

## **WAR 14 SUCCESSFULNESS OF 5S PRACTICES AND QUALITY, PRODUCTIVITY AND INNOVATIVE TEAM: ACHIEVEMENT OF TQFTM IN ZAKAT INSTITUTION**

Sri Wahyu Sakina Ahmad Sanusi, Teh Suhaila Tajuddin, Nur FikhriahTakril, Syed Syirazi  
Syed Husin Affandi

Kolej Universiti Islam Antarabangsa Selangor (KUIS), Bandar Seri Putra, 43000 Kajang,  
Selangor, Malaysia

Zakat Officer, Pusat Zakat Malacca, Kompleks Perniagaan Al Azim, Jalan Bukit Baru, 75150  
Melaka, Malaysia

sriwahyu@kuis.edu.my, tehsuhaila@kuis.edu.my, nurfikhriah@kuis.edu.my,  
pusatzakatmalacca@yahoo.com

### **ABSTRACT**

Total Quality Fast Track Model (TQftM) has been pronouncing by SIRIM in early 2005 as an initiative to encourage the adoption of best practices among Malaysian organizations. This is due to the rapid competitive environment facing by modern business world. In order for the business to sustain neither profit nor non-profit organizations, they must be more adaptive. TQftM is an implementation model that provides step-by-step improvement opportunity for organizations that seek continuous improvement and business excellence within a shorter period of less than three years. Hence, this study aims to identify the implementation of 5S Japanese Housekeeping as well as quality, productivity & innovative team in Centre of Zakat Malacca (CZM) which contribute to the quality performance of the zakat institution. CZM is selected as a unit of analysis as it has won the prestigious TQftM Award in 2014 conferred by the Malaysian Government. By using an exploratory case study research method, face-to-face interviews are conducted. Besides that, analyses on the TQftM report of the CZM are done critically to obtain the information pertaining to the quality practices in that organization. The findings are; this organization is adopting integrated quality management system standards at a time which is considered as the most practical choice. The implementation of TQftM practices in terms of 5-S Japanese housekeeping as well as quality, productivity & innovative team have been recognized as contributor towards the organization's achievements in terms of organization performance and best practices. This paper serves as reference regarding the implementation of TQftM practices in religious based institution and the dominant factors which lead to a successful TQftM application.

**Keywords:** Total quality fast track model, quality performance, practices, zakat institution, 5S Japanese Housekeeping.

### **INTRODUCTION**

Specifically in Malaysia, the existence of NGO's is flourishing. Few can be namely such as MAKNA, SALAM, and others. Not to be forgotten; zakat institution is one of the religious-based non -profit organizations. The existence of this institution in every state in Malaysia is to assist the government in collecting, allocating and managing zakat fund. According to Azman et.al (2012), the proper and efficient management of zakat system will certainly bring a wonderful impact on the socio-economic positions of the poor and needy among the Ummah. Zakat serves as a purification of one's wealth.

Allah s.w.t stated in (91:9) قَدْ أَفْلَحَ مَنْ زَكَّاهَا

This surah explained on those who succeed in performing zakat obligation; thus their wealth has been purified. Therefore, the emergence of zakat institution is indeed crucial in one country to ensure the successfulness and suitable system has been applied to collect and allocate the zakat fund to the needy.

Allah s.w.t stated in (2:43) وَأَقِيمُوا الصَّلَاةَ وَآتُوا الزَّكَاةَ وَارْكَعُوا مَعَ الرَّاكِعِينَ

The translation of this surah; “*and establish prayer, and pay the alms, and bow with those that bow, that is, pray with those who pray, Muhammad (s) and his Companions: this was revealed concerning their religious scholars, who used to say to their kin from among the Muslims, ‘Stay firm upon the religion of Muhammad (s), for it is the truth’*”. This showed that performing zakat is an obligation of the Muslims. It is one of the mandatory pillars of being a Muslim. Having said that, zakat institution which currently available in every state in Malaysia shall try to comply on the quality or best practices. As years goes by, the issue on the quality performance and practiced has been demanded from this institution.

The adoption of best practices should be embraces within service based industry in order to compete in today's challenging environment. Instead of regulation compliance, it has been recognized that the best practices also play an important role for successful organizations. SIRIM<sup>1</sup> (2004) stated that best practices have long been acknowledged as an essential requirement for successful organization in Malaysia. Amongst the popular best practices adopted were KPIs, 5S (Japanese Housekeeping) and TQM (Total Quality Management). It is proven by survey done SIRIM in 2004 among the industry. The survey revealed that Malaysian organizations are concern on the importance of management standards and best practices.

