

ISO 9001:2015 Certification Audit at PT. Halal Syariah Integrasi and Its Implications for Quality Management Systems

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ABSTRACT

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ISO 9001 certification audit process for PT. Halal Syariah Integrasi (PT.HSI) by Mutu Certification with findings in the form of twelve non-conformity findings, and seven opportunities for improvement. The implications of the results of the findings are in the form of nine main steps to improvement at PT. HSI, namely: 1. Business process that describes the interaction of each organizational function, 2. Socialization of Quality Policy can be accessed by interested parties and be programmed systematically, 3. Determines General Company Regulations which contain the authority, responsibilities, requirements and competencies, 4. Prepares standardization of the learning process at LPK and LSP which includes infrastructure standards, educational staff, curriculum and learning module, 5. Infodok Standard SOP ensure that all organizational functions are equipped with work processes procedures, 6. Each organizational function should monitor, measure, analyze, evaluate the achievement of SMART Quality Goal targets, take corrective steps, and prevent failed targets, 7. Carry out analysis and evaluation of the perceptions of customers satisfaction, 8. Carry out internal quality audits in accordance with ISO 19011:2018 rules, with audit topics in accordance with ISO 9001:2015 requirements that are relevant to the organization's functions, 9. Management Review Meetings are carried out in accordance with the requirements of ISO 9001:2015, and contain recommendations and verification from Top Management regarding the results of management review meetings.

Keywords: iso 9001:2015, quality management system, certification, audit, implication

1. INTRODUCTION

PT. Halal Syariah Integrasi (PT.HSI) is a company engaged in building a halal-syariah ecosystem locally and globally, by facilitating training, certification and consultation in the halal-syariah sector including halal products, sharia service concepts such as: Syariah Tourism, Hotels Sharia, Sharia Pharmacy, etc. Core Business PT. Halal Syariah Integrasi includes digital ecosystem, halal-syariah professional training and certification, halal-syariah consultancy, collaboration, trading and tourism (Figure 1. PT.HIS Business Core).

PT. Halal Syariah Integrasi is operated using the latest information systems, in the form of performance reporting and paperless documentation, integrated information systems between departments, authority and digital verification, several web and mobile application services such as Halal Logistics and Health Syariah Integrated System (Figure 2. Digital Ecosystem PT .HSI)..

PT. Halal Syariah Integrasi is committed to prioritizing service quality, proven to be certified by the ISO 9001:2015 quality management system by the certification body of Mutu Certification, with a scope that includes: Skills education in the halal and sharia fields, competency certification in the halal and sharia fields, and Management, consultation and integration halal and sharia eco-systems locally and globally.

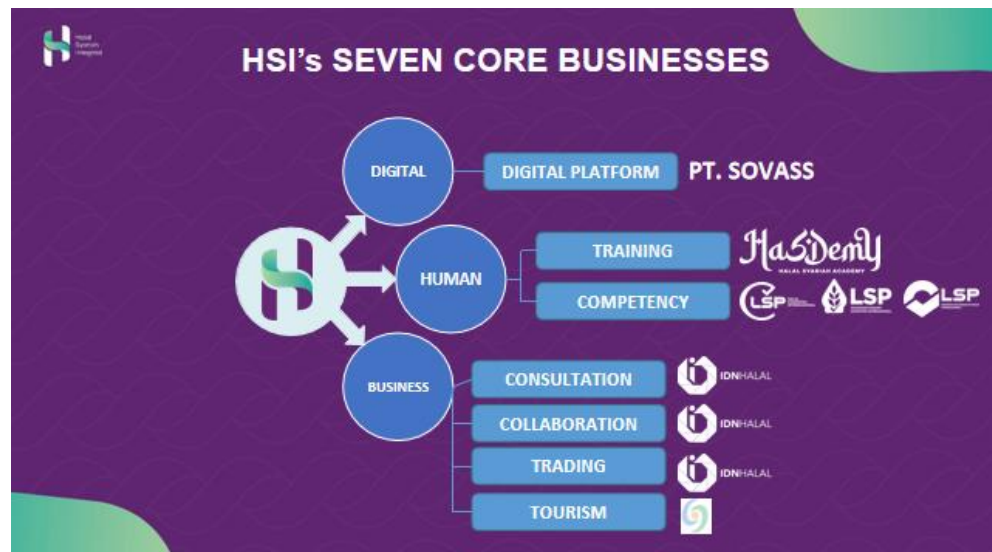


Figure 1. Core Business PT. HSI

Research on the influence of ISO 9001 implementation in the education sector has been reported successively by Prihatmadji [1,2,3,4,5] reporting analysis and recommendations on the results of the ISO 9001 certification audit on improving the quality management system at Polytechnics of LP3I Jakarta, and the STIAMI Institute in each Section or Study Program as audit objects (auditees).

