

Total Quality Management of the National Amil Zakat Institution in Improving Community Welfare

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Abstract

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The potential possessed by the national amil zakat institution is enormous if Total Quality Management is implemented properly. With the support of the majority of the population who are Muslim, it is appropriate that with such advantages it should be able to increase. Welfare of the Poor and Poor in Indonesia. The research objective is to analyze leadership, continuous improvement, education and training applied to BAZNAS Tulungagung and NU Care-LAZISNU Tulungagung in improving people's welfare. This research is a qualitative research with multi-site research, data collection techniques using in-depth interviews, moderate observation, and documentation, data analysis using the Miles and Huberman model. Checking the validity of data with Extended Observations, Increased Perseverance, Triangulation and Mamber Check. With the Results of Leadership Research at BAZNAS Tulungagung firm and visionary while NU Care-LAZISNU Tulungagung Honest and Democratic. Continuous improvement at BAZNAS Tulungagung is transparency, improving infrastructure, goat farming programs, and building a culinary center while NU Care-LAZISNU Tulungagung NU Koin, Goat Cultivation, Kulakan Program, and Care for health and education. Education and training at BAZNAS Tulungagung Food Photography program, educational funding assistance, and the SKSS (One Family One Bachelor) program, while NU Care-LAZISNU Tulungagung Madrasah Amil and TOT (Training Of Trainer) program.

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INTRODUCTION

Welfare in the current era of globalization occupies the highest peak of issues in Indonesia. On top of several other variables such as the work environment, eradicating corruption, democracy and civil liberties, health and the environment. From survey data conducted by the Center for Strategic Studies CSIS, welfare obtained a percentage of 44.4% from 1,191 samples taken from 34 provinces in Indonesia. For this reason, researchers feel that the potential possessed by the national amil zakat institution is enormous in terms of increasing the welfare of mustahik or groups entitled to receive zakat, such as the poor, poor,

Amil, Riqab, Gharimin, Sabilillah, and Ibnu Sabil. (Center for Strategic and International Studies (CSIS), 2022)

With various Amil and Zakat institutions in Indonesia supported by the majority of the population who are Muslims, reaching 229.62 million people or around 87.2% of Indonesia's total population of 269.6 million people. The Amil and Zakat Agency should be able to maximize its great potential, one of which is related to its existence in almost every city in Indonesia, the potential for increasing social welfare for the poor and needy when these amil and zakat institutions are managed with good quality management. (Directorate of Islamic Community Guidance, Practical Zakat Guide, 2013)

Management is an overall quality management model or commonly called integrated quality management which includes several variables . 2017) , continuous improvement supported by theory from Edward Sallis (Edward Sallies , 1993) and Hana Catur Hana (Catur Wahyuni and Wiwik Sulistiyowati, 2020), as well as education and training supported by theory from Tatang and Rusdiana (Tatang Ibrahim and Rusdiana , 2021), and Sutanto (Sutanto , 2015) .

The importance of implementing Total Quality Management in an institution, especially in amil and zakat institutions, namely BAZNAS (National Amil Zakat Agency) Tulungagung and NU Care-LAZISNU (Amil Zakat Nahdlatul Ulama' Institution) Tulungagung, both of which are amil zakat institutions whose impact is expected after implementing the model Integrated quality management influences and describes changes to the programs and policies implemented by the two institutions to improve the welfare of mustahik.

LITERATURE REVIEWS

A.Total Quality Management

According to Slamet MMT is a procedure in which everyone tries hard to continuously improve the path to success. MMT is not a set of rigid rules and regulations, but processes and procedures for improving performance. MMT also harmonizes the efforts of the people as best they can so that the people face their duties with enthusiasm and participate in the improvement of work performance. (Tatang Ibrahim, 2019)

Total Quality Management Variables A review of the literature regarding the implementation of TQM shows that the implementation of TQM has succeeded in improving company performance in various aspects of organizational performance. Many experts have proposed TQM variables, including the measurement instruments. Variables and measurements used to examine the effect of implementing TQM on overall business performance. The construction of variables developed by experts from other countries is not necessarily suitable for studies on the implementation of TQM in Indonesia. There are several variables that the researchers took from several experts who put forward TQM theories including Leadership, Continuous Improvement, Education and Training, Focus on Customers which are described as following :

Leadership Leadership. (Abdul Aziz, 2019)

