



The Leadership Importance in International Organization for Standardization (ISO) Implementation: A Literature Review

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ABSTRACT

In the era of globalization doing business, organization always needs to be competitive, succeed and maintain sustainability as long as possible. Organization shall implement continual improvement in their excellent quality of management strategy to achieve their goals. Organization also needs to adapt to the international best practice. International Organization for Standardization or ISO is one of the best standard to be referred and implement their standard in the organization. In many cases implementation of ISO facing issues related to leadership commitment. Several research argued that leadership is not the main factor to be success in implementation of the ISO standard while other researcher argued that the leadership is playing very significant role to achieve ISO certification. This gap lead to this literature review research. Literature review shown that leadership is proven playing significant role to keep organization meeting the ISO requirement. This result imply to every organization to keep leadership to be number one priority to implement ISO or else the organization will face totally failure is implementing ISO Standard

INTRODUCTION

Today, in the era of globalization, doing business is not something new. There are many organization doing business either related to product or service. Every organization always strive to be competitive, succeed and maintain sustainability in doing business. In order to achieve those goal, organization must do continual improvement in their excellent quality of management strategy (Ugwu, 2023). Organization also have to address their business process according to International best practice. One of the main foundation of effective management strategy is an effective implementation International Organization for Standardization or ISO.

ISO family has started since 1947 and today ISO has published more than 21,584 standards and has member in 162 countries. ISO covering standard for everything from manufactured products, services, technologies, securities, environment, food safety, automotive, agriculture etc. Implemented ISO standard will help organization to be able to produce good quality of product and service which are meeting the minimum requirement set internationally so that the organization will be able to expand their business or operations globally (iso.org, 2021).

Although ISO family has been widely understood and implemented across the globe, there are still poses many challenges in day to day implementation. Then successful implementation of ISO is a long way transformation process from non-systematic to systematic process as described in ISO 9001 standard. There are several quality management system principles which drive the success ISO implementation. They are (1) leadership, (2) engagement of people, (3) process approach, (4) improvement, (5) evidence based decision making, (6) relationship management and (7) customer focus. The identification and ranking of those key success principles have become focus of a big number of study. Based on deep and extensive research found that the involvement of top management is having positive relation with the implementation of ISO series, the stronger top management giving motivation to the employee it drive the effectiveness implementation of the ISO standard in organization (Pangemanan, 2013). In quantitative study found that Top Management commitment proved to be number one critical factor for the success implementation ISO 9001 in UIN Sunan Kalijaga Yogyakarta (Amar, 2012).

Another research revealed that the majority respondent said that the result of implementation ISO 9001 determine by good working environment, working instruction, training, and provision of data (Ahmed, 2017). Top Management commitment did not describe and explore further, whether it is contribute to the good implementation or vice versa. Some organization having top score for the organization context, planning and improvement for the clause giving majority contribution for ISO implementation. Leadership commitment, support and operation related contribute to the second place to good implementation of ISO in organization (Handayani, 2018).

Leadership is an important pre-condition for keeping a good quality management system in organization. Unfortunately, there are many organizations do not realize that important factor. Although organization through their top management had declared quality policy to engage employees but often their behaviors differ significantly from the leadership assumption. Consequently, quality procedures would become a means to absolute settlement of employee's assigned task without any regards to working conditions, the atmosphere and the way of organizing work. Unmotivated employees work carelessly because they do not see the sense of fairness. The result often occurs in nonconformities of product or services. An implemented corrective actions do not produces good results. All these mainly look for the root causes and not the leaders or managers as person in-charge who can take further actions for improvement to stop re-occurring of the problems (Misztal, 2013).

These inconsistencies shown that there are gap related to the leadership commitment in contributing the success of ISO implementation in various organizations. This research aim to study further on the importance leadership to succeed ISO's implementation. Literature review method will used in this study to see, check and analyzed the critical aspect of leadership commitment in ISO's implementation.

LITERATURE REVIEW

International Organization for Standardization History

ISO or International Organization for Standardization is the largest developer of voluntary international standard. This organization has been founded since 1947 and since then there were more than 23 thousands international standard has been published covered almost all aspect of business and technology. Recently ISO have members from 165 countries around the world that collaborate with local standard in every country member (iso.org, 2021).

