

## **CHAPTER 5**

### **CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Conclusions**

Based on the research of the evaluation ISO 22000 implementation in PT S, after doing an interview to the staff or employees, the conclusions that can be drawn are the implementation of the ISO 22000 are quite appropriate because of the minimum case of the violations in raw material. But, the violations in raw material affects the whole production process, and most importantly it affects the human health by ignoring the clause written in ISO 22000. By doing the research, there are some problems such as:

1. **Miscommunication Happens During The Unloading Process of Raw Material**  
Since PT S still use a different platform for communication and there are miscommunication when it comes to the unloading process of the raw material, the recommendations that can be done by using just one platform for all types of communication whether its only giving a note for the unloading process, reporting the whole day, sending the documents, and for some emergency. It is more convenient and the miscommunication that happens three times a week can be reduced.
2. **The Staff Is Cutting Off Some Steps In A Standard Process To Make It Quick**  
PT S's evaluation was done once a year, and it affects the staff who lack awareness of the importance of the procedure because the penalties have not been given due to the evaluation that was done once a year. It has to be handled quickly or PT S could get a warning letter, since it has already happened more less two times in a week. The recommendation that can be given is by doing the internal evaluation twice a year, although it is quite hard for PT S to conduct the evaluation but, it must be done in order not to lose their certification.
3. **Staff Did Not Obey The Procedure and Often Forgets**  
The training for all of the staff of PT S did not come straight from the Bureau Veritas, it was given by their manager and supervisor. Because of it there are

some staff are not aware of the procedure and forgets about it. Even though PT S already give some solutions to give more training by the supervisor to the staff, the violations happened in the late 2023 two times in a row.

So, PT S staff are not fully aware of the importance of the food safety and the employee who have the individual certification for conducting the internal audit is also quite small so they are having a trouble in doing the audit for more than once a year. PT S is still considering about the training for every employee, but there will be another cost for that.

## **5.2 Recommendations**

Based on the research, there are some recommendations given to the PT S to maintain their effectiveness in implementing of the ISO 22000. By looking at the circumstances, WhatsApp Group can be the solutions to be a communication platform because it has features for sending the documents, call, a group feature and the employees of PT S age range starting from 28-55 and they are all familiar with the WhatsApp. The use of WhatsApp Group can be divided into several groups, such as a group according to the procedure of unloading, or a group that its member for the managerial levels and there could be another group that will send information only so the other members cannot send their messages but the admin only. The evaluation can be done for some staff that cut off steps in a standard process by that can be given is by doing the internal evaluation twice a year, although it is quite hard for PT S to conduct the evaluation but, it must be done in order not to lose their certification. It could be done by evaluating per division if it is difficult to do it for the whole part in the factory, this is because of the violations that has been done was a part of the Nonconformities so it have to be conduct more than one time for the evaluation. As for the gathering the data, PT S can use some software so it connects to every division inside not doing it manually although PT S is already input all the data to the computer but it is not to a software. Lastly, the recommendations that can be given to make sure that the staff obey the procedure is by giving every staff in PT S a certification training straight from the Bureau Veritas itself especially it has a direct contact with the raw material. This needs to

be discussed more for the cost but it is worth it looking at the events that could led to PT S lost it certification, and to maintain all of the implementation of the ISO 22000 PT S can assign one person in charge to do the evaluation and tracking the implementation.

