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RESEARCH ARTICLE

## COMPLIANCE MANAGEMENT OF MANUFACTURING COMPANY USING ISO 9001:2015 QUALITY MANAGEMENT MODEL IN SAN PABLO CITY, LAGUNA

Monaliza H. Yema

*Pamantasan ng Lungsod ng San Pablo*  
\*Corresponding Author Email: [mhyema25@gmail.com](mailto:mhyema25@gmail.com)

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ABSTRACT

This study sought to assess the extent of compliance management of the manufacturing company using ISO 9001:2015 model in San Pablo City, Laguna, through descriptive analysis. This study was carried out using a quantitative approach. The respondents involved in this study were selected employees of the manufacturing company; 67.4% of the respondents were female, and 32.6% were male, for a total population of 46. The respondents were given a modified survey questionnaire based on the ISO 9001:2015 checklist requirements. Purposive sampling technique was applied to select respondents. The respondents were purposively selected based on their knowledge and understanding of ISO 9001:2015. The findings of the study revealed that the manufacturing company demonstrates a high level of compliance with ISO 9001:2015 standards. Based on the findings, it was observed that the manufacturing company successfully implemented and maintained a QMS that conforms to international standards. The successful implementation of ISO 9001:2015 suggests the company's commitment to quality, continuous improvement, and customer satisfaction. Through compliance with ISO 9001:2015, the manufacturing company can improve its overall performance and gain a competitive advantage. The findings may not be to all manufacturing companies, as they differ in the industry, company size, and geographic location may affect the implementation and outcomes of ISO 9001:2015 compliance management.

KEYWORDS

quantitative approach, population, QMS, geographic

1. INTRODUCTION

Compliance management is a vital component of ISO 9001:2015. Companies that adopt the standard must ensure their QMS meets the standard's requirements and all relevant legal and regulatory obligations. As points out that adherence to standards and rules is important (Becker, 2016). It encompasses the willingness and ability of individuals or organizations to follow established norms and guidelines. ISO 9001:2015 is the most widely implemented QMS (Manders et al., 2015). It can be viewed as the international standard that defines the norms for QMS (ISO 9001:2015). These standards offers organization directions for QMS of products and services (Wilson and Campbell, 2016).

A study states that the ISO 9001:2015 QMS uses risk management. This quality management system (QMS) follows the "PDCA" (Plan-Do-Check-Act) cycle, according to (Antaresti, 2017; Neyestani and Juanzon, 2017). This cycle involves QMS planning, implementation, monitoring, and improvement. It helps firms improve performance by improving product development, production, and service quality. The ISO 9001:2015 QMS helps firms integrate and maintain an effective QMS and create, produce, and supply high-quality products and services (Ahmudi et al., 2018). A quality management system (QMS) can boost efficacy, market exposure, and quality, making it a strategic decision for an organisation (Ayodele et al., 2020). A group researcher found that ISO 9001:2015 certification improves a company's finance, productivity, and customer value (Lushi et al., 2016).

Globalization has forced many organizations to improve resource management and service quality to gain customers' trust (Ahmudi et al., 2018). To stay competitive, firms must improve their QMS (Bounabri et al., 2018). Implementing QMS has helped achieve quality goals (Karimi and

Pimplikar, 2020). A group researcher say QMS deployment improves internal and external customer satisfaction and quality standards (Priyono et al., 2019). Hence, one of the leading manufacturers of veterinary supplements and feed ingredients in San Pablo City, Laguna, has implemented the ISO 9001:2015 QMS. Despite being a leading manufacturing company, the company still relies on manual processes in its daily operations, which leads to human error that results in customer complaints and dissatisfaction (Priyono et al., 2019).

Consequently, company implemented an international standard-compliant QMS to regain the trust and confidence of its customers. However, limited resources, organizational resistance, complexity in aligning organizational processes with ISO 9001 requirements, and evolving regulatory landscapes can hinder manufacturing companies' ability to implement and comply with the ISO 9001:2015 QMS. To ensure quality, the organization must assess its ISO 9001:2015 QMS compliance.

Understanding the intricacies of compliance management of the manufacturing company in San Pablo City, Laguna, within the framework of the ISO 9001:2015 standard is not just an academic exercise. It holds significant implications for manufacturing companies, offering them crucial insights to improve their compliance management. This study serves as a bridge between concepts and real-world applications, providing a comprehensive understanding of how ISO 9001:2015 is effectively utilized in San Pablo City's unique manufacturing landscape.

