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Total Quality Management in Da'wah Work Institutions
-The Standards of Quality for Preacher as a Model-
إدارة الجودة الشاملة في مؤسسات العمل الدعوي
ـ معايير جودة الداعية أنموذجاً ـ

Doctaurant Moustafa CHEBBAH[1] **Dr/ Fahima BENATMANE**

مصطفى شباح **فهيمة بن عثمان**

Faculty of Islamic Sciences - University of El Oued
Laboratory of Contributions of Algerian scholars to enriching Islamic sciences
chebbah-moustafa@univ-eloued.dz benatmane-fahima@univ-eloued.dz

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Abstract:

This research paper aims to study the importance of applying Total Quality Management (TQM) in Da'wah Work institutions, with a focus on the standards of quality for preachers as a model. The research addresses the concept of TQM, its importance, and its pillars in enhancing the efficiency and effectiveness of Da'wah Work by adopting principles that ensure the achievement of Da'wah goals at the highest levels of quality. The study also emphasizes the TQM standards for preachers and their role in performing Da'wah Work.

The research concludes that the quality standards in the performance of preachers play a vital role in improving the effectiveness and impact of institutional Da'wah work. These standards aim to achieve the highest levels of efficiency and credibility in conveying the mission of the Islamic institutions, thereby contributing to the efficient and sustainable achievement of their goals. The recommendations highlight the necessity for dawah institutions to adopt TQM methodologies in all their activities to ensure the highest levels of efficiency and effectiveness in their work.

Key words: Quality; Total Quality Management (TQM); Da'wah Work; Preacher.

الملخص:

تهدف هذه الورقة البحثية إلى دراسة أهمية تطبيق إدارة الجودة الشاملة في مؤسّسات العمل الدّعوي، مع التركيز على معايير جودة الدّاعية كأنموذج. يتناول البحث مفهوم إدارة الجودة الشّاملة وأهميتها وأركانها في تحسين كفاءة وفعالية العمل الدّعوي، من خلال تبني مبادئ تضمن تحقيق الأهداف الدّعوية بأعلى مستويات الجودة. كما ركز البحث على معايير الجودة الشّاملة في الدّاعية ودورها في أداء العمل الدّعوي.

[1] - Correspondent author.

وخلص البحث إلى معايير الجودة في أداء الدّاعية تلعب دورًا حيويًا في تحسين فعالية وتأثير العمل الدّعوي المؤسّسي، هذه المعايير تهدف إلى تحقيق أعلى مستويات الكفاءة والمصداقية في تبليغ رسالة المؤسّسة الدّعوية، ممّا يسهم في تحقيق أهداف الدعوة بكفاءة واستدامة، وجاءت التوصيات بضرورة تبني المؤسسات الدعوية منهجيات إدارة الجودة الشاملة في جميع أنشطتها، لضمان تحقيق أعلى مستويات الكفاءة والفعّالية في العمل الدّعوي.

الكلمات المفتاحية: الجودة؛ إدارة الجودة الشاملة؛ العمل الدّعوي؛ الدّاعية.

1. Introduction

The quality of work and its excellence reflect the completeness and perfection of performance. Islamic legislation, in terms of creed, law, and ethics, embodies these qualities. Islam advocates for quality; it is a religion of excellence and perfection.

Islamic da'wah work is a true field for the application of quality systems in its methods, subjects, and institutions. Total Quality Management (TQM) in da'wah institutions is a vital topic that contributes to enhancing the effectiveness and efficiency of da'wah work while meeting societal needs according to high-quality standards. The TQM system aims to apply integrated methods and strategies to ensure the achievement of dawah goals in the best possible manner by improving performance, fostering innovation, and ensuring continuous improvement.

The preacher is one of the fundamental pillars of the da'wah process, and their quality reflects the extent of their impact and effectiveness in conveying the dawah message. Therefore, the standards of preacher quality play a crucial role in the success of da'wah work. These standards encompass multiple aspects. Focusing on TQM in institutional da'wah work and systematically applying preacher quality standards contribute to raising the level of dawah performance and enhancing the positive and sustainable impact of Islamic preaching on society.