## BIBLIOGRAPHY

- Baiman, S., Fischer, P., & Rajan, M. (2000). Information, Contracting, and Quality Costs. *Management Science* 46(6), 776-789.
- Bristol Government UK. (n.d.). *Food Safety Management Systems*. Retrieved from Bristol City Council Food Business: <https://www.bristol.gov.uk/business/food-business/food-safety-management-systems>
- Budiman, I., Saori, Sopyan, Anwar, & Ramdan. (2021). Analisis Pengendalian Mutu Di Bidang Industri Makanan. *Journal Inovasi Penelitian* 1(10), 2185-2190.
- Chen, J., Wei, H., & Xie, L. (2022). Mitigating Product Quality Risk Under External Financial Pressure: Inspection, Insurance, and Cash/Collateralized Loan. *Production and Operations Management* 31(1), 304-317.
- Crosby, P. (1979). *Quality Is Free*. New York: McGraw-Hill.
- Dale, B., Bamford, D., & Wiele, A. (2016). *Managing Quality An Essential Guide and Resource Gateway*. Chicester: Wiley.
- Erkoc, M., Gurnani, H., Ray, S., & Jin, M. (2023). Quality Investment, Inspection Policy, and Pricing Decisions in a decentralized Supply Chain. *Production and Operations Management* (32), 207-226.
- Heizer, J., Render, B., & Munson, C. (2019). *Operations Management*. Harlow: Pearson.
- Hwang, I., Radgakrishnan, S., & Su, L. (2006). Vendor Certification and Appraisal: Implications of Supplier Quality. *Management Science* 52(10), 1472-1482.
- International Standard Organization. (2018). Retrieved from ISO 22000:2018-Food Safety Management Systems: <https://www.iso.org/standard/65464.html>
- ISO Indonesia Center. (2019, March 27). *Manajemen Keamanan Pangan dengan ISO 22000*. Retrieved from Manajemen Keamanan Pangan dengan ISO 22000: <https://isoindonesiacenter.com/manajemen-keamanan-pangan-dengan-iso-22000/>
- Krajewski, L., & Malhotra, M. (2022). *Operations Management Processes and Supply Chains*. London: Pearson Education.
- Magar, V., & Shinde, V. (2014). Application of 7 Quality Control (7 QC) Tools for Continuous Improvement of Manufacturing Processes. *International*

*Journal of Engineering Research and General Science Volume 2, Issue 4, 364-371.*

Monge-Mora, P., Oliveria, D., Shevchenko, K., Cabecinhas, M., & Domingues, P. (2020). Critical Success Factors During The Implementation of ISO 22000:2018. *4th ICQEM Conference, University of Minho*, 350-362.

Oxford Learner's Dictionaries. (n.d.). *Definition of factor*. Retrieved from Oxford Learner's Dictionaries: [https://www.oxfordlearnersdictionaries.com/definition/american\\_english/factor\\_1#:~:text=factor-,noun,factor%20in%20the%20town's%20decline](https://www.oxfordlearnersdictionaries.com/definition/american_english/factor_1#:~:text=factor-,noun,factor%20in%20the%20town's%20decline).

Oxford Learner's Dictionaries. (n.d.). *Definition of Raw Material*. Retrieved from Oxford Learner's Dictionaries: <https://www.oxfordlearnersdictionaries.com/definition/english/raw-material#:~:text=%2F%CB%8Cr%9%91%CB%90%20m%9%99%CB%88t%9%AAri%9%991%2F,material%20for%20high%2Dquality%20paper>.

Pemerintah Indonesia. (2019, December 26). Peraturan Pemerintah Republik Indonesia Nomor 86 Tahun 2019 Keamanan Pangan. *Peraturan Pemerintah Republik Indonesia Nomor 86 Tahun 2019*. Jakarta: Pemerintah Indonesia.

Ridwansyah, M., Nusraningrum, D., & Sutawijaya, A. (2019 ). Analisis Overall Equipment Effectiveness Untuk Mengendalikan Six Big Losses Pada Mesin Pembuatan Nugget. *Jurnal Ilmiah Manajemen & Bisnis Vol 3 No 1*, 38-51.

Saril. (2019). Total Quality Management (TQM) Sebagai Wujud Peningkatan Mutu Pendidikan. *Jurnal Manajemen Pendidikan Islam IX(2)*, 963-972.

Sekaran, U., & Bougie, R. (2016). *Research Methods for Business*. Chichester: Wiley.

Sharma, R. (2021). *Quality Management Practices in MSME Sectors*. Singapore: Springer.

US Food and Drug Administration. (2022, February 25). *National Advisory Committee on Microbiological Criteria For Foods*. Retrieved from HAACCP Principles&Application Guidelines FDA: <https://www.fda.gov/food/hazard-analysis-critical-control-point-haccp/haccp-principles-application-guidelines>