

The Relationship between Management's Commitment with Job Satisfaction According to *Shari'ah*-Based QMS (MS1900:2014) at Malaysian Higher Education Institution

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Abstract: Management's commitment in an organisation plays an important role in ensuring the application of effective quality management system (QMS). This article explores the relationship between management's commitment of an organisation that implements *Shari'ah*-based Quality Management System (MS1900:2014) with job satisfaction at Malaysian Higher Education Institution (HEI). The methodology of this study employed a qualitative design via a semi-structured interview conducted on selected respondents. The respondents consist of employees who are directly and actively involved with the implementation of MS1900 standard. The findings of this study show that management's commitment has apparently influenced job satisfaction among employees at HEI. Therefore, the results of this study can serve as a guide to ensure that the implementation of quality management system based on *Shari'ah* standards (MS1900) can be applied effectively, blessed and rewarded by Allah SWT.

Keywords: Management's Commitment, *Shari'ah* Based Quality Management System (MS1900), Job Satisfaction, Malaysian Higher Education Institution.

I. INTRODUCTION

In general, the implementation of quality management system (QMS) in an organisation often produce effective and positive impacts. Quality and effective terms are often associated with an effort being made to meet the needs and satisfaction of customers within an organisation, increase of productivity, and ensuring the products or services provided are best without any defect. Besides that, the quality aspect is

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also associated with the commitment factor of the management of an organisation fulfilling their customers' needs. In fact, in Islam, the idea of perfection in the production of a product or service can be attributed to the creation of Allah SWT, such as nature, sky, earth and human. The Word of Allah SWT in *Surah al-Mulk*, verse 3, means:

"(And) who created seven heavens in layers. You do not see in the creation of the Most Merciful any inconsistencies. So return (your) vision (to the sky); do you see any breaks?"

Meanwhile, in *Surah at-Tin*, verses 4-6, Allah SWT asserts the perfection of human creation:

"We have certainly created man in the best of stature. Then We return him to the lowest of the low. Except for those who believe and do righteous deeds, for they will have a reward uninterrupted."

Hence, the importance of quality management in daily life has become a major requirement for everyone to apply it at all times. In fact, it is achievable with the commitment of an organisation that supports and encourages the implementation of effective management system. This is because organisational commitment plays an important role in ensuring the wellbeing and satisfaction of all parties. Thus, employees will be more committed to contribute to the development and success of their organisation when the employer demonstrates unwavering support [1]. Besides that, Michalisin and White [2] emphasised that the quality of commitment and leadership in an organisation is able to produce better customer satisfaction or a better product or service.

Although a number of researchers have conducted research on the implementation of *Shari'ah*-based Quality Management System (MS1900:2014), studies on the relationship between management's commitment that implements MS1900:2014 with job satisfaction have never been carried out. It is clear that an in-depth study should be undertaken to examine the relationship between management's commitment in an organisation that implements *Shari'ah*-based Quality Management System (S-QMS) on the satisfaction of working amongst internal staff or customers. The concept of satisfaction has been outlined in the hadith of Rasulullah PBUH, which encourages his people to do a good job and always give the best for the other party.

Among them includes the meaning of Hadith narrated by *Imam al-Baihaqi RA* from *Saidatina Aisyah RA*, which means:

"Verily, *Rasulullah PBUH* used to say: *Allah SWT* loves if someone does something in itqan or earnestly."

Even *Rasulullah PBUH* asserted that one does not believe unless the individual loves other people like himself (*Hadith* narrated by *Imam al-Bukhari RA*). Through the evidence of Quranic verses and the above *Hadith*, *Rasulullah PBUH* proved that the quality and commitment aspect in performing a work perfectly can produce true satisfaction in the eyes of Islam. In addition, the implementation of a work that is in accordance with the needs and requirements of *Shari'ah* will surely receive the blessings and pleasures of *Allah SWT* in the world and in the hereafter. To achieve this great goal, Malaysia introduced a special standard in the implementation of quality management systems in 2005, focusing on product or service delivery that is in line with religious claims.

