

RELATIONSHIP BETWEEN STRATEGIC MANAGEMENT(SM) AND KAIZEN MANAGEMENT SYSTEM (KMS) IN MOSQUE MANAGEMENT

ALLIA JAAFAR¹, NURUL FADLY HABIDIN², MOHD YAHYA MOHD HUSSIN³, ZAINIZAM ZAKARIA⁴ &
ASNIDA ABDUL HAMID⁵

^{1,2,5}Department of Management and Leadership, Universiti Pendidikan Sultan Idris, 35900 Tanjung Malim,
Perak, Malaysia

^{3,4}Department of Economics, Universiti Pendidikan Sultan Idris, 35900 Tanjung Malim, Perak, Malaysia

ABSTRACT

As an important institution for Muslim, mosque needs to have better management and need to continuously improve from time to time. The purposes of this paper are to determine the relationship between strategic management (SM) and kaizen management system (KMS) in mosque and to develop research model of strategic management and kaizen management system. A structural relationship model using Structural Equation Model (SEM) has been proposed. This model will be used to study the relationship between strategic management and kaizen management system in mosque management. Based on the proposed conceptual model and reviewed, research hypothesis are being developed.

KEYWORDS: Strategic Management, Kaizen Management System, Mosque Management, Kaizen, Mosque

INTRODUCTION

The management practices are different between each mosque in Malaysia. Mosque serves many functions instead of a place of worship. Apart of a place of worship, mosque is a place of administrative centre, public relation, court and others. As mosque serve wider functions, the management of mosque should have an improvement and not just stick to the old management.

From the observation, the expansion of the mosques around the world today is growing parallel with the increasing number of Muslim community due to the extensive Islamic missionary or confidence in non-Muslim society that attracted by the beauty of Islam. However, no Islamic missionary expansion will achieve clear objectives without effective management of mosques. Therefore, the management of the mosque should be done more effectively by examining all aspects of Islamic missionary optimally and comprehensively.

Recognizing this reality, the management and administration of mosque should be well organized. All mosque activities and management should give positive impact to the Islamic community. Mosque committees should pay attention to the effective management in order to fully utilization to attract Muslim to come to mosque.

In addition, the management of the mosque should be considered short-term goals and long term, deciding on mosque activities, getting ready of any unpredictable nature of the mosque, structures the mosque management and develop the best facilities to the mosque' user. Among the facilities need to be improved are a clean prayer space, well-equipped library room, seminar rooms, clean toilets, and mosque' surroundings. Thus, when the management of the mosque is able to manage and administer well, then spread of Islamic preaching will be easier to reach to Muslim.

The purpose of this paper; (a) to identify strategic management in mosque management and (b) to develop a research model of management practices, strategic management and kaizen management system for mosque in Malaysia.

In this research, there are seven management practices that are considered such as Development and Maintenance (DM), Financial and Endowment (FE), Education and Development (ED), Security (SEC), Welfare and Community (WC), Women and Family Development (WFD), and Youth (YTH). These practices drive to improve the mosque's management and performance.

In this section, these papers briefly explain strategic management and kaizen management system. The next section will review the literature on strategic management and kaizen management system, also the research hypotheses. Then the researchers will continue with a proposed research model, methodology and the last section of conclusion with future research.

LITERATURE REVIEW

Strategic Management

Thompson (1997) states that the definition of strategic management involves the issue of how strong and successful the strategy of an organization and how changes are made. Pearce et al. (1997) defined strategic management as a set of decisions and actions that produce the formulation and implementation of plans designed to achieve the objectives of the organization. For David (2011), strategic management can be defined as the art and science of formulating, implementing and evaluating the results for overlapping functions to enable an organization to achieve its objectives. Meanwhile Bourgeois et al. (1999) stated that strategic management is important for management activities that respond to what is happening in the organization. While Edaris (2004) stated that strategic management is generally regarded as the brain while strategic planning was a backbone to management.

Basically, strategic management was using in military organizations for the purpose of decision making. Decision making is important to an organization as it reflects the future of the organization. As a public place for Muslim to perform worship, mosque need to have long term vision to ensure the mosque surrounding is peaceful, clean and well managed. Strategic management is becoming a structured and systematic framework. It should be implemented in mind set of all members in the organization. An organization cannot predict anything that might be happen in future.

However, strategic management can be a tool to understand any changes and strains. For example, mosque organizations should take an action if there is only few people come to mosque. Mosque must be enlivened by people. They should recognize the reasons of absence of the Muslim to mosque. Regarding to that, they might take actions to attract people to present to mosque. Apart from that, financial of the mosque is also important. For an example, if the mosque is shortage of money, activities might be not being executed. In addition, the organizations need the money to buy necessities such as furniture and to maintain the facilities in mosque. The strategic management is important in order to fully utilize the financial of the mosque.

