



STUDY OF COMPARISON AND CORRELATION OF QUALITY MANAGEMENT PRACTICES AND PERFORMANCE OF CENTRAL MUI MANAGERS BEFORE AND AFTER THE IMPLEMENTATION OF ISO 9001: 2015

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Abstract: This research was conducted to identify and analyze the Comparative Study of Quality Management Practices and Management Performance at Central MUI before and after ISO 9001: 2015 implementation and the relationship between Quality Management Practices and Management Performance before ISO implementation, the relationship between Quality Management Practices and Management Performance after ISO implementation. , The sampling method used was purposive sampling with a sample size of 100 respondents. Measurements were made using questionnaires and then the data were processed using SPSS software. This research was conducted at the central MUI. The results of this study indicate that Quality Management Practices before ISO and Quality Management Practices after ISO 9001: 2015 have a strong relationship in influencing the success of ISO 9001: 2015 which is implemented in the central MUI and the Performance of the Central MUI Management before ISO and the Performance of the Central MUI Administrators after ISO 9001 : 2015 has a very strong influence in influencing the success of ISO 9001: 2015 which is implemented at the central MUI. So it can be said that the Quality Management Practices and Performance Management at the Central MUI before and after the implementation of ISO 9001: 2015 have improved so that it needs to be maintained and maintained in order to stay good in implementing ISO 9001: 2015 which is implemented by the central MUI.

Keywords: Practice Management, Performance Management, ISO 9001: 2015

INTRODUCTION

The existence of management is a necessity in carrying out duties and functions in an organization, both government and private organizations. The management performance problem has become a strategic issue lately because it is the basis of technological advances and quality human resources with measurable performance standards. Many management experts believe that the management of an organization has a very important influence on the progress of an organization (Pointer and Orinkoff, 2002: 2)

The problem that arises is how to create and improve administrators who can produce

optimal performance so that organizational goals can be achieved. The performance of the management is the main requirement of an organization or institution so that services for the community run well and meet predetermined standards. One of the standards that must be met by an organization or institution is the ISO 9001: 2015 standard.

The Central MUI has several commissions, each of which carries out the work program proposed through the annual meeting of the Indonesian Ulema Council. The Central Indonesian Ulema Council (MUI) Commission consists of 12 commissions, namely: 1) Fatwa Commission, 2) Ukhuwah Islamiyah Commission, 3) Da'wah and Community Development Commission, 4) Education and Cadre formation Commission, 5) Community Economic Empowerment Commission, 6) Law and Legislation Commission, 7) Commission for Inter-Religious Harmony, 8) Commission for the Empowerment of Women, Youth and Families, 9) Commission for Assessment and Research, 10) Commission for Information and Communication, 11) Commission for the Development of Islamic Cultural Arts, 12) Commission on Foreign Relations and International Cooperation. And 11 institutions: 1) National Sharia Council, 2) Drug and Cosmetics Food Research Institute, 3) Environmental and Natural Resources Breeding Agency, 4) National Sharia Arbitration Board, 5) Special Da'wah Committee, 6) TV MUI, 7) National Anti-Narcotics Movement, 8) Islamic Book and Content Pentashih Institution, 9) Islamic Da'wah Fund, 10) Sharia Incubation Center, 11) Waqf Institution.

Based on Kep-233 / MUI / II / 2017 One thing that has been implemented by the central MUI management is by implementing ISO 9001: 2015 management to improve the performance of the central MUI management. Based on the observations that researchers have made, it can be seen in the following table about the effect of quality management practices on management performance before and after ISO 9001: 2015 management practices are carried out.

