



# ISO 9001 as a tool for transforming public services: A new vision of management

**ACHELMRAH oumaïma ( PhD Student)**

Management, Entrepreneurship, and Development (MED)  
Faculty of Legal, Economic, and Social Sciences, Salé  
Mohammed V University - RABAT-Morocco

**BOUFERAS Naima (University Professor)**

Management, Entrepreneurship, and Development (MED)  
Faculty of Legal, Economic, and Social Sciences, Salé  
Mohammed V University - SALE-Morocco

---

**Abstract:** This article shows how ISO 9001, the international quality management standard, can change utilities. Based on the ISO 9000 family of quality management standards, which provide a framework for the development, implementation and continual improvement of a quality management system (QMS), it shows that the use of ISO 9001 in the public sector brings significant benefits, such as increased efficiency in the government sector, greater transparency and citizen confidence.

A questionnaire was distributed to various public administrations to determine the degree of progress made in Moroccan public services in the field of quality management. The results suggest that these standards are perceived as a strategic tool for the modernization of these services, representing citizen-centric management focused on continuous improvement. However, challenges remain, particularly with regard to resistance to change and the importance of involving all levels of management.

ISO 9001 is therefore presented as a powerful approach, which can improve the quality of public services, administrative awareness, user satisfaction and, consequently, reinforce citizens' confidence in their institutions.

**Keywords:** ISO 9001, quality management, transparency, citizens, continuous improvement.

---

**Digital Object Identifier (DOI):** <https://doi.org/10.5281/zenodo.15083419>

## 1. Introduction

The emergence of Quality Management (QM) represents a significant advancement in the history of management. Quality management has been known to be one of the most dominant management philosophies since the late 1980s (El Manzani, 2019). Different models to integrate QM have been developed since its early days, including ISO 9001, the model of William Edwards Deming, and the model of Joseph M. Juran known as the Juran Trilogy. Among these models, the ISO 9001 standard remains the most widely adopted worldwide. This standard defines a series of basic principles available in guidelines that organizations need to comply with to adopt a quality management system.

Within the evolving framework of Quality Management (QM), the incorporation of this approach into public administrations has become a critical issue, especially in an environment where citizens demand efficient, transparent and service-oriented public services. The implementation of quality standards such as ISO 9001 provides a structured framework that can be tailored to the unique characteristics of the public sector. Originally created for the private sector, this international standard allows administrations to establish systematic processes aimed at increasing user satisfaction and improving the efficiency of services provided (Atik, 2020). In the Moroccan context, the public sector faces several challenges. These include the complexity of administrative procedures and the need for effective resource management. These challenges are compounded by the growing demand for continuous improvement and greater transparency in government operations (Moumene & Benhrida, 2020).

In this respect, our article investigates how the adoption of quality management principles can effectively contribute to the improvement of performance and user satisfaction in public administrations. It will not only explore the potential benefits related to ISO 9001 but also the challenges arising from its application in a context where service quality is crucial for strengthening users' trust in their administrations. It attempts to answer the following question:

How much can the diffusion of quality management principles, as supported by ISO 9001, improve the performance and level of user satisfaction in public administrations?

The article will discuss how ISO 9001, as an international quality management standard, can be used as a transformational tool for public services in meeting the increasing expectations of citizens with regard to quality and efficiency. We start by defining QM and its main models, underlining the theoretical basis on which this approach rests. The following is an analysis of the particular advantages of applying the ISO 9001 standard to the public sector, which consists of increasing process efficiency, giving more transparency, and more confidence by citizens to public administrations. We will also address the challenges related to its implementation, such as resistance to change and the resources required for successful adoption.

To enrich our study, a questionnaire was sent to a sample of Moroccan public administrations to assess several aspects: the degree of knowledge of ISO 9001, the level of adoption of quality management principles, the specific principles of ISO 9001 integrated into their practices, as well as the factors that may influence the deployment of the quality management system (QMS) in these administrations. This methodology will not only provide empirical data on the current state of Moroccan public services regarding quality management but also identify the levers and obstacles to successful transformation. By emphasizing that the adoption of ISO 9001 should be viewed as a commitment to continuous improvement and more efficient public service management, we will thus pave the way for a more responsive administration centered on citizens' needs.

## 2. Historical Evolution of the Quality Management System

The first part of our article is dedicated to the concept of quality management. Before exploring the main theoretical approaches that inform the integration of Quality Management Systems (QMS), we will begin by defining the concept of quality, tracing the different stages of its evolution over time. Subsequently, we will highlight the various models that underpin this system, in order to enrich our understanding of contemporary quality management practices.

Management literature offers a multitude of definitions of the concept of quality, thus reflecting its complexity and variability depending on the contexts of application. According to the ISO 9000/2015 standard, quality is defined as the ability of a set of inherent characteristics to meet requirements. This definition highlights the subjective nature of quality, which can vary depending on benchmarks such as standards, specifications, and regulatory requirements. (Mintzberg, 1994) argues that it is difficult to define quality precisely. However, he asserts that we can recognize it when it manifests. This approach emphasizes that quality cannot be reduced to a simple measure or a set of rigid criteria; it is often perceived through experience and interaction with products or services.

In 1982, in France, the concept of quality was defined as the ability of a product to satisfy user needs. This definition is part of a broader perspective, encompassing not only products (goods or services) but also activities, processes, and even the entire organization. This conceptual framework is often associated with total quality management, which relies on employee engagement to ensure the long-term success of an organization through user satisfaction.

Modern approaches to quality emphasize the importance of an organizational culture that fosters the engagement of all involved actors. This implies that every member of the organization contributes to the continuous improvement of processes and outcomes, which is fundamental for maintaining a high level of quality.

David A. Garvin, in his 1987 article "Competing on the Eight Dimensions of Quality", suggests a typology of quality approaches into five separate families. Each of these approaches offers a distinct vision of how to understand and manage quality within organizations.

