

ABSTRACT

Micro-enterprises, particularly those operating informally such as electrical panel workshops, are part of the important pillars of the Indonesian economy, yet they face significant challenges in improving product and service quality. Structural limitations, such as unclear organizational structures and limited access to funding, technology, and skilled human resources (HR), hinder the implementation of quality management systems. Total Quality Management (TQM) offers a comprehensive approach to quality improvement, but its effectiveness in informal micro-enterprises heavily relies on Strategic Leadership capable of aligning vision, mission, and operations with quality objectives. This research aims to identify the level of TQM implementation along with its supporting and hindering factors in micro-scale electrical panel workshops, as well as to analyze the role of Strategic Leadership in facilitating TQM implementation.

This research uses a qualitative approach with a multiple case study design in three micro-enterprise electrical panel workshops selected through purposive sampling. Primary data collection was conducted through in-depth semi-structured interviews with owners/managers and direct observation which is non-participatory. Secondary data from previous empirical studies and company documents also supplemented the analysis. All collected data were then analyzed using thematic analysis techniques through descriptive and axial coding stages to identify patterns and relationships related to the researched phenomenon.

The research results show that TQM implementation in micro-enterprise electrical panel workshops is largely informal, intuitive, and reflects "Soft TQM" practices, where core TQM principles such as customer focus and leadership commitment are implicitly present through the direct involvement of the owner, not documented systems. Strategic leadership, embodied by the owner or manager, was identified as the dominant factor influencing TQM practices and the formation of a quality-oriented culture through informal vision, adaptive leadership style, operational involvement, and role modeling. Nevertheless, various obstacles such as resource limitations, informal structural constraints, and operational challenges limit the consistency and depth of TQM application.

Keywords: Strategic Leadership, Total Quality Management (TQM), Micro-Enterprises, Electrical Panel Workshops, Qualitative Case Study.

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