1.1. Problematic

In the institutional framework, the quality of the Preacher is a fundamental element that aligns with the efforts of the dawah institution to achieve its strategic goals and convey the dawah message effectively and professionally. As an organized system focused on planning, coordination, and monitoring, the dawah institution requires preacher who possess high standards of quality. Accordingly, this study is based on the main question: Do the standards of preacher quality affect institutional da'wah work?

It has three sub-questions:

- What do we mean by Total Quality Management (TQM)?
- What are the principles on which the Total Quality Management (TQM) system is based?
- What are the comprehensive quality standards that a preacher must have?

1.2. Importance of the Study

The importance of this study lies in several aspects as follows:

A. This study contributes to improving the efficiency and effectiveness of da'wah (Islamic da'wah work) by applying Total Quality Management (TQM) principles, which helps achieve the goals of da'wah at the highest levels of quality.

B. The study sheds light on the importance of establishing precise standards for the quality of the preacher, as they are the primary element in effectively delivering and conveying the message of da'wah.

C. This study assists da'wah institutions in adopting integrated methodologies that ensure continuous improvement and meet the needs of contemporary society, thereby enhancing the role of Islamic da'wah in building cohesive and strong Islamic communities.

1.3. Previous Studies:

The topic of Total Quality Management (TQM) in da'wah institutions, particularly regarding the standards of preacher quality, continues to attract the attention of researchers. In this field, numerous studies have been conducted. However, based on my review, I have not found any study that directly addresses the subject with the same title, except for certain aspects covered in some works. Some of the studies can be summarized as follows:

A. First Study: Ismail Shahin, Abdul Rahman Hamdi, Total Quality Management from an Islamic Perspective, Journal of Daraya, Egypt, Volume 15, Issue 15, Part 6, 2015.

The aim of this study was to explore the existence of contemporary Total Quality Management philosophies, concepts, and principles in Islamic thought, by exploring the following research question: To what extent are the concepts and principles of Total Quality Management (TQM) rooted in an Islamic perspective?

The study concluded with several key findings, the most significant of which was that contemporary TQM concepts and principles are deeply rooted in Islamic thought. Additionally, the meanings and implications of these concepts and principles are broader in Islamic thought than in contemporary thought.

B. Second Study: Ali Issa Mohammed, Total Quality Management in Islamic Da'wah and its Impact on the Development of Da'wah Work, Journal of Islamic Da'wah Landmarks, Omdurman Islamic University, Sudan, Issue 11, November 2019.

This research addressed issues of total quality and the necessity of linking it to da'wah work, which helps in developing da'wah activities. The study aimed to establish a realistic and accredited quality standards system for the different aspects

and elements of the da'wah process, by employing both the analytical and descriptive methodologies.

The researcher concluded that applying quality management can elevate the nation, strengthen its status among other nations, encourage positive values, expose negative values and attitudes, and boost the individual's confidence in themselves, their people, and their nation. Furthermore, it strengthens the nation's confidence in its citizens.

1.4. Research Methodology:

The study adopted the descriptive method, which is based on observing and tracking the phenomenon, leading to results and generalizations that help in understanding and improving the reality.

2. Explanation of Key Research Terms (Quality; Total Quality Management; Da'wah Work; Preacher)

2.1. Definition of Quality

Quality has many aspects that are difficult to confine within a narrow scope, as it encompasses various dimensions. It includes legal, administrative, economic, and social concepts, which has led researchers and thinkers to differ in defining its concept. According to Al-Azzawi, the International Organization for Standardization (ISO) defines quality as: "The degree to which explicit and implicit needs and expectations are satisfied through a set of predetermined key characteristics"[1]

The Federal Quality Institute defined it as: "A comprehensive applied approach aimed at meeting the needs and expectations of the customer, where quantitative methods are used to ensure continuous improvement in the organization's processes and services"[2].