- Transcendent approach: According to the authors of this first approach, quality is perceived as a genuine philosophical concept, often associated with the idea of excellence or perfection. From this point of view, quality is understood as an absolute and universal datum, but one that eludes precise definition. It is best understood through individual experience and perception, making it an ideal to be attained rather than a concrete measure.
- Product-based approach: In this approach, quality is determined by a series of attributes or characteristics of a product or service that can be evaluated on the basis of specific criteria. This conception leads to a technical and hierarchical approach to quality management, where it is assumed that improving quality necessarily leads to increasing costs. Quality is therefore seen as an intrinsic property of a product.
- User-based approach: This principle focuses on the user's or consumer's point of view. Quality is a product's ability to meet users' needs and expectations.

●Manufacturing-based approach: Quality is seen as compliance with specifications set by the manufacturer. It focuses on production processes, and aims to verify that products conform to defined quality standards. It incorporates concepts such as reliability and quality control, with an emphasis on the costs associated with these processes. Value-Based Approach: The final approach defines quality in economic terms, that is, in relation to the cost and price of a product. A product is considered to be of good quality if it delivers satisfactory performance for an acceptable price. This perspective directly links the concept of quality to its perceived value by the consumer.

These five approaches identified by Garvin help to grasp the multiple dimensions of the concept of quality in a managerial context. Each approach offers a different perspective on the challenges associated with quality management, thus highlighting the importance of a holistic approach to meet the varied expectations of stakeholders in a competitive environment.

It is important to note that there is no universal definition of quality. Indeed, it is not limited to the mere satisfaction of a need, as needs themselves vary over time and space. Therefore, quality should be viewed as an evolving and hard-to-master concept. This perspective emphasizes the importance of considering the dynamic context in which services are evaluated, as well as the changing expectations of users.

According to (Canard, 2009), a QMS is defined as a management system that guides and controls an organization in terms of quality. It must be viewed as an essential component of organizational strategy, as it is not merely a series of procedures to follow but a true lever for transformation that fosters a process of gradual and continuous change within the organization (Vass & Kincade, 1999). This strategic approach is crucial because, by integrating quality management into overall objectives, the organization can not only improve its operational performance but also strengthen its ability to adapt to stakeholders' expectations.

However, transformations related to quality are often perceived as complex and risky processes, which can make their implementation particularly difficult and challenging (Slimane & Boukrif, 2016). This complexity can lead to mistakes during the implementation of changes, often exacerbated by resistance to change rooted in a traditional and mechanistic organizational culture.

In this context, it is imperative to implement best practices to facilitate QMS integration and maximize its benefits. The seven principles of quality management provide a solid framework to guide organizations in this process. These principles include customer focus, leadership, employee involvement, process approach, continuous improvement, evidence-based decision-making and stakeholder relationship management. By applying these guidelines, organizations can not only overcome the obstacles associated with QMS implementation, they can also create a culture of excellence and innovation.

### **3. Application of the Quality Management System in the Public Sector**

The concept of quality in the public sector has evolved considerably, with several distinct stages. According to (Beltrami, 1992), there are three successive phases: during the first phase, attention is given to the respect of standards and of procedures. In this phase, quality is defined as conformity to established standards, which guarantees regularity and predictability for services. The accent of the second phase is placed on efficiency, pursuing operational performance enhancement and cost reduction without compromising the quality of the provided services. Quality as customer satisfaction follows in place, and there is a need to listen to the users' needs and also assess their satisfaction so that the public services can be adequately adapted. This approach, which is changing, highlights the need to modernize management in public administrations by integrating these various dimensions of quality to better serve the expectations of citizens.

As attested by (Bartoli et al.,2015), the quality in the public sector represents a great internal driving force. This is related to the conceptualization that improvement in the quality of public services is not a simple conformity with standards but one of the indispensable levers in modernizing and revitalizing the administrations. This will allow the public administrations not only to optimize their processes but also to improve their capacity to meet the expectations of their citizens by introducing quality approaches inspired by the private sector. The use of the ISO 9001 standard has thus become a significant issue for administrations that want to improve the quality of the services offered to the citizens. As the international reference for quality management, ISO 9001 offers a structured approach that will allow public organizations to implement efficient processes, optimize use of resources, and increase user satisfaction.

Advantages of Implementing ISO 9001 in Public Services The advantages of applying ISO 9001 in public services are listed below:

- **Optimization of process:** This would clearly translate into the rise in attaining greater efficiency in the usage of resources thereby making an organization more responsive to the needs of its citizens. According to (Ayyadi & Oulhadj,2020), while studying the application of ISO 9001 in Vietnam, it was observed that the standards improved efficiency significantly by public services, while improving the sustainability of administrative operations.
- **Transparency and coordination:** The introduction of clear and measurable processes helps organizations demonstrate responsible and ethical management. This contributes to increasing trust by the citizens in the provided services. They can better coordinate their efforts with various stakeholders, including citizens, creating a collaborative environment that leading probably to more effective and locally better adapted solutions.
- **Simplification of administrative procedures:** There is a need for standardization of processes, contributing to a reduction in administrative burdens. Well-documented procedures will help the administration avoid redundancies and inconsistencies when handling requests. This makes life easier for the citizen, with a gain in clarity and a reduction in response times. This standard also contributes to a culture of continuous improvement within public administrations. Organizations are encouraged to regularly assess their performance and seek opportunities for improvement. This creates an enabling environment where the procedures are reviewed for further optimization to meet the needs of the citizens.

ISO 9001 is actually a great tool that could ease the administrative procedure in the public sector, since it allows standardization, increases transparency, reduces costs, makes digitization possible, and introduces a culture of continuous improvement. These would make for efficient and effective, more responsive public administration, matched up to the expectations of citizens.

## 4. The Key Models of Quality Management

The monumental contributions in the history of quality management come from iconic figures such as Edwards Deming, Joseph M. Juran, Philip Crosby, Armand V. Feigenbaum, and Kaoru Ishikawa. These personalities have greatly influenced the way organizations do things concerning quality and played an important role in the development of functionalist paradigms in quality management. As an example, Deming introduced concepts like the PDCA cycle-meaning Plan-Do-Check-Act-that became the very backbone of continuous process improvement. Juran, for his part, insisted that the sphere of quality management should be of importance at all levels of an organization and developed something called the "Juran Trilogy," including planning, control, and improvement of quality.

