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Internalization of Pesantren Ethical Values in Defect Management: A Holistic Approach to Quality Management

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Abstract

Defect management approaches in modern industries and operational institutions often rely exclusively on technical fixes (short-term technical solutions) and neglect ethical and organizational cultural dimensions. This study aims to examine how the integration of pesantren ethical values can transform defect management practices into a more holistic, ethical, and sustainable approach. Using a qualitative method with a case study design in a pesantren setting, data were collected through observation, in-depth interviews with various stakeholders (leaders, staff, teachers, alumni, and students), and documentation. The data were analyzed interactively through the stages of condensation, presentation, and drawing conclusions. The results of the study indicate that the integration of the pesantren's core values—namely, honesty in reporting, responsibility, simplicity/efficiency, and discipline in implementing SOPs—has successfully fostered a culture of transparency and accountability. The implications of this integration are manifested in four main areas: improved effectiveness in defect resolution, the creation of an ethical work environment, character-based human resource development, and the active involvement of the entire community. This study makes a theoretical contribution by expanding the scope of Total Quality Management (TQM) through the incorporation of local moral-spiritual dimensions, and offers a more humane and sustainable quality management model.

Keywords

Defect Management, Islamic Boarding School Values, Technical Fixes, Total Quality Management, Managerial Ethics.

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1. Introduction

The defect management approach in modern quality management generally focuses on technical fixes to achieve efficiency alone. Conventional approaches pioneered by quality leaders such as Philip Crosby (1979) through the concept of Zero Defects, W. Edwards Deming (1986) with Total Quality Management (TQM), as well as Joseph Juran and Kaoru Ishikawa, emphasize that quality is achieved through prevention systems, process improvements, and the structured identification of root causes. However, the main limitation of the "technical fixes" approach is its tendency to be pragmatic, short-term, and often neglect the strategic, cultural, and ethical dimensions of the organization (Kasali, 2017). When defect management focuses solely on manipulating technical tools and procedures without addressing human aspects, problem-solving is often temporary and fails to prevent the recurrence of errors at their root cause.

To address the limitations of these technical solutions, a more holistic managerial paradigm grounded in ethical values is needed. In the Indonesian context, traditional Islamic educational institutions such as pesantren offer the potential for strong moral and spiritual values to be integrated into organizational governance. The core values of pesantren—such as sincerity, honesty, discipline, simplicity, mutual cooperation, and responsibility—as emphasized by K.H. Hasyim Asy'ari, Abdurrahman Wahid (Gus Dur), and researchers such as Saifuddin and Qomar, have proven effective in shaping individual character and fostering an ethical environment. Within the framework of quality management, experts such as Rini Setiati have also promoted the importance of assimilating local cultural values and Islamic morality into industrial practices to enhance both the efficiency and integrity of production processes.

In fact, numerous scientific studies have been conducted on the adaptability of pesantren. Previous studies, such as those by Meyer (1997), Mattsson (1996), and Schach (2008), highlight the pesantren's high capacity to adapt to social and technological changes. Nevertheless, the majority of previous literature has focused only on how pesantren respond to external modernization, without delving deeply into how traditional pesantren ethical values are internalized into internal managerial functions, particularly in defect management. There is a research gap in the quality management literature regarding how religious moral principles can be transformed into concrete mechanisms for sustainably addressing operational defects (such as price defection, functional defection, and situational defection).

This study aims to bridge that gap by examining the integration of pesantren ethical values into defect management practices and analyzing the resulting managerial implications. By combining pesantren ethical principles with a technical quality management framework, this study proposes an approach that goes beyond mere technical fixes. The novelty of this study lies in the conceptualization of

spiritual values (such as honesty in reporting, accountability, operational simplicity, and adherence to SOPs) as the primary instruments of quality control. Through this approach, it is hoped that a defect management model will emerge that not only improves efficiency and stakeholder satisfaction but also fosters a harmonious, ethical work culture oriented toward the comprehensive improvement of human character.