SIRIM Berhad which is a government company is assigned to assist organizations to compete better through quality and technology innovations (Idris, 2014). It is not bizarre for Malaysians on issues pertaining to quality control and quality management practices. According to SIRIM (2013), Matsushita Co (M) Ltd is the first company which begins to implement the first quality control circle (QCC) in Malaysia during 1971. Several years then in 1983, the demand on quality practices attract the national spotlight when the Prime Minister of Malaysia launched the National Productivity Seminar and Quality Campaign as part of the government's Look East Policy. Shortly, companies and government agencies across the country started to adopt work values and practices from partners in Japan and Korea, which heading to a quality and productivity revolution (SIRIM 2013). This indirectly helps to deliver the tasks efficiently in a shorter time.

Back in 1994, Total Quality Practices (TQP) model was launched by SIRIM Berhad which specifically created for SMEs. The objective is to create quality culture through stage by stage training programmers (Idris et. al, 2012). The model was then upgraded and innovated in order to keep pace with the recent best practices and management standards development. SIRIM Bhd had proposed Total Quality Fast Track Model (TQftM) during beginning of year 2005 as one idea to encourage the best practices in Malaysian organizations. It is recognized as an execution model that provides stage-to-stage improvement prospect for organizations that

---

<sup>1</sup> SIRIM QAS International Sdn Bhd is a subsidiary of SIRIM Berhad that provides certification, inspection and testing services. Companies that have been certified under SIRIM QAS International's Management Certification Scheme will be able to display our widely-recognized marks; (<http://www.sirim.my/>)

search for incessant improvement and business excellence within a shorter period of less than three years.

The significance of service industry has tremendously increased in both local and international economics. Gross Domestic Product (GDP) in service industry showed escalating trend during the last two decades. Malaysia for instance; the services industry contribution was 55% of GDP, (Abdul & Esam, 2013). It is proven that it has the biggest share of GDP and rapid growth rate Malaysian Investment Development Authority MIDA, (Malaysian investment performance report, 2011). Whilst in year 2011, the services industry contribution was 58.6% of the GDP with 6.8% growth rate and has accommodate employment of 6.5 million Malaysian citizen which represent 53.3% of total employment in year 2011 (Malaysian investment performance report, 2011). Therefore, the service industry has played a crucial role in enhancing the economic growth in Malaysia and there is no doubt that the best practices in service industry have become the '*obligation*' of the company.

Centre of Zakat Malacca (CZM) is one of the service organizations that has been adopted the TQftM practices as one of their best practices initiative. According to Kaziliūnas (2010), since many of the researchers are mostly interested on highlighting the manufacturing organizations, the study on the implementation of quality management systems in service organizations should also be explore because service industry brings great contribution to the economy as a whole. Thus, this study is concentrating on the implementation of TQftM in a service organization particularly religious based institution.

CZM has been awarded with prestigious award "Total Quality Fast Track Management" (TQftM) on 21 November 2014 as an appreciation for the certification scheme and sound quality management certification schemes presented by SIRIM QAS International Sdn. Bhd. This demonstrated that CZM has been prosperous in practicing quality management practices that leads to excellence in its organization. The results of this study will determine the contributor factors that contribute to the implementation of TQftM practices. Besides that, the findings will add knowledge in TQftM pertaining to the implementation best practices in service organization.

Finally, the study aims to identify the implementation of 5S Japanese Housekeeping as well as quality, productivity & innovative team in Centre of Zakat Malacca (CZM) which contribute to the TQftM practices.

### **TOTAL QUALITY FAST TRACK MODEL (TQFTM)**

*"We are committed to providing quality training that produces results, with the Total Quality Fast Track Model, an organization can see the benefits of a quality culture in less than three years, as opposed to conventional approaches which can take up to five years to cover the same ground. Fast results usually bring about changes more quickly, and the organisation is able to adopt a quality approach to its business sooner rather than later."* says Dr. Azman. (SIRIM, 2013). This is the underlying principle of TQftM according to the SIRIM. It stressed on the quality achievement which can be grab less than three years.

