

## ANALYSIS OF QUALITY MANAGEMENT SYSTEM TO INTEGRATED MANAGEMENT SYSTEMS: AN ORGANIZATIONAL FRAMEWORK

### ANÁLISE DO SISTEMA DE GESTÃO DA QUALIDADE PARA SISTEMAS DE GESTÃO INTEGRADOS: UMA ESTRUTURA ORGANIZACIONAL

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#### Abstract

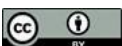
The purpose of this research is to add to the current body of knowledge by providing light on the transition from QMS to IMS and developing a framework for organizational integration. Jocson Construction and Management Corporation's shift from quality management systems to integrated management systems was examined using a descriptive-qualitative research approach. The study's goal is to create a training framework for the successful integration of the two systems, with an emphasis on best practices, success factors, and potential impediments. The advantages of implementing an Integrated Management System over a standalone Quality Management System include improved sustainable growth, economic resilience, environmental, occupational health and safety, and emergency preparedness; streamlined processes; increased effectiveness; communication; cost savings; documentation control; better resource allocation; decision-making; scalability and flexibility; and supplier management. The proposed organizational framework is assessed for its ability to facilitate a smooth transition and achieve desired results in terms of efficiency, customer satisfaction, stakeholder engagement, and continuous development. Internal and external audits are required, as well as cross-referencing with ISO requirements and a minimum of 35 days of training. in the context of the relevance of quality practices in the organization. This publication also includes a discussion, conclusions, and future research directions.

**Keywords:** ISO. Integrated Management System. Jocson Construction and Management

#### Resumo

*O objetivo desta pesquisa é contribuir para o conjunto atual de conhecimentos, esclarecendo a transição do SGQ para o SGI e desenvolvendo uma estrutura para a integração organizacional. A mudança da Jocson Construction and Management Corporation dos sistemas de gestão da qualidade para os sistemas de gestão integrada foi examinada utilizando uma abordagem de pesquisa descritiva-qualitativa. O objetivo do estudo é criar uma estrutura de treinamento para a integração bem-sucedida dos dois sistemas, com ênfase nas melhores práticas, fatores de sucesso e possíveis impedimentos. As vantagens de implementar um Sistema de Gestão Integrado em vez de um Sistema de Gestão da Qualidade autônomo incluem melhoria do crescimento sustentável, resiliência econômica, saúde e segurança ambiental e ocupacional e preparação para emergências; processos simplificados; maior eficácia; comunicação; economia de custos; controle de documentação; melhor alocação de recursos; tomada de decisões; escalabilidade e flexibilidade; e gestão de fornecedores. A estrutura organizacional proposta é avaliada quanto à sua capacidade de facilitar uma transição suave e alcançar os resultados desejados em termos de eficiência, satisfação do cliente, envolvimento das partes interessadas e desenvolvimento contínuo. São necessárias auditorias internas e externas, bem como referências cruzadas com os requisitos da ISO e um mínimo de 35 dias de treinamento no contexto da relevância das práticas de qualidade na organização. Esta publicação também inclui uma discussão, conclusões e direções futuras de pesquisa.*

**Palavras-chave:** ISO. Sistema de Gestão Integrado. Jocson Construction and Management



Corporation. Organizational Framework. Quality Management System.

*Corporation. Estrutura Organizacional. Sistema de Gestão da Qualidade.*

## 1 INTRODUCTION

Organizations in the 21st century rely on Management Systems and Standards for sustainable development. These systems include Quality, Environment, Safety, and Health. To maximize benefits, organizations should integrate existing Management Systems into a single Management System (IMS). This integration can result in simplified procedures, cost savings, and reduced resource usage. However, the literature on IMS is scarce, making this paper a valuable resource for researchers, practitioners, industry, and regulatory agencies (Samy et al., 2015).

ISO 9001 provides a framework for establishing and maintaining an effective Quality Management System. However, when attempting to integrate the quality management system (ISO 9001) with environmental management system (ISO 14001) and occupational health and safety management system (ISO 45001), organizations frequently face obstacles. In recent years, organizations have focused significantly on the integration of management systems in an effort to enhance their overall operational efficiency, efficacy, and compliance with multiple ISO standards (ISO, 2015). It can reduce redundancy, improve resource allocation, and increase overall organizational effectiveness. By aligning objectives, processes, and policies across multiple systems, an organization can achieve a holistic management approach, resulting in enhanced effectiveness and performance. Despite prospective benefits, the transition from QMS to IMS presents numerous obstacles. These obstacles include aligning diverse management system requirements, ensuring system compatibility, and overcoming organizational resistance to change (ASQ, 2020).

