MALAYSIAN ISLAMIC QUALITY MANAGEMENT SYSTEM MS 1900 FROM AN ISLAMIC PERSPECTIVE: AN IMPLEMENTATION MODEL[1]

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ABSTRACT

The purpose of this article is to provide a model that demonstrates the implementation process of Malaysian Islamic Quality Management System, MS 1900. MS 1900 is a structured system that assists organizations to deliver products and services that meet customers' requirements, comply with regulatory requirements as well as with the requirements of Shariah. The system was launched in 2005 with its ultimate aim to fill in the gap according to the ISO 9001 standard in relation to the Islamic perspective. A wide range of literature was reviewed, with particular focus on the Quality Management Standard ISO 9001 and Malaysian Islamic Quality Management Standard MS 1900. The model that is developed consists of three components, namely; the implementation steps of ISO 9001, Shariah elements in MS 1900 requirements and MS 1900 principles. The article concludes that shariah elements were synchronized into the existing ISO 9001 in

order to establish the first ever Islamic quality management system – MS 1900. MS 1900 is a holistic Islamic quality management system, which incorporates its principles and requirements. The MS 1900 not only helps organizations improve their management system, but also enables organizations to practice management systems in accordance with Shariah and Islamic obligations. The model proposed should be followed by managers so that MS 1900 can be implemented effectively. This is crucial to ensure that the implementation of MS 1900 will bring benefit to organizations. This article makes a contribution to the literature on Islamic quality management systems. It is believed to be one of a few studies that investigate the issue of quality management systems in Islam. This article also highlights areas for further research for academics and professionals alike.

INTRODUCTION

Malaysia is acknowledged by other Islamic countries and referred to as being the most developed and progressive Islamic country in regards to administration, economics and social development. Malaysia is also well known internationally as being among the few Islamic countries that have introduced and established an Islamic financial system. In 2005, Malaysia created history again as it launched the first ever Islamic Quality Management System in the world, i.e. MS 1900 from an Islamic perspective. At present, MS 1900 has three objectives that is:[4]

i. To inculcate Shariah requirements into quality management practices with an emphasis on value-based management.

ii. To enhance the level of effectiveness and efficiency through the practice of universal good conduct at all levels of the organization.

iii. To enhance the level of Shariah compliance and confidence among Muslims and stakeholders

MS 1900 is developed using ISO 9001 as its base. MS 1900 is a structured system to assist organizations in delivering products and services that meet customers' requirements, as well as regulatory requirements and the dictates

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[4] 'MS 1900 requirements', Standard of Industrial Research Institute of Malaysia (SIRIM) Limited, Kuala Lumpur, (2005), 5.

of Shariah. The Shariah requirements are included as an addition to the requirements of ISO 9001, and aim to close the gap that exists in the ISO 9001 standard in relation to the Islamic perspective.[5]

MS 1900 was initiated under the Malaysian Industry Standards Committee on Halal Standards (MISC I).[6] MISC I, which is under the authority of the Malaysian Standards, comprises representatives from the following organizations:[7]

i.   Department of Islamic Development Malaysia

ii.   Department of Standard Malaysia

iii. Department of Veterinary Services

iv.   Federation of Malaysian Manufactures

v.   Institute of Islamic Understanding Malaysia

vi.   Institute of Quality Malaysia

vii. Malaysian Agricultural Research and Development Institute

viii. Ministry of Domestic Trade and Consumer Affairs

ix.   Ministry of Health

x.   Ministry of International Trade and Industry

xi.   Muslim Consumers' Association Malaysia

MS 1900 has attracted considerable attention from many Malaysian organizations. Currently, there are 16 organizations that have successfully obtained MS 1900 certification. There are many organizations in Malaysia implementing MS 1900 in their endeavor to obtain MS 1900 certification.[8] Apparently, the interest to implement MS 1900 in Malaysia is quite momentous. Despite the enthusiasm towards MS 1900, no framework or model is offered to guide managers in their effort to implement MS 1900 effectively. The present MS 1900 manual is very rigid and did not help much in MS 1900 implementation amongst Malaysian managers and administrators. Malaysian

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[5]   Long A.A., 'Islamic Quality Management System MS 1900', paper presented at the National conference on 'Quality management System MS 1900 from Islamic perspective: An Introduction', Shah Alam Malaysia, 25 November 2008, 2.

