

## **The Application of the ISO 9001:2015 Quality Management System to Service Performance and Customer Satisfaction at BPVP West Bandung**

**IMRON HANAFI, ST., MP.**

Balai Pelatihan Vokasi dan Produktivitas Bandung Barat

Email: [imron.hanafi@email.com](mailto:imron.hanafi@email.com)

### **ABSTRACT**

ISO 9001:2015 Quality Management (SMM) is one of the strategic efforts of public sector organizations in improving service quality and customer satisfaction. This study aims to analyze the implementation of ISO 9001:2015 SMM and its impact on service performance and customer satisfaction levels at the West Bandung Vocational and Productivity Training Center (BPVP). The research method used was descriptive qualitative with data collection techniques through documentation studies of quality documents, standard operating procedures (SOPs), internal audit reports, and customer satisfaction survey data. The results show that BPVP West Bandung has consistently implemented the principles of ISO 9001:2015, including customer focus, leadership, employee involvement, process approach, continuous improvement, and fact-based decision making. The implementation of the ISO 9001:2015 QMS has been proven to contribute positively to improving service quality and customer satisfaction, as indicated by an increase in the customer satisfaction index from year to year. This study concludes that the effective implementation of the ISO 9001:2015 QMS can improve organizational performance and the quality of public services.

**Keywords:** quality management system; ISO 9001:2015, service performance, customer satisfaction

### **Introduction**

Improving the quality of public services is a key requirement for government organizations in order to meet the increasingly dynamic needs and satisfaction of the community. In the context of modern governance, public services are no longer understood solely as routine administrative activities, but rather as a form of state accountability to its citizens. The public demands services that are fast, accurate, transparent, accessible, friendly, and consistent in quality, both in direct (face-to-face) and digital-based services. Pressures from changes in the strategic environment, such as technological developments, increased public literacy, competition for labor, and demands for budget efficiency, are pushing government agencies to manage services in a more professional and performance-based manner. Therefore, efforts to improve the quality of public services require a systematic, measurable, and continuous improvement-oriented approach.

One approach that is widely used to ensure service quality is the implementation of a Quality Management System (QMS) that refers to international standards, one of which is ISO 9001:2015. This standard is designed so that organizations can ensure that service processes run in a controlled manner and produce consistent outputs in accordance with customer requirements and applicable regulations. ISO 9001:2015 emphasizes a process approach, which is the management of an organization through a series of interrelated processes, from planning, implementation, monitoring, evaluation, to corrective action. Through the process approach, organizations are encouraged to understand the entire workflow: what inputs are needed, who is responsible, what resources are involved, what risks may arise, what indicators are used to assess success, and how quality control mechanisms are implemented. Thus, services do not depend on specific individuals, but on standardized and documented systems.

In addition, ISO 9001:2015 also places customer satisfaction as the main focus, emphasizing the importance of understanding customer needs and expectations, ensuring service compliance with requirements, and conducting periodic satisfaction measurements to determine customer perceptions of service quality. In public services, customers can be defined as service users (the public), partners, and other stakeholders who benefit from government services. Customer orientation is important because service quality is often assessed not only by the "completion of administrative processes," but also by the service experience, such as ease of procedures, clarity of information, timeliness, comfort of facilities and infrastructure, attitude of staff, and effectiveness of complaint handling.

ISO 9001:2015 also emphasizes continuous improvement as a fundamental principle. Continuous improvement is carried out through a structured quality management cycle, such as quality objective planning, achievement evaluation, internal audits, management reviews, nonconformity control, and corrective and preventive actions. Organizations are not only required to "meet standards," but also to build a quality culture that encourages consistent process improvement innovation. In the context of government agencies, a culture of continuous improvement will help organizations reduce service quality variation, reduce errors, speed up service time, and improve compliance with procedures and regulations.

The implementation of ISO 9001:2015 also introduces an important perspective, namely risk-based thinking. In practice, organizations need to identify risks and opportunities in every service process: for example, the risk of delays, the risk of output non-conformity, the risk of customer dissatisfaction, the risk of resource shortages, or the risk of information system disruptions. This identification is then translated into control measures, mitigation planning, and monitoring of their effectiveness. Thus, service quality is not only managed reactively after problems occur, but proactively so that risks can be prevented or their impact minimized from the outset.