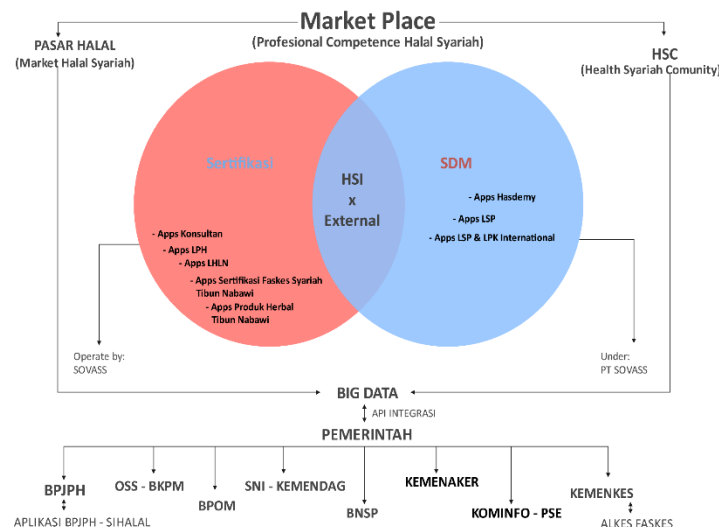


Figure 2. Digital Ecosystem PT. HSI

The ISO 9001:2015 certification audit process provides many benefits for organizations in improving the quality of performance and service quality of PT. Halal Syariah Good integration in the quality of skills education services, competency certification, consultancy, and halal and sharia management. This certification process has become the basis for researchers in compiling this research with the title: "ISO 9001:2015 Certification Audit at PT. Halal Syariah Integrasi and Its Implications for Quality Management Systems". It is hoped that the results of this research can be used as a reference for the continued implementation of ISO 9001:2015 and improving quality at PT. Halal Sharia Integration and other organizations or companies.

The certification audit process has had the effect of improving organizational performance in terms of: open access to the company's quality policy, internal quality audit techniques, consistent application of infodoc procedures, authority and responsibility of each personnel in the organizational structure, and recommendations from management review meetings from top management, have inspired author to make

research with the title: "ISO 9001:2015 Certification Audit at PT. Halal Sharia Integration and Its Implications for the Quality Management System" as a reference for consistent implementation of the ISO 901:2015 quality management system and improving the quality of performance and service.

Based on the title above, the author identifies the problem in: 1. The non-conformity findings from the ISO 9001:2015 Certification Audit by the Quality Certification certification body carried out at PT. Halal Sharia Integration, 2. Recommendations are given from the results of the Mutu Certification auditor's observations regarding improving the quality management system at PT. Halal Sharia Integration, and 3. The implications of the ISO 9001:2015 Certification Audit on the Quality Management System at PT. Halal Syariah Integrasi.

2. LITERATURE REVIEW

According to the ISO Secretariat [6,16], the quality management system aims to help every business or organization to be more efficient in managing its business and increase customer satisfaction.

ISO 9001 is a quality management system standard which contains requirements and conditions that must be fulfilled by an organization or company. ISO 9001 discusses the order that guarantees the quality of the production process (product) or service (services) and the output.

ISO 9001:2015 is an international standard that discusses quality management systems for an organization or company. ISO 9001:2015 has a risk analysis approach where this approach replaces the preventive action approach as in the previous generation. ISO 9001:2015 with a risk analysis approach is expected to be able to make an organization or company proactive rather than reactive in dealing with problems that arise. Organizations or companies are expected to be able to recognize, reduce, prevent and handle risks and should always carry out continuous improvement [1,16].

The ISO 9001:2015 Quality Management System is realized based on the principles of Quality Management System certification or Quality Management System. These principles can be used by senior management to improve performance in the company. These principles are applied based on the experience and knowledge of international experts who participate in the ISO/TC 176 technical committee. This committee is responsible for developing the ISO 9001:2015 Certification standards.

