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PKM EXTERNAL AUDIT ISO 9001: 2015, ISO 14001:2015 AND ISO 45001:2018 AT PT CCI KUALITAS INSANI

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Abstract

This Community Service Program (PKM) aimed to assist PT Lianhua Leather Industry in preparing for the external audit of the Integrated Management System based on ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018 conducted by PT CCI Kualitas Insani as the certification body. The assistance focused on the Stage 1 audit through document review to ensure compliance with the requirements of the international management system standards. The methods employed included field observation, document review, interviews with relevant personnel, external audit implementation, Audit Report preparation, and assistance in completing the identified Opportunities for Improvement (OFIs). The audit results identified several issues requiring Corrective Actions, including the absence of documented Key Performance Indicators (KPIs), the lack of a documented Competency Matrix within the Human Resources Development (HRD) Division, the need to improve environmental management practices, inadequate customer complaint handling procedures, and the necessity to enhance domestic wastewater management. These findings were addressed through document development, improvement recommendations, and the implementation of Corrective Actions, which were subsequently verified by the auditors. The program enhanced employees' understanding of ISO requirements, strengthened the effectiveness of the Integrated Management System implementation, and supported the company's successful compliance with the certification requirements of ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018.

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***Keywords**: External Audit, ISO 9001:2015, ISO 14001:2015, ISO 45001:2018, Integrated Management System.*

1. INTRODUCTION

The rapid development of the industrial sector and increasingly competitive business environments require organizations to continuously enhance the quality of their products and services. Quality improvement extends beyond the ability to satisfy customer requirements and encompasses the effectiveness of operational processes, environmental sustainability, and occupational health and safety (OHS). To address these challenges, organizations increasingly adopt internationally recognized management system standards to ensure that organizational processes are systematically planned, documented, controlled, and continuously improved (Riyansyah, 2021).

Among these standards, ISO 9001:2015 Quality Management Systems (QMS) has become one of the most widely implemented frameworks for improving organizational performance. ISO 9001:2015 provides a systematic approach for ensuring process consistency in delivering products and services that meet customer and stakeholder expectations. Beyond improving product quality, the implementation of ISO 9001:2015 enhances employees' competencies, increases operational efficiency, minimizes waste, strengthens organizational accountability, and ultimately improves organizational competitiveness (Majid, 2020).

Nevertheless, the effectiveness of ISO 9001:2015 implementation depends not only on the availability of documented procedures but also on the competence and active participation of employees. Personnel responsible for implementing the management system must possess a comprehensive understanding of the standard's requirements to ensure consistent execution of organizational processes. Consequently, training and mentoring programs play a crucial role in strengthening employee competencies and supporting the sustainable implementation of quality management systems (Hernawan et al., 2019).

A fundamental principle of ISO 9001:2015 is customer focus, requiring organizations to consistently identify, monitor, and fulfill customer requirements and

expectations. Customer-related processes must therefore be effectively controlled and periodically evaluated to ensure continual improvement in service quality and organizational performance. Such an approach contributes to higher customer satisfaction and strengthens long-term organizational sustainability (Tsani & Nurleli, 2021).

In addition to quality management, organizational activities inevitably generate environmental impacts that require systematic management. ISO 14001:2015 Environmental Management Systems (EMS) provides organizations with a structured framework for identifying, controlling, and continuously improving environmental aspects arising from operational activities. The standard emphasizes organizational context, stakeholder expectations, environmental risks and opportunities, operational controls, and continual environmental performance improvement as integral components of sustainable business practices (Ramadan et al., 2019).

Occupational health and safety constitute another critical dimension of organizational sustainability. Operational activities expose employees to various workplace hazards that may result in occupational injuries or illnesses if appropriate preventive measures are not implemented. To mitigate these risks, organizations increasingly adopt ISO 45001:2018 Occupational Health and Safety Management Systems (OHSMS). This international standard provides a comprehensive framework covering organizational context, leadership, planning, support, operational control, performance evaluation, and continual improvement to systematically manage occupational health and safety risks (Selfia et al., 2025).