In the public service sector, the implementation of SMM ISO 9001:2015 is increasingly relevant because many agencies face classic challenges: variations in service quality between units, inconsistency in procedures, weak documentation, slow complaint handling, dependence on certain personnel, and minimal periodic monitoring of

service performance. In addition, public services often face policy changes, program dynamics, and diverse stakeholder demands. These conditions make quality management standards an instrument that can help organizations build consistency and process control, while providing a framework to ensure that organizations are adaptive to change without sacrificing service quality.

In the context of vocational training, service quality requirements are becoming increasingly strategic because training services are directly related to improving workforce competencies and economic competitiveness. The quality of vocational training can determine how relevant graduates' competencies are to the needs of the business and industrial world (DUDI), how great the job placement opportunities are, and how effective the training program is in reducing the skills gap. Quality vocational training services are not only related to the teaching and learning process, but also cover the entire service chain: market-driven program planning, transparent participant recruitment, instructor readiness, adequate facilities and infrastructure, availability of modules and teaching materials, schedule management, competency assessment, administrative services, information services, and post-training support such as tracer studies and job placement partnerships.

BPVP Bandung Barat, as a Technical Implementation Unit (UPT) in the field of vocational training, is required to provide quality and accountable training services. This institution is in an important position because it interacts directly with the community (training participants) and is connected to the needs of the industrial world, which requires a competent workforce. Therefore, the quality of BPVP services is not only assessed based on the smooth running of training administration, but also on the outcomes produced: improvement in participant competence, assessment pass rates, participant and industry partner satisfaction, and successful job placement or increased productivity. In other words, the quality of BPVP services has broad consequences, not only for customer satisfaction when receiving services, but also for greater socio-economic impacts.

On the other hand, the implementation of vocational training also faces real challenges, such as rapid changes in industry needs, the availability of instructors in the relevant fields, limitations in training equipment that must always be relevant to industrial technology, variations in participant characteristics, and the dynamics of program quotas and budgets. In these circumstances, the implementation of SMM ISO 9001:2015 becomes an important instrument to ensure that the training service process runs according to clear, measurable, and consistent standards. Through SMM, BPVP is expected to have documented and easily understood procedures, a systematic quality control mechanism, and an evaluation system that can encourage continuous service improvement.

The implementation of SMM ISO 9001:2015 in vocational training institutions can also strengthen several aspects of service performance. First, in terms of process effectiveness, QMS helps organize a more orderly workflow from planning to evaluation, thereby reducing duplication of work and minimizing administrative errors. Second, in terms of efficiency, document control, form standardization, and data-based process improvement can help reduce waste of time and resources. Third, in

terms of service consistency, standard operating procedures and internal audits can ensure that service quality does not decline despite personnel changes. Fourth, in terms of accountability, SMM encourages better recording and documentation, so that organizations are better prepared for audits, evaluations, and performance reporting requirements.

From the customer's perspective, the implementation of ISO 9001:2015 has the potential to increase satisfaction because customers tend to experience more structured services, clearer information, more predictable service times, faster complaint responses, and a more professional service experience. Customer satisfaction itself is an important indicator because it reflects customers' perceptions of the suitability of services to their expectations. In vocational training services, satisfaction can be influenced by the quality of material delivery, instructor competence, curriculum suitability to work needs, facility comfort, administrative quality, and institutional support in access to certification and employment opportunities. Therefore, measuring customer satisfaction is an important part of assessing the success of SMM, as well as being a key input in improving training programs.

Although the implementation of SMM ISO 9001:2015 is often seen as a strategic step, its implementation is not always easy. Common challenges include: varying levels of employee understanding of quality standards, resistance to procedural changes, limited time for documentation, consistency of implementation in the field, and sustainability of management commitment. Furthermore, if the implementation of QMS is only oriented towards document compliance without internalizing a culture of quality, then its impact on service performance and customer satisfaction may be less significant. Therefore, the implementation of QMS needs to be reviewed not only in terms of "whether the procedures are in place," but also in terms of "whether the procedures are carried out consistently and produce real improvements."

Based on the above description, this study considers that the implementation of SMM ISO 9001:2015 at BPVP Bandung Barat is an important issue that needs to be studied in greater depth. This study is necessary to obtain a factual picture of how QMS is implemented in the vocational training service process: from quality planning, process control, internal audits, complaint handling, customer satisfaction measurement, to follow-up improvements. In addition, this study is also important to see the relationship between the implementation of QMS and service performance achievements, such as service timeliness, administrative quality, conformity of training processes with standards, coordination effectiveness, and consistency in procedure implementation. At the same time, this study assesses its impact on customer satisfaction as an indicator of service success from the user's perspective.

