

ANALYSIS OF THE IMPLEMENTATION OF ISO 9001:2015 QUALITY MANAGEMENT SYSTEM TO IMPROVE ORGANIZATIONAL PERFORMANCE (STUDY IN THE REGIONAL HUMAN RESOURCE DEVELOPMENT AGENCY IN NTT PROVINCE)

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Abstract:

As one of the Regional Government Institutions, the Regional Human Resources Development Agency (BPSDMD) of the Province of NTT, has the obligation and commitment since 2020 to implement the ISO 9001: 2015 quality management system. It needs to be done because, in reality, the NTT Provincial BPSDMD in the implementation of organizational functions related to planning, organizing, implementing and evaluating organizational tasks is not optimal, the lack of availability of facilities and infrastructure to support organizational tasks, limited programs, curriculum and learning modules, not optimal human resource development organizational task manager because the number of human resources is still minimal. The method used in this study is a qualitative research method, with a case study approach carried out at the NTT Province BPSDMD with a total of 77 informants. Then the collected data will be analyzed using data analysis techniques from Creswell. Based on the results of the research and discussion in the previous chapter, the authors can conclude that the application of the ISO 9001: 2015 quality management system to improve organizational performance at the Regional Human Resources Development Agency for the Province of NTT according to the International Organization for Standardization (iso.org, 2015) states that there are seven principles underlying the ISO 9001: 2015 Quality Management System with positive findings on (1) Process Approach, (2) Improvement and (3) Evidence-Based Decision Making whereas; (4) Customer Focus, (5) Leadership, (6) Engagement of People and (7) Relationship Management was found to be ineffective.

Keywords: Management, Quality, ISO 9001:2015.

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INTRODUCTION

ISO 9000 series is an international standard regarding quality management systems. This standard also contains mandatory legal elements that aim to create a sense of comfort for companies (Sihombing et al., 2015). The ISO 9000 series includes several standards, including ISO 9001, ISO 9004, and ISO 19011 (Wibowo, 2016). The only standard that can be certified is the ISO 9001 standard,

while the others are not subject to certificates or contracts. Organizations or companies design, manufacture, and have ISO 9001 certification as the basis for their management strategy.

Many companies admit that after implementing this standard, they feel a significant increase in performance and have succeeded in obtaining an award regarding international standard quality management. Kantner (1997) mentions that many companies have experienced increasing sales after obtaining an ISO certificate. Haversjo (2000) reports that with ISO 9000 certification, companies obtain higher rates of return than companies that have not obtained certification (Purnama, 2005). In line with the implementation of the ISO, Presidential Regulation Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010-2025 mandates that all Ministries/Institutions (K/L) must carry out bureaucratic reform in the framework of realizing good governance. As one of the Regional Government Institutions, the Regional Human Resources Development Agency (BPSDMD) of the Province of NTT had the obligation and commitment since 2020 to implement the ISO 9001: 2015 quality management system. It needs to be done because, in reality, the NTT Provincial BPSDMD in the implementation of organizational functions related to planning, organizing, implementing and evaluating organizational tasks is not optimal, the lack of availability of facilities and infrastructure to support organizational tasks, limited programs, curriculum and learning modules, not optimal human resource development organizational task manager because the number of human resources is still minimal.

Another problem is that the technical, functional, governmental and socio-cultural competency development training programs need to be accredited. In addition, the challenges faced by the NTT Provincial BPSDMD are demands for the implementation of quality competency development and accreditation by the supervisory institution, demands for implementation of technical and functional competency development based on competence, the dynamic regulations in the field of apparatus human resource development, the existence of other human resource development institutions, both at the central and regional levels as well as the private sector which organizes similar training, demands for the implementation of IT-based competency development, the large number of apparatus and the large variety of apparatus competencies, demands the existence of the number of implementation of competency development, competency development (training) has not become a necessity for most apparatus as well as demands for the quality of apparatus human resources to increase global competitiveness.

The ISO 9001: 2015 Quality Management System implemented by the NTT Provincial BPSDMD has deficiencies on the other hand; (1) Customer focus, namely on the implementation of non-managerial education and training that has not been based on an analysis of training needs, inadequate functional widyaiswara personnel, very minimal widyaiswara competency development, limited education and training facilities and infrastructure that support eligibility as national-level human resource development institutions, not optimal utilization advances in information and communication technology to increase the quantity and quality of education and training, the role of the education and training quality assurance committee is not yet optimal, the lack of quantity and quality of education and training organizers and services, (2) Leadership or leadership where evaluation of WI staff, managers/organizers and training participants has not been carried out thoroughly routinely by the leadership (3) Engagement of People or the involvement of people where the BPSDMD of the NTT Province has not yet carried out TNA/AKD by involving competent personnel and all OPD (4) Process Approach or a process approach where each unit has poor performance um maximum so as to produce unsatisfactory output and meet the target (5) improvement or improvement, namely by analyzing organizational performance then carrying out an action plan until its implementation (6) Evidence Based Decision Making in which

in this case, top management has complete rights in making decisions related with all company activities as stated in the job description. Even so, employees also have the right to express their opinions which will then be reviewed as input material in making final decisions and (7) Relationship Management has not been effective due to inadequate quality of human resources, especially PBJ training facilitators, ASN are less interested in participating in technical training.

Even though it still has many shortcomings, the NTT Provincial BPSDMDD still has opportunities in the framework of developing human resources for apparatus in NTT, namely the existence of national policy support through Law Number 5 of 2014 concerning ASN, which mandates that competence development is one of the rights for ASN. Thus, the need for human resource development through education and training, technical assistance, workshops, etc. is increasing, there is a commitment by the Governor to carry out competency-based bureaucratic reforms, thus providing strong support in implementing the institutional role of BPSDMDD, there is cooperation with ministries/agencies and other institutions which further strengthens the role of BPSDMDD as a competency development institution, the existence of education and training with a system of participant contributions or sending agency costs, so that it can accommodate training that cannot be financed by the regional budget, the existence of various types of general functional positions and particular functional positions that need to be facilitated with education and training, there is an opportunity to improve the accreditation of pre-service education and training (basic training) and leadership (PKA-PKP) as well as technical training, there is support and opportunity for BPSDMDD to become one of the Regional Public Service Agencies (BLUD), besides that there is a regional sets in BPSDMDD which can be optimized to boost PAD as well as budgeting support through the NTT Provincial APBD. Therefore, since 2020 the BPSDMDD organization has implemented the ISO 9001: 2015 Quality Management System.