### 4.1. J. M. Juran's Model

Joseph M. Juran's model, more popularly referred to as the Juran Trilogy, is a simple structure for quality management comprising three interrelated processes and prescribing a structured approach toward the management of quality in organizations. It emphasizes the requirement for sound planning, effective control, and continuous improvement toward best performance and meeting customer needs.

**Table 1:** The Juran Trilogy (Juran,1951)

Quality Planning	Quality Control	Quality Improvement
<ul style="list-style-type: none"> <li>● Set quality objectives.</li> <li>● Identify the customers.</li> <li>● Determine the customers' needs.</li> <li>● Develop features that meet the customers' needs.</li> <li>● Design processes capable of producing the desired product characteristics.</li> <li>● Establish process controls.</li> <li>● Communicate the plans to the operational teams.</li> </ul>	<ul style="list-style-type: none"> <li>● Evaluate actual performance;</li> <li>● Compare actual performance with quality objectives;</li> <li>● Act on the difference</li> </ul>	<ul style="list-style-type: none"> <li>● Demonstrate the need for improvement.</li> <li>● Establish the necessary infrastructure.</li> <li>● Identify improvement projects.</li> <li>● Form project teams.</li> <li>● Provide teams with the resources, training, and motivation required to identify root causes.</li> <li>● Encourage the implementation of solutions.</li> <li>● Set up controls to sustain improvements.</li> </ul>

Quality planning, in the words of Joseph M. Juran, is a structured and orderly process through which the products or services produced meet the needs of customers. This involves the setting of clearly defined quality objectives and descriptions of how such objectives should be realized. This therefore encompasses the articulation of customer needs and the design of such products or services to meet the expectations of such needs. Planning also involves the allocation of resources and the provision of performance indicators.

According to Joseph M. Juran, quality control is a process of evaluation, comparison, and action continuously. It is the process of measurement and checking performance against set standards. Statistical tools are used to detect variations and ensure that processes operate as intended. Control enables rapid identification of problems and corrections to be made before they significantly affect the quality of the product or service.

Quality improvement, from Joseph M. Juran's perspective, unfolds as a methodical and continuous process that involves analyzing the data collected during quality control to identify opportunities for improvement. Juran emphasizes the importance of a culture of continuous improvement where all employees are encouraged to contribute to process optimization and innovation.

Thus, Juran's model proposes a systematic approach to managing quality within organizations, focusing on the importance of rigorous planning, effective control, and continuous improvement to achieve optimal performance and meet customer needs.

#### 4.2. Dean & Bowen's Model

According to (Dean & Bowen, 1994), quality management is based on three fundamental principles, each leading to a set of specific techniques and practices. This insightful view of quality management was reinforced after the pioneering work of figures such as Deming. The three key principles are illustrated in table 2.

**Table 2:** Principles, practices, and techniques of quality management (Dean & Bowen,1994)

	<b>Customer Focus</b>	<b>Continuous Improvement</b>	<b>Teamwork</b>
Principles	The paramount importance of delivering products and services that meet customer needs. This requires a customer-focused approach across the entire organization	Ongoing customer satisfaction can only be achieved through relentless improvement of the processes involved in delivering products and services.	The best way to implement customer focus and continuous improvement is to foster cooperation throughout the entire organization, as well as with customers and suppliers
Practices	Direct contact with customers; Collecting information on customer needs;	Process analysis and problem solving; Reengineering	Creation of different types of work teams; Development of team learning

	Using the collected information to design and deliver products and services	Application of the Deming method (Plan/Do/Check/Act);	Implementation of practices beneficial to all stakeholders in the processes
Techniques	Customer surveys; Working groups with customers; Needs analysis techniques (e.g., Functional Analysis).	Control charts and statistical process control; Pareto analysis; Ishikawa diagram	Group communication techniques; Team-building methods (role clarification, etc.).

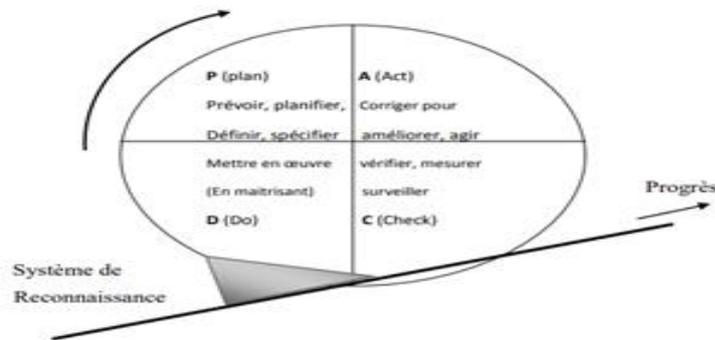
This model proposes an integrated approach to Total Quality Management (TQM) based on three fundamental principles. First, customer focus is of great importance because it puts a high degree of emphasis on the need to understand and respond to the needs and expectations of customers, ensuring that the products and services offered are those that the customers require. The second is continuous improvement, which means an organization should be continuously seeking ways to evaluate and improve its performance by regularly identifying opportunities for improvement. Thirdly, teamwork is indispensable in quality management since it allows employees at all levels to be involved in contributing and participating in the improvement process. All these go together to form a coherent framework through which an organization can effectively embrace a culture aimed at quality to improve operational performance and competitiveness in the market.

#### 4.3. William Edwards Deming's Model

William Edwards Deming is one of the pioneers in quality management, known especially for having popularized continuous improvement with the PDCA-Plan, Do, Check, Act-method, also known as the "Deming Wheel." This tool constitutes a basic methodological framework for process optimization and quality assurance. Designed in the 1950s, this iterative cycle encourages organizations to plan changes, implement them, check the results obtained, and adjust actions based on the data collected. The aim is to create a culture of continuous improvement that can respond promptly to changes in the market and customer needs.