Thus, this study aims to examine how the implementation of SMM ISO 9001:2015 at BPVP Bandung Barat and its impact on service performance and customer satisfaction. The results of this study are expected to provide practical benefits for BPVP Bandung Barat in strengthening its service quality improvement strategy, prioritizing the most influential process improvements, and building a stronger quality culture within the organization. Academically, this study is also expected to add to the

body of knowledge on the implementation of quality management standards in the public sector, particularly in vocational training services, and to provide an understanding of the factors that support the effectiveness of ISO 9001:2015 in improving service performance and customer satisfaction. Ultimately, improving the quality of vocational training services through the effective implementation of QMS can contribute to strengthening human resource quality, increasing community work readiness, and strengthening regional and national competitiveness through increasingly professional and results-oriented public services.

## **Literature Review**

### **ISO 9001:2015 Quality Management System**

A Quality Management System (QMS) is essentially an organizational framework designed to ensure that all processes are controlled, consistent, documented, and produce outputs that meet established requirements. From a quality management perspective, QMS can be understood as a set of documented procedures and standard practices that guide organizations to ensure that their processes and work results are in line with agreed standards/requirements. Gaspersz emphasizes that quality management is oriented towards systematic control and improvement of processes so that organizations are able to produce consistent and accountable quality.

In the international context, the International Organization for Standardization (ISO) has established ISO 9001:2015 as the most widely used standard for QMS. ISO 9001:2015 does not narrowly "regulate product/service quality," but rather regulates how organizations manage their processes so that service/product quality can be ensured and continuously improved. This standard emphasizes three important foundations: the process approach, the PDCA (Plan Do Check Act) cycle, and risk-based thinking as a way for organizations to control processes, prevent nonconformities, and foster a culture of continuous improvement.

#### **Seven Principles of Quality Management in ISO 9001:2015**

ISO 9001:2015 adopts seven quality management principles that form the "spirit" of QMS implementation. These principles help service organizations (including government agencies/training service units) ensure that the system does not stop at document administration, but actually has an impact on service performance and customer satisfaction. The seven principles are:

(1) Focus on customers. In public services, "customers" can be interpreted as the community/service participants and those who benefit from the services. Focusing on customers means that organizations actively understand the needs, expectations, and perceptions of service users; design processes to meet them; and evaluate satisfaction as a measure of success. In vocational training services, this focus can be realized through mapping competency needs, clarity of service information, schedule accuracy, quality of practice facilities, transparency of selection, and post-training services (e.g., certification/placement).

(2) Leadership. Leadership is not just "formal support," but the ability of leaders to establish direction, a culture of quality, and alignment of quality objectives with organizational objectives. In ISO practice, leadership is reflected in the establishment of quality policies, quality objectives, provision of resources, and ensuring that all units work within an integrated system (rather than each unit having its own SOPs without any connection).

(3) People involvement. ISO emphasizes that service quality is not merely a product of regulation, but rather the result of the competent involvement of all personnel. People involvement requires clarity of roles, increased competence, effective internal communication, and a space for improvement that allows staff to safely raise process issues (e.g., improvement suggestion mechanisms).

(4) Process approach. This principle emphasizes that services are viewed as a series of interconnected processes from input, activities, output, to outcome. Organizations must map core processes (e.g., participant admission, training implementation, evaluation, certification) and supporting processes (e.g., procurement, infrastructure maintenance, administration, human resources). The process approach encourages organizations to establish performance indicators, work standards, risks, and controls for each process.

(5) Continuous improvement. ISO directs organizations to continuously improve performance through corrective actions, prevention of recurring problems, and process innovation. Continuous improvement is particularly important in vocational training services because the demands of the world of work change rapidly; curricula, methods, and practical tools need to be adaptive.

(6) Evidence-based decision making. This principle requires that decisions be based not solely on assumptions, but on data and facts: satisfaction survey results, complaints, internal audits, service indicator achievements, non-compliance data, and risk analysis. In public services, this principle will increase accountability because the reasons and evidence behind improvement policies can be traced.

(7) Relationship management. Service quality often depends on relationships with relevant parties: participants, instructors, industry partners, certification bodies, equipment suppliers, and local governments. ISO encourages organizations to manage these relationships so that they are mutually beneficial and stable, for example through supplier evaluation, MoUs with industry partners, and industry feedback mechanisms for training graduates.

### Structure of ISO 9001:2015 and Its Implications for Service Organizations

ISO 9001:2015 is generally understood through its main clauses: organizational context, leadership, planning, support, operations, performance evaluation, and improvement.