2.2. Definition of Total Quality Management (TQM):

The concept of Total Quality Management is one of the modern administrative concepts aimed at continuously improving and developing performance by responding to customer requirements. TQM can be defined based on the individual words that make up the term as follows[3]:

A. Management: Refers to the planning, organizing, directing, and monitoring of all activities related to the application of quality. This also includes supporting quality activities and providing the necessary resources.

B. Quality: Refers to meeting the customer's requirements and expectations.

C. Total: Involves the participation and integration of all employees within the organization. Thus, effective coordination between employees is essential to solve quality issues and implement continuous improvements.

Therefore, it can be said that Total Quality Management is "A system that encompasses a set of integrated philosophical concepts, statistical tools, and administrative processes used to achieve goals and enhance the satisfaction of both the customer and the employee"[4].

2.3. Definition of Da'wah Work:

The term Da'wah work is a compound phrase. To define it, we must first clarify the meaning of each word separately, and then provide an overall understanding.

A. Definition of Work : Researchers have provided various definitions of work, influenced by their intellectual backgrounds, fields of specialization, interests, and perspectives. One such definition is: "Any legitimate effort exerted by a person that brings benefit and goodness to themself or others, whether this effort is physical, such as manual labor, or intellectual, such as teaching or the judiciary"[5].

B. Definition of Da'wah: The word Da'wah has multiple meanings. It can refer to Islam itself, or it can mean conveying or a method. The context in which it is used determines its specific meaning.

In the sense of Islam, Da'wah has many definitions, including one by Abdul Karim Zaidan, who defines it as: "All that God revealed to His Prophet Muhammad ﷺ, including doctrines of belief, ethics, acts of worship, transactions, and the information found in the Qur'an and the purified Sunnah, which God commanded him to convey to the people"[6].

In the sense of conveying and method, there are several definitions. We can refer to Al-Bayanouni's definition: "Conveying Islam to people, teaching them, and applying it in real life"[7].

C. Da'wah Work as a Compound Phrase: It refers to "The complete exertion of all physical and mental effort by the preacher in conveying the Islamic message"[8].

Thus, Da'wah work involves the full application of effort -whether physical or intellectual, by word or action- to spread the teachings of the Islamic message.

2.4. Definition of the Preacher

The preacher is considered the most important element of the Da'wah process, being its first and central pillar. There are many definitions of the preacher. Al-Bayanouni defines the preacher as: "The one who conveys Islam, teaches it, and strives to apply it"[9]. This term encompasses anyone engaged in Da'wah work, whether performing all or part of it. However, the one who performs all aspects of Da'wah work is the complete preacher.

It goes without saying that Islamic Da'wah cannot thrive without a preacher who believes in it, carries its heavy responsibility, and is committed to delivering its message.

3. Total Quality Management in Da'wah Institutions

The pursuit of work quality is not the result of a specific time period, but rather a continuous and essential process in the behaviors and performance of individuals, groups, and institutions. The quest for quality has rapidly evolved in response to emerging changes and renewed needs. Today, total quality in Islamic Da'wah has become a critical competitive tool that no Da'wah institution can afford to overlook in order to develop and address the challenges it faces.

3.1. The Total Quality Management System in Islamic Da'wah

The Total Quality Management (TQM) system in Islamic Da'wah is a comprehensive framework aimed at improving and developing performance in the field of Da'wah through the application of TQM principles, while considering the unique aspects of Da'wah. This ensures that the Da'wah process is effective, sustainable, and achieves its goals in the best possible manner.

Quality in the Da'wah system can be defined as: "Building an integrated system of quality and excellence concepts according to established evaluation and measurement standards to ensure a valid and well-executed Da'wah process in light of the constants of Da'wah and the specifics of national identity"[10].

Islam has emphasized the concept of quality in its highest meanings in numerous Quranic verses and Hadiths. The concept of quality appears in various forms and meanings, and many practical examples from Islamic civilization demonstrate the application of fundamental principles related to TQM. Islam's focus on quality is evident through the establishment of many principles and meanings that indicate quality or are closely related to it[11].