Table 1. ISO 9001: 2015 Management Before and after ISO

No.	Description	Before ISO	After ISO
1	Management - Recruitment System for Managers and employees - Compensation and Wages of Managers and Employees - Promotion and demotion	Not yet well structured and scheduled, there are still some administrative problems	- Recruitment through 3 elements, namely representation, integrity and competence and representation of scholars, zuama and scholars - The wages of employees are already UMR - There are already PO and SOP
2	Finance - Planning - Record System - Reporting System	Not all is well organized	- Financial reporting in accordance with government regulations
No.	Description	Before ISO	After ISO

3	Method - Planning - Operational system - Operational control - Performance evaluation - Corrective and corrective action	Just got a PO	- There is already an SOP - There are already internal and external audits - There is already Monev
4	Work support tools - Procurement - Maintenance - Storage and distribution	Incomplete management tools that do not exist and are recorded	- The availability of work support for Commissions and Institutions including the addition of meeting rooms, the provision of computers and printers for all commissions and institutions - There is a prayer room - The parking space is spacious and neat

Currently the Indonesian Ulema Council (MUI) has implemented ISO 9001: 2015 with the aim of improving the performance of MUI administrators, where with an ISO 9001: 2015-based service system it is hoped that large organizations such as MUI can provide good and professional service quality for all Indonesian people. implement the true functions of the Indonesian Ulema Council.

In order to meet and improve customer satisfaction, performance and quality management practices, it is important for institutions to monitor and measure performance using KPIs (Key Performance Indicators) of the ISO 9001 Quality Management System. These KPIs are used to determine how and to what extent the organization / institution is compliant. with the guidelines, policies, objectives, requirements and targets set out in the QMS ISO 9001. Each institution certainly has ISO 9001 QMS KPIs which differ from one institution to another. Each agency should determine a KPI that is more suitable in view of the nature of the industry sector and the objectives of the institution.

However, the thing that must be considered in making KPIs is that the indicators contained therein must be measurable and achievable. These indicators must refer to important processes in the system, accurately represent the targets to be measured, can be calculated, cost-effective, reliable and allow management to know the information in real time.

Identification of Research Problems

Based on the main idea on the background of the problem mentioned above, the researcher believes that the quality management practice and performance of the management at the Central MUI are influenced by a number of factors related to the background experience, education, as well as habits and management culture of the administrators. The preliminary research conducted by the author at the Central MUI found various problems, including:

a) Management does not apply quality management practices in controlling the recruitment system.

- b) Management does not apply quality management practices in controlling compensation and wages.
- c) Management does not apply quality management practices in controlling promotion and demotion.
- d) Management does not apply quality management practices in improving product quality related to customer needs.
- e) Management does not apply quality management practices in providing good service from start to finish to customers.
- f) Management is underperforming in maintaining the quality of work results in their work.
- g) Managers are underperforming to maintain productivity in their work.
- h) Management is underperforming to maintain attendance in their work

Limitation of Research Problems

Based on the complex and varied problems above, in this study it is necessary to limit the problem so that the results of the research get more focused results and explore the problem. The limitations of the problem in this study are:

- a) Quality management practices of the Central MUI administrators before the implementation of ISO 9001: 2015.
- b) Quality Management Practices of the Central MUI administrators after the implementation of ISO 9001: 2015.
- c) The performance of the Central MUI Management before the implementation of ISO 9001: 2015.
- d) The performance of the Central MUI Management after the implementation of ISO 9001: 2015.
- e) Relationship between the quality management practices of the Central MUI administrators before the implementation of ISO 9001: 2015.
- f) The relationship between the quality management practices of the Central MUI administrators after the implementation of ISO 9001: 2015.
- g) The relationship between the performance of the Central MUI management before the implementation of ISO 9001: 2015.
- h) The relationship between the performance of the Central MUI management after the implementation of ISO 9001: 2015.
- i) The impact of the implementation of ISO 9001: 2015 on quality management practices and performance of the Central MUI management

Research Problem Formulation

Based on the description of the problem, the question or research question can be formulated above, as follows:

- a) Are there any differences in the quality management practices of the Central MUI administrators before and after the implementation of ISO 9001: 2015?
- b) Are there any differences in the performance of the Central MUI management before and after the implementation of ISO 9001: 2015?
- c) Is there a relationship between quality management practices and the performance of the Central MUI management before the implementation of ISO 9001: 2015?
- d) Is there a relationship between quality management practices and the performance of the Central MUI management after the implementation of ISO 9001: 2015?

Research purposes

- a) Based on the formulation of the problems that have been compiled above, this study aims to:
- b) To find out differences in quality management practices of the central MUI Management before and after the implementation of ISO 9001: 2015.