This would, according to (Fernandez,2012), be the repetition of the phases of the PDCA cycle: Plan, Do, Check, and Act, with the objective of reaching the level of quality that one wants to attain. It is a widely adopted methodology because it reflects commitment to continuous improvement and pursuit of excellence in management practices.

**Figure 1 :** The PDCA Principle (Laurent Léveque, M,2002)



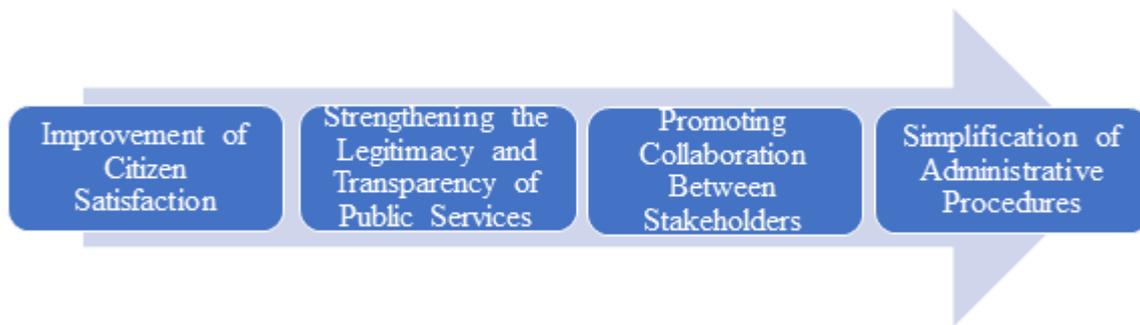
By incorporating elements like customer focus, committed leadership, and teamwork, Deming's model changed not only quality management but also the approach of organizations toward innovation and problem-solving. His methodology remains valid today, especially in such a complicated economic environment in which agility and efficiency are great contributors to business sustainability.

#### 4.4. ISO 9001 Model

ISO 9001 is the globally recognized standard explaining the requirements of a Quality Management System. First adopted in 1987, it was updated regularly, while according to (Ayyadi & Oulhadj,2020), the adoption in the public sector might provide a strategic opportunity for transformation of services delivered to citizens by putting stakeholders' satisfaction and operational efficiency at the heart. The latest revision of this standard in 2015 has embraced the latest concepts of customer orientation, staff involvement, and continuous improvement that will be apt for meeting the ever-increasing demands of citizens on transparency and efficiency.

Adopting ISO 9001 in a context where governments face very budgetary challenges and have increased pressure to demonstrate that they are doing a good job might offer them the opportunity to enhance the quality of services as much as the credibility of public institutions. Initiatives such as ISO 18091-which directly addresses local governments-show how this standard can be adapted to fit the peculiar needs of the public sector. Thus, the adoption of ISO 9001 goes beyond mere conformity to regulations, representing a real strategic lever for changing management practices within public administrations and ensuring quality service for citizens.

The introduction of the ISO 9001 standard into public services provides many important advantages to improvements that can be schematized in Figure 2:



ISO 9001 allows public administrations to put their internal processes in order in such a way that resources will be used more effectively. A quality management system helps an organization to understand the needs of citizens and meet those needs more precisely. According to (Ayyadi & Oulhadj,2020), the study of ISO 9001 application in Vietnam demonstrated that this standard significantly enhanced the effectiveness of public services, enabling the delivery of a high level of service with better sustainability of administrative processes.

ISO 9001 implementation also enhances transparency in public administrations, where the defined processes are documented and measurable, showing that a commitment to responsible and ethical management is present. For this reason, it enhances the trust of the public in the services provided. With an appropriate quality management system, a public administration should be able to coordinate its effort better with several stakeholders, namely citizens, businesses, and other government agencies, with the effect of promoting a participatory environment, which will give rise to solutions that are more efficient and locally effective.

Besides, ISO 9001 contributes to the simplification of administrative procedures within public administrations since the standardization of processes it requires reduces administrative complexity. Well-defined and documented procedures within the administrations will prevent duplication of effort and discrepancies in dealing with applications, making things easier to understand for the citizen and speeding up the times to respond. The standard encourages a culture of continuous improvement within public administrations. It is expected that organizations will routinely review their performance in search of opportunities for improvement. This sets an environment where procedures will be reviewed continuously for refinement in light of the needs of the citizens.

The ISO 9001 model is different from those by Deming, J.M. Juran, and Dean & Bowen since, because of its systematic and structured approach, it provides public administrations with a way to define clear and documented processes, therefore being transparent and accountable. Unlike other models, which could focus more on aspects of internal processing, ISO 9001 does put specific weight on customer orientation, necessary in the fulfilment of the increased expectation of citizens relating to services. It stresses continuous improvement, as well as a requirement of the system, inculcating in them the idea of continuous reevaluation at every instance with regards to services. ISO 9001 fits into the characteristics of the public sector by not considering the constraining bureaucratization or politics, which favors its

acceptance easily. It also includes performance indicators that enable administrations to account for their efficiency and effectiveness, thus giving reason for the use of public resources. These features make ISO 9001 a helpful tool in transforming public services and tackling the challenges facing contemporary public services.

### 5. Evaluation of the Degree of Knowledge and Integration of ISO 9001 in Public Administrations in Morocco

The primary goal of creating a questionnaire on the adoption of the ISO 9001 standard in public administrations in Morocco is to systematically and objectively evaluate the level of knowledge, acceptance, and integration of this standard among public employees. By gathering data on professional status, years of service, and perceptions of quality management principles, the questionnaire helps pinpoint the strengths and weaknesses in the implementation of ISO 9001. This is crucial for several reasons:

**Measuring Impact:** It allows for quantifying perceived improvements in key areas such as citizen satisfaction, process efficiency, and administrative transparency, providing concrete indicators on the impact of ISO 9001.