Because quality, environmental, and occupational health and safety management are closely interconnected, many organizations integrate ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018 into a unified Integrated Management System (IMS). Such integration enables organizations to improve operational effectiveness while simultaneously managing quality performance, environmental impacts, and workplace safety. However, the effectiveness of an integrated management system depends on periodic evaluations to verify that organizational policies, documented procedures, work instructions, objectives, records, and operational practices comply with the applicable international standards (Sejati, 2021).

Auditing represents one of the most effective mechanisms for evaluating management system implementation. Through systematic and objective assessment, audits determine whether management system practices conform to established requirements and identify opportunities for continual improvement. Audit findings provide valuable evidence for corrective actions, preventive actions, and management decision-making, thereby enhancing the overall effectiveness of organizational management systems (Sugiyanto & Sumantri, 2019).

The implementation and certification of ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018 provide significant strategic benefits for organizations. In addition to strengthening corporate reputation and stakeholder confidence, these standards promote customer-oriented business processes, improve organizational efficiency, enhance environmental performance, reduce occupational risks, and increase customer satisfaction. Consequently, integrated management system certification has become an important indicator of organizational commitment to operational excellence and sustainable business practices.

The final phase of the certification process involves an External Audit conducted by an accredited Certification Body. In this study, the organization appointed PT CCI Kualitas Insani to perform the certification audit. The external audit consists of two sequential stages. Stage 1 focuses on reviewing the adequacy and completeness of the documented management system, whereas Stage 2 consists of an on-site assessment to verify the implementation and effectiveness of the management system across organizational operations.

As part of the Stage 1 audit preparation, the company assigned the researcher to evaluate the management system documentation developed in accordance with the requirements of ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018. The results of this document review provide objective evidence of the organization's readiness for the Stage 2 external audit and identify opportunities for improvement prior to the certification assessment.

Partner Issues

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Based on the preliminary assessment, several organizational issues and improvement needs were identified at PT Lianhua Leather Industry, which are summarized as follows:

1. The organization has not yet established documented Key Performance Indicators (KPIs). Consequently, the performance of each department cannot be measured objectively, making it difficult to evaluate organizational effectiveness and monitor the achievement of strategic objectives.
2. The Human Resources Development (HRD) Department does not yet maintain a documented Competency Matrix. As a result, competency gaps cannot be systematically identified, limiting the organization's ability to determine employee development needs and develop competency-based training programs.
3. Environmental management practices require further improvement, particularly with respect to the provision of adequate rainwater infiltration facilities and the implementation of vehicle emission testing associated with the company's operational activities. Strengthening these environmental controls is essential to enhance environmental performance and ensure compliance with applicable environmental requirements.
4. The customer complaint management system within the Marketing Department has not been fully optimized. A documented mechanism is therefore required to systematically receive, record, investigate, monitor, resolve, and evaluate customer complaints and feedback, thereby supporting continual improvement in service quality and customer satisfaction.
5. The management of domestic wastewater requires further enhancement, particularly regarding the treatment of wastewater generated from sanitary facilities (WC/toilets). Appropriate wastewater treatment is necessary to ensure compliance with applicable environmental regulations and to minimize potential environmental impacts.

Proposed Solutions

To address the issues identified during the preliminary assessment, the Community Service Program (PKM) proposes the following solutions:

1. Development of Key Performance Indicators (KPIs). The project team will assist the company in developing and documenting Key Performance Indicators (KPIs) for each department. These KPIs will serve as objective performance measurement tools to evaluate the achievement of organizational quality objectives and enhance overall organizational performance.
2. Development of a Competency Matrix. The PKM team will provide technical assistance to the Human Resources Development (HRD) Department in developing a documented Competency Matrix. This matrix will serve as the basis for identifying competency requirements, conducting competency gap analyses, and designing competency-based employee training and development programs.
3. Strengthening Environmental Management Practices. Technical recommendations will be provided to improve environmental management, including the installation of appropriate rainwater infiltration facilities (such as infiltration wells or infiltration ponds) in accordance with applicable regulations, as well as the development of a vehicle emission testing program as part of environmental aspect control and regulatory compliance.
4. Improvement of the Customer Complaint Management System. The PKM team will assist the company in establishing a documented customer complaint management procedure covering complaint reception, recording, investigation, corrective action, monitoring, and evaluation. This system is intended to ensure that customer feedback is systematically utilized as an input for continual quality improvement and enhanced customer satisfaction.
5. Enhancement of Domestic Wastewater Management. The company will be provided with recommendations for planning and developing a domestic Wastewater Treatment Plant (WWTP) to treat wastewater generated from sanitary facilities. This initiative aims to ensure compliance with applicable environmental regulations while supporting the effective implementation of ISO 14001:2015.