The following is a description of the seven Quality Management Principles of ISO 9001:2015 [1,16]:

1. Customer Focus: The main focus of quality management is to meet customer requirements and strive to exceed customer expectations.
2. Leadership: Leaders at all levels set and unite goals, direction and create conditions where people are involved in achieving organizational goals.
3. Engagement of People: Competent, empowered and involved people at all levels are important to increase an organization's capability in creating and delivering value.
4. Process Approach: Predictable and consistent results will be achieved more effectively and efficiently if activities can be understood and managed as interrelated processes and function as a complete system.
5. Improvement: Successful organizations always focus on improvement.
6. Evidence-Based Decision Making: Decision making based on analysis and evaluation of data and information has a greater possibility of achieving the expected results.
7. Relationship Management: To maintain success, an organization must manage its relationships with interested parties, including its suppliers.

ISO 9001:2015 contains ten clauses. Apart from that, the clause structure contains a High Level Structure or Annex SL. Thus, making it easier to integrate into other ISO standards. The following are 10 clauses contained in the ISO 9001:2015 standard [1,16]:

1. Scope. In this clause, there are not many significant changes between ISO 9001:2008 and ISO 9001:2015. In this clause, the terms product and service are clearly differentiated to avoid confusion. A striking change in clause 1 is the disappearance of clause 1.2 regarding application in ISO 9001:2015. This means that ISO 9001:2015 originally did not allow for clauses that were excluded or not applied. The reason is in the statement clause 1 – ISO 9001:2015: All the requirements of this International Standard are generic and are intended to be applicable to any organization, regardless of its type or size, or the products and services

it provides. All requirements of the ISO 9001:2015 standard are general and are intended to be applied by any organization regardless of the type and size of the organization, or whether it operates in the field of goods or services.

2. Normative Reference.
3. Terms and Definitions.
4. Context of The Organization. Clause 4 in ISO 9001:2008 directly explains the requirements for the ISO 9001 document. Meanwhile, ISO 9001:2015 only discusses the organizational context. Discussion about risk management begins to appear in clause 4 – ISO 9001:2015. In this clause, organizations are asked to determine relationships between processes, internal and external issues, as well as relationships with interested parties. Organizations are also asked to determine the scope of application of ISO 9001. Although ISO 9001:2015 states that all clauses of ISO 9001:2015 can be applied to all types of organizations, Clause 4.3 of ISO 9001:2015 still allows exceptions as long as justification is received.
5. Leadership In general, there is no difference in clause 5 – ISO 9001:2015 and ISO 9001:2008 which talks about the obligations that must be carried out by top management. Old requirements such as quality policies and quality targets are still mandatory. Only the quality manual is no longer mandatory in the ISO 9001:2015 standard. What is different about ISO 9001:2015 is that there is no longer an obligation to appoint a management representative, even though its existence does not violate ISO 9001:2015.
6. Planning. This clause is something new compared to ISO 9001:2008. The emphasis of clause 6 – ISO 9001:2015 is to ask each organization to recognize risks and opportunities; seeks to seize opportunities and prevent, reduce and manage risks. Clause 6, in particular clause 6.2 also talks about the obligation of each organization to meet their quality objectives by establishing appropriate action plans.
7. Supporting Process. ISO 9001:2015 is neater in grouping clauses. Everything related to supporting processes is collected in clause 7. Clauses about documents, infrastructure, resources, competencies, socialization and communication, as well as measuring tools, are collected in this clause. Clause 7 – ISO 9001:2015 is like clauses 4, 6, and 7.6 of ISO 9001:2008 which are summarized into 1. Clause 7.5 – ISO 9001:2015 is also interesting to pay attention to because it discusses documented information. By using the general term “documented information”, ISO gives the freedom to specify the required documents either in the form of procedures or records. This is very different from ISO 9001:2008 which expressly calls for the creation of 6 Mandatory Procedures and in some places requires the creation of records. In ISO 9001:2015, there are no longer the terms 6 mandatory procedures and records.
8. Operation. All matters relating to organizational operations are discussed in clause 8 – ISO 9001:2015. Clause 8 ISO 9001:2015 is like enhanced clause 7 ISO 9001:2008, because it discusses all operational aspects starting from planning products or services, implementing production or providing services, relationships with customers and third parties, storing and protecting products or services to handling problems during operational processes.
9. Performance Evaluation. In clause 9, it can be seen that ISO 9001:2015 is neater in grouping clauses. All matters relating to evaluation are collected in clause 9, such as internal audits, measurements, process monitoring, customer satisfaction, process analysis and evaluation, and management review meetings.
10. Improvement. Clause 10 contains continuous improvement efforts that the organization must undertake. The concept of corrective action approach used is a risk management approach, so the term preventive action is replaced with the terms risk and opportunity.