2. Research Methods

This study focuses on the integration of pesantren ethical values and the implications of that integration. The values upheld by pesantren—such as honesty, responsibility, and discipline—are expected to make a positive contribution to quality control efforts in the manufacturing industry. The integration of these values is not merely a technical approach to minimizing product defects but also encompasses ethical and moral aspects that can enhance employee job satisfaction and performance. In a modern context that often focuses on efficiency and profitability, it is important to explore how the cultural values of Islamic boarding schools can provide a more humane and sustainable holistic approach. A paradigm shift from mere technical improvements toward a more inclusive and values-based approach is expected to create a more harmonious and productive work environment. Pesantren possess distinctive values that set them apart from other institutions, including educational institutions. Thus, integrating pesantren values into defect management will not only improve quality but also build employees' character—fostering high integrity and commitment—which are essential for navigating increasingly complex industry dynamics.

To examine the integration of pesantren values into defect management, the researcher employed a qualitative approach using a case study design. The case study was chosen because it provides an in-depth, contextual, and holistic understanding, consistent with the objective of exploring the essence of integrating pesantren values into defect management. This type of research allows for an in-depth exploration of how pesantren values are manifested in managerial practices and the factors that drive this integration, including the underlying reasons, motivations, and forces. Thus, in this study, the researcher seeks to understand the individuals who subjectively experience and assign meaning to the integration of pesantren values into product defect management.

To uncover the research focus on the integration of pesantren values into product defect management and its implications, the researcher explored information sources from individuals and parties with a deep understanding of how these values are applied in an industrial context. The data in this study are classified into two main categories: first, data on the integration of pesantren values into managerial practices for defect management, covering the practical and ethical aspects of applying values such as honesty, responsibility, and discipline in product

defect management; and second, data on the implications of integrating these values for improving product quality. Therefore, in this research process, the primary data sources include pesantren leaders, relevant offices, parents, alumni, and students. This approach ensures that the data collected goes beyond a superficial description, offering an in-depth analysis of how pesantren values are integrated into defect management strategies, as well as providing deeper insights into the implications of integrating these values.

Data collection in this study utilized observation, in-depth interviews, and documentation. In this context, observation was used to directly examine how pesantren values are applied in defect management practices and how this influences the process and its outcomes. In-depth interviews were used to provide insights into the perceptions, knowledge, and experiences of stakeholders regarding the integration of pesantren values into defect management—aspects that might not be apparent through observation alone. Meanwhile, documentation served to provide important secondary data, such as process records, defect management reports, and policy documents, which supported the analysis and verification of data from observations and interviews. Thus, data collection in this study employs observation, in-depth interviews, and documentation to obtain a comprehensive picture of the application and impact of pesantren values in defect management practices, with observation to directly observe the application of these values, in-depth interviews to uncover stakeholders' perceptions and experiences, and documentation to provide secondary data that supports the analysis and verification of the data.

The collected data were analyzed using the data analysis techniques described by Miles, Huberman, and Saldana (2014), which consist of data condensation, data display, and verification. Using these analytical techniques, the researcher managed, analyzed, and verified the data in a systematic and transparent manner, ensuring the accuracy and reliability of the findings regarding the integration of pesantren values into defect management and its implications. Data management was conducted through interviews, observations, and documentation, which were then condensed and grouped based on key themes such as honesty, discipline, and responsibility. Data analysis utilized matrices and graphs to visualize key findings, while verification was conducted through source triangulation and member checking to ensure the consistency and validity of the findings. In this way, the researcher ensures that the findings regarding the integration of pesantren values into defect management are accurate and reliable. Thus, at this stage, the researcher systematically and transparently manages, analyzes, and verifies the data to ensure the accuracy and reliability of the findings regarding the integration of pesantren values into defect management.

3. Results And Discussion

This study will thoroughly investigate how pesantren values can be applied to defect management to improve the effectiveness and efficiency of the process. The results show that principles such as honesty, simplicity, and cooperation taught in pesantren can make a significant contribution to defect management in a more holistic and sustainable manner. These findings align with management theories that emphasize the importance of ethical values and organizational culture in creating innovative and sustainable solutions. The implications of integrating these pesantren values include improved product quality, reduced repair costs, and increased customer satisfaction. In the following discussion, we will delve into the key findings regarding the application of pesantren values in defect management, their implications for managerial practices, and the significance of this approach in the context of effective, value-oriented defect management.

