

-RESEARCH ARTICLE-

## SUCCESSFUL IMPLEMENTATION OF INDONESIAN NATIONAL STANDARD ISO 37001:2016 IN MEGAPROJECTS: (A CASE STUDY OF PT. TUNAS JAYA SANUR)

**I Putu Gde Indra Yudha**

Student, Management Science Doctoral Program  
Airlangga University, Indonesia  
ORCID: <https://orcid.org/0009-0006-9829-1740>  
Email: [i.putu.gde.in-2021@feb.unair.ac.id](mailto:i.putu.gde.in-2021@feb.unair.ac.id)

**Indrianawati Usman**

Lecturer, Faculty of Economics and Business,  
Airlangga University, Indonesia  
ORCID: <https://orcid.org/0000-0003-4513-2392>  
Email: [indrianawati-u@feb.unair.ac.id](mailto:indrianawati-u@feb.unair.ac.id)

**Nuri Herachwati**

Lecturer, Faculty of Economics and Business,  
Airlangga University, Indonesia  
ORCID: <http://orcid.org/0009-0009-8068-7490>  
Email: [nuri-h@feb.unair.ac.id](mailto:nuri-h@feb.unair.ac.id)

### —Abstract—

The aim of this research is to explain the existence of Indonesian National Standard International Organization for Standardization (ISO) and highlights the good relationship of SDGs to the environment, social and governance (ESG). Design/methodology/approach: The research is a single case with interviews with managers from all divisions and owners about how to interpret and implementation standards that should be. Information mining is carried out starting from the origins of getting to know the standards, reasons, benefits and impacts of implementing SNI. Findings: getting better outcomes, from the internal side where 90 percent of old customers extended their contracts and many new clients so that the impact on

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organizational performance increased, from the external side (society) the view was more positive because they were able to become role models for other construction industries. Conclusion: unethical behavior is behavior that is very detrimental not only to material things, but also to performance which has an impact on the environment. This unethical behaviour is influenced by factors within oneself and the environment. It is clearly visible that managers and owners have proven the importance of implementing and re-accrediting the Indonesian national standard ISO, improving organizational health, sustainability and being ready to face environmental dynamics. Originality: Focus on the main perspective in the form of behavior that must be carried out by those in control in the construction industry sector, which is one of the factors in a country's success.

**Keywords:** Indonesian National Standard ISO 37001:2016, constructions industry, practice corruption.

## INTRODUCTION

Indonesia is one of the countries in Asia that is included in the corruption list, where Indonesia's corruption perception index (IPK) increased in 2021, reaching 38, which is the fifth largest GPA in Southeast Asia, Indonesia's position is below Vietnam with a figure of 39. Indonesia's GPA increased by 1 points from the previous GPA of 37 (2020). From [Figure 1](#), it can be seen and ultimately becomes a question whether the low GPA in ASEAN countries, especially 4 countries (Indonesia, Thailand, the Philippines and Laos) can threaten economic growth or, conversely, corruption is needed to increase economic growth.

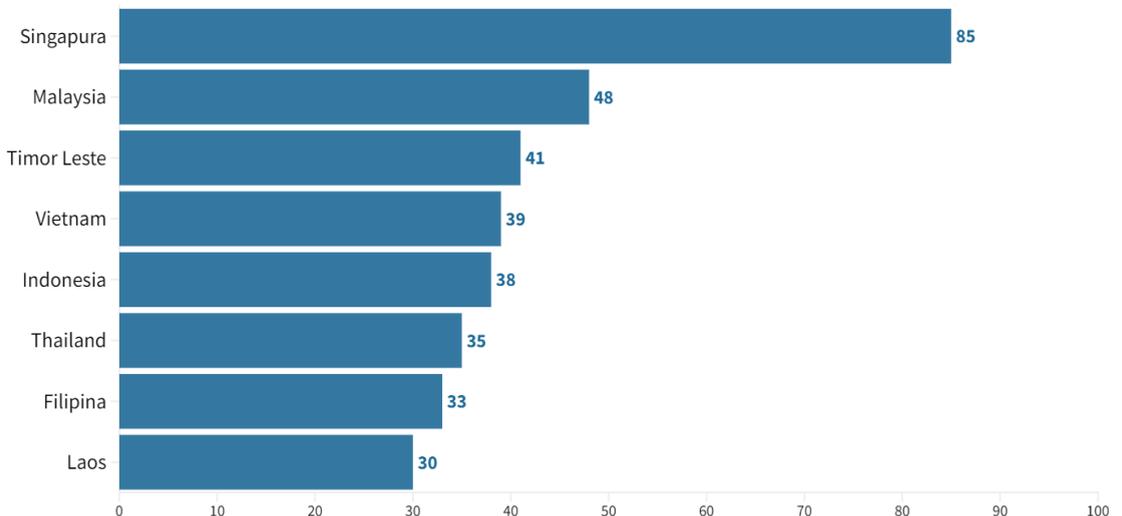


Figure 1: Southeast Asia Corruption Perception Index (2021)