Therefore, an in-depth study is needed to identify and analyze the implementation of the quality management system and the constraining factors in improving organizational performance at BPSDMDD NTT Province by establishing a research title on Analysis of the Implementation of Quality Management Systems ISO 9001: 2015 to Improve Organizational Performance (Studies at the Human Resources Development Agency Regional Human Resources of the Province of NTT).

One of the requirements of ISO 9001:2015 is that when planning a Quality Management System, In research analysis of the implementation of the ISO 9001: 2015 quality management system to improve organizational performance at the Regional Human Resources Development Agency of the Province of NTT, according to the International Organization for Standardization (iso.org, 2015) it is stated that there are seven principles underlying the ISO 9001: 2015 Quality Management System, that is; (1) Customer Focus, (2) Leadership, (3) Engagement of People, (4) Process Approach, (5) Improvement, (6) Evidence Based Decision Making, and (7) Relationship Management.

In this case, the organization must plan actions to address risks and opportunities, how to integrate and to apply the actions to the quality management system processes and evaluate the effectiveness of these actions. Actions taken to address risks and opportunities must be proportionate to the potential impact on the conformity of products and services.

Management. Etymologically, management (English) comes from the word manage. In Webster's New Cooleglate Dictionary, the word manage is explained as coming from the Italian "Managlo" from the word "Managlare" which in turn comes from the Latin Manus, which means hand (hands). The word manage in the dictionary means: guide and supervise, treat carefully, manage commerce or affairs, and achieve specific affairs (Sukarna, 1992, p. 47). Meanwhile, in terms of terminology, there are several definitions of management, including those put forward by George R. Terry. Management is a process or framework that involves guidance or direction of a group of

people towards organizational goals or real intentions (Terry, 2000, p. 44). According to Handoko, management can be defined as working with people to determine, interpret and achieve organizational goals by carrying out the functions of planning (planning), organizing (organizing), preparation of personnel or staffing (staffing), direction and leadership (leading), and supervision (controlling) (Handoko, 1999, p. 8). As quoted by Pidarta, Johnson argued that management integrates unrelated sources into a total system to accomplish a goal (Choliqu, 2011, p. 2). While Stoner, quoted by Handoko, states that "management is the process of planning, organizing, directing, and supervising the efforts of members and the use of other organizational resources to achieve organizational goals that have been set (Choliqu, 2011, p. 3).

New Public Management. The term new public management was initially introduced by Hood (1991:4), which was then shortened to the term NPM. When viewed from a historical perspective, the modern approach to public sector management initially emerged in European countries around the 1980s and 1990s. The emergence of this approach is a reaction and condition of the inadequate traditional public administration model. Denhart and Denhart (2007:12) explain that new public management refers to a group of contemporary ideas and practices which essentially use private sector and business approaches in the public sector. The new public management has become normative, which signals a significant shift in how we think about the public administrator's role. According to Bovaird and Loffer (2013:17), new public management is a movement to streamline the public sector and make it more comparative and try to make public administration more responsive to the needs of citizens by offering economical, efficient and effective measurements (value for money), the flexibility of choice, and transparency.

ISO 9001:2015 Quality Management System. Management is a process of planning, organizing, coordinating, and controlling resources to achieve goals effectively and efficiently (Griffin, 2004, p. 47). Effective means that goals can be achieved according to planning, while efficient means that existing tasks are carried out correctly, organized and according to schedule (Sarinah & Mardalena, 2017, p. 69) to ensure the quality produced by the organization. The definition of quality in terms of the strategic definition suggests that quality is everything that can fulfill the desires or needs of customers.

The purpose of the quality management system is to convince consumers that the products produced by the company can meet the buyer's requirements. According to the International Organization for Standardization, a quality management system is a company's way of controlling interrelated activities (both directly and indirectly) to achieve the desired results.

What is meant by a quality management system is a set of documented procedures and standard practices for system management aimed at ensuring the conformity of a process and product (goods/services) to specific needs and requirements (Gaspersz, 2006, p. 33) and one way to improve organizational quality is by applying the ISO 9001 series assessment. Implementing ISO 9001 goes far beyond quality management; it can also help organizations reduce supply chain costs, retain existing customers, attract new ones, and improve performance (Isoindonesiacenter, 2017).

The ISO 9001: 2015 Quality Management Standard can not only be applied to the industrial world that produces products but also to fields that produce services, such as schools, universities, hospitals and other service business sectors. The basic concept of ISO 9001 can be simplified into three things. First, companies must have clear standard operating procedures and systems to be used as work references. However, ISO 9001:2015 is different, such as ISO 9001:2008, which requires mandatory document levels (Quality Guidelines, Procedures, Work Instructions, and Recording Forms). ISO 9001:2015 it is not required that all processes be described in the form of a document level in the form of procedures. However, it can be directly in work instructions or specific process

flows. Next, employees must be competent to avoid discrepancies between the output results or processes and what is required. Finally, companies can use good infrastructure (buildings, equipment, software). What is more important than all that is the commitment and responsibility of top management to ensure the implementation of the quality management system meets the requirements.

Presidential Regulation Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010-2025 mandates that all Ministries/Institutions (K/L) must implement bureaucratic reform to realize good governance. As one of the Regional Government Institutions, the Regional Human Resources Development Agency (BPSDMD) of the Province of NTT has had the obligation and commitment since 2020 to implement the ISO 9001: 2015 quality management system. The ISO 9001: 2015 Quality Management System currently implemented by BPSDMDD of NTT Province aims to increase the efficiency and effectiveness of clear, effective, efficient and measurable work systems, processes and procedures in order to achieve an effective and efficient bureaucracy, higher rates of return compared to companies that have not obtained certification and set more criteria for quality management systems and are starting to explore risk management where organizations will later be asked to adopt risk management principles such as risks and opportunities, risk avoidance, risk mitigation, and risk acceptance.

