

ENHANCING ORGANIZATION PERFORMANCE THROUGH THE IMPLEMENTATION OF MS1900:2005

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Abstract

MS 1900 is a holistic Islamic quality management system that incorporates its principles and requirements. The main purpose of this research is (1) to identify the organization factors towards the implementation of MS1900:2005, (2) to determine the best requirements of MS1900:2005 in enhancing the organizational performance and (3) to analyze the best requirements of MS1900:2005 in enhancing the organization performance. The study used a survey method through questionnaires.. The questionnaires have been distributed among the organizations that have been certified with MS 1900:2005. The findings yielded that MS1900:2005 which was based on Islamic guidelines on work quality was becoming a yardstick to evaluate the efficiency of activities held by organizations in terms of quality management systems, management responsibility, resources management, product realization and , measurement, analysis and improvement as well.. The quality management system from an Islamic perspective is a new field to be explored and it might become the standard that will create another competitive advantage for an organization.

Keywords: *Organization Performance, MS1900:2005*

1.0 Background of Study and Objectives

MS1900 is a structured system that assists organizations to deliver products and services that meet customers' requirements and comply with regulatory requirements as well as Shariah's requirements.. According to Che Pa et al (2008), this standard requires an organization to have a comprehensive quality management system in order to accommodate customer needs, fulfil requirement of a quality product/service, enhance effectiveness and productivity as well as reduce operational costs. Besides , the MS 1900 enables organizations to practice management systems in accordance with Shariah and Islamic obligations. These requirements are aligned to the shariah perspectives and provide value added towards organizational performance.

Based on ISO 9001, the MS1900:2005 standard provides a framework for a comprehensive management system. An organization will benefit not only from a certification of its values but also all of its processes; from halal and non-halal aspects of production and delivery, right through to whether this is clearly communicated to every personnel in the organization. One of the objectives of MS 1900:2005 is to upsurge the practice of Shariah compliance and increase the confidence level among the Muslims and stakeholders. This study focused mainly on identifying the correlation between the adoption of MS 1900: 2005 and the enhancement of organizational performance.

The aim of this study was to clarify the enhancements that have been brought by the implementation of MS 1900:2005 towards the organizational performance. The rationales and feedback of customers toward the implementation of MS 1900: 2005 were also examined.. The objectives of the study were as follows:

- 1) To identify the organizational factor towards the implementation of MS 1900 in organizations.
- 2) To determine the best requirements of MS 1900 in enhancing organizational performance.
- 3) To analyze the best requirements of MS 1900 in enhancing organizational performance.

2.0 Literature Review

In this section, the researcher will present the theories and retrospective on the previous studies related to this research such as quality management system, the principles of the Malaysian quality management system MS 1900 from an Islamic perspective, the Requirements of Malaysian Quality Management System MS 1900 from an Islamic Perspective and the process of MS 1900. These substances can be used in order to help the researcher to understand and internalize the research. Furthermore, this section will describe the approach and findings of previous studies, either from within or outside the country associated with the study. Some interesting topics of the earlier research that are closely related by this research will be taken as a reference for doing this research and some of it will be discussed in this chapter. In this chapter, all the background of studies will be discussed by opting secondary data such as a book, journal, article and internet.

2.2 Quality Management System

Quality management system has been established in Malaysia as one of the Government's agenda to provide an efficient public service. Many programs have been established such as Total Quality Management (TQM), Quality Control Circle (QCC), Quality Assurance Unit, Strategic Management and Customer Charter. Since 1996, ISO 9000 has been introduced to public service in Malaysia. Malaysia also practices ISO 9001 which covers the public and private service introduced by the International Organization Standardization (ISO Geneva). As a Muslim- majority country, Malaysia is heading further by introducing and implementing the MS 1900:2005, a Quality

Management System from shariah perspective (Che Pa et al.,2010). By infusing the shariah values into its organization, Malaysian Electronics Payment System Sdn.Bhd (MEPS) is enhancing its effectiveness and efficiency to continue providing innovative services to its member banks (Malaysian Electronics Payment System Sdn.Bhd, 2013).

2.3 MS 1900: 2005

The MS 1900: 2005 standard was developed based on ISO 9001, an international practice standard. This standard requires an organization to have a comprehensive quality management system in order to accommodate the customer needs, fulfil the requirement of a quality product/ service, enhance the effectiveness and productivity as well as reduce the operational costs. These requirements are value added from the ISO 9001 and are aligned to the Shariah perspectives.

2.4 The Principles of the Malaysian Quality Management System MS 1900 from an Islamic Perspective.

1. Compliance with the principles of Halal and Haram

There is no management program, product or service that should contradict the principles of *halal* and *haram*. *Haram* is derived from An Arabic term, *haruma*, which means unlawful or prohibited. In Islam, Muslims cannot consume products, services and food that are considered *haram*. Meanwhile, *halal* is derived from an Arabic term, *halla*, which means permissible, i.e. products, services and food that can be consumed by Muslims. *Halal* and *haram* are clearly explained in al-Quran, al-Hadith and ijthihad by Muslim scholars.

2. Organizations operate based on values.

The principle deals with how organizations incorporate Islamic values in daily organizational management and activities. Components of morality and value system are given the highest priority in Islam. Morality and values must be deployed from tawhid, thus, humankind's behavior must correspond with guidance of Allah SWT; any behavior that contradicts with the guidance is prohibited and outlawed.

