

## **Implementation of a Quality Management System in Micro, Small, and Medium Enterprises in Solok Regency**

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### **ABSTRAK**

Penelitian ini bertujuan mendeskripsikan implementasi sistem manajemen mutu berbasis ISO 9000 pada UMKM di Kabupaten Solok dengan mengintegrasikan perspektif manajemen modern dan nilai etika bisnis Islam. Standar ISO 9000 yang dikembangkan oleh International Organization for Standardization menekankan prinsip fokus pada pelanggan, pendekatan proses, perbaikan berkelanjutan, dan pengambilan keputusan berbasis bukti. Prinsip-prinsip tersebut memiliki kesesuaian dengan konsep itqan (profesionalisme dan ketelitian), amanah, dan tanggung jawab dalam ekonomi Islam sebagaimana dijelaskan oleh Yusuf al-Qaradawi dan Al-Ghazali. Penelitian ini menggunakan pendekatan kualitatif deskriptif melalui wawancara mendalam, observasi, dan studi dokumentasi. Analisis data dilakukan dengan tahapan reduksi, penyajian, dan penarikan kesimpulan secara sistematis. Hasil penelitian menunjukkan bahwa UMKM telah menerapkan prinsip mutu secara substantif melalui komitmen menjaga kualitas produk dan kepuasan pelanggan. Namun, implementasi tersebut belum terdokumentasi secara formal dan belum didukung standar operasional prosedur tertulis yang konsisten. Integrasi ISO 9000 dan nilai etika Islam berpotensi memperkuat tata kelola mutu secara sistematis dan berkelanjutan, sehingga peningkatan kualitas tidak hanya berbasis komitmen moral, tetapi terinstitusionalisasi dalam sistem manajemen yang terstruktur.

**Kata kunci:** Implementasi ISO 9000, UMKM, Manajemen Mutu, Etika Bisnis Islam.

### **ABSTRACT**

This study aims to describe the implementation of an ISO 9000-based quality management system in Micro, Small, and Medium Enterprises (MSMEs) in Solok Regency by integrating modern management perspectives and Islamic business ethics. The ISO 9000 standard, developed by the International Organization for Standardization, emphasizes customer focus, a process approach, continuous improvement, and evidence-based decision-making. These principles are conceptually aligned with Islamic values such as itqan (professional excellence and precision), trustworthiness (amanah), and accountability in economic activities, as discussed by Yusuf al-Qaradawi and Al-Ghazali. This research employs a descriptive qualitative approach, using in-depth interviews, observations, and document analysis as data collection techniques. Data were analyzed through systematic stages of reduction, presentation, and conclusion drawing. The findings indicate that MSMEs have substantively applied quality principles through their commitment to maintaining product quality and customer satisfaction. However, the implementation remains informal, lacking structured documentation and standardized written operating procedures. The integration of ISO 9000 principles and Islamic ethical values has the potential to strengthen systematic and sustainable quality governance, ensuring that quality

improvement is institutionalized within a structured management system rather than relying solely on moral commitment.

**Keywords:** Implementation ISO 9000, Msmes, Quality Management, Islamic Business Ethics.

## Introduction

Micro, Small, and Medium Enterprises (MSMEs) constitute one of the primary pillars of the regional economy, as they make significant contributions to employment generation, the expansion of the local economic base, and the improvement of community income. According to Ridhowati and Astuty (2024), empirical evidence demonstrates that MSMEs play a strategic role in promoting local economic growth despite continuing to face challenges related to technology adoption, capital availability, and quality management. Furthermore, Suryadi (2023) found that MSMEs contribute substantially to regional Gross Domestic Product (GDP); however, limitations in improving product quality remain a major obstacle to enhancing the competitiveness of MSMEs in both domestic and international markets.