- c) To find out the differences in the performance of the central MUI Management before and after the implementation of ISO 9001: 2015.
- d) This is to determine the relationship between quality management practices and the performance of the Central MUI management before the implementation of ISO 9001: 2015.
- e) This is to determine the relationship between quality management practices and the performance of the Central MUI management after the implementation of ISO 9001: 2015.

Benefits of Research

- a) Based on the research objectives above, the benefits that can be drawn from this research are:
- b) The results of this study are expected to provide information to the Central Indonesian Ulama Council (MUI) about the importance of implementing ISO 9001: 2015 in order to improve management performance.
- c) It is hoped that the results of this study will be of benefit to the Central Indonesian Ulama Council (MUI) in determining policies to improve the performance of the Central MUI management.
- d) For readers, the results of this study are expected to be used as input on the effect of implementing ISO 9001: 2015 on the performance of central MUI employees
- e) For academics and other researchers it can be an additional reading and reference material.

LITERATURE REVIEW, FRAMEWORK AND HYPOTHESIS

Definition of ISO 9001: 2015

ISO comes from the Greek word ISOS which means the same, the word ISO is not taken from an abbreviation of the name of an organization even though many lay people think ISO comes from the International Standards of Organization, not at all. ISO 9001 is an international standard that regulates the Quality Management System, therefore it is often referred to as "ISO 9001, QMS" while the writing 2015 shows the year of revision, then ISO 9001: 2015 is the ISO 9001 quality management system revised year 2015.

The latest update to ISO 9001: 2015 comes with a completely different focus from the previous version which had too many document and form requirements. ISO 9001: 2015 is no longer a question of documents, it focuses on institutional performance with a risk-based thinking approach and the concept of plan - do - check - fix (Plan - Do - Check - Action) which is applied at all levels of the organization .

Framework

This research basically compares two conditions, namely the conditions before and after the implementation of ISO 9001: 2015 at the Central Indonesian Ulama Council (MUI). The main objective of implementing ISO 9001: 2015 is to improve organizational performance so that it is more productive and efficient in terms of resource use, both human and non-human resources. The objectives of ISO 9001: 2015

The research framework is summarized as follows:



Gambar 2.2 Kerangka Pemikiran

Research Hypothesis

Based on the framework above, the researcher proposes the following hypothesis:

- There is a significant difference between the quality management practices of the Central MUI administrators before and after the implementation of ISO 9001: 2015.
- There is a significant difference between the performance of the Central MUI management before and after the implementation of ISO 9001: 2015.
- There is a significant relationship between quality management practices and the performance of the Central MUI management before the implementation of ISO 9001: 2015.
- There is a significant relationship between quality management practices and the performance of the Central MUI management after the implementation of ISO 9001: 2015

Population

Population is all elements that can be used to make some conclusions (Cooper and Schindler, 2001). In this study, the population was the board of the Central MUI, totaling 227 people consisting of: 26 daily leaders; 180 people came from MUI commissions and institutions; and 21 administrators.

Sample

According to Sugiyono (2008: 116) "the sample is part of the number and characteristics of the population". Meanwhile, according to Arikunto (2006: 116) "The determination of sampling is as follows:

- If less than 100, it is better to take all of them until the research is a population study. If the number of subjects is large it can be taken between 10-15% or 20-25% or more depending on the number of:
- Researcher's ability is seen from time, energy and funds.
- The extent of the observation area for each subject is narrow, because this involves a lot of at least funds.
- The size of the risk borne by the researcher for the researcher with a large risk, of course if the sample is large the results will be better.
- This sample has met the requirements for sampling 20-25% of 56 of the total population of 227 populations and researchers took a sample of 100 respondents.

For Consumers

Research result

Respondent Characteristics

Characteristics of respondents will be reviewed based on age, gender, education and occupation, the respondent is a central MUI administrator. The questionnaire was distributed to 100 respondents, namely user customers who were administrators of the central MUI with a sample calculation for each class which was described in the population and sample subsections. The questionnaire was distributed in May-June 2020

Test Instrument Data

1. Descriptive Statistical Test

Descriptive statistics According to Ghozali (2011) descriptive statistics are used to analyze and present quantitative data seen from the maximum value, minimum value, average (mean), standard deviation, variance.