Any organization that aims to acquire MS 1900 certification must ensure that the values practiced in the organization do not contradict Islamic values. Organizational values such as greed, selfishness, practice corruption, non-transparency, exploitation and slander must be eliminated, as these values will have a detrimental effect on any organization. In contrast, organizational values which are in line with Islamic values such as teamwork, striving for excellence, transparency, honesty, fairness and tolerance must be promoted and cultivated. One should note that Islamic values refer to universally recognized and positive values which can have a positive impact on organizational performance.

3. Decision or action taken in line with the "Objective of Shariah (Mawasid Shariah)"

This category deals with how an organization manages to produce products and services that are in line with the objectives of Shariah, i.e. to guarantee a sanctuary for humankind. In other words, no decision made by the organization should contradict Maqasid Shari'ah. Maqasid Shari'ah means way of life (shari'at), as provided by Allah SWT. The objective is to preserve humankind's sanctuary.

According to Al-Zuhayli (1995), there are five Shariah obligations with regard to humankind:

1. Safeguarding of faith

2. Safeguarding of life
3. Safeguarding of intellect
4. Safeguarding of posterity
5. Safeguarding of wealth

Any organization that aims to acquire MS 1900 certification needs to ensure that any decision taken must be in accordance with Maqasid Shari'ah. For instance, if any decision taken by managers could harm the Muslim faith, the organization is not qualified to obtain MS 1900 certification.

2.5 The Requirements of Malaysian Quality Management System MS 1900 from an Islamic Perspective.

The Malaysian standard is developed with the aim of ensuring the organizations are managed in accordance with the principles and practice of QMS from an Islamic perspective. ISO 9001 is the internationally accepted standard on the QMS. However, it does not address certain aspects of Shariah requirements, which concern Islamic practitioners and consumers. Therefore, in addition to the existing ISO 9001, Shariah requirements are being incorporated, where applicable.

2.5.1 The quality management system

Seaver (2001) contends that there are two requirements in the QMS-general and documentation requirements. With regards to general requirements, ISO 9001:2000 contains the concepts of Deming's cycle of continuous improvement-Plan, Do, Check, ACT (PDCA). Bhuiyan and Alam state that the PDCA consists of the following steps: define, develop and document each process; implement documented procedure; monitor implemented procedure; and improve the procedure. Meanwhile, regarding the documentation requirements, Seaver (2001) states that there are three documentation required in the quality management systems which are quality manual, control of documents and control of the records.

In the process of developing the quality manual, organizations should identify areas and document procedures that require Shariah compliance. They should also ensure that the contents of all documents are sufficient to justify Shariah compliance. The organizations shall properly observe the placement and storage of documents that contain Quranic elements.

2.5.2 Management responsibility

The management responsibility element comprises the requirements for developing and improving the quality system, listening to customers, formulating quality policy and planning, and defining responsibilities, authorities and communication processes to facilitate effective quality management (Biazzo & Bernadi, 2003).

The management shall ensure that the requirements of the customers are Shariah compliant. It should also ensure the quality policy is Shariah compliant. Organizations that are involved in both *halal* and *non-halal* activities shall establish a separate set of quality objectives for their *halal* operations. The management shall take into consideration the Shariah requirements in financial management, human resources management, procurement procedures, production and marketing.

2.5.3 Resources Management

According to Biazzo & Bernadi (2003), resource management elements comprise the requirements for managing both human and infrastructural resources in order to implement and improve the quality management system and to address customer satisfaction. With respect to

financial resources, the organization shall determine its commitment to Shariah compliance. The organization shall ensure that all personnel working for and on behalf of the organization shall be given sufficient training in halal and non-halal aspects of processes, products and services. Eateries within the premises of the organization shall provide halal food and beverages. Non-*halal* items shall be segregated accordingly to avoid any cross-contamination. Adequate and proper infrastructure should also be provided and maintained.

2.5.4 Product Realization

Product realization elements include the specific requirements of the product realization process, which involves identifying customer requirements, reviewing product requirements, communicating with customers, designing and developing products, purchasing, producing services, and controlling measurements and monitoring devices (Biazzo & Bernadi, 2003). The organization shall ensure that all requirements related to the product, as specified by the customer and all the inputs related to the products are Shariah compliant. All work instructions on the production and preparation of *halal* products should be well-documented and made available to relevant employees. Dedicated equipment and assembly lines used in the production, preparation, handling and storage of non-*halal* products shall not be reused for the provision of *halal* products.

2.5.5 Measurement, analysis and improvement.

Organizations shall plan and implement the monitoring, measurement, analysis and improvement process in order to demonstrate conformity of the product, quality management system and continually improve the effectiveness of the quality management system. They should ensure that the conformity of the product and the the quality management system are Shariah compliant. Besides that, they need to monitor the customer satisfaction towards Shariah compliance. The organization needs to conduct internal audits on *halal* product to ensure compliance with Shariah. This task should be carried out by a competent auditor(s) and shall include representation from the Shariah Compliance Unit/ Officer. In the case of any noncompliance to Shariah, the organization shall take immediate action to rectify it and report with undue delay to the top management. The organization needs to collect and analyze appropriate data to demonstrate the Shariah compliance of the quality management system and to evaluate the continual improvement of the effectiveness of the system. They should take into consideration the impacts of future changes in consumers' needs and expectations of Shariah compliant products. The organization shall maintain the records pertaining to the suppliers, sub-contractors and other interested parties' continuous compliance with Shariah.