[6]   'Quality Management System for Halal Standard', *Bernama*, 3 May 2010: http://web10bernama.com.kpdnhep/newsBm.php?id

[7]   'MS 1900 requirements', 6.

[8]   'MS 1900 requirements', 6.

managers need soft, easy and light guidance in implementing MS 1900 and in this manner, MS 1900 implementation model could be an answer.

There were several studies undertaken that developed model in regards to implementation of conventional quality management system.[9] However, there was no study conducted to develop Islamic model of quality management system implementation. Dale in Yusof and Aspinwall[10] suggested the need to provide simple, effective and pragmatic advice on the next steps to take in an appropriate, easily understandable manner, to ease quality management system implementation.

There is also no previous literature that explains the implementation process of MS 1900. There is a need to study how MS 1900 should be implemented. There is also a need for understandable guidance for MS 1900 implementation so that MS 1900 can be implemented effectively. Only effective MS 1900 implementation could bring benefits to organizations that implemented it.

This article proposes a model that demonstrates the implementation process of MS 1900, and which incorporates three components, i.e. the implementation steps of ISO 9001, Shariah elements in MS 1900 and MS 1900 principles. The model fills the gap in the literature in regards to the implementation process of MS 1900. The model proposed could be used as guidance for managers in their effort to implement MS 1900 effectively.

In the first part of this article, the literature pertaining to the principles and requirements of MS 1900 is presented. The literature also discusses the implementation process for both ISO 9001 and MS 1900. In the second part of this paper, the model for the MS 1900 implementation process is proposed. The final part is the conclusion.

9   Srivastav, A.K., 'ISO 9000 as an organization development intervention', *The TQM Journal*, 23/3 (2011): 316; Najmi, M. and Kehoe, D.F., 'An integrated framework for post-ISO 9000 quality development', *International Journal of Quality and Reliability Management*, 17/3 (2000): 255; Jang, W.Y. and Lin, C.I., 'An integrated framework for ISO 9000 motivation, depth of ISO 9000 implementation and firm performance', *Journal of Manufacturing Technology Management*, 19/2 (2008): 207.

10 Yusof, S.M. and Aspinwall, E., 'A conceptual framework for TQM Implementation for SMEs', *The TQM Magazine*, 12/1 (2000): 33.

THE PRINCIPLES OF THE MALAYSIAN QUALITY MANAGEMENT SYSTEM MS 1900 FROM AN ISLAMIC PERSPECTIVE

1. Compliance to the principles of *Ḥalāl* and *Ḥarām*

No management program, product or service should contradict the principles of *ḥalāl* and *ḥarām*. *Ḥarām* is derived from the Arabic term, *ḥaruma*, which means unlawful or prohibited. In Islam, Muslims cannot consume products, services or foods that are considered *ḥarām*. Meanwhile, *ḥalāl* is derived from the Arabic term, *ḥalla*, which means permissible, i.e. products, services and foods that can be consumed by Muslims. *Ḥalāl* and *ḥarām* are clearly explained in al-Qur'ān, al-Ḥadīth and ijtihād by Muslim scholars.[11]

Products and services that are offered by organizations must comply with the principles of *ḥalāl* and *ḥarām* to enable them to acquire MS 1900 certification. This means that the organization has to ensure that non-*ḥalāl* food such as wild animals, pork and wine should not be served to customers. In addition, organizations should not be involved in financial transactions involving *ribā* (interest), which is not allowed in Islam. The procurement process must be transparent and equal opportunity and assessment must be given to all applicants.

2. Organizations operate based on values

This principle deals with how organizations incorporate Islamic values in daily organizational management and activities. As a revealed belief, the components of morality and a value system are given the highest priority in Islam. In this way, morality and values must be deployed from *tawḥīd*, which means that humankind's behavior must correspond with the guidance of Allah SWT, any behavior that contradicts with the guidance is prohibited and outlawed.[12]

Any organization that aims to acquire MS 1900 certification should 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

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[11] Al-Qaradawi, Y., *The Lawful and the Prohibited in Islam* (India: Hindustan Publication, 1986), 65.

[12] Basir, S.A., 'Organizational Management from Islamic Perspective', *Shariah Journal*, 14/2 (2001): 59.

that are in line with Islamic values such as teamwork, benevolence, striving for excellence, transparency, honesty, fairness and tolerance must be promoted and cultivated. One should note that Islamic values are actually values that are universally recognized as positive values that can have a positive impact on organizational performance.

