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https://ppjp.ulm.ac.id/journal/index.php/jwem

ISSN: 2354-5844(Print)
ISSN: 2477-5223 (Online)

Gap Analysis of ISO 9001:2015 in HRD Department of PT. Citra Abadi Sejahtera

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ABSTRACT

ISO 9001:2015 is a Quality Management System that to assist the operational business processes of each organization to achieve the vision and mission that has been set by the organization. Management's responsibility is to provide resources, including material, machines, humans, methods and money. Basically, the strength that exists in a company lies in the human resources (HR) in the company. If HR is treated properly and in accordance with its dignity, the company will achieve results in accordance with the goals desired by the company. The benefits of implementing ISO 9001:2015 certification for companies cause a positive assessment of the company's reputation. The ISO 9001:2015 certification implementation system also emphasizes customer-focused business processes, understanding customer needs and increasing customer satisfaction. In ISO 9001, Internal Audits must be carried out on companies or organizations to determine whether the implementation of the quality management system is running, and the internal audit can be a reference and preparation for later if there is an external audit from the certification body. Through the Gap Analysis checklist, it will facilitate the analysis of ISO requirement elements in the form of a checklist. Gap Analysis is effective because the checklist created is structured and in accordance with the topic. The checklist will cover all existing requirements and is made hierarchically in its assessment, this will include general questions and provide an overview of the topic or category to be assessed. The results showed a difference in the gap of 8.1% with a score of 91.9%. This indicates that Citra Abadi Sejahtera corporation is ready to implement ISO 9001:2015 and conduct certification. However, Citra Abadi Sejahtera corporation needs to make improvements according to the checklist that refers to the requirements of ISO 9001:2015 to cover the gap, especially by implementing the PDCA (Plan-Do-Check-Act) cycle.

Keywords: Gap Analysis, HRD department, PDCA (Plan-Do-Check-Act

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ISSN: 2354-5844 (Print)
ISSN: 2477-5223 (Electronic)

INTRODUCTION

PT. Citra Abadi Sejati (CAS) Corporation is one of the garment manufacturers that prioritizes exports to destination countries such as Europe, Asia and the United States. The exported products are in accordance with the specifications of the garment company with well-known brands such as Nike, Tablot, Ann Taylor, H&M and Levi's, etc.

ISO 9001:2015 (a Quality Management System) is useful to help the operational business processes of each organization to achieve the vision and mission that has been set by the organization. Management's responsibility is to provide resources, including material, machines, mumans, methods and money. Basically, the strength that exists in a company lies in the human resources (HR) in the company. If HR is treated properly and in accordance with its dignity, the company will achieve results in accordance with the goals desired by the company. From the above description it is clear that the human resource factor plays the most important and primary role in the production process, because production tools will not run without the support and existence of human resources

The problem that often arises in companies today is the lack of attention to the human aspect. If you want to understand employee behavior, a manager or leader must be able to create conditions that support comfort and work enthusiasm, so that with these conditions employees can improve the quality of their work, while at the same time improving the quality and quantity of the company itself.

The company management should be able to accommodate employee issues as far as they are related to the company's interests. The consideration is that the elements of occupational safety and health play an important role in improving the quality, productivity and health of the workforce (Rachmawati, 2008: 1 ISO 9001:2015 is a family of quality management standard systems designed to help organizations ensure that they can meet the needs of their customers and stakeholders and can meet the requirements of legislation, laws and regulations related to their products or services. ISO 9001:2015 is closely related to the basics of a quality management system.

The benefits of implementing ISO 9001:2015 certification for companies result in a positive assessment of the company's reputation. The ISO 9001:2015 certification implementation system also emphasizes business processes that focus on customers, understand customer needs and improve customer satisfaction. In ISO 9001 Internal Audit is mandatory to be conducted in a company or organization to find out whether the implementation of the Quality Management System is running, and the internal audit can be a reference material and preparation for later if there is an external audit from the certification body. To carry out internal audit activities 9001 requires someone who must and has been trained and knows about the ISO 9001 quality management standard. In this research activity will be explained all aspects including internal audit simulation so that participants can apply directly in the organization or company after attending this ISO 9001:2015 Internal Audit Training.

Currently, there is a lack of attention to the human aspect. If you want to understand employee behavior, a manager or leader must be able to create conditions that support comfort and work enthusiasm, so that with these conditions employees can improve the quality of their work, while at the same time improving the quality and quantity of the company itself. The company management should be able to accommodate employee issues as far as they are related to the interests of the company. The consideration is that the elements of occupational safety and health play an important role in improving the quality, productivity and health of the workforce (Rachmawati, 2008: 171).