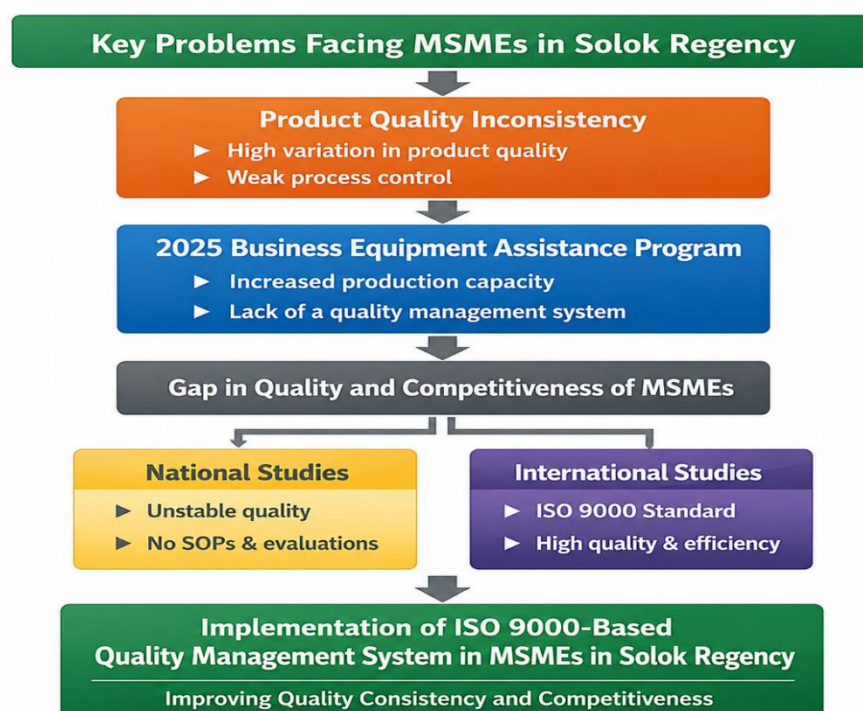


In the context of Solok Regency, MSMEs serve not only as a primary source of livelihood for local communities but also as a key focus of the regional government's efforts to promote inclusive local economic development. This commitment was clearly demonstrated through the 2025 program providing business equipment assistance to MSME operators. The Government of Solok Regency symbolically distributed business equipment tailored to the diverse needs of MSMEs, including food processing equipment, garment production tools, culinary business facilities, and digital business support technologies.

The Regent of Solok Regency emphasized that this assistance reflects the regional government's concrete commitment to supporting MSMEs as the backbone of the local economy, with the objectives of enhancing productivity, improving household welfare, and strengthening the competitiveness of local products in broader markets. This

initiative illustrates the regional government's support for MSMEs through a business capacity-building approach. However, the provision of business equipment alone does not guarantee sustainable improvements in production quality unless it is accompanied by the implementation of a robust quality management system.

This is particularly important because the quality of MSME operational management is one of the primary determinants of their competitive capacity, especially in meeting increasingly stringent quality standards and market demands. From a theoretical perspective, the ISO 9000 Quality Management System, which is founded on the principles of continual improvement and a process-oriented approach, provides a comprehensive framework that can assist MSMEs in enhancing operational performance, ensuring product quality consistency, and improving customer satisfaction..



Accordingly, although interventions such as the provision of business equipment can technically enhance the production capacity of MSMEs, improving the competitiveness of MSME products in Solok Regency requires the strengthening of a quality management system based on internationally recognized standards such as ISO 9000. This study is therefore important for identifying the extent to which the implementation of ISO 9000 contributes to improving MSME performance in Solok Regency while addressing the existing empirical gap concerning the relationship between institutional support and the sustainable implementation of quality management standards.

Although MSMEs play a significant role in the regional economy, studies conducted over the past five years consistently indicate that one of their most fundamental challenges is the inconsistency of product quality. Sutrisno and Hidayati (2022) from Diponegoro University found that the majority of small manufacturing

MSMEs in Indonesia lack documented Standard Operating Procedures (SOPs). Production processes continue to rely primarily on individual experience, resulting in considerable variations in product quality across production batches. Consequently, maintaining consistent product quality becomes increasingly difficult as production demand rises.