2.6 MS 1900 Implementation Process.

The MS 1900 implementation process can be carried out by integrating five steps in the ISO 9001 implementation process with the Shariah elements embedded in MS 1900 requirements. The five steps are as follows:

1. Understanding the MS 1900

The understanding of MS 1900 must be ensured prior to its implementation. As such, training in regards to MS 1900 must be emphasized. All top managers, middle managers and employees that are working for the organization must be given sufficient training on halal and non-halal aspects of processes, products and services. For management representatives, training is imperative, as it explains to them about quality planning, quality control and improving the whole system of MS 1900. For middle managers and operational workers, training is crucial as it familiarizes them with the implementation stage of MS 1900.

2. Documentation

As stated in MS 1900 requirements, the managers should identify and document procedures that require Shariah compliance in a manual. The managers should also ensure that the content of all documents must be sufficient to substantiate Shariah compliance. Nevertheless, the placement and storage of documents that contain Quranic elements must be observed. Hence, documents that contain Quranic elements must be located carefully and stored in a place that is safe, hygienic and respectful.

3. Demonstrate commitment

The requirements of customers must be Shariah compliant. MS 1900 also states that the management should consider Shariah requirements in financial management, human resource management, procurement procedures, production and marketing. The managers have to ensure that organizations are not involved in financial transactions that are prohibited in Islam. Therefore, financial transactions that involve *riba* (interest) must be avoided.

Eateries within the premise of an organization should provide *halal* food and beverages. Therefore, non-*halal* food and beverages such as wine, pork and animals that are not slaughtered properly, in accordance with the dictates of Islam, cannot be served in eateries. The managers must also ensure that non-*halal* items are segregated accordingly to avoid any cross contamination. In addition, as stated in MS 1900 requirements, the managers should provide a prayer room for its employees and customers..

As stipulated in MS 1900 requirements, managers should ensure that all the inputs related to the products are Shariah compliant. This is important because *halal* products can only be produced from *halal* inputs. The managers should also ensure that all work instructions concerning the production and preparation of *halal* products are well documented and made available for all employees. The availability of those documents is crucial so that employees can constantly refer to work instructions when delivering their jobs. Finally, , managers should ensure that the dedicated equipment and assembly lines used in the production, preparation, handling and storage of non-*halal* products should not be reused for the provision of *halal* products. This condition must be complied with so that products that are produced by the organization are guaranteed to be *halal*.

4. Quality Policy

Management should ensure that the quality policy is Shariah compliant. Hence, any quality policy that is not Shariah compliant must be avoided. And quality policy must be formulated vigilantly to ensure that it complies with Shariah requirements. In addition, organizations that are involved in both *halal* and non-*halal* activities should establish a separate set of quality objectives for their *halal* operation.

5. Audit and Review the Performance

Managers should monitor that processes and products are continuously complying with Shariah as stated in MS 1900 requirements. The managers should also ensure that Shariah noncompliant products should not be approved for the next process of delivery. This preventive action is essential to ensure that only Shariah compliant products will reach customers. Besides, for any noncompliant product that is erroneously delivered, the managers should take necessary steps to recall and stop the consumption of the affected product. This corrective action is important to stop the consumption of noncompliant products by customers. This step is very important to demonstrate to the customer that the organization has made a serious effort to correct any mistake that occurs.

Moreover, managers should collect and analyze appropriate data to demonstrate the Shariah compliance of the QMS and to evaluate the continual improvement of the effectiveness of the system. They should be committed to the continual improvement and the effectiveness of the system. The reviewing process must be carried out to check whether the implementation of MS 1900 brings benefit to the organization.

3.0 Research Method

According to Gratton (2010), research can be defined as a systematic process of discovery and advancement of human knowledge. Research method is utilized in order to collect the data in systematic ways. It is used to solve the research questions and objectives. Survey is one of the methods used.. According to Bethlehem (2009), the function of the survey is to collect the information about well-defined population. This population does not necessarily consist of persons. Typically, the information is collected by asking questions to the representatives in the population.

Survey refers to the method of data collection that utilizes questionnaire or interview techniques for recording verbal behavior of respondents. The present study was conducted through survey using questionnaires which were distributed to organizations that have been certified by MS 1900: 2005. The questions on “how” and “why” provide answers to the research questions. The data collected is the descriptive data. The rationale to do the questionnaire is figure out the enhancement of the organizational performance through the implementation of MS 1900:2005.

3.2 Research Design

According to Saunders (2012), research design can be defined as a framework for the collection and analysis of data in order to answer research questions and meet the research objectives by providing the reasoned justification for the choice of data sources, collection methods and analysis techniques. In research design, there are research objectives, specific sources from which the researcher intends to collect data, propositions on how to collect and analyze these, ethical issues and inevitable constraints.

An explanatory research was chosen for this study.. It is amaster plan that specifies methods and procedures for collecting and analyzing the needed information. According to Kumar (2011), research design is a blueprint or detailed plan on how a research study is to be completed. Variables are operationalized so that they can be measured. Moreover, samples were selected, data were collected and analyzed.A survey method through questionnaire was applied in this study.

11 organizations out 27 organizations that have been certified with MS 1900:2005 were chosen as samples and at least 100 samples of respondents were expected. Relevant information has been collected through a survey using questionnaires to get answers for research questions and to achieve the objective of the research on how the MS1900: 2005 can enhance the organizational performance. The quantitative method was chosen because an application of numerical number can be a very useful tool, either as part of a larger project that employs many different methods or as a basis for a complete piece of work.