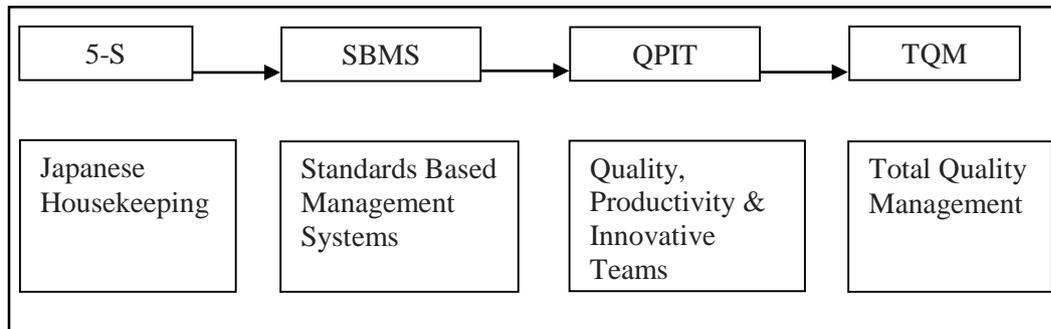
According to different gurus, *TQM is the continual method, techniques and technical of sustaining the continuous improvement and satisfying customers' demands* (Ahire, Golhar, & Waller, 1996; Besterfield, Besterfield-Michna, & Besterfield, 2003; Kanji, 1990; Wolkins, 1996) cited in (Abdul & Esam, 2013). Whilst Steingard and Fitzgibbons (1993) described TQM

from different approach: *TQM is procedures and techniques seek to decrease the effect of a product, service or process to increase the quality and efficiency.* In general, TQM serve as complete management a principle that struggles for constant improvement comprises arrays of organization functions. Though TQM is acknowledge as performance tool that familiar with manufacturing industry, it can also be applied in service industry knowing that the facts that service industry do contribute to the economic growth. This triggers the best practices that shall be embedded in service industry.

(TQftM) has been first introduced by SIRIM in early 2005. TQftM is known as implementation model that provides stage-by-stage incessant improvement opportunities, towards a flexi and remarkable organization. Any improvement experienced by the organization is able to be evaluate through several mechanism. The mechanisms are; certification of achievement, prize, national and international conventions and self-assessment. TQftM implementation targets to support organization in phases. The goal is to nurture the degree of competitiveness and to safeguard the organization sustainability. TQftM appears to be a modern and updated model which rooted from Total Quality Practices (TQP) which encompasses best practices and advancement of management standards.

According to Idris et.al (2012), there are four steps involved in TQftM. The steps are; 5-S (Housekeeping), SBMS (Standards Based Management Systems), QPIT (Quality, Productivity and Innovative Teams) and TQM (Total Quality Management). The steps created to facilitate organizations to achieve quality in working environment in a fast track period as compared to the conventional approach. As far as this study is concern, the steps which have been successfully implemented by CZM are 5-S (Housekeeping) and QPIT (Quality, Productivity and Innovative Teams).

Figure 1 illustrates the TQftM processes:



**Figure 1: Total Quality Fast Track Model (TQFTM) adapted from SIRIM (2010)**



Figure 2: TQftM Model adapted from SIRIM (2013)

The positive impact of SIRIM Training rooted from significant part derived from company's results- oriented approach with regards to improve the competencies and technological skills. The values of system or method created in organizations can be hardly to assess and unfortunately not all the quality activity yields considerable results. This is the starting point on the reason upon the emergence of TQftM by SIRIM.

### TQM AND QUALITY PERFORMANCE IN SERVICE INDUSTRY

The introduction of total quality management (TQM) portray significant role in the growth of the present management practices. Quality is deemed to be key strategic element in achieving business success (Dihn 2006). Without quality, it is impossible for the organization to sustain in the industry.

TQM is an integrated organizational effort designed to improve quality at every level. TQM has across more than manufacturing industry. The reason is; TQM also serves as key to measure the performance. TQM has developed more than just a basic tool such as ISO. Therefore, it is likely that TQM can be adopted into service industry.

The significance of service industry has been extensively debated and emphasized in the TQM literature (Bowen and Schneider, 1988; Schneider and Bowen, 1992, 1993; Harber et al., 1993a, b; Sureshchandar et al., 2001) cited in (Dihn, 2006). The reality of service industry is the level whereby all employees apprehend the function of the organizations by treating the customers well and provide first class services as expected in a modern economic environment. As mentioned by Sureshchandar et al. (2001), a service based organization is presume to retain a culture that able to offer consistent, approachable and kindhearted to the customer which leads to higher service quality as expected from customer. With the presence of TQM, it facilitates in obtaining service quality which bring value and goodwill to the organization. This debate provides overview on the suitability of TQM application in service industry which unlocks opportunities to gain advantage from TQM implementation (Prajogo, 2005).