In 1951, the first ISO standard have been published. In this very first version name ISO/R 1:1951 Standard reference temperature for industrial length measurement. The current version this standard is ISO 1:2016: Geometrical Product Specification or GPS - Standard reference temperature for geometrical product specification. After the first publish of ISO/R1:1951 the following year publish the ISO journal in 1951. This journal provided the information about its technical committees, the standard publish and other related to the administrative change to the organization and its members (iso.org, 2021).

In 1955 ISO members have international gathering in Stockholm for the 3rd General Assembly. In this time ISO has 35 members and 68 recommendation s standard have been published. In 1960 ISO started publishing ISO 31 on quantity and units and then replaced by ISO 80000. ISO 31 is based on SI or Sytème International d'unities. One of the objective of the SI is to uniformity worldwide in term of unit measurement, for example meter is a unit for distance and second is unit for time. In 1961 ISO established DEVCO or ISO and developing countries, this establishment allowed developed country to be

informed of International standardization work without full cost and also introduces correspondence membership (iso.org, 2021).

In 1968, ISO published standard for freight containers. Freight and packaging is one of the important field to transport the goods across the globe. ISO come with International standard to cope the needs of freight and packaging to standardize internationally. In 1971, ISO creates then establish international standard related to environment field, air quality and water quality. This year the ISO committee also focuses on driving ISO into a truly international organization. Visiting, meeting and training conducted throughout country member to enhance understanding of international standard (iso.org, 2021).

In 1987, ISO 9000 family has born. First Quality Management System has published and in year running become the most well-known and best-selling standard. In 1995, ISO goes online, this year very first website has launched and five year later ISO started selling its standard online. ISO 14001 Environment Quality Management System first publish and 1996, this international standard provide guidelines to the organization in managing and controlling aspect and impact related to environment. Further in 2005 ISO also published a new management system standard on information technology. This is to cope the rapid growth of IT sector and as business become highly important to increase control on information technology, securing the IT system and minimizing risk. This new ISO 27001 established for information technology, security techniques, information security, management system overview and vocabulary (iso.org, 2021).

In 2010, ISO publish another new international standard providing guidelines for social responsibility. This new product name ISO 26000. A social responsibility has become a daily routine for the organization and ISO 26000 provide guidelines for the organization to take care about their impacts on wide range society. In 2011, ISO 50001 Energy Management System is published. Energy is one of the utmost critical challenge facing by the international community. This standard provides public and private sector organization with management strategies to increase ability in controlling energy efficiency, optimize cost and better improvement on energy performance (iso.org, 2021). In 2016, ISO 37001 published brand new tool to combat bribery. This international standard for anti-bribery management system is designed to guide organization to combat bribery risk in their own day to day operations throughout their global value chain. It has strong tool to help reducing corporate risk and cost related to bribery by providing high quality management system to manage business frame work to prevent, detect and address bribery. In 2018, ISO publishes International Standard for occupational health and safety, it is ISO 45001:2018. This international standard designed to help organization to reduce, manage and control workplace injuries and illness around the world (iso.org, 2021).

ISO 9001:2015 Quality Management System Requirement

This international standard consist of 10 main clauses described as PDCA method (Plan, Do, Check, Actions). Clause number 5 focusing on leadership and their commitment to achieve company goal. Leadership commitment shall demonstrated by the Top Management with respect to the quality management system. There are several key point that Top Management shall demonstrate in their daily activities leading the organization such as: taking accountability for effectiveness quality management system, establishing and ensuring both quality policy and quality objective are well inform and implemented throughout the organization (iso.org, 2021). Top Management shall also promoting the use of process approach and risk base thinking, ensuring sufficient resources, communicating the importance of effective high quality management and conforming to ISO standard. Another significant commitment that Top Management have to ensure that the quality management system is aligned and achieved its intended result. There is such no such deviation to the quality policy or vision and mission is allowed. Top Management shall engage, direct, provide fully support and promoting continuous improvement for organization sustainability (Ramadhany & Supriono, 2017).