ISO 9000 series is an international standard regarding quality management systems. This standard also contains mandatory legal elements that aim to create a sense of comfort for companies (Sihombing et al., 2015). The ISO 9000 series includes several standards, including ISO 9001, ISO 9004, and ISO 19011 (Wibowo, 2016). The only standard that can be certified is the ISO 9001 standard, while the others are not subject to certificates or contracts. Organizations or companies design, manufacture, and have ISO 9001 certification as the basis for their management strategy. Since it was first published in 1987, ISO 9001 has undergone four changes, namely in 1994, 2000, and 2008, and the new version of ISO 9001:2015, which was published on September 23, 2015, has many differences compared to ISO 9001:2008. The sequence of the sentences is highly ordered and neatly grouped, starting with the chapters and sub-chapters. This neat clause aims to make it easier for companies to include other relevant ISO standard components, such as ISO 14001:2015, ISO 55001, and ISO 45001. Not only that, but the number of clauses in ISO 9001:2015 has also increased. ISO 9001:2008 has 8 clauses, while ISO 9001:2015 has 10 clauses (Sihombing et al., 2015; Yanuariska & Miharti, 2015).

The International Organization for Standardization states that seven principles underlie the ISO 9001: 2015 Quality Management System, which is illustrated in Figure 1 below:



Figure 1. Main Principles of ISO 9001:2015 Quality Management System

Source: <https://www.qualitygurus.com/seven-quality-management-principles/>

The quality management system is a unity between the organizational structure, responsibilities, procedures, processes and resources used and interrelated in implementing quality management (Gaspersz, 2013). In Figure 2.1, there are seven (7) main principles of quality management based on the perspective of ISO 9001:2015 (iso.org, 2015), namely:

1. **Customer Focus.** Customer focus is the top priority of the Quality Management System. The form of the application is to provide all needs that exceed customer expectations to achieve customer satisfaction so that the company's survival will be guaranteed in the long term.
2. **Leadership.** Every leader in the company has a role as a coach who has targets according to company goals through empowering employees, decision makers based on data and facts (decision makers) and establishing company management system standards that are passed on to the next generation.
3. **Engagement of People.** Creating and providing added value to customers will be easier if supported by competent personnel, able to be empowered and involved at all levels throughout the company. The form of application is to promote the process approach and the importance of the contribution of each level in the company.
4. **Process Approach.** The quality management system established in the company is not based on a departmental approach but on pure processes involving all related parties.
5. **Improvements.** Companies that are successful and able to survive in the competition focus on improvement. The form of its application is always to make changes through continuous internal and external improvement, which are adapted to the latest changing climate so that the company will always be ready to face competition with competitors.
6. **Evidence-Based Decision Making.** Make decisions based on data and facts. The form of the application is that each conclusion from a problem is determined based on an analysis of facts and data obtained during the analysis so that the decisions taken will result in effective and targeted decisions.

7. **Relationship Management.** To maintain success, the company must manage its relationship with interested parties, including its suppliers, work partners, employees, government, and community.

Based on the description above, the authors chose the study's title, "Analysis Of The Implementation Of Iso 9001:2015 Quality Management System To Improve Organizational Performance".

METHODS

The method used in this study is a qualitative research method, with a case study approach carried out at BPSDMD in the Province of NTT with a total of 77 informants. The data collection procedures in this study involved four types of strategies (Creswell, 2016, pp. 267-270), namely; (a) Observation, (b) Qualitative interviews, (c) Qualitative documents from which the collected data will be analyzed using data analysis techniques from Creswell (2016: 264-268) regarding the terminology used by researchers are as follows:

1. Researchers begin to process and prepare data for analysis
2. The second step is to read the data as a whole.
3. The next step is to start coding all the data.
4. Next, apply the coding process to describe the settings (realms), people (participants), categories and themes to be analyzed.
5. The fifth step is the researcher describes the themes mentioned above and presents them again in a qualitative narrative/report.
6. The last step is making interpretations (interpretation in qualitative research) or making sense of the data.

RESULT AND DISCUSSION

Preparation Process. ISO 9001:2015 is an international standard that defines quality management system (QMS) requirements. Government organizations use standards to demonstrate the ability to consistently provide products and services that meet customer and regulatory requirements. It is the only standard in the set that an organization can ratify. The steps of the Regional Human Resources Development Agency (BPSDMD) of the Province of NTT towards ISO 9001: 2015 Certification require a long process, which must be based on solid cooperation and high commitment from all stakeholders. BPSDMD NTT Province is one of the regional apparatuses ready to be audited by external auditors. According to the schedule reported by the Regional Inspectorate of the Province of NTT, the NTT Provincial BPSDMD was audited by external auditors on Thursday, September 24, 2020, at the Meeting Room of the Heads of the Agency, Jalan Fetoer Foenay Kolhua Kupang.

Implementation of External Audit. Following the Governor of NTT, Viktor B. Laiskodat's instructions, all Regional Apparatuses of the NTT Province must be ISO 9001: 2015 Certified. BPSDMD of NTT Province is no exception. Thursday, September 24, 2020, an audit for the NTT Province BPSDMD was carried out. Lead Auditor Ivar Kusradi D, ST, M.Eng from Szutest Jakarta, accompanied by Assistant Inspector from the Regional Inspectorate of the Province of NTT, Fredy Koenunu, ST, MT, was given the broadest possible space and time to carry out external audit assignments. Head of BPSDMD NTT Province, Dr. Keron A. Petrus, SE, MA, on behalf of BPSDMD, welcomed the arrival of the External Auditor Team. Dr. Keron revealed that, as we know, the NTT Provincial BPSDMD is tasked with increasing HR competencies in the region to support or realize the vision and mission of the NTT Bangkit government - Prosperous NTT.

Therefore, ISO 9001: 2015 certification is a step that we must take so that from time to time, we continue to improve organizational management and implement a quality control system to ensure improvement in customer satisfaction management who are receiving services from regional apparatuses. BPSDMD Prov NTT is ready to be audited by external auditors so that all can learn and complete what is lacking from the audit conducted. The presence of the External Audit Team (Lead Auditor and Inspectorate Team) is the initial visit. Of course, BPSDMD NTT Province could be better. Thus, the NTT Provincial BPSDMD hopes there will be improvements and inputs that will be followed up so that the NTT Provincial BPSDMD is towards a management system based on ISO provisions and has standards in managing human resource development. BPSDMD NTT Province is committed to doing its best to improve the quality of service to all customers, especially training participants who are served at BPSDMD Prov NTT.

The first audit activity was carried out on the Secretariat (Subag PDE, Finance, Personnel and General Affairs). Followed by the Managerial, Governmental and Social Competency Fields (Subid Latsar, Latpim, Government and Social-Cultural). Furthermore, the Field of Technical and Functional Competencies (Technical, Functional and Compilation of Curriculum and Learning Devices). After the Technical and Functional Field audit, an audit was carried out on the Education and Training Quality Assurance Committee (KPMD). Lastly, Certification and Institutional Affairs (Subid Certification and Institutional, Sipenkon and Sarpras).