In general, Luís Fonseca and José Pedro Domingues [7] have conducted a survey of 393 IRCA (International Registered Certified Auditor) auditors from 71 countries from Europe, Asia, Africa and Australia with the conclusion that ISO 9001:2015 is in line with business modern and quality management concepts, bring added value to organizations from all industrial and service sectors, and will be a useful tool for organizations, including organizations operating in the education sector.

Amipica and Nurcahyo [8] reported that the increase in the implementation of ISO 9001 in Indonesian industry is increasing, based on the results of the 2018 ISO survey, in 2017 in Indonesia there were 7,287

industries that had received ISO 9001 certificates, consisting of 4,212 industries with ISO 9001:2008 certification, and 3,075 industries with ISO 9001:2015 certification.

Asmo Saarela's research [9] regarding the development of "Software industry" products concluded that the application of ISO 9001:2015 provides benefits for industrial software to motivate the implementation of risk management in daily operations.

The study of ISO 9001 was carried out by Prihatmadji through research on the implementation of QMS at LP3I College and the suitability of documentation at LP3I College with the ISO 9001 standard [1]. Prihatmadji again reported the latest version of the ISO 9001:2015 certification audit process with the addition of Organizational Context and Risk-Based Thinking (Risk Management) clauses at the STIAMI Institute [2,3]. Still Prihatmadji reported improvements and improvements to the ISO 9001 External Audit Findings at the Jakarta LP3I Polytechnic [4], most recently, Prihatmadji published research on the ISO 9001: 2015 Certification Audit and its Implications at the STIAMI Institute [5].

Syahdan et.al examined the impact of SMM on the quality of company culture and employee performance [10]. Amaruddin et. Al reports the influence of SMM on Operational Performance through Quality Culture and Productive Employee Behavior [11]. Meanwhile Silitonga et. Al reports the results of a study at PT. Semen Tonasa that the implementation of SMM increases employee performance [12]. Bakhtiar et al., researched the effect of quality management system (ISO 9001) on operational performance of various organizations in Indonesia [13]. Finally, Milovanović et.al, researched Measuring the Impact of ISO 9001 on Employee and Customer Related Company Performance [14].

These studies show the significant influence of implementing ISO 9001 on improving the quality management system, work performance, quality of organizational services, including documented information systems.

3. RESEARCH METHOD

Referring to Sokovic et. al using the PDCA methodology as a model for carrying out management processes with continuous improvement. PDCA contains four recurring stages to achieve continuous improvement, namely: Plan (Planning), Do (Implementation), Check / Study (Supervision / Learning) and Act (Action). According to the ISO 9001:2015 quality management system prerequisites (2015), in Clause 0.3.1 (General), it states that the ISO 9001:2015 International Standard uses a process approach, which combines the Plan-DoCheck-Act (PDCA) cycle and risk-based thinking. The process approach moves an organization to plan its processes and interactions. The PDCA cycle moves an organization to ensure that its processes are supported by appropriate resources and management, and that there is follow-up implementation of opportunities for system improvement [15].

Still according to the ISO 9001:2015 [16] quality management system requirements, in Clause 0.3.2 (PDCA Cycle) the relationship between the PDCA cycle and QMS has been published which can be seen in Figure 3.