Similarly, Rahman and Putri (2024) from the Bandung Institute of Technology reported that MSMEs operating in the food sector encounter significant challenges in maintaining product quality due to the absence of data-driven quality control systems. Their study concluded that increasing production capacity without a structured quality control system may actually heighten the risk of product defects. These domestic studies collectively suggest that the principal challenge confronting MSMEs lies not merely in limited production facilities but in the absence of a robust quality management system capable of regulating production processes consistently and systematically through documented procedures.

These findings are reinforced by international research. Fonseca and Domingues (2020) from the University of Minho, Portugal, in their study of European SMEs, found that small enterprises lacking formal quality management systems tend to experience unstable product quality and encounter difficulties in expanding into broader markets. They emphasized that sustainable quality can only be achieved through a systematic approach grounded in internationally recognized standards.

Furthermore, Alshammari and Al-Qahtani (2023) from King Saud University demonstrated that the implementation of ISO 9001 significantly improves process consistency, operational efficiency, and customer confidence among SMEs. Their study concluded that international quality standards function as an effective mechanism for controlling quality-related risks within small-scale organizations. Collectively, these international studies demonstrate that quality management systems based on international standards contribute not only to quality stability but also to enhanced competitiveness and organizational credibility.

When considered within the context of Solok Regency, the 2025 business equipment assistance program clearly represents an effort to strengthen MSME production capacity. Nevertheless, as consistently emphasized in previous studies, improvements in physical facilities without corresponding enhancements in quality management systems may increase production volume without ensuring consistent product quality. Therefore, for regional government interventions to generate sustainable improvements in MSME competitiveness, business equipment support must be integrated with the implementation of internationally recognized quality management systems such as ISO 9000.

The foregoing empirical evidence demonstrates that the fundamental challenge facing MSMEs extends beyond limitations in production facilities to the absence of structured, documented, and continuously improving quality management systems. Domestic studies indicate that product quality inconsistency primarily results from

inadequate process standardization and insufficient data-based quality control. International research further confirms that implementing internationally recognized quality standards significantly enhances quality stability, operational efficiency, and business competitiveness. Within the context of Solok Regency, the 2025 business equipment assistance program reflects a governmental initiative to strengthen MSME production capacity.

Nevertheless, as emphasized in the quality management theories of Deming and Juran, sustainable quality improvement cannot be achieved solely through increased physical inputs but requires the development of systematic management systems governing organizational processes. Without documented operational standards, internal evaluation mechanisms, and a commitment to continual improvement, increased production capacity may not be accompanied by consistent improvements in product quality.

Based on these theoretical, empirical, and normative considerations, it can be asserted that although the Government of Solok Regency has established a legal framework through Regional Regulation of Solok Regency Number 7 of 2019 concerning the Empowerment and Development of Micro Enterprises and has implemented business equipment assistance programs to strengthen production capacity, a significant gap remains between improvements in physical facilities and the establishment of standardized quality management systems. Numerous national and international studies demonstrate that sustainable MSME competitiveness depends not merely on infrastructural support but on documented, consistent, and continuously improving quality management systems, as advocated by Deming and Juran. In this context, the ISO 9000 standards developed by the International Organization for Standardization constitute a strategic framework for bridging this gap.

Beyond the perspective of modern management, quality management systems are also closely aligned with the ethical principles of Islamic business. In Islam, quality (*itqan*) and professional excellence are regarded as integral components of moral conduct in economic activities. The concept of *itqan* refers to diligence, precision, and excellence in performing one's work, as reflected in the Prophetic tradition stating that Allah loves those who perfect their work whenever they undertake it. Substantively, this principle corresponds to the concept of continual improvement embodied in the ISO 9000 standards. Likewise, the principles of honesty (*shiddiq*), trustworthiness (*amanah*), and accountability constitute fundamental ethical values in Islamic commercial transactions. According to Yusuf al-Qaradawi, Islamic business ethics requires business actors to maintain product quality and refrain from concealing product defects, as such conduct forms an essential aspect of ethical *muamalah*. Within the framework of quality management, these principles directly correspond to customer focus and transparent quality control.