3. Decision or action taken in line with the "Objective of Shariah (*Maqāṣid Sharī'ah*)"

This category deals with how organizations manage to produce products and services that are in line with the objective of Shariah (*Maqāṣid Sharī'ah*), i.e. to guarantee sanctuary for humankind. In other words, no decisions made by organizations should contradict *Maqāṣid Sharī'ah*. *Maqāṣid Sharī'ah* means way of life (*shari'at*), as provided by Allah SWT, the objective of which is to preserve humankind's sanctuary. Al-Zuhaylī says that there are five Shariah obligations in regards to humankind:[13]

i.   Safeguarding of faith
ii. Safeguarding of life
iii. Safeguarding of intellect
iv. Safeguarding of posterity
v.   Safeguarding of wealth

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

THE REQUIREMENTS OF MALAYSIAN QUALITY MANAGEMENT SYSTEM MS 1900 FROM AN ISLAMIC PERSPECTIVE

This section explains the Malaysian Quality Management System MS 1900:2005 from an Islamic perspective. As mentioned earlier, MS 1900:2005 is developed from an Islamic perspective using ISO 9000:2000, which was based on and incorporated Shariah requirements. Therefore, this section explains the ISO 9000:2000 requirements that incorporated Shariah requirements.

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[13]   Al-Raisūnī, *Naẓariyyāt al-Maqāṣid 'Inda al-Imām al-Syāṭibī* (Riyadh: al-Dār al-'Alamiyyah Li al-Kitāb al-Islām, 1995), 19.

The Quality Management System (QMS) ISO 9001 describes the interactions of all processes in the organization in which the main activity is to identify customer requirements and ends with their satisfaction. Specifically, ISO 9001 describes QMS as the integration of major areas: management responsibility, resource management, product realization and measurement, analysis and improvement.[14]

The ISO 9000:2000 standard promotes a process-based approach, which is based on the beliefs that its objective could be efficiently achieved when activities and related resources are thought of as a process.[15] ISO 9001 Requirements consider a process as *" ...an activity using resources, and managed in order to enable the transformation of inputs into outputs".[16]* In line with this, Tsim *et al.* define the process approach to management *"...as the application of a system of processes within an organization, together with the identification and interactions of these processes and their management".[17]*

Shariah requirements are incorporated:[18]

The Malaysian Standard is developed with the aim of ensuring that 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 a concern to Islamic practitioners and consumers. Therefore, in addition to the existing ISO 9001, Shariah requirements are being incorporated, where applicable.

- **The Quality Management System**

Seaver contends that there are two requirements in the QMS – general and documentation requirements.[19] With regards to general requirements, ISO

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[14] Oakland, J.S., *TQM: Text and cases* (Oxford: Butterworth-Heinemann, 2003), 56.

[15] Bhuiyan, N. and Bernadi, G., 'ISO 9001:2000 Implementation', *International Journal of Productivity and Performance Management Journal*, 9/2 (2004): 155.

[16] 'ISO 9001 requirements', International Organization for Standardization Geneva (2000), 1.

[17] Tsim, Y.C., Yeung, V.W.S. and Leung, E.T.C., 'An Adaptation to ISO 9001:2000 for Certified Organisations', *Managerial Auditing Journal*, 17/5 (2002): 250.

[18] 'MS 1900 requirements', 7.

[19] Seaver, M., *Implementing ISO 9000:2000* (England: Gower Publishing Company, 2001), 67.

9001:2000 contains the concept of Deming's cycle of continuous improvement – Plan, Do, Check, Act (PDCA).[20] Bhuiyan and Alam explain that the PDCA consists of the following steps: define, develop and document each process; implement documented procedure; monitor implemented procedure; and improve the procedure.[21] Meanwhile, regarding the documentation requirements, Seaver states that there are three documentation requirements in the quality management system which are quality manual, control of documents and control of records.[22]

Shariah elements are incorporated:[23]

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

- **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.[24]

Shariah elements are incorporated:[25]

The management shall ensure that the requirements of the customers are Shariah compliant. The management shall also ensure that 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 resource management, procurement procedures, production and marketing.

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[20] Oakland, J.S., *TQM: Text and cases*, 60.

[21] Bhuiyan, N. and Bernadi, G., 'ISO 9001:2000 Implementation', 150.

[22] Seaver, M*., Implementing ISO 9000:2000*, 67.

[23] 'MS 1900 requirements', 7.