ISO 9001:2015 is a family of quality management system standards designed to help organizations ensure that they meet the needs of their customers and stakeholders and that they meet statutory, legal and regulatory requirements relating

-----Accredited by Directorate General of Higher Education Indonesia, No. 158/E/KPT/2021, Valid until July 2025----

ISSN: 2354-5844(Print)
ISSN: 2477-5223 (Online)

to their products or services. ISO 9001:2015 is closely related to the fundamentals of quality management systems.

ISO 9001: 2015 is a Quality Management System Standard designed to help organizations ensure that they can meet customer needs and meet statutory, legal and regulatory requirements related to their products or services. ISO 9001: 2015 is closely related to the basics of a Quality Management System.

External Audit Activity is one of the final stages of a company whether it passes or not in obtaining ISO 9001: 2015 certification from the ISO Certification Body (ACM Indonesia), where previously it was necessary to check for Quality Documents, Quality Procedures, Work Instructions and Records. The literal meaning of the word gap identifies the existence of a difference (disparity) between one thing and another, we usually call it a gap. Gap Analysis is defined by the IT Infrastructure Library (ITIL) as an activity that compares two types of data and identifies. Gap analysis is one of the very important steps in the planning stage or work Gap Analysis (Muchsam, et al., 2011). Gap Analysis can help to identify gaps between the ISO 9001:2015 standard and the company's organizational processes (Prasetyo, 2011).

Through the Gap Analysis checklist, it will be easier to analyze the elements of ISO requirements in the form of a checklist. Gap Analysis is effective because the checklist created is structured and in accordance with the topic. The checklist will cover all existing requirements and is made hierarchically in its assessment, this will include general questions and provide an overview of the topic or category to be assessed.

The questions on the checklist are made complete, detailed and make an assessment of each individual requirement if necessary. Every five questions are related to other questions to ensure traceability (Picard, et al., 2016). The following are the steps in conducting *Gap Analysis*.

Based on the description above, the following problems can be formulated:

1. Have not yet determined the Internal Auditor for the Implementation of ISO 9001:2015 Internal Audit
2. The implementation of the ISO 9001:2015 Internal Audit has not gone well due to...lack of coordination between departments.

MATERIALS AND METHODS

The implementation of this research was carried out in five stages, namely: preparation stage, preliminary study, implementation (document review and field observation), data processing and reporting. The first stage is the preparation stage, where at this stage the team conducted a literature study and location survey, to describe what will be done in the research later and the expected targets.

Table 1. Score Gap Analysis

Score	**Understanding**
1	If an organization or company does not understand what necessary and not doing so.
2	If an organization or company understands the importance of these activities but does not do them
3	If an organization or company has a document but it has not been implemented or carried out yet not recorded
4	If an organization or company carries out activities but is
5	If an organization or company carries out activities well (done consistently)

The next stage, namely the preliminary study, where the team collected data on the ISO 9001: 2015 Quality Management System, studied and understood the terms and conditions required at PT. CAS. Then continued to third step, that is the review stage of the existing Food Safety Management System documents. The Gap Analysis process was

-----Accredited by Directorate General of Higher Education Indonesia, No. 158/E/KPT/2021, Valid until July 2025----

ISSN: 2354-5844 (Print)
ISSN: 2477-5223 (Electronic)

carried out with a checklist. *Gap Analysis* will be done with comparing the current situation with the situation that should be achieved to apply for the ISO 9001: 2015 Quality Management System. The points of comparison to be assessed are the Quality Management System documents that have been created by the company. The documents to be used are obtained from interviews with several managers and leaders of PT. CAS using the ISO 9001: 2015 internal audit checklist and direct observation at PT. CAS. The assessment will be carried out based on the scoring provisions explained in Table 1.

Gap assessment was carried out to see how big the gap is in the company. The percentage value was obtained by adding up the scores per variable and dividing it by the maximum value of the variable. The smaller the gap, the better. To measure readiness. The percentage value produced shows the company's readiness in implementing ISO 9001:2015 can be seen in Table 2 below.

The results obtained will be then scored from 1-5 with their respective percentages and a range of company readiness is made in implementing the ISO 9001:2015 Quality Management System. The range is obtained from discussions with experts. The data obtained will be used to conduct a Gap Analysis of any gaps in the implementation of ISO 9001:2015, and continued with corrective actions.

