



Leveraging Total Quality Management to Enhance Competitiveness of Batik MSMEs in Gunting Pasuruan

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Abstract

Introduction: The increasingly competitive development of Indonesia's economy has intensified competition in the business world. Total Quality Management (TQM) has become a popular approach across various industries, including Micro, Small, and Medium Enterprises (MSMEs). This research focuses on MSMEs, aiming to investigate how TQM is implemented to enhance competitiveness. TQM is a management approach that prioritizes quality as a key business strategy, emphasizing customer satisfaction and engaging all employees in the process to increase competitiveness. This study highlights the implementation of TQM by Batik MSMEs in Pajaran, Gunting village, Sukorejo district, Pasuruan regency, which includes improving product quality, production process efficiency, employee training, and customer engagement.

Research Methods: The research employs a qualitative approach with a descriptive method, including observation, interviews, and documentation.

Results: The findings indicate that the implementation of TQM has had a significant positive impact on the competitiveness of Batik MSMEs, particularly in terms of improving product quality, customer satisfaction, and operational

efficiency. **Conclusion:** The study underscores the importance of implementing TQM as a strategy to increase competitiveness in an increasingly competitive market. It is recommended that other MSMEs consider adopting TQM to achieve long term and sustainable success.

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INTRODUCTION

A prosperous life is everyone's dream that can meet all the needs of food, clothing, shelter in daily life and meet economic needs. The community will continue to strive for various initiatives to achieve this goal. An effort that is usually done and easier to do is the creation of micro, small and medium enterprises (MSMEs).

Micro, small and medium enterprises (MSMEs) are one of the private businesses that play an important role in improving and developing the local economy. Because its presence can survive under any circumstances to get local government assistance. The flexibility of MSMEs was shown during the financial emergency in 1998, many large organizations fell, but MSMEs really matured and surprisingly increased in number. With the many fairness of MSMEs in supporting a country's economy, the presence of MSMEs is highly expected by any country because of its crucial task in turning events and economic progress to achieve community welfare. (Chaerunisak & Aji, 2020)

According to Law number 20 of 2008, MSMEs refer to creative economic business activities owned by individuals and economic entities that are not branches of large companies. MSMEs have the potential to create job opportunities as well as provide various economic services to the local community. In addition, MSMEs also play a role in improving and increasing people's income, advancing economic life and achieving national stability. (Fidela et al., 2020)

In fact, MSME groups have created more jobs than large companies can afford. Therefore, MSMEs are expected to continue to play an optimal role in overcoming unemployment, where the number of unemployed tends to increase from year to year. These national institutions are implemented synergistically and sustainably by the government, local governments, businesses and society as a whole to strengthen their economic capacity, role and empowerment. This law strengthens MSMEs by integrating all related laws and regulations. (Zia, 2020)

Trading and doing business are entirely permissible in Islam. It is known that initially Prophet Muhammad (PBUH) was a merchant or businessman. Meanwhile, in ancient times, many of the Prophet's companions were also successful businessmen and had great financial resources. God created man as a caliph on this earth, as that goal, society needs to try hard. In the Islamic economy, MSMEs are one of the human efforts to achieve life, worship, and community welfare.

This system applies regardless of one's rank or position. (SukContoh BIssa JTabarearno et al., 2019) Islam provides support for economic activities including trade. Prophet Muhammad (peace be upon him) was able to spread the teachings of Islam throughout the world, including through trade activities. The religion of Islam does not forbid its people to engage in trade, but provides guidelines on the limits that Muslims must follow in trade. In the Qur'an Surah Al Baqarah verse 275 Allah Almighty says:

وَأَحَلَّ اللَّهُ الْبَيْعَ وَحَرَّمَ الرِّبَا

Meaning: "... Allah Almighty has legalized buying and selling and forbade usury ..."

On the other hand, the more MSMEs players, the more competition for MSMEs and also the tighter to try to maximize their business to be able to compete with other business people. With the development of modern times, competition in the business world is getting tougher and growing very rapidly. Entrepreneurs need to keep up with trends so that the products created can grow rapidly. Over time, consumer preferences and needs have also changed. Changes in preferences and needs can actually be used as new business opportunities. Therefore, this is an important consideration for entrepreneurs who strive to accommodate consumer needs, wants, and expectations so that they remain loyal and do not switch to competitors. (Adam et al., 2022)