To effectively address these challenges, a comprehensive analysis of the organizational framework required for successful integration is essential. This study will contribute to the existing body of knowledge by shedding light on the transition from QMS to IMS and devising a framework for organizational integration. This study seeks

to assist organizations in effectively integrating their management systems by analyzing best practices, identifying crucial success factors, and addressing potential barriers.

In addition, the proposed research will analyze the transition from a Quality Management System (QMS) to an integrated management system (IMS) and develop an organizational framework for the successful integration of the two systems.

## **2 METHOD**

The study used a descriptive-qualitative research design in the analysis of the transition of Jocson Construction and Management Corporation from its quality management systems to integrated management systems. Descriptive research is the most widely used research method at various institutions. Its common means of obtaining information include the use of a questionnaire, personal interviews with the aid of a study guide or interview schedule, and observation, either participatory or not. According to Subia, G. S., Jocson, J. C., & Florencondia, N. T. (2019), descriptive research is devoted to the gathering of information about prevailing conditions or situations for the purpose of description and interpretation. This type of design does not merely assume and tabulate facts but includes proper analysis, interpretation, comparison, and

The study aimed at the possible development of a framework for the transition of an organization from a quality management system to an integrated management system that will be helpful in the construction industry as an aid or guide in transitioning the organization to any management system that improves the efficiency, sustainability, and competence of the organization to timely and successfully meet its target and objectives.

Additionally, the study will look into any gaps that the stakeholders may reveal during the implementation of the integrated management system. The results of the study will serve as the basis for the development of a sustainable framework for the implementation of the project team in a construction project by Jocson Construction and Management Corporation.

### 3 RESULTS AND DISCUSSION

The Objectives of the Integrated Management System.

As per the Integrated Management Systems of Jocson Construction and Management Corporation, or simply JCMC, it takes up the initiative to establish and implement an Integrated Management System conforming to the requirements of ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018 Standards and has prepared this Integrated Manual with the following objectives:

- To illustrate how JCMC conforms to the requirements of ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018 standards,
- To define the scope of the JCMC's Integrated Management system,
- To describe the sequence and interaction between the processes of the Integrated Management System,
- To communicate JCMC's commitment to meeting client requirements, regulatory requirements, and the organization's own requirements, and to continually improve the effectiveness of its Integrated Management System;
- To serve as an easy reference for all JCMC's personnel in implementing the controls of the various processes within the organization;
- To serve as the basis and guide for the internal and external audits of the Integrated Management System.

The challenges faced by the organization when transitioning from QMS) to IMS

According to Mary Rose Tiquia, the JCMC Quality Management Representative (QMR), the organization listed it during our brainstorming session as the weaknesses and threat (challenges) that we are facing as discussed below. However, to be specific getting individuals to actively participate (resistance to change) in workshops and share their opinions is the largest challenge. Additionally, the training schedule occasionally interferes with their current obligations. As a result, they leave out some topics that affect the standards required. To solve these challenges, we offer project-to-project training, ensure that key personnel are available when needed, recognize active participation, and collect feedback at each meeting. In figure 3, JCMC conducted a SWOT Analysis. SWOT analysis is a strategic planning and strategic management technique used to help a person or organization identify Strengths, Weaknesses, Opportunities, and Threats related to

business competition or project planning. It is sometimes called situational assessment or situational analysis. (Benzaghta, M. A. et. al., 2021).

**Figure 3**

*JCMC SWOT Analysis in Transitioning QMS to IMS*



Figure 3 – JCMC SWOT Analysis in transitioning QMS to IMS

In Figure 3, it was clearly described that the challenges (weaknesses and threats) of JCMC when transitioning from QMS to IMS can be challenging due to resistance from employees who are accustomed to the existing QMS. This can be overcome by ensuring buy-in from employees and overcoming resistance. The increased complexity of integrating multiple systems can introduce potential disruptions in business operations, which can impact productivity and customer satisfaction. Training and competency may also be required to ensure employees have the necessary skills and knowledge to operate within the integrated system effectively. Cultural shifts may also pose challenges during the transition process. The integration of multiple management systems can result in a more complex system architecture, requiring advanced IT infrastructure and support for smooth operation and information flow. Threats include resource constraints, compliance and certification challenges, lack of integration, resistance to integration, resource

allocation challenges, implementation timelines, stakeholder resistance, data security and privacy risks, and regulatory compliance.

A SWOT analysis is a starting point for understanding the factors involved in the transition to an IMS, and it is important to consider these factors in the context of JCMC's organization and industry to develop a comprehensive transition plan. Overall, an IMS enhances overall business performance and risk management.