The success of ISO 9001:2015 implementation in organization will bring positive impact to customer and other related party. The successful will only achieved with fully and committed Top Management and all employee involvement in entire process outlined in those international standard (Uli Wilda Nuryanto, 2018). Analysis data shown that the Top Management is giving significant contribution in organization which successful implemented ISO 9001:2015 then followed by another aspect such as training, culture change, continuous improvement and performance measurement (Amar, 2012).

ISO 14001:2015 Environment Management System Requirement

ISO 14001:2015 also consist of 10 main clauses. These 10 clauses also described PDCA method focusing on environment management system. Besides from the scope, normative reference, term and definition and context of the organization the next clause are about leadership, planning, support, operation, performance evaluation and improvement. Leadership commitment is still playing critical role to succeed ISO 14001:2015 implementation. Table 1 shown how important leadership commitment.

Table 1. Principle Score Contribute to Success ISO 14001:2015 Implementation

ISO 14001:2015 Principles	Total Scores
Policy and Management Commitment	8
Planning	5
Operations	9
Performance evaluation	2
Management Review	1

Source : (Wicaksana & Hatini, 2014)

Another investigation of implementation status of ISO 14001 and its impact in organization have been done and shown the indication that to entrance to the international market is become the major motivation to adopt and implement ISO14001. The other advantage are standardization of environmental management procedures for internal operations, optimizing resources and reducing waste for corporate management, enhancing corporate image for marketing effects and enhancing green environment awareness of external parties related. Using relative importance analysis, the research identifies the critical factors affecting implementation of this international standard. The top five critical factors are (1) environmental consciousness of top leader, (2) environment consciousness of middle management, (3) well-defined responsibility for environmental management, (4) legal system and (5) legal enforcement (Li, 2019). This is clear that the leadership commitment is playing significant role in implementation of ISO 14001.

ISO/TS 16949:2016 Quality Management System for Automotive Production

ISO/TS 16949:2016 Quality Management System fundamental and vocabulary are similar with ISO 9001:2015 with additional requirement related to automotive industry including accessory parts, challenge parts, manufacturing services, outsourced processed, production shutdown, special status and total production maintenance. The leadership commitment role and responsibility are same as required in ISO 9001:2015. Top management shall demonstrate their leadership commitment such as establishing and ensuring quality policy, quality objective, organization role and responsibility, customer focus and management review to ensure good implementation of the quality management system in the organization.

Research reveal that Management System Manager (MSM) one of his responsibility to ensure good implementation of ISO/TS 16949 throughout the organization. MSM as top management representative responsible in establishing, monitoring and controlling effectiveness implementation quality management system including provision of resources and meeting customer satisfaction. MSM contribute the highest weight impact as high as 0.242 followed by resources factor, role and responsibility factor, measurement evaluation and product realization (Imaduddi, 2014).

ISO 45001:2016 Occupational Health and Safety Management System Requirement with Guidance for Use

Occupation health and safety management become critical factor in day today organization operational. Organization have responsibility to secure life for everybody who can be affected by its activities in the organization. The responsibility includes promoting and protecting workers physical and mental health and safety to avoid such damaged in physical and mental health as well. ISO 45001:2016 in their very first establishment have guidelines to manage occupational health and safety to implement in various organization. International standard 45001 established in purposes to enhance health and safety work place to all related internal and external parties in organization (Yoshana et al., 2019).

PT. Wijaya Karya implemented ISO 45001, all workers and management level of the company committed in health and safety. In context of the organization clause, the organization continuously identify, analyze to all related internal and external risk using matrix method. The analysis result then recommended to the top management to get further decision and improvement. Top management commitment and responsibility related to the health and safety is utmost important and drive the organization end result (UII, 2020). In additional, periodic review to the implementation of the ISO 45001 procedures done in every 3 month. Risk mitigation addresses to identify all possible risk, then planning and implementation carried out. Evaluation also carried out to identify related issues and address improvement and inputs. Blend cooperation from all workers and top management creates "Behavior Based Safety", means safety matters is become number one priority in the organization.