[24] Biazzo, S. and Bernadi, G., 'Process Management Practices and Quality Systems Standards', *Business Process Management Journal*, 9/2 (2003): 153.

[25] 'MS 1900 requirements', 8.

- **Resource Management**

The "resource management" element comprises the requirements for managing both human and infrastructural resources in order to implement and improve the quality management system and to address customer satisfaction.[26]

Shariah requirements are incorporated:[27]

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 *ḥalāl* and non-*ḥalāl* aspects of processes, products and services. Eateries within the premises of the organization shall provide *ḥalāl* foods and beverages. Non-*ḥalāl* items shall be segregated accordingly to avoid any cross-contamination. The organization shall also provide and maintain adequate and proper infrastructure such as a separate prayer room.

- **Product Realization**

The "product realization" element includes the specific requirements for the product realization process, which involves identifying customer requirements, reviewing product requirements, communicating with customers, designing and developing products, purchasing, producing (and/or delivering) services, and controlling measurement and monitoring devices.[28]

Shariah requirements are incorporated:[29]

The organization shall ensure that all requirements related to the product, as specified by the customer, are Shariah compliant. The organization shall also ensure that all the inputs related to the products are Shariah compliant. All work instructions on the production and preparation of *ḥalāl* products are well-documented and made available to the relevant employees. Dedicated equipment and assembly lines used in the production, preparation, handling and storage of non-*ḥalāl* products shall not be reused for the provision of *ḥalāl* products.

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[26]   Biazzo, S. and Bernadi, G., 'Process Management Practices and Quality Systems Standards', 154.

[27]   'MS 1900 requirements', 8.

[28]   Biazzo, S. and Bernadi, G., 'Process Management Practices and Quality Systems Standards', 155.

[29]   'MS 1900 requirements', 8.

• **Measurement, Analysis and Improvement**

According to QMS Requirements[30] and Biazzo and Bernardi,[31] this part contains the requirements for monitoring information on customer satisfaction, measuring and monitoring products and processes, and managing internal audits, non-conformity detection and improvement actions. Seaver stresses statistical techniques in extracting key information and then evaluating the effectiveness of the QMS.[32]

Shariah requirements are incorporated:[33]

The organization shall monitor the continuous compliance with Shariah of the process and product. Products that do not comply with Shariah shall not be approved for the next process or delivery. As for any noncompliant product that is erroneously delivered, the organization shall take the necessary steps to recall and stop the consumption of the affected product. The organization shall collect and analyze appropriate data to demonstrate the Shariah compliance of the QMS and to evaluate continual improvement of the effectiveness of the system.

ISO 9001 IMPLEMENTATION PROCESS

The ISO 9001 implementation process encompasses a number of steps, as explained below:

i. Identify the gap:

The implementation begins with a gap analysis to determine the discrepancies between the company's procedures and the ISO 9001 framework. The analysis could be exercised by the organization itself (self-assessment) or an external organization.[34]

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[30] 'ISO 9001 requirements', 4.

[31] Biazzo, S. and Bernadi, G., 'Process Management Practices and Quality Systems Standards', 155.

[32] Seaver, M*., Implementing ISO 9000:2000*, 70.

[33] 'MS 1900 requirements', 9.

[34] Fuentes, C.M., Benavent, F.B., Moreno, M.A.E., Cruz, T.G. and Val, M.P., 'Analysis of the Implementation of ISO 9000 Quality Assurance Systems', *Work Study*, 49/6 (2000): 231; Bhuiyan, N. and Alam, N., 'A Case Study of Quality System Implementation in a Small Manufacturing Firm', *International Journal of Production Management*, 54/3 (2005): 173.

ii. Understanding the Quality System:

This is specifically dedicated to top management. In addition to the theoretical understanding from a copy of ISO 9000 standards, they should also be provided with formal training.[35] Training programs for quality management representatives are crucial as they acquaint them with quality planning, quality control and improving the whole system.[36]

iii. Produce a Quality Policy:

Formulating a quality policy, which mainly addresses customers satisfaction. The policy also reflects the organizational commitment to a real improvement in performance, both in the quality of products and services and the organizational performance. This commitment needs to be communicated at the grass-roots level to ensure that everyone has a clear understanding.[37]

iv. Develop a team:

A committee needs to be set up which consists of cross-functional members and is made up of key personnel. Their function is to discuss the system's implementation, to set a timeframe, to provide resources, to supervise all quality-relevant activities and to discuss audit results. Through this committee, the work burden could be delegated and necessary information could be captured. In addition, involving cross-functional members would develop commitment throughout the company.[38]

v. Management representative:

A management representative (MR) needs to be designated to lead the change. The basic responsibilities of the MR are to ensure that the establishment, implementation and maintenance of the quality system commensurate with the standard.[39] Helbig *et al*. argued that a training program for quality

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[35] Seaver, M*., Implementing ISO 9000:2000*, 71.