1) Leadership

Is the ability to understand people and involve them in achieving organizational goals. Top management plays an important role in achieving company goals by using all available resources. Management responsibilities include creating goals and strategies for quality improvement and pursuing long-term business success. Top management has the responsibility to initiate and maintain quality goals and culture to be communicated by continuously conveying their vision, to commit to quality for all

employees, to develop policies and strategies based on the concept of total quality, and to encourage employees to participate in achieving goals . (Abdul Aziz, 2019)

2) Continuous Improvement

Commitment to continuous improvement, ideally, is implemented at all levels namely: department, division and individual. Continuous improvement is an organized activity that involves everyone in the company from managers to employees in an integrated way to improve performance at every level. Commitment to improvement is the relentless pursuit toward better product management, better internal processes, better working relationships with peers and other departments, better customer service, and effective methods for achieving goals. Implementing a continuous improvement mindset includes evaluating current practice. The continuous improvement model reflects a continuous improvement culture that targets the elimination of waste in all systems and processes of an organization. Continuous improvement itself involves the intervention of all parties to make temporary improvements that do not require large capital investments. As part of TQM, the Continuous Improvement Process is a continuous improvement process allegedly based on the KAIZEN philosophy. In Japanese culture, KAIZEN literally "change for the better" is part of the philosophy of life. Change for the better, achieving improvement through small steps every day. We are people who have the KAIZEN principle if we have done the exercises every day and try to always improve our achievements. (Munir Yusuf, 2018)

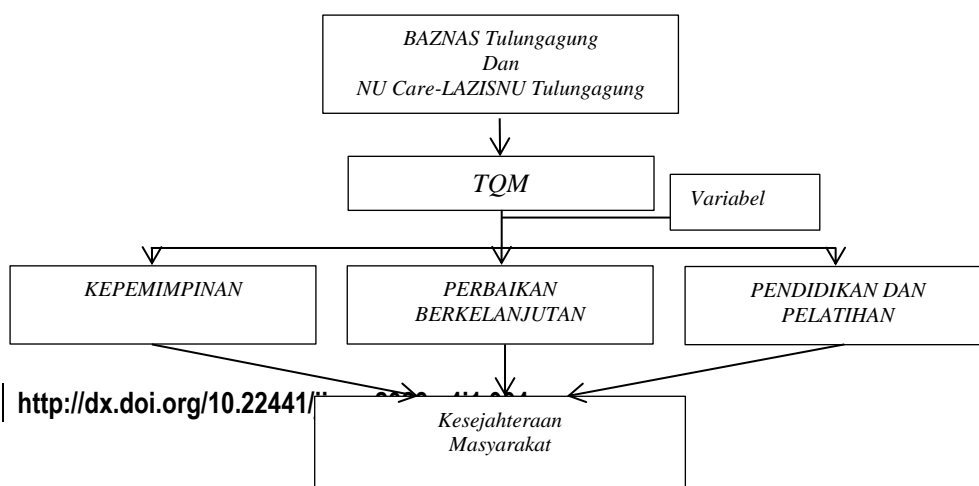
3) Education and training.

Education is an inherent part of life. This kind of understanding may seem forced, but if you try to trace the flow and process of human life, it cannot be denied that education has colored the long path of human life from beginning to end. Education is a true guardian and a basic human need. Substantially education is a basic need and specifically can only be done for humans. Creatures other than humans have no possibility of being educated. Humans are the only creatures that can be educated. This is because in humans there is human potential, a potential that makes humans different from creatures other than humans. (Abdul Rahmad, 2010)

B. Welfare

Welfare, derived from the word prosperous which is a condition that includes a sense of security and peace of mind and body. The state of relative prosperity is different for each individual and family, and is determined by the philosophy of life of each. Prosperous conditions are not fixed, can change at any time either sooner or later. To achieve and maintain prosperity, humans must strive continuously within an undetermined time limit , in accordance with the demands of life that are always developing without any time limit. There are six categories of quality of life or individual well-being namely Physical, Psychological, level of independence, social, environmental, spiritual. (Uis Sunati, 2006)

C. Research Paradigm



RESULTS AND DISCUSSION

A. Leadership applied to BAZNAS Tulungagung and NU Care-LAZISNU Tulungagung in improving community welfare.

Based on research conducted by researchers at the two national amil zakat institutions, namely BAZNAS Tulungagung and NU Care-LAZISNU Tulungagung, the findings that researchers obtained are: the Chairperson of BAZNAS Tulungagung is a friendly person, the Chairperson of BAZNAS Tulungagung is someone who is firm, the Chairperson of BAZNAS Tulungagung has a leadership spirit / High leadership, Chair of BAZNAS Tulungagung gives a new touch in the body of the institution with regard to tolerance and democracy, Chair of BAZNAS Tulungagung has a good emotional relationship with its members, Chair of BAZNAS Tulungagung has high mobility and is visionary, Chair of NU Care-LAZISNU Tulungagung is someone who visionary, Chair of NU Care-LAZISNU Tulungagung has emotional intelligence to embrace and move together and democratic, Chair of LAZISNU NU Care-Tulungagung is someone who is smart, Chair of LAZISNU Tulungagung someone who has high mobility, Chair of NU Care-LAZISNU Tulungagung is able to embrace all groups within the institution.