The audit begins with a document audit of several essential documents that the Internal Auditor of BPSDMD NTT Province previously carried out. These documents include the following:

1. Identification of organizational issues
2. Identification of the needs and expectations of interested parties
3. SWOT analysis
4. Organizational Business Process
5. Risk and Opportunity Analysis (Risk Management Plan=RMP)

Furthermore, the External Auditor conducted field visits (on-site) to several locations around the NTT Provincial BPSDMD, starting from the Archive Room and interviews with archivists, Flobamorata Hall, Quality Assurance Committee Room, Competency Test Place (TUK) and interviews with infrastructure managers, Libraries and interviews with librarians as well as on-site to the Nusa Lontar 1 Dormitory. The point is that when in the locations visited, the Lead Auditor conducts in-depth interviews with relevant stakeholders regarding the duties and functions.

Results of External Audit Implementation. The result or assessment of the external auditor was that the BPSDMD of NTT Province was declared FEASIBLE to receive the ISO 9001: 2015 Quality Management System Certificate. Coinciding with the 62nd Anniversary of NTT on December 20, 2020, the Governor of NTT, Viktor B. Laiskodat, handed over the ISO 9001: 2015 SMM Certificate and Certificate of Appreciation to Regional Apparatuses that had been RECOMMENDED WORTHY, including BPSDMD NTT Province.

Figure 2. ISO 9001:2015 QMS Audit Scheme



BPSDMD NTT Province passed documentation, certification, and Surveillance audit in Year I (2021). In 2022 there will be a Year II surveillance audit. At this point, it can be seen that after being recommended as feasible for the implementation of QMS ISO 9001:2015, BPSDMD NTT Province continues to improve itself to implement a management system based on ISO 9001:2015 provisions because it already has standards in managing HR development. BPSDMD NTT Province is committed to improving the quality of service to all customers, especially training participants who are served at BPSDMD NTT Province.

Analysis of Implementing the ISO 9001: 2015 Quality Management System to Improve Organizational Performance. The quality management system is a set of documented procedures and standard practices for system management that aims to ensure the conformity of a process and product (goods/services) to specific needs and requirements (Gaspersz, 2006, p. 33) and one way to improve organizational quality is by applying the ISO 9001 series assessment. The benefits of implementing ISO 9001 go far beyond quality management; it can also help organizations reduce supply chain costs, retain existing customers, attract new ones, and improve performance (Isoindonesiacenter, 2017).

Presidential Regulation Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010-2025 mandates that all Ministries/Institutions (K/L) must implement bureaucratic reform to realize good governance. As one of the Regional Government Institutions, the Regional Human Resources Development Agency (BPSDMD) of the Province of NTT has had the obligation and commitment since 2020 to implement the ISO 9001: 2015 quality management system. The International Organization for Standardization (iso.org, 2015) states that seven principles underlie the ISO 9001: 2015 Quality Management System at the Regional Human Resources Development Agency (BPSDMD) of NTT Province, namely; (1) Customer Focus (2) Leadership, (3) Engagement of People, (4) Process Approach, (5) Improvement, (6) Evidence-Based Decision Making, and (7) Relationship Management with the results of research and discussion as follows :

Customer Focus. Customer focus is the top priority of the Quality Management System. The form of the application is to provide all needs that exceed customer expectations to achieve customer satisfaction. So that the survival of the organization will be guaranteed in the long term, in this case, the BPSDMD of the NTT Province must provide all needs that exceed customer expectations for the achievement of customer satisfaction so that the survival of the organization will be guaranteed in the long term and based on the results of these interviews, it is known that the BPSDMD of the NTT Province seeks to maximize customer focus or customer focus but based on the results of the author's observations, it is known that the implementation of non-managerial education and training has not been based on training needs analysis, the operational staff of widyaiswara is inadequate, the development of widyaiswara competence is very minimal.

These findings will be described in table 1 as follows:

Table 1. Distribution of BPSDMD Employees in NTT Province Based on Position Groups

No.	Position Group	Gender		Total	Percentage
		Male	Female		
1.	High Leadership Position	1	-	1	1%
2.	Administrative Position	3	1	4	4%
3.	Supervisory Position	4	5	9	9%
4.	Main Expert Widyaiswara	1	-	1	1%
5.	Associate Expert Widyaiswara	7	2	9	9%
6.	Young Expert Widyaiswara	4	5	9	9%

7.	First Widyaiswara Expert	3	1	4	4%
8.	Archivist	1	-	1	1%
9.	Executor	44	19	63	62%
Amount		68	33	101	100%

Source: Personnel and General Subdivision, 2022

Based on the position groups above, it can be seen that executors are the position group with the most significant percentage, 62%, followed by widyaiswara at 23% and leadership/structural positions at 14%. Apart from the 26 widyaiswara available positions, there are also other functional positions at BPSDMDD: one person or 1% archivist. Seeing the quantity of existing functional positions, BPSDMDD felt the need to increase the number of widyaiswaras, because the number of existing widyaiswaras was felt to be insufficient to serve the needs of education and training competency development in the NTT Province as a whole. In addition, the existing widyaiswara, on average, only have the competency to teach Pre-service and Leadership training courses, while there are no technical and functional training courses. For this reason, in the future, BPSDMDD will recruit widyaiswara to meet competency development needs in the NTT Province.

As for the archivist, BPSDMDD also feels there is still a shortage of these available positions, so adding one more person for the available archivist position is necessary. In addition, the existing archivists need to be IT savvy, so support for IT-based archives is nonexistent. Ideally, with advances in technology, BPSDMDD must have e-archives. In addition to the two available positions above, BPSDMDD also feels the need for additional library functional staff. As an educational institution for apparatus, BPSDMDD has a library, but currently, BPSDMDD needs the available staff in question so that library management can be more optimal.