2.6 ISO 50001:2018 Energy Management System Requirement with Guidance for Use

Energy is an essential needs for human life, the use of energy is vital and needs everywhere worldwide. Energy management is dealing with management, monitor, evaluate and taking improvement raise from issues. Management activities includes energy conservations, energy analysis, and continual improvement to reduce energy loss to enhance efficiency. Finally the optimization of renewal energy is become a new focus in recent year. Energy management also aims to protect the environment (Afonso et al., 2017; Mkhaimer et al., 2017).

ISO 50001 is an international standard require for energy management system. Managing energy involve in deep activities interact each other to create better energy policies and objectives. Energy management measured with reliable tools related to consumption, usage and efficiency (Cooremans & Schöenberger, 2019; Dasril & Lukman, 2020). Top management support is very crucial factor otherwise the energy management program is far from achieving the policies and objectives set. In every energy management progress require strong base to face any challenge during the improvement processes (Dasril & Lukman, 2020; Worrell et al., 2013).

Leadership and Commitment Importance

Successful leadership representing the success of the organization. Possessed leadership drive the company into survive and competitive in facing any kind of competition. Organization needs leader who able to drives organization, create future challenge mission and inspire other members to achieve another brilliant visions (Setyaningrum et al., 2017). Great leadership performance will enhance employee performance and delivered optimum result (Sonmez Cakir & Adiguzel, 2020). Leadership is described in aspiration power, spirits and high creativity which influence surrounding member to change attitude to align with leader vision. Leadership is an important aspects for the organization to develop and change worker behavior, influence and inspire them to achieve high performance (Mulyono, 2018; Setyaningrum et al., 2017).

Affective commitment achieved through psychology identification and involvement. Commitment also influence by external factors. There are normative commitment that means perfectly surrender to the organization role and responsibility (Kurniawan & Breliastiti, 2017).

There is strong correlation between leadership and affective commitment while correlation between leadership and normative commitment is moderate (Jackson et al., 2013).

Clearly shown that leadership commitment is very significant combination to have success in organization. Leadership commitment will bring the organization to the next better level and able to produce good result and maintain sustainability and long life of the organization.

Every organization requires leaders to cope all activities in every kind of field such as in business, government, non-profit organization etc. Globalization create high competition and leader get more challenge to win the competition. Rapid change in technologies and social behaviors requires rethinking and re-grounding in leadership and management (Meraku, 2017; Setyaningrum et al., 2017). Leadership skills also enable the leaders to lead their subordinates into the correct direction in accordance to the organization policy (Moo & Hao, 2015).

Effective leaders both in professional leadership behaviors and personal leadership behaviors. Professional leadership behaviors includes setting up organization vision and missions or organization policy, setting up a process to achieve organization goals, aligning process and procedures. While, personal leadership behaviors includes building trust, acting morally and caring for people. A model of professional and personal leaderships impact on willing cooperation was developed, tested and proved that personal leadership was shown impact to be a bridge or mediator between professional leadership and the presence of cooperation willingness. Viability of the organization dependent in part of effective leadership (Sonmez Cakir & Adiguzel, 2020).

An organization is considered to be effective if it find the great balance between demands of the shares holder, employees, customers, community and other related parties. Leader plays a key role in orientation and direction of organization. The great leader will influence and ensure economic growth and prosperity both at organization and employee sides (Meraku, 2017)

Leadership is significantly important to drive the organization to run in to the right direction to achieve goals, setting up another goals, achieved it again and again and keep organization long term sustainability.

Commitment is an agreement or being bound to do best thing in organization. Commitment state the strength of a person recognition and involvement in a specific organization. Commitment are combination between love and loyalty includes (a) integration with organizational goals and values, (b) desire to remain in the organization, (c) willingness to work hard on behalf of the organization. Commitment involves the ability and willingness to harmonize personal behavior against the needs, priorities and goals of the organization. Basically, commitment is putting the priority for organization vision and mission on top of any personal intention (Supriadi et al., 2017).

Leadership Commitment in ISO

The role of Top Management or Top Leader in the organization consist of determining quality policy or vision and mission, decision making, solve the problems and drive the organization to grow and survive as long as possible or so called sustainability organization life. Other than those important role of the top leader of the organization, he or she has to motivate all people in the organization to involve in the application of today modern management systems in the organization. Support from the administration point of view means level of importance, to support both material and anything else that is require to drive the organization implementation success. In additional lack of top management support is the critical factor to failure the organization activities (Aganović & Aganović, 2022).

