

Performance Quality Management in an Islamic Perspective: Literature Study and Responses of Economists

Nuri Aslami

¹: Faculty of Islamic Economics and Business, Univesitas Islam Negeri Sumatera Utara

Email: ^{1,*} nuriaslami@uinsu.ac.id

ABSTRACT

One problem that arises in the management of sharia institutions is that the quality management model used is the same as the quality management of conventional institutions in general. Therefore we need innovation in quality management. Implementing Sharia quality management in Islamic institutions is expected to improve the performance and quality of institutions. This study aims to obtain a cycle of implementing a sharia-based performance quality management system, analyze research maps related to performance quality management in an Islamic perspective in Indonesia in a qualitatively descriptive manner in the last two years, and analyze the response of Islamic Economics academics to performance quality management in an Islamic perspective. Using qualitative research with content analysis and focus discussion groups with economists, 16 articles were published in journals from 2021 to 2022. This study found that the PDCA cycle was developed into eight steps for implementing performance quality management in an Islamic perspective with six orientations: worship orientation, internal process orientation, learning orientation, talent orientation, customer orientation, and wealth orientation.

Keywords: Quality Management, Performance, Islamic Perspective

**Corresponding Author:*

Nuri Aslami

Faculty of Islamic Economics and Business , Univesitas Islam Negeri Sumatera Utara ,Medan, Indonesia

Email: nuriaslami@uinsu.ac.id

1. INTRODUCTION

The development of sharia-based institutions is overgrowing, both in the Islamic financial and business sectors. The Islamic finance sector consists of banking sharia, sharia non-bank finance (IKNB), and sharia capital market, which includes the performance industry, development policies, and achievement of the sharia financial roadmap. From data KNEKS, in 2022, national economic growth is predicted to grow 4.7% - 5.5%. This will contribute to the development of the Islamic economy in a better direction. For the development of the Islamic economy in 2022, the government focuses on development in several sectors, such as the halal industry to the utilization and management of sharia social funds.

Finances are one of many measures of organizational success. Intangible assets play a central role in creating value and significantly affect an organization's long-term performance. Intangible assets that measure the success of non-financial organizations and cannot be measured are customer insights, internal business processes, learning, and growth. Therefore, organizations need to measure their performance not only on financial performance measures but also on non-financial performance measures.

From an Islamic point of view, the purpose of establishing an organization must be following the purpose of human life as the Khalifah of Allah on earth (QS. 2:2930, QS. 6:165, QS. 35:39, QS. 38:28). There is an inseparable relationship between the nature and behavior of individuals in organizations and the organization as a whole. For this reason, organizations must provide benefits both to individuals within the organization and to the broader community. So the goals of the organization are in line with the goals of Sharia. Al-Ghazali said that the purpose of Sharia (maqasid Sharia) is to advance public welfare, which lies in defense of faith/religion (din), soul (nafs), reason (aql), offspring (nasl), and property (mal). Researchers have carried out various studies on performance management with a sharia approach. Akhmad Fauzi Hamzah (2021) conducts research with sharia principles and is sincere in serving customers, prioritizing blessings, and continuous improvement [1]. Likewise, Muhammad Zaki, developed the concept of sharia quality management based on Islam's pillars: creed, prayer, fasting, zakat, and pilgrimage [2].

Based on the research results of researchers, more research still needs to be conducted that discusses



performance quality management based on sharia principles. However, when viewed from a non-sharia perspective, many studies discuss how quality management is performed in an organization. Rahmat Dian Amir et al., state that quality management can be carried out as Total Quality Management (TQM), where TQM influences managerial performance [3]. This research is supported by previous research conducted by Phan et al. (2021) and Rauf et al. (2022) [4][5]. Dione Livia Hondro et al., disseminates elements in TQM, namely: emphasis on customers, obsession with quality, scientific approach, long-term commitment, teamwork, continuous system improvement, controllability, unity of purpose, employee involvement and empowerment, all of these elements have a positive effect or impact on the achievement of managerial performance [6]. In contrast to Ade Salamun et al., examines performance quality management with seven focuses, namely: focus on planning, organization, control, communication, decisions, functional management, and quality management [7].