Talib et al., (2010) asserted that there are substantial of empirical evidence which proposed that TQM implementation improves quality performance of the company. Firstly, Parzinger and Nath (2000) studied the connection between TQM and software quality. They discovered that TQM implementation improves the software quality and performance and indirectly

enhance customer satisfaction. The evidenced continued by (Brah and Tee, 2002). They found positive relationship between TQM and quality performance. They tested the relationship between TQM constructs and organization performance by measuring quality performance of Singapore companies. Thirdly, Hasan and Kerr (2003) examined the link between TQM practices and organization performance in service organizations. They found that TQM practices such as top-management commitment; employee involvement; training; supplier quality; quality costs; service design; quality techniques, benchmarking; and customer satisfaction leads to higher productivity and quality performance. Fourthly, the investigation of relationship between TQM practices and quality performance within Australian organizations indicated a strong and positive linkage (Prajogo and Brown, 2004). Those studies provide strong justification of the TQM application in service industry which leads to better quality performance.

## **METHODOLOGY**

This study specifically employed qualitative research approach in order to obtain an evaluation of occurrence within context chosen by using a range of data sources. Due to the exploratory case study research method utilize in this study, face-to-face interviews were conducted among the CZM officers. This becomes a directly primary data collection method. The interviews involved the Top Management Officer, manager and officer who directly participate in the implementation and documentation of TQftM practices. Apart from that, documentation reviews and observations are also conducted in order to obtain handful information. TQftM report was analyzed thoroughly to attain depth understanding on the management quality practices in that organization. Then, data triangulation is also employed due to the availability of multiple data sources referred. It is one of control mechanism to guarantee the validity of research that employed variety of methods to collect data and different types of samples. Lastly, ATLAS.ti v7 software was used to analyze the data collected.

## **THE EMERGENCE OF CENTRE OF ZAKAT MALACCA (CZM)**

Every state in Malaysia has its own Islamic Religious Council which responsible and accountable for all the religious matters particularly Islam. Specifically for Malacca, Islamic Religious Council Malacca (MAIM) hold a duty or responsible for any matters pertaining to Islamic religious in Malacca. As far as zakat collection is concern, MAIM has established a Computerized Zakat Counter in 1993. The purpose is to manage the collection and distribution of zakat. Few years after, CZM was established in 1996. Islamic Religious Council Malacca (MAIM) through CZM was entrusted to conduct management professionally in terms of zakat collection and distribution effectively and systematically. The reason is that; it shall suit with the objective in making zakat as a catalyst Muslim world economy in Malacca. Before the establishment of CZM, all related matters pertaining to zakat was manage by Lembaga Wakaf, Zakat and Baitulmal whereby the job scope is focusing on managing and allocating zakat based on Enakmen Pentadbiran Hukum Syarak (Negeri Malacca) 1959.

CZM was incorporated in 1996 to cope with the modern and recent transformation in business environment. The incorporation comes with the goal to manage the zakat in efficient and systematic ways in line with the quality service to the payer. During the year 2000, CZM has been corporatized as Sdn Bhd as it has been notify that CZM has potential of growth. The aspiration of this privatization is specifically to administer zakat professionally in order to reinforce the efforts in zakat collection at Malacca. The primary activity of the CZM is

collecting compulsory alms or zakat from eligible Muslims. Currently, CZM is basically assigned to collect zakat while the distribution of zakat fund is performed by Baitul mal.

## FINDINGS AND DISCUSSION

### The Implementation of TQftM in CZM

After undergo the processes of data collection and analyzing, this study found that CZM has successfully implemented two phases or stages under the TQftM namely 5-S Japanese Housekeeping and Quality, Productivity and Innovative Teams. Below is the discussion on the practices adopted by CZM under different phases:

#### 5-S Japanese Housekeeping

The 5S's<sup>2</sup> are originated from Japan. It consists of 5 phases as follows:

Phase one is Seiri / sorting. This means going through all the tools and materials in the work areas and only keeping the items that are essential. All other tools and items are stored or discarded.