Moreover, the concept of *maslahah* (public benefit) within the theory of *Maqasid al-Shariah*, as developed by Al-Ghazali, emphasizes that economic activities should generate broad societal benefits while preventing harm. The implementation of quality management systems in MSMEs therefore contributes not only to financial performance but also to consumer protection, local economic stability, and improved social welfare. Consequently, the implementation of ISO 9000 within MSMEs in Solok Regency is relevant not only from a managerial perspective but also because it is consistent with the Islamic ethical values deeply embedded within the local community.

As a region characterized by strong socio-religious values, Solok Regency provides a context in which the integration of Islamic values into business management practices is particularly appropriate. Accordingly, strengthening quality management systems based on ISO 9000 should be understood not merely as the adoption of an international standard but also as the practical realization of professionalism, trustworthiness (*amanah*), and social responsibility from an Islamic perspective. From this viewpoint, the quality practices currently adopted by MSMEs in Solok Regency already reflect the values of trustworthiness and moral responsibility toward customers.

The commitment of business owners to maintaining product quality demonstrates an ethical awareness consistent with the Islamic principle of honesty in commercial transactions. However, from the perspective of Islamic management, professionalism cannot rely solely on good intentions but must be institutionalized through structured and documented systems. The concept of *itqan* requires precision, consistency, and standardized operational processes. Consequently, strengthening SOP documentation, quality records, and periodic evaluations represents not only a managerial necessity but also an implementation of Islamic values within business practice. Thus, the integration of ISO 9000 principles with Islamic business ethics demonstrates that international quality standards are fully compatible with Sharia principles and may serve as practical instruments for promoting professional, transparent, and accountable business practices.

Accordingly, the present study entitled 'Implementation of an ISO 9000-Based Quality Management System in Micro, Small, and Medium Enterprises (MSMEs) in Solok Regency' was selected not merely as a conceptual inquiry but as an academic response to the region's practical needs. The topic is particularly relevant because it substantively integrates regional regulatory frameworks, the policy of business equipment assistance, and the necessity of strengthening quality management systems as a key determinant of business competitiveness. Consequently, the selection of this research topic is supported by strong theoretical, empirical, and public policy considerations and is expected to contribute both to the academic literature and to the formulation of strategic recommendations for the sustainable development and competitiveness of MSMEs in Solok Regency.

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## **Research Methodology**

This study employed a qualitative approach with a descriptive research design. A qualitative approach was selected because the study seeks to obtain an in-depth understanding of how an ISO 9000-based Quality Management System (QMS) is implemented by Micro, Small, and Medium Enterprises (MSMEs) in Solok Regency. Rather than testing hypotheses or examining relationships among variables, the research focuses on exploring the practices, procedures, and mechanisms through which quality management standards are incorporated into the operational activities of MSMEs.

The research was conducted among MSMEs in Solok Regency that fall within the scope of the regional empowerment policy stipulated in Regional Regulation of Solok Regency Number 7 of 2019 concerning the Empowerment and Development of Micro Enterprises. The selection of the research site was based on the relevance of this regional policy to the need for implementing quality management systems as a strategic instrument for enhancing business competitiveness.

Research participants were selected using purposive sampling, whereby informants were intentionally chosen according to specific criteria, including MSME owners, business managers, and individuals directly involved in production processes. This sampling technique was employed to obtain comprehensive and in-depth information regarding the quality management practices adopted by the enterprises. Data were collected through in-depth interviews, direct observations of production activities, and document analysis.

The interviews explored the understanding and perspectives of business owners and managers regarding the implementation of quality management principles. Observations were conducted to examine the existence of Standard Operating Procedures (SOPs), quality control mechanisms, and continual improvement practices within daily operations. Document analysis involved reviewing relevant documents, including SOPs, production records, and quality evaluation reports, where available. The analytical framework for assessing implementation was based on the Quality Management Principles established by the International Organization for Standardization (ISO) within the ISO 9000 series.

