

Evaluating the Effectiveness of the Quality Management Program at Dompot Dhuafa Using the CIPP Model

*Evaluating Quality
Management at
Dompot Dhuafa*

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Submitted:
SEPTEMBER 2025

Accepted:
DECEMBER 2025

ABSTRACT

Islamic philanthropic institutions face increasing demands for transparency, accountability, and operational efficiency to meet the expectations of donors and beneficiaries. To address these challenges, Dompot Dhuafa implemented a quality management program in 2013 aimed at improving organizational performance and service delivery. Despite the widespread adoption of quality management systems, few studies have systematically evaluated their effectiveness and sustainability in Islamic philanthropic organizations, creating a research gap. This study evaluates the quality management program using the Context, Input, Process, Product (CIPP) evaluation model, assessing its relevance, resource adequacy, conformity to planned processes, and outcomes. Data were collected through participant observation, interviews, documentation, questionnaires, and focus group discussions. Analysis reveals that the program is highly aligned with organizational needs, receives moderate input support, demonstrates moderate conformity to planned processes, and achieves high levels of effectiveness, efficiency, responsiveness, and sustainability. These results indicate that structured quality management enhances organizational performance, strengthens accountability, increases stakeholder trust, and supports long-term institutional sustainability. The study underscores the importance of leadership commitment, dedicated human resources, adequate budgeting, and continuous monitoring for maintaining and replicating quality management practices in similar Islamic philanthropic organizations.

Keywords: CIPP Evaluation Model, Dompot Dhuafa, Effectiveness, Islamic Philanthropy, Organizational Performance, Quality Management Program.

ABSTRAK

Lembaga filantropi Islam menghadapi tuntutan yang semakin tinggi terkait transparansi, akuntabilitas, dan efisiensi operasional untuk memenuhi harapan para donatur dan penerima manfaat. Untuk mengatasi tantangan tersebut, Dompot Dhuafa menerapkan program manajemen mutu pada tahun 2013 yang bertujuan meningkatkan kinerja organisasi dan kualitas layanan. Meskipun sistem manajemen mutu telah banyak diadopsi, sedikit penelitian yang secara sistematis mengevaluasi efektivitas dan keberlanjutannya dalam lembaga filantropi Islam, sehingga terdapat kesenjangan penelitian. Penelitian ini mengevaluasi program manajemen mutu menggunakan model evaluasi Context, Input, Process, Product (CIPP), dengan menilai relevansi, kecukupan sumber daya, kesesuaian dengan proses yang direncanakan, dan hasil keseluruhan. Data dikumpulkan melalui observasi partisipatif, wawancara, dokumentasi, kuesioner, dan diskusi kelompok fokus. Analisis menunjukkan bahwa program ini sangat sesuai dengan kebutuhan organisasi, memperoleh dukungan input dalam tingkat moderat, menunjukkan kesesuaian proses yang sedang, serta mencapai tingkat efektivitas, efisiensi, responsivitas, dan keberlanjutan yang tinggi. Hasil ini mengindikasikan bahwa manajemen mutu yang terstruktur meningkatkan kinerja

JIMKES

Jurnal Ilmiah Manajemen
Kesatuan
Vol. 13 No. 6, 2025
pp. 5821-5832
IBI Kesatuan
ISSN 2337 – 7860
E-ISSN 2721 – 169X
DOI: 10.37641/jimkes.v13i6.4209

organisasi, memperkuat akuntabilitas, meningkatkan kepercayaan pemangku kepentingan, dan mendukung keberlanjutan jangka panjang. Penelitian ini menekankan pentingnya komitmen kepemimpinan, sumber daya manusia yang khusus, anggaran yang memadai, dan pemantauan berkelanjutan dalam mempertahankan dan mereplikasi praktik manajemen mutu di lembaga filantropi Islam lainnya.

Kata kunci: Model Evaluasi CIPP, Dompot Dhuafa, Efektivitas, Filantropi Islam, Kinerja Organisasi, Program Manajemen Mutu.