The following shows the distribution of employees by rank/class:

Table 2. Distribution of Employees by Rank

No.	Space Rank/Group	Gender		Total	Percentage
		Male	Female		
1.	Pembina Utama (IV/e)	1	-	1	1%
2.	Pembina Utama Madya (IV/d)	-	-	-	-
3.	Pembina Utama Muda (IV/c)	1	-	1	1%
4.	Pembina Tk. I (IV/b)	3	2	5	5%
5.	Pembina (IV/a)	10	2	12	12%
6.	Penata Tk. I (III/d)	10	9	19	19%
7.	Penata (III/c)	8	6	14	14%
8.	Penata Muda Tk. I (III/b)	12	9	21	21%
9.	Penata Muda (III/a)	9	4	13	13%
10.	Pengatur Tk. I (II/d)	1	1	2	2%
11.	Pengatur Muda (II/c)	7	-	7	7%
12.	Pengatur Muda Tk. I (II/b)	2	-	2	2%
13.	Pengatur Muda (II/a)	3	-	3	3%
14.	Juru Tingkat 1 (I/d)	-	-	-	-
15.	Juru (I/c)	1	-	1	1%
16.	Juru Muda Tk. I (I/b)	-	-	-	-

17. Juru Muda (I/a)	-	-	-	-
Amount	68	33	101	100%

Source: Personnel and General Subdivision, 2022

Referring to Table 2.3 above, based on Rank, BPSDMDD Civil Servants with Rank/Group of Junior Arrangement Room (III/b) are the PNS with the highest number, namely 21 people or 20%, followed by PNS with Rank/Group of Kindergarten Arranger Room. I (III/d) as many as 19 people or 18%. PNS with the Rank/Group of Internship Officer (I/c) and Main Trustee (IV/e) are PNS BPSDMDD with the smallest percentage of 1%. At the same time, there are no Civil Servants with the Rank/Group of Intermediate Main Supervisor (IV/d), Level 1 Interpreter (I/d), and so on at BPSDMDD or 0%. It is an honor that the BPSDMDD is the only Regional Apparatus in the NTT Province with 1 ASN with the Peak Rank, namely the Principal Advisor (IV/e), in addition to the NTT Provincial Secretary. However, looking at the ratio of BPSDMDD resources to NTT Province civil servants as a whole, where BPSDMDD civil servants are 103 people, it is wildly disproportionate to the total number of PNS NTT Province who must be served in the field of competency development, namely 14,676 people or with a ratio of 0.70% (BKD Data, as of December 2018).

If viewed based on education, BPSDMDD civil servants have all levels of education. The following table shows the statement above:

Table 3. Distribution of Employees Based on Education Level

No.	Position Group	Gender		Amount	Percentage
		Male	Female		
1.	Doctor (S3)	1	-	1	1%
2.	Masters (S2)	22	8	30	30%
3.	Bachelor Degree)	23	17	40	40%
4.	Diploma (D3)	2	-	2	2%
5.	Senior High School	16	8	24	24%
6.	Junior High School	3	-	3	3%
7.	Elementary School.	1	-	1	1%
Amount		68	33	101	100%

Source: Personnel and General Affairs Subdivision, 2022

Reading the percentage of ASN BPSDMMD according to the level of education above, it can be stated that civil servants with a doctoral education background are the smallest number, namely one person or 1%. Meanwhile, civil servants with an undergraduate education level dominate the entire BPSDMMD civil servants, namely 40 people or 40%, followed by a master's degree with 30 people or 30%. From the data above, it can also be seen that four people, or 4% of civil servants, have an elementary and junior high school educational background. Civil servants with educational backgrounds are civil servants, former honorary cleaning service workers and drivers who were appointed as civil servants.

Supposedly as an educational institution for apparatus, BPSDMMD must have more qualified resources, namely civil servants with primary Master and Doctoral Education, especially widyaiswara at least having a Masters educational background. At the same time, an organization or company, if it wants to progress or develop, is required to have qualified employees. Quality employees are employees whose performance can meet the targets or goals set by the company

(Mangkuprawira & Hubeis, 2007, p. 153) and this has not been implemented in BPSDMD NTT Province because of the individual competency factors of the person concerned, organizational support, and management support as stated (Simanjuntak, 2005, p. 210).

Another finding that impacts the lack of customer focus is the limited education and training facilities and infrastructure that support eligibility as a national-level HR development institution. BPSDMD has the infrastructure to support the performance of competency development. These infrastructure facilities are assets built through APBD funds and central government grants. Some of these infrastructures are in unfit-for-use condition, so they need renovation or repair, both on a small and large scale. These infrastructure facilities include, as follows:

Table 4. Main Infrastructure BPSDMD

No.	Building	Condition			Information
		Good	Damage Slightly	Damaged	
1.	Hall	√			Capacity: 500 people
2.	Classroom				All available classrooms have a capacity of 40 people.
	Kelimutu	√			
	Sandalwood	√			
	Lasiana	√			
	Komodo dragon	√			
	Sasando	√			
	Sandalwood		√		
	Kenari		√		
3.	Committee Secretariat	√			
4.	Dormitory				On average, the dormitories, except for the new dormitories, suffered minor damage such as damage to handles, windows and door handles, leaking tubs, clogged toilets, and plumbing installations. 2 floors, capacity: 72 rooms, 2 people per room 2 floors, capacity: 72 rooms, 2 people per room Capacity: 10 rooms, 2 people per room Converted into WI room and Proper Seminar Room 3 floors, capacity of 120 rooms, 2 people per room
	Nusa Lontar I		√		
	Nusa Lontar II		√		
	Girls Dormitory		√		
	Ex-APDN hostel		√		
	New Dormitory	√			
5.	Dining room		√		Capacity 80 people
6.	Canteen		√		Capacity 40 people

Source: List of Movements of Goods BPSDMDD, 2022

According to the above table, additional infrastructure is required to support customer-focused operations. The ideal situation would require the addition of 4 classrooms, 1 dormitory structure with 120 rooms, and 4 dining halls, each of which could seat 120 people. Additionally, it is crucial to fix infrastructure that has slight damage so that it may be used to its full potential, including dining halls, dorms, and classrooms. Other supporting infrastructures are as follows:

Table 5. BPSDMD Supporting Infrastructure

No.	Infrastructure / Fleet	Condition			Condition	
		Good	Damage Slightly	Damaged		
1	Office building		√		Occupied by the Head of the Agency, Secretariat and PKM Field Currently occupied by the PKT Division	
2	Widyaiswara Building		√			
3	Library	√			In addition to the library, it is also used as a workspace for the Infrastructure Facility Sector	
4	Sports Facilities					
	Volley field			√		There are 2 volleyball courts.
	Tennis court			√		
	Canteen		√			
	Gate		√			
5	Service vehicle					
	Leadership Service Car	√			Toyota Innova	
	Secretary's Service Car	√			Toyota Rush Mitsubishi horse Capacity: 40 passengers capacity of 4000 liters There are 3 two-wheeled units in severely damaged condition.	
	Operations Service Car		√			
	buses		√			Toyota Innova
	Water tank	√			Toyota Rush Mitsubishi horse Capacity: 40 passengers capacity of 4000 liters There are 3 two-wheeled units in a severely damaged condition	
	Motorcycle			√		

Source: List of Movements of Goods BPSDMD, 2022

BPSDMD still needs additional workspaces, with rooms with multiple functions, such as a library, in terms of supporting infrastructure. The library's function should be a vehicle for reading and discussion, not a workspace. Sports facilities also need repairs and additions. In addition, BPSDMD needs to add more fleets, such as buses and ambulances. While other supporting infrastructure needs to be held, namely, Discussion Rooms, Innovation Laboratories, and IT-based Competency Test Sites, Polyclinics Worship Facilities.

Table 6. BPSDMD Training Facilities

No.	Training Facilities	Amount	Condition			Condition
			Good	Damage Slightly	Damaged	
1.	Whiteboard	10	√			
2.	Flip Chart	30	√			
3.	Multimedia	8	√			
4.	Wireless speakers	1	√			
5.	Wireless microphones	5	√			
6.	LCD Projectors	12	√			

7.	TV	7	√
8.	Multimedia sound system	1	√
9.	Camera	2	√
10.	Computer	16	√
11.	Laptops	3	√
12.	Wi-Fi network	6	√
13.	CCTV	-	
14.	Table	363	√
15.	Chair	130	√
16.	Reference Book	350	√

Source: List of Movements of Goods BPSDMD, 2022

As mentioned in the table above, existing education and training facilities must be added when viewed from the volume. As an Educational Institution, BPSDMD needs to be supported in terms of facilities and infrastructure that are close to adequate.

Leadership. Every leader in the company has a role as a coach who has targets according to company goals through empowering employees, decision makers based on data and facts (decision makers) and establishing company management system standards that are passed on to the next generation. Based on the results of interviews conducted by the author, it is known that the leadership in BPSDMD NTT Province has the role of a trainer who has targets according to company goals through empowering employees, decision makers based on data and facts (decision makers) and establishing organizational management system standards that are inherited for the following organizational leader but based on the results of in-depth observations conducted by the author it is known that from a leadership perspective it was found that evaluations of WI staff, managers/organizers and training participants have not been carried out routinely by leaders. In contrast, evaluations of WI staff, managers/organizers and training participants must be carried out routinely. Evaluation of the implementation of education and training activities from upstream to downstream must be carried out objectively and transparently.

In addition, there are no regulations governing the implementation of HR development within the BPSDMD, such as SOP, operational guidelines, or technical guidelines. At the same time, every implementation of education and training activities must have SOP, operational or technical guidelines as guidelines, directions, work methods and determinants of the expected output. For this reason, it is a challenge for the BPSDMD leadership to make and compile the said regulations.

Another finding is that the role of the supervisor of HR implementation for Regency/City government apparatus still needs to be optimal, as well as coordinating Regency/City Education and Training institutions. As a central government representative, BPSDMD's function in apparatus human resource development in NTT could have been more optimal. III and IV to take part in training at BPSDMD/other Provincial Education and Training Agencies. In addition, the data on prospective Pre-service and Leadership Training participants from the Regency/City was never actual, which resulted in planning errors at BPSDMD.

So far, the implementation of HR development is still project-oriented, so it has not touched on the needs of service demands and answering the dynamics of saman or need assessment. The implementation also gives the impression of a formality or just spending the budget as long as there is accountability. In addition, the evaluations carried out were random, without a detailed design and follow-up plan.

Schein (1992), Nahavandi & Malekzadeh (1993), and Kouzes & Posner (1987; 1993) stated that leaders have a considerable influence on organizational success. Leaders play a crucial role in formulating and implementing organizational strategy. However, organizational performance will be better if BPSDMD NTT Province leaders perform better than the author's findings. The impact on training services could be more optimal, especially on the performance of BPSDMD NTT Province employees. According to Mangkuprawira & Hubeis (2007, p. 160), employee performance consists of the physical and non-physical environment, one of which is due to leadership factors.

Leadership is not only symbolic but is about influencing, motivating, and enabling others to contribute towards the effectiveness and success of the organization in which they are members (McShane & Von Glinow, 2010, p. 360) so that organizational performance becomes effective following organizational goals. Performance can be viewed from the perspective of results, processes, or behaviors that lead to the attainment of goals. Therefore, in the context of performance appraisal, the first task of the organization's leadership, namely BPSDMD NTT Province, is to determine which performance perspective will be used in interpreting performance in the organization they lead so that the achievement of organizational goals can be effective.

Engagement of People. Creating and providing added value to customers will be easier if supported by competent personnel, able to be empowered and involved at all levels throughout the organization. The form of its application is to promote the process approach and the vital contribution of each level in the organization.

In this case, BPSDMD NTT Province creates and provides added value to customers supported by competent personnel, able to be empowered and involved at all levels throughout the BPSDMD NTT Province organization and promote the process approach and the importance of the contribution of each level in the organization. The application of the ISO 9001: 2015 quality management system at BPSDMD NTT Province in terms of engagement of people is expected to create and provide more value to customers and will be easier if supported by competent personnel, able to be empowered and involved at all levels throughout the organization but based on results In interviews with the authors, it is known that the NTT Province BPSDMD has not yet conducted TNA/AKD involving competent staff and all OPDs.

The results of this author's interview are in line with the results of a document search conducted by the author, whereas in an ASN HR development institution in NTT, the performance of BPSDMD is determined by the level of satisfaction of training participants, licenses or certifications as managers, organizers and teachers, and training facilities and Training Needs Analysis (AKD). There is a gap in the ratio of achievements to customer satisfaction, whereas in the Level of Satisfaction of Training Participants, in 2020, the realization of achievements has decreased. The decline in achievement this year was due to weak implementation management and the institution's status, which was in the process of being re-accredited, causing the effect of participant dissatisfaction. From the indicator of the percentage of civil servants participating in the MoT, ToC, ToF and ToT training, there was a gap in 2019 and 2020, with a ratio of 48% and 88%.