These principles include customer focus, leadership, engagement of people, the process approach, continual improvement, evidence-based decision-making, and relationship management. These principles served as the normative framework for evaluating the extent to which quality management practices implemented by MSMEs were consistent with internationally recognized standards. Data were analyzed using the interactive analysis model developed by Miles and Huberman, consisting of data reduction, data display, and conclusion drawing and verification.

Data credibility was ensured through source and methodological triangulation by comparing information obtained from interviews, observations, and documentary evidence to verify the consistency and reliability of the findings. Through this

methodological approach, the study provides a comprehensive understanding of how the ISO 9000 Quality Management System is implemented within MSMEs in Solok Regency, including the supporting factors, implementation challenges, and the degree of conformity with the prescribed quality management standards.

## **Results and Discussion**

The findings indicate that the implementation of an ISO 9000-based Quality Management System (QMS) among Micro, Small, and Medium Enterprises (MSMEs) in Solok Regency remains at an early stage and has not yet been formally institutionalized. In general, most MSMEs have adopted basic quality control practices; however, these practices have not been documented within a standardized management system as required by international quality management standards.

### **1. Customer Focus**

Most MSME owners identified customer satisfaction as their primary business objective. This commitment is reflected in their efforts to maintain product taste, appearance, and service quality while responding promptly to customer complaints. Nevertheless, customer complaints are not systematically recorded or analyzed. Instead, customer evaluations rely primarily on direct communication and the personal experience of business owners. These findings suggest that, although customer orientation is substantively embedded in business practices, it has not yet been formalized through documented procedures as recommended by the ISO 9000 Quality Management Principles.

### **2. Leadership**

Business owners play a dominant role in determining product quality standards. Decisions concerning raw materials, production processes, and final product specifications are made almost exclusively by the owners. Leadership is therefore highly centralized and experience-based. Although owners demonstrate a strong commitment to quality, the study found no evidence of written quality policies or formally articulated quality objectives. Consequently, quality leadership remains personal rather than systemic.

### **3. Engagement of People**

Employees actively participate in production activities; however, structured training on quality management standards has not been implemented. Knowledge transfer occurs primarily through direct practice and verbal instruction from business owners. No routine training programs or written operational guidelines were identified. These findings indicate that employee involvement remains operational rather than being supported by a structured competency development system.

### **4. Process Approach**

Several MSMEs have established relatively consistent production workflows, particularly within the food processing and handicraft sectors. However, Standard

Operating Procedures (SOPs) are generally not formally documented. Production processes continue to depend largely on habitual work practices and individual experience. Written procedural documents describing production stages in detail were largely absent. From the perspective of quality management, this indicates that although a process approach is applied in practice, it has not yet fulfilled the documentation requirements emphasized by ISO 9000.

### **5. Continual Improvement**

Quality improvement efforts are generally undertaken informally in response to customer complaints or production errors. For example, product recipes or production techniques are modified after receiving customer feedback. Nevertheless, no evidence was found of scheduled performance evaluations or documented corrective action procedures. Improvement activities therefore remain reactive rather than proactive and systematic, as advocated by Deming's principle of continual improvement.

### **6. Evidence-Based Decision Making**

Most business decisions continue to be based on the experience and intuition of business owners. Production records and product defect rates are not consistently documented. Financial and production data are generally maintained in simple records without systematic analysis. These findings demonstrate that the principle of evidence-based decision making has not yet been effectively implemented.

### **7. Relationship Management**

Relationships with suppliers and customers are generally long-term and founded upon mutual trust. MSMEs tend to retain established suppliers to ensure the consistency of raw material quality. Although these relationships are relatively stable, no formal supplier contracts or systematic supplier performance evaluations were identified.

Overall, these findings suggest that the implementation of ISO 9000 within MSMEs in Solok Regency may be characterized as substantively practiced but not formally institutionalized or adequately documented. In other words, quality management practices are embedded in organizational routines and the personal commitment of business owners, yet they have not been incorporated into a structured quality management system that complies with international standards. This finding highlights a clear gap between existing quality management practices and the systemic principles promoted by the International Organization for Standardization. From a theoretical perspective, ISO 9000 emphasizes documented procedures, process consistency, periodic evaluation, and evidence-based decision making. In contrast, quality management within MSMEs in Solok Regency remains heavily dependent on the personal experience and direct supervision of business owners.