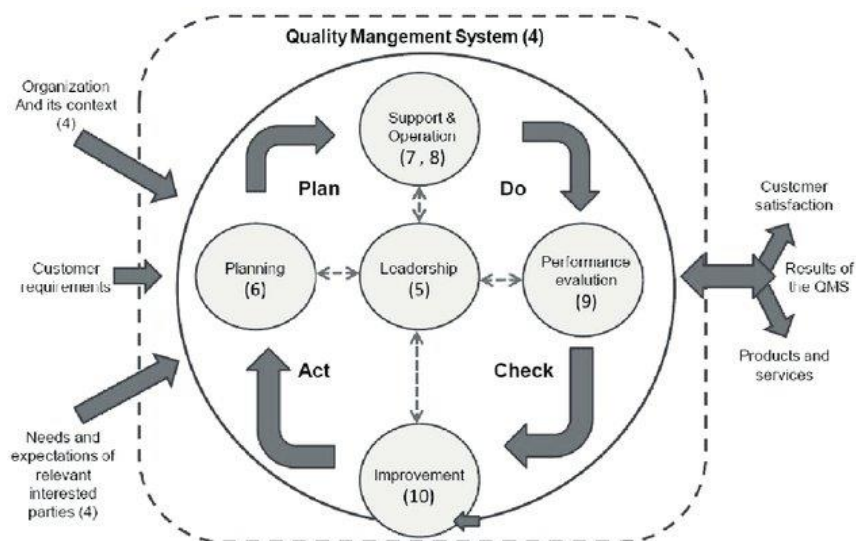


Figure 3. Representation of the structure of the International Standard ISO 9001:2015 in the PDCA cycle. The numbers in brackets refer to the clauses in the International Standard ISO 9001:2015.

4. RESULTS AND ANALYSIS

In this section, it is explained the results of research and at the same time is given the comprehensive discussion. Results can be presented in figures, graphs, tables and others that make the reader understand easily [2, 5]. The discussion can be made in several sub-chapters.

4.1. Certification audit process

The ISO 9001 Mutu Certification certification body has conducted an ISO 9001:2015 certification audit of PT. Halal Syariah Integration at Grand Slipi Tower, Jl. Lt. Gen. S. Parman No. Kav. 22-24 Fl. 35 Unit D-L, Palmerah, Kec. Palmerah, West Jakarta City, Special Capital Region of Jakarta 11480 on 27 – 28 November 2023 with the findings of twelve (12) non-conformities, and seven (7) suggestions for Observation and Opportunity for Improvement.

The total areas visited by the Quality Certification Auditor as Auditee objects at the Head Office include: 1. Leadership (President Director), 2. Management Representative (MR and QA/QC Manager), 3. Sales in Bond and Out Bond, 4. Informatics technology (IT), 5. LPK HASDEMY Skills Education Institute, 6. LSP Halal International Professional Certification Institute, 7. Human Resources (HR), 8. Secretary, 9. Finance, 10. General Affairs.

The results of the certification audit have been summarized in the following table:

Tabel 1.

Nonconformity and Observations on Auditing of ISO 9001:2015 at PT. HIS

No	Standard Reference	Other Process / Detailed Areas	Non Conformity
1	SNI ISO 9001:2015 requirement 4.4 Quality Management System	Management	PT HSI has determined the processes required for the quality management system and its implementation throughout the organization, for example Operational Advisor, Education Advisor, Business & Partnership Advisor, etc., but the required input and expected output for each process and their interactions have not been determined.
2	SNI ISO 9001:2015 requirement 5.2 Quality Policy	Management	A quality policy has been established, but is not yet available to relevant interested parties
3	SNI ISO 9001:2015 requirement 5.3 Roles, responsibilities and authority	Manajemen dan HRGA	Responsibilities and authorities related to the implementation of management systems such as Management Representatives have been determined, communicated and understood, but it cannot be demonstrated that these responsibilities and authorities have been determined for other relevant functions, such as: HRGA and IT
4	SNI ISO 9001:2015 requirement 6.2 Quality Objectives	Management	a). Quality targets have been set in most organizational functions, for example IT, Finance, Secretariat Division, but there are no quality targets that are relevant to the suitability of products and services 1. Skills education in the halal and sharia fields, 2. Competency certification in the halal and sharia fields, 3. Management, consultation and integration of halal and sharia ecosystems