Phase two is Seiton / set in order. It is a process that focuses on efficiency. The goal is to arrange tools, equipment, and parts so that they encourage and maximize flow of the job. Tools and equipment should be placed where they will be used, and the process should take place in an order that has maximum efficiency.

Phase three is Seiso / sweeping. This is simply the need to keep the workplace clean and neat. During the end of the office hour, the work area is cleaned, and everything has been place at where it should belong. This process lets everyone know what goes where, and lets them have confidence that everything is where it needs to be. Maintaining cleanliness is part of the daily work task, not just something that gets tackled when the workplace becomes too messy.

Phase four is Seiketsu/ standardizing. This simply means that work practices operate consistently and in a standardized manner. Therefore, it helps to save lot of time when we need to search for important documents or other things as well.

Phase five is Shitsuke/ sustain. It refers to maintaining high standards and reviewing those standards. It is a way to maintain focus on the system of operating and not allowing people or processes to slip back into old habits. Therefore, work will be perform smoothly if the standard has been sustain.

5S methodology is based on the arranging and keeping things systematic, clean, high effective and high quality workplace (Michalska & Szewieczek, 2007). Advancing the 5S rules convey the extraordinary changes in the organization such as process improvement by costs' saving, boosting the effectiveness and efficiency in the processes, maintenance and improvement of the machines' efficiency, safety increasing and reduction of the industry pollution, proceedings according to decisions (Michalska & Szewieczek, 2007). Mihail et al. (2010) asserted that "5-S" technique signifies a vital technique which allows the enrichment of efficiency and productivity, while ensuring a pleasant organizational ambiance. Therefore, 5S practices are such valuable tools in ensuring the quality is embedded in the organization. Due

---

<sup>2</sup> Extracted from <http://www.quality-assurance-solutions.com/History-of-5S.html>

to the 5S is also criteria for quality achievement, the victory of its practice are highly recommended. According to Hasan and Kerr (2003), they found that in service organizations, factors that lead to quality achievement i.e; Total Quality Management (TQM), would be customer assurance, benchmarking, quality techniques, training, supplier quality; top-management commitment; employee involvement; quality costs and service design. Those factors are essential because it directs to higher productivity and quality performance.

CZM has effectively implemented the 5S in its organization. First kick start begin with the conduct of meeting thrice per year. Managing Director served as chairman of the meeting to discuss the audit activities as well as promotion and training, rectification report and problems in implementing 5S. The meeting also oversees the effectiveness of 5S implementation in zakat management.

CZM also actively engaged in activities that encourage the employees to practice quality in terms of 5S. The management has set the 'dedicated' month for 5S at CZM whereby various activities were carried out to further enhance the awareness of staff and community on the importance of practicing quality environment practices 5S. Among the activities that have been undertaken includes 'Clients Day 5S'. Clients day 5S were held throughout the month. In conjunction with that, the management conducted a survey to CZM customers to evaluate customer satisfaction on the quality environment practices adopted. Apart from that, the management held 5S quiz, lucky draw for the visitors and 5S stall competition. Second activity is 5S CZM vow. This vow is created with the objective to inculcate the employees' commitment in practicing 5S quality environment. The recitation of the vow is held on every Wednesday during the first week of each month. In addition, a special badge has to be wear by PZM staff to show a support on 5S activities.

Third activity is 5S quiz. 5S quiz was held openly to all employees spontaneously at every Wednesday throughout the month of 5S. Through this quiz, it can boost the spirit and knowledge of staff in the 5S Quality Environment practices. Prize is available to the winners as motivation in implementing 5S. Apart from that, this activity increases the confidence level of the employees in practicing 5S as part of the quality service achievement.

Fourth activity is through community service programs. The management team has organized several programs such as 'Gotong Royong Perdana' in certain places such as orphanages home, prayer rooms, nurseries and other places. Therefore, the community realized that CZM do practice 5S during working hours and off working hours.

Fifth activity is 5s Program Adopted Area. Management has also taken the initiative for implementing 5S adopted area aims to help critical section, such as files and inventories room. The reason is that to ensure the room is always clean and systematically organized. In addition, In-house competition also being held as a quality enhancement program to the employees. For instance, competition held is to choose the cleanest rest room among the units in CZM. Therefore, this indirectly inculcates the employees to alert on the cleanliness of the rest room. The winner of the competition is entitle to a prize such as certificates and others which is not in a substantial amount but it is considered as a token of appreciation to the staff who succeed in practicing 5S. The expenditure for the competition has been included in the budget. It signified that this organization has taken quality as serious matter to be dealt with. Other than that, there was an audit implemented on the 5S practices in CZM. Therefore, it creates the 'quality sensible' among the staff in CZM.