Sharia-based performance quality management has limitations. As an organizational development concept, sharia-based performance quality management still needs to explain how to measure the performance of each benefit orientation. Therefore, it is necessary to develop research on sharia-based performance quality management. Sharia-based performance quality management can be further developed into a performance management system.

This study aims to obtain a sharia-based performance management system implementation cycle. The performance execution cycle starts with performance planning, performance execution, performance verification, and performance monitoring. It involves six orientations: worship orientation, internal process orientation, learning orientation, talent orientation, customer orientation, and wealth orientation. In addition, this study aims to analyze research maps related to performance quality management in an Islamic perspective in Indonesia in a descriptive qualitative manner in the last two years, as well as to analyze the response of Islamic Economics academics to performance quality management in an Islamic perspective.

2. RESEARCH METHODOLOGY

This study uses qualitative research methods, namely content analysis papers from the Google Scholar database and interviews using Focus Group Discussion techniques. The content of the paper analysis is used to get the central mapping and themes discussed in the Google Scholar database at a particular time for further analysis of the contents (content analysis). Focus Group discussions are used to gain perspectives from academics in the field of Economics regarding their understanding of the themes being discussed in this review paper. The paper selected in this review comes from a search on the Google Scholar database with the keywords "quality management" or "quality management" and performance and sharia or Islam from 2021 to 2022. The search process uses the help of the Publish or Perish (PoP) application. In the first stage, the authors searched the Google Scholar database for papers with the keywords "quality management" or "quality management" and performance and sharia or Islam and found 124 papers that matched the search keywords. After going through the process of reading the title, abstract, and keywords, the papers that are still relevant are 40. Then in the final stage, the authors obtained 16 papers as papers reviewed in this research. Furthermore, the author also conducts interview techniques using the FGD method to understand the opinions of economic academics regarding performance quality management from an Islamic perspective.

3. RESEARCH RESULT

This study analyzes research maps related to performance quality management from an Islamic perspective in Indonesia in the last two years, namely 2021-2022, on the Google Scholar database. Paper search results are based on the keywords "quality management" or "quality management" and performance and sharia or Islam. The following is a table of previous research related to the themes discussed:

Table 1. Article Content Analysis Results According to Criteria

No	Author and Year	Title
1	Akhmad Fauzi Hamzah (2021)	Manajemen Mutu Hotel Dalwa Syariah
2	Adelia, Fauza (2022)	Pengaruh Teknologi Informasi, Partisipasi Anggaran, Dan Total Quality Management (TQM) Terhadap Kinerja Manajerial Dalam

		Perspektif Ekonomi Islam (Studi Pada Bank BNI Syariah Kantor Cabang Teluk Betung Bandar Lampung)
3	Rahmat Dian Amir, Et.Al (2022)	Pengaruh Total Quality Management (TQM) Terhadap Kinerja Manajerial Melalui Kepemimpinan Pada Pembangkit Listrik Di PT. PLN (Persero) Uiksbu
4	Shafana Mauludya Rauf, et.al (2022)	Pengaruh Penerapan Total Quality Management dan Good Corporate Governance terhadap Kinerja Perusahaan
5	Wahyuningsih, Riwayati (2021)	Implementasi Total Quality Management (TMQ) Di Institut PTIQ Jakarta
6	Dione Livia Hondro, Et.Al (2021)	Analisis Penerapan Total Quality Management (Tqm) Untuk Meningkatkan Kinerja Manajerial Pada Pt. Bumi Selaras Asri (Golden Spring Dan Meeting Point) Manado
7	Ade Salamun, Et.Al (2021)	Perubahan Budaya Dan Tinjauan Islam Terhadap Manajemen Mutu Terpadu Pendidikan Islam Di Pondok Pesantren Daar El Manshur
8	Phan, Et.Al (2021)	Praktik TQM Dan Hasil Terkait Pekerjaan (Studi Pada Smk Maitreyawira Batam)
9	Khoiriah, Et.Al (2021)	Analisis Konseptual Manajemen Mutu Di Madrasah Dan Pondok Pesantren
10	Junianto, Et.Al (2021)	Manajemen Mutu Terpadu Universitas Islam Negeri Sumatera Utara Dalam Mengembangkan Kompetensi Lulusan Berbasis Soft Skills
11	Muhammad Zaki (2021)	Konstruksi Manajemen Mutu Syariah Dalam Pengelolaan Zakat (Studi Kasus Pada Badan Amil Zakat Nasional Propinsi Jambi)
12	Asnawati (2021)	Manajemen Peningkatan Mutu Pembelajaran Di Sekolah Menengah Pertama Islam Terpadu (Smp It) Al Kaffah Binjai
13	Apriati Wahyu (2021)	Analisis Kinerja Bank Muamalat Palopo Menggunakan Malcolm Baldrige
14	Atika Meira Efendi, - (2022)	Pengaruh Total Quality Management, Pengendalian Personal, Dan Sistem Penghargaan Terhadap Kinerja Manajerial (Studi Pada Rsud Padang Pariaman Kabupaten Padang Pariaman)
15	Fitri, Et.Al (2021)	Manajemen Sumber Daya Manusia Dalam Meningkatkan Mutu Pendidikan Di Sekolah Tinggi Agama Islam Ma'arif Sarolangun
16	Monny Apriana Sismawati, Et.Al (2021)	Implementasi Total Quality Management (TQM) Dalam Upaya Meningkatkan Kinerja Karyawan Di CV Idola Indonesia Bandung