Table 2. Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
PMB	100	1	4	3.3	.59
PMS	100	1	4	3.5	.59
KPB	100	1	4	3.3	.62
KPS	100	1	5	3.5	.72
Valid (listwise)	N 100				

Source: processed data (2020)

Based on table 2 above, it is known that the minimum value of Prior Management Practices is 1 maximum value of 4 mean 3.3 and a standard deviation of 0.59, the minimum value of After Management Practices is 1, the maximum value is 4, the mean is 3.5 and the standard deviation is 0.59, the minimum value of Prior Performance is 1 maximum value. 4 mean 3.3 and standard deviation of 0.62, the minimum value of After Performance is 1, the maximum value is 5, the mean is 3.5 and the standard deviation is 0.7.

Normality test

If the significance value is > 0.05 , the data is normally distributed, but if the significance value is < 0.05 , the data is not normally distributed. If the sample is normally distributed, the different test used in this study is a parametric test (paired sample t-test) and if it is not normally distributed, the difference test will be carried out with a non-parametric test (Wilcoxon sign test).

Table 3. Normality Test Results

Kolmogorov-Smirnov

One-Sample Kolmogorov-Smirnov Test

	PMB	PMS	KPB	KPS
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N		100	100	100	100
Normal Parameters ^{a,b}	Mean	3.3620	3.5055	3.338333333	3.560000000
	Std. Deviation	.59306	.59284	.6291885462	.7220357179
Most Extreme Differences	Absolute Positive	.112	.090	.094	.127
	Absolute Negative	.063	.048	.047	.081
	Relative Negative	-.112	-.090	-.094	-.127
Kolmogorov-Smirnov Z	1.120	.900	.942	1.269	
Asymp. Sig. (2-tailed)	.163	.393	.338	.080	

Based on table 3, the PMB significance value is $0.163 > 0.05$, the data is normally distributed, the PMS significance value is $0.393 > 0.05$, then the data is normally distributed. The KPB significance value is $0.338 > 0.05$, the data is normally distributed, the significance value is > 0.05 , then the data is normally distributed, so it can be said that all data is normally distributed.

Hypothesis Test 1

- a) Ho: There is no significant difference between the quality management practices of Central MUI administrators before and after the implementation of ISO 9001: 2015
 b) H1: There is a significant difference between the quality management practices of the Central MUI administrators before and after the implementation of ISO 9001: 2015

Conclusion:

Significance value $0.000 < 0.05$. So Ho is rejected and H1 is accepted. $PMS > PMB$, it can be said that there is a significant difference between the quality management practices of the Central MUI management before and after the implementation of ISO 9001: 2015.

Hypothesis 2

Criteria in the t-test difference:

- a) Ho: There is no significant difference between the performance of the management before (KPB) and the performance of the management after (KPS) of implementing ISO 9001: 2015
 b) H2: There is a significant difference between the Performance of the Management Before (KPB) and the Performance of the Management After (KPS) the implementation of ISO 9001: 2015

The significance value is $0.005 < 0.05$. So Ho is rejected and H2 is accepted. $KPS > KPB$, it can be said that there is a significant difference between the performance of the management before (KPB) and the performance of the management after (KPS) the implementation of ISO 9001: 2015

Hypothesis 3

Criteria:

- a) Ho: There is no positive relationship between quality management practices and management performance before ISO 9001: 2015
 b) H3: There is a positive relationship between quality management practices and management performance before ISO 9001: 2015

Based on the correlation table above, the correlation value for PMB and KPB is $0.712 > r$ Table 0.1966, it can be said that there is a positive relationship between PMB and KPB with the application of ISO 9001: 2015.

Hypothesis 4

Correlation Test Criteria:

- a) H_0 is accepted and H_4 is rejected if the correlation coefficient value $< r_{Table}$, then there is no positive relationship.
- b) H_4 is accepted and H_0 is rejected if the correlation coefficient $> r_{Table}$, then there is a positive relationship

Based on the above correlation, the correlation value between PMS and KPS is $0.862 > r_{Table}$ 0.1966, it can be said that there is a positive relationship between PMS and KPS with the application of ISO 9001: 2015

RESULTS AND DISCUSSION

a) Differences in Quality Management Practices of Central MUI Administrators Before and After the Implementation of ISO 9001: 2015

Conclusion:

In table 4.8 above, it can be seen that the significance value is $0.000 < 0.05$. So H_0 is rejected and H_1 is accepted.