This decline in realization was because, in these two years, ASN BPSDMD, especially managers and organizers, no longer participated in the MoT and TOC training because some had attended in 2015 and 2016. So, only widyaiswara participated in substantive ToF and ToT to increase competence and career path. In terms of the percentage of infrastructure indicators, according to Perkaln No. 25 of 2015, there is a gap in 2020. Due to the rationalization of the budget for the needs of post-conflict local election implementation, the budget allocation for fulfilling BPSDMD infrastructure facilities is affected by the policy. Likewise, regarding the percentage of apparatus education and training plans based on AKD, some realizations did not reach the target with a ratio

of 53%. It is because, in 2019, there was a budget rationalization policy, so some of the training and education programs proposed according to AKD experienced rationalization, so they could not be implemented.

The performance measure used is customs; to see the performance of education and training, the number of education and training alums is the number of education and training alumni. This measure was built due to the inconsistency of the organizational format from 2008, which used the Education and Training Agency nomenclature to become the Training and Research and Development Agency (BP4D) in 2009 and returned to the Education and Training Agency in 2013. Furthermore, in 2016 the institution's nomenclature changed again to BPSDMD until now.

The implementation of the ISO 9001: 2015 quality management system at BPSDMD NTT Province from the point of view of the engagement of people is expected to create and provide added value to customers and will be easier if supported by competent personnel, able to be empowered and involved at all levels throughout the organization, but there is a gap in the ratio of achievement to customer satisfaction, where in terms of the Level of Satisfaction of Training Participants, in 2020, the realization of achievements has decreased.

Juan et al. (2020) stated that people's engagement impacts customer satisfaction regarding the extent to which their requirements have been fulfilled. Because that means customer satisfaction has led to a decrease in complaints and claims. However, the low achievements of the NTT Province BPSDMD have resulted in high customer complaints, so the Training Needs Analysis (TNA/ AKD) is urgent to do for better performance of the NTT Province BPSDMD. Performance shows the employee's ability to increase work productivity, which can be interpreted or formulated as a comparison between output and input. Hasibuan (2003:126). If productivity rises, it is only possible by increasing efficiency (time, materials, labor), work systems, production techniques, and an increase in workforce skills.

Process Approach. The quality management system established in the company is not made based on a departmental approach but on pure processes that exist in the organization by involving all related parties. The results of the interviews conducted by the author show that the process of implementing quality management at BPSDMD NTT Province is carried out based on pure processes that exist in the company by involving all relevant parties, such as governors, in order to carry out competency-based bureaucratic reforms, thus providing strong support in carrying out their roles. Institutional BPSDMD other involvement is the existence of collaboration with ministries/agencies and other institutions, which further strengthens the role of BPSDMD as a competency development institution, the existence of education and training with a participant contribution system or sending agency costs so that it can accommodate training that the APBD cannot finance.

When the processes in a project are interconnected, every department in the organization is encouraged to work towards a common goal. It means that heads of sub-sectors are focused on achieving their own goals and understanding that they are all responsible for customer or client satisfaction (ISO 9001:2015).

Improvement. Organizations that are successful and able to survive in the competition focus on improvement. The form of its application is always to make changes through continuous internal and external improvements adapted to the latest changing climate. So that the company will always be ready to face competition with competitors, based on the results of the interview, it is known that the NTT Province BPSDMD intends to implement ISO 9001:2015 so that the organization can survive in competition and focus on internal and external improvements that are adapted to the latest

climate change even though there are still many deficiencies, the NTT Province BPSDMD will continue to clean up.

To adapt to the latest climate change and to adapt it to the 2018-2023 NTT Provincial RPJMD, the BPSDMD, in order to carry out the supporting functions as stated in the NTT Province RPJMD 2018-2023, develop scenarios for the development of NTT ASN HR by focusing on two strategic issues, namely Learning Quality and Conducive Learning Environment. In this regard, there are 3 policy directions for the development of ASN human resources in NTT for 2018-2023, as shown below:

BPSDMD has 3 policy directions for the development of ASN human resources in NTT in 2018-2023, which are adapted to the current climate of change in the Province of NTT, namely as follows:

1. Increasing the quality and capacity of institutional management (Managers and Widyaiswara). In order to improve the quality and management capacity of the institution, the strategies adopted are controlling and improving the quality of education and training by the Education and Training Quality Assurance Committee (KPMD). Quality control and improvement are carried out through Evaluation of the Training Process and Post-Training Evaluation. Therefore the role of KPMD must be optimized to evaluate all implementation of education and training activities from upstream to downstream in an objective and transparent manner, Organize MoT for managers, TOC for organizers, ToT and ToF for widyaiswara and competency tests/refreshment of widyaiswara, Building good cooperation networks with government and private agencies engaged in human resource development.
2. Increasing the competence of ASN according to regional needs and characteristics. The strategies were undertaken to improve ASN competencies according to regional needs and characteristics, namely:
 - a. Organizing official and staging education and training, namely Pre-service Training/Latsar CPNS, Technical Training, Functional and Governance Training, both Classical and Non-Classical, based on Training Needs Analysis (AKD);
 - b. Organizing Tourism Technical Training as a superior education and training program to support the acceleration of tourism as the prime mover of the NTT economy;
 - c. Organizing certification and competency tests for Domestic Administration and ASN throughout the NTT Province;
3. Increasing the availability of training infrastructure according to standards. Strategies to increase the availability of education and training infrastructure according to standards are pursued through:
 - a. Addition and maintenance of Education and Training Facilities
 - b. Developing Education and Training Information Systems
 - c. Develop curriculum and learning tools through E-learning.

From the findings, it is known that although there are still many shortcomings in terms of human resources and facilities and infrastructure, the BPSDMD of the Province of NTT continues to improve, as evidenced by the existence of an official strategic plan that can answer the current situation in the Province of NTT and is in line with developments in information technology.

An organization is required to be able to adapt to situations and conditions in order to be able to meet demands and achieve goals effectively and efficiently. Organizations that are unable to adapt to stagnate in terms of their development because they do not want to adopt new ideas that would permit an improvement in the quality and quantity of an organization's production (Pace and Faules, 2001:17). Organizational changes frequently have negative outcomes (Desplaces, 2005).

However, it is still essential for the organization to change the culture that is not under the previous situation, and the NTT Provincial BPSDMD is carrying out this change.