Table 2. Range GAP ANALYSIS

Score	**Description**
75% - 100%	Any organization to complete the ISO Food Safety Management System 9001:2015and carry out certification
50%-74%	Organizations still need to improve their Food Safety Management Systems in preparation for ISO 9001:2015
1%-49%	The organization's Food Safety Management System is in dire need of improvement as it differs significantly from the ISO Quality Management System. 9001:2015

RESULTS AND DISCUSSION

The difference in the gap of 8.1% shows the company's readiness in implementing ISO 9001:2015 with a score of 91.9% which indicates that PT. CAS is ready to implement ISO 9001:2015 and carry out certification.

Based on Table 3, the organization still has to improve the Quality Management System in preparation for ISO 9001:2015.

PT. CAS needs to make improvements according to the checklist that refers to the requirements of ISO 9001:2015 to cover the gap.

The cause of this gap is because PT. CAS has not implemented the PDCA (Plan-Do-Check-Act) cycle completely. The following are 10 clauses that PT. CAS has not fulfilled (Table 3).

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ISSN: 2354-5844 (Print)
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Table 3. Gap Analysis ISO 9001:2015 at PT. CAS

	Condition	Yes	No
4.1.	**Understandorganization and its context**		
	The organization shall determine the external and internal issues that are relevant to its purposes and objectives and that affect its ability to achieve desired results. expected from the quality management system		
4.2.	**Understanding the needs and expectations of interested and interested parties**		
	The organization shall determine:		
	a) interested parties relevant to the system quality management;		
	b) requirements from interested parties relevant to the quality management system.		
4.3.	**Determining the scope of the quality management system**		
	When determining this scope, the organization shall consider an:		
	a) consider the external and internal issues in question in 4.1;		
	) taking into account the requirements as referred to in 4.2; c) products and services of the organization.		
4.4.	**Quality Management System**		
	SystemThe organization shall establish, implement, maintain and continually improve a quality management system, including processes required and their interactions, in accordance with the requirements of this Standard to improve its quality of performance.		
5.1.	**Leadership and commitment**		
	Top management shall demonstrate leadership and commitment with respect to the quality of the management system by ensuring processes are established to:) take responsibility and accountability for the protection of worker's health and safety and for the effectiveness of the quality management system;)ensuring that knowledge of the organizational context and quality risks and opportunities are taken into account when developing the quality management system;) ensure that the quality of the management system for nonconformities and opportunities is identifiedand actions taken in response to improve the quality of performance;		
	) Ensure that the work is related to hazards systematically identified, risk quality evaluated and prioritized, and actions taken to achieve risk reduction to improve performance quality;		
	) ensure that opportunities to improve quality in the workplace are systematically identified and action is taken in response to improve quality performance; ensure that quality policies and related quality objectives are established and compatible with the strategic direction of the organization;) ensure the integration of quality management system processes and requirements into the organization's business processes;) ensure that the resources needed to establish, implement, maintain and improve the quality management system are available; ensure that the organization establishes a process for consultation and active participation of workers and, as applicable, their representatives) in the establishment, implementation, maintenance and continual improvement of quality management, identifying and removing barriers or obstacles to participation; communicating the importance of effective quality management and conformity to the requirements of the quality management system;) ensuring that the quality management system achieves its intended results;		

ISSN: 2354-5844 (Print)
ISSN: 2477-5223 (Electronic)

	directing and supporting people to contribute to the effectiveness of the quality management system for all functions; m) promote continuous improvement;) support other related management roles to demonstrate their leadership as it applies to their area of responsibility;) promote and leading a positive culture related to the quality management system. NOTE reference to business in this standard can be interpreted broadly to mean activities that are core to the purpose of existence. organization.		
5.2.	**Quality Policy**		
	The quality policy must:		
	- Available for information documented;		
	- Communicated to workers within the organization; Available to interested parties		
5.3.	Roles, responsibilities and authorities of the organization Top management must ensure that responsibilities and authority for relevant roles is defined, communicated and understood within the organization.		
6.1.	Actions are directed at opportunities and risks		
	When planning a quality management system, the organization shall consider the issues referred to in clause 4.1 and the requirements referred to in clauses 4.2 and determine risks and opportunities		
6.2	Quality objectives and planning to achieve them	√	
	The organization shall establish quality objectives at relevant functions, levels and processes required for the system. quality management		
6.3	Planning changes	√	
	When the organization determines the need to change the quality management system the changes shall be made in a systematic manner. planned (referring to clause 4.4)		
7.1	**Resource**	√	
	The organization shall determine and provide the resources needed for the establishment, implementation, maintenance and continual improvement of the quality management system in its operations. framework for improving quality		
	performance.		
7.2	**Competence**		√
	The organization must: a) determine the competency required of persons performing work under the worker's control that affects or may affect the quality of his or her performance; b) ensure that these workers are competent on the basis of education, training, qualifications and/or experience; c) where applicable, take action to acquire the necessary competencies, and evaluate the effectiveness of the actions taken; d) keep information documented appropriately as evidence of competence. Actions taken to ensure competence, must take into account: • hazards identified and associated risk quality assessed by the organization; • preventive and control measures resulting from the quality risk assessment process; • assigned roles and responsibilities; • individual abilities, including experience, language and literacy skills; • updating relevant competencies made necessary by context or work changes;		