3.1. Results

3.1.1. Integrasi Nilai Pesantren dalam Defect Management

The integration of pesantren values into defect management links spiritual and moral principles with technical practices, creating a managerial approach that not only improves defect management but also strengthens work ethics and the sustainability of production processes. By applying principles such as honesty, responsibility, and discipline, managers not only improve defect quality but also foster a work culture that supports continuous improvement and the development of strong ethical values within the organization.

The following research findings show the values that are integrated into defect management;

Table 1: Interview Results
Integration of Pesantren Values into Defect Management

Interview Data	Coding	Sources of Information
“We teach honesty to our students as a core value. Students are taught to report any problems or mistakes without fear, ensuring that any shortcomings are identified and addressed immediately.”	Honesty in Reporting	DF, Teacher.
"Kejujuran adalah salah satu pilar utama di pesantren kami. Kami mendorong seluruh staf	Honesty in Reporting	ZS, Head of the Islamic Boarding School

dan santri untuk bersikap jujur dalam segala hal, termasuk dalam manajemen cacat."		
"Setiap santri memiliki tanggung jawab yang jelas dalam kegiatan harian mereka. Kami menetapkan tugas yang spesifik agar mereka belajar tanggung jawab sejak dini."	Responsibilities	IS, Head of the Islamic Boarding School
"Anak saya menjadi lebih bertanggung jawab setelah belajar di pesantren. Mereka belajar pentingnya menyelesaikan tugas dan melaporkan setiap masalah."	Responsibilities	AK, Parents of students.
"Kami mengimplementasikan proses yang sederhana namun efektif dalam kegiatan belajar mengajar. Ini memastikan bahwa semua kegiatan berjalan efisien."	Simplicity and Efficiency	RS, Office of Education.
"Proses belajar yang sederhana dan efisien membantu kami memahami materi dengan lebih baik dan menyelesaikan tugas tepat waktu."	Simplicity and Efficiency	SN, Student.
"Implementasi SOP yang ketat dalam kegiatan belajar mengajar membantu meningkatkan kedisiplinan di kalangan santri. Hal ini juga diterapkan dalam defect management."	Discipline in Quality Standards	RD, Office of Education.
"Pelatihan kedisiplinan yang kami terima di pesantren membantu kami dalam kehidupan sehari-hari, termasuk dalam menangani masalah dan cacat."	Discipline in Quality Standards	HSL, Alumni.

The observational data show that the integration of pesantren values into defect management is clearly evident through the application of the principles of honesty, responsibility, simplicity, and discipline. Honesty is reflected in transparent and accurate reporting of product defects, in accordance with pesantren teachings regarding honesty as a moral foundation. Responsibility is implemented through a deep commitment to process improvement and preventive measures, reflecting individual accountability in resolving and preventing problems. The principles of simplicity and efficiency are applied by streamlining managerial procedures to make them more effective and results-oriented, in line with pesantren teachings on the importance of minimal processes yielding maximum results. Discipline is demonstrated through the consistent application of quality standards, reflecting the pesantren's value of discipline in maintaining work quality and orderly processes. The overall application of these pesantren values not only improves managerial processes but also creates a more ethical and effective work environment, in line with the goal of integrating pesantren values into defect management.Tabel 1 sebagaimana diatas

terdapat 4 bentuk dari integrasi nilai Pesantren dalam defect management. Dengan demikian, data tersebut menjelaskan temuan sebagaimana berikut:

a) Honesty in Reporting

These findings indicate that in Islamic boarding schools, honesty is taught to students as a core value. Students are encouraged to report any issues or mistakes without fear, so that any shortcomings can be promptly identified and addressed. Honesty is one of the main pillars of this Islamic boarding school, and we encourage all staff and students to always be honest in all matters, including in the management of shortcomings. The successful integration of the value of honesty into defect management at the pesantren is marked by the creation of an open culture where students and staff feel safe to report mistakes without fear, as well as the existence of a reward system that values honesty and strict sanctions for those who attempt to conceal defects.