INTRODUCTION

Islam entered Indonesia directly from Makkah or Madinah in the early 7th century, indicating that Muslims in Indonesia have practiced Islamic teachings for more than 13 centuries (Nurdi, 2003; Nurdiyanto et al., 2024). Among the core obligations in Islam are the Five Pillars faith, prayer, zakat, fasting, and pilgrimage (Aflah, 2006). Zakat, as one of these pillars, is a form of worship related to wealth, required of every Muslim who meets specific ownership criteria. In Islamic teachings, wealth that is purified through zakat will grow and bring blessings to its owner (Hafidhuddin, 1998; Saad & Wahab, 2020; Alshater et al., 2021). Historically, zakat in Indonesia was administered in a traditional, decentralized manner. It was distributed directly to *mustahiq* or entrusted to religious leaders such as kyais, ajengans, mosques, or boarding schools, without formal institutions (Harahap, 2022). This pattern persisted from colonial times until Indonesian independence in 1945 (Zubaidah & Afifah, 2020).

After independence, efforts to institutionalize zakat began to emerge. One early idea was proposed by the Finance Minister in 1950, who argued that zakat should be integrated into the national economic and financial system. Government attention to zakat increased significantly in the late 1960s, marked by the issuance of PMA Number 4 of 1968 on the establishment of the Amil Zakat Agency (*Badan Amil Zakat/BAZ*) and PMA Number 5 of 1968 on the formation of *bait al-mal* (Muhit, 2006; Basyaruddin, 2019). Although subsequent instructions delayed the implementation of these regulations, Presidential Decree Number 44 of 1969 later established the Committee for the Development of Zakat Money. Several regional governments then pioneered semi-governmental zakat bodies, such as DKI Jakarta and other provinces, through the 1970s and 1980s (Muhit, 2006; Buditama & Niam, 2025).

Toward the end of the 20th century, community-based zakat organizations grew rapidly, including notable institutions such as YDSF Surabaya (1989) and Dompot Dhuafa Republika (1993), which later gained national recognition (Aflah, 2006). As zakat institutions expanded, the need for more precise regulation became evident. This led to the enactment of Law Number 38 of 1999 on Zakat Management, which formalized the establishment of the community-initiated Amil Zakat Board (*Lembaga Amil Zakat/LAZ*). Dompot Dhuafa was officially recognized as the first National LAZ through Ministerial Decree Number 439 of 2001, signifying its credibility and professionalism.

Along with its institutional strengthening, Dompot Dhuafa began adopting a quality management system to improve its organizational performance (Murni et al., 2024; Mustakim et al., 2025). According to Gaspers (2012), quality management aims to enhance performance across all organizational levels continuously. Starting in early 2009, Dompot Dhuafa implemented the ISO 9001:2008 system, initially within its finance division and later across all units (Hernawan et al., 2024). The institution invested significant resources over four years to institutionalize this system, making program evaluation crucial to assess its relevance, effectiveness, and sustainability (Jami & Muharam, 2022).

Despite these developments, scholarly research evaluating quality management systems in zakat institutions, particularly using the Context, Input, Process, Product (CIPP) model, remains limited. Most existing studies focus on the effectiveness of zakat distribution, organizational governance, or accountability, while systematic evaluations

of quality management implementation in religious-based organizations remain scarce (Majid, 2020; Rozikin & Rosyidah, 2024). This creates a research gap regarding how quality management contributes to performance improvement in zakat organizations and how human resources play a critical role in supporting these systems.

The evaluation is guided by several key questions, including the rationale and objectives behind Dompét Dhuafa's adoption of a quality management system, the types and adequacy of resources mobilized to support its implementation, and the extent to which program execution aligns with established plans and standards. Furthermore, the study examines the impacts of the quality management initiative on organizational performance and service quality, as well as its overall effectiveness. Based on the evaluation findings, the research assesses whether the program should be continued, improved, or discontinued in alignment with the institution's long-term strategic objectives.

LITERATURE REVIEW

Concept of Program Evaluation

Various experts offer different perspectives on program evaluation. Madaus and Stufflebeam (1988) define evaluation as a process to determine the extent to which educational objectives are achieved. Rossi et al. (2004) similarly describe evaluation research as the systematic use of social research methods to assess the design, implementation, and benefits of social programs. Alkin (1990) emphasizes that evaluation is a planned and systematic activity that collects, analyzes, and reports information to improve program operations.