Islam was pioneering in laying the correct and solid foundations for building a strong community by presenting the concepts and culture of TQM in daily life, emphasizing responsibility, accountability, and excellence in work. This was achieved before contemporary concepts of quality emerged.

This demonstrates that the Islamic Da'wah methodology is comprehensive and integrated, covering all areas of work without exception. However, Islamic scholars have not yet formulated a complete concept of quality in Islam as later done by the West.

The manifestations of quality are evident in all aspects of Islam, whether related to beliefs, Sharia, ethics, or transactions. Islam represents the ultimate quality and excellence as it is the complete and final religion of God, as stated in the verse: "**This day I have perfected for you your religion and completed My favor upon you and have approved for you Islam as religion**" (Surah Al-Mā'idah: 3). The concept of

quality is present in the Book of God and the Sunnah of His Prophet ﷺ in all its dimensions, representing an Islamic value.

In Islam, the term quality is associated with other related concepts, which researchers explore for clarification and comparison. Among these terms are Ihsan (benevolence) and Itqan (perfection)[12].

Islamic Da'wah represents the true embodiment of Islam and its requirements. Therefore, it is essential to conduct serious research into improving the performance of Da'wah, its methods, topics, and institutions, considering that wisdom is the lost property of the believer. Thus, adopting TQM in Da'wah institutions is a wise choice[13].

3.2. Importance and Pillars of Quality in Islamic Da'wah

Quality management plays a crucial role in the success of Islamic Da'wah, transcending mere standards and procedures to become a comprehensive framework that enhances the effectiveness and efficiency of da'wah efforts and ensures the achievement of its objectives. The quality of da'wah is based on fundamental pillars that serve as the foundation for achieving da'wah goals with high efficiency, thereby contributing to the optimal dissemination of the Islamic message.

3.2.1. Importance of Quality Management in Islamic Da'wah

The importance of Total Quality Management (TQM) for Islamic Da'wah lies in its crucial role in achieving the goals of da'wah effectively and systematically. It represents a transformative point in its trajectory as follows:

A. Achieving Da'wah Objectives: This requires precise planning and meticulous execution, which is facilitated by total quality management through various steps and practices that ensure clear objectives and ease of attainment.

B. Linking Da'wah Objectives with Shari'ah Goals: Through total quality management, it is ensured that the set objectives align with the shari'ah goals of Islamic da'wah. This integration enhances the commitment of those involved in da'wah to stay on the right path and directs efforts toward achieving da'wah goals.

C. Global Quality Systems as a Modern Trait: With the global recognition of quality systems like ISO, da'wah fields and institutions are encouraged to adopt these systems, tailored to their specifics. This aligns with the evolving and flexible nature of da'wah, which needs to keep pace with modern scientific, media, administrative, and civilizational developments[14].

D. Transforming the Perspective of Da'wah Institutions: When a da'wah institution commits fully to quality management programs, it leads to significant improvements in the institution's effectiveness and efficiency, enhances its credibility, and increases its impact on the community.

E. Enhancing Team Spirit and Group Unity: Quality management plays a significant role in fostering team spirit and group unity within the da'wah institution, through effective coordination among individuals, a sense of belonging to the institution, and the development of collective work to achieve common goals.

F. Increasing Coordination Among Departments: It improves coordination between departments and sections of the institution, contributing to quicker and easier decision-making and problem-solving[15].

G. Developing Leadership and Managerial Skills: Quality management provides ample opportunities for leadership and managerial development among staff, as adherence to international standards for evaluation helps leaders or those qualified for leadership and supervision to enhance self-development and control over "**human development skills**" such as meeting management, conflict management, communication skills, and influence techniques[16].