			b). Quality target planning does not include when it will be completed and monitoring will be carried out
5	SNI ISO 9001:2015 requirements 7.1.3 Infrastructure	HRGA	The organization has provided and maintained infrastructure for training services (classrooms) but the organization has not determined/determined the classroom standards needed to support the achievement of suitability for the services provided.
6	SNI ISO 9001:2015 requirements 7.2 Competency	HRGA	a) The organization determines the competency requirements for LSP assessors by referring to BNSP guidelines No. 204 of 2007, but the organization has not yet established competency requirements for other personnel, such as: internal auditors, management representatives and other HSI personnel in general b) The organization has not determined how to ensure that each personnel's competency is sufficient based on appropriate education, training or experience
7	SNI ISO 9001:2015 requirements 7.5 Documents Information	Documents Control	PT HSI has established document control procedures, but they have not been implemented effectively, for example 1. several documents have not been examined and ratified by the authorized party, for example the Infodoc Control Procedure 2. The documents have not identified the publication date and revision order number in the page header such as regulated in section 5.2.3 Infodoc control procedures, for example Infodoc Control Procedures 3. The master list of documents has not been determined as regulated in Infodoc Control Procedures section 5.5.1 4. Distribution has not been carried out as regulated in Infodoc control procedures section 5.5.5 which must be used document distribution sheet 5. Control of external documents has not been carried out (external documents used in implementing the quality management system have not been identified) 6. Retain documented information (quality records) control arrangements have not been carried out which include shelf life, document access and protection
8	SNI ISO 9001:2015 requirement 8.5.1 Control of the provision of production and services	Documents Control	Operational control of service provision is not yet sufficiently controlled in several sections such as HRGA and IT. Example: there is no adequate reference (procedure/IK/Standard) to control the process

9	SNI ISO 9001:2015 requirement 9.1.1 Performance monitoring, measurement, analysis and evaluation	management and all functions	Not enough evidence PT Halal Syariah Integration determines 1. What performance needs to be monitored and measured 2. Monitoring, measurement, analysis and evaluation methods needed to ensure the validity of the results 3. When monitoring and measurement must be carried out 4. When monitoring and measurement results must be analyzed and evaluated 5. How to evaluate the performance and effectiveness of the quality management system
10	SNI ISO 9001:2015 requirements 9.1.3 Analysis dan Evaluation	management and all functions	The organization has monitored customer perceptions, but has not been able to show evidence of the analysis and evaluation.
11	SNI ISO 9001:2015 requirements 9.2 Audit Internal	Management representative	PT Halal Syariah Integration has established an internal audit program, a schedule that covers all organizational functions and has done so on October 4 2023, however, the audit process carried out has not been able to prove that all the requirements for the SNI ISO 9001:2015 quality management system have been audited so that the audit results cannot be provide information that can confirm whether the organization's quality management system complies with the SNI ISO 9001:2015 standard
12	SNI ISO 9001:2015 requirements 9.3 Management review	Management	A management review has been carried out, however: a) There is not enough evidence of a management review carried out by top management b) Management Review Decisions have not yet fully resulted in decisions as required by SNI ISO 9001:2015 requirements 9.3.3, for example related to the need for any changes to the management system
No.	Standard Reference	Other Process / Detailed Areas	Observations / Improvement Opportunities
1	SNI ISO 9001:2015 requirements 4.3 Scope	Management	In the quality guidelines, the scope of the quality management system has been determined and requirement 8.3 has been stated as a requirement that is not implemented, and in the LPK, SOPs for curriculum development have been prepared. The scope of requirements that are not applied need to be adjusted to the operations in the organization (requirement 8.3 is included in the applied scope)
2	SNI ISO 9001:2015 requirements 5.2 / 7.3 Quality policy / awareness	Management	It becomes an opportunity for improvement if there is increased understanding, awareness and implementation of quality policies throughout the organization's personnel

3	SNI ISO 9001:2015 requirements 6.1 Actions aimed at risks and opportunities	Management	becomes an opportunity for improvement if each function carries out an analysis of the risks/opportunities found in the related function, which can have an influence on achieving the goals of implementing the organizational system, planning actions and monitoring and evaluating the effectiveness of the actions taken
4	SNI ISO 9001:2015 requirements 7.1.3 Infrastructure	HRGA	Infrastructure maintenance has the opportunity to improve, as does the maintenance plan.
5	SNI ISO 9001:2015 requirements 8.3 design and development services	LPK and LSP	LPK and LSP have established SOPs for curriculum development and this is an opportunity for improvement if the SOPs are equipped with design and development planning as regulated by SNI ISO 9001:2015, for example activities required for verification and validation of design and development
6	SNI ISO 9001:2015 requirements 9.2 Internal audit	Internal Auditor	It becomes an opportunity for improvement if in making internal audit plans/schedules you can identify the requirements of SNI ISO 9001:2015 that are relevant to each function (audit area), and serve as a guide for auditors in exploring compliance with the requirements of the quality management system standard.
7	SNI ISO 9001:2015 requirements 9.3 Management review	Management	This is an opportunity to improve the presentation of management review input, which can be presented in the form of performance (measurable results) to be able to more objectively describe the performance and effectiveness of the quality management system.