Benefits of implementing Integrated Management System (IMS) to a standalone Quality Management System (QMS)

A stand-alone QMS focuses on business and operational goals and processes, which may not have other opportunities for improvement. While being maintained, an integrated management system like our OHS Management System, Quality Management System, and Environmental Management System directs our organization for better sustainable growth, economic resilience, and strengthened environmental, OHS, and emergency preparedness and awareness. In Figure 3, the integrated management system (IMS) offers several advantages (strengths and opportunities), including streamlined processes, enhanced effectiveness, improved communication, reduced costs, improved documentation control, better resource allocation, improved decision-making, scalability and flexibility, and supplier management. By consolidating management systems, organizations can save time and resources, optimize resource allocation, and enhance decision-making processes.

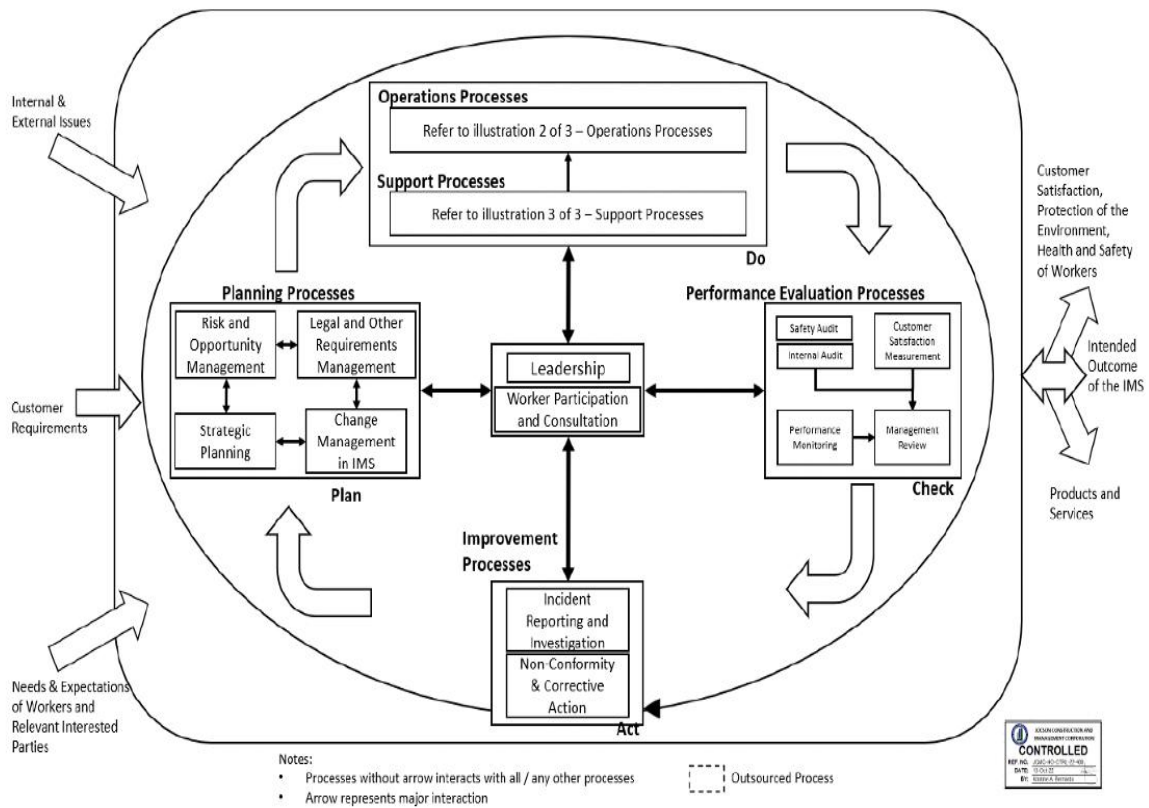
In Figure 4, from QMS to IMS, JCMC has increased its processes from 61 processes to 125, that is 100% increase or doubling the number of processes.

IMS also provides a comprehensive view of data and information across different systems, enabling better decision-making processes. It also allows for better scalability and flexibility as the organization grows or undergoes changes. Additionally, IMS facilitates supplier management processes, leading to improved supplier performance evaluation, selection, and collaboration as per JCMC Vendors' Performance Evaluation Report.

Opportunities for IMS include standardization, risk management, competitive advantage, continuous improvement, stakeholder engagement, and sustainability integration. Standardization leads to improved consistency and alignment with industry best practices, while risk management integrates practices from different systems. A competitive advantage can be achieved by enhancing the organization's reputation and

commitment to quality, environmental sustainability, and occupational health and safety. Continuous improvement fosters innovation, problem-solving, and efficiency gains across all management systems. Stakeholder engagement is essential in transitioning to an IMS, as it aligns expectations and requirements with the integrated approach, leading to stronger relationships and collaboration.

