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Associate Professor Dr. Hj. Hasan Al-Banna bin Mohamed, ISDS Japan, MIHRM

Department of Defence Human Resource Management,
Faculty of Defence Studies and Management,
National Defence University of Malaysia (NDUM),
Sungai Besi Camp,
57000 Kuala Lumpur, MALAYSIA

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An Empirical Study of The Relationship between Management’s Commitment with Job Satisfaction According to Shari’ah-Based QMS (MS1900:2014) at Malaysian Higher Education Institution

Hj. Hasan Al-Banna bin Mohamed, Mohd Hamran Mohamad, Siti Arni Basir, Norlaila Mazura Mohaiyadin, Nur Surayya Mohd Saudi & Wong Wai Loong

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 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 al-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 Sadiqatuna Aisyah RA, which means:

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

Even Rasulullah PBUH asserted that one does not believe unless the individual loves other people like himself (Hadith narrated by Imam al-Bulharni 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 (ISCI) 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 (MSDAT) 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 worshiping 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)](image)

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, Chrusciel 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.