2. REVIEW OF RELATED LITERATURE AND STUDIES

Compliance management encompasses all activities in an organization that aim to ensure that its governing bodies and employees comply with laws and regulations (Nelson et al., 2021). It is a vital component of ISO

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9001:2015. Companies that adopt the standard must ensure their QMS meets the standard's requirements and all relevant legal and regulatory obligations. As Becker, 2016 points out, adherence to standards and rules is important. It encompasses the willingness and ability of individuals or organizations to follow established norms and guidelines.

QMS refer to several corporate procedures designed to increase customer satisfaction and fulfill their needs. They are a system of setting policies and targets, achieving goals directly and controlling them in an organization that affects quality. The most widely implemented QMS is ISO 9001:2015, issued by the International Organization for Standardizations (Manders, 2015).

Furthermore, ISO 9001:2015 is a set of rules and clauses that help enterprises manage quality processes consistently (Magana et al., 2020). Clauses 1-3 (scope, normative references, word definitions) In Clause 4, the organizational environment defines how company culture, objectives, goals, product complexity, process flow, and information affect the QMS. Clause 5: Leadership. Organizational leaders must implement and manage the QMS. Quality goals and standards, Clause 6 is planning risks and possibilities, and Clause 7 is support; no business can succeed without it. Clause 8 covers operation and control, whereas Clause 9 evaluates performance to see if they're meeting goals. Finally, Clause 10: Improvement. This entails applying any changes.

The study was anchored on the Deming Cycle model, also known as the PDCA Cycle. It is one of the most popular Lean frameworks for continuous improvement and is still being used today. Deming argued management was accountable for 94% of quality problems, and quality had to be embedded into the product to attain highest proficiency (Deming, 1986).

The Deming Cycle is a framework for continuous learning and development, consisting of four steps: plan, do, check (study), and act. Plan, Do, and Statistics Guru See was conceived in the 1920s by Walter A. Shewhart. The cycle begins with Planning, which sets goals and objectives, followed by Do, which implements the plan, Study, which monitors results and evaluates the plan's validity by looking for signs of success and progress, and Act, which completes the cycle and integrates the knowledge gained from the whole process. Deming added a third stage to Shewhart's cycle, prioritizing Study (S) over Check (C). The check phase stresses plan success or failure and any necessary revisions if a plan fails. PDCA is based on Francis Bacon's Scientific Method (Hypothesis-Experiment-Evaluation-Do-Check) (The Deming Institute, 2023). Many industrial companies use the PDCA cycle to handle quality issues in many industries and activities. Anupama improved energy management programs in Indian SMEs by introducing a new system and using the PDCA cycle (Anupama, 2017). Anoye and Ouattara also considered using the PDCA cycle to improve soap makers' facilities and production capacity (Anoye and Ouattara, 2015). These examples demonstrate how the PDCA cycle can be used to identify wasteful processes and offer improvements. The cycle requires a deliberate approach to ISO 9001:2015 QMS execution.

Furthermore, this cycle helps an organization ensure that opportunities for improvement are recognized and pursued and that the resources and management of its processes are sufficient. The PDCA cycle may be used to manage and enhance performance, and the process approach in ISO 9001:2015 can be used to create and oversee the processes of a QMS. In

addition, the ISO 9001:2015 QMS significantly improves the outcome if the

standard is implemented consistently. By employing the PDCA cycle, an organization guarantees that operations are provided with adequate resources and management and that possible areas for improvement are identified and addressed (Hari et al., 2022).

### 3. RESEARCH METHODOLOGY

The methodology used in this study was descriptive analysis, which is carried out using a quantitative approach. This research is designed to measure the extent of compliance management in a manufacturing company using the ISO 9001:2015 quality management model and determine if the organization complies with international standards. The study's respondents were two (2) top managers, eight (8) department heads, seven (7) supervisors, and twenty-nine (29) selected manufacturing company employees. They were purposively selected as the study's respondents based on their knowledge, understanding and involvement of the manufacturing company's ISO 9001:2015 QMS and

their ability to determine the extent of Compliance Management of the company to the international standards.

The respondents varied in age, sex, position, education, marital status, and service tenure. Most respondents, 58.7% (27), aged 26–35. Other age groups got fewer percentages, showing millennials and Gen Y dominated. In terms of gender, 67.4% (31 respondents) were female, 32.6% (15) male. 65.2% (30 respondents) were support personnel, 17.4% (8 respondents) department heads, 13% (6 respondents) supervisors, and 4.3% (2 respondents) senior managers. A bachelor's degree was possessed by 78.3% of respondents (36), suggesting excellent ISO 9001 knowledge. The survey found that 60.9% (28 respondents) were single and 39.1% (18 respondents) were married. For service duration, 41.3% (19 respondents) had worked for the company for less than five years and 41.3% (19 respondents) for five to ten years. Fewer respondents had worked for the company longer.