MSMEs that want to compete well can give more focus towards the quality of their products, which have good quality will automatically attract new customers and maintain the trust of existing customers. In choosing a product, ignoring the price, high quality is the most important, the lower the quality of the product the higher the price to be paid. The consumer must be satisfied in terms of product quality. MSMEs products are expected to be able to compete and distinguish themselves from the products of large companies in terms of quality and quantity and expand their market reach. The quality of a product can be seen from the length of time the product has been economical and long, ease of repair in case of damage, ease of use and maintenance and environmentally friendly. We also use the most suitable raw materials depending on the type of product. Companies that offer high-quality products can beat competitors that are of low quality. This is because high quality requires less maintenance costs for consumers. (Chaerunisak & Aji, 2020)

The importance of the role of competitiveness cannot be ignored in the economy, especially in the production of goods or services to meet market demands. (Dalam et al., 2022) The increase in business competition increasingly requires every form of business to be able to think carefully and quickly to produce superior products that can meet consumer expectations. This competitive competition requires the ability of managers to conduct accurate analysis in identifying obstacles or obstacles that may be faced in producing competitive products. In addition, the utilization of opportunities or opportunities that arise should also not be ignored as an adaptive step to achieve the level of success expected by the company. In addition, the competence of a manager in managing the organization also requires initiatives related to

decision making regarding the use and management of limited resources, as well as prioritizing time in the production process.(Anom Pancawati, 2022)

According to the Islamic perspective, the concept of competitiveness can be harmonized with the instructions contained in the Qur'an, especially Surah Al-Baqarah verse 148 which reads:

وَلِكُلِّ وِجْهَةٌ هُوَ مُوَلِّيٰهَا ۖ فَاسْتَبِقُوا الْخَيْرَاتِ ۗ أَيْنَ مَا تَكُونُوا يَأْتِ بِكُمْ اللَّهُ جَمِيعًا ۗ إِنَّ اللَّهَ عَلَىٰ كُلِّ شَيْءٍ قَدِيرٌ

Meaning: "And each people will bear the consequences themselves that they face. Therefore, compete in doing good. No matter where you are, surely God will gather us all on the Day of Judgment. Indeed, Allah is almighty over all things."

Competitiveness is also found in the hadith of the Prophet SAW, among others:

واخرج ابن حبان ماجه عنه صل الله عليه وسلم انما البيع عن غراض (رواه البيهقي وابن ماجه

Meaning:"In the narrations of Ibn Hibban and Ibn Majah it is mentioned that the Prophet Muhammad (peace be upon him) stated the importance of agreement and agreement in buying and selling transactions."(HR.Baihaqi dan Ibnu Majjah).

The meaning of the hadith above states that it is important to pay attention to halal factors and mutual pleasure in running a business. This is because in business, the management process cannot be separated. The management process basically involves careful planning to build trust. This affects and benefits the implementation of activities in accordance with applicable regulations. One important aspect of planning is strategy, which must be had in a business or company. Similarly, in today's competitive business world, marketing strategies have become very important.(Lasiyama, 2022)

For the sake of business continuity and growth in a world of fierce competition, at least skills, creativity, and innovation are needed in running a business and working professionally. There are five things that must be considered in order to maintain competitiveness, which are as follows:

First, the Importance of Management in Running a Business. Management plays an important role in the implementation of a business activity. Some aspects of management such as planning, organization and implementation and control, must be carried out continuously and regulated systematically and measurably in a business.

Second, the Strategic Role of Human Resources (HR) is the main factor that provides the success of a business and is the main key in facing business competition. Therefore, human resources must continue to improve their expertise and skills in order to contribute optimally to the business.

Third, innovation and Creativity. Innovation and creativity are essential in the context of MSME business, it is important for business people to continue to develop innovation and creativity. These two aspects are interrelated to distinguish MSME products from other competitors. The discovery of new ideas is necessary to take advantage of opportunities, while creativity can create unique products that attract consumers.

Fourth, brand building or branding can help consumers differentiate the products we offer from competitors' products is a benefit of having a strong brand. With a strong brand, the business will be better known by customers compared to competitors, and branding can also increase visibility to increase the chances of repeat purchases.

Fifth, marketing is the best method to keep the product offered still maintained as an option in the midst of ongoing business competition.(Dayat et al., 2023)

For this reason, implementing total quality management (TQM) in MSMEs businesses produces significant profits and has a good impact on increasing profits, competitiveness, and business performance. Improving total quality management has a good impact on financial performance because TQM focuses on reducing production costs and improving quality and customer satisfaction so that selling prices become competitive. As quality increases, the number of customers also increases, which ultimately increases sales and profits for the company. Furthermore, total quality management brings great benefits in improving management performance in the company's operations aimed at increasing sales. According to Nasution Eyundani, the benefits of TQM can be divided into two categories: increased competitiveness and increased damage-free production.