Top management really put a greater concern on the quality issues such as 5S practices run smoothly and actively so that the staff who came to the office daily automatically follows and aware of the quality practices in the organization. An extensive number of empirical evidence recommends that TQM implementation develop quality performance of the organization. It has been evidenced in multiple conditions and it is proved that model on quality management model and specific practices serve as the best tool to foresee performance across continents (Adam et al., 1997; Prajogo and Sohal, 2004; Arumugam et al., 2008) cited in Talib et al., (2010). Therefore, CZM has proven that they are committed in implemented 5S thus contribute to the success of TQftM best practices.

Improvement Tool & Techniques, and Best Practices	No. of organizations implemented	No. of organizations intent to implement
5-S	94	0
TQM	60	4
ICC/QCC	51	2
Benchmarking	50	4
Employee Survey	48	4
Total Prevention Maintenance (TPM)	48	0
7 QC Tools	46	4
Key Performance Indicators (KPIs)	45	4
Kaizen	42	6
Risk Management	40	3
Statistical Process Control	37	2
Suggestion Scheme	35	4
FMEA	31	3
6-Sigma /Lean Six Sigma	27	11
Self Assessment	26	3
Quality Awards	23	4

**Figure 3: Adoption of various improvement tools and techniques, and best practices, (Idris, 2014)**

Idris (2014) discovered among the respondents that the most commonly adopted best practices were 5-S (Japanese Housekeeping). It proved that in an attempt to achieve quality performance, organizations preferably choose the implementation of 5S as one of the tools.

### **Quality, Productivity & Innovative Team**

A quality management system serves as critical success factor of successful organization. As noted by Bradley (1994), the critical success factor in quality management system lies in the management perceives role and the description of its role in defining the style of leadership to steer and motivate each component of an organization to seek pride in work.

R. Reed et.al, (2000) pointed out that TQM will not be useful with the absence of long-term commitment of top management. It is also agreeable that both managers and employees should be wise and clear on the quality concepts. They must have sufficient training on the use of quality tools and techniques. Likewise, solution for quality problems requires cross-functional communication at different levels within organization. This is where the establishing of productive and innovative teams is crucial and needed.

At CZM, the quality stepping stone started with the initiative to corporatize the organization in a view to increase and to focus on the collection of zakat as it is an obligation of the Muslims. The separation of power gives opportunity to CZM to enhance the quality of service to zakat payers. CZM is focusing on the collection while Baitulmal is focusing on the distribution. Moreover, the separation of power between CZM and Baitul mal indirectly reduce the conflict of interest.

Ever since the corporatization of CZM, the quality service is closely monitored as almost all aspects were scrutinize internally and externally. Based on the internal operation, it is segregated judiciously and from the external operation in dealing with zakat payers, they offered a number of zakat payment channel which facilitate zakat payment in Malacca. The initiative of CZM in applying the MS ISO 1900 portrays the obligation of CZM to deliver quality service to the zakat payer.

Apart from that, the MS ISO 1900 is an Islamic total quality management standard that comprises the elements of STORI and TAQWA. STORI represent the quality of sincerity, trust, openness, realizing and interdependence whereas TAQWA is a combination of elements such as responsibilities, quality, vision and attitude. The combination of STORI and TAQWA in the management system had provided strong fundamental to CZM in managing the collection of zakat in Malacca.

As far as CZM is concern, the productivity and innovative team is signified through benchmarking to the other organization's best practices. Furthermore, the involvement and participation in various competitions at the national level provide opportunity for CZM to improve and upgrade the service quality. As support by Mahmud & Hilmi (2014), consistent quality learning and innovation serve as important factors that contributed to the implementation of TQM as the innovativeness and creativeness in organization enhance quality which upgrade the organization performance as well.

## **CONCLUSIONS**

This study managed to shed a light on the phases that CZM had undergo in a journey of achieving TQftM. CZM has successfully implemented 5-S Japanese Housekeeping and Quality, Productivity & Innovative Team in attaining the organizations quality. It is also confirmed that the execution of TQftM is able to facilitate the organization in phases towards enhancing quality performance as well as to ensure sustainability of the CZM in the future. Apart from that, TQftM practices in CZM demonstrated positive relationship to the quality performance of the zakat institution in terms of business performance and best practices though CZM is a religious based non-profit organization.