Moreover, clearly targeted determinant and concise objective reduce resistance from local managers that is the factor to delay organization project. The first support is visible that means manager maintain material equipment and all resources which necessitate to be implemented in the organization system such as software and staffs (Aganović & Aganović, 2022). Furthermore, another important maintain from managers is to focus and commitment in data and information from the organization system. It affects direct signal to all employee who related with organization project to remark the important task and affects the willingness to work. In summary top leader shall support organization project in various aspects such a resources, communication that all related worker to have commitment, set clear and concise goal and objective of the organization. All these will reach to the organization success finally.

The top management of the organization shall demonstrate leadership and commitment with respect to the quality management system by: (a) taking accountability of the effectiveness of the quality management system, (b) ensuring that the quality policy and quality objectives are establish for the quality management system and are compatible with the context and the strategic direction of the organization, (c) ensuring the integration of quality management system requirements into the organization's business processes, (d) promoting the use of the process approach and risk based thinking, (e) ensuring that the resources needed for the quality management system are available, (f) communicating the importance of effective quality management and of conforming to the quality management system requirements, (g) ensuring that the quality management system achieves its intended results, (h) engaging, directing and supporting persons to contribute the effectiveness of the quality management system, (i) promoting improvement and (j) supporting other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility (iso.org, 2021).

Top Management of the organization shall demonstrate leadership and commitment with respect to customer focus by ensuring that (a) customer and applicable statutory and regulatory requirement are determined, understood and consistently met, (b) the risk and opportunities that can be affect conformity of products and services and the ability to enhance customer satisfaction are

determined and addressed, (c) the focus on enhancing customer satisfaction is maintained (iso.org, 2021).

According to ISO 9001:2015 the top management of the organization shall establish, implement and maintain a quality policy that (a) is appropriate to the purpose and context of the organization and supports its strategic direction, (b) provides a framework for setting quality objectives, (c) includes a commitment to satisfy applicable requirements, (d) includes a commitment to continual improvement of the quality management system (iso.org, 2021).

To management of the organization shall assign the responsibility and authority for (a) ensuring that the quality management system conform to the requirement of ISO 9001:2015 standard, (b) ensuring that the processes are delivering their intended outputs, (c) reporting on the performance of the quality management system and on opportunities for improvement in particular to top management, (d) ensuring the promotion of customer focus throughout the organization, (e) ensuring that the integration of the quality management system is maintained when changes to the quality management system are planned and implemented (iso.org, 2021).

The top management of the organization shall review the organization's quality management system at planned interval to ensure continuing suitability, adequacy, effectiveness and alignment with the strategic direction of the organization. The management review shall be planned and carried out taking into consideration (a) the status of actions from previous management reviews, (b) change in external and internal issues that are relevant to the quality management system, (c) information on performance and effectiveness of the quality management systems, including trend in customer satisfaction and feedback from relevant interested parties, the extent to which quality objectives have been met, process performance and conformity of product and services, nonconformities and corrective actions, monitoring and measurement result, audit result, the performance of external provider, (d) the adequacy of resources, (e) the effectiveness of actions taken to address risk and opportunities, (f) opportunities for improvement (iso.org, 2021).

Finally top management shall review outputs of the organization which include decision related to (a) opportunities for improvement, (b) any need for change to the quality management system and (c) resource needs.

Leadership Effect in ISO

Perfect strategy require ISO 9001 implementation otherwise, organization will encounter significant challenge. There are many organization fail implementing ISO 9001 due to lack of leadership involvement in all level organization stages. If organization policy not well communicated to all level end up with failing in achieving it. Top management communication with managers in below level often stuck and lead to miss implementation of the quality management system in entire organization (Uli Wilda Nuryanto, 2018). Awareness is also one of the main factor to development employee involvement to implement SOP's or working instruction.

