality system implementation. The study used a qualitative approach with a case study type. Research informants consisted of leaders, the QMS team, operational staff, and administrative staff who were selected purposively. Data collection techniques were carried out through in-depth interviews, observations, and documentation studies. Data analysis used the interactive model of Miles, Huberman, and Saldaña which includes data reduction, data presentation, and conclusion drawing. The results of the study indicate that the implementation of ISO 9001:2015 has been running effectively through the application of SOPs, internal audits, quality documentation, and continuous improvement actions. Leadership plays a dominant role in the success of implementation through commitment, resource provision, and periodic evaluations. Organizational culture supports the implementation of the quality system through work discipline, adherence to procedures, and public service orientation, although it still tends to be administrative. HR competencies are technically adequate, but understanding related to risk-based thinking and continuous improvement still needs to be improved. This study confirms that the implementation of ISO 9001:2015 not only functions as an operational quality standard, but also as an instrument for management control and strengthening public service accountability.

INTRODUCTION

Improving the quality of public services is a key requirement in modern governance. Public sector organizations are required to provide services that are fast, accurate, accountable, transparent, and focused on public satisfaction. In this context, implementing an ISO 9001:2015 Quality Management System (QMS) is a crucial strategy for improving the effectiveness of public services.

ISO 9001:2015 is an international standard focused on process management, risk management, leadership, and continuous improvement. Implementing this standard emphasizes not only administrative aspects but also requires changes in work culture, increased human resource competency, and overall organizational commitment.

The Meteorology, Climatology, and Geophysics Agency (BMKG), as a non-ministerial government agency providing meteorological information to the public, is required to provide accurate, fast, and reliable services. The BMKG Pattimura Ambon Meteorological Station has implemented ISO 9001:2015 since 2020 as an effort to improve the quality of aviation and public meteorological services.

The success of ISO 9001:2015 implementation in public sector organizations is influenced not only by the existence of documents and procedures, but also by internal organizational factors such as leadership, organizational culture, and human resource competency. Leadership determines the direction of the organization's quality policy and control. Organizational culture shapes work behavior and adherence to procedures, while human resource competency determines the organization's ability to implement a quality system effectively.

From a management accounting and public sector accounting perspective, ISO 9001:2015 implementation is closely linked to internal control, performance measurement, and organizational accountability. Therefore, research on the implementation of ISO 9001:2015 QMS in government agencies is crucial for understanding how quality systems support improved public service quality.

Formulation of the problem

1. How is the implementation of the ISO 9001:2015 Quality Management System at the BMKG Pattimura Ambon Meteorological Station?
2. What is the role of leadership in supporting the implementation of ISO 9001:2015?
3. How does organizational culture influence ISO 9001:2015 implementation?
4. How do HR competencies support the effectiveness of ISO 9001:2015 implementation?

Research purposes

1. Analyzing the implementation of ISO 9001:2015 at the BMKG Pattimura Ambon Meteorological Station.
2. Analyzing the role of leadership in quality system implementation.
3. Analyzing the influence of organizational culture on the implementation of quality systems.
4. Analyzing HR competencies in supporting the effectiveness of ISO 9001:2015 implementation.

Benefits of research

Theoretically, this research is expected to enrich studies on the implementation of quality management systems from a public sector accounting perspective. Practically, this research is expected to provide input for the BMKG and other government agencies in improving the quality of public services through the implementation of quality management systems.

LITERATURE REVIEW

ISO 9001:2015 Quality Management System

ISO 9001:2015 is an international standard used by organizations to ensure consistent service quality and work processes. This standard emphasizes a process-based approach, risk-based thinking, customer satisfaction, and continuous improvement.

The implementation of ISO 9001:2015 in public sector organizations aims to improve service effectiveness, organizational accountability, and work process control. This system requires organizations to have quality documentation, internal audits, performance measurement, and ongoing corrective action.

Leadership

Leadership is a critical factor in implementing a quality management system. Leaders play a role in establishing a quality vision, providing resources, directing the organization, and ensuring effective system implementation.

In ISO 9001:2015, the leadership aspect is a key clause emphasizing the importance of management commitment to the quality system. Transformational leadership also plays a role in building a quality culture and increasing employee engagement.

Organizational culture

Organizational culture is a system of values, norms, and beliefs shared by members of an organization. Organizational culture influences work behavior, adherence to procedures, and service orientation.

According to Schein, organizational culture consists of artifacts, shared values, and underlying assumptions. In the implementation of ISO 9001:2015, quality culture is characterized by work discipline, good documentation, adherence to standard operating procedures (SOPs), and an orientation toward continuous improvement.

Human Resources Competence

Human resource competencies encompass the knowledge, skills, and attitudes that support effective task performance. In the implementation of ISO 9001:2015, human resource competencies are crucial because employees are the primary implementers of the quality system.

ISO 9001:2015 in Clause 7.2 emphasizes that the organization must ensure that personnel involved in the quality process have adequate competence through education, training and experience.

Management Accounting and Public Sector Accounting Perspectives

From a management accounting perspective, the implementation of ISO 9001:2015 can be viewed as part of a management control system that supports organizational effectiveness and efficiency. Meanwhile, in public sector accounting, the implementation of a quality system is related to strengthening accountability, transparency, and measuring public service performance.