Evidence-Based Decision Making. Make decisions based on data and facts. Each conclusion from a problem is decided upon based on an analysis of the facts and data gathered during the analysis, which is how the application is structured. So that the choices made would lead to focused and effective decisions. The results of the interviews conducted by the authors found that the decision-making system at the BPSDMD in NTT Province was based on data and facts. At any time, the conclusion of a problem in the BPSDMD in NTT Province was determined based on an analysis of facts and data obtained during the analysis so that the decisions taken would result in effective and targeted decisions.

BPSDMD has a commitment to service that relies on the spirit of "PRIMA," which stands for Professional, Responsive, Innovative, Quality and Accountable, as the cultural values of the BPSDMD NTT Province organizational culture. According to the Regulation of the Minister for Administrative Reform and Bureaucratic Reform, Number 39 of 2012 concerning Guidelines for the Development of Work Culture explains that organizational culture is a system of shared values within an organization that becomes a reference, how employees carry out activities to achieve organizational goals or aspirations.

PRIMA's Work Culture provides common thinking, attitude and action for all lines within BPSDMD. PRIMA's strategic values framework modeling will be aligned with the concept of forming organizational culture starting from the formation of values, work culture and work ethic. Meanwhile, PRIMA's strategic values framework starts from fundamental values . Then it forms PRIMA's central strategic values , which will encourage a work culture and work ethic to achieve the organization's vision, mission, goals and objectives so that any input from all organizational lines will be accommodated and analyzed for the progress of the NTT Province BPSDMD organization.

Figure 3. Cultural Values of Work BPSDMD NTT Province



Source: BPSDMD NTT Province, 2022

Based on the PRIMA strategic value framework above, the primary behavior is determined for each of PRIMA's central values. Establishing the primary behavior will make it easier to carry out and evaluate the central values in the framework of improvement and efforts to change the organizational culture of BPSDMD NTT Province in a better direction. Besides that, PRIMA's primary value is still general and universal, which everyone can perceive differently depending on their knowledge and experience.

The primary behavior that is set must reflect the values that have been mutually agreed upon. Therefore, these values need to get a specific context. The context referred to, among other things, is when the formulation of the values of each member of the NTT Province BPSDMD organization is related to the vision, mission, main tasks and functions of the organization or the applicable laws and regulations. Furthermore, this relationship is translated into the behavior expected by the organization so that decisions based on shared values are created (evidenced by decision-making).

Relationship Management. To maintain organizational success, it must manage its relationship with interested parties, including its suppliers, work partners, employees, government, and community.

The number of participants carried out by BPSDMD NTT Province until June 2022 are as follows:

Table 10. Number of Participants in the 2022 BPSDMD Baseline for the Province of NTT

No.	Institution Name	2022				
		II	III	Amount	Target	Information
1	Kupang City Government	102	82	184	50 Quarter III, the rest of the budget changes	
2	Kupang District Government	52	66	118	Quarter II (April and May)	
3	District Government South Central Timor	123	99	222	Not budgeted	
4	District Government North Central Timor	52	66	118	Quarter II (May and June)	
5	District Government Speckle	72	66	138	Quarter II	
6	District Government Malacca	33	114	147	Quarter I	
7	District Government Sabu Raijua	42	36	78	Quarter II	
8	District Government Rote Ndao	86	93	179	Quarter II	
9	District Government Lembata	55	73	128	Quarter III	
10	District Government Alor	71	53	124	81 Persons Quarter II & the rest Budget Changes	66 Class 2, 58 Class 3
11	District Government East Flores	38	91	129	Quarter II	
12	District Government Sikka	0	0	-	Not budgeted	
13	District Government Ende	40	46	86	Quarter III (July)	
14	District Government Nagekeo	61	102	163	Quarter II (May)	
15	District Government Ngada		3	3	Quarter I (2021 follow-up) 2022 Not budgeted	
16	District Government East Manggarai	71	81	152	69 People Quarter II (June), 83 Quarter IV (Change)	
17	District Government Manggarai	71	107	178	Quarter II (May and June)	

18	District Government West Manggarai	19	64	83	(GOL 2) & Part of group 3 Quarter III, & Group 3 Quarter IV
19	District Government West Sumba	11	49	60	Quarter II
20	District Government East Sumba	26	58	84	Quarter III
21	District Government Central Sumba	51	109	160	Quarter II
22	District Government Southwest Sumba	65	149	214	Quarter III
23	Provincial Government NTT	26	161	187	Quarters III & IV
24	Vertical Agency/			-	
Total		1,167	1,768	2,935	-

Source: BPSDMD NTT Province, 2022

Based on the table, it is known that until June 2022 it was known that the number of participants in the latsar activities at BPSDMD NTT Province 2022 totaled 2935 people, so it can be stated that since 2019, participants who took part in latsar activities at BPSDMD NTT Province tended to decrease, this was due to dissatisfaction participants for the services provided, and even the participants stated that if given a choice, they would not choose BPSDMD NTT Province.

The results of interviews conducted by the author show that in the context of relationship management, namely regarding the relationship between BPSDMD NTT Province and interested parties, including suppliers, work partners, employees, the government, the community is known to be ineffective because the role as a coach has not been optimal. Administering human resources for district/city government apparatus and coordinating district/city education and training institutions.

As a central government representative, BPSDMD's function in apparatus human resource development in NTT could have been more optimal. III and IV to take part in training at BPSDMD/other Provincial Education and Training Agencies. In addition, the data on prospective Pre-service and Leadership Training participants from the Regency/City was never actual, which resulted in planning errors at BPSDMD.

ISO 9001:2015 covers many things that must be known and fulfilled by companies wishing to achieve certification, which are requirements that need to be met so that if all or one of these criteria is not met, it will be an inhibiting factor in the implementation of the ISO 9001:2015 quality management system at BPSDMD NTT Province.

CONCLUSION

Based on the results of the research and discussion in the previous chapter, the authors can conclude that the application of the ISO 9001: 2015 quality management system to improve organizational performance at the Regional Human Resources Development Agency for the Province of NTT according to the International Organization for Standardization (iso.org, 2015) states that there are 7 principles underlying the ISO 9001: 2015 Quality Management System with positive findings on (1) Process Approach, (2) Improvement and (3) Evidence-Based Decision Making whereas; (4) Customer Focus, (5) Leadership, (6) Engagement of People and (7) Relationship Management was found to be ineffective.

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