b) Responsibilities

Research data shows that by assigning specific tasks, Islamic boarding schools strive to shape the character of students so they are responsible and disciplined in carrying out their daily duties. These tasks are designed to provide practical experience in managing responsibilities, which—in the context of disability management—teaches students to proactively identify and resolve problems. In Islamic boarding schools, each student has clear responsibilities in their daily activities, with specific tasks assigned to instill a sense of responsibility from an early age. This approach has proven effective, as students become more responsible, understand the importance of completing tasks, and report any problems.

c) Kesederhanaan dan Efisiensi

The findings above indicate that educational institutions managed by teaching and non-teaching staff implement simple yet highly effective managerial processes in teaching and learning activities. This approach focuses not only on simplifying procedures but also on optimally achieving educational goals through structured and well-planned methods. Educators emphasize that the simplicity of these processes does not diminish their effectiveness; rather, it enhances operational efficiency and the quality of learning outcomes. In this context, simplicity refers to a process design that is directly targeted, free from unnecessary layers of complexity, which allows for better management of time and resources.

d) Discipline in Quality Standards

The research findings emphasize the importance of implementing strict Standard Operating Procedures (SOPs) as a key tool for improving student discipline and effectively managing product defects. By implementing structured and detailed SOPs to regulate educational activities and defect management,

educational institutions are expected to strengthen discipline and quality standards. The implementation of strict SOPs has been identified as a managerial strategy that successfully improves student discipline in teaching and learning activities, where clear procedures and firm rules serve as the main pillars in creating an orderly and organized learning environment. With SOPs in place, students are guided to follow the rules, complete their assignments on time, and adhere to established standards, which in turn helps improve the quality of the teaching and learning process.



Figure 1. Integration of Islamic Boarding School Values in Defect Management

Based on the findings above, it can be concluded that the integration of pesantren values into disability management has proven effective in various aspects. Honesty, as a core value, encourages students and staff to report mistakes without fear, fostering an open culture with a clear system of rewards and sanctions. Responsibility is taught through specific tasks that shape students' character, enhancing their ability to proactively identify and resolve problems. Simplicity and efficiency in managerial processes enable the optimal achievement of educational goals through procedures designed to be directly on target. The strict implementation of standard operating procedures (SOPs) reinforces discipline and quality standards, creating an orderly and organized learning environment and improving the quality of learning outcomes.

3.1.2. Implications of Integrating Pesantren Values into Defect Management

The integration of pesantren values into defect management combines spiritual and ethical dimensions with technical managerial strategies, resulting in an approach that not only improves product quality but also strengthens integrity and work ethics within the organization. By applying values such as honesty, simplicity, and responsibility, managers can address defects in a more holistic and sustainable manner. This approach not only enhances the effectiveness of defect management but also fosters a work culture that supports continuous improvement, while reinforcing a solid ethical foundation in the production process. The implications of this integration demonstrate that incorporating pesantren values into defect management can yield long-term benefits for product quality, customer satisfaction, and overall organizational performance.

The following research data illustrates the implications of integrating these values into defect management:

Table 2. Data on the Implications of Integrating Pesantren Values into Defect Management

Interview Data	Coding	Sources of Information
"By integrating the values of the pesantren, we have seen significant improvements in our management processes, which are now more structured and efficient."	Effectiveness in Resolving Defects	Head of the Islamic Boarding School
"Staff members feel more satisfied and motivated because the pesantren's values, when put into practice, create a more harmonious and ethical work environment."	Effectiveness in Resolving Defects	Pesantren Staff
"With the current reporting system, the time required to resolve defects has been significantly reduced, making the process faster and more efficient."	Promoting an Ethical and Effective Work Environment	Islamic Boarding School Student
"We periodically evaluate the effectiveness of the corrective actions taken to ensure that all defects are properly addressed and do not recur. The preventive measures implemented have successfully reduced the	Promoting an Ethical and Effective Work Environment	Teacher