**Identifying Obstacles:** The questionnaire identifies that resistance may arise either due to bureaucratic culture or insufficient management commitment, identifies obstacles: this is achieved by asking the respondents about elements likely to impact the deployment of the QMS.

**Guiding Future Actions:** The recommendations through the returned questionnaires give realistic suggestions for the improvement of the implementation of the standard and allow the participatory approach by employees in continuous improvement.

In a nutshell, the questionnaire presented in this article is a tool that can help Moroccan public administrations to better adopt quality practices, enhancing their capacity to meet citizens' expectations and improve their performance.

**Table 3 :** Summary of the Questionnaire.

<p><b>Research Methodology</b></p>	<p>The sampling frame consisted of 105 questionnaires administered to civil servants in various ministries across Morocco. The data collection dates ranged from June 17, 2024, to September 26, 2024. It created a foundation whereby data could be gathered on how the ISO 9001 standard was perceived and applied by civil servants and concrete results that are</p>
------------------------------------	--

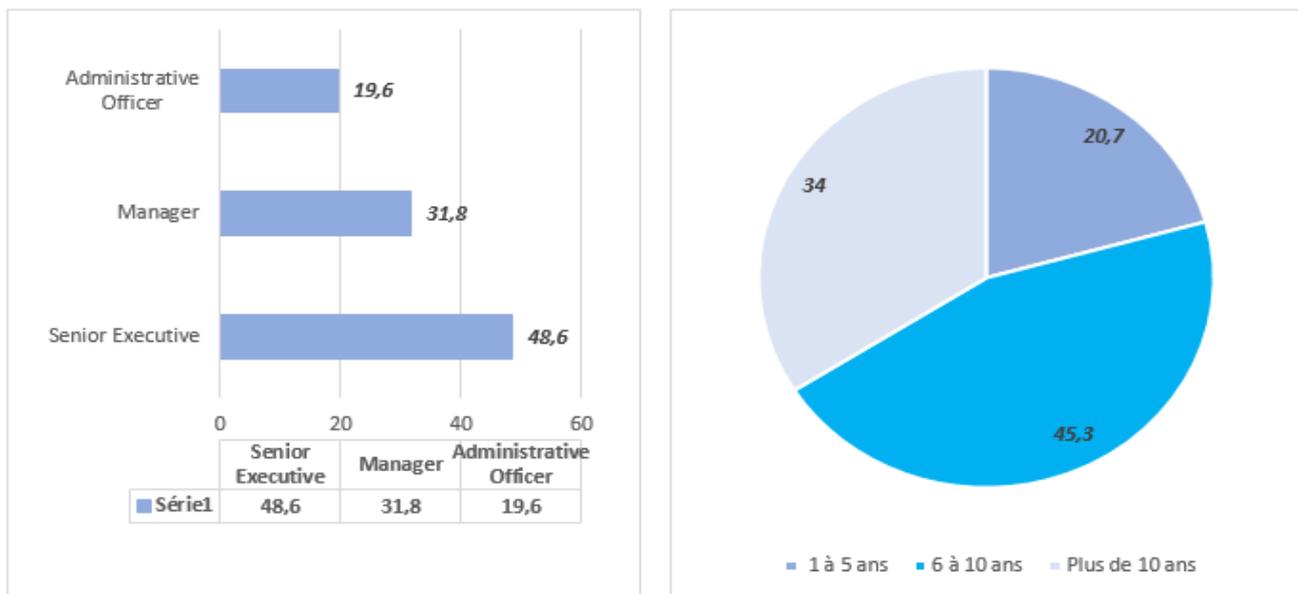
	<p>observed in terms of improvement to public management and quality of service.</p>
<p><b>Target Group</b></p>	<p>This would be a very good avenue for ascertaining the level of knowledge, engagement, and the challenges faced by each category; thus, main target groups being the public administration employees, starting from the top hierarchical level: senior executives, managers down to the administrative staff.</p> <p>This would be accomplished by senior executives understanding their role in the integration of ISO 9001 principles and the way they link to the successful implementation of the quality management system.</p>
<p><b>The Objectives</b></p>	<ul style="list-style-type: none"> <li>● <b>Checking the Knowledge and Awareness of ISO 9001:</b> This paper seeks to identify the level of knowledge and awareness of ISO 9001 among public administration employees regarding the requirements and benefits accruable from the standard.</li> <li>● <b>Assessing the Diffusion of ISO 9001 Principles:</b> The study will find out how far the principles underlying ISO 9001, such as leadership, customer orientation, continuous improvement, and stakeholder involvement, have been in a position to diffuse into the public administrations.</li> <li>● <b>Identification of ISO 9001 Implementation Barriers and Challenges:</b> Main challenges to be faced in the implementation process of ISO 9001 will be discussed; these include the resistance to change, lack of training, bureaucratic culture, and the complexity of administrative procedures.</li> <li>● <b>Assessing the Impact of ISO 9001 on Service Delivery:</b> The study will explore how far the implementation of ISO 9001 has influenced the efficiency, transparency, and citizen satisfaction of public services provided. This</li> </ul>

will involve an assessment of how the standard has influenced process optimization and decision-making.

- Drawing from the results, the study will be able to proffer some practical recommendations that can actually advance the adoption and implementation of ISO 9001 in the public administration on issues such as training, leadership commitment, stakeholder involvement, and feedback mechanisms.