From the research results articles according to the research theme in table 1, it is found that 75% of research in 2021 talks about performance quality management from an Islamic perspective and 25% in 2022. In 2022, only a few researchers are still discussing this theme because 2022 has only entered four months. Judging from the form of research methodology, 62.5% of research discusses the theme of performance quality management from an Islamic perspective in qualitative methods, and 37.5% uses quantitative methods. However, there have been no mixed-methods studies regarding themes like this within the last two years.

The results of this classification are further analyzed to find out what topics of discussion are mainly carried out and the topics that are still little discussed. After sorting the articles based on the topic of discussion, the classification of the articles is shown in Table 2.

Table 2. Classification of Articles Based on Topic and Year of Publication

No.	Classification of Articles by Topic			Total of Articles by Year of Publication	
	Article Topic	Total	%	2021	2022
1	Quality management of sharia institutions	7	43,75	6	1
2	Managerial Performance in an Islamic perspective	2	12,5	2	
3	Managerial Performance conventionally	4	25	1	3
4	Total Quality Management (TMQ)	3	18,75	3	
Total		16	100	12	4

Table 2 explains that from the selected articles, the themes discussed are grouped into four topics, namely:

1. Quality management of sharia institutions
2. Managerial Performance from an Islamic perspective
3. Managerial Performance Conventionally
4. Total Quality Management (TQM)

The most widely discussed topic based on research in the last two years is quality management in sharia institutions. In comparison, the least discussed topic is a managerial performance from an Islamic perspective. When viewed by year of publication, table 2 shows that more articles were published in 2021 related to sharia quality management.

Performance Quality Management Implementation Cycle in a Sharia Perspective

Organizational managers are fully aware that Allah is the Creator. Many verses in the Qur'an mention it, including QS. Joseph: 6, 19, 34, 50, 76, 77, 83, 100, 101; QS. Ar Ra'd: 16; QS. Abraham: 10, 39; QS. Al Hijr: 25, 86; QS. al Mu'minuun: 14, 51; QS. Fathir: 1, 3, 8, 14, 31, 38, 44, 45; QS. Yasin: 38, 79, 81; QS. Azzumar: 4, 7, 47; QS. al Mu'Min: 2, 20, 21, 22, 44, 56, 62; QS. al An'am: 13, 18, 73, 83, 96, 103, 115, 128, 139, 101, 102; QS. al Baqarah: 29, 32, 95, 96, 115, 117, 127, 137, 158, 181, 215, 224, 227, 231, 244, 246, 247, 256, 261, 268, 272, 282, 283; QS. Ash Shura: 11, 12, 24, 27, 42, 50; QS. Yunus: 37; QS. al-Kahf: 55; QS. Asy Syu'araa: 11, 24, 220; QS. al Mu'min: 20, 56; QS. al Baqarah 2: 110, 233, 237, 265. Organizational managers obey Him because they hope to achieve success in life in this world and safety in the hereafter. As God's creatures assigned to be God's caliph on earth, humans should carry out their duties properly, following the guidelines and code of conduct.