Based on the findings above, the theory of Total Quality Management was developed by Goetsch and Davis with regard to Leadership. Judging from the data obtained by researchers from the two amil zakat institutions, the leadership style applied can already be interpreted that they use the Quality Management leadership style due to the implementation of the leadership style. the quality in them looks very much like a democracy where in decision making is accompanied by someone's acting or the decision is affected. So this leader makes decisions after receiving feedback and suggestions from the members of the group he leads which is democratic which can be seen in both BAZNAS Tulungagung and also NU Care-LAZISNU Tulungagung namely when there are new thoughts by leaders regarding a program they always hold meetings to discuss a new program.

Participative where in this decision-making model the leader has little control over the decision-making process, he gives more information about the problem and lets the team members deal with strategies for solving it. The role of a leader in this style aims to make it easier for the group to agree on the assumption that team members are more capable of taking responsibility for formulating a solution strategy. This can be seen from the leaders of the two institutions giving more rights to their members, such as if at BAZNAS Tulungagung the leader appoints one person in charge in each program. NU Care-LAZISNU Tulungagung also does the same thing where the leader gives freedom to its members, especially in the Branch and MWC to carry out their own programs in accordance with the necessary field conditions.

Goal Orientation This leadership model asks its members to focus on specific goals or only focus on talking Clear and measurable strategies to help achieve the goals of the target organization, in practice the two institutions always have their own targets such as BAZNAS Tulungagung where the leader always has work targets for the For its members, this is done so that the members have more responsibility for the tasks given, while the NU Care-LAZISNU Tulungagung leader is more focused on one of the programs, namely KOIN NU and management development in both MWC and Tulungagung to make it more professional.

Then it is strengthened by the theory put forward by Abdul Aziz where leaders must have the ability to understand people and involve them in achieving organizational goals. Leaders play an important role in the success of business goals by using all available resources. Management responsibilities include setting goals and strategies to improve quality and pursue long-term business success. Leaders who are responsible for initiating and sustaining quality goals and culture to communicate by conveying their vision are constantly committed to quality for all employees, to develop policies and strategies based on the concept of total quality, and to encourage employee participation in goal achievement. Effective leadership can motivate employees Accomplish missions and achieve achievements to improve yourself outstanding organizational performance. The leadership in the two institutions has the same target where the money or assets distributed by the muzaki can be channeled and are able to improve the welfare of the community, especially the community.

The results of this study were also strengthened by the results of research conducted by Dona, et al in a journal entitled Total Quality Management in Improving the Quality of Amil Zakat Institutions with integrated quality control results that must be supported by collaboration between leaders and employees especially with the PZU Persis Zakat Center. who uphold kinship more, it will be easier to interact and work together. Even though there are several policies and decisions that are only approved by certain departments, without having to involve all HR elements in the institution.

B. Continuous improvements applied to BAZNAS Tulungagung and NU Care-LAZISNU Tulungagung in improving community welfare

The results of research at both amil and zakat institutions, both at BAZNAS Tulungagung and NU Care-LAZISNU Tulungagung, that the ongoing improvements made are very significant where in this study the researchers focused on the term of office for the new leadership of each institution including: Improvements in Internal Management Including training of members and staff in institutional services, External improvements include educational assistance programs, productive economic assistance Fish and goat farming in Besole Village for small SMEs and itinerant traders/Etek, Physical improvements include office facilities and infrastructure including repairs to parking areas and service buildings, additional air-conditioned rooms ceramic air conditioning that is clean and smells good, Improving cooperation with institutions that intersect with the interests of institutions such as the youth and sports services, the waters service and various schools and UPZ in various centers of productive economic development. Socialization of the NU KOIN Program in various branches and congregations, Professional fund management program by BMT Nusantara Umat Mandiri, Productive Goat Economy Program in Pakisaji Village, Education and Health Assistance Program in Kec. Ngunut, the Kulakan program which was tested in Kromasan Village, Kec. Ngunut.