The research instrument used in this study was a modified survey. It had two main parts. The first section included respondents' age, sex, position, education, marital status, and manufacturing business tenure. The second portion examined ISO 9001:2015 model clause variables related to compliance management. Survey participants rated five indicators in each dimension using a 5-point Likert scale that varied from "strongly disagree" to "strongly agree," allowing participants to express their opinions on the topic. This allowed the researcher to draw conclusions from answer comparisons.

The study has three major phases. The first phase involved seeking permission from the manufacturing company to conduct the study. A letter of request and approval was requested. The researcher then manually distributed and collected participant questionnaires. For accurate study data, respondents were given adequate time to complete survey questionnaires. The second phase was survey questionnaire data collection. The researcher stressed the study's importance and long-term effects. Respondent names were kept confidential. Data will be evaluated and interpreted. Data was analyzed using descriptive statistics. Examples include frequency counts, percentages, mean, and inferential statistics like ANOVA. Frequency count and percentage were used to characterize respondents' age, sex, education, employment status, and manufacturing business years of service.

### 4. RESULTS AND DISCUSSION

**Table 1:** Compliance Management of Manufacturing Company Using ISO 9001:2015 Model in Terms of Context of the Organization

Compliance Management of Manufacturing Company Using 9001:2015 Model in terms of:	Std. Deviation	Composite Mean	Verbal Interpretation
Context of Organization	.470	4.53	Strongly Agree

Table 1 shows that respondents strongly agreed with the composite mean of 4.53 with a standard deviation of .470 for clause 4: Context of the organization's manufacturing firm compliance management. Subclause 4.3.3 had the highest mean score (Mean = 4.61, SD = 0.493), indicating that respondents agreed that the organization's written QMS documentation were available and maintained. This suggests that the organization's dedication to quality management is visible in respondents' high agreement on document availability and maintenance. This shows that the manufacturing company follows regulatory criteria by documenting

processes and giving staff clear instructions. Documented processes are standard for review and improvement.

However, subclause 4.3.6 had the lowest mean score (Mean = 4.37, SD = 0.903), indicating that while respondents still strongly agreed, the firm may need to improve ISO 9001:2015 compliance. This can be concluded that high organizational compliance is essential for QMS effectiveness and affects organizational performance. This agrees with who found that organizational context strongly impacts corporate performance (Ong et

al., 2020; Purwanto et al., 2020; Asbari et al., 2020).

**Table 2: Compliance Management of Manufacturing Company Using ISO 9001:2015 Model in Terms of clause 5: Leadership**

Compliance Management of Manufacturing Company Using 9001:2015 Model in terms of:	Std. Deviation	Composite Mean	Verbal Interpretation
Leadership	.529	4.55	Strongly Agree

Table 2 shows that respondents strongly agreed on the extent of compliance management in Clause 5: Leadership, as given by the composite mean of 4.55 with a standard deviation of .529. The above table shows that the highest mean rating was on subclause 5.1: Leadership and commitment under subclause 5.1.1 (Mean = 4.59, SD=.580), showing that respondents strongly agreed that top management demonstrated Leadership and responsibility concerning the QMS.

Similarly, subclause 5.1.2 (Mean = 4.52, SD = .586) and 5.3.1 (Mean = 4.52, SD = .722) have the lowest mean ratings, indicating that Top management demonstrated leadership and commitment to customer focus by ensuring that roles and obligations for relevant activities were assigned, communicated, and understood throughout the organization.

**Table 3: Compliance Management of Manufacturing Company Using ISO 9001:2015 Model in Terms of clause 6: Planning**

Compliance Management of Manufacturing Company Using 9001:2015 Model in terms of:	Std. Deviation	Composite Mean	Verbal Interpretation
Planning	.506	4.38	Strongly Agree

Table 3 shows that respondents highly agreed with a composite mean of 4.38 and standard deviation of .506 on clause 6: Planning compliance management. The respondents gave subclause 6.2.3 the highest mean rating (Mean = 4.46, SD =.504), indicating that the organization documented quality objectives. The lowest mean rating was at subclauses 6.1.1 (Mean = 4.28, SD =.720) and 6.3.1 (Mean = 4.28, SD =.621), indicating that the company considered subclause 4.1's issues and subclause 4.2's requirements and identified resolved risks and opportunities. Similarly,

the company discovered and implemented QMS enhancements.