Quality management is a philosophy of continuous improvement that can provide any organization with a practical set of tools to meet customer needs, wants, and expectations today and in the future, as well as a practical state of affairs and activities [8]. Quality in Islam is a positive change process that creates high-value performance in all human activities. From an Islamic point of view, an organization must focus on the four elements of quality and productivity: quality of workers, effective leadership, proper management, and proper structuring [9]. Sharia quality management is a set of institutional quality control systems based on Islamic values (Sharia).

The PDCA cycle is a four-step problem-solving cycle that includes a plan, problem definition, and assumptions about the cause of the problem and the proposed solution. Come up with a solution. Test and evaluate the results. Take action, take corrective action, standardize and improve. PDCA emphasizes the process of preventing similar mistakes from happening again. The PDCA cycle was developed into eight steps for implementing performance quality management from an Islamic perspective. Plan (P) is developed in stages: strategic planning, identification of promising directions, identification of good behaviors, determination of scope, and agreement of performance contracts. Do (D) was developed as a step towards performance. Control (C) was developed as a monitoring measure. Action (A) is developed in the next step.

The first step is to develop a strategic plan. Strategic planning is the process of determining organizational goals and objectives, both long-term (RJPP), medium-term (RJMP) and short-term (RKAP). The strategic plan is the result of an analysis of the potential problems faced by the organization. Potential is a description of the basic skills possessed by the organization. This includes the internal condition of the organization and its capabilities. The potential analysis is the process of analyzing organizational strengths. Core competencies are the primary source of organizational capital in achieving strategic goals and objectives.

According to Pearce & Robinson, the characteristics of strategic planning are: *first*, organized and accepted work units. *Second*, flexibility means that strategic goals must be able to adapt to changing environments. *Third*, measurable, is strategic objectives must be a measurable achievement. Implications that can be measured include the time required and the number of nominal execution. *Fourth*, motivation, especially strategic goals,

must be able to motivate individuals in the organization and work units to achieve them. *Fifth*, matching, namely, strategic objectives, must align or support one another with other strategic objectives. *Sixth*, understandable, meaning that strategic goals must be understood by everyone and work units. *Seventh*, achievable, strategic goals must be within reach of the organization [10].

Some of the strategic goals of interest-based organizations include: achieving visionary organizational managers, achieving organizational social functions, improving economic functions, achieving equity, creating high productivity, ensuring leadership sustainability, increasing talent satisfaction, strengthening empowerment workforce, creating cultural learner works, integrating IT infrastructure as a learning media, establishing a learner-based reward system, increasing customer satisfaction, achieving customer empowerment, achieving multiple advantages, achieving cleanliness in terms of assets, achieving effective organization, obtaining from compliant organizations and cohesive, creating an agile and agile organization for change Salamun & Sa'diyah. state that the goal of improving the quality of performance with an Islamic approach in achieving benefit is carried out by optimizing the achievement of 7 cultural change focuses, namely the focus on planning, organization, control, communication, decisions, functional management, and quality management [7].

To achieve strategic goals, organizations must develop strategic initiatives. Kamil, et.al., explained that the initiative that must be carried out to protect and maintain religion is through worship, forgiveness, and faith, namely faith in Allah and dhikr remembering Allah [11]. Worship practices such as prayer, fasting, zakat, and pilgrimage will improve the spiritual relationship between humans and God and relationships between humans. The strategic initiative to integrate the performance appraisal system into the Spiritual Index (SQ) aims to make worship an ingrained habit in the workforce. The Community Empowerment Strategic Initiative aims to improve the social function of the organization.

The second step is to determine the direction of interest. This step is to identify the benefits infrastructure that needs to be provided to drive the benefits. Without firm direction, the benefits structure easily collapses and does not last long—the orientation of worship from 3 aspects of Islamic teachings: Aqidah, Sharia, and Morals. Aqidah believes in and realizes the pillars of faith and Islam. Islamic teachings strictly base all people's activities on their exclusive or true beliefs, including administrative activities. In management, the foundation of monotheism means management activities based on the Oneness of Allah SWT, linking faith in the heart, mind, mouth, and deeds only with Allah SWT, and the bar filters worship in all its forms. This is following the goals set in Islam to worship Allah SWT [2].