Source: transparency International (2020)

On the other hand, it can be seen that a total of 1,442 criminal acts of corruption in Indonesia occurred in the years (2004-2022). The largest number of 372 perpetrators of corruption crimes came from the private sector, with this number reaching 26.16% of the total perpetrators of corruption crimes. In recent years, corruption has changed from a national or regional issue to a global problem and several officers have fallen and been brought to justice (Han et al., 2021; Huang & Choi, 2019; Lu et al., 2015; Xu et al., 2018).

In general, construction industry growth data from 2010 - 2022 experienced growth every year, there was a slight decline in 2020 as a result of activity restriction policies to prevent the spread of the Covid-19 virus, but growth performance could increase again in 2022, this is because continuing positive growth in performance in 2021. This decline in development was caused by Covid-19 (Ayat et al., 2022; Isang & Ebiloma, 2023). So to revive stability in the construction industry in the form of successful organizational performance, the role of the manager is needed (Caillier, 2018; Liang & Picken, 2011; Pereira et al., 2019). Managers must consistent carry out applicable norms and not violate ethics. This needs to be clarified because the manager's position has a great opportunity to act in violation of ethics, either intentionally or unknowingly, committing corruption (Blagojević & Damijan, 2013; Habiyaemye & Raymond, 2018; Keenan & Rostami, 2021; Smith et al., 2018).

The construction industry is an interesting thing to discuss, including political, socio-cultural observers and academics, because the construction industry is one of the factors that has an important role in the sustainability of all sectors in the country (Hulls et al., 2022; MD & Mahesh, 2021; Mengistu & Mahesh, 2020), but if seen from a different angle, the construction industry is capable of having a bad influence such as ethical violations (Amoah & Steyn, 2023; Owusu et al., 2019; Zantanidis & Tsiotras, 1998). Ethics in this case is a more specific part of morality (McCarthy, 2012; Mohamad et al., 2015; Adnan et al., 2012) so this is considered a crucial matter in the construction industry (Loosemore et al., 2019), in Indonesia it can be seen that the development of the construction industry is currently experiencing rapid growth (Epifany & Scopacasa, 2017; Ministry of Finance of the Republic of Indonesia, 2018) and there is a commitment from the Government in the form of building facilities and infrastructure to facilitate and make the economy a success ([www.dataindustri.com](http://www.dataindustri.com)).

If we look at it from all sides, it can be said that if the sum of all factors makes it possible to carry out an act that is not good, the greater the number of factors that desire to commit an act of corruption, the greater the efforts to prevent it (Agatiello, 2010; Jetter et al., 2015). For example, the greater the number of less developed political parties, the desire as a form of economics and the existence of a social culture that becomes a habit, the higher the level of corruption will be (Mierau et al., 2007; Tavares, 2004).

Corruption is said to be a form of ancient economic disease that occurs in all countries in the world and still exists today (Owusu et al., 2019; Zou, 2006). Corruption is indeed very difficult to investigate, even control, let alone eliminate, because there are many factors behind this practice, it can be called a common behaviour (Ameyaw et al., 2017; Deringer, 2017; Tomasic, 2018).

(Barkemeyer et al., 2015; Liedong, 2017; Muratbekova-Touron et al., 2022; Windsor, 2019) explains that corruption is bribery or extortion carried out directly or indirectly (in various forms and values) by government officials, political party administrators and certain agents, where there is a theory used in the approach in the form of culture theory, culture theory contains that there is a habits that occur according to an institution that can influence the formal structure and organizational choices, the absence of an adequate system.