In addition to the implementation of the quality management system, the organization shall also meet the basic principles of the ISO 9001:2015 which is reflected in the organizational culture and supported by top management and involvement all employees. This is where the effect or importance of the leadership plays significant role so that these elements works simultaneously. Importance of the leadership shown in quality management principles below:

Figure 1. Seven Quality Management Principles



Research argued that implementation of ISO 9000 standard to improve organizational system as well as opportunity to promote in the international market (Cakir & Adiguzel, 2020; Ibrahim & Daniel, 2019). However for further success of the implementation of ISO 9000 quality management system standard recommend that top management should believe in ISO 9000 standard as their support will be required in changing the organization old systems to fit the needs of ISO 9000 and organizational thinking as well as organization culture.

METHODHOLOGY

Library research method used in this article. This is qualitative research with collecting literatures, read, write, analyze and syntheses all contents which align with the research topic. Data collected through document from available literatures. Data analyzed related to (1) content analysis (2) inductive analysis and (3) descriptive to answer research question (Maharani & Anggraeni, 2021).

To ensure complete coverage of the literature, a systematic search was performed across major academic databases such as Scopus, and Web of Science. Additionally, industry-specific publications and conference proceedings were searched for relevant studies in the realm of economic management practices.

The search approach included keywords such as 'organisational management, 'ISO implementation,' 'leadership,' and other topics. Studies published between 2012 and 2023 were included to reflect the most recent advancements. Research articles, reviews, and case studies were accepted, but opinion pieces and editorials were removed.

The gathered data was categorised and synthesised using a thematic analysis approach. An iterative coding and evaluation procedure revealed key elements about good economic managerial techniques.

The SLR or Systematic Literature Review has been conducted with investigating several previous research related to ISO implementation and leadership. Investigation and review related to the content analysis, the findings and conclusions are presented in this research with descriptive analysis and concluded (Setyaningrum et al., 2017).

RESULT AND DISCUSSION

ISO's Evolution and Significance in Organizational Standards

The evolution of the International Organization for Standardization (ISO) has been integral to shaping international business and technology standards. Since its establishment in 1947, ISO has developed over 23,000 international standards, covering a broad spectrum of fields and technologies. With members from 165 countries collaborating, ISO has played a crucial role in fostering global standardization (iso.org, 2021).

The early years of ISO saw the publication of its first standard in 1951, marking the beginning of a journey towards standardization. The organization's commitment to disseminating information led to the establishment of the ISO journal in 1951, providing insights into technical committees, published standards, and administrative changes. Over the years, ISO's focus expanded to include standards for freight containers in 1968 and environmental standards in 1971, reflecting the organization's adaptability to emerging global challenges (iso.org, 2021).

In subsequent decades, ISO responded to evolving needs, introducing standards for quality management systems (ISO 9000 family) in 1987, environmental management systems (ISO 14001) in 1996, and information technology security (ISO 27001) in 2005. These developments underscore ISO's commitment to addressing diverse aspects of organizational management, reflecting the dynamic nature of global industries.

ISO Standards and Organizational Leadership

ISO 9001:2015 Quality Management System Requirement

The ISO 9001:2015 standard, structured around the Plan-Do-Check-Act (PDCA) method, emphasizes leadership commitment as a cornerstone for successful implementation. Top management plays a crucial role in demonstrating accountability for the effectiveness of the quality management system. Key aspects include establishing and ensuring the implementation of the quality policy and objectives, promoting a process approach and risk-based thinking, ensuring resource availability, and communicating the importance of conforming to ISO standards (iso.org, 2021).

Research indicates that the success of ISO 9001:2015 implementation is closely tied to the commitment of top management and employee involvement. Top management's significant contribution, followed by aspects such as training, culture change, continuous improvement, and performance measurement, correlates positively with successful implementation (Amar, 2012; Uli Wilda Nuryanto, 2018).

ISO 14001:2015 Environment Management System Requirement

Similar to ISO 9001:2015, ISO 14001:2015 places leadership commitment at the forefront of successful implementation. Leadership's role in establishing and maintaining environmental policies and objectives is vital. A study by Wicaksana & Hatini (2014) highlights the importance of leadership commitment, assigning it the highest score in contributing to the success of ISO 14001:2015 implementation (Wicaksana & Hatini, 2014). The analysis emphasizes that leadership commitment is integral to the overall success of the environmental management system.