This situation can be understood in light of the typical characteristics of MSMEs, which are generally small-scale, family-owned enterprises with limited administrative resources. Furthermore, although the regional government has provided institutional support through the empowerment policy stipulated in Regional Regulation of Solok

Regency Number 7 of 2019 concerning the Empowerment and Development of Micro Enterprises, strengthening formal quality management systems has not yet become a central focus of these empowerment programs. Consequently, the implementation of ISO 9000 among MSMEs in Solok Regency requires further development in areas such as procedural documentation, quality management training, periodic evaluation systems, and data-based record management. Without these systemic improvements, existing quality management practices may become increasingly inconsistent as production capacity expands.

### Integration of Islamic Values into Quality Management Implementation

From the perspective of Islamic business ethics, the quality management practices observed among MSMEs in Solok Regency demonstrate substantial alignment with Islamic ethical principles. The commitment of business owners to maintaining raw material quality, preserving customer trust, and responding directly to customer complaints reflects the principles of *amanah* (trustworthiness) and moral responsibility in commercial transactions (*muamalah*). According to Yusuf al-Qaradawi, product quality and honesty in business transactions constitute essential moral obligations that protect consumers' rights.

Nevertheless, the findings also indicate that quality management principles remain largely personal and have not yet been institutionalized within documented organizational systems. From the perspective of Islamic management, professionalism is understood not merely as sincere intention but as the consistent and systematic pursuit of excellence (*itqan*). This concept closely corresponds to the principles of continual improvement and the process approach embodied in the ISO 9000 standards developed by the International Organization for Standardization.

Furthermore, within the framework of *Maqasid al-Shariah* as articulated by Al-Ghazali, economic activities should promote public welfare (*maslahah*) while minimizing potential harm. The implementation of a documented quality management system contributes not only to improved organizational performance but also to consumer protection, business sustainability, and local economic resilience. Accordingly, integrating international quality management standards with Islamic ethical values should be understood as an effort to strengthen business governance in a manner that is both professionally sound and ethically grounded. The findings therefore suggest that, although MSME owners already possess a strong ethical foundation, the establishment of formal quality management systems is necessary to ensure that the principles of *amanah* and professionalism are institutionalized within structured and sustainable organizational practices rather than remaining dependent upon individual commitment.

## Conclusion

The findings of this study demonstrate that the implementation of an ISO 9000-based Quality Management System among MSMEs in Solok Regency has been realized substantively but has not yet been formally structured or systematically documented. Quality management practices are evident through business owners' commitment to maintaining product quality, emphasizing customer satisfaction, and undertaking corrective actions when production problems arise. However, these practices remain informal and experience-based, lacking documented management systems, written Standard Operating Procedures (SOPs), and systematic evaluation mechanisms.

While quality management principles such as customer focus and leadership have been implemented to a considerable extent, other principles—including the process approach, documented continual improvement, and evidence-based decision making—have not yet been fully realized. The continued dependence on individual experience and direct owner supervision indicates that quality management has not yet evolved into an institutionalized organizational system. These findings reveal a significant gap between the existing quality management practices of MSMEs and the systemic principles established by the International Organization for Standardization within the ISO 9000 framework.

Although the Government of Solok Regency has established a regulatory foundation through Regional Regulation of Solok Regency Number 7 of 2019 concerning the Empowerment and Development of Micro Enterprises, the implementation of formal quality management systems has not yet been comprehensively integrated into regional MSME empowerment programs. Accordingly, the implementation of ISO 9000 among MSMEs in Solok Regency remains in an initial adaptive phase and requires substantial systemic strengthening to ensure that quality management principles evolve from informal organizational practices into documented, institutionalized, and sustainable business governance systems.

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