In accordance with the PDCA cycle and ISO 9001 Clause, Nonconformity Findings (NCR) and Observations (OBS) listed in Table 1 are grouped into the following Table 2 form which is divided into PDCA, namely:

Tabel 2.
PDCA Formated on Finding and Observations of Auditing Process

1. Plan:	Findings/Department.
NCR ISO 9001:2015 requirement 4.4 Quality Management System	Management
NCR ISO 9001:2015 requirement 5.2 Quality Policy	Management
NCR ISO 9001:2015 requirement 5.3 Roles, responsibilities and authority	Management and HRGA
NCR ISO 9001:2015 requirement 6.2 Quality Objectives	Management, IT, Finance, Sekretariat
OBS ISO 9001:2015 requirements 4.3 Scope	Management
OBS ISO 9001:2015 requirements 6.1 Actions aimed at risks and opportunities	Management
OBS ISO 9001:2015 requirements 7.3 Quality policy	Management

2. Do

NCR ISO 9001:2015 requirements 7.1.3 Infrastructure	HRGA
NCR ISO 9001:2015 requirements 7.2 Competency	HRGA
NCR ISO 9001:2015 requirements 7.5 Documents Information	Management Representative
NCR ISO 9001:2015 requirement 8.5.1 Control of the provision of production and services	HRGA, IT
OBS ISO 9001:2015 requirements 8.3 design and development services	Management
OBS ISO 9001:2015 requirements 7.1.3 Infrastructure	HRGA
OBS ISO 9001:2015 requirements 7.3 awareness	Management

3. Check

NCR ISO 9001:2015 requirement 9.1.1 Performance and monitoring, measurement, analysis and evaluation	Management All functions
NCR ISO 9001:2015 requirements 9.1.3 Analysis dan Evaluation	Management and All functions
NCR ISO 9001:2015 requirements 9.2 Internal audit	Management Representative
NCR ISO 9001:2015 requirements 9.3 Management review	Management

4. Act

No finding and Observation

Total findings were 12 Non Conformances and 7 Observations identified by the Quality Certification Auditor. From Table 3 the following analysis can be taken:

1. Analysis of Non Conformity Findings:

- Management cannot show interactions between processes, there is no description of the relationship between the input - output of one process and the next process.
- Quality policy socialization can only be accessed by internal parties, and there is no access for external parties to find out about the organization's quality policy.
- The responsibilities and authority of each position in the organizational structure cannot be shown in its entirety.
- The organization cannot demonstrate classroom standards for HASDEMY LPK.
- The organization has not been able to demonstrate the competency of personnel such as: internal auditors, management representatives, and other HSI personnel in general, and ensure compliance with these competency requirements.
- There is no adequate reference procedure/IK/Standard to control processes in the organization.
- The organization cannot demonstrate the processes and methods for monitoring, measuring, analyzing and evaluating performance in each unit or division.
- Analysis and evaluation of customers has not been carried out by the organization.
- There has been no recommendation and approval from the results of the management review meeting by the main director.

2. Analysis of Observation Results

- The organization implements all ISO 9001:2015 requirements, and there are no exceptions, the scope of requirements that are not applied need to be adjusted to the operations in the organization (requirement 8.3 is included in the applied scope).

- b. There is a need to increase understanding, awareness and implementation of quality policies throughout the organization's personnel.
- c. Each organizational function should carry out an analysis of the risks/opportunities found in the related function, which can have an influence on achieving the objectives of implementing the organizational system, planning actions and monitoring and evaluating the effectiveness of the actions taken.
- d. Infrastructure maintenance has the opportunity to be improved by creating a maintenance plan.
- e. LPK and LSP should prepare SOPs for curriculum development and be equipped with design and development planning as regulated by SNI ISO 9001:2015, including verification and validation of design and development.
- f. Internal audit planning/schedule should refer to the requirements of SNI ISO 9001:2015 which are relevant to each function (audit area), and serve as a guide for auditors in exploring the fulfillment of quality management system standard requirements.
- g. The presentation of management review input should be presented in the form of performance (measurable results) to be able to more objectively describe the performance and effectiveness of the quality management system.