Through *SIRIM Berhad*, in collaboration with various companies or organisations, a special committee known as The Industry Standards Committee on *Halal* Standards (*ISC1*) was pioneered by *Tun Ahmad Sarji* (Former Chairman of *SIRIM Berhad*) [3]. Through the discussion of the committee members, the Malaysian Standard and Accreditation Council (*MSDAM*) approved a special standard on 18 February 2003 to be applied by companies that plan to ensure that their products and services are in line with the principles of *Shari'ah* requirements. Later, the quality management system standards according to Islamic perspective were implemented in 2005, and companies in Malaysia were first audited in 2010 to acquire and apply for the certification.

II. LITERATURE REVIEW

A. *Shari'ah*-based Quality Management System(S-QMS)

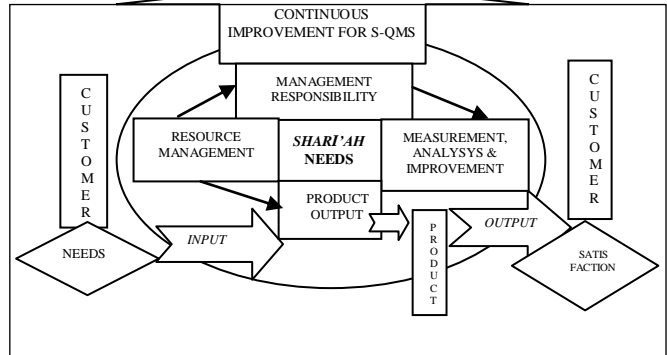
Based on past studies related to the implementation of S-QMS, there has not been much work done by scholars, particularly in terms of the relationship between management's commitment and job satisfaction in an organisation. However, S-QMS still needs a lot of spaces and opportunities that can be enhanced in organisations. Therefore, the authors will discuss the dimensions of S-QMS in detail, parallel to what every Ummah practices based on the intention of worshipping *Allah SWT* to produce products or services that can benefit other parties.

Management based *Shari'ah* is a process of doing, making and completing work or assignment through proper management function with others in order to achieve the objectives effectively [4]. In order to fulfill the aspirations, the Institute of Islamic Understanding Malaysia a.k.a. Institut Kemajuan Islam Malaysia (*IKIM*) in collaboration with *SIRIM Berhad* launched the S-QMS (MS1900) in 2005 in Malaysia, consistent with the requirements of MS ISO 9001 and has been recognised by the *Jabatan Standards Malaysia* [5] as shown in Figure 1.

This management system, also known as the MS1900 certification, is *SIRIM Berhad*'s product for organisations, particularly the Higher Education Institutions (*HEIs*) in Malaysia that have succeeded in obtaining it through the

conduct of audit. In this context, the researcher will focus on selected factors that influence successful implementation of S-QMS in Malaysian *HEI*, which ultimately affects the level of job satisfaction among employees of an organization.

Figure 1: Quality Management System – Islamic Perspective Requirement (MS 1900:2005)



Source: Department of Standards Malaysia (2005), 3

B. Management's Commitment

Effective organisation is closely related to the leader's policies and commitment in ensuring the success of its management system. In fact, these policies and commitments need to be maintained continuously for the well-being of all parties, whether in the organisation or outside parties [6]. Thus, according to *Worrall et al.* [7] and *Culverson* [8]), a high-commitment employee tends to produce good work, such as work satisfaction, productivity improvement, decreased workplace trips, mood stability and working culture. Employees who are committed to the organisation will be more likely to contribute additional services, such as innovation and creativity that make the organisation more effective and brilliant [9];[10].

In Islam, this term of commitment is often associated with the definition of '*Istiqamah*', which means 'standing firm in the belief of true, consistent, persistent and trust' [11]. Therefore, a committed or courteous person must perform a diligent, dedicated, earnest and persistent job in order to achieve the goals or objectives set forth from the beginning. Therefore, the term commitment or '*Istiqamah*' complements each other with the focus on the individual's attitude of being firm, steadfast and always working to achieve the desired aspirations.