The focus of this research is on the private industry in the construction sector at PT Tunas Jaya Sanur, this is because PT. Tunas Jaya Sanur as a private party is more likely to carry out behaviour that violates regulations and on the other hand, PT. Tunas Jaya Sanur has a lot of experience because it is more than 26 years old. In terms of age over 26 years, this is more possible than non-private parties and private parties have full control over what behaviour to carry out (Boyne, 2002; Liu et al., 2006).

From internal data of PT. Tunas Jaya Sanur stated ownership of two assets, namely movable assets in the form of human resources totalling more than 1,062 spread throughout Indonesia and immovable assets in the form of machines, heavy construction equipment and operational vehicles as well as several other objects and documents. The uniqueness of PT Tunas Jaya Sanur displays quality and standards as the main points for maintaining sustainability both in the short and long term, sustainability is very dependent on human resources (Dale et al., 1997; Lodhia, 2017; Sidhu & Gibbon, 2021).

The process of making this article is divided into four parts. First, we review articles that have been published in reputable international journals which of course have good credibility. This is in the form of several supporting empirical theories for making this article. In the second part, we present a method and data. Third, we carry out an interview with managers in all divisions and owners, four explanations of the results of the interviews and the fifth explanation regarding conclusions, implications for both internal and external parties and suggestions.

**Table 1. Corruption Theory Approach**

No.	Name	Definition	Theoretical Approach
1.	(Jung et al., 2017; Kouba & Došek, 2018; Petersen, 2021)	Corruption theory is identically related to the increased democratization that occurred in certain regions due to deviant behaviour regarding the perception of corruption which was influenced by corruption scandals.	Curvilinear theory, which discusses the increase in perceptions of corruption at the beginning of democratization which led to an increase in corruption that actually occurred.
2.	(Khatri et al., 2006; Kihl et al., 2017; Wang, 2020)	Abuse of power involving various parties with the aim of benefiting oneself which involves many parties	Social Exchange Theory (SET) which focuses on sociology and social psychology by viewing social change as an interactive exchange process and relationship sociology theory which relates to interactions between humans, namely why and in what capacity individuals are involved in illicit transactions, more towards networking.
3.	(Artello & Albanese, 2022; Jun et al., 2019; Mulugeta, 2019)	An action carried out by a person or group of people which is created by political elements. The main goal is to get more benefits for a group of people. As a form of behaviour that is passed down from generation to generation due to cultural elements	Culture theory is formed because of the behaviour carried out by predecessors. This is a form of habit that was ingrained from before.
4.	(Artello & Albanese, 2022; Kimya, 2019; Ling, 2011; Lisciandra & Millemaci, 2017)	Something that is easy to see and know but not easy to explain, is the use of public office for personal gain or the abuse of entrusted power for personal gain. A phenomenon that cannot be seen clearly, if studied theoretically and empirical evidence shows that corruption can have a multidimensional impact.	Behaviour theory, which emphasizes that there is a plan to carry out certain behaviour, in this case crime.
5.	(Barkemeyer et al., 2015; Muratbekova-Touron et al., 2022; Windsor, 2019)	Bribery or extortion carried out directly or indirectly (in various forms and amounts) by government officials, political party administrators and certain agents.	Institutional theory, stakeholder theory and a combination of corporate social responsibility (CSR) with corporate social irresponsibility (CSiR) theory. Institutional theory states that the institutional environment influences the formal structure and choices of organizations, in the absence of an adequate system. Stakeholder theory is a theory that

			discusses 3 important parts of a company, namely actors, norms (ethics) and connections.
6.	(Chang, 2018; Junghagen & Aurvandil, 2020; Pal & Spence, 2020)	Behaviour that abuses authority is related to low levels of private investment, economic growth and weak government governance. The impact on the economy and political stability.	Social Network Analysis and Graph theory, this is done to extract patterns (models) and relationships between social actors and understand the actions carried out by groups of people.
7.	(Addo, 2021; Denisova-Schmidt & Prytula, 2017; Elnawawy M et al., 2022; Hassan, 2018)	A behaviour carried out by a group of people because of a loss of trust and confidence, which occurs in various sectors, both governmental and non-governmental.	Agent theory and culture theory, where the existence of deviant behaviour within a person and the existence of bad behaviour in an organization both indicate criminal acts.