3.3 Quantitative Research

Quantitative data can be captured at various points in time and in different contexts, and were associated with a positive methodology that leads to a high degree of reliability. The collection of

data were conducted through the primary sources. The quantitative methods involve more than obtaining a few numbers and working out a few statistics (Curwin, 2008). A statistic is merely a descriptive number. Quantitative method provides a framework for working with statistics and to answer the research questions and also to achieve the objective of the study.

An instrument for this study is questionnaire. Total of 100 questionnaires were distributed and all of them were fully completed and returned. Throughout the research, 100 sets of questionnaires have been prepared and distributed to the respondents who are employees of the company that have been certified with MS1900:2005 itself. It permits the researcher to study more variables at one time that is typically possible in laboratory or field experiments, in which the data can be collected in actual environments. Quantitative analytical techniques were then used to draw inferences from these data regarding existing relationships. The relationships among the variables would be tested in order to examine the enhancement of organizational performance through the implementation of MS 1900:2005. The study was conducted among organizations that have been certified with MS 1900:2005 in the southern and central part in Malaysia including Melaka, Johor, Negeri Sembilan, Selangor and Kuala Lumpur. At least 100 samples of respondents were expected to participate. The questionnaire involved between 15 to 30 questionnaires to give to respondent. The questionnaire consist of four section which section A for demographic information, section B for organizational key factors towards the implement of MS1900:2005, section C for MS 1900 requirements and section D for open question.

4.0 Discussion and Analysis

The findings of the study are presented .. The results were analysed using the Statistical Package for Social Science (SPSS) version 20. In order to identify the best requirements of MS1900:2005 among those five requirements, the researcher had used the method of determining the correlation between the requirements and the enhancement of organization performance. According to Pallant (2001), correlation analysis is used to describe the strength and direction of the linear relationship between two variables. In addition, regression analysis also has been done using SPSS to identify the relationship between organization performance and the requirement of MS1900:2005.

4.1 Company Names

Table 1: Respondents' Company Name

Company Name	Frequency	Percent
Al Rajhi Bank	10	10%
Takaful Ikhlas	10	10%
Majlis Agama Islam Melaka	20	20%
Pusat Zakat Melaka	21	21%
Universiti Sains Islam Malaysia	9	9%
Pejabat SUK Selangor	2	2%
Kementerian Perumahan dan Kerajaan Tempatan (KPKT)	13	13%
Pejabat Hal Ehwal Agama Islam Pulau Pinang	1	1%
Kolej Komuniti Grik	5	5%
Penang Port Sdn. Bhd.	5	5%
Jabatan Wakaf, Zakat dan Haji	4	4%
Total	100	100%

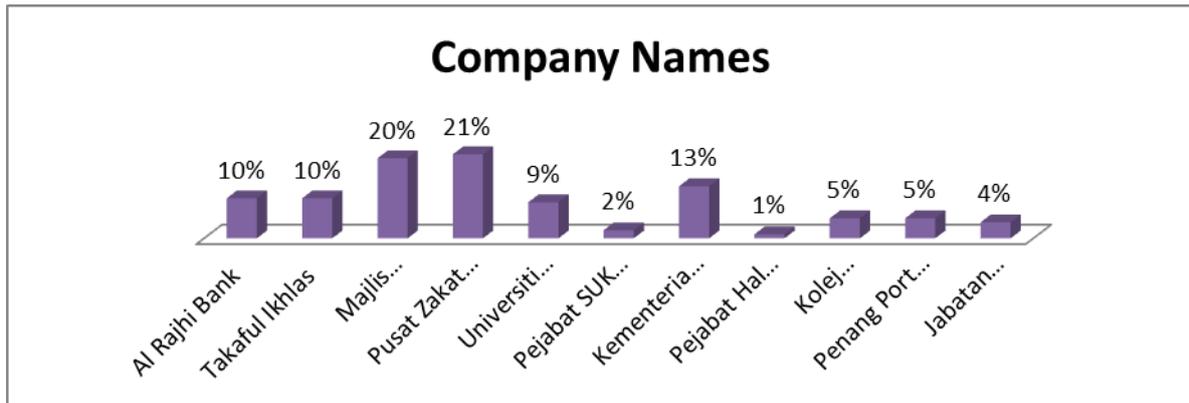


Figure 1: Company names

Table 1 shows the companies that have been certified with MS1900:2005. The highest population was from the Pusat Zakat Melaka with 21 respondents (21%) followed by Majlis Agama Islam Melaka with 20 respondents (20%). 13 (13%) respondents from Kementerian Perumahan dan Kerajaan Tempatan followed by 10 respondents (10%) from Al Rajhi Bank and Takaful Ikhlas. Others companies comprised Universiti Sains Islam Malaysia with 9 respondents (9%), Penang Port Sdn. Bhd. and Kolej Komuniti Grik with 5 respondents (5%) each. Jabatan Wakaf, Zakat dan Haji with 4 respondents (4%), Pejabat SUK Selangor with 2 respondents (2%) and Pejabat Hal Ehwal Agama Islam Pulau Pinang with 1 respondent (1%).

4.2.1. Number of Employees in the Company

Table 2 shows the number of employees in the selected companies. From the results, 67 respondents worked in companies with more than 41 (67%) employees followed by 23 respondents that worked with employers who have less than 10 (23%) employees and 8 respondents that worked with companies that had 31 to 40 (8%) employees. Finally, 1 respondent was from company that had 11 to 20 employees and 21 to 30 employees comprising 1%.