The results show that the manufacturing organization meets QMS Planning requirements by setting quality objectives at key functions, levels, and processes. Quality objectives are quantifiable, aligned with the quality policy, and relevant to product and service compliance. The manufacturing company recorded its quality objectives, set specific goals, developed action plans, and assigned resources to attain them.

**Table 4: Compliance Management of Manufacturing Company Using ISO 9001:2015 Model in Terms of Support**

Compliance Management of Manufacturing Company Using 9001:2015 Model in terms of:	Std. Deviation	Composite Mean	Verbal Interpretation
Support (Clause 7.1 -7.1.6)		4.37	Strongly Agree
Support (Clause 7.2 - 7.5)	.461	4.30	Strongly Agree

Tables 4 reveals that most respondents strongly agreed, and some agreed on the extent of compliance management in clause 7: Support, with a composite mean of 4.30 and a standard deviation of .461. The majority of respondents strongly agreed that the organization made sure that, at scheduled times or before use, measuring equipment is verified or calibrated, or both, against measurement standards traceable to national or international measurement standards; or, if these standards are not attainable, that the organization requires measurement traceability to ensure measurement results' reliability. The lowest mean was on subclause 7.2: Competence (Mean = 4.17, SD =.677), indicating that respondents agreed that the company determined what level of competence was required of an employee or employee under its control

and how that competence affected the QMS' performance. The organization identified suitable internal and external QMS communications, including when to communicate, according to 7.4 respondents. Mean = 4.17, SD =.608, How to communicate? and Who communicates? (Mean = 4.17, SD =.643).

This high level of compliance in terms of Support is crucial for a successful QMS effectiveness and has a significant effect in an organizational performance. In the study conducted by it was found that Support of ISO 9001 :2015 has a positive and significant impact on Company Performance (Purwanto et al., 2020; Asbari et al., 2020; Priyono et al., 2018).

**Table 5: Compliance Management of Manufacturing Company Using ISO 9001:2015 Model in Terms of Operation**

Compliance Management of Manufacturing Company Using 9001:2015 Model in terms of:	Std. Deviation	Composite Mean	Verbal Interpretation
Operation (Clause 8.1 - 8.2.3.5)		4.30	Strongly Agree
Operation (Clause 8.2.4 - 8.4.1.3)		4.10	Strongly Agree
Operation (Clause 8.4.1.4 - 8.5.2.2)		4.26	Strongly Agree
Operation (Clause 8.5.2.3 - 8.7.4)		4.26	Strongly Agree
Operation (Clause 8.7.5)	.386	4.23	Strongly Agree

Tables 5 shows that most respondents strongly agreed, and some agreed on the extent of the compliance management in clause 8: Operation, with a composite mean of 4.23 and a standard deviation of .386. In subclause 8.2: Requirements for products and services, subclauses 8.2.1 Customer communication (Mean = 4.39, SD=.537) and 8.2.3 Review of requirements (Mean = 4.39, SD=.493) had the highest mean ratings. According to a majority of respondents, the company kept customers informed by answering questions, handling contracts or orders, handling changes, and

meeting the requirements to offer goods and services. Subclause 8.3 Design and development of product and service in 8.3.3 Design and

development inputs had the lowest mean score (Mean = 4.00, SD =.632), indicating that respondents agreed that the organization verified that inputs were adequate for design and development objectives, complete and concise, and addressed conflicting inputs.

This can be concluded that a high level of compliance in terms of Operation is crucial for successful QMS effectiveness and has a significant effect on

organizational performance. This is supported by the study conducted by which suggests that Operation of ISO 9001 :2015 has a positive and

significant effect on Company Performance (Ong et al., 2020; Purwanto et al., 2020; Asbari et al., 2020).

**Table 6: Compliance Management of Manufacturing Company Using ISO 9001:2015 Model in Terms of Performance Evaluation**

Compliance Management of Manufacturing Company Using 9001:2015 Model in terms of:	Composite Mean	Verbal Interpretation
Performance Evaluation (clause 9.1)	4.25	Strongly Agree
Performance Evaluation (clause 9.1.1-9.2.2)	4.26	Strongly Agree
Performance Evaluation (clause 9.3)	4.28	Strongly Agree

Table 6 shows that respondents strongly agreed on Clause 9: Performance Evaluation compliance management in the Check step with a composite mean of 4.28 and a standard deviation of .413. The highest mean rating was in subclause 9.3: Management review, under Management reviews (Mean=4.37, SD=.488), indicating that respondents strongly agreed that the organization developed and implemented, monitoring and testing results. The lowest mean rating was found on subclause 9.1 under 9.1.3 Analysis and evaluation (Mean = 4.17, SD =.486), indicating that respondents agreed the organization used the analysis results to evaluate its risk and opportunity management initiatives.