• **Results of the Questionnaire**

**Figure3 :** Professional Status and Seniority

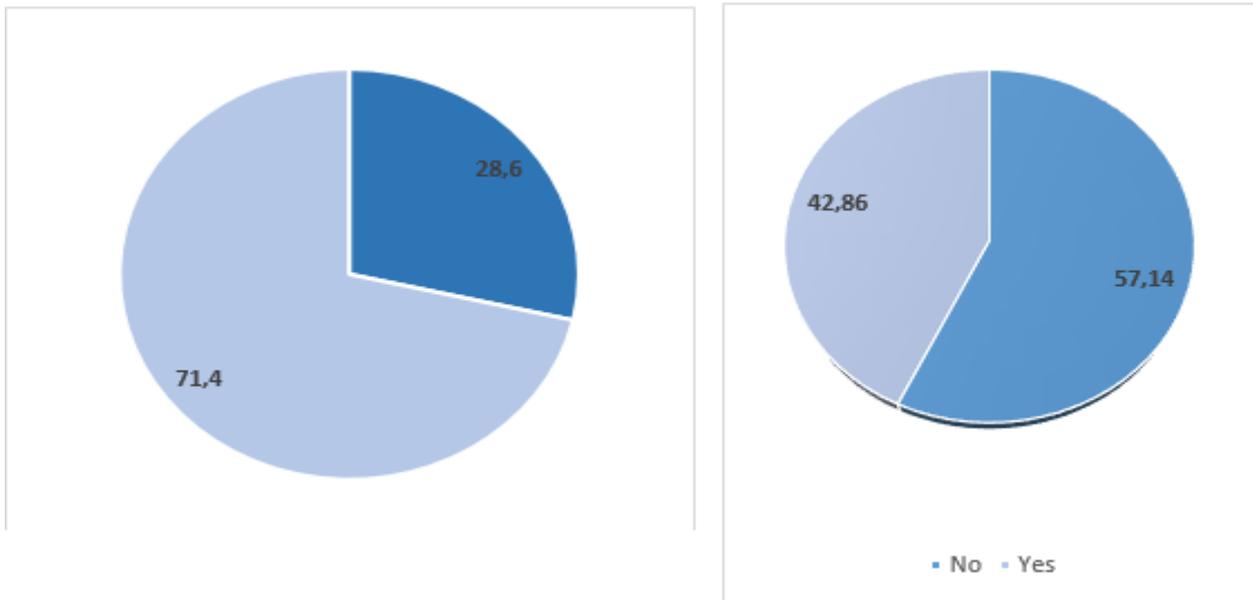


These results show a high structure in the functions within public administration; 48.6% of the respondents were senior managers and 31.8% supervisors, while 19.6% were administrative agents. This high level of hierarchy is of utmost importance for the adoption of the ISO 9001 standard, since it is through the managers and supervisors that user-oriented policies can be established and continuous improvement promoted. Their commitment is indispensable in the transformation of this standard into an effective tool for improving public services.

Regarding the seniority variable, 45.3% of the respondents noted between 6 and 10 years, whereas for more than 10 years it was 34%. This would imply an experienced staff that contributes to the stability of the services. On the contrary, the percentage of those who responded below 5 years amounts to 20.7%,

which could mean the renewal of the staff. The variety in seniority underlines that, while there is a great respect for experience, new practices also have to be introduced for better continuity and quality of the services provided.

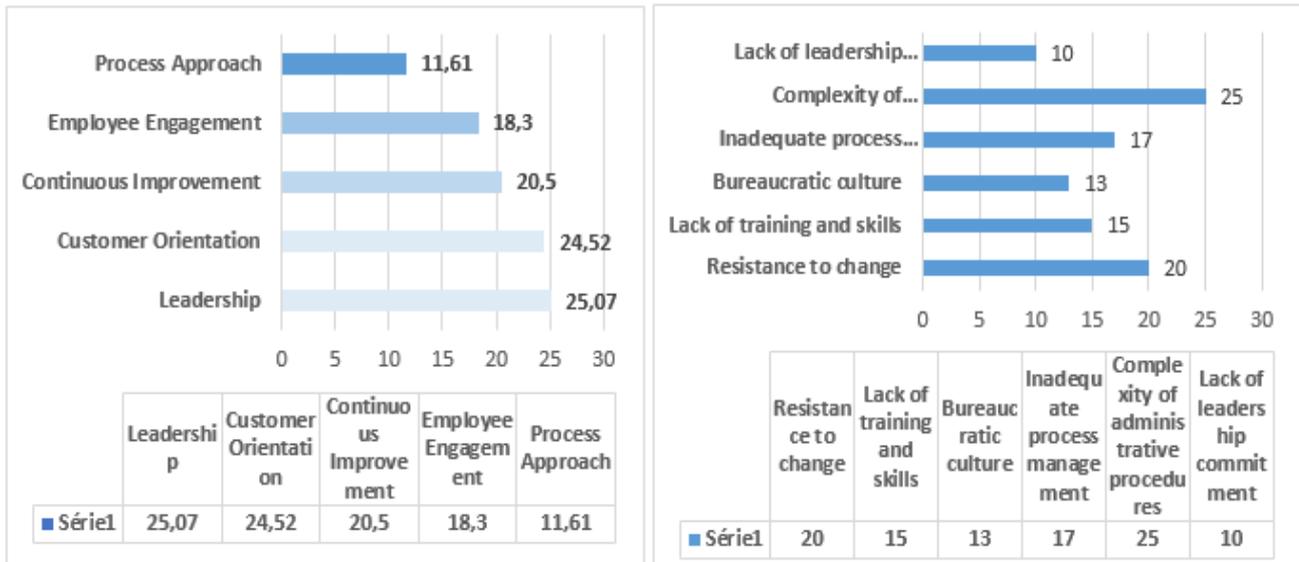
**Figure 4:** Degree of Knowledge of ISO 9001 and Adoption of Quality Management Principles



The results from the survey show that more than 70% of the respondents are aware of the ISO 9001 international standard on quality management, which shows increased awareness in quality practices in the public sector. However, almost one-third of participants are unfamiliar with it, which points to a challenge in raising awareness of the benefits that this standard offers. It is thus very important for governments to create awareness and implement training programs amongst their personnel, as well as the public, on the potential benefits of ISO 9001.