So it can be said that there is a significant difference between the quality management practices of the Central MUI administrators before and after the implementation of ISO 9001: 2015

b) Differences in Management Performance Before and After Implementation of ISO 9001: 2015

Conclusion:

Based on table 4.9 above, it can be seen that the significance value is $0.005 < 0.05$. So H_0 is rejected and H_2 is accepted.

So it can be said that there is a significant difference between the Performance of the Management Before (KPB) and the Performance of the Management After (KPS) the implementation of ISO 9001: 2015

c) Relationship between Management Practices and Performance of Central MUI Administrators before the Implementation of ISO 9001: 2015

Conclusion:

Based on the correlation table above, the correlation value for PMB and KPB is $0.712 > r_{Table}$ 0.1966, it can be said that there is a positive relationship between PMB and KPB with the application of ISO 9001: 2015.

d) Relationship between Management Practices and Management Performance after the Implementation of ISO 9001: 2015

Conclusion:

Based on the correlation table above, the correlation value for PMS and KPS is $0.862 > r_{Table}$ 0.1966, it can be said that there is a positive relationship between PMS and KPS in the application of ISO 9001: 2015.

CONCLUSIONS AND SUGGESTIONS

Conclusion

This study aims to determine the results of differences in quality management practices and performance of managers before and after ISO at the Central MUI. Based on the research results, the conclusions of this study are as follows:

- a) There are significant differences in the quality management practices of the Central MUI before and after the implementation of ISO in ISO 9001: 2015. This means that the quality management practice of the Central MUI before and after the implementation of ISO in ISO 9001: 2015 has increased significantly.
- b) There is a significant difference in the performance of the Central MUI Management before and after the implementation of ISO in ISO 9001: 2015. This means that the performance of the Central MUI Management before and after the implementation of ISO in ISO 9001: 2015 has increased significantly.
- c) There is a positive relationship between quality management practices and the performance of the Central MUI Management before the implementation of ISO 9001: 2015.
- d) There is a positive relationship between quality management practices and the performance of the Central MUI management after the implementation of ISO 9001: 2015.

Suggestion

Based on the above conclusions, some suggestions for improvement and development for institutions and for further research include:

1. For Institutions

- a) There are significant differences in Management Practices Before and After ISO in ISO 9001: 2015. It is recommended that the institution always evaluate and carry out periodic tests to maintain and maintain the Management Practices of the central MUI management in implementing ISO 9001: 2015 so that a positive assessment of the institution's reputation is maintained, getting better, and increasing.
- b) It is recommended that the institution increase (Document Control), because if the institution improves (Document Control) then management practices will also increase.
- c) It is recommended that the institution increase (Management Awareness), because if the institution increases (Management Awareness) then management practices will also increase.
- d) It is recommended that the institution improve (Record Control), because if the institution improves (Record Control) then the management practice will also increase.
- e) There is a significant difference in the performance of managers before and after ISO in ISO 9001: 2015. It is recommended that the institution always evaluate and carry out periodic tests to maintain and maintain the good performance of the central MUI management in implementing ISO 9001: 2015 so that a positive assessment of the institution's reputation is better maintained, better, and more increased.
- f) It is recommended that the institution increase (Willingness to help colleagues who are experiencing difficulties), because if the institution increases (Willingness to help colleagues who are experiencing difficulties) then the Performance of the Management will also increase.
- g) It is recommended that the institution improve (Complete work assignments), because if the institution improves (completing work assignments), the Performance of the Management will also increase.
- h) It is recommended that the institution improve (Able to establish a cooperative relationship), because if the institution improves (Able to establish a cooperative relationship), then the Performance of the Management will also increase.

2. For Further Researchers

- a) For further researchers who use the same research theme, it is recommended that they add other variables outside of this variable and make observations for a longer period.

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