number of recurring defects, demonstrating the effectiveness of the actions taken."		
"We provide ongoing training and education for staff and students, ensuring they understand and apply the pesantren's values in all aspects of their lives."	Human Resource Development	Teacher
"The existing mentoring program helps us—the students and new staff—understand and internalize the pesantren's values in management, making us better prepared to face challenges."	Human Resource Development	Pesantren Staff
"We ensure that the values of the pesantren are applied at every level of the organization, from the students to management, to foster consistency in our actions. Effective collaboration and communication among all stakeholders have been key to implementing these values, ensuring that everyone is on the same page."	Involvement of the Entire Islamic Boarding School Community	Head of the Islamic Boarding School
"The entire pesantren community—including students, staff, and administrators—actively participates in disability management, making the process more inclusive and effective."	Involvement of the Entire Islamic Boarding School Community	Islamic Boarding School Student

The implications of integrating pesantren values into defect management are clearly evident in the application of the principles of honesty, responsibility, simplicity, and discipline. Honesty is reflected in transparent defect reporting, in line with the pesantren's teachings on integrity. Responsibility is demonstrated through a commitment to rectifying and preventing problems, reflecting individual accountability. The principle of simplicity is applied by streamlining procedures for maximum effectiveness, while discipline is evident in the consistent application of quality standards. The integration of these values improves managerial processes while creating a more ethical and efficient work environment.

a) Effectiveness in Resolving Defects.

Research findings indicate that by integrating pesantren values, pesantren stakeholders have observed significant improvements in managerial processes, which are now more structured and efficient. The implementation of these values has also created a more harmonious and ethical work environment, which has contributed to increased staff satisfaction and motivation. Staff feel more motivated because they work in an environment that supports moral and ethical values. These

changes demonstrate that integrating pesantren values not only improves efficiency but also enhances the quality of work and the well-being of all stakeholders within the pesantren.

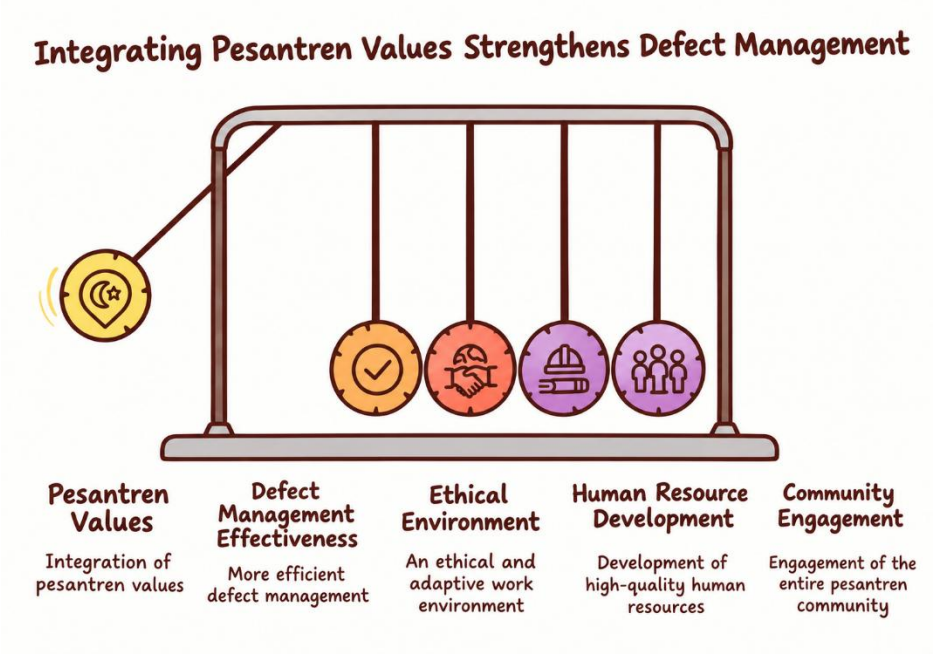
b) Promoting an Ethical and Effective Work Environment.

Research data shows that, with the existing reporting system, the time required to resolve defects has been significantly reduced, making the process faster and more efficient. Students periodically evaluate the effectiveness of the corrective actions taken to ensure that all defects are properly addressed and do not recur. The preventive measures implemented have successfully reduced the number of recurring defects, demonstrating the effectiveness of the actions taken.

c) Human Resource Development.