In this regard, many past researches highlighted the relationship between top management's commitment to organisational success and excellence, such as *Dimitriades* [12] that stated that the commitment of management has a high positive relationship with job satisfaction. *Fatima et al.* [13] stated that commitment, primarily from the staff, is greatly influencing their job satisfaction. Furthermore, *Chruscil and Field* [14] defined management commitment as an active and visible management body or a commitment by management organisations to achieve a certain success. This is because managers are responsible for navigating and managing members of the organisation and maintaining every quality value in line with a robust management system

to meet its customers' needs [15]. Furthermore, the teachings of Islam emphasise on the 'Istiqamah' term as a commendable character that is encouraged to every Muslim. Through the *Hadith* of Rasulullah PBUH narrated by *Saiditina Aisyah RA*:

"Saiditina Aisyah RA reported that Rasulullah PBUH had said the best deeds in the sight of Allah SWT is that which is performed continuously, even though small in quantity."

Therefore, this commitment or *Istiqamah* practice is a key requirement in an organisation that must be practiced by all employees in order to demonstrate their level of performance and productivity to achieve organisational goals. Generally, the researchers found that the top management's commitment factor in an organisation plays a critical role in a successful implementation of S-QMS so that the employees are always happy to perform tasks entrusted to him or her.

C. Job Satisfaction

All submitted paper should be cutting edge, result oriented, original paper and under the scope of the journal that should belong to the engineering and technology area. In the paper title, there should not be word 'Overview/brief/ Introduction, Review, Case study/ Study, Survey, Approach, Comparative, Analysis, Comparative Investigation, Investigation'. Job satisfaction in an organisation has become a popular issue among scholars. Job satisfaction is an attitude that is formed within each individual and affects the implementation of quality organisation management system and gives the best impact to their daily lives. This is confirmed by Gary et al. [16] who stated that customer satisfaction is very important as it relates directly to the results of an organisation, but staff satisfaction tends to work more seriously [17].

Therefore, to ensure that the level of satisfaction of external customers is at a high level, the management must ensure that the internal customer, in this study refers to the staff, is not neglected. This is because employees are the most important asset in an organisation that must be prioritised [18]. Furthermore, Lee et al. [19] has proven that it is essential for organisations to produce high-quality products or services at a competitive cost to satisfy customers.

Furthermore, the job satisfaction issue is closely related to the implementation of a perfect organisational management system and is able to provide pleasure, while giving a greater commitment. Therefore, this study will focus on management's commitment factors that provide job satisfaction among staff in HEIs that implement S-QMS through MS1900 standards in Malaysia.

III. METHODOLOGY

This study adopted the qualitative research, which refers to case study as suggested by Stake [20]. The selected respondents involved the academic and non-academic staff of the Public and Private Universities in Malaysia, which have successfully implemented S-QMS. The researchers also used semi-structural interviews, direct observation and analysis of documentary evidence as the primary data collection method. The advantages of using various data collection methods were emphasised by Van Maanen [21] as a technique for cross validation between two or more different methods, as

well as to provide triangulation and strengthening the validity of data collection of this study and not only depending on one technique. This is consistent with Bernard and Ryan [22] that stated that respondents are specifically able to provide more comprehensive, clear, accurate and in-depth researches on subject matters under study. All selected respondents were directly and actively involved in the implementation of S-QMS (MS1900).

In order to obtain permission from the respondents, the researchers contacted each respondent for an interview session. This is because according to Bogdan and Biklen [23], the entry and acceptance of the respondents should be resolved in advance as it can lead to a major problem in the future. 11 respondents were selected as interviewees which consist of three different categories that non-academic staff, academic staff and top management. The involvement of respondents from the three different categories allowed researchers to gain a broader and comprehensive view of the implementation of MS1900 in the case study involved.

The researchers also made direct observations at the site of the study by taking notes, photographs and verbatim statements (i.e. direct-fractional statements) by writing as many memos as possible in collecting related information as stated by Marohaini [24]. Secondary sources are derived from evidence of supporting documents and records that contain important information relevant to this study, such as letter, memorandum, official statement (agenda, announcement, meeting minutes, written reports), administrative documents (proposal, progress reports), internal documents and materials published in the mass media.