RESEARCH METHODS**Research Approach**

This research uses a qualitative approach with a case study. This approach was chosen to gain an in-depth understanding of the implementation of ISO 9001:2015 in the context of public sector organizations.

Research Location

The research was conducted at the BMKG Pattimura Ambon Meteorological Station.

Research Informants

Research informants consist of:

1. Station Master
2. Data and Information Coordinator
3. Quality Management System Team
4. Operational staff
5. Administrative staff

The informant selection technique used purposive sampling.

Data collection technique

Research data was obtained through:

1. In-depth interview
2. Observation
3. Documentation study

Data Analysis Techniques

Data analysis using the interactive model of Miles, Huberman, and Saldaña which includes:

1. Data reduction
2. Data presentation

3. Drawing conclusions

Data Validity

Data validity is carried out through:

1. Source triangulation
2. Triangulation method
3. Member checking
4. Audit trail

RESEARCH RESULTS AND DISCUSSION

Overview of Research Location

The Pattimura Meteorological Station in Ambon, BMKG, is a technical implementation unit responsible for meteorological observations, data management, meteorological information services, and meteorological instrument maintenance. The station has been ISO 9001:2015 certified since 2020.

The scope of the quality system implementation includes aviation meteorological information services and public meteorological information services. The organization applies a process-based approach and risk-based thinking to support service quality.

Implementation of ISO 9001:2015

The research results show that the implementation of ISO 9001:2015 has been carried out through:

Consistent implementation of SOPs

Orderly quality documentation

Periodic internal and external audits

Corrective and preventive actions

Management review meeting

Internal audits are a crucial tool in maintaining consistent quality system implementation. Quality documentation has also been systematically implemented in accordance with ISO standards.

Leadership Role

Leadership is a dominant factor in the successful implementation of ISO 9001:2015. Leaders demonstrate commitment through:

Socialization of quality policy

Provision of facilities and resources

Periodic monitoring and evaluation

Decision making based on audit results

Implementation of management review meetings

These findings indicate that leadership has a strategic role in strengthening management control systems and implementing a quality culture.

However, the study also found that technical understanding of ISO clauses remains more prevalent among managerial levels than among implementing staff. This demonstrates the need to strengthen transformational leadership capable of internalizing quality values among all employees.

Organizational culture

The organizational culture within the BMKG Pattimura Ambon Meteorological Station demonstrates a procedure-based work culture. This is demonstrated through:

Compliance with SOPs

Work discipline

Teamwork

Documentation culture

Public service orientation

The organizational culture supports consistent implementation of the quality system. Employees are aware of the importance of documentation and adherence to procedures.

Despite this, quality culture still tends to be administrative or compliance-oriented. Organizations still need to strengthen their culture of continuous improvement so that ISO implementation focuses not only on document fulfillment but also on continuous quality improvement.

HR Competence

The human resource competency at the BMKG Pattimura Ambon Meteorological Station is generally adequate. Most employees have undergone ISO training and possess technical skills relevant to their respective fields.

Supporting factors for HR competency include:

Training and certification

Operational technical competence

Understanding public service duties

Work accountability

However, there are several obstacles, including:

Unequal understanding of risk-based thinking

Employee adaptation due to job rotation

Documentation time constraints during high workloads

This finding shows that HR competency development needs to be carried out continuously so that ISO implementation can run more optimally.

Discussion in Public Sector Accounting Perspective

The implementation of ISO 9001:2015 at the BMKG Pattimura Ambon Meteorological Station not only functions as an operational quality standard, but also supports the strengthening of accountability and internal control systems.

Quality documentation, internal audits, performance evaluations, and corrective actions demonstrate the link between the quality system and public sector accounting principles, particularly accountability, transparency, and performance measurement.

Leadership, organizational culture, and human resource competency are critical factors in supporting the effectiveness of a management control system. Therefore, the implementation of ISO 9001:2015 can be viewed as part of a strategy to improve the governance of public organizations.

CONCLUSION

Based on the research results, it can be concluded that:

The implementation of the ISO 9001:2015 Quality Management System at the BMKG Pattimura Ambon Meteorological Station has been running effectively through the consistent application of SOPs, quality documentation, internal audits, and corrective actions.

Leadership has a dominant role in the successful implementation of a quality system through commitment, provision of resources, periodic evaluation, and quality-based decision making.

A disciplined and procedure-based organizational culture supports the implementation of ISO 9001:2015, although a culture of continuous improvement still needs to be strengthened.

HR competencies are technically adequate, but understanding of risk-based thinking and continuous improvement still needs to be improved through training and competency development.

The implementation of ISO 9001:2015 supports the strengthening of the management control system, accountability, and quality of public services at the BMKG Pattimura Ambon Meteorological Station.

SUGGESTION

The BMKG Pattimura Ambon Meteorological Station needs to increase training related to risk-based thinking and continuous improvement for all employees.

Organizations need to strengthen their quality culture so that ISO implementation is not merely administrative, but becomes an internalized work culture.

Leaders need to increase employee involvement in quality evaluation and continuous improvement processes.

Further research is recommended to use a mixed methods approach to obtain more comprehensive results regarding the implementation of quality systems in the public sector.

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