This demonstrates that ISO 9001:2015 Performance Evaluation is essential for QMS effectiveness and organizational performance. A group researcher found that performance evaluation improves company performance (Ong et al., 2020; Purwanto et al., 2020; Asbari et al., 2020).

**Table 7: Compliance Management of Manufacturing Company Using ISO 9001:2015 Model in Terms of Clause 10: Improvement**

Compliance Management of Manufacturing Company Using 9001:2015 Model in terms of:	Std. Deviation	Composite Mean	Verbal Interpretation
Improvement	.490	4.33	Strongly Agree

Table 7 reveals that regarding the ACT step, the final step in the PDCA cycle, the respondents strongly agreed on the extent of compliance management in Clause 10: Improvement, with a composite mean of 4.33 and a standard deviation of .490. The highest mean rating was in subclauses 10.2 (nonconformity and corrective action) and 10.3 (continuous improvement), where respondents strongly agreed that the organization addresses nonconformities, implements necessary actions, and continuously improves QMS efficiency, adequateness, and relevance (Mean = 4.39, SD =.537). Respondents strongly agreed that the

organization identified and chose opportunities for improvement and made the necessary adjustments to meet customer demands and increase customer satisfaction (Mean = 4.24, SD =.603) and changed the QMS (Mean = 4.24, SD =.736), which had the lowest mean rating.

**Table 8: Summary of Compliance Management of Manufacturing Company Using ISO 9001:2015 Model in Clause 4-10**

ISO 9001:2015 QMS Clauses 4-10	Mean	SD	Interpretation
Context of the Organization	4.53	.470	Strongly Agree
Leadership	4.55	.529	Strongly Agree
Planning	4.38	.506	Strongly Agree
Support	4.30	.461	Strongly Agree
Operation	4.23	.386	Strongly Agree
Performance Evaluation	4.28	.413	Strongly Agree
Improvement	4.33	.490	Strongly Agree
<b>Overall Mean</b>	<b>4.37</b>	<b>0.465</b>	<b>Strongly Agree</b>

Table 8 shows that Leadership (Mean = 4.55, SD =.529) received the highest rating in ISO 9001:2015 clauses, followed by Organizational Context (Mean = 4.53, SD =.470), Planning (Mean = 4.38, SD =.506), Improvement (Mean = 4.33, SD =.490), Support (Mean = 4.30, SD =.461), Performance Evaluation (Mean = 4.28, SD =.413), and Operation (Mean = 4.23, SD =.386). In ISO 9001's compliance management clause, respondents agreed strongly (mean 4.37, standard deviation 0.465), indicating a strong adherence to quality standards by the manufacturing company. ISO 9001:2015 QMS compliance boosts organizational performance. A group researcher found that ISO 9001:2015 QMS improves company performance (Ong et al., 2020; Purwanto et al., 2020; Asbari et al., 2020; Fahmi et al., 2021).

**Table 9: Significant Difference in the Extent of Compliance Management of Manufacturing Company Using ISO 9001:2015 when Respondents are Grouped According to Age**

				ANOVA			Decision on Ho	Interpretation
		Sum of Squares	df	Mean Square	F	Sig.		
Context of the Organization	Between Groups	.504	4	.126	.548	.701	Accepted	Not Significant
	Within Groups	9.428	41	.230				
	Total	9.933	45					
Leadership	Between Groups	.552	4	.138	.469	.758	Accepted	Not Significant
	Within Groups	12.052	41	.294				
	Total	12.604	45					
Planning	Between Groups	.913	4	.228	.881	.483	Accepted	Not Significant
	Within Groups	10.618	41	.259				
	Total	11.531	45					
Support	Between Groups	1.015	4	.254	1.218	.318	Accepted	Not Significant
	Groups							

**Table 9 (cont): Significant Difference in the Extent of Compliance Management of Manufacturing Company Using ISO 9001:2015 when Respondents are Grouped According to Age**