For training service organizations such as BPVP Bandung Barat, these clauses can be translated practically as follows:

1. Organizational context: identifying internal and external issues (e.g., industry competency requirements, participant profiles, employment policies) and stakeholders (participants, industry, government, instructors, assessors).
2. Planning: setting quality objectives (e.g., schedule accuracy, competency pass rate, administrative service speed, participant satisfaction) and managing risks (e.g., delays in practice materials, equipment malfunctions, instructor absences, service complaints).
3. Support: ensuring documented competency of human resources, facilities and infrastructure, learning environment, and information control.
4. Operational: ensuring that training processes run according to standards; changes to the curriculum/methods must be controlled; services to participants must be clear (process, requirements, service times).
5. Performance evaluation: internal audits, indicator monitoring, management reviews, complaint analysis, and satisfaction surveys.
6. Improvement: corrective actions based on root causes, learning from audit findings, and quality improvement programs.

In this way, the implementation of ISO 9001:2015 does not stop at certification, but becomes a quality management mechanism that guides consistent improvement in service performance.

## **Service Quality**

Service quality in service organizations is essentially related to the ability of services to meet user needs appropriately, reliably, and pleasantly, in accordance with previously established expectations. In the literature on service marketing, Tjiptono explains that service quality is related to the level of service excellence expected and how organizations control that excellence so that customer expectations can be met.

Because services are intangible, produced and consumed simultaneously, and influenced by interactions between staff and users, service quality is largely determined by the user's experience throughout the service journey, not just the end result.

### **Dimensions of Service Quality (SERVQUAL)**

A widely used measure of service quality is the SERVQUAL model, which assesses quality through the gap between customer expectations and perceptions. This model maps service quality into five main dimensions: reliability, responsiveness, assurance, empathy, and tangibles.

1. Reliability: the ability to consistently and accurately deliver services as promised. In training services, reliability is evident in the accuracy of schedules, consistency of materials with the curriculum, certainty of information, and clarity of procedures.
2. Responsiveness: willingness to assist users and provide services quickly. Examples include responding to registration inquiries, handling issues during training, and the speed of administrative services (letters, certificates, graduation information).

3. Assurance: knowledge, courtesy, and the ability of staff to build trust. In the context of vocational training, assurance is reflected in the competence of instructors, the credibility of assessments, the safety of practices, and the certainty that processes are carried out according to standards.
4. Empathy: personal attention and understanding of the unique needs of users. Empathy can be seen in the assistance provided to participants from different backgrounds, ease of access to information, friendly services for participants with special needs, and humane communication.
5. Tangibles: the condition of facilities, equipment, environment, and appearance of staff. In training services, tangibles are crucial: practice rooms, equipment suitability, cleanliness, tidiness, informational signage, and module completeness.

#### Service Quality as an Instrument of Public Service Performance

In government organizations, service quality has strategic significance because it is directly related to public trust and organizational legitimacy. High service quality encourages:

1. process efficiency (fewer errors, fewer service repetitions),
2. outcome effectiveness (participants truly acquire competencies),
3. accountability (clear service flow, measurable indicators).
4. Reputation (increasing public/industry interest in the program).

This is where the application of ISO 9001:2015 becomes relevant: ISO provides a system for controlling service processes (SOPs, indicators, audits, corrective actions), while SERVQUAL helps "read" quality from the user's perspective. The combination of the two makes organizations not only feel good internally, but also tested by customer experience.

### **Customer Satisfaction**

Customer satisfaction is an evaluative response that arises after customers compare the service they receive with their initial expectations. In marketing literature, satisfaction is often defined as a state in which service performance is perceived as meeting or exceeding expectations; conversely, dissatisfaction arises when performance falls below expectations.

Satisfaction is both emotional and cognitive: customers not only assess the "right or wrong" of the process, but also feel the experience (friendly/unfriendly, comfortable/uncomfortable, valued/unvalued).

#### Factors Shaping Satisfaction in Services

Conceptually, satisfaction is influenced by several key elements:

1. Expectations: formed from service information, previous experiences, other people's testimonials, and the institution's reputation. If service information is unclear or exaggerated (overpromise), expectations tend to be unrealistic and risk reducing satisfaction.
2. Perceived performance: what customers actually experience, including service speed, schedule accuracy, quality of interaction, quality of facilities, and training outcomes.
3. Perceived fairness: customers assess whether services are provided fairly and transparently. This is important in public services: procedures and requirements must be clear, non-discriminatory, and accountable.