Sharia includes the primary sources of Islamic law, namely the Qur'an and hadith, as well as fiqh and regulations related to organizational management. Ethics includes morals towards Allah, angels, messengers, books, doomsday, and destiny. Ethics in the organization is a good relationship with stakeholders. Ethical towards shareholders, customers, employees, partners, suppliers, government, superiors, subordinates, etc. Ethics also concerns good relations with the environment. Among them: are competitors, society, and the natural environment.

Organizational internal process orientation can be material or immaterial. The direction of the organization's internal processes should be determined by analyzing the organization's value chain. Among them: are the adequacy of organizational value creation inputs and outputs for Sharia, central or fundamental organizational processes, organizational support processes, improvement processes, sustainability processes, disaster management, emergency response, risk management processes, Sharia compliance processes, regulatory processes, and compliance processes.

Directing organizational talent comes from both the workforce and the organization. Orientation comes from the workforce, consisting of 2 (two). First, the capacity of insight, knowledge, skills, education, and experience following organizational management competencies. In educational institutions, quality improvement can be achieved by carrying out an exemplary process of planning, organizing, implementing, and supervising related to the education provided for the success of human resources [12]. Likewise, other previous research stated that quality management is carried out through planning, management, implementation, and quality control [13]. According to Khoiriah and Zulmuqim, to support its effectiveness and efficiency, several specific skills are needed, including professional, educational, managerial, personality, and social skills [14].

Second, the ability of aqidah, Sharia, and morals is in line with the ability of a sectarian orientation. The organization's orientation is that there is a conducive environment for talented employees to develop. With the right environment, a talented workforce can thrive. A good pearl can be made from a dirty shell. Coyle refers to the organization as a place that brings together a talented workforce with the term talent center. The Talent Incubator compares the process of creating a talented workforce to the process of creating a delicious cake. According to Coyle, three things are needed to create a talented workforce: thorough training, appropriate training, and mastery development. This shows that to create a talented workforce, good processes are needed, and good people to manage and execute them [15].

Learning orientation is rooted in human capital and organizational capital. Human capital is in the form of mind and heart. Intelligence is used to learn logical or logical things. Whatever cannot be accomplished with the mind, the approach is with the heart. The heart is used to learn incredible things. The orientation of the benefits arising from organizational capital is broken down into work systems and work processes. Improving the quality

of human resources is essential thing in increasing quality optimally [16]. Customer orientation comes from old customers and new customers (prospective customers). According to Munadzar and Sulis, five factors in satisfying customers, namely: ReliabilityTangible, Responsiveness, Assurance, and Empathy [17].

The organization must identify customer desires as customer needs. Sources of information about customer needs can come from customer satisfaction surveys, customer feedback, customer complaints, etc. In improving manager performance, customer satisfaction is an aspect of total quality management performance that must be considered. With this element, customers can submit complaints and feedback to the company, which will then be used for product and service development. Thus, customer satisfaction will improve aspects of management activities, namely planning [6]. Wealth orientation comes from how to acquire wealth and how to spend it. According to Sharia, how wealth is acquired and how it is spent influences the blessings of wealth. Blessings can grow and develop. As for how to acquire and spend assets that are not following Sharia, fortune is not luck. The process of purifying wealth through zakat is critical for the direction of wealth.

The third step is identifying the beneficial behaviors required for each benefit orientation. Healthy behavior is the attitude, nature, behavior, and values that an organization must have as the primary capital to become an organization that benefits all stakeholders. In the worship trend, strong aqidah creates a feeling of being constantly watched by the Creator. Emotions motivate organizational leaders to maintain trust, comply with regulations, avoid corrupt activities, stay away from gambling activities, and provide accurate information, not because of administrative regulations, good corporate governance, or other regulations, but because they comply with lawmakers. Performance management, from an Islamic point of view, is defined as the ability to manage. This ability to manage can only be applied to what is being measured, whereas measurement can be realized if we can define what we are measuring [18].