Source: Processed Reputable International Journal, 2023

## THEORETICAL BACKGROUND

### Corruption Theory

The term corruption itself comes from the Latin word *corrup*, which in English is called corruption or corrupt, in French it is called corruption and in Dutch it is called corrupt. Some opinions (Kapeli & Mohamed, 2019; Maguchu, 2018) said that corruption has the meaning of rotten, bad, liking to accept bribes (using one's power for one's own interests and so on), so that corruption is a despicable or bad behavior (embezzlement of money, accepting bribes and so on). From the existing term corruption, it has given rise to many definitions and links to theoretical approaches as one of the supporting factors for the formation of corrupt behavior, this can be seen in Table 1.

Table 1 can be concluded that corruption is a behavior that is very immoral and unprofitable for growth in the economic sector. On the other hand, some economists believe that corruption can increase growth based on certain factors (Colombatto, 2003; Lui, 1985; Paksha Paul, 2010; Swaleheen, 2011), on the other hand there are opinions (Glaeser & Saks, 2006; Treisman, 2007) which states that there is an inclusive relationship between corruption and growth, where if corruption is carried out optimally it will produce optimal output too (Acemoglu & Verdier, 1998; Dzhumashev, 2014).

### Practice corruption in Indonesia.

In Indonesia, the practice of corruption has occurred for more than decades, this has occurred systematically during the VOC and Dutch East Indies government. The shift in people's lifestyles which previously upheld and appreciated spiritual values has shifted to materialistic values and consumerism, this is in accordance with the opinion (Berrah et al., 2004; Butt, 2020; de Korte et al., 2021; Hautala & Höyssä, 2017) which states that this is a form of corruption.

A glance at the evidence of corruption practices that have occurred for a long time, in this case according to the opinion (Suraji, 2008) explains several things as evidence related to corrupt practices in Indonesia as shown by the Corruption Eradication Commission (KPK), the first Political and Economic Risk Consultancy (PERC) survey which was conducted in January – February 2008 among 900 expatriates in Asia, where Indonesia was stated as ranked first as the most corrupt country in Asia. Second, based on the Indonesian Corruption Perception Index (IPK) in 2007 with a point of 2.0, it can be categorized as the highest value in the world, third, there is a leak of development funds reaching 50% and the existence of unofficial levies reaching 30% of production costs, fourth in the form of a report from the BPK from 2004-2008 which clearly shows the misappropriation of state funds amounting to 166.5 trillion rupiah, of which 144 trillion is a violation of the BLBI, the fifth period at the end of 2007 which can be seen in ICW records which reveal cases of corruption in various areas in Indonesia can reach

450 cases and experience state losses of 6 trillion, sixth from the results of MTI research which shows that all institutional institutions, both legislative, executive and judicial, have committed corruption violations in groups or simultaneously (ICW, 2008).

There are five cases that contributed to the biggest losses to the State in 2022, including the CPO export case which caused the State to suffer a loss of IDR 18 trillion, Garuda corruption for the procurement of bombardiers and ATR which caused the State to lose IDR. 8.8 trillion, chronology of export corruption that cost the country Rp. 2.6 Trillion, Waskita concrete which costs the State IDR. 2.5 trillion and most recently Surya Darmadi's corruption which caused Negara losses amounting to IDR. 104.1 Trillion ([www.anti-corruption.org](http://www.anti-corruption.org), 2023).

### **Factors in which Corruption Practices Occur**

The thing that causes concern from various parties and almost all parties is the behavior of corruption, so that many parties say that the root of the problem of corruption is carried out by a person or group of people, among others (Bowen et al., 2007; De Jong et al., 2009); Poverty factor; Poverty is often associated with the reason that acts of corruption occur, this occurs because it originates from elements of unmet needs. Power factor; there is a policy from the leader because he feels he is a 'jewel' for several people or a group of people. So the term "power tends to corrupt" is often heard. Cultural factors; Indonesia is a society with a large family typology. There is a saying that Indonesian people have a high sense of solidarity even though acts of corruption are not justified, so with this argument the culture has its own measure that the success achieved by one family member is the success of the other members. Ignorance factor; this is considered illogical, it seems like it's made up. The distribution of funds through certain agencies is the initial stage of corruption in this section. Factors of the low moral quality of society; including poverty, the quality of education in society, the influence of mass media as one of the dominant factors in the formation of social values. Factors of weak state institutions; where if corrupt behavior is not immediately dealt with, then this behavior is considered safe and allowed on a massive scale, not all government institutions are good, the relational interaction mechanism is important in this concept, because there are several relational interaction mechanisms which create opportunities for acts of corruption to occur. The common disease factor, this will certainly have a bad impact on the company.

