

ABSTRACT

Many companies in Indonesia have adopted ISO 9001:2015 (Quality Management System) but have not yet achieved the expected performance levels. Companies expect ISO 9001:2015 to boost performance but may not fully understand that managing organizational performance is like assembling a puzzle, where more than one tool is needed. Additional tools are required to manage performance effectively. This challenges us all to manage performance in a way that leads to organizational excellence. Performance Management is one such tool that can be applied to support performance improvement. Integrating Performance Management with ISO 9001:2015 will develop a comprehensive system for excellent organizations.

The research aims to assist companies in enhancing performance and integrating the implementation of Performance Management with the existing ISO 9001:2015 quality management system. This research also aims to help companies develop a Performance Management system aligned with their business processes and corporate strategy.

This research adopts a qualitative (case study) approach to gathering data and information through document observation, interviews and FGD. The documents observed are documents and data from the last five years.

The researcher identified several opportunities for improvement, including the lack of integrated Performance Management and ISO 9001:2015 implementation, apart from that there is no measurable corporate strategy implementation and deployment to lower levels.

This research is expected to provide insights for companies, especially HR Directors or HR Managers, to develop an integrated Performance Management system in alignment with the ISO 9001:2015 Quality Management System implementation. The researcher recommends that companies that have developed performance management use the balanced scorecard as a supporting tool to determine and set performance indicators. The development of supporting documentation for Performance Management's implementation is also needed to maintain consistency. An audit or review is also necessary to maintain the continuity of the integration results of Performance Management and ISO 9001:2015, so that continuous improvement occurs.

Keywords: *Performance Management, ISO 9001:2015, Balanced Scorecard, Quality Objectives, Performance Indicators*