H. The International Commission for Ensuring the Quality of Da'wah and Performance Evaluation has outlined the following points[17]:

- Establishing a set of accurate, realistic, and approved quality standards for da'wah processes and elements, including: (the institution, the preacher, the content, the means, the staff, the procedures, the recipients, measurement, and evaluation).
- Adhering to international standards while aligning with Islamic constants and community identities.
- Reinforcing trust and appreciation in the da'wah message through coordination with global da'wah institutions, sharing experiences, and consulting.

The importance of total quality management in Islamic da'wah is not just about following predetermined procedures or written decisions but is a comprehensive approach based on continuous change and ongoing development. This comprehensive approach aims to improve all aspects of da'wah institutions by focusing on quality at every stage of da'wah work and enhancing performance effectively and sustainably.

3.2.2. Pillars of Total Quality Management in Islamic Da'wah

Total quality management in Islamic da'wah relies on several fundamental pillars that ensure the effective and efficient achievement of da'wah goals. These pillars form the foundation of total quality management and contribute to the sustainable improvement and development of institutional da'wah work:

A. The necessity for senior management to adopt quality concepts and prioritize them appropriately: this involves developing suitable plans and decisions to endorse this concept and integrate it with administrative oversight[18].

B. Leadership commitment and institutional support: The implementation of Total Quality Management (TQM) requires strong commitment from leaders and

officials within the da'wah organization. Effective leadership provides the necessary guidance and support to achieve quality in all aspects of da'wah work. Additionally, institutional support is a crucial foundation that ensures the full implementation of quality programs by providing necessary resources, training for preacher and staff, and facilitating continuous improvement processes.

C. Ensuring Quality: Achieving and ensuring comprehensive quality in the organization involves adopting a follow-up and control approach throughout all stages of work execution, along with using monitoring and evaluation after completing each stage, and final evaluation upon project completion[19].

D. Strategic Planning: This is the cornerstone of total quality management, involving the clear and specific definition of da'wah objectives, which must align with shari'ah goals and be measurable and achievable. Strategic planning includes setting clear execution plans to achieve these objectives, identifying necessary resources, setting timelines, and assigning tasks to preacher and staff. Total quality management is a long journey requiring comprehensive and precise strategic planning.

E. Integrated Open System: Total Quality Management (TQM) views the da'wah institution as a single integrated system comprising subsystems that work collaboratively and coordinately to achieve the institution's overall goal. The general interest prevails over any other consideration, and partial perspectives and interests have no place in total quality management[20].

F. Controlling and Improving Processes: Applying total quality management requires setting clear standards and controls for da'wah work to guide institutional activities and ensure their high efficiency and continuous improvement. This includes performance review, result analysis, identifying areas for improvement, and implementing necessary changes, allowing the da'wah institution to adapt to changes and challenges.

G. Applying Scientific Methods in Problem Analysis and Decision-Making: Employing scientific methods such as content analysis, statistics, and surveys to solve problems and make decisions is a key component of total quality management[21].

H. Quality Management and Management by Objectives Philosophy: Close supervision and hierarchical command chains are incompatible with total quality management as they stifle initiative, freedom, and flexibility. The traditional military model (Theory X) is no longer effective; instead, (Theory Y), which emphasizes goal-setting and planning participation, providing sufficient information for execution, and delegating authority, is required. This approach encourages self-regulation among staff[22].

I. Commitment to Islamic Values: Total quality management in Islamic da'wah is linked to adhering to Islamic values, such as excellence and perfection in work. These values enhance the quality and impact of da'wah work. Additionally, adherence to ethical values like honesty and transparency ensures that all processes are fair and just, increasing public trust in the da'wah institution.

Thus, the total quality management system in Islamic da'wah is based on a set of pillars that ensure the effective and efficient achievement of da'wah goals. Adhering to these pillars allows da'wah institutions to improve their performance, increase their impact, and ensure that their message is conveyed in accordance with Islamic values and principles.