	Within Groups	8.548	41	.208				
	Total	9.563	45					
Operations	Between Groups	.886	4	.222	1.559	.203	Accepted	Not Significant
	Within Groups	5.827	41	.142				
	Total	6.714	45					
Performance Evaluation	Between Groups	.928	4	.232	1.414	.246	Accepted	Not Significant
	Within Groups	6.729	41	.164				
	Total	7.657	45					
Improvement	Between Groups	1.280	4	.320	1.376	.259	Accepted	Not Significant
	Within Groups	9.533	41	.233				
	Total	10.813	45					

\*At 0.05 Level of Significance

In terms of Context of the organization (F=.548, p=.701), Leadership (F=.469, p=.758), Planning (F=.881, p=.483), Support (F=1.218, p=.318), Operations (F=1.559, p=.203), Performance Evaluation (F=1.414, p=.246) and improvement (F=1.376, p=.259) in the compliance management of the

manufacturing company using the ISO 9001:2015 model when respondents are grouped according to age, as provided by the p-values which are statistically more significant than the alpha of .05, thus failing to reject the null hypothesis.

**Table 10: Significant Difference in the Extent of Compliance Management of Manufacturing Company Using ISO 9001:2015 when Respondents are Grouped According to Sex**

ANOVA								
		Sum of Squares	df	Mean Square	F	Sig.	Decision on Ho	Interpretation
Context of the Organization	Between Groups	.024	1	.024	.106	.746	Accepted	Not Significant
	Within Groups	9.909	44	.225				
	Total	9.933	45					
Leadership	Between Groups	.001	1	.001	.002	.966	Accepted	Not Significant
	Within Groups	12.603	44	.286				
	Total	12.604	45					
Planning	Between Groups	.223	1	.223	.866	.357	Accepted	Not Significant
	Within Groups	11.309	44	.257				
	Total	11.531	45					
Support	Between Groups	.080	1	.080	.373	.545	Accepted	Not Significant
	Within Groups	9.483	44	.216				
	Total	9.563	45					
Operations	Between Groups	.053	1	.053	.348	.558	Accepted	Not Significant
	Within Groups	6.661	44	.151				
	Total	6.714	45					
Performance Evaluation	Between Groups	.002	1	.002	.010	.920	Accepted	Not Significant
	Within Groups	7.655	44	.174				
	Total	7.657	45					
Improvement	Between Groups	.015	1	.015	.063	.803	Accepted	Not Significant
	Within Groups	10.797	44	.245				
	Total	10.813	45					

\*At 0.05 Level of Significance

As can be seen in Table 10, a significant difference is not evident in the compliance management in terms of Context of the organization (F=.106, p=.746), Leadership (F=.002, p=.966), Planning (F=.866, p=.357), Support

(F=.373, p=.545), Operations (F=.348, p=.558), Performance Evaluation (F=.010, p=.920) and improvement (F=.063, p=.803) of the manufacturing

company using the ISO 9001:2015 model when respondents are grouped according to their sex, as provided by the p-values which are statistically

more significant than the alpha of .05, thus failing to reject the null hypothesis.

**Table 11:** Significant Difference in the Extent of Compliance Management of Manufacturing Company Using ISO 9001:2015 when Respondents are Grouped According to Position

ANOVA								
		Sum of Squares	df	Mean Square	F	Sig.	Decision on Ho	Interpretation
					Context of the Organization	Between Groups		
	Within Groups	9.203	42	.219				
	Total	9.933	45					
Leadership	Between Groups	1.362	3	.454	1.696	.182	Accepted	Not Significant
	Within Groups	11.242	42	.268				
	Total	12.604	45					
Planning	Between Groups	1.395	3	.465	1.927	.140	Accepted	Not Significant
	Within Groups	10.136	42	.241				
	Total	11.531	45					
Support	Between Groups	2.244	3	.748	4.291	.010	Accepted	Not Significant
	Within Groups	7.320	42	.174				
	Total	9.563	45					
Operations	Between Groups	2.088	3	.696	6.320	.001	Rejected	Significant
	Within Groups	4.626	42	.110				
	Total	6.714	45					
Performance Evaluation	Between Groups	1.510	3	.503	3.440	.025	Accepted	Not Significant
	Within Groups	6.147	42	.146				
	Total	7.657	45					
Improvement	Between Groups	1.625	3	.542	2.476	.075	Accepted	Not Significant
	Within Groups	9.188	42	.219				
	Total	10.813	45					

\*At 0.05 Level of Significance

As shown in Table 11, there is no significant difference in respondents' responses to the Context of the organization (F=1.109, p=.356), Leadership (F=1.696, p=.182), Planning (F=1.927, p=.140), Support (F=4.291, p=.010), Performance Evaluation (F=3.440, p=.025), and Improvement (F=2.476, p=.075) in the manufacturing company's compliance management using the ISO 9001:2015 model.