Regarding to Analoui (2012), strategic management improving the effectiveness of any types of organizations. This will help mosque to achieve successfulness by applying strategic management. As a place for Muslim to perform worship and execute social activity, a mosque organization should be able to recognize any weaknesses and strengths of the activities that have been done. Activities in mosque must not only to be narrow to religious activities only but might be varied. Some of the activities can be very useful or some might be wasteful. Here is the function of strategic management can be practiced to measure the effectiveness of each activities.

Regarding to David (2011), there is 9 key terms in SM as discuss in Table 1 below:

Table 1: 9 Key Terms in Strategic Management

Key Terms	Definitions
Competitive Advantage	Anything that a firm does especially well compared to rival firms.
Strategists	Individuals who are most responsible for the success or failure of an organization.
Vision and Mission Statements	Vision statement is answering the organization' question "What do we want to be?" Mission statement is referring to enduring statements of purpose that distinguish one business from other similar firms.
External Opportunities and Threats	Refer to any significantly benefit or harm that may be faced by organization in the future.
Internal Strengths and Weaknesses	Refer to an organization's controllable activities that are performed especially well or poorly.
Long-term Objectives	Specific results that an organization seeks to achieve in pursuing its basic mission.
Strategies	The means by which long-term objectives will be achieved.
Annual Objectives	Short-terms milestones that organizations must achieve to reach long-term objectives.
Policies	The means by which annual objectives will be achieved.

Kaizen Management Systems

The function of mosque is not only as a place of worship but since the reign Prophet, mosque is also a place of administration. Nowadays expansion of mosque in Malaysia is becoming wider. Mosques need to have a standardize management and administration. However, there are some mosque that not been managed well. Realizing this, the researcher tries to bring up kaizen management system in the mosque management. However, it might be difficult to imply if mosque' committee not understand the concept of kaizen.

Kaizen was originally practices by Japanese. The word 'kaizen' is origin from Japanese' word. Regarding to Khan (2011), the meaning of kaizen is continuously improvement. 'Kai' is stand for continuous and 'zen' is stand for improvement. As the time passed by, the concept of kaizen becoming recognized in many organizations. The creator of the kaizen concept is Dr. W. Edwards Deming (Khan, 2011). Kaizen not need to make large improvement, it can be small improvement but in continuously manner.

Kaizen management system can be applied in the management of mosque. Management of any organization including mosque should not to stick at its old notch. This is to ensure mosque which is known as a very great institution for Muslim is not fall behind from other institutions. The existence of continuous improvement in mosque management will attract more Muslim to come to the mosque. Regarding this, with the changes and development, people will become eager. This is due to nature of human that they will attract to new things. Emiliani (2005) states that in order to attract people, an organization needs to improve continuously.

In order to ensure kaizen can be applied and succeed, it requires every party to cooperate. Khan (2011) also emphasize that kaizen is one system that involves every worker in organization, regardless of top management or even a cleaning crew. This is because kaizen cannot be implied of there is no collaboration between each person in organization.

Many researchers recognized the advantages of applying kaizen concept in management. For example, by implementing kaizen management system, an organization becoming a supplier of choice (Emiliani, 2011). This is good for a company to expand their business. In this paper, researcher is trying to study the concept of kaizen in mosque, kaizen might attract Muslim people to come to mosque. One of the objectives of formation of mosque is to be enlivened by Muslim people.

The Relationship between KMS and SM

KMS and SM both involve all people in the organization. The people in organization should work together in order to achieve success. As stressed by Khan (2011) kaizen is one system that engages every employee regardless top management or the cleaning crews in the organization. Kaizen should have fully support by all members to be implemented. Same goes to SM, the top management is making decisions and the employees have to execute it.

Analoui et. al (2012) founded that SM has positive effects to the performance of an organization. They also configure that SM approach is significantly important on quality of service. Some of the mosque may not only functions as place of worship and place for Muslim to gather, but certain mosques offer service such as seminar rooms and tuition classes. SM is practically effective if the mosque committee committed to generate fund or income for the mosque. By applying KMS, the mosque can be choice for Muslim’ company or organization to hold activities and this can contribute to mosque’ financial.