Quality control guarantees quality at every stage of the manufacturing process and creates flawless products. The company's improvement initiatives make efforts to improve the quality of services provided by sales and company profits, ensuring business continuity and continuity in the context of commercial competition in today's increasingly harsh conditions. To achieve the highest quality requires continuous improvement efforts in human skills, processes, and the environment.(Kumala & Widyarti, 2020)

According to Nasution in 2011, explained that TQM is a business management strategy that aims to improve the Company's competitiveness by continuously improving products, services, human resources, processes and the environment. In addition, companies can reduce losses by improving the quality of the raw materials used, offering the latest innovations, using the best packaging, and more.(Chaerunisak & Aji, 2020)

As the name suggests, Total Quality Management is a management approach that has tremendous advantages in achieving organizational success. Some of the advantages of TQM in batik products include:

First, there is a focus on the customer. Employees directly explain to consumers the details of their work, including the batik raw materials used, and provide services. Additionally, consumers have the freedom to submit complaints and suggestions to the company if something does not meet the expected procedures and standards. This approach prioritizes batik customer satisfaction.

Second, there is an obsession with quality. Batik always prioritizes quality in the products produced by the company, especially in terms of raw materials. With a strong commitment to providing the best quality by eliminating defects, improving processes, and

focusing on continuous improvement, the company ensures that every product or service is of high quality.

Third, a scientific approach is also employed. While most batik employees understand their respective duties, mistakes related to work ethic still occur. Therefore, business owners must implement policies that ensure the company's goals are achieved optimally by adhering to the company's system of rules and standards.

Fourth, long-term commitment is another key element. Batik MSMEs make arrangements based on the established vision and mission, aiming to motivate all company members to provide their best performance in line with company goals. Maintaining the quality of every batik product is a top priority, as it is crucial for the company's reputation.

Fifth, teamwork is emphasized through effective communication and organization among colleagues and business owners. Solid cooperation is evident when obstacles arise in the field, with employees working together to resolve issues successfully.

Sixth, continuous system improvement is also a focus. Batik MSMEs strive to reduce the possibility of errors in the field by conducting evaluations after work is completed or in progress (error analysis) and making daily employee reports to prevent errors that could negatively impact the company, employees, and service users.

Seventh, controlled freedom is practiced by giving employees the liberty to express their assessments, recommendations, and contributions to guide the company's development toward positive improvement.

Eighth, unity of purpose is ensured by involving all elements of the company in decision-making processes, with every decision being the result of mutual agreement.

Lastly, employee involvement and empowerment are prioritized. Batik MSME business owners engage all parts of the company in every activity, applying predetermined job descriptions for each department and employee. This ensures employees work according to their abilities and skills. Batik business owners recognize that input, suggestions, and opinions from all parts of the company are invaluable in improving company performance. (Tiho et al., 2022)

Therefore, the need to implement comprehensive quality control to improve the competitiveness of batik MSMEs in Pajaran, Gunting village, Sukorejo district, Pasuruan regency is an interesting research subject. The purpose of this study is to study the application of total quality management and marketing strategies to improve high quality standards and competitiveness in the production process.

The results of this study are expected to provide a deep understanding of the application of total quality management in improving competitiveness and marketing strategies. This research is expected to be a guide for MSMEs businesses as a weighing material to consider the application of total quality management in increasing competitiveness in MSMEs production. Researchers hope that this journal can make a significant contribution theoretically and

practically to Batik MSMEs entrepreneurs in Pajaran, Gunting village, Sukorejo district, Pasuruan regency.

Theoretically, the results of this research are expected to be useful and contribute to gaining knowledge, expanding Islamic economics science and providing it to the entire community so that it can be used as a source for future research in the same field as those involved.

It is expected that the results of this research will provide practical benefits for Batik MSME entrepreneurs in Pajaran, Gunting village, Sukorejo district, Pasuruan regency, and can be used as input material for business owners and employees in implementing Total Quality Management (TQM) in increasing competitiveness.