Table 2: Number of Employees in the company

No. of Employees	Frequency	Percent
<10	23	23%
11-20	1	1%
21-30	1	1%
31-40	8	8%
>41	67	67%
Total	100	100%

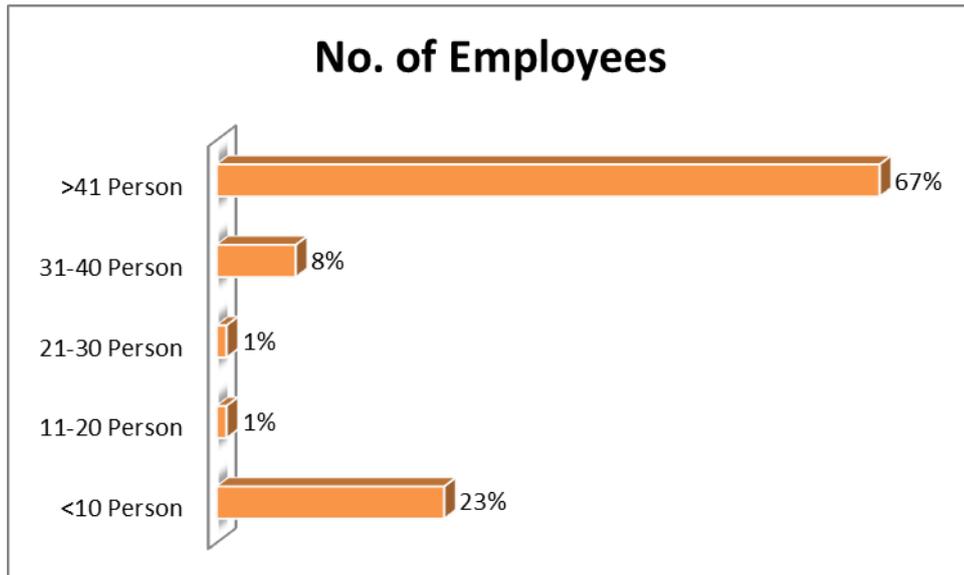


Figure 2: No. of Employees in the Company

4.3.1 Reliability and Validity

Reliability testing was conducted to check whether the data obtained from the survey were reliable or not for the research. According to Sekaran(2003), Cronbach's Alpha is a reliability coefficient that indicates how well the items in a set is positively correlated to one other. The closer Cronbach's Alpha is to 1, the higher the internal consistency reliability. In general, reliability less than 0.5 is considered to be poor, those in the 0.70 range is acceptable and those over 0.8 is good. The result from the reliability testing is depicted in Table 3.

Table 3: Reliability Testing

Reliability Statistics	
Cronbach's Alpha	N of Items
.879	35

The value of Cronbach's Alpha for all variables was 0.879 which was more than 0.70. Hence, the reliability level for all variables was acceptable.

Table 4: Reliability testing for Requirements on MS1900:2005

No.	Variables	No. of Items	Cronbach's Alpha
1.	Quality managements system	5	0.802
2.	Management responsibility	5	0.832
3.	Resources Management	5	0.688
4.	Product Realization	5	0.730
5.	Measurement, analysis and improvement.	5	0.691

All of the requirements tested in this study achieved a very good value of Cronbach Alpha; quality management system was measured 0.802; management responsibility was measured 0.832;

resources management was 0.688; product realization was 0.730 and lastly measurement, analysis and improvement was 0.691.

4.4 Organizational Key factors Towards the Implementation of MS1900:2005

Table 5: Organizational key factors toward the implementation of MS1900:2005

	Mean	Std. Deviation
B1: Customer Requirements	4.15	.730
B2: Improving company and product quality	4.12	.868
B3: Increasing customer satisfaction	4.21	.743
B4: Developing professional ethics and morale	4.20	.739
B5: Improve efficiency, reduce waste and save money	4.25	.821
B6: Achieve international quality recognition	4.08	.813
B7: Have consistent, repeatable processes and a common system	4.07	.856
B8: Building confidence and trust	4.03	.904
B9: Great efforts	3.99	.948
B10: Increase competitiveness	4.09	.818

Table 5 shows the mean of organizational key factors towards the implementation of MS1900:2005. The scale was ranfed from 1 to 5 in which 5 represents strongly agree, 4 represents agree, 3 represents undecided, 2 represents disagree and finally 1 represents strongly disagree.

Mean for the organizational key factor towards the implementation of MS1900:2005 in order to meet “customer requirements” was 4.15 and it had high level of interpretation. Mean for the key factor of “improving company and product quality” was 4.12 and it had high level of interpretation. Then, the mean for the key factors of “increasing customer satisfaction” was 4.12 and it had high level of interpretation. Besides , mean for the key factors on “developing professional ethics and morale” was 4.20 and it had high level of interpretation. Next, mean for “improve efficiency, reduce waste and save money” key factors towards the implementation of MS1900:2005 was 4.25 and it had high level of interpretation.

Mean for “achieving international quality recognition” was 4.08 and it had high level of interpretation. In addition, mean for organization key factors for “helping the organization to have consistent, repeatable processes and a common system” was 4.07 and it had high level of interpretation. Mean for “building confidence and trust” factor was 4.03 and it had high level of interpretation. Besides, for “great efforts” factor, the mean was 3.99 and it also had high level of interpretation. Finally, for the factors for “increase the competitiveness”, the mean was 4.09 and it had high level of interpretation.