[36] Helbig, M., Helbig, S., Kahla-Witzsch, H.A., Kroll, T. and May, A., 'Certifying a university ENT clinic using the ISO 9001:2000 international standard', *International Journal of Health Care Quality Assurance*, 23/3 (2010): 270.

[37] Seaver, M*., Implementing ISO 9000:2000*, 71; and Bhuiyan, N. and Alam, N., 'A Case Study of Quality System Implementation in a Small Manufacturing Firm', 151.

[38] Helbig, M., Helbig, S., Kahla-Witzsch, H.A., Kroll, T. and May, A., 'Certifying a university ENT clinic using the ISO 9001:2000 international standard', 273.

[39] Bhuiyan, N. and Alam, N., 'A Case Study of Quality System Implementation in a Small Manufacturing Firm', 153.

management representatives is crucial as it acquaints them with quality planning, quality control and improving the whole system.[40]

vi. Demonstrate commitment:

Balague and Saarti argued that ISO 9001 insists that the top management must hold a commitment to the development of the quality management system.[41] Meanwhile, Seaver and, Bhuiyan and Alam explained that managers should provide resources as required in the system.[42] The authors also said that the managers must be willing to participate frequently in the project activities, such as meetings, briefings and training.

vii. Documentation:

This is only required where the absence of such procedures could adversely affect quality. The documentation will be organized into a quality manual and procedures manual.[43] In the ISO 9001 standard, the emphasis is on the role of the documentation in helping an organization in achieving its aim.[44]

viii. Determine the scope of the system:

The system that will be set up depends entirely on the organizational circumstances. Some elements may be excluded if they do not apply to the organizational operations.[45]

ix. Try it out:

The system must be put into force.[46] The system must also become a dynamic entity, which works effectively to achieve organizational objectives. The system could also be changed to fit with changing circumstances. In addition, the system should deliver benefits to the organization.[47]

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[40] Helbig, M., Helbig, S., Kahla-Witzsch, H.A., Kroll, T. and May, A., 'Certifying a university ENT clinic using the ISO 9001:2000 international standard', 274.

[41] Balague, N. and Saarti, J., 'Bencmarking quality system in two European academia libraries', *Library Management*, 29/7 (2009): 111.

[42] Seaver, M*., Implementing ISO 9000:2000*, 72; Bhuiyan, N. and Alam, N., 'A Case Study of Quality System Implementation in a Small Manufacturing Firm', 154.

[43] Fuentes, C.M., Benavent, F.B., Moreno, M.A.E., Cruz, T.G. and Val, M.P., 'Analysis of the Implementation of ISO 9000 Quality Assurance Systems', 175.

[44] Balague, N. and Saarti, J., 'Bencmarking quality system in two European academia libraries', *Library Management*, 120.

[45] Seaver, M*., Implementing ISO 9000:2000*, 160.

[46] Helbig, M., Helbig, S., Kahla-Witzsch, H.A., Kroll, T. and May, A., 'Certifying a university ENT clinic using the ISO 9001:2000 international standard', 275.

[47] Seaver, M*., Implementing ISO 9000:2000*, 171.

x. Audit it internally:

The internal audit aims to verify whether the quality management system fulfills the needs and expectations of ISO 9001.[48] By performing an internal audit, the system can be effectively monitored for conformity to the ISO 9001 standards and create a cycle of continuous quality improvement.[49] The system should be internally audited regularly, for example, every three months. The findings should be submitted to the management for review. The organization could use ISO 9001 for guidance in auditing, auditor qualification and managing audit programs.[50] Motwani *et al.*, Bhuiyan and Alam, Yang and Bhatti and Awan stated that complying with the work procedures is one of the activities emphasized in the implementation of ISO 9001.[51] Meanwhile, Rahman *et al*, Motwani *et al,* and Lo and Humphreys stressed that the reasons for conducting an internal audit is to assure that work activities were in accordance with the work procedures.[52] Another author, Yang mentioned that the reason for conducting an internal audit is to make preparations for the surveillance audit.[53]

xi. Review the performance:

The system must be reviewed to ascertain whether it is delivering the benefits expected by the organization.[54] Seaver and Awan and Bhatti

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[48]   Helbig, M., Helbig, S., Kahla-Witzsch, H.A., Kroll, T. and May, A., 'Certifying a university ENT clinic using the ISO 9001:2000 international standard', 276.