Based on the explanation above, the findings are supported by the theory put forward by Edward Sallis that TQM is not a set of slogans, but a deliberate and systematic approach to achieving an appropriate level of quality in a consistent way that meets or exceeds customer needs and wants. It can be considered as a philosophy of continuous improvement that can only be achieved by and through people. As an approach, TQM represents a permanent shift in the focus of an institution from short-term benefits to long-term quality improvement. Innovation, improvement, and constant change are emphasized, and the institutions that practice them lock in a cycle of continuous improvement. They make a conscious effort to analyze what they are doing and plan to improve it. To create a culture of continuous improvement, managers must trust their staff and delegate decisions

to the appropriate level to give staff responsibility for delivering quality within their own sphere.

Based on the findings of subsequent researchers, the continuous improvements implemented at BAZNAS Tulungagung and NU Care-LAZISNU Tulungagung are not much different from the head of the institution during the new leadership period in the first year of improvement focusing more on internal institutions where as in BAZNAS Tulungagung the focus is on improving member management such as growing work ethic, motivation work, and the responsibilities of the members, rejuvenating infrastructure such as laptops and also repairing new office facilities more or less in the following year expanding into programs that support the welfare of the community such as the existence of Educational Compensation Assistance, productive economic programs for goat farming, assistance programs for etek traders/ itinerant traders, for programs that are still under negotiation in the future there will be a car free day stand in front of the local government and specifically for small business actors assisted by BAZNAS Tulungagung and a Culinary Center in the south coast area for the community in kec. the.

Almost the same thing was also found in the NU Care-LAZISNU Tulungagung institution at the beginning of the new leadership, the improvement of the membership structure was highly prioritized and the foreign management structure of each NU Care-LAZISNU board in MWC and Tulungagung Regency Branches, in the following year penetrated into the NU KOIN program the main thing and is highly socialized because with this program the community's economy will be touched by the awareness program both from education, health, productive economy such as goat farming and the Kulakan program for small businesses but the distribution of existing funds is for the percentage and the area of shadowing the PC NU Care-LAZISNU Tulungagung returning that authority to each MWC and Twig because the needs of each region are different from one another.

The research results above are also reinforced by the theory put forward by RZ Abdul Aziz in his book where through the KAIZEN principle we can always improve everything in our life. In an organization, this principle is able to improve the performance of employees and individuals through gradual improvements to achieve better performance. In its application, the Continuous section entitled Improvement Process aims to increase employee motivation in terms of increasing productivity by improving work results and providing intelligent and relevant suggestions. In fact, implementing TQM is a process of continuous improvement, it is a journey without end. Implementing this model requires patience, hard work, tenacity and commitment from everyone at every level of the organization. It should be clear that there are no quick fixes. It will take time to see the impact of implementing this model.

The results of this research are also supported by research conducted by Snow entitled Qur'anic Perspective On Total Quality Management Tqm And Its Implementation In The Institution Of Islamic Education with the results Total Quality Management TQM is an approach in running a business that seeks to maximize competitiveness through improvement continuously in various sectors including products, services, people, processes and organizational environment or a management system that focuses on the quality of education or the quality of education which is carried out with continuous improvement which aims to continuously increase customer satisfaction. Institutional quality will be realized if all systems within the institution are quality-oriented, so that an organizational culture that is quality-oriented and the implementation of TQM is formed.

C. Education and training applied to BAZNAS Tulungagung and NU Care-LAZISNU Tulungagung in improving community welfare.

Based on the results of research conducted by researchers at the two amil zakat institutions, namely BAZNAS Tulungagung and NU Care-LAZISNU Tulungagung, the findings that researchers obtained included: 1 Food Photography education and training, 2 MI Education Assistance throughout Tulungagung, 2 SKSS Scholarships One Family One Bachelor Degree, 4 Madrasah Amil which is carried out in a relay in every sub-district in the district. Tulungagung, 5 TOT Training Of Trainers which were attended by all delegations from each NU Care-LAZISNU MWC throughout the District. Tulungagung.

Based on the results of the research above, it is reinforced by the theory from Goetsch and Davis in a book written by Sutanto that one important element in MMT is the improvement and professional development of staff and institutions need to prepare education and training for their staff. however according to training it differs from education in terms of its characteristics in the aspects of practicality, specificity, and immediate use. The training itself is related to improving worker performance in the workplace, for specific abilities or motivation, and is immediately applied. while Education is the improvement and empowerment of members more broadly and takes longer, is more theoretical and philosophical than training.