-----Accredited by Directorate General of Higher Education Indonesia, No. 158/E/KPT/2021, Valid until July 2025----

ISSN: 2354-5844(Print)
ISSN: 2477-5223 (Online)

	evaluationWorker competencies are determined according to the required competencies.		
7.3	**Awareness**	√	
	Persons performing work or work-related activities, regular or temporary, under the direct or indirect control of the organization shall be aware of: a) quality policy;		
	b) their contribution to the effectiveness of the quality management system, including the benefits of improved quality performance; c) implications of not conforming to the requirements of the quality management system, including the consequences, actual or potential, for their work activities; information and lessons learned about relevant incidents.		
7.4	**Information and communication**	√	
	The organization shall determine the internal and external information and communication needs relevant to the system. quality management includes decisions:		
	a) what information for disseminate and on what will communicate;		
	b) when communicating;		
	c) with whom to communicate:		
	1) internal between various levels and functions *organization;*		
	2) with contractors and *other visitors to the workplace;*		
	3) with external parties or other interested parties;		
	d) how to communicate;		
	e) how it will receive, maintain documented information, and respond to communications *which is relevant.*	√	
7.5.1	**Documentation Information (General)**		
	quality management system organizations include:		
	a) description of the main elements of the quality management system, their processes and interactions, and reference information documented related;		
	b) documented information required by this standard;		
	c) documenting information determined by the organization as necessary for the effectiveness of the quality management system.		
	Documentation Information (General)		
	quality management system organizations include:		
	a) description of the main elements of the quality management system, their processes and interactions, and reference information documented related;		
	b) documented information required by this standard;		
	c) documenting information determined by the organization as necessary for the effectiveness of the quality management system.		
	must ensure correct: a) identification and description (e.g. title, date, author, or reference number); b) Format (e.g. language, software version, graphics) and media (e.g. paper, electronic); and approved for suitability and adequacy, to ensure that it is understandable to users.		

ISSN: 2354-5844 (Print)
ISSN: 2477-5223 (Electronic)

7.5.3	**Control the information that documented**		
	information that documented as required by the system quality management and by this standard shall be controlled to ensure:		
	a) it is available and suitable for used, where and when needed;		
	b) it is protected adequate (e.g. from loss of confidentiality, improper use, or loss of integrity). For documented information control, The organization shall address the following activities, as applicable:		
	• distribution, access, retrieval and use;		
	• storage and preservation, including preservation legibility;		
	• change control (e.g.version control); retention and disposition;		
	• access for workers (their representatives) to documented information relevant to quality		
	documented information required by the quality management system and by this standard shall be controlled to ensure:		
8.1	**Operational planning and control**		
	plan, implement and control the processes necessary to fulfill quality management system requirements, and to implement the ctions specified in 6.1 clause 6, by:		
	a) processes related to identified hazards where implementation determines control is required to prevent or reduce the risk quality;		
	b) establish criteria for the process;		
	c) implementing process control according to the criteria;		
	d) establish processes to verify the effective implementation of controls; e) maintain documented information about controls to the extent necessary to have confidence that the process has been carried out as planned; f) covers situations where there is no documented information can cause deviations from the quality of policies and quality objectives.		
8.2.1	**Product and Service Requirements**		
	Communication with customers should include: a) Provision of information relating to products and services b) Handling of questions, contracts or requests, including changes c) Obtain customer feedback regarding products and services, including customer complaints. Handling or control customer ownership e) Determination condition specific for the emergency measures, where relevant		
8.3	**Product Design and Development and Services**		
	The organization shall establish, implement and maintain appropriate design and development processes to ensure the provision of products or services.		
8.4	**Process control, products and services provided externally**		
	The organization shall ensure that the processes, products and services provided are external according to requirements		
8.5.1	**Control provisionproduction and services**		
	The organization shall implement production provision and services under controlled conditions		
8.5.2	**Identificationand able to trace**		
	The organization shall use appropriate means to identify process output, when necessary to ensure conformance products and services		