[49]   Alhatmi, Y.S., 'Quality audit experience for excellence in healthcare', *Clinical Governance: An International Journal*, 15/2 (2010): 115.

[50]   Seaver, M*., Implementing ISO 9000:2000*, 165; Bhuiyan, N. and Alam, N., 'A Case Study of Quality System Implementation in a Small Manufacturing Firm', 154.

[51]   Motwani. J., Kumar, A. and Cheng, C.H.Motwani. J., 'A Roadmap to Implementing ISO 9000', *International Journal of Quality and Reliability Management*, 13/1 (1996), 75; Yang, Y.H., 'Software Quality Management and ISO 9000 Implementation', *Industrial Management and Data Systems*, 101/7 (2001): 333; Bhatti, M.I. and Awan, H.M., 'An Evaluation of ISO 9000 Registration Practices', *Managerial Finance*, 29/7 (2003): 110.

[52]   Rahman, N.A.A., Rajadurai, J. and Sohail, M.S., 'Managing Quality in Higher Education: a Malaysian Case Study', *International Journal of Education Management*, 17/4 (2003):143; Lo, V. and Humphreys, P., 'Project Management Benchmarks for SMEs Implementing ISO 9000', *Benchmarking: An International Journal*, 7/4 (2000): 247.

[53]   Yang, Y.H., 'Software Quality Management and ISO 9000 Implementation', 335.

[54]   Seaver, M*., Implementing ISO 9000:2000*, 155.

stated that management review is crucial for ISO 9001 implementation for monitoring the achievement of the quality objectives.[55]

xii. Pre-assessment audit:

This step offers a chance to the auditor to identify all significant nonconformities. When the audit is finished, the auditor will give suggestions for corrective action.[56]

xiii. Audit:

Engage an accredited registration/certification body to perform an audit and certify that the quality management system complies with the requirements of ISO 9000. The managers and employees should understand the underlying concepts and principles of ISO 9000. In addition, all the records and manuals have to be prepared for audit.[57] Once the assessment process for internal audit is completed and the auditors find that the quality management system complies with the ISO 9001 requirements and the ISO 9001 certification will be recommended. After ISO 9001 certification, the quality management system needs to be maintained. The aim of quality management system maintenance is to sustain and improve service quality. It is not a once only action, but an ongoing task and challenge.[58]

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 *ḥalāl* and non-*ḥalāl* aspects of processes, products

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[55] Bhatti, M.I. and Awan, H.M., 'An Evaluation of ISO 9000 Registration Practices', 120.

[56] Seaver, M*., Implementing ISO 9000:2000*, 173.

[57] Fuentes, C.M., Benavent, F.B., Moreno, M.A.E., Cruz, T.G. and Val, M.P., 'Analysis of the Implementation of ISO 9000 Quality Assurance Systems', 177.

[58] Helbig, M., Helbig, S., Kahla-Witzsch, H.A., Kroll, T. and May, A., 'Certifying a university ENT clinic using the ISO 9001:2000 international standard', 277.

and services.[59] 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.[60] This means that 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 the customers must be Shariah compliant.[61] Therefore, any customer requirements that are not Shariah compliant cannot be fulfilled by organizations that want to obtain MS 1900 certification. MS 1900 also states that the management should consider Shariah requirements in financial management, human resource management, procurement procedures, production and marketing.[62] In this case, the managers have to ensure that organizations are not involved in financial transactions that are prohibited in Islam. Therefore, financial transactions that involve *ribā* (interest) must be avoided.

Eateries within the premise of the organization should provide *ḥalāl* food and beverages.[63] Therefore, non-*ḥalāl* food and beverages such as wine, pork and animals that are not slaughtered properly, in accordance with the dictates of Islam, cannot be provided in eateries. The managers must also ensure that non-*ḥalāl* items are segregated accordingly to avoid any cross contamination. In addition, the managers should provide a prayer room for its employees and customers, as stated in MS 1900 requirements. The existence of a prayer room

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[59]   'MS 1900 requirements', 13.
[60]   'MS 1900 requirements', 13.
[61]   'MS 1900 requirements', 15.
[62]   'MS 1900 requirements', 16.
[63]   'MS 1900 requirements', 16.

is crucial to enable employees and customers to perform their daily prayers on the premises.