From these views, evaluation can be concluded as a systematic process of gathering, analyzing, and presenting information to compare it with evaluation indicators and determine the achievement of objectives (Wirawan, 2011). Rossi et al. (2004) further highlight evaluation as a scientific activity focused on examining program implementation, effectiveness, and outcomes, which then serves as the foundation for decision-making regarding program sustainability or necessary improvements. Atmadi (2011) adds that evaluation compares conditions before and after improvements in aspects such as time, value, amount, and frequency. When significant deviations from targets occur, it is essential to trace planning accuracy and identify root causes. Conversely, when objectives are achieved, follow-up impacts must be analyzed to maintain positive outcomes and eliminate negative ones (Rahman & Makki, 2024).

Program Evaluation Models

Arikunto and Syafrudin (2009) identify eight major evaluation models: the Goal-Oriented Model, emphasizing assessment of goal attainment; the Goal-Free Model, which minimizes bias by avoiding predetermined objectives; the Formative–Summative Model, distinguishing evaluation during and after implementation; and the Countenance Model, which reviews antecedents, transactions, and outcomes. Additional models include the Responsive Model, which focuses on stakeholder needs; the CIPP Model, which assesses context, input, process, and product; the CSE-UCLA Model, which covers stages from needs assessment to impact; and the Discrepancy Model, which identifies gaps between standards and actual performance. Collectively, these models provide comprehensive approaches to program evaluation (Sadika & Lailatussaadah, 2024).

Tyler's Goal-Oriented Model emphasizes evaluating the extent to which predefined objectives are achieved, such as ensuring instructional materials align with learning goals. Conversely, Scriven's Goal-Free Model avoids direct reference to program goals to reduce evaluator bias, emphasizing observable behavioral changes, side effects, and cost–benefit considerations. Scriven also distinguishes formative evaluation, aimed at ongoing improvement, from summative evaluation, which measures final program success and informs continuation decisions.

Stake's Countenance Model evaluates intended and observed conditions through antecedent, transaction, and outcome phases. Its development led to the Responsive

Model, which prioritizes stakeholder concerns and program impact, making it suitable for social, cultural, and community-based programs. Stufflebeam's CIPP Model (Context, Input, Process, Product) provides a structured framework to evaluate needs, resources, implementation, and results (Khalmayra et al., 2024; Arpizal et al., 2024; Rahmat & Ambiyar, 2025). Meanwhile, the CSE-UCLA Model offers five stages: needs assessment, planning, implementation, outcomes, and impact, ensuring continuous improvement.

Provus's Discrepancy Model centers on identifying mismatches between standards and actual performance across design, installation, process, product, and cost components. Evaluation results may lead to revision, continuation, or termination of the program. Beyond these eight models, Kirkpatrick's Evaluation Model assesses training effectiveness through four levels: reaction, learning, behavior, and results and adds an ROI stage to measure financial returns, making it especially relevant for organizational training evaluation (Engriyani & Rugaiyah, 2022; Suhartati, 2022).

Quality Management Program

According to Goetsch and Davis (2000), quality management encompasses all activities within the management function that determine quality policies, objectives, and responsibilities, and implement them through quality planning, control, assurance, and improvement. The Chartered Quality Institute similarly defines quality management as an organization-wide approach to understanding customer needs and consistently delivering solutions that are accurate, timely, on budget, and minimize societal losses.

Dompot Dhuafa (DD) is a non-profit organization established on July 2, 1993, with the mission of elevating the social dignity of the poor by managing halal and legal zakat, infaq, charity, waqf, and other social funds. Initially founded by *Republika General Daily*, DD later became a community-owned organization in 1998. In accordance with Indonesian legal provisions, DD is registered as a Foundation under the Ministry of Social Affairs. Under Law Number 38 of 1999 on Zakat Management, DD is recognized as a community-based zakat management institution. On October 8, 2001, the Minister of Religious Affairs officially designated Dompot Dhuafa *Republika* as a National Amil Zakat Institution through Decree Number 439 of 2001 (Aflah, 2018; Hasbi, 2023; Icha & Muin, 2024).