4.2. Implications of the Quality Certification Auditor's Findings on Improving Quality Management System at PT. HSI.

Implications of the Quality Certification Auditor's findings and observations on improving the quality management system at PT. HSI takes the form of change steps, as follows:

1. Organizations should create business processes that describe the interaction of each organizational function, and also describe the correlation of input - output for each unit and the possibility of unit output as input for the next unit in the organizational process (Figure 1. Business Flow).
2. The office page (hsint.id) should contain the organization's quality policy, which can be accessed by interested parties, both internal and external.
3. The organization should establish a draft General Company Regulations which contain the authority, responsibilities, requirements and competencies of each position in the organization's functions.
4. Organizations should standardize the learning process in LPK and LSP which includes standards for infrastructure, educational staff, educational staff, curriculum and learning modules.
5. The organization should ensure that all organizational functions are equipped with work processes in the form of Standard Operating Procedures or Work Instructions and the following proof of work form.
6. PT. Halal Syariah Integration should establish policies for each organizational function to monitor, measure, analyze, evaluate the achievement of Quality Target targets, take corrective steps for targets that are not achieved (for Quality Targets and Action Plans that are not achieved), and prevent targets/processes from being achieved. what failed will not happen again. Quality Targets are arranged based on SMART.
7. Organizations should perfect the Infodok Standard SOP according to realization, including digital documentation and digital verification.
8. Organizations should determine customers, and carry out analysis and evaluation of customer perceptions, so that customer satisfaction with service quality is maintained.
9. Socialization of the Quality Policy as an organizational commitment to quality, programmed systematically at every meeting, whether in general at weekly meetings, monthly meetings or annual meetings, so that the Quality Policy is understood by all employees, including the Quality Assurance System, Quality Manual ISO 9001, Quality Procedure ISO 9001, and internal regulations in each respective field.
10. Carrying out internal quality audits with audit topics in accordance with the requirements of ISO 19011:2018 and ISO 9001:2015 that are relevant to the organization's functions.

11. The Management Review Meeting is scheduled at the Leadership Meeting with a meeting agenda as required by ISO 9001, namely:
 - a. Audit Results.
 - b. Customer feedback.
 - c. Process performance and product conformity (Quality Goals, Action Plans and Targets).
 - d. Status of corrective and preventive actions.
 - e. Follow up on previous management reviews.
 - f. Changes that affect QMS
 - g. Recommendations for improvement from the President Director

(1)

5. CONCLUSION

ISO 9001 certification audit process for PT. Halal Syariah Integrasi by the Mutu Certification with findings in the form of twelve (12) non-conformities, and seven (7) observations.

The implications of the results of the certification audit findings above are in the form of nine main steps to improve the quality management system at PT. Halal Sharia Integration, namely:

1. Organizations should create business processes that describe the interaction of each organizational function, and also describe the correlation of input - output for each unit and the possibility of unit output as input for the next unit in the organizational process.
2. Socialization of the Quality Policy as an organizational commitment to quality, should enable it to be accessed by interested parties, both internal and external, for example listed on the office page (hsint.id). Socialization should also be programmed systematically at every meeting, whether in general at weekly meetings, monthly meetings or annual meetings, so that the Quality Policy is understood by all employees, including the Quality Assurance System, ISO 9001 Quality Manual, ISO 9001 Quality Procedure, and internal regulations in each field.
3. The organization should establish and issue General Company Regulations which contain the authority, responsibilities, requirements and competencies of each position in the organization's functions.
4. Organizations should standardize the learning process in LPK and LSP which includes standards for infrastructure, educational staff, curriculum and learning modules.
5. The organization should ensure that all organizational functions are equipped with work processes in the form of Standard Operating Procedures or Work Instructions and the following proof of work form. And all information is documented in accordance with the Infodok Standard SOP, including documentation of digital hard files or soft files, along with digital verification.
6. The organization should establish policies for each organizational function to monitor, measure, analyze, evaluate the achievement of Quality Goal targets, take corrective steps for targets that are not achieved (for Quality Goals and Action Plans that are not achieved), and prevent targets/processes from being achieved. what failed will not happen again. Quality Targets are arranged based on SMART.
7. Organizations should determine customers, and carry out analysis and evaluation of the perceptions of each customer category, so that consistency in customer satisfaction with service quality is maintained.
8. Organizations should carry out internal quality audits in accordance with ISO 19011:2018 principles, with audit topics in accordance with ISO 9001:2015 requirements that are relevant to the organization's functions.
9. Management Review Meetings should be held as required by ISO 9001:2015, and include recommendations and verification by President Director regarding the results of management review meetings.

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