RESEARCH METHODOLOGY

The important of this paper is to explore the relationship between strategic management and kaizen management system in mosque management. Therefore, to understand the relationship between strategic management and kaizen management system in mosque’ management, the following hypotheses were develop to be tested. This hypothesis will be tested based on numbering system H₁. This style of hypothesis statement is chosen due to the nature of answering hypothesis using structural equation modeling (SEM) methods. As a result of study in literature review, the following hypothesis of the study has been developed:

H₁: There is a positive and direct significant relationship between strategic management and kaizen management system in mosque’ management.

A PROPOSED RESEARCH MODEL

The research aims at investigate the structural relationship between strategic management and kaizen management system in mosque’ management. Figure 1 portrayed a mosque management practices, strategic management and kaizen management system model.

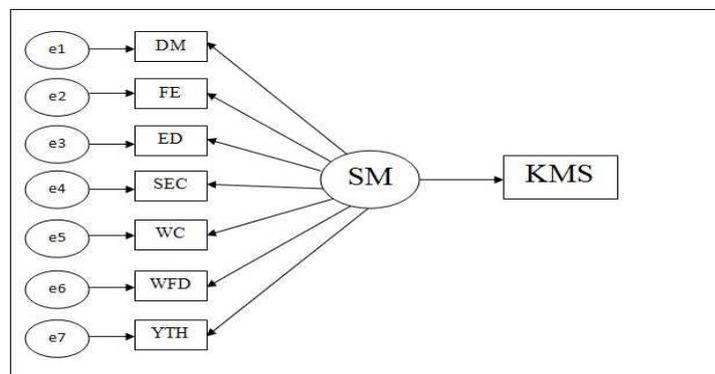


Figure 1: Model of the Study

***Note:** DM=Development and Maintenance, FE=Financial and Endowment, ED=Education and Development, SEC=Security, WC=Welfare and Community, WFD=Women and Family Development, YTH=Youth, SM=Strategic Management, KMS=Kaizen Management System

METHODOLOGY OF THE STUDY

In achieving the objectives of the study, sampling method is used by structured questionnaire. The population of this study comprised some mosque in Perak. A structural Equation Modeling (SEM) technique was utilized to perform the required statistical analysis of the data from the survey. Exploratory factor analysis, reliability analysis and confirmatory factor analysis to test for construct validity, reliability, and measurements loading were performed. Having analyzed the measurement model, the structural model was then tested and confirmed.

The statistical Package for the Social Sciences (SPSS) version 17 was used to analyze the preliminary data and provide descriptive analyses about thesis sample such as means, standard deviations, and frequencies. SEM using AMOS 6.0 will use to test the measurement model.

In this study, sampling method by using structured questionnaire. A survey is considered as the most economical among methods available for data collection due to its ability in performing efficient data collection (Moser and Kalton, 1971).

CONCLUSIONS

Nowadays, management practices become more important to almost all organization regardless profit or non-profit organization. The target was to reduce some problems in research. This study expects to provide better management system for mosque in Malaysia. The management systems should be standardized and considering the critical success factor to ensure the mosque achieves better performance. In future agenda, the next step of this study is to design a questionnaire and investigate the relationship between KMS and mosque performance (MP).

ACKNOWLEDGEMENTS

The researchers would like to acknowledge the Ministry of Higher Education (MOHE) for financial funding of this research through Fundamental Research Grant Scheme (FRGS), and Research Management Centre (RMC) UPSI for Research University Grant (RUG).

REFERENCES

1. Analoui, F. and Samour A. (2012). Strategic management: the case of NGOs in Palestine. *Management Research Review*, Vol. 35(6), 473-489.
2. Bakri, E. A. (2004). *Pengurusan strategik - konsep dan aplikasi untuk pendidikan*. Kuala Lumpur: Utusan Publications Distributors Sdn. Bhd.
3. Bourgeois, L. J., Duhaime, I. M. & Stimpert, J. L. (1999). *Strategic management - a managerial perspective*. 2nd Edition. Fort Worth: The Dryden Press.
4. David, F. R. (2011). *Strategic Management Concepts and Cases*. 13th Edition, Pearson Education: New Jersey.
5. Emiliani, M. L. (2005). Using kaizen to improve graduate business school degree programs. *Quality Assurance in Education*, 13 (1), 37-52.
6. Khan, I. A. (2011). KAIZEN: The Japanese Strategy for Continuous Improvement. *VSRD International Journal of Business Management Research*, 1 (3), 177-184.

7. Moser, C. A. and Kalton, G. (1971). Survey Methods in Social Investigation. 2nd Edition, Heinemann Educational: London.
8. Pearce, J. A. and Robinson, R. B. (1997). Strategic management – formulation, implementation and control. Chicago: Time Mirror Higher Education Group
9. Thompson, J. L. (1997). Strategic management - awareness and change. London: The International Thomson Business Press.