As stipulated in MS 1900 requirements, the managers should ensure that all the inputs related to the products are Shariah compliant. This is important since *ḥalāl* products can only be produced from *ḥalāl* inputs. For instance, wine cannot be included as an ingredient for any food provided within the eateries. The managers should also ensure that all work instructions concerning the production and preparation of *ḥalāl* 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, as stipulated in the requirements of MS 1900, the 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 *ḥalāl* products. This condition must be complied with so that products that produced by the organization are guaranteed to be *ḥalāl*.

4. Quality policy

The management should ensure that the quality policy is Shariah compliant.[64] As such, any quality policy that is not Shariah compliant must be avoided. The quality policy must be formulated vigilantly to ensure that it complies with Shariah requirements. In addition, organizations that are involved in both *ḥalāl* and non-*ḥalāl* activities should establish a separate set of quality objectives for their *ḥalāl* operation.[65] The quality objectives for *ḥalāl* operation are very important as it gives a clear direction for the *ḥalāl* operation.

5. Audit and Review the Performance

The managers should monitor that the processes and products are continuously comply 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. The MS 1900 requirements stipulated that for any noncompliant product that is erroneously delivered, the managers should take the necessary steps to recall and stop the consumption of the affected product.[66] This corrective action is important to

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[64]   'MS 1900 requirements', 17.
[65]   'MS 1900 requirements', 18.
[66]   'MS 1900 requirements', 18.

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 the mistake that occurred.

The managers should collect and analyze appropriate data to demonstrate the Shariah compliance of the QMS and to evaluate continual improvement of the effectiveness of the system.[67] As stated in the MS 1900 requirements, the managers should collect and analyze appropriate data to demonstrate the Shariah compliance of the QMS.[68] The managers 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.

MODEL OF MS 1900 IMPLEMENTATION PROCESS

From the above discussion, the model of the MS 1900 implementation process is developed (Figure 1). The model demonstrates that MS 1900 implementation entails three components, namely, the implementation steps of ISO 9001, the Shariah requirements in MS 1900 and the MS 1900 principles. Since the basis of MS 1900 is ISO 9001, organizations intending to obtain MS 1900 certification should implement ISO 9001 first. The ISO 9001 implementation process involves 13 steps. The ISO 9001 implementation process should be integrated with Shariah elements that are embedded in the MS 1900 requirements. There are five steps in the ISO 9001 implementation process that can be integrated with Shariah elements, namely:

- Understanding the quality system
- Documentation
- Demonstrate commitment
- Quality policy
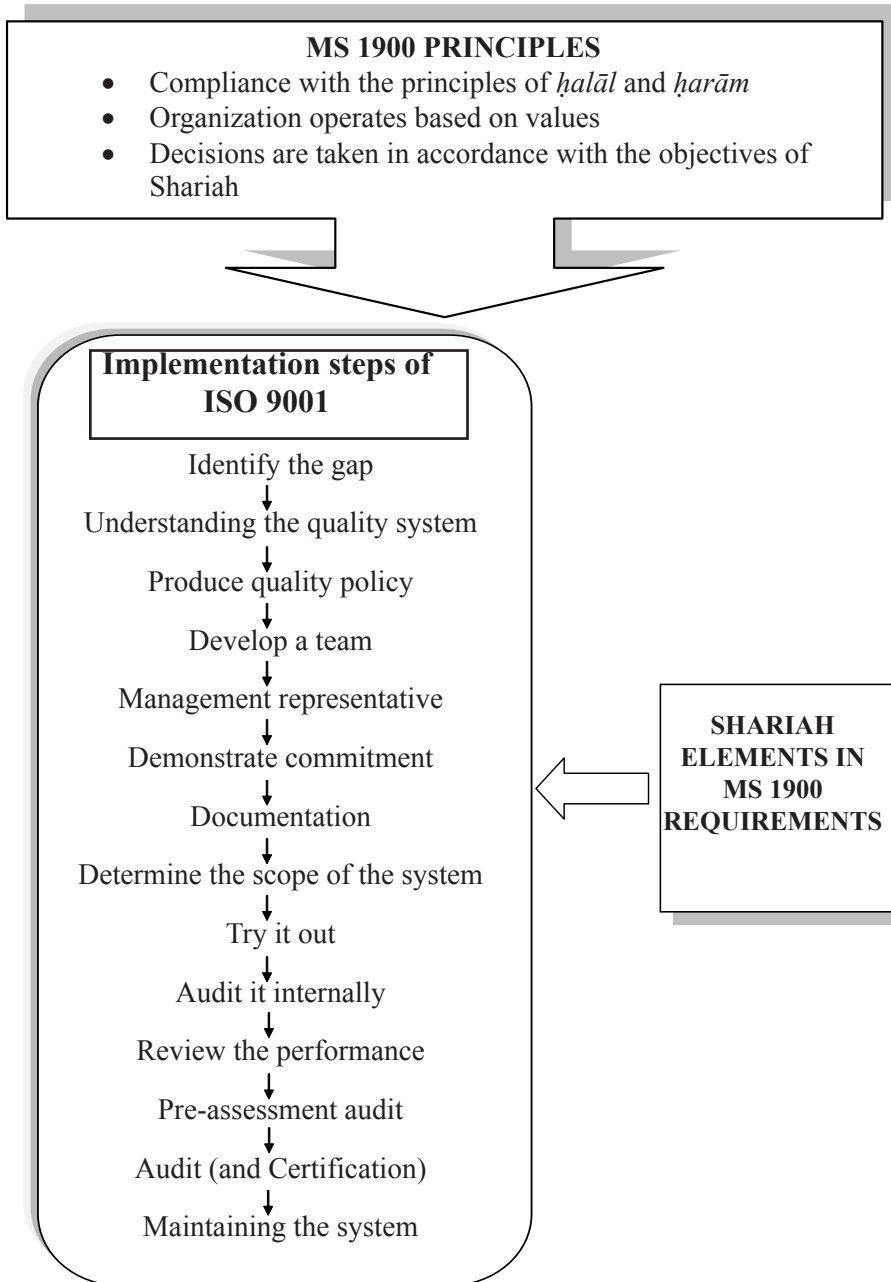- Audit and review the performance

The principles of MS 1900 should be employed as a foundation of the MS 1900 implementation process. There are three MS 1900 principles, that are compliance with the principles of *ḥalāl* and *ḥarām*, operating based on values, and decisions taken in accordance with the objectives of Shariah.

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[67]   '*MS 1900 requirements*', 20.
[68]   '*MS 1900 requirements*', 21.

Figure 1: Model of Implementation Process of Malaysian Quality
Management System MS 1900 from an Islamic Perspective

MS 1900 PRINCIPLES
- Compliance with the principles of *ḥalāl* and *ḥarām*
- Organization operates based on values
- Decisions are taken in accordance with the objectives of Shariah

Implementation steps of ISO 9001

Identify the gap
↓
Understanding the quality system
↓
Produce quality policy
↓
Develop a team
↓
Management representative
↓
Demonstrate commitment
↓
Documentation
↓
Determine the scope of the system
↓
Try it out
↓
Audit it internally
↓
Review the performance
↓
Pre-assessment audit
↓
Audit (and Certification)
↓
Maintaining the system

SHARIAH ELEMENTS IN MS 1900 REQUIREMENTS

CONCLUSION AND RECOMMENDATIONS

Shariah elements were synchronized into the existing ISO 9001 in order to establish the first ever Islamic quality management system – MS 1900. MS 1900 is a holistic Islamic quality management system that incorporates its principles and requirements. The system does not only help organizations to improve their management system, but also enables organizations to practice management systems that comply with Shariah and Islamic obligations. The model proposed should be followed by managers so that MS 1900 can be implemented effectively. This is crucial to ensure that the implementation of MS 1900 will bring benefit to organizations. Complying Shariah obligations will lead to many benefits to organizations such as obtaining Allah's blessing, market growth, increasing public trust, increasing confidence of Muslim customers, enhancing Islamic quality culture and improving organization management at large.

This research could be expanded to identify the organizational factors in MS 1900 implementation. It would be interesting to understand how and why organizational factors influence MS 1900 implementation. Nevertheless, empirical studies should be conducted to identify how organizations implement MS 1900 and the benefits that can be accrued from MS 1900 implementation. Since there are many organizations now implementing MS 1900, empirical studies are required to find insights pertaining to the MS 1900 implementation process. In brief, conceptual and empirical research is needed to develop and enrich the literature concerning the topic of Islamic quality management system MS 1900.

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