Expected Outputs

The participants in this Community Service Program consist of 27 employees of PT Lianhua Leather Industry, whose business scope covers the manufacture of finished leather for footwear applications through tanning, dyeing, finishing, and related

supporting processes. Through the implementation of the Integrated Management System based on ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018, the organization is expected to improve operational efficiency, productivity, and overall organizational performance.

The objectives and expected outcomes of this program are as follows:

1. To enhance participants' knowledge and understanding of the requirements of ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018.
2. To improve employees' understanding of the external audit process and the importance of complying with the requirements of each applicable ISO standard.
3. To strengthen the effectiveness of the Integrated Management System by facilitating the resolution of Opportunities for Improvement (OFIs) identified during the audit process.
4. To increase employees' awareness, commitment, and accountability regarding quality management, environmental protection, and occupational health and safety.
5. To assist the company in developing and completing supporting management system documentation, including Key Performance Indicators (KPIs), Competency Matrices, customer complaint management procedures, and environmental management programs, based on the findings of the audit.
6. To enhance the company's reputation and organizational credibility through the effective implementation of an Integrated Management System that complies with the requirements of ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018.

The primary deliverable of this Community Service Program is the successful completion of the Stage 1 External Audit for ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018. The audit results will serve as valuable input for management review and continual improvement initiatives, while also providing the basis for the preparation of a research article to be submitted to a national scientific journal.

2. METHOD

A. Methodological Approach and Technology Implementation

The Community Service Program (PKM) was conducted using a systematic approach consisting of the following stages:

1. Preliminary Observation

A preliminary on-site observation was conducted to collect relevant information regarding the existing management practices at PT Lianhua Leather Industry. This activity was carried out before and during the implementation of the program to obtain a comprehensive understanding of the company's operational conditions, particularly within the production department. The observation focused on identifying the organization's readiness for the implementation of the ISO 9001:2015 Quality Management System, ISO 14001:2015 Environmental Management System, and ISO 45001:2018 Occupational Health and Safety Management System, as well as determining the areas requiring improvement prior to the external audit. The findings from this stage served as the basis for designing the assistance program and ensuring that the activities addressed the organization's actual needs.

2. Community Service Activities

The PKM activities involved employees of PT Lianhua Leather Industry from various organizational functions. The program was implemented through an offline external audit assistance program, during which the PKM team conducted document reviews, evaluated management system implementation, and provided recommendations for improving compliance with the requirements of ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018. In addition, guidance was provided to strengthen employees' understanding of the certification process and the practical implementation of an Integrated Management System.

B. Partner Participation

The partner organization in this Community Service Program was PT Lianhua Leather Industry, a manufacturing company producing finished leather for footwear applications. The company actively participated throughout the program by providing access to relevant documents, operational facilities, and personnel involved in the implementation of the Integrated Management System. Management and employees also participated in discussions, interviews, document verification, and field observations to facilitate the external audit process and identify opportunities for continual improvement.

1. Implementation Period

The Community Service Program commenced with administrative preparation, coordination, and preliminary site visits in April 2026. Subsequently, activities focused on preparing the organization for the external audit of the Integrated Management System based on ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018. The overall program was conducted from April to July 2026.

2. Implementation Location

The activities were conducted on-site at PT Lianhua Leather Industry and PT CCI Kualitas Insani. Throughout the program, the audit team performed document reviews, on-site observations, interviews with relevant personnel, and verification of the implementation of the Integrated Management System across all processes included within the audit scope.