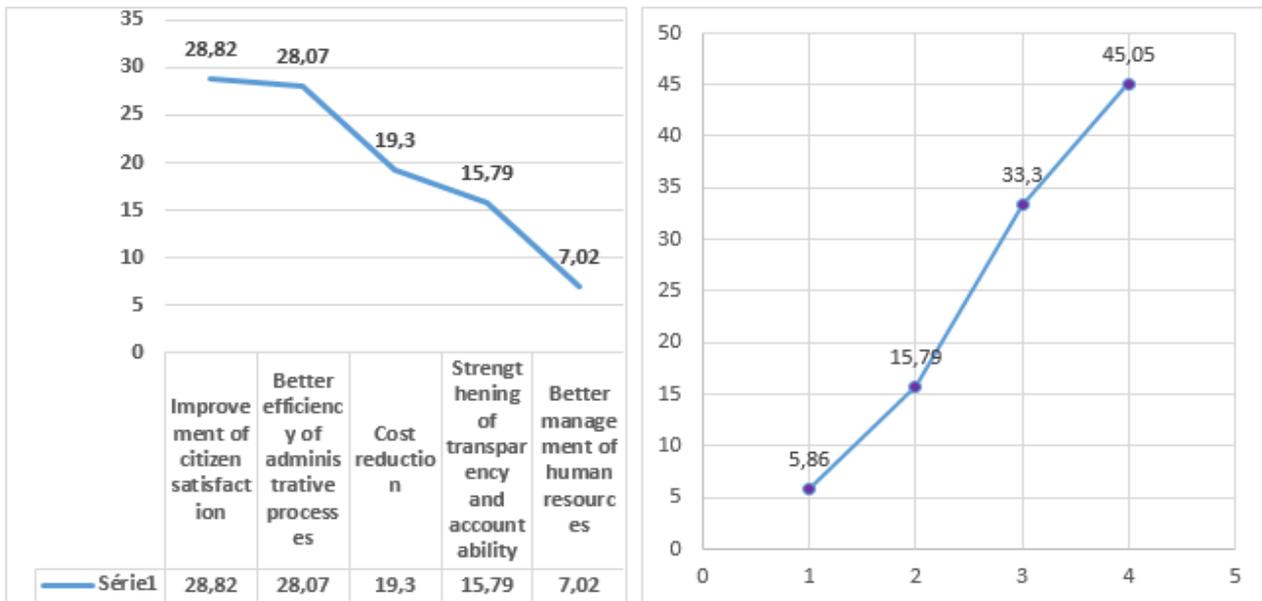
As for the adoption of quality management principles, only 42.86% of the respondents claimed that their administration applied them, which shows a moderate level of adoption. This situation raises questions about the commitment of administrations to integrate these essential practices for improving their services. It is urgent to invest in staff training and promote a culture of continuous improvement to ensure better public satisfaction and more efficient resource management.

**Figure 5:** Principles of ISO 9001 and Factors Influencing the Deployment of Quality Management Systems (QMS)



The results of the integration of ISO 9001 principles into public administration that most focus on quality management principles. In this respect, the most represented principle, with 25.07% of the responses, is leadership, since it encompasses the commitment of the management to the (QMS). Customer orientation, at 24.52%, reflects a desire to tailor services to users' needs, while continuous improvement, representing 20.5%, indicates a commitment to optimizing processes to increase efficiency and service quality. People engagement, at 18.3%, highlights the recognition of staff involvement as crucial for the success of the QMS. Finally, although the process approach is given less priority (11.61%), it remains essential for analyzing and optimizing the steps involved in service delivery. Overall, these results show a varied adoption of ISO 9001 principles, with leadership and customer orientation as the main priorities.

In this regard, on the contrary, there exist certain factors in sequence that might prevent the adoption and proper performance of QMS into public administration services. Mentioned as most crucial barrier are complication of administrative procedure-25%, so procedures shall be firstly simplified prior implementing of quality acts; resistance to change, although big-20%-can be exceeded by communication; The shortage of training and skills is 15%, indicating a well-focused training plan, while bureaucratic culture at 13% calls for awareness toward a quality-oriented culture. Poor process management is also at 17%, while lack of management commitment seems less important at 10%. In short, in order to have successful implementation of quality management, administrations should focus on simplifying the procedures along with handling the resistance to change and adequate training.

**Figure6:** Areas for Improvement and User Satisfaction Levels on a Scale of 1 to 4

The results point out that the benefits of applying QMS in public administrations are quite remarkable and lead to great improvements in their functioning. Improving citizen satisfaction stands at the top with 28.82%. A QMS helps effectively in meeting users' expectations through quality service provision, thus trusting and being satisfied with the administration. The improved efficiency of administrative processes, assessed at 28.07%, is another important QMS advantage in that it optimizes procedures, cuts down redundancies, and generally hastens the internal processing machinery of the administration. This translates into quicker processing and easier response to requests from users. The reduction of costs, 19.3%, is another important benefit since, through the detection of inefficiencies and rationalization of resources, administrations can reap significant savings, a very relevant factor within the context of straitened budgetary conditions.

Moreover, strengthening transparency and accountability (15.79%) is essential for building trust between the administration and citizens. A QMS promotes the establishment of control and evaluation mechanisms that ensure greater transparency in administrative decisions. Finally, although better human resource management is rated at 7.02%, it remains important; a QMS encourages the development of skills and the engagement of civil servants, thereby improving the work environment and the quality of services provided.

In summary, the implementation of a QMS improves citizen satisfaction, increases process efficiency, reduces costs, strengthens transparency and accountability, and optimizes human resource management.

Regarding the level of user satisfaction on a scale of 1 to 4, the results reveal an overall positive perception of the services provided by the public administration. Indeed, 78.35% of users report being

satisfied (33.3%) or very satisfied (45.05%), indicating a high quality of service. However, about 15.79% express dissatisfaction, and 5.86% are very dissatisfied. This proportion highlights the need for special attention to identify and address the issues faced by these users.

To improve overall satisfaction, it is crucial for public administrations to analyze the feedback from dissatisfied users in order to understand the underlying reasons for their discontent. Furthermore, strengthening communication with users and the use of periodic controls on satisfaction will allow services to be adapted to needs expressed. In this respect, thanks to a more active attitude from the administration with regard to these concerns, it is possible to maintain a high level of satisfaction in the greater part of users and the improvement in the experience of those that are less satisfied.