3.3. Principles of Total Quality Management in Da'wah Institutions

Total Quality Management (TQM) is based on a set of principles aimed at improving quality and establishing a comprehensive approach to applying TQM in da'wah institutions. When da'wah institutions effectively implement these principles, they can achieve a high level of quality. The principles, as outlined by Akram Mohamed Al-Adwani, can be summarized as follows[23]:

Table 1: Principles of Total Quality Management Theory

Number	Principles and Foundations	General Description
1	Clarity of the Organization's Philosophy	This principle emphasizes the necessity of clarity regarding the organization's philosophy by addressing fundamental questions: Who are we? (Identity), What do we want? (Mission), and how do we achieve what we want? (Method).
2	Clarity of Future Vision	This theory emphasizes the necessity of a clear future vision for the organization, including the dream it strives to achieve and the ultimate image it wishes to embody in the future.
3	Clarity of Strategic Objectives	This principle emphasizes the importance of having clear strategic objectives for the organization and the results it aims to achieve in the long term, through well-planned, gradual, and comprehensive steps.
4	People Come First (Internal and External Customers)	This principle emphasizes the importance of people both inside and outside the organization. It underscores the need to uphold their rights and responsibilities, and to prioritize the value and dignity of individuals at all times.

5	Principle of Excellence and Perfection	This principle emphasizes the importance of excellence and perfection in performing the required work to the highest standard, correctly, and on time, from the first attempt.
6	Team Spirit	This principle emphasizes the importance of unity and teamwork across all areas of work by fostering participation, consultation, and ensuring collective success.
7	High Standards of Performance	This principle adopts high standards for measuring and evaluating performance comprehensively, making necessary adjustments and corrections in a timely manner.
8	Encouraging initiative and creativity	This principle encourages initiative, diligence, and creativity, and discourages hesitation or fear in presenting ideas and suggestions. It emphasizes the importance of calculated risk-taking and acknowledges the principle that "failure is a learning opportunity".
9	The principle of preventive management	This theory relies on the principle of "preventive management," which means preventing errors and defects before they occur and proactively addressing them through careful attention and collective efforts by all members of the organization.
10	The principle of simplification	This principle is based on simplification in everything—whether in structure, procedures, communications, systems, or models used.
11	The value of information	This principle emphasizes the value of information, advocating for a precise database on all aspects related to the institution's operations. It should be easily accessible and shareable among relevant stakeholders and staff.
12	Effective leadership	This theory emphasizes the necessity of "effective leadership," which can provide vision, guide individuals toward goals, boost their morale, and integrate with them in all areas of work, leaving a tangible impact on the organization.
13	Continuous training	This theory is based on the necessity of continuous training for all employees during their service, equipping them with the skills, knowledge, and values that align with their responsibilities and specialties.
14	Comprehensive and continuous improvement	This theory emphasizes the comprehensive and continuous improvement of all components of the work system, including inputs, outputs, and processes, aiming for development, advancement, and adaptation to internal and external changes.

4. The quality of the preacher

The preacher is the central figure in implementing the Total Quality Management system in Islamic outreach (Da'wah). The quality of the preacher is one of the essential pillars for the success of institutional Da'wah work, as the preacher plays a crucial role in conveying the message of Islam and its impact on society.

4.1. Total Quality Management Criteria for the Preacher

The standards of comprehensive quality for the preacher require a commitment to a set of components and skills that enable him to convey the message of Islam effectively and influentially. They also demand an integration of various aspects of his personality and performance. These standards aim to ensure that the preacher carries out his mission with the highest levels of excellence, achieving a positive and lasting impact on the community being addressed. Below are the key comprehensive quality standards for the preacher:

A. Faith-Based Components: The faith-based components in a preacher are foundational to ensuring the quality and effectiveness of the da'wah work. These components represent the core religious values and principles that a preacher must embody to successfully convey the message of Islam in a persuasive and impactful manner. Key among these are sincerity, piety, and certainty.