3. Participants and Supervisors

a. Participants

The participants of this Community Service Program consisted of employees from all departments of PT Lianhua Leather Industry who were directly or indirectly involved in the implementation of the Integrated Management System.

b. Supervisors

The program was supervised by academic staff from the Department of Industrial Engineering, who possess expertise in quality management systems, environmental management systems, occupational health and safety management systems, and ISO-based auditing. The supervisors were responsible for providing academic guidance, monitoring the implementation of program activities, and ensuring that the objectives of the Community Service Program were successfully achieved. The list of supervisors is presented in Table 3.1.

Table 3.1 List of Activity Implementing Supervisors

No.	Activity	Supervisor
1.	Proposal and Socialization	Muhammad Fidiandri Putra, S.ST, M.M Rini Setiowati, M.Pd, MT
2.	Audit Stage 1 (review document)	Dr. Ratih Ikha Permata Sari, ST, MM Muhammad Fidiandri Putra, S.ST, M.M Rini Setiowati, M.Pd, MT

3.	Implementation of Audit Stage 2 (visit)	Muhammad Fidiandri Putra, S.ST, M.M Rini Setiowati, M.Pd, MT
4.	Evaluation and Report	Dr. Ratih Ikha Permata Sari, ST, MM Muhammad Fidiandri Putra, S.ST, M.M

c. Implementation Procedure

The Community Service Program (PKM) was implemented through a series of systematic stages to support the external audit process for the Integrated Management System at PT Lianhua Leather Industry.

The first stage involved the preparation and issuance of the Audit Schedule Confirmation. During this stage, PT CCI Kualitas Insani, acting as the Certification Body, formally notified the company of the planned external audit. The confirmation letter included essential information regarding the audit scope, the applicable ISO standards to be assessed, the assigned audit team, the audit schedule, and the organization's readiness to undergo the certification audit.

The second stage consisted of the development of the Audit Plan. The audit team prepared a comprehensive audit schedule specifying the audit agenda, departments and processes to be evaluated, the allocation of audit time, and the responsibilities of each auditor. The Audit Plan was subsequently communicated to the company to ensure adequate preparation and facilitate effective coordination throughout the audit process.

The third stage comprised the execution of the External Audit. The audit commenced with an Opening Meeting attended by the organization's management and the audit team to confirm the audit objectives, scope, methodology, and communication procedures. Subsequently, the auditors conducted document reviews, on-site observations, and interviews with relevant personnel to obtain objective evidence regarding the conformity and effectiveness of the implementation of the ISO 9001:2015 Quality Management System, ISO 14001:2015 Environmental Management System, and ISO 45001:2018 Occupational Health and Safety Management System. Upon completion of the audit activities, a Closing Meeting was conducted to present the audit findings, discuss identified Opportunities for Improvement (OFIs), and communicate recommendations for enhancing the effectiveness of the Integrated Management System.

The fourth stage involved the preparation of the Audit Report. The audit team compiled a comprehensive report documenting the audit scope, audited processes, audit findings, conclusions, and recommendations for Corrective Actions to address each identified Opportunity for Improvement. This report served as the primary reference for the organization's continual improvement activities and management review.

The fifth and final stage was the issuance of the certification. Following the submission and successful verification of all required Corrective Actions, and after confirming that the organization's Integrated Management System complied with the requirements of ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018, PT CCI Kualitas Insani issued the corresponding certification. The certification formally demonstrates that the Integrated Management System implemented by PT Lianhua Leather Industry conforms to the applicable international management system standards.

3. RESULT AND DISCUSSION

A. Implementation of the Community Service Program

Based on the coordination and communication conducted with PT Lianhua Leather Industry, the Community Service Program (PKM) focusing on the External Audit of the Integrated Management System was implemented according to the agreed schedule. The audit activities covered the requirements of ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018, beginning with the Opening Meeting and concluding with the issuance of the certification after the successful verification of the required corrective actions. The implementation schedule of the external audit is presented in Table 4.1.