Further investigations suggest that entry into the international market is a primary motivator for organizations adopting ISO 14001. The commitment of top leadership, environmental consciousness at various managerial levels, and well-defined responsibilities are identified as critical factors affecting successful implementation (Li, 2019).

ISO/TS 16949:2016 Quality Management System for Automotive Production

ISO/TS 16949:2016, tailored for the automotive industry, mirrors ISO 9001:2015 in its fundamental requirements, with additional specifications. Leadership commitment in establishing quality policies, objectives, and roles is paramount. Research by Imaduddi (2014) emphasizes the role of the Management System Manager (MSM) as a representative of top management, responsible for the effective implementation of ISO/TS 16949 throughout the organization. The study identifies MSM's contribution as the highest-weighted factor, emphasizing the need for top management support (Imaduddi, 2014).

ISO 45001:2016 Occupational Health and Safety Management System Requirement

Occupational health and safety (OHS) management is a critical aspect of organizational operations. ISO 45001:2016 provides guidelines for managing OHS to ensure the well-being of all stakeholders. Top management commitment and responsibility are highlighted as crucial factors in driving the organization's OHS efforts. A case study of PT. Wijaya Karya illustrates the commitment of both workers and management to health and safety. The top management's role in risk identification, analysis, and continuous improvement underscores the importance of leadership in creating a safe and healthy workplace (UII, 2020).

ISO 50001:2018 Energy Management System Requirement

Energy management, a global concern, is addressed by ISO 50001:2018. The standard emphasizes the need for top management support in developing energy policies and objectives. Research suggests that the success of energy management programs is contingent upon strong top management support, ensuring alignment with organizational goals and driving continuous improvement (Dasril & Lukman, 2020; Worrell et al., 2013).

Leadership's Role in Organizational Effectiveness and ISO Implementation **Leadership and Commitment Importance**

Leadership's impact on organizational success is profound. Effective leadership is characterized by its ability to drive the organization, set future challenges and missions, and inspire members to achieve visionary goals (Setyaningrum et al., 2017). The study underscores that great leadership

enhances employee performance, fostering optimum results (Cakir & Adiguzel, 2020).

Leadership's role is not only confined to professional behaviors but extends to personal leadership behaviors, encompassing trust-building, ethical conduct, and care for individuals. The interplay between professional and personal leadership influences willing cooperation, highlighting the mediator role of personal leadership in achieving cooperation (Cakir & Adiguzel, 2020).

In the context of the ever-changing global landscape, leadership skills become pivotal in guiding organizations through challenges arising from technological advancements and shifts in social behaviors (Meraku, 2017; Setyaningrum et al., 2017). Effective leaders navigate the organization towards the correct direction in alignment with established policies (Moo & Hao, 2015).

Leadership Commitment in ISO

Top management's commitment to ISO standards is multifaceted. Beyond determining quality policies and objectives, leaders are instrumental in decision-making, problem-solving, and steering the organization towards sustainability. The lack of top management support is identified as a critical factor leading to organizational failures (Aganović & Aganović, 2022).

Research indicates that top management support extends to maintaining material resources, providing support for organizational projects, and ensuring clear and concise organizational goals. The correlation between effective top management support and successful organizational projects is evident in the allocation of resources, communication, and goal-setting.

The ISO 9001:2015 standard emphasizes top management's responsibility for ensuring the effectiveness of the quality management system. Leadership commitment is demonstrated through accountability, integration of quality management system requirements into business processes, promotion of process approaches, and engagement in continual improvement (iso.org, 2021).

Leadership Effect in ISO Implementation

The implementation of ISO standards, particularly ISO 9001:2015, is a critical strategy for organizations to thrive in the face of significant challenges. Leadership involvement at all organizational stages is paramount for successful implementation. Communication of organizational policies

The implementation of ISO standards, particularly ISO 9001:2015, is a critical strategy for organizations to thrive in the face of significant challenges. Leadership involvement at all organizational stages is paramount for successful implementation. Communication of organizational policies, goals, and changes is essential, and the lack of effective communication between top management and lower-level managers can impede the successful implementation of the quality management system (Uli Wildan Nuryanto, 2018). Awareness, another crucial factor, plays a pivotal role in developing employee engagement and adherence to Standard Operating Procedures (SOPs) or working instructions.