From the overall results, it shows that, the highest value of mean is on the factor of improve efficiency, reduce waste and save money (4.25). The lower value is on the factor of showing great efforts to become the organization that is compliant with Shariah perspectives . Hence, the best key organizational factors of the organization towards the implementation of MS1900:2005 is by helping them on improve efficiency, reduce waste and save money based on the Islamic way.

4.5 Analysis on Requirements of MS1900:2005 in Enhancing the Organization Performance

The questionnaires were constructed with four main parts. The first part is a set of demography analysis questions, another two parts represented organizational key factors towards the implementation of MS1900:2005 and their requirements (Dependent and Independent Variables), finally the last part is the open-ended questions. Likert scale used ranges from 1 “Strongly Disagree” to 5 “Strongly Agree”

Table 6: Statistic data for Requirements of MS1900:2005

	Requirement of Product Realization	Requirement of measurement, analysis and improvement	Requirements of Quality Management Systems	Requirements of Management Responsibility	Requirement of Resources Management
N	100	100	100	100	100
Mean	3.91	4.17	4.09	4.11	4.17
Mode	4.00	4.20	4.00	4.00	4.20
Std. Deviation	.60059	.54486	.58483	.58704	.54585
Minimum	1.00	1.00	1.40	1.40	1.00
Maximum	5.00	5.00	5.00	5.00	5.00

4.6 Best requirements of MS1900:2005 in Enhancing the Organization Performance

The best five requirements of MS1900:2005 selected for the study were quality management system, management responsibility, resources management, product realization and finally measurement, analysis and improvement.

In order to identify the best requirements of MS1900:2005 among all those five requirements, the correlation between the requirements and the enhancement of organization performance was conducted. According to Pallant, 2011 correlation analysis is used to describe the strength and direction of the linear relationship between two variables. There are a number of different statistics available from SPSS, depending on the level of measurement and the nature of data. The procedure for obtaining and interpreting a Pearson product-moment correlation coefficient (r) is presented to show the linear relationship between the requirements of MS 1900:2005 and enhancement of organizational performance. Correlation values were computed among all the variables to find out whether there was any relationship among the variables. Specifically, correlation analysis was conducted between the dependent variable “Enhancement of Organizational Performance” and other five independent variables listed as “Quality Management System”, “Management Responsibility”, “Resources Management”, “Product Realization” and “Measurement, Analysis and Improvement”.

The entire dimensions showed positive significance of relationship between the independent variables and a dependent variable. While requirements of resources management recorded the lowest correlation which was 0.032, the highest correlation between requirements of management responsibility and enhancement of organizational performance portrayed a value of 0.731.

Therefore, the best requirement that enhances the organisational performance is identified as management responsibility. However, the other four dimensions also have their roles and importance in affecting the process in enhancing organisational performance. This is based on the correlation value stated in Table 7 for all five requirements. In general, all requirements can affect the organisational performance but vary in the degree of enhancement.

Table 7: Correlation of Requirements on MS1900:2005

		y-mean	Requirements of Quality Management Systems	Requirements of Management Responsibility	Requirement of Resources Management	Requirement of Product Realization	Requirement of measurement, analysis and improvement
y-mean	Pearson Correlation	1	.179	.731**	.032	.365**	.662**
	Sig. (2-tailed)		.074	.000	.753	.000	.000
	N	100	100	100	100	100	100

4.6.1 Analysis of Best Requirements in MS1900:2005 in Enhancing Organization Performance.

The regression analysis helps to the best requirements of MS1900:2005 in enhancing organizational performance. Based on the results (Refer to Table 8), the highest mean was 4.13 which stated “Top management ensured that the quality policy includes a commitment to comply with Shariah requirements and to continually improve the effectiveness of the quality management system. The respondents answered mostly at the range of 4 which indicated “Agree”.

The lowest mean score was the statement “Top management have communicating to the organization the importance of meeting customer as well as regularly and legal requirements according to Shariah” with the score of 4.08. The remaining three statements scored the mean between 4.10- 4.12.

In addition, all statements in Management Responsibility scored high mean. Based on the Likert scale, the mean values for all dimensions were high. It showed that the effect for each statement to the requirements of MS1900:2005 was highly related. All of these statements demonstrated the high value of mean and each of the statement show the relevancy of Management Responsibility and Enhancing Organisational Performance. Therefore, the requirements of Management Responsibility enhance the organizational performance the most based on the following five statements as follows.

Table 8 : Management Responsibility Statements.

		Establishing the quality policy	Communicating to the organization	Quality policy includes a commitment	Customer requirements are determined	Appointed members of management
N	Valid	100	100	100	100	100
	Missing	0	0	0	0	0
	Mean	4.10	4.08	4.13	4.10	4.12
	Mode	4	4	4	4	4
	Std. Deviation	.704	.748	.837	.798	.700
	Minimum	1	2	1	1	1
	Maximum	5	5	5	5	5

4.6.2 Open-Ended Questions

In the interview section, only 60 respondents answered questions on benefits that organizations get after being certified with MS1900:2005. The question is “In your opinion, what are

the benefits that your organizations get when certified with MS1900:2005?”. In table 9 explains the benefits of MS1900:2005 implementation.