B. Ethical Components: Ethics are the practical representation of Islam. By nature, people are drawn to individuals with sound moral character. The preacher is required to embody a set of essential virtues and morals to serve as a good role model, thereby achieving the desired goals of their preaching. These ethical components reflect the Islamic values the preacher advocates and help enhance their credibility and positive influence. Key virtues include honesty, patience, humility, trustworthiness, courage, compassion, generosity, and optimism.

C. Cultural and Intellectual Components: These components are essential for a preacher to respond effectively to the questions and concerns of their audience. They serve as the intellectual foundation that enables the preacher to educate people on Islamic rulings and raise awareness of contemporary realities. Additionally, they empower the preacher with the ability to present convincing arguments. Key components include knowledge and the power of reason and articulation.

D. Skill-Based Components: The importance of skill-based components lies in the practical aspect of the preacher's work. Strength in da'wah efforts emerges from the strength of its advocates. These skills enhance the preacher's effectiveness and positive influence on society. Essential skills include leadership, linguistic abilities, technical proficiency, social skills, communication, public speaking, and skills in planning and task management.

Quality Standards for Preachers Require Several Key Considerations[24]:

A. Precisely defining who the preacher is and what his qualifications and skill sets are. It is essential to clearly identify the qualifications, both academic and practical, that a preacher must possess in order to meet the standards of excellence in delivering the message of Islam.

B. The necessity of establishing a professional hierarchy for the preacher's role. In the contemporary context, the role of a preacher is highly specialized, as it involves reviving the Islamic message within the hearts of the community. It is one of the most crucial functions within the Islamic framework. Therefore, it is imperative to propose a professional career ladder for this specialized role, with defined qualifications and requirements for each level. For example: expert preacher, consultant preacher, preacher, assistant preacher, and junior preacher.

C. Dividing preachers into specialized fields. In modern times, sciences, knowledge fields, and even professions are increasingly subdivided into precise and specialized areas to enhance expertise and quality. Within the context of da'wah reform and through the approach of total quality management, preachers can be categorized into specialized fields such as: a preacher introducing Islam, a preacher in interfaith dialogue and religious comparison, a da'wah program specialist, and a preacher focused on training and development.

With the evolving context surrounding the preacher's role, new requirements have emerged to adapt to these changes, which are as follows[25]:

A. Addressing extremism, radicalism, and narrow affiliations.

B. Promoting peaceful coexistence and shared human values.

C. Engaging in electronic dialogue and information-based communication.

D. Emphasizing the moderation of religion and developing reform programs accordingly.

E. Fostering critical thinking skills among the audience.

F. Embracing the role of the dynamic, adaptable preacher.

G. Strengthening the connection between the mosque and the community.

H. Facilitating civilizational dialogue with non-Muslims.

Accordingly, total quality standards for preachers require a commitment to deep Islamic knowledge, effective communication skills, Islamic ethics, sincerity, flexibility, patience, humility, and continuous self-improvement. These standards ensure that the preacher fulfills his role with the highest level of competence and impact, thereby enhancing the effectiveness and positive, sustainable growth of da'wah.

4.2. The role of quality standards in the performance of the preacher in Da'wah work

Quality standards in the performance of a preacher play a crucial role in enhancing the effectiveness and impact of da'wah work. These standards aim to achieve the highest levels of efficiency and credibility in delivering the message of the Islamic institution, contributing to the effective and sustainable achievement of the outreach goals. Performance is considered the practical skill of an individual to succeed in a task and the capability to accomplish a specific objective[26].

Therefore, the process of defining standards is critically important to ensure quality in the preacher's performance and its impact on the da'wah work, as follows[27]:

A. Quality Standards for the preacher Knowledge Development in Response to Current Realities: These standards include the preacher familiarity with various knowledge sources available through the internet, positive engagement with global changes and updates, and the proactive development of the preacher knowledge and self-improvement skills. Additionally, it involves ensuring the integration of elements within dawah and educational content.

B. Quality Standards for the preacher Role in Enhancing Critical Thinking Skills Among the Audience: These standards encompass the preacher respect for their audience and the efforts they make in thinking. They also include providing successful thinking experiences that increase the audience's confidence in their own intellectual capabilities, presenting numerous issues that stimulate thought, and reducing reliance on memory.