The alignment of ISO 9001:2015 principles with organizational culture and the strong support of top leadership are vital for simultaneous success. Leadership's effectiveness in fostering a quality-driven culture can be visualized through the lens of the Seven Quality Management Principles (Figure 1). These principles, including customer focus, leadership, engagement of people, process

approach, improvement, evidence-based decision making, and relationship management, serve as guiding pillars for organizations striving to enhance their quality management systems (Cakir & Adiguzel, 2020; Ibrahim & Daniel, 2019).

Research suggests that implementing ISO 9000 standards not only enhances organizational systems but also provides opportunities for international market promotion (Cakir & Adiguzel, 2020; Ibrahim & Daniel, 2019). However, the success of ISO 9000 implementation relies on top management's belief in the standards, as their support is crucial in aligning organizational systems with ISO 9000 requirements.

Recommendations for Effective ISO Implementation

Based on the findings and discussions, several recommendations emerge for organizations aiming for effective ISO implementation:

Strengthen Leadership Commitment

Organizations should prioritize strengthening leadership commitment at all levels. Top management's unwavering support is fundamental, ensuring alignment with ISO standards and fostering a culture of continuous improvement. Leadership should actively engage in the development and communication of organizational policies, objectives, and quality-driven initiatives. This commitment needs to permeate through middle management, ensuring a seamless flow of information and support throughout the organizational hierarchy.

Foster Employee Involvement and Awareness

Effective ISO implementation requires the active involvement and awareness of all employees. Leadership should prioritize creating awareness campaigns, training programs, and communication channels to educate employees on the importance of adhering to ISO standards. Employee engagement and understanding of SOPs or working instructions are critical for the successful execution of quality management systems.

Align Organizational Culture with ISO Principles

Organizations should work towards aligning their existing organizational culture with the principles outlined in ISO standards. This alignment involves integrating ISO principles, such as customer focus, process approach, and continual improvement, into the fabric of organizational culture. Leadership plays a pivotal role in driving this alignment by setting the tone, establishing clear expectations, and promoting a culture of quality excellence.

Implement Robust Management Systems

The success of ISO implementation is contingent upon robust management systems. Organizations should invest in effective management structures, appointing responsible individuals, such as Management System Managers, to oversee the implementation process. These individuals should be equipped to ensure the effective integration of ISO standards, provision of necessary resources, and regular performance monitoring.

Emphasize Continuous Improvement

Continuous improvement is a core principle of ISO standards. Organizations should instill a culture that embraces continual improvement, driven by leadership commitment. Regular reviews, assessments, and feedback mechanisms should be established to identify areas for enhancement and optimization. This emphasis on ongoing improvement aligns with ISO principles and ensures the organization's adaptability to changing circumstances.

CONCLUSION AND RECOMENDATION

The International Organization for Standardization (ISO) has played a pivotal role in shaping international standards across various domains since its inception in 1947. The implementation of ISO standards, particularly ISO 9001:2015, ISO 14001:2015, ISO/TS 16949:2016, ISO 45001:2016, and ISO 50001:2018, requires strong leadership commitment at all levels of the organization.

Leadership's role in aligning organizational goals with ISO principles, fostering a quality-driven culture, and driving continuous improvement is evident in successful case studies and research findings. The commitment of top management, as well as the active involvement and awareness of all employees, emerges as critical factors in achieving successful ISO implementation.

Effective leadership not only ensures compliance with ISO standards but also contributes to organizational sustainability, adaptability, and long-term success. The principles of leadership commitment, alignment with ISO standards, employee involvement, and a culture of continuous improvement are essential for organizations striving to thrive in the global landscape.

This study recommends organizations strengthen leadership commitment, foster employee involvement and awareness, align organizational culture with ISO principles, implement robust management systems, and emphasize continuous improvement to ensure effective ISO implementation. These recommendations serve as a roadmap for organizations seeking to navigate the complexities of ISO standards and emerge successful in today's dynamic business environment.

FURTHER STUDY

This research still has related limitations so it is necessary to carry out further research on the topic *The Importance of Leadership in the Implementation of the International Organization for Standardization (ISO): Literature Review* in order to perfect this research and increase the reader's insight

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