A. Results and Findings

The researchers transcribed the interview between researchers and respondents using the coding process using the NVivo™ software. The researchers found that the management's commitment factor was influencing job satisfaction when implementing S-QMS (MS1900) at Public University. Table 1 shows that the total amount of reference code for Private University is 59 for the management's commitment factor.

Table- I: Coding Process towards 'Management's Commitment' in Private University

Respondent	Total Number of Respondent	Total Number of Reference Code
Non-academic Staff	5	33
Academic Staff	3	15
Top Management	3	11
Total	11	59

Source: 'Coding Query' NVivo™ Analysis

Table 2 presents the coding process analysis for Public University. 20 reference codes were coded from non-academic staff, nine reference codes were coded from academic staff and eight reference codes were coded from the top management.



Table- II: Coding Process towards 'Management's Commitment' in Public University

Respondent	Total Number of Respondent	Total Number of Reference Code
Non-academic Staff	4	20
Academic Staff	3	9
Top Management	2	8
Total	9	37

Source: 'Coding Query' NVivo™ Analysis

Researcher found that the top management's commitment in implementing S-QMS (MS1900) cannot be denied as the top management from the Vice Chancellor, Deputy Vice-Chancellors and Heads of Department together with the stakeholders, fully supported the implementation of MS1900. This is because the success of planned programmes or quality of activities requires for the commitment and support from the top management. This further reflects that the top management is committed with a budget, which is often approved by the Centre for Quality Management in their organisation to implement MS1900 programmes annually.

Additionally, one of the respondents of this study, a finance officer in a university, stated that the management was always 'going downhill' and participating in workshops or courses organised by the Centre for Quality Management. Their participation in workshops or courses is very useful for the organisation, such as proposing ideas and insights to review documents or improve the quality of procedures. Indirectly, staff will enjoy working with them. In fact, other respondents, such as academic staff and a former *Shari'ah* officer of a university, mentioned that the leader is considered as a role model for the staff as a whole or otherwise, all planning and implementation of S-QMS (MS1900) will be introverted.

Among the clear evidences mentioned by one of the respondents of this study, a Quality System Officer at Public University, include:

"I saw that the self-sufficiency provided by the top management such as commitment given by the Director to the staff. If the Director has come, staff will enjoy".

In fact, the importance of commitment and support from the top management is also shared by academic and non-academic staff. They agree that management's commitment is one of the driving factors to ensure that the implementation of MS1900 system is smooth and perfect. Overall, when referring to the results of this study, it is found that all respondents indicated that their leaders are very supportive with the implementation of S-QMS (MS1900). This is consistent with the findings by Gamboa and Melao [25] and Sany Sanuri et al. [26], who found that the management's commitment is very important, being a catalyst and critical role to ensure successful implementation of quality management systems within the organisation, which ultimately satisfies their own employees.

IV. CONCLUSION

In conclusion, the findings of this study prove that the management's commitment in implementing quality management system, especially MS1900 standards in an

organisation, is highly relevant and has a significant positive relationship. Hence, the overall management's commitment in ensuring the implementation of this standard system ultimately affects the employees in an organisation in terms of satisfaction with the management and accountability to the organisation. Ultimately, the success of outward or materialistic aspects will result in the achievement of consideration or spiritual with true success (al-Falah) among members of the organisation. This present study contributes to the body of knowledge by providing insight about the effect of management's commitment to job satisfaction in the context of MS1900 implementation. This study has also given apparent explanation concerning MS1900 implementation within higher education environment.

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Norlaila Mazura Mohaiyadinis one the lecturers in National Defence University of Malaysia since 2015 until present in the field of accounting and finance. She has previously held appointments as a lecturer in two higher education institutions and she has been nominated as one of the best lecturer awards at the national level in 2015, organised by Chartered Institute of Management Accountants. In research wise, she has published more than twenty papers in multi and cross-disciplines in SCOPUS journals, ERA journals, indexed journals and conference proceedings.



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