Table 4.1. Implementation Schedule of the External Audit Activities

No.	Activity	Implementation Date
1	*Opening Meeting*	29 April 2026
2	External Audit Implementation	29–30 April 2026
3	*Closing Meeting*	30 April 2026
4	Submission of *Corrective Actions*	10 May 2026
5	Monitoring and Verification of *Corrective Actions*	Two weeks
6	Issuance of ISO Certification	May 2026

1. Opening Meeting

The external audit commenced with an Opening Meeting held on 29 April 2026. The meeting was attended by the audit team, the management of PT Lianhua Leather Industry, and representatives from all departments included within the audit scope. During this session, the auditors presented the objectives, scope, methodology, audit schedule, and communication procedures of the external audit. This meeting ensured that all participants shared a common understanding of the audit process, their respective responsibilities, and the expected outcomes of the certification assessment.

2. External Audit Implementation

The external audit was conducted on 29–30 April 2026 through a combination of document reviews, on-site observations, and interviews with personnel from the relevant departments. The audit team evaluated the implementation and effectiveness of the ISO 9001:2015 Quality Management System, ISO 14001:2015 Environmental Management System, and ISO 45001:2018 Occupational Health and Safety Management System based on objective evidence collected during the assessment. The audit identified several Opportunities for Improvement (OFIs), which served as inputs for strengthening the organization's Integrated Management System and supporting continual improvement.

3. Closing Meeting

The Closing Meeting was conducted on 30 April 2026 following the completion of all audit activities. During this meeting, the audit team presented the audit findings according to the requirements of ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018. The auditors discussed the level of conformity achieved for each audited clause, communicated the identified Opportunities for Improvement (OFIs), and provided recommendations for corrective actions aimed at enhancing the effectiveness of the Integrated Management System.

4. Corrective Actions

Following the completion of the audit, PT Lianhua Leather Industry submitted its Corrective Action Plan on 10 May 2026. The corrective actions were developed for each audit finding by identifying the root cause, defining appropriate corrective measures,

assigning responsible personnel, establishing implementation deadlines, and providing objective evidence of implementation for subsequent verification by the audit team. This stage was intended to ensure that all identified findings were addressed systematically and effectively.

5. Monitoring and Verification of Corrective Actions

The monitoring and verification of the corrective actions were conducted over a two-week period following the submission of the corrective action plan. During this stage, the auditors reviewed the implementation evidence provided by the organization to confirm that all corrective actions had been effectively implemented and were consistent with the recommendations documented in the audit report. This verification process ensured that the identified issues had been adequately resolved and that the effectiveness of the corrective measures could be objectively demonstrated.

6. Certification

After all corrective actions had been successfully verified and the Integrated Management System was confirmed to comply with the requirements of ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018, PT CCI Kualitas Insani, as the Certification Body, recommended the issuance of the certification to PT Lianhua Leather Industry in May 2026. The certification formally recognizes that the organization's Integrated Management System conforms to internationally recognized management system standards and demonstrates its commitment to continual improvement in quality management, environmental performance, and occupational health and safety.

B. Discussion and Results

During the implementation of the ISO consultation and external audit assistance program, the PKM team provided technical guidance on audit objectives, auditing principles, audit psychology, and audit management in accordance with the guidelines of ISO 19011:2018, which provides internationally recognized guidance for auditing management systems. In addition, refresher sessions were conducted to strengthen participants' understanding of the requirements of ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018, with particular emphasis on the auditable requirements of the standards.

The training reviewed the structure of ISO 9001:2015, consisting of ten clauses, including three introductory clauses (Scope, Normative References, and Terms and Definitions), which are not subject to certification auditing, and seven auditable clauses covering Context of the Organization, Leadership, Planning, Support, Operation, Performance Evaluation, and Improvement. Particular attention was given to the documented information required to demonstrate conformity with the applicable standard requirements.

To facilitate participants' understanding of the integrated management system, the implementation of the standards was explained using the Plan–Do–Check–Act (PDCA) cycle as the fundamental framework for continual improvement. The PDCA approach enabled participants to understand how planning, implementation, performance evaluation, and continual improvement are integrated within the requirements of ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018.