ISSN: 2354-5844(Print)
ISSN: 2477-5223 (Online)

8.5.3	**Propertiesowned by the customer or external provider**		
	The organization shall maintain proper care of the property of customers or external providers while under the organization's control or used by organization		
	production and services, to the extent necessary to ensure conformityagainst the requirements		
8.5.5	**Activitypost handover**		
	The organization shall comply with the requirements for post-handover activities.		
8.5.6	**Change control**		
	The organization shall review and control changes to the provision of production or services to the extent necessary. to ensure continued compliance with the terms and conditions		
8.6	**Release of products and services**		
	The organization shall implement planned arrangements at appropriate stages to verify that requirements are met. products and services have been fulfilled		
8.7	**Control of nonconformities output**		
	The organization shall ensure that output that does not conform to requirements is identified and controlled to prevent its use and unintended submission		
9.1.1	**Monitoring, measurementand evaluation**		
	The organization shall evaluate the performance and effectiveness of the quality management system.		
9.1.2	**Customer satisfaction**		
	The organization must monitor customer perceptions at the level where expectations have been fulfilled.		
9.1.3	**Evaluation and analysis**		
	The organization shall evaluate and analyze appropriate data and information.		
9.2	**The purpose of internal audit**		
	The organization shall conduct internal audits at planned intervals to provide information on whether the quality management system: a) in accordance with the: 1) the organization's own requirements for its quality management system, including its quality policy and quality objectives; 2) conditionThis International Standard; b) effectively implemented and maintained.		
9.3	**Management Review**		
	Top management shall review the organization's quality management system at planned intervals to ensure its suitability, adequacy and effectiveness.		
10.1	**Improvement**		
	The organization shall continually improve the suitability, adequacy and effectiveness of the quality management system to: a) improve products and services b) repair,prevent or reduce unwanted effects improve the performance and effectiveness of quality management.		
10.2	**Mismatchand Corrective Action**		
	Corrective action must be appropriate to the effects of the nonconformity. found		

ISSN: 2354-5844 (Print)
ISSN: 2477-5223 (Electronic)

	sustainable		
	The organization shall improve the suitability, adequacy and effectiveness of the quality management system. on an ongoing basis		

Based on Table 3, the organization still has to improve the Quality Management System in preparation for ISO 9001:2015. PT. CAS needs to make improvements according to the checklist that refers to the requirements of ISO 9001:2015 to cover the gap.

The cause of this gap is because PT. CAS has not implemented the PDCA (Plan-Do-Check-Act) cycle completely. The following are three (out of 10) clauses that PT. CAS has not fulfilled (Table 4).

Table 4. Findings of ISO 9001:2015 audit results at PT. CAS

No.	Clause Process	Finding
7.2	HRD	It is necessary to prepare a training program from an analysis of training needs according to the competency of each employee and assess its effectiveness every 3 months. after training
8.4	Purchasing	Purchasing It is necessary to review the supplier selection for the addition of TOP (Term of Payment) and the provision of rating weights for each parameter (price, quality, delivery is TOP)
9.3	MR	In management review meetings, it is necessary to make an invitation letter accompanied by a discussion agenda and after completion, minutes are made and follow-up input from top management is monitored.

CONCLUSIONS

Based on the research that has been conducted, the conclusions that can be obtained are as follows:

a. The management of PT. CAS is committed to implementing ISO 9001:2015. ISO 9001:2015 certification is needed as proof that the company implements it consistently.
b. PT. CAS management needs to prepare a plan (action plan) and provide resources for the implementation.
c. The gap analysis result of 24.13% shows that PT. Citra Abdi Sejahtera still has to improve its Quality Management System in preparation for ISO 9001:2015.
d. Improvements need to be made to the 10 clauses that have not been fulfilled by referring to the recommendations that have been given.

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ISSN: 2354-5844(Print)
ISSN: 2477-5223 (Online)

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Available on line at:
https://ppjp.ulm.ac.id/journal/index.php/jwem

ISSN: 2354-5844 (Print)
ISSN: 2477-5223 (Electronic)

Journal of Wetlands Environmental Management
Vol 12, No 2 (2024) 91 – 101
http://dx.doi.org/10.20527/jwem.v12. i2.21360

-----Accredited by Directorate General of Higher Education Indonesia, No. 158/E/KPT/2021, Valid until July 2025----