3. Quality Standards for the preacher Role in Utilizing Information Technology in da'wah:

This involves using new and diverse programs to present da'wah and educational content within the da'wah institution. It also includes the diverse use of da'wah media to achieve the desired dawah goals and planning for the preacher use of modern technologies to model the ideal preacher for the people.

4. Quality Standards for the preacher Role as a Researcher:

These standards include consideration of diverse sources of knowledge, including both Arabic and foreign books and references according to the preacher specialization. It also involves participation in training courses, seminars, and discussions on scientific issues.

5. Quality Standards for the preacher Role in Connecting the Mosque and Dawah Institution with the Community:

This involves educating the audience about major social issues, their true dimensions, causes, and the negative impacts of unresolved problems on society and

individuals. It also includes raising awareness among the audience on how to apply their knowledge and experiences in real-life situations.

6. Quality Standards for the preacher Role in Preserving Islamic Culture While Benefiting from Global Knowledge:

This encompasses adherence to the principles of Islamic civilization and its culture, represented in both material and intangible heritage. It also includes maintaining the Islamic values system and authentic Arab cultural identity, extensive awareness of different global cultures, understanding their philosophical backgrounds, and the ability to critique and judge them.

7. Quality Standards for the preacher Role in Activities Outside the Da'wah Institution:

This involves guiding the mosque community towards social activities they are inclined towards, providing opportunities for the congregation to plan, execute, and evaluate activities in a supportive and encouraging environment, and using the activities to identify and address issues faced by some members of the audience in collaboration with the dawah administration.

8. Quality Standards for the preacher Role in Promoting Tolerance and Peace:

This includes understanding human diversity and its positive values, recognizing its relevance to Islam, highlighting aspects of human partnership from the religion, and training the audience on managing religious and ethnic conflicts and how to handle them.

Additionally, quality standards for the preacher performance in da'wah work also involve achieving consistency in institutional da'wah performance, enhancing the preacher credibility, increasing the impact and spread of dawah, fostering teamwork and collaborative work, and encouraging continuous improvement.

Therefore, quality standards in the performance of a preacher play a crucial role in enhancing the effectiveness of institutional da'wah work and ensuring the achievement of its goals with high efficiency. Adhering to these standards contributes to presenting and conveying the Islamic message in a manner consistent with its noble mission, thereby increasing its positive impact and dissemination within the community.

Conclusion:

Through our study of Total Quality Management (TQM) in Da'wah institutions, with a focus on the quality standards of the preacher as a case study, we reached several conclusions:

- The concept of Total Quality Management is a modern administrative concept that encompasses a system integrating comprehensive philosophical frameworks,

statistical tools, and administrative processes used to achieve objectives and enhance the satisfaction of both clients and employees.

- The significance of TQM for Islamic Da'wah lies in its vital role in achieving Dawah objectives effectively and systematically. This is accomplished through: achieving Da'wah goals, aligning Da'wah objectives with Shari'ah-based purposes, and transforming the vision of Dawah institutions.
- TQM is embodied in a set of principles focused on quality improvement, aiming to establish a comprehensive approach and a holistic vision. These include: clarity of the institution's philosophy, clarity of future vision, the principle of excellence and perfection, team spirit, high performance standards, and continuous training.
- Quality standards in the performance of the preacher play a crucial role in enhancing the effectiveness and impact of institutional Da'wah work. These standards aim to achieve the highest levels of efficiency and credibility in conveying the Da'wah institution's message, thereby contributing to the achievement of Da'wah goals with efficiency and sustainability.

Recommendations include:

- The necessity for Da'wah institutions to adopt Total Quality Management methodologies in all their activities to ensure the highest levels of efficiency and effectiveness in Da'wah work.
- Emphasis on continuous training for preacher according to TQM standards to improve their performance and develop their abilities to address contemporary Da'wah challenges.

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