### **International Organization for Standardization (ISO)**

International Organization for Standardization (ISO) is an international standards body consisting of representatives of national standardization bodies in each country (Ochieng et al., 2015; Zeng et al., 2015). On one side, ISO itself is an organization outside the government (Non-Government Organization/NGO) which has a mission to support the development of standardization and other related activities with the hope of

helping international trade, and also to help develop global cooperation in the fields of science and technology and economic activities where ISO's main focus can be to produce international agreements which are then published as international standards.

The number of ISO standards that apply to each target is quite large and has a contribution to sustainability in the development of goals in each company.(source: iso.org/standards), this had a big impact with the opening of the ASEAN Free Trade Area (AFTA) in January 1992 where industrial competition occurred in the Southeast Asia region (Ramasamy, 1994), so that business people and government agencies must improve the quality of performance, including in Indonesia. Indonesia is one of the countries in the manufacturing value added category, where the industrial sector and support from the government need to be improved with a focus on using quality standards.

The government and several companies in Indonesia have implemented standards that comply with world standards, namely in the form of ISO, this can be seen from good quality, environmental friendliness, safety, reliability, efficiency, exchangeability and at economical costs, where products, systems, machines and devices are construction companies work well and safely, this happens because the products meet standards (Imagawa et al., 2018).

### **Indonesian National Standard (SNI) ISO 37001:2016**

In 2016, it was announced regarding the instructions of the President of the Republic of Indonesia Number 10 of 2016 concerning Actions to Prevent and Eradicate Corruption in 2016 and 2017 (Inpres 10/2016) which stated that one of the policy materials was to give responsibility to the National Standardization Body (BSN) to carry out initiation in the form of anti-corruption certification, as a criterion for the success of BSN's duties, namely the completion of international standards similar to the International Organization for Standardization (ISO) 37001 in the private and government sectors.

The Indonesian National Standard (SNI) ISO 37001:2016 is an anti-bribery management system which reflects good international governance and can be used in all jurisdictions, this applies to small, medium and large organizations in all sectors, including the public, private and non-profit (Olesen, 2022; Vandekerckhove & Phillips, 2019). The ISO 37001:2016 standard determines the application of organizational policies, procedures and controls that are reasonable and proportional to the risk of bribery faced by the organization (Oladinrin et al., 2017; Owusu et al., 2019).

Several studies have existed (Lindlbauer et al., 2016; Sumaedi & Rakhmawati, 2017; Yousefinezhadi et al., 2015) explained the results were not conclusive from the implementation of ISO on performance, efficiency is an important factor for measuring performance but was not explained in total, several companies studied did not carry out

re-certification even though they should have done it every three years. Meanwhile, in Indonesia, not all companies implement SNI ISO 37001:2016 (anti-corruption and bribery), so this requires an action that is required to implement ISO.

## RESEARCH METHODS

Using qualitative methods where the research subjects consist of managers and owners, while the research objects are: PT Tunas Jaya Sanur.

Data was obtained directly at PT Tunas Jaya Sanur through the manager and owner with interviews and direct observation, interviews are the process of obtaining information through direct question and answer face to face interaction between interviewer with the manager and owner.

In this analysis stage, all the results of the collection process are collected and then compiled in the form of a detailed report. Next, the report is summarized and the main and important things are selected to obtain a theme or pattern. In this research, the data will be analyzed by means of data reduction, data display and conclusion drawing verification which are carried out simultaneously (Miles & Huberman, 1992).

To test the quality of the research design in this study, relevant tests were used, namely: Credibility, Transferability, Dependability and Confirmability

## RESULTS AND DISCUSSION

Research findings show that the implementation process requires time and high commitment.

The important factors that encourage PT Tunas Jaya Sanur to be successful in implementing SNI ISO are ISO 37001:2016, namely because they have known and implemented it for quite a long time, they have followed the regulations correctly, of course there are changes for the better so that they have a positive impact. As one example, the results of interviews with managers stated that implementation was carried out after participating in a tender, which was then disseminated to all members and needed to collaborate with various parties involved in implementing ISO 37001:2016 in the construction sector during implementation. SNI ISO 37001:2016 which PT Tunas Jaya Sanur will begin to recognize and implement in 2022, namely carrying out training and understanding correctly, being highly committed to implementation. The key to success is always carrying out reaccreditation for the applied SNI ISO, always carrying out outreach to all members and having strong independence within PT Tunas Jaya Sanur, this has happened in previous research related to the implementation of ISO 37001:2016 (Baek, 2018; Miftakhuddin, 2019).