Table 9: Benefits of being certified with MS1900:2005

Key Issues	Benefits of MS1900:2005
Positive and Negative	<p>Positive</p> <ul style="list-style-type: none"> • MS1900:2005 make the organisation more planned and arranged according to the work flows that have been set according to Shariah. • Can give the positive image to the organization, pure values habits of the Islamic can be absorbed in the quality management system of the organisation and the organizational performance can be increased in accordance to Islamic legislation. • MS1900:2005 also build confidence to the customer on their perception towards the organization. • By being certified with MS1900:2005, it help organization to improve work quality and performance as well as work performance through the appreciation of Islamic practices. • Organizational excellence can be increased with the existence of procedure and procedure that are good without ignore Islamic principle. <p>Negative</p> <ul style="list-style-type: none"> • It better not to be certified because no one is following. • In business world, we don't need Shariah compliance because it will make a failure. • High cost needed to certify with M1900:2005.

4.7 Discussion

4.7.1 Research Objective 1: Organizational Key Factors towards the Implementation of MS1900:2005

On this research, ten organizational key factors towards the implementation of MS1900:2005 have been identified. That are customer requirements, improving company and product quality, increasing customer satisfaction, developing professional ethics and morale, improve efficiency, reduce waste and save money, to achieve international quality recognition, to have consistent, repeatable processes and a common system, building the confidence and trust, great efforts to become the organization that particular about Shariah and finally increase the competitiveness. Through the data analysis, all key organizational factors towards the implementation of MS1900:2005 achieved high mean score in determining their reasons towards certifying with MS1900:2005.

For the customer requirements, by being certified with MS1900:2005, it helps the organization to meet customer requirements based on Islamic obligations and increasing their satisfaction throughout their product and services (Departments of Standard Malaysia, 2005). All Muslims users are really particular about the halal and haram and also Islamic obligations. Customer confidence is gained because of the universal acceptance of the ISO standards that have in MS1900:2005 by added with Shariah element. Then, MS1900:2005 helps organization on improving the company and product quality based on Shariah compliant because it's very emphasize on halal and haram and also eliminating the values of greed, selfishness, practice corruption, non-transparency, exploitation and slender.

The other organizational factors toward implementing MS1900:2005 is to developing a professional ethics and morale of the employees. In Shariah, Islamic values such as teamwork,

striving for excellence, transparency, honesty, fairness and tolerance must be promoted and cultivated and it can develop the professional ethics and morale of the employees (Pakeeza, S., & Chishti, A. A., 2012). MS1900:2005 also helps the organization improve their efficiency, reduce waste and save money based on Islamic way. They are strategic tools that have been developing on MS1900:2005 based on ISO 9001 that will help organization on reduce costs by minimizing waste and errors and increasing productivity. They help companies to access new markets, level the playing field for developing countries and facilitate free and fair global trade.

Besides that, the other organizational factors towards implementing of MS1900:2005 by helping the company to achieve international quality recognition based on Islamic requirements. According to the Iqra Foundation (2014), the population of Muslim in the world is about 2.08 billion. Apart from that, by being certified with MS1900:2005, it will help organization to build their trust to the Islamic consumer around the world because MS1900:2005 have been build according to Islamic obligations.

Organization will have the consistent, repeatable processes and a common system after being certified with MS1900:2005 because it has been setup identical with ISO 9001:2000 compliance with Syariah. Organization shall establish, document, implement and maintain a quality management system and continually improves its effectiveness in accordance to the requirements. In addition, with the Shariah compliance, MS1900:2005 helps the organization build the confidence and trust on Islamic consumer about their products and services because it compliance to the principle of halal and haram.

By certified with MS1900:2005, it helps the organization to show to their business partners, regulatory agencies and customer that they are making great efforts to become the organization that particular about Shariah compliance because the organization shall ensure that the quality objectives, requirements of the customer and quality policy that they have made are Shariah compliant. Finally, MS1900:2005 helps the organization to increase the competitiveness when looking to win work among other organization. The value of MS 1900: 2005 is universal and although its compliance is from the Islamic perspective, its universal value can be accepted by all including the non-Muslims like improving work quality and performance, proper and timely delivery, all of these are not in conflict with universal values and general features of the other religions.

The researcher also got another point of view about the key organizational factor towards the implementation of MS 1900:2005. According to the interviewee, Mohd Syafaat Sapari from Universiti Sains Islam Malaysia (USIM), they have going to the organization that have been fully implement the requirements in MS 1900:2005. The organization was PNB DRB Park Hotel. DRB already implement the Shariah requirements in MS 1900:2005 by separating about the Halal and Haram in their organization. They separate the users between man and woman in the poolside, no alcohol and non-halal food and beverages in their hotel and lastly, only the married couple allowed to stay in their hotel. Apart from that, they were able to attract the Muslim customers especially from Middle East and other Islamic country to come to their hotel and this will them to increase the profit of their company. The researcher can conclude that, by being certified with MS 1900:2005, it build trust to their customer about the service that they have done according to Shariah requirement without doubtful.

4.7.2 Research Objective 2: The best requirements of MS 1900 in enhancing the Organization Performance.

The Malaysian standard is developed with the aim of ensuring the organizations are managed in accordance with the principles and practice of QMS from an Islamic perspective. ISO 9001 is the internationally accepted standard on QMS. However, it does not address certain aspects of Shariah requirements, which are concern to Islamic practitioners and consumers. Therefore, in addition to the

existing ISO 9001, Shariah requirements are being incorporated, where applicable. Throughout the research, there are five main requirements of MS1900:2005 had been tested during the survey. They are tested depend on the ability of each requirements in enhancing the organization performance with different effects and contributions. However, based on the results obtained through the survey, majority of respondents strongly agreed that requirements on management responsibility affected the most on enhancing the organization performance.