However, there is enough evidence to prove that there is a significant

difference in the respondents' responses in terms of operations (F=6.320, p=.001), as provided by the p-values, which are statistically less than the .05 alpha, thus accepting the null hypothesis. This suggests that position significantly affects compliance management operation and that procedures may vary by position. Similarly, some researchers found that position strongly moderates monetary incentives and employee work performance (Met and Ali, 2014).

**Table 12:** Significant Difference in the Extent of Compliance Management of Manufacturing Company Using ISO 9001:2015 when Respondents are Grouped According to Education Qualification

ANOVA								
		Sum of Squares	df	Mean Square	F	Sig.	Decision on Ho	Interpretation
					Context of the Organization	Between Groups		
	Within Groups	8.807	41	.215				
	Total	9.933	45					
Leadership	Between Groups	.606	4	.151	.517	.723	Accepted	Not Significant
	Within Groups	11.998	41	.293				
	Total	12.604	45					
Planning	Between Groups	1.319	4	.330	1.323	.277	Accepted	Not Significant
	Within Groups	10.213	41	.249				
	Total	11.531	45					
Support	Between Groups	.645	4	.161	.741	.570	Accepted	Not Significant
	Within Groups	8.919	41	.218				
	Total	9.563	45					
Operations	Between Groups	.746	4	.187	1.282	.293	Accepted	Not Significant

**Table 12 (cont):** Significant Difference in the Extent of Compliance Management of Manufacturing Company Using ISO 9001:2015 when Respondents are Grouped According to Education Qualification

	Within Groups	5.967	41	.146				
	Total	6.714	45					
Performance Evaluation	Between Groups	.971	4	.243	1.489	.223	Accepted	Not Significant
	Within Groups	6.686	41	.163				
	Total	7.657	45					
Improvement	Between Groups	.903	4	.226	.934	.454	Accepted	Not Significant
	Within Groups	9.910	41	.242				
	Total	10.813	45					

\*At 0.05 Level of Significance

Table 12 reveals that there is not enough evidence to prove that there is a significant difference in the responses of the respondents in terms of the Context of the organization (F=1.310, p=.282), Leadership (F=.517, p=.723), Planning (F=1.323, p=.277), Support (F=.741, p=.570), Operations (F=1.282, p=.293), Performance Evaluation (F=1.489, p=.223)

and Improvement (F=.934, p=.454) in the compliance management of the manufacturing company using the ISO 9001:2015 model when respondents are grouped according to education qualification, as provided by the p-values which are statistically more significant than the alpha of .05, thus failing to reject the null hypothesis.

**Table 13:** Significant Difference in the Extent of Compliance Management of Manufacturing Company Using ISO 9001:2015 when Respondents are Grouped According to Marital Status

ANOVA								
		Sum of Squares	df	Mean Square	F	Sig.	Decision on Ho	Interpretation
Context of the Organization	Between Groups	.001	1	.001	.003	.956	Accepted	Not Significant
	Within Groups	9.932	44	.226				
	Total	9.933	45					
Leadership	Between Groups	.052	1	.052	.182	.672	Accepted	Not Significant
	Within Groups	12.552	44	.285				
	Total	12.604	45					
Planning	Between Groups	.001	1	.001	.005	.942	Accepted	Not Significant
	Within Groups	11.530	44	.262				
	Total	11.531	45					
Support	Between Groups	.004	1	.004	.018	.894	Accepted	Not Significant
	Within Groups	9.559	44	.217				
	Total	9.563	45					
Operations	Between Groups	.005	1	.005	.030	.863	Accepted	Not Significant
	Within Groups	6.709	44	.152				
	Total	6.714	45					
Performance Evaluation	Between Groups	.035	1	.035	.204	.654	Accepted	Not Significant
	Within Groups	7.622	44	.173				
	Total	7.657	45					
Improvement	Between Groups	.005	1	.005	.019	.891	Accepted	Not Significant
	Within Groups	10.808	44	.246				
	Total	10.813	45					

\*At 0.05 Level of Significance

As can be seen in Table 13, there is not enough evidence to prove that there is a significant difference in the responses of the respondents in terms of the Context of the organization (F=.003, p=.956), Leadership (F=.182, p=.672), Planning (F=.005, p=.942), Support (F=.018, p=.894), Operations (F=.030, p=.863), Performance Evaluation (F=.204, p=.654) and

improvement (F=.019, p=.891) in the compliance management of the manufacturing company using the ISO 9001:2015 model when respondents are grouped according to their marital status, as provided by the p-values which are statistically more significant than the alpha of .05, thus failing to reject the null hypothesis.