By 2010, Dompot Dhuafa had developed into one of the largest social and zakat institutions in Indonesia, managing more than IDR 170 billion, with branches in 15 provinces and four international offices in Hong Kong, Japan, Korea, and Australia, supported by over 50,000 donors. DD's flagship programs include free Health Services (*Layanan Kesehatan Cuma-Cuma/LKC*) and Integrated Health Homes (*Rumah Sehat Terpadu/RST*), quality education through SMART Ekselensia, teacher training, scholarships, vocational and entrepreneurial training, MSME support, and empowerment programs for farmers and breeders. The institution also carries out area-based empowerment and advocacy to protect the rights of the poor (Suwito et al., 2025).

RESEARCH METHODS

This research uses an evaluative research method. According to Usman and Akbar (2009), evaluative research aims to determine the level of success and effectiveness of the implementation of a program and provide recommendations for improving the implementation of the next program. This evaluative research has the main characteristics: a program that has been or is being implemented and the availability of standards, benchmarks, or measurable performance indicators for each program activity. The results of this research are focused as feedback for the next program implementation.

The evaluation approach used is the "CIPP Evaluation Model" which thoroughly examines the aspects (foundation and considerations of program implementation), inputs (activity plans and resources), implementation process, and program products or outcomes. This evaluation follows the eight steps proposed by Gall et al. (2003), starting from explaining the rationale for the evaluation, selecting a model, identifying stakeholders, determining the focus of the evaluation, developing evaluation questions,

designing and scheduling the evaluation, collecting and analyzing data, and reporting evaluation results. In qualitative evaluation research, the variables are operationalized as the four CIPP components, each measured using thematic indicators such as program relevance (context), resource adequacy (input), implementation quality (process), and program benefits (product).

Data collection instruments consisted of interview guidelines (covering the background, objectives, processes, and results of the quality management program), questionnaires distributed to 30 employees, 100 donors, and 100 beneficiaries of Dompét Dhuafa, observation guidelines related to the readiness of program documents and resources, and Focus Group Discussion (FGD) guidelines to explore opinions and conclusions related to the program. The main data collection techniques included observation, interviews, questionnaires, documentation, and FGDs. Data analysis was conducted in combination using descriptive statistics to present data in tables or graphs, as well as qualitative analysis conducted during and after the data collection process.

RESULTS

Reasons and Objectives of Adopting Quality Management

The quality management program at Dompét Dhuafa is a comprehensive improvement program that focuses on organizational management, thereby impacting all aspects of the organization. The quality management program is seen as an instrument for improving processes and the results (products and services) displayed by Dompét Dhuafa. The quality management program at Dompét Dhuafa has objectives that are stated in the Dompét Dhuafa Strategic Plan document for 2009 – 2013.