The fourth step means choosing a performance measure. Size is an indicator that describes the success or success of the organization in achieving strategic goals. Performance measures must meet the SMART elements: Specific, Measurable, Achievable, Realistic, and time-bound. A specific sign that the performance measure can be explained through 5W1H. Measurable means performance measures must be measurable. Achievable means the size must be achievable. Realistic relates to whether the people related to performance have the ideals, knowledge, authority, or ability to achieve the required performance. Time-bound illustrates that performance measures are related to time limits. When should the task start? When should the task be completed? How long does it take to complete the task?

Malcolm Baldrige's approach is one way to measure the performance of an organization. Malcolm Baldrige is a way to see overall and sustainable performance improvement, considered to identify strengths and opportunities for improvement. Malcolm Baldrige has seven criteria: leadership, strategic planning, customer and market direction, measurement analysis, knowledge management, focus on people, and operational and work results [19]. According to Phan et al., the main factor for achieving organizational goals is the implementation of effective TQM practices and employee performance. Where the results of the research explain that TQM practices can act as an accelerator for job satisfaction, commitment affective, and employee performance [4]. This is supported by other research that implementing TQM can improve employee performance [20].

In the fifth step, a service contract is concluded. There are several steps to signing a performance contract. That is, set goals and conclude contracts. Goals can be set based on time, percentage, quantity, frequency, ratio, etc. The goal must be quantitative. The objectives must be placed in ranges or intervals if the objective is qualitative. Some considerations for setting goals are industry growth, organizational core competencies, achievement of previous period objectives, and industry benchmarks.

The sixth step is to implement the utility (DO). Performance implementation is a step in transforming paper strategy into operational activities for all individual tasks/features. The organization can develop and create a more detailed work plan involving all suppliers and business partners if desired. The scope of the annual work statement outlines coordination meetings between organizational leaders and middle management, middle management outlines annual performance plans with subordinates, and finally, the person in charge of suppliers or business partners in specific forums. Carried out through a mechanism that describes a work plan. One way to improve performance is to implement TQM [5].

The seventh step is to monitor good system performance. Performance monitoring is carried out by monitoring the performance of individual services/work functions, the coaching process, and the performance of production services. Firdaus states that the profit performance of an organization is measured in two areas: profit process performance and profit yield performance [21]. Charity process performance is organizational performance in implementing a charity performance system. On the other hand, benefits result from organizational interests that all stakeholders recognize. Self-evaluation occupies an important position in Islam. Allah commanded verse 105 of the confession. This emphasizes that servers always judge themselves [22]. According to Mediterranean, digitalization models and talent improvement tools for managing quality systems are critical variables for maximizing quality management's quality [23].

The eighth step is follow-up. It consists of two sub-activities. In other words, issue awards and implement corrective actions. The two sub-steps agree with al-Shatibi's view that realizing Maslahah Daruriyah requires two

approaches. Namely, the first approach from the point of view of reification or strengthening of existence and Al Adam's approach of protection from everything that can be damaged or fall. Go out. This is supported by previous research that examines the quality management of the Dalwa Syariah Hotel, which states that the implementation of quality management at the Dalwa Syariah Hotel is carried out according to sharia principles, sincere in serving customers, prioritizing blessings, and continuous improvement [1].

4. CONCLUSION

Articles published from 2021 to March 2022 related to performance quality management from an Islamic perspective can be classified into four topics of discussion: quality management of sharia institutions, managerial performance from an Islamic perspective, conventional managerial performance, and Total Quality Management (TQM). The most widely discussed topic based on research in the last two years is quality management in sharia institutions. While the least discussed topic is a managerial performance from an Islamic perspective.

In this study, the PDCA cycle was developed into eight steps of implementing performance quality management in an Islamic perspective with six orientations: worship orientation, internal process orientation, learning orientation, talent orientation, customer orientation, and wealth orientation. There are still many opportunities to conduct further research regarding implementing performance quality management from an Islamic perspective. Several alternatives for further research include how maqasid sharia-based quality management, masalah performance, masalah-based quality management, comparison of sharia and conventional quality management, and factors that influence performance from an Islamic perspective.

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