During the implementation of SNI ISO of course there were also difficult times, for example on the subject of SNI ISO 37001:2016 there were obstacles related to the inability to find real information that focused on anti-bribery, and it was difficult to disseminate it because it had to be real. Managers and owners can implement it well, be successful and sustainable and can compete in various existing conditions.

Another finding is that managers and owners can manage existing limitations into strengths to achieve success in business, through a long process of motivating their members to be successful in implementing SNI ISO.

PT Tunas Jaya Sanur has a big role in supporting independence, especially economic factors for its members sharing access to information about business opportunities so that they do not experience a decline, training for skills that support business and sharing of business orders in implementing ISO. Meanwhile, the role of other parties in encouraging successful implementation comes from the government and private sector in the form of support for increasing business capacity in accordance with standards.

The phenomena and research results presented show the importance of resilience in construction companies so that they can be sustainable and compete in uncertain conditions by continuing to develop potential which is supported by the application of SNI ISO 37001:2016.

## **CONCLUSION**

The business in the construction sector run by PT Tunas Jaya Sanur is motivated by the main factor is a strong desire to implement SNI ISO 37001:2016 so that it can be successful internally and externally. The closest parties, namely members of PT Tunas Jaya Sanur, are important motivators in supporting successful implementation. The nature, attitude and character of the members do not give up easily to become an important driver of success, do not depend on other parties who only provide ideas full of question marks, need to be confident, keep trying and do not feel that there are shortcomings (have not yet implemented them) is something that needs to be noted.

Barriers to implementing SIN ISO for PT Tunas Jaya Sanur, as explained, managers and owners experience difficulties in implementing developing issues, so it is necessary for subjects to always increase their search for information.

The need for existence, connectedness (networking) and enthusiasm to continue to grow are important for business sustainability. Successful implementation of SNI ISO needs to be supported by other stakeholders to be more successful and sustainable, especially support from internal parties.

## IMPLICATIONS

### Theoretical Implications

This research focuses on behaviour using grand theory in the form of institutional theory, so it is hoped that the results of this research can have a positive impact on the behaviour of a person or all members in the construction industry, especially private ones, to be able to produce sustainable organizational performance. Organizational performance is the responsibility of all members which must be maintained and improved, so that with the existence of a good institutional theory the construction industry will be more open system and ready to accept change.

Results the research is expected to provide benefits for the management of knowledge resources originating from individuals and groups of individuals as well as private companies operating in the construction industry. Organizational performance cannot be separated from the role of behaviour, methods, culture and systems because this can form transparency.

This research uses a model concept that emphasizes the individual level, where individual factors have an important role in an organization. Organizational sustainability lies in the individuals in the organization, especially individuals who have good behaviour and are supported by high levels of individual knowledge, which will also have a high influence on performance.

The main point of success of a private company (construction) is largely determined by the extent and depth of knowledge, insight possessed by the managers and several theories that form the basis for behaviour, consisting of institutional theory, economic determinants, political determinants, and social-cultural determinants. Apart from that, the resulting propositions can be used as a basis for further research for developing theories in human resource management science and strategic management science and construction management.

### Practical Implications

The results of this research are useful for private companies operating in the construction sector spread throughout Indonesia when making strategic decisions, which means that every decision is taken on the basis of information, experience and knowledge accompanied by behaviour obtained from various aspects, improving performance between individuals and other individuals and between one group and another group. Improving the efficiency of work methods and processes, so that efficiency and work processes are always evaluated will enable the organization to work smarter in utilizing all available resources from time to time. Increasing the number of products, services and individual abilities to innovate, apart from the fact that products

and services that exceed customer expectations can be obtained more easily and quickly, then this will give rise to innovation. Innovation is no longer the responsibility of the research and development department, but rather the responsibility of all people or groups within the organization.

As input for the organization that behaviour is a factor that has an important influence on performance that every leader must have in order for the organization. Internal factors or intrinsic motivation are more of a priority in realizing the vision and mission of private companies in the construction industry.

Providing an in-depth understanding of anti-corruption approaches relevant to the construction industry through an informed approach to developing clear policies, standards and effective strategies to prevent corruption, corruption in the construction industry.

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