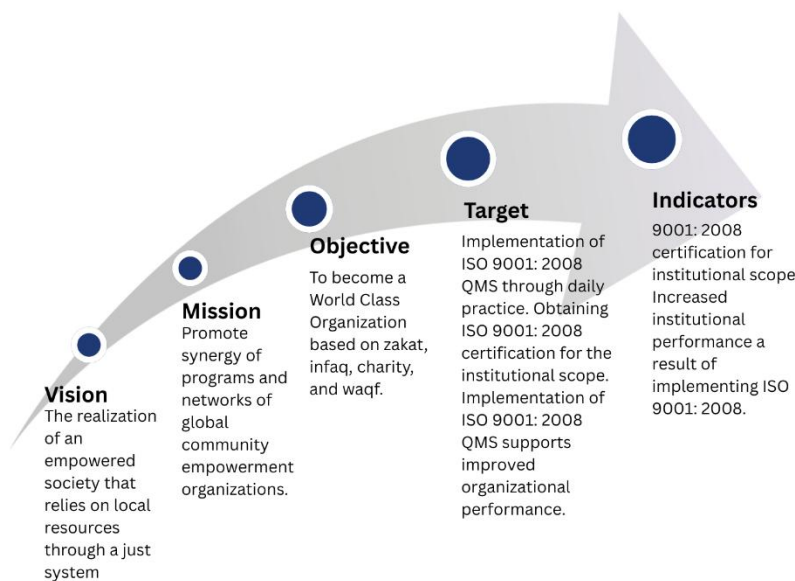


Figure 1. Objectives of the Quality Management Program

Based on Figure 1, the objectives of the quality management program, as expressed by the leaders and employees of Dompét Dhuafa, aim to support the organization in becoming a world-class institution by providing clear and easy-to-use working guidelines and establishing international management standards (Aflah, 2018; Majid, 2020). Research findings show that this goal is reflected in the development of a comprehensive quality manual containing policies, procedures, and work instructions. These documents serve as a clear reference for employees, ensuring that each individual understands how to perform their tasks consistently and in accordance with established standards (Goetsch & Davis, 2000; Murni et al., 2024).

This quality manual, which contains policies, procedures, and work instructions, has helped Dompot Dhuafa employees perform their work correctly and in the right way. With the quality manual (quality document), each employee will be guided in carrying out work processes and activities with the correct sequence of processes and actions, so that each employee will carry out their work and activities at the highest quality, while also avoiding any errors that could lead to a decrease in the quality of work or activities (Atmadi, 2011; Majid, 2020).

In relation to the implementation of the quality management program using the ISO 9001: 2008 quality management system at Dompot Dhuafa, where one of the objectives is to provide clear and easy work guidelines, in tiny numbers, there are still personnel who have not carried out work activities and processes in accordance with the established quality procedures (Hernawan et al., 2024). There are still personnel who have not carried out work or activities in accordance with the established quality procedures, the causal factors are: (1) Ignorance that there are quality procedures in accordance with the ISO 9001: 2008 quality management system, and (2) a lack of awareness to carry out quality procedures in accordance with the ISO 9001: 2008 quality management system.

Having international management standards means that Dompot Dhuafa's management has met the standards set by international management certification bodies, such as ISO. Fulfillment of these international management standards is marked by obtaining an ISO 9001:2008 quality management system certificate. Of course, the certificate is awarded after assessors have conducted a review, audit, and appropriate assessment (Hernawan et al., 2024). The ISO 9001:2008 quality management system certificate obtained by Dompot Dhuafa is valid for three years, after which it will be reviewed again to determine whether the system still meets the requirements or standards set.

Having obtained the ISO 9001:2008 quality management system certificate, Dompot Dhuafa's management system can be said to be of reliable quality. It has been tested and meets the management quality requirements required to achieve international management standards. It is no wonder that Dompot Dhuafa's management is considered a world-class organization. The needs and development of the Dompot Dhuafa organization require improvements in the quality of management. The need to have clear and easy work guidelines, as well as to have international management standards can be met by implementing the ISO 9001: 2008 quality management system (Gaspersz, 2011; Majid, 2020). The development of Dompot Dhuafa as an organization operating in various countries, and its evolution into an international organization, can also be achieved by implementing the ISO 9001:2008 quality management system. Overall, the quality management program at Dompot Dhuafa is still in accordance with the needs and development of the Dompot Dhuafa organization.

Activity Plan, Human Resources, Budget, and Quality Management System

The activity plan for implementing the quality management program at Dompot Dhuafa was included in the strategic plan from the outset, making its implementation deemed essential. The next step was to incorporate the quality management program plan into the annual activity and budget plan. The Human Resources (HR) directly implementing the quality management program at Dompot Dhuafa consists of two people. The first is the General Manager of the Quality Management System (GM QMS), who also handles other tasks in the areas of information technology systems and general affairs. A QMS staff member assists the GM QMS. Although the two people are competent (qualified), their numbers and focus on the quality management program are noticeably lacking (Murni et al., 2024).

The quality management system chosen to be implemented at Dompot Dhuafa is ISO 9001: 2008, because the ISO quality management system was first introduced to Dompot Dhuafa management in 2002 (Gaspers, 2012; Hernawan et al., 2024). Although at that time it was only for learning the system, without any goal of certification. Since its introduction at that time, Dompot Dhuafa has learned to implement it, although later it

felt like it disappeared because it was not a focus of Dompét Dhuafa management at that time. It wasn't until 2008 that the implementation of the ISO 9001:2008 quality management system was launched as a core program at Dompét Dhuafa, with certification as the primary goal. Although other quality management systems could have been explored at the time, the strength of the ISO 9001:2008 quality management system as a more familiar quality management system led to its continued development.