**Table 14:** Significant Difference in the Extent of Compliance Management of Manufacturing Company Using ISO 9001:2015 when Respondents are Grouped according to Duration of Service

		Sum of Squares	df	Mean Square	F	Sig.	Decision on Ho	Interpretation
Context of the Organization	Between Groups	.553	4	.138	.604	.662	Accepted	Not Significant
	Within Groups	9.380	41	.229				
	Total	9.933	45					
Leadership	Between Groups	1.122	4	.280	1.002	.418	Accepted	Not Significant
	Within Groups	11.482	41	.280				

**Table 14 (cont):** Significant Difference in the Extent of Compliance Management of Manufacturing Company Using ISO 9001:2015 when Respondents are Grouped according to Duration of Service

	Total	12.604	45					
Planning	Between Groups	.508	4	.127	.473	.755	Accepted	Not Significant
	Within Groups	11.023	41	.269				
	Total	11.531	45					
Support	Between Groups	.629	4	.157	.721	.583	Accepted	Not Significant
	Within Groups	8.935	41	.218				
	Total	9.563	45					
Operations	Between Groups	.844	4	.211	1.474	.228	Accepted	Not Significant
	Within Groups	5.870	41	.143				
	Total	6.714	45					
Performance Evaluation	Between Groups	.666	4	.166	.976	.431	Accepted	Not Significant
	Within Groups	6.991	41	.171				
	Total	7.657	45					
Improvement	Between Groups	.432	4	.108	.426	.789	Accepted	Not Significant
	Within Groups	10.381	41	.253				
	Total	10.813	45					

\*At 0.05 Level of Significance

As can be seen on Table 14, significant difference is not evident in the compliance management in terms of Context of the organization ( $F=.604$ ,  $p=.662$ ), Leadership ( $F=1.002$ ,  $p=.418$ ), Planning ( $F=.473$ ,  $p=.755$ ), Support ( $F=.721$ ,  $p=.583$ ), Operations ( $F=1.474$ ,  $p=.228$ ), Performance Evaluation ( $F=.976$ ,  $p=.431$ ) and improvement ( $F=.426$ ,  $p=.789$ ) of the manufacturing company using the ISO 9001:2015 model when respondents are grouped according to the duration of their service in the manufacturing company, as provided by the p-values which are statistically more significant than the alpha of .05, thus failing to reject the null hypothesis suggesting that duration of service in the manufacturing company did not significantly affect the extent of compliance management of the manufacturing company in contrast to the study of Met and Ali (2014) suggesting that duration of service had a significant moderating influence on monetary motivation and employee work performance.

## 5. CONCLUSION AND RECOMMENDATIONS

Based on the findings generated from the data interpretation, the following conclusions were drawn:

- Most respondents were female and aged 25–45, with a few 46 or older. Several respondents were support staff. Most respondents had bachelor's degrees. Some had 2-year degrees, certificates, high school diplomas, and master's degrees. Most single responders worked in the manufacturing company for 5-10 years, others 11-17.
- As to the extent of compliance management in the manufacturing company, the manufacturing company demonstrates a high level of compliance with ISO 9001:2015 standards across multiple aspects of its operations from clauses 4-10.
- There is no significant difference in the responses of the participants across various clauses, including clause 4 (Context of the Organization), clause 5 (Leadership), clause 6 (Planning), clause 7 (Support), clause 8 (Operation), clause 9 (Performance Evaluation), and clause 10 (Improvement) Based on the study's conclusions, the following recommendations are proposed to enhance the manufacturing company's compliance management using the ISO 9001:2015 model.
- Reskilling of Employees. Given the non-significant demographic variations, the manufacturing organization may offer all employees the necessary training and development. Employees have the skills and knowledge to contribute to compliance efforts by receiving continuing ISO 9001:2015 compliance management training. Continuous process enhancement. The manufacturing organization might use the ISO 3701:2021 Compliance Management System to assure international compliance.

- Above-the-territorial training for leaders and upskilling. Despite the high level of leadership commitment, the manufacturing company may continue to provide an ongoing leadership training and development program to empower the top managers, department heads, and supervisors to effectively lead and maintain a high level of compliance with ISO 9001:2015, foster a culture of quality and continuous improvement, and motivate employees to actively participate in maintaining the quality standards of the company's QMS.

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