4. Complaint handling: Complaints that are handled quickly and thoroughly can often "restore" satisfaction and even increase trust because customers see the organization's seriousness.

#### Satisfaction as an Indicator of SMM Success ISO 9001:2015

ISO 9001:2015 places customer satisfaction as one of the key performance measurement focuses of the QMS. Organizations are required to monitor customer perceptions, use the results for performance evaluation, and then follow up through improvements.

This means that satisfaction is not merely a "formal survey," but a strategic input for:

1. setting priorities for process improvement,
2. designing corrective actions based on root causes,
3. controlling recurring service risks.
4. Ensuring that quality targets truly have an impact on users.

In vocational training services, participant satisfaction can be an important indicator, but ideally it should also be complemented by "indirect user satisfaction," such as industry partners' assessment of the competencies of training graduates. That way, satisfaction does not stop at the training experience, but is related to outcomes (competency relevance, work readiness).

### **Research Method**

This study uses a descriptive qualitative approach. Data was collected through a documentation study of SMM ISO 9001:2015 documents, SOPs, internal audit reports, management review reports, and customer satisfaction survey data from BPVP Bandung Barat for the period Q1 to Q3 of 2025. Data analysis techniques were carried out through data reduction, data presentation, and conclusion drawing.

### **Results and Discussion**

#### **Implementation of the ISO 9001:2015 Quality Management System**

The results of the study show that BPVP Bandung Barat has adopted ISO 9001:2015 since 2018. The implementation of the QMS is demonstrated through leadership commitment, clarity of organizational structure and job descriptions, quality socialization and training for all employees, as well as orderly and systematic documentation management.

The business processes of BPVP West Bandung have been mapped into management processes, core processes, and supporting processes in accordance with laws and regulations. All of these processes are supported by documented SOPs and are consistently controlled.

#### **Internal Audit and Management Review**

Internal audits are conducted periodically by competent and independent auditors. The results of the audits are used as a basis for continuous improvement and management decision-making through management review meetings.

## **Service Quality and Customer Satisfaction**

The implementation of SMM ISO 9001:2015 has had a positive impact on service quality. This is reflected in the increase in the customer satisfaction index, which was 3.54 in Q1 2025, 3.55 in Q2 2025, and 3.56 in Q3 2025 (scale of 1-4). This improvement indicates that the services provided are increasingly in line with customer expectations.

## **Conclusion**

The implementation of the ISO 9001:2015 Quality Management System at BPVP Bandung Barat has been effective and consistent. The implementation of QMS has contributed to improving service quality and customer satisfaction, supported by leadership commitment, employee involvement, good documentation, and continuous internal audits.

## **Recommendations**

BPVP West Bandung is advised to continue improving the competence of internal auditors, strengthening the dissemination of SMM to all employees, and forming a more structured quality assurance team to ensure the sustainability of ISO 9001:2015 implementation.

## **References**

- Arikunto. (2012). *Research Methodology: An Approach to Proposals*. Jakarta: Rineka Cipta.
- Gaspersz, V. (2011). *Total Quality Management*. Jakarta: Gramedia Pustaka Utama.
- Gaspersz, V. (2011). *Total Quality Management: For Business and Industry Practitioners*. Bogor: Vinchristo Publication.

- Goetsch, D. L., & Davis, S. B. (2017). *Introduction to Quality Management*. Jakarta: Prenhalindo.
- Ibrahim, B. (2010). *Total Quality Management*. Jakarta: Djambatan.
- International Organization for Standardization (ISO). (2015). *ISO 9001:2015 Quality management systems Requirements*. Geneva: ISO.
- International Organization for Standardization (ISO). (2015). *Quality management principles*. Geneva: ISO.
- Kotler, P., & Armstrong, G. M. (2012). *Principles of Marketing* (14th ed.). Pearson Prentice Hall.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64(1), 12-40.
- Rangkuti, F. (2002). *Measuring Customer Satisfaction: Gaining Customer Relationship Strategy = Techniques for Measuring and Strategies for Improving Customer Satisfaction and Case Analysis of PLN-JP*. Jakarta: Gramedia Pustaka Utama.
- Rangkuti, F. (2011). *Customer Service Satisfaction*. Jakarta: Gramedia Pustaka Utama.
- Tjiptono, F. (2014). *Service Marketing: Principles, Application, and Research*. Yogyakarta: ANDI Publishers.
- Tjiptono, F., & Chandra, G. (2016). *Service, Quality & Satisfaction* (4th Edition). Yogyakarta: ANDI Publishers.