The results of the evaluation of the input of the quality management program at Dompét Dhuafa indicate that the Input aspect for the implementation of the quality management program is at a fairly adequate level, with the strongest support provided by the provision of funds and the accuracy of choosing the quality management system implemented. Although there are internal personnel of Dompét Dhuafa who consider the implementation of the ISO 9001: 2008 quality management system to be inflexible (rigid), these personnel do not reject the implementation of the ISO 9001: 2008 quality management system (Hernawan et al., 2024). Moreover, when compared, for example, with the Malcolm Baldrige quality management system, it is also the same, not simpler than the ISO 9001: 2008 quality management system. The human resources factor does have weaknesses because personnel assigned as management representatives also perform other tasks that are not part of the quality management system. This, of course, reduces the optimal results that can be achieved from implementing the quality management program.

Implementation with Planned Processes and Standards

Based on the research findings for the process aspect, we can see that the alignment between implementation and the plan is still at a good level. Some planned activities ultimately could not be implemented. The main factor behind the failure of some activities was the lack of human resources directly responsible for implementing the activities (Aditya, 2022; Obastika & Khalil, 2023). Due to this lack of human resources, some projects experienced delays, resulting in backlogs with other projects within the same time period. Ultimately, some activities were not implemented. Because some activities were not implemented, the resulting budget was ultimately unused. This resulted in budget realization remaining below the planned budget. In terms of activity realization, the number of successfully implemented activities has decreased year after year, even though actual activity costs have consistently increased. This decline in activity realization requires attention from Dompét Dhuafa management.

The average number of activities completed remains at a good level. The number of activities completed is still at a level that allows for the achievement of the overall program objectives. Regarding the implementation of the quality management program, it has become a daily activity for Dompét Dhuafa employees. Activities to implement quality management at Dompét Dhuafa have generally been carried out continuously. The implementation of the quality management program at Dompét Dhuafa is still quite well-executed. The perceived weakness lies in the lack of support and cooperation between all involved parties and program monitoring. The reason for this lack of cooperation is that some personnel at Dompét Dhuafa do not see the quality management program as directly related to their specific workload (Fatimah & Pancasasti, 2024). This results in the level of attention to the implementation of the quality management program tasks being secondary or supplementary, resulting in only as much attention as necessary. Regarding the weakness of the monitoring factor, this is due to the large amount of work required by the managerial levels (middle and top) who are tasked with monitoring the development and achievement of the quality management program. This large number of tasks means that the monitoring function cannot be carried out continuously.

Outcomes of the Quality Management Program

From a product evaluation perspective, the evaluation focused on effectiveness, efficiency, responsiveness, and sustainability (Azhari & Waluyowati, 2023). The findings suggest that effectiveness has demonstrated positive results. Several factors related to

effectiveness, including fundraising volume, disbursed aid funds, beneficiaries, the institution's benefits to the community, and ISO 9001:2008 quality management certification, all showed positive results (Obastika & Khalil, 2023). The amount of fundraising in the 2008-2012 period tended to experience a significant increase, with an average increase of 31.655 billion per year or an average increase of 43.24 per year. The amount of aid funds distributed experienced an average increase of 26.725 billion per year and the average amount of aid funds distributed was 82.34% of the receipts in the relevant year.

The number of Dompot Dhuafa beneficiaries continued to increase from 2010 to 2012, averaging 47.9% per year. Both donors and beneficiaries also assessed the institution's benefits to the community as improving, with Dompot Dhuafa's benefits consistently increasing over time (Azhari & Waluyowati, 2023). For quality management system certification, Dompot Dhuafa has received the ISO 9001:2008 quality management system certification for the institutional scope, demonstrating that Dompot Dhuafa's quality management system meets international standards. Overall, it can be said that the effectiveness of the quality management program has achieved excellent results. Regarding efficiency, the quality management program demonstrated excellent results. This efficiency aspect encompasses program costs, institutional operational costs, and financial reports. From 2010 to 2012, the quality management program's costs remained below the allocated budget. The percentage of actual costs relative to the budget continued to decline throughout the years. Furthermore, in 2012, the actual cost-to-budget ratio was only 12.19%, indicating that cost realization was still significantly under-performing.