**Figure 4**  
*IMS Framework (Business Process Map)*



*Figure 4 – IMS Framework (Business Process Map)*

In conclusion, an integrated management system offers numerous benefits, including increased efficiency, enhanced effectiveness, better communication, reduced costs, improved documentation control, better resource allocation, better decision-

making, scalability and flexibility, and the integration of sustainability practices into the organization's overall management approach.

The organization framework that guides the transition process from QMS to IMS.

Communication is the key element to ensure successful transition from QMS to IMS. Since the pandemic, we were able to organize remote trainings and workshops which is a more cost-effective tool to plan and to implement the IMS transition. Further, the commitment and support of top management plays an important role and of the of key personnel to participate and to enforce the additional manual is an important part to ensure the smooth transition from QMS to IMS.

Figure 4 represents the business process using the PDCA principle. PDCA is a quality management system used as a continuous improvement tool in the service and manufacturing sectors. It consists of four steps: Plan, Do, Check, and Action, with repeated stages forming a circle. The cycle starts with small checks to assess potential effects on systems, progressing to larger, more specific improvements. PDCA can be applied to solve qualitative and quantitative data problems, improving processes and systems, and increasing productivity in organizations (Isniah, S., Purba, H. H., & Debora, F., 2020).

In JCMC's IMS Framework, it started with the planning process (PLAN), which carefully identifies the risk and opportunity of IMS using SWOT Analysis while identifying the legal requirements that will be part of the integrated management system after consideration of internal and external issues, customer requirements, and the needs and expectations of relevant interested parties. After the preparation of the processes comes the execution (DO) of them for the purpose of achieving the directions and objectives of the organization aligned to its vision and mission as well as its IMS policy. Basically, the purpose is for the sustainability of the business's operation. efficiency of the processes towards excellence, generating productivity, more sales, and customer satisfaction or delight. This will be achieved through performance measurement (CHECK) if what we plan is SMART (specific, measurable, attainable, realistic, and timebound). This is very important because those objectives and targets that are not achieved or realized will be subject to continuous improvement (ACT), whether the target and objective are adjusted or if there is some adjustment to the processes involved.

Proposed organizational framework in terms of facilitating a smooth transition and achieving desired outcomes in terms of improved efficiency (organizational

performance and enhanced effectiveness), customer satisfaction, and stakeholder engagement and continuous improvement.

The Integrated Management System (IMS) framework requires internal and external audits, as per the IMS Manual and JCMC-P-05-02, and management reviews. These audits ensure performance matches or aligns with actual objectives, minimizing non-conformances and maximizing improvement. Cross-referencing with ISO requirements, such as requirements for products and services, emergency preparedness, and external process control, helps address ISO requirements.

The proposed organization training framework aims to facilitate a smooth transition from QMS to IMS, based on JCMC's experience in IMS implementation. The plan includes 35 days of training, including internal and external audits, for a minimum requirement for an organization's purpose of becoming an integrated management system.

#### **4 CONCLUSIONS**

Based on the research findings, enlisted below are the conclusions that are made by the researchers:

- JCMC's commitment to compliance, the comprehensive nature of their approach, the importance of effective communication and guidance, their readiness for audits, and their focus on continuous improvement. These conclusions reflect JCMC's dedication to delivering quality services while ensuring environmental sustainability and the health and safety of their personnel and projects.
- JCMC recognizes the challenges it faces in transitioning to an IMS and has developed strategies to overcome them. By conducting a SWOT analysis and implementing a comprehensive transition plan, JCMC aims to address weaknesses, leverage strengths, seize opportunities, and mitigate threats in order to achieve a successful transition and improve its overall business performance and risk management.
- Implementing an Integrated Management System (IMS) can have a positive impact on sustainable growth, economic resilience, and various aspects of

organizational management and can bring numerous benefits and opportunities for organizations, promoting efficiency, resilience, and sustainable practices

- Effective communication is crucial for a successful transition from QMS to IMS. Remote trainings and workshops are cost-effective tools for planning and implementing the IMS transition. Top management commitment and key personnel participation are essential for a smooth transition. The PDCA principle, a quality management system, helps solve data problems, improve processes, and increase productivity. JCMC's IMS Framework starts with planning, identifying risks, opportunities, and legal requirements. Performance measurement is essential for achieving SMART objectives and continuous improvement.
- The Integrated Management System (IMS) framework requires internal and external audits and management reviews to ensure performance aligns with objectives and minimizes non-conformances. Cross-referencing with ISO requirements helps address requirements for products and services, emergency preparedness, and external process control. A proposed organization training framework aims to facilitate a smooth transition from QMS to IMS, including 35 days of training, including internal and external audits. may provide the readers with future directions for research and practical implications.

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**Authors' Contribution**

Both authors contributed equally to the development of this article.

**Data availability**

All datasets relevant to this study's findings are fully available within the article.

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