This study provides a good references regarding the execution of TQftM practices and the connection between the best practices and quality performance in a service organization. Specifically for customers, TQftM application would enhance customers' confidence as a payer because the institution did practice quality in daily operation. Moreover, this study put an effort to present the real case scenario on the successful organization which implemented TQftM. The case of CZM can become a benchmark to other organizations or practitioners to look at the execution of TQftM in terms of strategies and processes they had experienced.

As far as educator is concern, this study is significant in adding the knowledge regarding the best practices in TQftM and the link between TQftM practices and quality performance in service organization.

## **SUGGESTION FOR FUTURE RESEARCH**

Quantitative techniques of research could be employed in order to determine other related factors upon the effectiveness of implementation on the quality management systems in service

organizations. The upcoming research could be broadened on analyzing the quality performance within service industry such as customer focus-orientation

Future research could be extended on studying the other factors that might contribute to the quality performance of service organization such as customer focus, benchmarking, strategic planning and teamwork and individual behavior.

### References

- Abdul Talib Bon & Esam M.A. Mustafa (2013). Impact of Total Quality Management on Innovation in Service Organizations : Literature review and New Conceptual Framework. *Procedia Engineering*.
- Abdul-Zaki, Z, Uthman, A.B, Olanrewaiu, A.A., & Ibrahim, S.A., (2013), "Islamic perspective of management accounting decision making techniques", *Journal of Islamic Accounting and Business Research*, Vol. 4 Iss 2 pp. 203 – 219.
- Azman Ab Rahman ,Mohammad Haji Alias & Syed Mohd Najib Syed Omar (2012). *Zakat Institution in Malaysia : Problems and Issues*, 2(1), 35–42.
- Bhatti, M.I., Zafarullah M.,H., Awan M.,K., & S. Bukhari, (2011), "Employees' perspective of organizational service quality orientation", *International Journal of Islamic and Middle Eastern Finance and Management*, Vol. 4 Iss 4 pp. 280 – 294.
- Bradley,M., (1994),"Starting Total Quality Management from ISO 9000", *The TQM Magazine*, Vol. 6 Iss 1 pp. 50 – 54.
- Brah, S.A. and Tee, S.S.L. (2002). Relationship between TQM and performance of Singapore companies. *International Journal of Quality & Reliability Management*, Vol. 19, No. 4, pp. 356-379.
- Costa,M.M, Choi, T.,Y, Marti´nez, J.A, (2009) “ISO 9000/1994, ISO 9001/2000 and TQM: The performance debate revisited” *Journal of Operations Management*, 495–511.
- Dick, G.P.M., (2000), “ISO 9000 certification benefits, reality or myth?”, *The TQM Magazine*, Vol. 12 No. 6, pp. 365-71.
- Dinh Thai Hoang, Barbara Igel & Tritos Laosirihongthong (2006). The impact of total quality management on innovation : Findings from a developing country The impact of total quality management on innovation Findings from a developing country, (November 2015).
- Hasan, M. and Kerr, R.M. (2003). The relationship between TQM practices and organizational performance in service organization”. *The TQM Magazine*, Vol.15, No.4, pp. 286-291.
- Hasan, M. and Kerr, R.M., (2003). The relationship between TQM practices and organizational performance in service organization”. *The TQM Magazine*, Vol.15, No.4, pp. 286-291.
- Huang, F., Horng, C. and Chen, C., (1999), “A study of ISO 9000 process, motivation and performance”, *Total Quality Management*, Vol. 10 No. 7, pp. 1009-25.