The operational costs of the Dompot Dhuafa Institution in 2008 – 2012 fluctuated between 7.55% and 11.44%, with the average operational costs of the institution being 9.55% of the total funds collected in the year in question. Dompot Dhuafa's 2009-2011 financial statements have all been audited and all received an "Unqualified" opinion from the auditor, meaning that Dompot Dhuafa's financial statements have been presented in accordance with generally accepted accounting standards in Indonesia (Majid, 2020). As for Dompot Dhuafa's 2012 financial statements, at the time of this research, they were still being audited by an independent auditor, so no opinion has been issued regarding Dompot Dhuafa's 2012 financial statements.

Responsiveness encompasses service quality and trust levels. Dompot Dhuafa's service quality, as perceived by donors and beneficiaries, has been improving. The quality of Dompot Dhuafa's service, as perceived by donors and beneficiaries, has been improving over time. Donors' trust in Dompot Dhuafa continues to increase. Donors' trust in Dompot Dhuafa remains strong. Donors also believe that Dompot Dhuafa's receipt of the ISO 9001:2008 quality management system certificate further enhances trust in Dompot Dhuafa (Obastika & Khalil, 2023). Because the quality of service to both donors and beneficiaries remains quite good, and trust in the institution is considered very good, this indicates that the overall responsiveness of the quality management program remains at a very good level.

Continuation, Improvement, or Discontinuation of the Program

Sustainability aspects include program continuity and the availability of prerequisites for program sustainability. Regarding program continuation, all Dompot Dhuafa employees stated that despite its weaknesses, the quality management program at Dompot Dhuafa needs to be continued because it has benefits. The quality management program needs to be improved to address existing deficiencies (Suwito et al., 2025). Regarding the availability of prerequisites for program sustainability, Dompot Dhuafa employees assess that some prerequisites for the sustainability of the quality management program are already available, while others are not yet available. The prerequisites that must be available for the sustainability of the quality management program according to Dompot Dhuafa employees are: (a) Commitment and support from the leadership (b) Quality human resources specifically dedicated to handling the program (c) Sufficient budget (d)

Information technology (IT) system support (e) Program monitoring ((Wibowo & Fauzi, 2023). Overall, the sustainability aspect also shows perfect conditions.

The factors that are prerequisites for the sustainability of the quality management program at Dompot Dhuafa include the commitment and support of leadership, qualified human resources specifically assigned to handle programs, sufficient budget funds, information technology (IT) system support, and effective program monitoring. To enhance input quality, process quality, and product quality, several improvements to the quality management program are recommended. These steps include conducting re-awareness and reviewing the ISO 9001:2008 quality management system for all employees, reorganizing activity plans to align with the current stage of program development, providing sufficient and competent human resources dedicated to the program, and ensuring an adequate budget for its implementation (Munawar & Qomaruddin, 2016). Additionally, fostering stronger cooperation among all parties within Dompot Dhuafa, improving monitoring mechanisms to address discrepancies or deviations in activities promptly, and expanding the implementation of the quality management program to all branches, including overseas locations, are crucial measures to strengthen and sustain the program (Suhartati, 2022). The quality management program at Dompot Dhuafa has been implemented and has led to changes within the organization. The changes resulting from the implementation of ISO 9001:2008 have resulted in improvements in Dompot Dhuafa's overall organizational performance, which have been felt by both internal parties (employees) and external parties (donors and beneficiaries).

DISCUSSION

The implementation of the ISO 9001:2008 quality management system at Dompot Dhuafa demonstrates substantial improvements in organizational performance, aligning with findings from previous studies on quality management in non-profit and zakat institutions. The program has effectively enhanced effectiveness, efficiency, responsiveness, and sustainability, which mirrors the results reported by Majid (2020) and Rozikin and Rosyidah (2024) regarding the positive impact of ISO 9001 on zakat institution operations. The documented increases in fundraising volumes, aid distribution, and the number of beneficiaries indicate that a structured quality management approach directly contributes to organizational outcomes, supporting prior evidence that ISO certification improves operational reliability and stakeholder satisfaction (Fatimah & Pancasasti, 2024; Murni et al., 2024). Structured quality management can be applied as a strategic approach to improve performance and stakeholder satisfaction in other zakat and non-profit institutions.

