

Exploring the potential of an integrated management system (IMS) based on ISO 9001:2015, ISO 14001:2015, ISO 45001:2018 in Indonesian Private Construction Companies = Eksplorasi potensi penerapan sistem manajemen terintegrasi (IMS) berdasarkan ISO 9001:2015, ISO 14001:2015, dan ISO 45001:2018 pada Perusahaan Konstruksi Swasta di Indonesia

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Abstrak

Penelitian ini bertujuan untuk mengeksplorasi potensi penerapan Integrated Management System (IMS) yang mengintegrasikan ISO 9001:2015 (Sistem Manajemen Mutu), ISO 14001:2015 (Sistem Manajemen Lingkungan), dan ISO 45001:2018 (Sistem Manajemen Keselamatan dan Kesehatan Kerja) dalam perusahaan konstruksi swasta di Indonesia. Sektor konstruksi di Indonesia menghadapi tantangan berupa meningkatnya kompleksitas proyek, persaingan yang ketat, serta tekanan regulasi dan keberlanjutan, sehingga dibutuhkan sistem manajemen yang terintegrasi dan efisien.

Permasalahan utama dalam penelitian ini adalah belum terintegrasinya secara optimal sistem manajemen yang telah diadopsi secara parsial oleh perusahaan konstruksi swasta. Banyak perusahaan telah menerapkan satu atau dua standar ISO, namun belum menggabungkannya secara sistematis dalam satu kerangka IMS. Hal ini mengakibatkan duplikasi proses, ketidakefisienan, dan sulitnya mencapai sinergi lintas fungsi. Tujuan penelitian ini adalah untuk mengidentifikasi potensi, faktor pendorong, hambatan, serta manfaat yang dapat diperoleh dari penerapan IMS di sektor konstruksi swasta.

Penelitian menggunakan pendekatan campuran (mixed-method), yaitu kualitatif dan kuantitatif. Pendekatan kualitatif dilakukan melalui studi literatur dan telaah kasus penerapan IMS di berbagai negara. Sementara itu, pendekatan kuantitatif dilakukan melalui penyebaran kuesioner kepada profesional dari sejumlah perusahaan konstruksi swasta bersertifikasi ISO di Indonesia. Teknik analisis yang digunakan meliputi analisis SWOT untuk mengidentifikasi faktor internal dan eksternal yang memengaruhi kesiapan penerapan IMS, serta matriks TOWS untuk merumuskan strategi implementasi berdasarkan kombinasi faktor tersebut. Hasil penelitian menunjukkan bahwa potensi penerapan IMS di perusahaan konstruksi swasta cukup tinggi, terutama pada perusahaan yang telah memiliki sertifikasi ISO sebelumnya. Kekuatan internal yang ditemukan meliputi pengalaman sebelumnya dengan sistem ISO, komitmen manajemen puncak, serta dokumentasi mutu dan K3 yang sudah tersedia. Namun demikian, terdapat kelemahan seperti keterbatasan sumber daya manusia dalam integrasi sistem, minimnya pelatihan lintas departemen, serta kurangnya budaya kolaboratif. Dari sisi eksternal, peluang datang dari meningkatnya tuntutan pelanggan dan regulator terhadap standar keberlanjutan dan keselamatan, sementara ancaman terbesar adalah resistensi terhadap perubahan dan tingginya biaya awal integrasi sistem.

Penelitian ini menghasilkan peta strategi berbasis TOWS yang dapat digunakan sebagai panduan implementasi IMS di perusahaan konstruksi swasta. Strategi yang disarankan antara lain adalah penyelarasan IMS dengan proses manajemen proyek yang sudah ada, peningkatan pelatihan karyawan, serta memanfaatkan tuntutan klien sebagai pemicu perubahan.

Kontribusi utama penelitian ini adalah memberikan kerangka praktis bagi perusahaan konstruksi swasta di

Indonesia dalam menerapkan IMS, sekaligus memperkaya literatur akademik yang masih terbatas pada konteks tersebut.

.....This research investigates the possibility for adopting an Integrated Management System (IMS) of ISO 9001:2015 (Quality Management), ISO 14001:2015 (Environmental Management), and ISO 45001:2018 (Occupational Health and Safety Management) for Indonesian private construction firms. Indonesia's construction companies is currently facing with growing complexity, competition, and regulatory pressures, requiring integrated management systems that can potentially improve operations to be more effective, compliance better, and organizational performance enhanced.

The research issue arises from the fragmented application of management systems among private construction firms. While many companies have adopted one or more solitary standards, not many have succeeded in bringing them together into an integrated system. This creates inefficiencies and denies cross-functional benefits to be harvested. The purpose of the research is to explore the feasibility of an IMS framework to be applied in private building companies and to ascertain the drivers, barriers, and advantages that

could be achieved from its application.

A qualitative-quantitative (mixed-method) design was employed. The qualitative phase consisted of literature review and case study reviews of previous IMS implementations, primarily in foreign environments. Quantitative phase used survey questionnaire distributed among a sample of professionals from Indonesian private construction firms. SWOT analysis was used by the study in order to identify internal and external drivers of IMS adoption, while the TOWS matrix was used in formulating strategies from the derived factors. Organizational culture, availability of resources, employee competency, commitment of top-level management, and conformity with regulations were the most crucial variables considered.

Evidence indicates that Indonesian private construction companies, especially those who have previously received ISO certificates, possess a high potential for the application of IMS. The internal strengths that have been identified are previous experience with ISO systems, commitment by leadership, and preparedness from the quality and safety documentation side. Weaknesses like low integration capabilities, lack of cross-departmental collaboration, and inadequate training were also identified. External opportunities include escalating pressure from clients and regulators to meet diverse standards and the greater demand for safe and sustainable building practices. Threats include change resistance and the cost of system change.

The study implies an IMS adoption strategy in the private construction sector based on phased implementation, continuous enhancement, and stakeholder engagement. The TOWS matrix shows that the strategies of harmonizing IMS with existing project management processes, employee development investment, and capitalizing on client specifications can result in successful adoption.

This research contributes to the literature on integrated management systems by focusing on an industry and context with limited academic research. The proposed model offers practical guidance to Indonesian private construction companies desiring enhanced performance, compliance, and competitiveness across IMS. It also suggests the need for ongoing research focusing on sectoral problems and post-implementation evaluation.