Based on the interviews, document reviews, and field observations conducted during the audit, several Areas of Concern were identified. As summarized in Table 4.2, several documented procedures and supporting records were found to be incomplete or unavailable. These findings represent Opportunities for Improvement (OFIs) that should be addressed to ensure full compliance with the requirements of ISO 9001:2015, ISO

14001:2015, and ISO 45001:2018, while simultaneously enhancing the effectiveness of the organization's Integrated Management System.

Table 4.2 ***Area of Concern***

OFI No.	Klausul Standard	Area	Obs. Details
1	**9001, 14001, & 45001**	**All Area**	There is no documented KPI, so the division's performance achievement cannot be measured objectively. Clause 6.2
2			The HRD Division does not yet have a documented Competency Matrix as a basis for measuring competency gaps and preparing employee training programs. Clause 7.2
3			1. There are no infiltration wells or infiltration ponds to collect rainwater, as required by Environmental Regulation No. 12 of 2009. 2. Vehicle emissions testing for guests and operational vehicles has not been conducted. Clause 8.1
4			The Marketing Division lacks a system for recording and handling customer complaints, so customer feedback is not monitored for service improvement. Clause 8.2
5			It is necessary to propose the procurement of a domestic wastewater treatment plant (IPAL), in addition to the production IPAL, to process domestic waste from WCs/toilets in accordance with environmental permit specifications. Clause 9.1

4. CONCLUSION

Based on the implementation of the Community Service Program (PKM), which involved providing external audit assistance for the ISO 9001:2015 Quality Management System, ISO 14001:2015 Environmental Management System, and ISO 45001:2018

Occupational Health and Safety Management System, the following conclusions can be drawn:

1. The absence of documented Key Performance Indicators (KPIs) was addressed through the development and documentation of departmental KPIs. These indicators provide an objective basis for measuring the achievement of organizational objectives, evaluating departmental performance, and supporting evidence-based management decision-making.
2. The lack of a documented Competency Matrix within the Human Resources Development (HRD) Department was addressed by developing competency matrices for each job position. These documents facilitate competency gap analysis, support the identification of training needs, and contribute to the systematic development of employee competencies in accordance with organizational requirements.
3. The identified deficiencies in environmental management were addressed through the preparation of an environmental improvement plan, including the provision of rainwater infiltration facilities and the implementation of a vehicle emission testing program. These initiatives are expected to strengthen compliance with the requirements of ISO 14001:2015 and improve overall environmental performance.
4. The limitations of the customer complaint management system were addressed through the development of a documented procedure covering the receipt, recording, investigation, monitoring, resolution, and evaluation of customer complaints. The implementation of this system is expected to enhance service quality, improve customer satisfaction, and support continual organizational improvement.
5. The management of domestic wastewater was addressed by developing a plan for establishing an appropriate wastewater treatment system that complies with applicable environmental regulations. This initiative is expected to strengthen environmental compliance while supporting the sustainable implementation of ISO 14001:2015.

RECOMMENDATIONS

Based on the findings of this Community Service Program, the following recommendations are proposed to support the continual improvement of the Integrated Management System at PT Lianhua Leather Industry:

1. The organization should periodically review and update departmental Key Performance Indicators (KPIs) to ensure their continued alignment with organizational objectives and their effectiveness as performance measurement tools.
2. The Competency Matrix should be regularly implemented, maintained, and updated to support competency gap analysis, workforce development, and competency-based training planning, thereby ensuring that employees possess the competencies required for their respective roles.
3. The organization should implement the proposed environmental improvement initiatives, including the installation of rainwater infiltration facilities and the periodic monitoring of vehicle emissions, to strengthen compliance with ISO 14001:2015 and applicable environmental regulations.
4. The documented customer complaint management system should be consistently implemented and periodically evaluated to ensure that customer feedback is effectively utilized as an input for continual quality improvement and enhanced customer satisfaction.
5. The organization is encouraged to prioritize the implementation of the planned domestic wastewater treatment system and to conduct regular monitoring of its effectiveness. This initiative will strengthen environmental protection efforts, ensure regulatory compliance, and support the long-term sustainability of the organization's Environmental Management System.

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