The development of a comprehensive quality manual, including policies, procedures, and work instructions, has facilitated consistency and process standardization. This aligns with Goetsch and Davis (2000) and Gaspersz (2011), who emphasized that documented procedures reduce errors, ensure compliance, and enhance employees' clarity in performing tasks. Nonetheless, a minority of personnel were found to be unaware of or non-compliant with established procedures, reflecting the ongoing need for employee engagement and training (Suhartati, 2022; Fatimah & Pancasasti, 2024). Continuous employee training and engagement programs are essential to ensure adherence to quality procedures and maximize QMS effectiveness.

Human resource constraints, particularly the limited number of personnel fully dedicated to quality management, have affected program implementation and monitoring. This finding resonates with observations by Rozikin and Rosyidah (2024), who reported that insufficient dedicated staff in non-profit organizations can hinder the effective execution of quality management. Addressing this requires both adequate staffing and clear delineation of responsibilities to optimize program outcomes and maintain compliance with ISO standards.

Financial and operational efficiency improvements observed in Dompot Dhuafa, such as cost realization below the budget and audited financial statements receiving

unqualified opinions, reinforce prior studies suggesting that ISO-based quality systems enhance resource management, transparency, and donor trust (Majid, 2020; Fatimah & Pancasasti, 2024). Similarly, responsiveness to donors and beneficiaries has increased, indicating that quality management systems contribute to higher service reliability and external credibility, which are critical for sustaining trust and institutional legitimacy.

Sustainability factors, including leadership commitment, sufficient budgets, IT support, and effective monitoring, were identified as crucial prerequisites for the long-term success of the quality management program. This supports Suwito et al. (2025) and Wibowo and Fauzi (2023), who emphasize that sustaining quality management initiatives in zakat institutions requires structural and cultural support. Recommendations from the study, such as re-awareness training, reorganization of activity plans, provision of qualified human resources, and expansion to overseas branches, are in line with global best practices advocating continuous improvement and organizational adaptation (Suhartati, 2022). Leadership support, resource allocation, and IT infrastructure are critical to sustain and scale quality management initiatives.

The implementation of the ISO 9001:2008 quality management system at Dompot Dhuafa has effectively contributed to transforming the institution into a more reliable, transparent, and internationally recognized organization. The study confirms prior literature indicating that ISO certification in non-profit organizations is not merely a compliance measure but a strategic tool for enhancing overall performance, stakeholder confidence, and organizational sustainability. Continuous improvement, employee engagement, and leadership commitment are essential to maximize the benefits of QMS in zakat and non-profit organizations. These findings underscore the importance of continuous improvement, employee engagement, and leadership commitment in maximizing the benefits of quality management systems within zakat and non-profit organizations.

CONCLUSION

The quality management program at Dompot Dhuafa represents a strategic initiative to enhance organizational management, ensuring trustworthiness, transparency, and accountability. By establishing clear work guidelines and adhering to international management standards (ISO 9001:2008), the program supports the institution's growth and branch expansion. While implementation is generally effective and sustainable, it is constrained by limited dedicated human resources, moderate conformity to planned activities, and gaps in cooperation and monitoring. The program has strengthened organizational performance, improved operational efficiency, and fostered positive stakeholder perceptions, demonstrating that structured quality management systems can serve as strategic tools for non-profit institutions.

Implications include the need for continuous employee training, stronger interdepartmental collaboration, and dedicated staffing to optimize program outcomes. Leadership commitment, adequate budgeting, IT support, and systematic monitoring remain critical for sustaining and scaling quality initiatives. Limitations of the current program include the small number of personnel directly responsible for quality management and incomplete adherence to established procedures, which may affect the consistency of outcomes across branches. Future research could explore the long-term impact of quality management programs on institutional growth, donor engagement, and community outcomes, including comparative studies between ISO-certified and non-certified zakat institutions. Additionally, investigating strategies to enhance employee engagement, developing monitoring mechanisms, and allocating resources could provide further insights into optimizing quality management in non-profit organizations.

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