This opinion is also clarified by Cherrington's theory in a book written by Muhammad Najib where there are several forms of training namely Job Instruction Training which in this form of training requires careful job analysis, secondly Apprenticeship where this training is specifically for new employees who are in the process under practical guidance the experts, the third is Internship where the training placement is almost the same as the original employees but there is still supervision from experts, the fourth is Job Rotation where in this type of training the learning process is to fill vacancies in management and technical, the fifth Junior Boards in this training aim moving trainees in certain committees, and the fifth is coaching and counseling which is an exercise that expects reciprocity in work performance, support from trainers, and explanations slowly so that work is done properly.

Regarding education, Abdul Rahman in his theory argued that the success of education is not only determined by the educational process in schools and the availability of facilities and infrastructure, but also determined by the family and/or community environment. Therefore education is a shared responsibility between the school government, family and community. This implies that parents and the community have a responsibility to participate, think about and provide assistance in organizing education in schools. In this case it can be concluded that BAZNAS Tulungagung with its SKSS program and NU Care-LAZISNU Tulungagung with the Education Compensation program representing the community sector in helping the education of children from the community or usually said to be less able to get proper education.

The results of the research above are also in line with research conducted by Alim Murtani in his journal entitled The Role of the Upz Zakat Collector Unit of the Ibadurrahman Foundation in Improving the Economic Welfare of the People of Mandau District with the result that one of the programs for increasing the economic welfare of the community in the consumptive field, namely education is very useful for meeting needs regarding education costs, in terms of channeling funds for school entrance assistance and scholarships at the SD, SMP, and SMA levels it is very appropriate to channel them directly to the schools of each student receiving scholarship assistance, because in this way the funds are really used for educational purposes. school fees. Through this program UPZ Ibadurrahman has played a role in improving the economic welfare of the Mandau District community in the indicator "ease of entering children into education".

CONCLUSION

Leadership at BAZNAS Tulungagung focuses more on internal improvement of members such as work ethic, work motivation, discipline, democracy and fulfillment of institutional infrastructure such as members' needs for laptops and comfortable workspaces with air conditioning and clean. Personally tend to be assertive and visionary. Whereas the leadership in NU Care-LAZISNU Tulungagung is more focused on establishing cooperation between internal parties such as secretaries and institutions under branch leadership as well as external ones such as banom outside NU Care-LAZISNU and institutions outside the Banom such as Baznas, personally inclined towards democratic leadership and also prioritize work honesty. Continuous Improvements at BAZNAS Tulungagung Improvements in the transparency sector to increase public trust, repairs to the physical sector of rehabilitated office buildings to increase the convenience of muzaki, use of digital attendance integrated with the system so that member discipline increases, culinary usat programs for people on cross roads south of Besole village, goat cultivating program in tough village, Besole village, periodic audit reports every month on social media, Instagram and website. Whereas in NU Care-LAZISNU Tulungagung the focus is on the KOIN NU program, from the socialization of forming committees to the pentasyarufan. need for medical and operational costs, productive economy such as goat farming as well as compensation for orphans and the elderly can be carried out. The wholesale program adopted from the LPNU Lamongan program for small traders who belong to the community. Education and training at BAZNAS Tulungagung focuses on three programs, namely education and non-education, non-education, namely the Food Photography program for the general public, Educational Funding Assistance aimed at students belonging to the high school, junior high and elementary school community groups, and the SKSS Program, namely a family of one scholar who collaborates with several tertiary institutions in Tulungagung to facilitate the community to carry out Strata 1 education. Meanwhile, NU Care-LAZISNU Tulungagung focuses on education and training of its members both at the MWC level, namely the Madrasah Amil program and TOT Training Of Trainers, namely programs in The PC which is carried out every year with the aim of having professional members is expected that the existing NU KOIN can be distributed optimally and on target .

Suggestions for BAZNAS Tulungagung to be more transparent in managing amil zakat funds by providing information on social media, both Instagram, Facebook and the Website, to make it more friendly to receptionists and implement 5S Smile, Greet, Greet, Polite, Polite, to be more active in socialization of the program in collaboration with the district government and forwarded to the village government. For NU Care-LAZISNU Tulungagung The need for great coordination and support both morally and materially such as a special building for NU Care-LAZISNU Tulungagung to be more professional, so that it can be further improved related to financial administration or bookkeeping by adopting the existing financial system in BMT Nusantara Independent people in Kalidawir. UIN Sayiid Ali Rahmatullah Tulungagung To provide more books/journals related to Total Quality Management, in terms of guiding one student to another so that they have the same opportunity to gain scientific access. , both from the theory and the data obtained, therefore there is great hope for future researchers to delve deeper into the existing theory and conduct very in-depth research in accordance with scientific developments.

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