According to the correlation analysis (Table 11) and multiple regressions analysis (Table 13(b)) between Management Responsibility and enhancement of organization performance scored the highest. The respondent positively agreed that among all those requirements (Quality Management System, Resources Management, Product Realization, Measurement, Analysis and Improvement), the requirements of Management Responsibility related closest with enhancement of organization performance. The researcher believed that respondents referred to the role and responsibilities that have been played by management towards the success on the implementation of MS1900:2005. The other requirements also very important in MS1900:2005 but it's not the best requirements for the organization on enhancing their organization performance.



Figure 3: Ranking for the Requirements of MS1900:2005 in Enhancing Organization Performance

4.7.3 Research Objective 3: Analysing the best requirements of MS 1900 in enhancing the organization performance

As agreed by majority respondents, management Responsibility gives the biggest impact in enhancing the organization performance. Therefore, the researcher had designed a set of statements which described management responsibility in detail for the better understanding of respondents. According to Akrani.G (2011), management can be defined as an individual or a group of individuals that accept responsibilities to run an organisation. They Plan, Organise, Direct and Control all the essential activities of the organisation. Management does not do the work themselves. They motivate others to do the work and co-ordinate (i.e. bring together) all the work for achieving the objectives of the organisation. Refer to Table 4.8, there are five statements of management responsibility in enhancing management responsibility and all that five statements affected management responsibility in its way of enhancing management responsibility.

The first statement stated “Top management have established the quality policy according to Shariah requirements”. Majority of respondents agreed that the organisation shall ensure that the quality policy is Shariah compliance. Top management shall ensure that the quality policy is appropriate to the purpose of the organisation (ISO 9001 Quality Policy, 2009). Then, it must include a commitment to comply with requirements and continually improve the effectiveness of the quality management’s system. They also need to provide a framework for establishing and reviewing quality

objectives then its communicated and understood within the organization and is reviewed for continuing suitability.

Secondly, the researcher fined the important of the organization to communicate about the importance of meeting customer requirements. The statement stated that, "Top management have communicating to the organization the importance of meeting customer requirements as well as regularly and legal requirements according to the Shariah". In order to do that, top management should ensure that they have communicating to the organisation the importance of meeting customer as well as statutory and regulatory requirements (Joseph, 2010)

Next is about the commitment to comply with Shariah requirements on quality policy and continually improve the effectiveness of the quality management systems. The respondent majority "Strongly Agree" that the statement of "Top management ensured that the quality policy includes a commitment to comply with Shariah requirements and to continually improve the effectiveness of the quality managements system". In order to ensured that the quality policy includes a commitment to comply with Shariah requirements, top management shall establish the Shariah Advisory Committee in order to ensure the quality policy includes a commitment to comply with Shariah requirements and continually improve the effectiveness of the quality management systems.

The fourth statement sounded like "Top management ensured that customer requirements are determined and met with the aim to enhance customer satisfaction according to Shariah requirements" showed the positive relationship with the roles and responsibility of management in determining the customer requirements and entertaining the customer in order to enhance their organization performance. The researcher can observe the roles and responsibilities that need to be taken by management in their ability to determine and met customer requirements according to Shariah requirements in order to enhance organization performance.

Last but not least, the respondents agreed that the responsibilities of top management to appointed a members who have responsibilities and authority for ensuring all the process were establish, implemented and maintained according to Shariah requirements. In this statement, "Top management appointed member(s) of management who have responsibility and authority for ensuring that processes are established, implemented and maintained according to Shariah requirements", top management shall appoint a member of the organisation's management as the Management representative and a Shariah compliance officer who, irrespective of other responsibilities shall have responsibilities and authorities to ensure that processes needed for the quality management system are established, implemented and maintained, report to top management on the performance of the quality management system and any need for improvement and finally, ensure the promotion of awareness of customer requirements throughout the organisation. The responsibility of a management representative and Shariah compliance officer can include liaison with external parties on matters relating to the quality managements system.

All statements supported Management Responsibilities as a best requirement in MS1900:2005. There are the elements inside Management Responsibilities that will enhance the organization performance. The staff of the organization that have been certified with MS1900:2005 agreed that management plays important roles and responsibilities in order to make sure on what they have done is according to Shariah compliance because they are the head or leader of the organisation that will lead them.

5.0 Conclusion

In conclusion, this study aims to clarify the enhancements that have been brought by the implementation of MS 1900:2005 towards the organizational performance. There are three objectives to be achieved; to identify the organizational key factor towards the implementation of MS1900:2005,

to determine the requirements of MS1900:2005 in enhancing the organizational performance and lastly to analyse the requirements of MS1900:2005 in enhancing the organizational performance. The findings show there are ten organizational key factors which are customer requirements, improving company and product quality, increasing customer satisfaction, developing professional ethics and morale, improve efficiency, reduce waste and save money, to achieve international quality recognition, to have consistent, repeatable processes and a common system, building the confidence and trust, great efforts to become the organization that particular about Shariah and finally increase the competitiveness. It is also find that the requirements of Management Responsibility related closest with enhancement of organization performance. Besides that, the research also shows that the management responsibility is the best requirement and gives the biggest impact in improving organization performance. The study will assist other business organizations towards achieving the MS1900:2005 as well as stimulating their business growth. Future research should study why other organisations among Muslim companies in Malaysia are not being certified with MS1900:2005

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