RESEARCH METHOD

The method used in this study is a qualitative research method that examines the quality of relationships, activities, situations, or different materials. That is, rather than comparing the effectiveness of a particular treatment or describing people's attitudes and behaviors, qualitative research provides a holistic view that can describe in detail what activities and situations occur. Data collection methods in qualitative research include observation, interviews, and document analysis. Meanwhile, data triangulation, member checks, audits, and data analysis techniques according to Miles and Huberman including data reduction, data presentation, and inference are used to analyze the data. In analyzing data, it is inseparable from the source of data collection and archiving. (Fadli, 2021)

RESULT AND DISCUSSION

Total Quality Management (TQM) is: "a management system that is oriented towards customer satisfaction (customer satisfaction) with activities that are pursued right first time, through continuous improvement and motivating employees," according to Kid Sadgrove. (Zakaria & Sari, 2019) Thus, TQM provides the foundation for quality management and us an alternative in ensuring customer satisfaction. (Muslim & Sururin, 2018) The function of implementing Total Quality Management (TQM) as a management system to improve product quality or results so that it can be accepted by customers and can avoid fatal errors. (Saril, 2019) And the goal of Total Quality Management (TQM) is to improve the quality of products, services and processes, where the quality is obtained at the most economical cost, which will affect productivity, consumer satisfaction, achievement of profits and financial performance of the success of the company, prevent mistakes and efforts and ensure relationships with consumers. (Cynthia Maharani, 2018)

Alam batik is an MSME business that was established in 2011, precisely in the hamlet of Pajaran, Gunting village, Sukorejo district, Pasuruan regency owned by Ferry Sugeng Santoso, who used to make this batik but is still under the auspices of Ferry Sugeng Santoso's parents and

now it has become a brand of alam batik. In running a business, price has an important role in facilitating the buying and selling process. In the batik world, these prices vary from 150 thousand to hundreds of millions of rupiah per sheet, with a sheet size of 2.5 meters long. All products produced in this batik industry use natural ingredients, as a form of great contribution to the development of batik in Pasuruan. One of the characteristics of batik produced in this studio is the motifs inspired by the natural wealth in Pasuruan.

The uniqueness of this batik lies in the use of natural dyes for the coloring process, which is only found in Pasuruan. Natural dyes are used to increase the wearer's confidence. However, over time, knowledge about the natural existence of batik is decreasing in the local community, and knowledge about Pasuruan's typical batik motifs is also increasingly scarce. In this modern era, batik with synthetic dyes is more commonly used, while artisans who still use natural dyes are increasingly rare because the process is more practical and faster. This raises concerns about the preservation of local culture and traditions. Because if the current generation does not know and understand the potential of this local batik, then gradually the local culture and tradition will disappear over time. The existence of this natural batik gives us information as Indonesian citizens. Today, we must continue to preserve our culture by preserving and further socializing the works of this country.

By implementing total quality management in alam batik the aim is to improve the quality of products and services by involving all organizations in the batik industry, this application can help natural batik entrepreneurs to build businesses that last a long time and face challenges, especially in today's times. The application of TQM has a very important role in increasing competitiveness in the world of debate. With good company performance, the company will be able to compete with other companies in improving product quality. In addition, total quality management is one form of best management practice in companies that emphasizes the overall quality paradigm. The quality itself will have different meanings for each person varying depending on their respective perspectives.

This batik nature has its own way to increase the competitiveness of their company so that the batik made can be well received by the buyer in the first way, developing batik designs that are unique, creative, and in accordance with the latest trends to attract consumer interest, Innovation in design can provide added value and distinguish products from competitors. Second, ensuring the high quality of raw materials and production processes to produce durable and quality products, with good quality will increase consumer confidence in products. Third, carry out an effective marketing strategy to introduce natural batik products to the right target market. Fourth, providing friendly, responsive, and professional customer service listening to consumer feedback and responding well can increase consumer loyalty.

There are several advantages in implementing total quality management in increasing competitiveness, namely: Help ensure that the product or service has superior and consistent quality, good quality can increase customer satisfaction and distinguish the company from

competitors, provide customer satisfaction, build strong loyalty and create long-term relationships with customers, Increase employee productivity and production processes. With more efficient processes, companies can produce more with the same resources.

According to Russel and Taylor, there are several principles of TQM, including focus on consumers, leadership, strategic planning, everyone's involvement, continuous improvement, cooperation, use of statistical methods, education and training. (Hanoum et al., 2022)

Focus on consumers, in Alam Batik MSMEs, customers are the top priority, all employees are committed to providing the best quality and friendly service and responsiveness, every motif in Alam Batik is always designed by listening to consumer requests. Alam batik ensures that consumers get products that match what consumers are asking for.

Leadership in Batik MSMEs has an important role in maintaining and developing cultural heritage and encouraging innovation, the owner of Alam Batik not only maintains tradition with dedication but also leads the team to create high-quality products that combine heritage values with a modern touch, the owner of Alam Batik also creates harmony within the team by inspiring creativity and directing towards sustainable success.