- **Recommendations to improve the current status of ISO 9001 implementation in public administration:**

**Stakeholder involvement:** It is important to note that stakeholder involvement is a very critical issue in the implementation of ISO 9001. Staff at every level should be involved by understanding the essence of such a standard and their contribution to its application. Training programs can also be organized with a view to enhancing staff awareness of the principles concerning quality management in order to develop an organizational culture based on quality.

**Training and awareness:** The training should be specific to the principles of ISO 9001 through appropriate training programs, explaining the requirements of the standard. In this way, every staff member will know his or her contribution to the quality of the services provided. The proactive approach to training could be practical workshops and educational resources, adapted to the different levels of experience of the employees.

**Monitoring and continuous improvement:** Creating the mechanisms that would enable the end users and employees to provide feedback about services are the true drivers of continuous amelioration, which then integrates into the system of quality management and provides an ability for periodical assessment and corrections needed toward users' expectations.

The process of assessment should be regular for the satisfaction of users; through methods such as surveys or focus groups. The tools give critical data about user experience and the need for adjusting services accordingly. This systematic feedback analysis will be used to create strategic and operative decisions for general improvement of the public services' efficiency.

By following such recommendations, public administrations will be guided toward better ISO 9001 standards and conformity, as well as enhanced efficiency, transparency, and citizen satisfaction.

## 6. Conclusion

The ISO 9001 standard is an important strategic lever for the transformation of public services, offering a new vision of management focused on quality and customer orientation. The results obtained from the survey show that public administrations are increasingly integrating the fundamental principles of this standard, such as leadership, employee engagement, and continuous improvement. As nearly half of the respondents hold senior management positions, it becomes crystal clear that the strategic decisions about quality are pursued by key actors who are capable of promoting an enabling organizational culture for the implementation of quality standards.

ISO 9001 accreditation empowers administrations in improving operational efficiency and user satisfaction, since more of their expectations and needs could be met better. Indeed, the implementation of a quality management system promotes an approach centered upon the citizen and constitutes an undeniable asset in contexts where users search for reliable accessibility of public services. Furthermore, the commitment to continuous improvement and transparency helps build public trust in institutions.

However, the results also highlight certain challenges that need to be addressed, mainly to involve administrative agents in this transformation process. It is crucial that all hierarchical levels are engaged to ensure the proper implementation of ISO 9001 principles. In conclusion, ISO 9001 stands as an essential tool for modernizing public services, promoting proactive management, and providing a quality of service that meets the demands of a constantly evolving society. This approach is part of a broader campaign aimed at improving public administration and restoring citizens' trust in their institutions.

## REFERENCES

1. AFNOR. (2014). Special information letter on the revision group AFNOR – ISO 9001 version 2015: Revolution or evolution?
2. Ayyadi, I., & Oulhadj, B. (2020). Relationships between contingent factors of ISO 9001 certification, the implementation of the quality management system, and organizational performance of industrial companies in Morocco: A qualitative exploration. *International Journal of Innovation and Applied Studies*, 29(4), 884-901.
3. Berland, N., & De Rongé, Y. (Eds.). (2013). *Management control – Strategic and managerial perspectives* (2nd ed.). Paris: Pearson.
4. Boiral, O. (2012). ISO 9000 and organizational effectiveness: A systematic review. *The Quality Management Journal*, 19(3), 16-37.
5. Chatit, F., & Hamiche, M. (2023). Digital transformation of public administration: A shift towards a digital revolution serving all users. *Conhecimento Diversidade Niterói*, 15(39).
6. Clavier, J. (1997). *Quality and qualitying. Techniques de l'ingénieur. L'Entreprise industrielle*, (A8750).
7. Dominique, H. (2003). Contribution of systemic analysis methodologies in preparation for ISO 9001:2000 certification of an SME. Postgraduate Diploma in Computer Science and Organization, University of Lausanne, France.
8. El Manzani, Y. (2019). The effect of synergy between quality management and market orientation on product innovation in Moroccan ISO 9001 certified companies (Doctoral dissertation, Lyon 3; Ayyad).
9. Eve, A., & Sprimont, P. A. (2015). The ISO 9001: 2015 standard: An analysis in light of the Ferreira and Otley (2009) performance management system framework. In *Comptabilité, Contrôle et Audit des invisibles, de l'informel et de l'imprévisible*.
10. Garvin, D. (1987). Competing on the eight dimensions of quality. *Harvard Business Review*, 101-109.
11. Gervais, M. (2009). *Management control – 9th edition*. Paris: Economica.
12. Lambert, G., & Ouedraogo, N. (2010). Standards, organizational routines, and corporate learning. *Revue Française de Gestion*, (201).
13. Lèveque, M. L. (2002). Integrated management in agri-food: The keys to success. AFNOR.
14. Low, S. P., & Tan, J. H. K. (2005). Integrating ISO 9001 quality management system and ISO 14001 environmental management system for contractors. *Journal of Construction Engineering and Management*, 131(11).
15. Mintzberg, H. (1994). The fall and rise of strategic planning. *Harvard Business Review*, 107-114.
16. Mohamed, A. T. I. K. (2020). Achieving quality management in the public sector. *Economie & Kapital Review*, (17).
17. Pinet, C. (2015). 10 keys to successfully achieving ISO 9001: 2015 certification. AFNOR Editions.

18. Ségot, J., & Gasquet, C. (2001). Ensuring the transition to ISO 9001 version 2000: On the road to excellence. AFNOR.
19. Slimani, R., & Boukrif, M. (2016). Organizational and managerial changes induced by the implementation of an ERP: The case of the company ALCOST Bejaia. *Economie et Société Review*, (12), P107-110.
20. Staes, P., & Thijs, N. (2006). Quality management: A European regulation instrument from below.” *Revue française d’administration publique*, (3), 493-513.
21. Vass, D. J., & Kincade, D. H. (1999). Relationship of TQM implementation and employee opinion survey: A study of three manufacturers. *Quality Management Journal*, 6(1).