- Idris, M. ., Ab Aziz, A., & Zailee, S., (2012). The Adoption of Management Systems Standards & Best Practices in Malaysia ( Current and Future Trend ). Nang Yan Business Journal, (June 2011), 2–5.
- Idris, M. A. (2014). The Adoption of Management Systems Standards & Best Practices in Malaysia ( Current and Future Trend ) The Adoption of Management Systems Standards & Best Practices in Malaysia ( Current and Future Trend ).
- Jang, W., & Lin, C., (2008). An Integrated Framework For ISO 9000 Motivation, Depth of ISO Implementation and Firm Performance. Journal of Manufacturing Technology Management, 19(2), 194–216.
- Kaziliūnas, a., (2010). the Implementation of Quality Management Systems in Service Organizations. Public Policy and Administration, 2603(34), 71–82.
- Mahmud, N., & Hilmi, F.M., (2014) “TQM and Malaysian SMEs Performance: The Mediating Roles of Organization Learning”, Procedia - Social and Behavioral Sciences, 216 – 225.
- Malaysian investment performance report, M. (2011). Malaysian investment performance report: Malaysian Investment Development Authority
- McAdam, R. and McKeown, M., (1999), “Life after ISO 9000: An Analysis Of The Impact of ISO 9000 And Total Quality Management On Small Business in Northern Ireland”, Total Quality Management, Vol. 10 No. 2, pp. 229-41.
- Michalska, J., & Szewieczek, D. (2007). The 5S methodology as a tool for improving the organisation. Journal of Achievements in Materials and Manufacturing Engineering, 24, 211–214.
- Mihail et.al, (2010). Applying the Kaizen Method and the 5S Technique in the Activity of Post-Sale Services in the Knowledge-Based Organization. Proceedings of International Multi Conference for Engineers and Computer Scientists 2010 Vol III, 17-19 March.
- Parzinger, M.J., and Nath, R. (2000). A study of the relationships between total quality management implementation factors and software quality. Total Quality Management, Vol. 11, pp. 353–372.
- Prajogo, D. I., & Sohal, A. S. (2006). The relationship between organization strategy, total quality management ( TQM ), and organization performance — the mediating role of TQM, 168, 35–50. doi:10.1016/j.ejor.2004.03.033
- Prajogo, D. I., (2005). The Comparative Analysis of TQM Practices and Quality Performance Between Manufacturing and Service Firms in Australia, 175–186.
- Prajogo, D.I., & Brown, A. (2004). The relationship between TQM practices and quality performance and the role of formal TQM programs: An Australian empirical study. Quality Management Journal, Vol. 11, pp. 31–43.
- R. Reed et.al, (2000). Total quality management and sustainable competitive advantage, 5, 5–26.

- SIRIM (2013). Sirimlink, Driving Innovation through Technology and Quality. Vol 1, SIRIM Berhad, Shah Alam.
- SIRIM (2014). Enhancing Lives, Standard and Quality News. Vol 27, No.2, SIRIM Berhad, Shah Alam.
- SIRIM, (2010). Service Excellence: Leveraging Modern Quality Improvement Tools to Deliver Excellent Services. Standard and Quality News. Vol 18, No.2, SIRIM Berhad, Shah Alam.
- Sitkin, S. B., Sutcliffe, K. M. and Schroeder, R. G., (1994). "Distinguishing control from learning in Total Quality Management: A contingency perspective", *Academy of Management Review*, Vol. 19 No. 3, p. 537-564.
- Steingard, D. S., & Fitzgibbons, D. E. (1993). A Postmodern Deconstruction of Total Quality Management (TQM). *Journal of Organizational Change Management*, 6(5), 27 - 42.
- Sureshchandar, G.S., Chandrasekharan, R. and Anantharaman, R.N. (2001), "A conceptual model for total quality management in service organizations", *Total Quality Management*, Vol. 12 No. 3, pp. 343-63
- Talib, F., Rahman, Z., & Qureshi, M. N., (2010). The relationship between total quality management and quality performance in the service industry: a theoretical model, *International Journal of Business, Management and Social Sciences* (1), 113–128.
- Taskova N., Mitreva,E., (2015) "The motivation and the efficient communication both are the essential pillar within the building of the TQM (Total Quality Management) system within the Macedonian higher education institutions," *Procedia - Social and Behavioral Sciences*, 227 – 234.
- Teh, P.-L., Ooi, K.-B. and Yong, C.-C., (2008). Does TQM impact on role stressors? A conceptual model. *Industrial Management and Data Systems*, Vol.108, No.8, pp. 1029-1044.
- Valmohammadi, C.,& Shervin, R., (2015) "The guidelines of improvement: Relations among organizational culture, TQM and performance" *International Journal Production Economics*, 167–178.
- Yusuf, Y., Gunasekaran, A. and Dan, G., (2007). Implementation of TQM in China and organizational performance: an empirical investigation. *Total Quality Management*, Vol.18, No.5, pp. 509-530.
- Zakuan, N.M., Yusof, S.M., Laosirihongthong, T. and Shaharoun, A.M., (2010). Proposed Relationship Of TQM and Organizational Performance Using Structured Equation Modeling. *Total Quality Management*, Vol.21, No.2, pp. 185-203.