Strategic planning, in MSEs Alam batik is a very important foundation to achieve long-term success and business sustainability by having a clear vision, planned steps, and creativity that is integrated with the analysis of the natural batik market in creating batik products that are not only of high quality but also have a strong appeal in the market by planning Strategic is a crucial step in developing and maintaining a successful and competitive batik business.

The involvement of everyone in batik MSMEs not only strengthens production and sales but also maintains and continues the culture, strong collaboration and the spirit of joint involvement bring batik MSMEs to sustainable success by promoting the values of togetherness and dedication in every shade created.

Continuous improvement is the key to achieving excellence and sustainability at Alam Batik, every step of improvement from innovation in design to improvement of production process is a perting investment for the future of business, The spirit of continuous improvement not only reflects the dedication to high quality but also maintains relevance in an ever-changing market with an unwavering focus on improving MSMEs Alam Batik can build a strong reputation and meet customer expectations with consistent and innovative quality.

Cooperation in the batik business is not just a collaboration between individuals or teams is the core of the creative and productive process in creating valuable batik artworks, every step in making batik starting from design to production requires harmony and synergy between various parties involved. Cooperation not only produces aesthetically beautiful products but also enriches local cultural and economic values, ensuring the sustainability and success of batik MSMEs in a competitive and global market.

The use of statistical methods in batik MSMEs helps improve product quality, operational efficiency, market understanding, smart decision-making and effective risk management. With

natural statistics, batik can identify and address production defects, manage inventory more efficiently and adjust products to market preference, enabling sustainable business growth and a strong reputation in the batik industry. Education and training play an important role in batik MSMEs by building a strong foundation for artisans, maintaining cultural heritage and increasing competitiveness in the global market.

By implementing the total quality management above, it is considered to be able to provide positive results for MSME business owners, batik and employees. Employees will experience greater engagement, skill development, and a positive work environment. Meanwhile, business owners will experience increased efficiency, profitability, customer satisfaction, as well as a good reputation and brand image, The marketing strategy used in natural batik still uses a networking strategy, Networking marketing strategy is a marketing approach that uses relationships and networks built with other individuals, businesses, or organizations to achieve marketing goals, such as increasing brand visibility and expanding market reach. Through this strategy, leverage the power of the network to achieve marketing success. There are several networking marketing strategies carried out in this batik realm, one of which is the first, the batik realm conducts a marketing strategy by joining the Sampoerna entrepreneurship training center (PPK). By joining PPK Sampoerna, Alam Batik has the opportunity to improve their entrepreneurial knowledge and skills directly from trusted and experienced sources. This collaboration opens the door for natural batik to develop a more effective marketing strategy and oriented towards sustainable business growth. By utilizing the training and resources available at PPK Sampoerna, Alam Betik can expand their market reach and increase their competitiveness in the industry.

Furthermore, by participating in exhibition activities, the exhibition can expand its business network by establishing relationships with industry stakeholders and introducing its products to a wider audience. Participation in the exhibition provides an opportunity for the batik world to interact directly with potential consumers, listening to direct feedback and building a closer relationship with the market, through conventional exhibition activities that are local and conventional, natural batik can strengthen their image, increase awareness of their products and create new business opportunities. It has already proven for the latter in 2019 in the Belanda.

In addition, Alam Batik is also actively collaborating with various schools as part of the initiative to introduce and teach the art of batik to the younger generation. Through this program, students get a valuable opportunity to learn traditional techniques of batik and appreciate the uniqueness and beauty of local culture that is manifested in each batik work. This collaboration not only broadens the horizons of students' knowledge about cultural heritage, but JUFA inspires them to express their creativity through this precious Monday and maintain the sustainability of the Batim tradition in the Education community.

CONCLUSION

The implementation of Total Quality Management (TQM) in Alam Batik has the goal of improving the quality of products and services by involving all organizations in the batik industry, the implementation of Total Quality Management can help Alam Batik entrepreneurs to build a business that lasts and face challenges, especially in today's times. Implementing total quality management plays a very important role in increasing competitiveness in the world of batik. With good company performance, it will be able to compete with other companies in improving product quality, besides that Total Quality Management is one of the best management practices in the company that emphasizes the overall quality paradigm in the company. The marketing strategy used to increase the competitiveness of batik MSMEs batik by conducting a networking strategy by joining PPK Sampoerna, conducting exhibition activities and also collaborating with various schools who want to learn the art of batik.

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