Research findings indicate that the Head of the Islamic Boarding School provides ongoing training and education for staff and students to ensure they understand and apply the boarding school's values in all aspects of life. The existing mentoring program helps new students and staff understand and internalize the boarding school's values in terms of management, so that they are better prepared to face challenges. Through ongoing training and mentoring, we strive to create an environment where the boarding school's values serve as the guiding principle for every action and decision. This ensures that the entire boarding school community can contribute effectively and ethically to all activities.

Figure 2. Implications of Integrating Pesantren Values into Defect Management



The research findings outlined above indicate that the integration of pesantren values into disability management has four main implications. First, the effectiveness of defect resolution increases, making managerial processes more structured and efficient, and creating a harmonious and ethical work environment. Second, a more ethical and effective work environment is created through a reporting system that accelerates defect resolution and preventive measures that successfully reduce recurring defects. Third, human resource development through training and mentoring programs ensures that students and staff understand and apply pesantren values in every action and decision. Fourth, the involvement of the entire pesantren community in defect management guided by cooperation and effective communication creates alignment in actions and preserves the integrity of pesantren values.

3.2. Discussion

3.2.1. Integrating Pesantren Values into Defect Management

Research findings indicate that the integration of pesantren values can transform defect management from a rigid, procedural approach into a comprehensive culture of quality. The four core values that have been internalized—honesty in reporting, personal and collective responsibility, simplicity in operational processes, and adherence to Standard Operating Procedures (SOPs)—demonstrate that quality control does not rely solely on technical tools and controls. These findings reinforce and expand upon the Total Quality Management (TQM) theory developed by W. Edwards Deming, which emphasizes the importance of continuous quality improvement through cultural transformation and the involvement of all elements of the organization. By internalizing the values of the pesantren, defect management practices take on an ethical and spiritual dimension that fosters self-awareness among staff and students, enabling them to maintain quality standards without the need for excessive supervision.

The primary implication of integrating these values directly addresses a crucial issue in modern quality management: the high operational costs resulting from hidden defects. A culture of openness grounded in the values of honesty and responsibility enables errors to be detected earlier without fear of punishment. This aligns with Philip Crosby's (1979) "Zero Defects" principle, which asserts that taking preventive measures and addressing problems early on is far more efficient and cost-effective than correcting errors that have already accumulated. Thus, the application of pesantren ethical values has proven not only to shape individuals with strong moral character but also to directly improve managerial efficiency and prevent the waste of resources.

The mechanism behind the success of this integration is rooted in a model of spiritual and cultural habituation that is unique to the pesantren environment. Unlike conventional manufacturing industries, which tend to rely on rigid regulations and external oversight, pesantren draw on moral incentives based on personal accountability to God and one's fellow human beings. This explains why individuals within the

pesantren ecosystem possess a strong intrinsic motivation to comply with standard operating procedures (SOPs) and report errors transparently. This analysis confirms Edgar Schein's organizational culture theory, which states that ethical values deeply embedded in leadership and the organizational environment consistently shape members' behavior, thereby producing a sustainable and robust management system from within.

3.2.2. Implications of Integrating Pesantren Values into Defect Management

The implications of integrating pesantren values are tangibly realized in four main domains: increased effectiveness in resolving defects, the creation of an ethical and efficient work environment, the strengthening of character-based human resources, and the inclusive engagement of the entire pesantren community. These findings offer a new perspective that expands the conventional framework of defect management, which has traditionally tended to be technocratic in orientation and has often overlooked human factors. These findings align with the Critical Theory framework in management pioneered by Max Horkheimer, which criticizes the dominance of mechanical efficiency alone and emphasizes the importance of restoring social, ethical, and moral dimensions to managerial practices. Thus, this integration demonstrates that effective quality management can be achieved without sacrificing humanistic values and justice.

The practical implication (so what?) of these findings is the creation of a harmonious, transparent, and sustainable operational ecosystem. Dealing with operational flaws or errors is no longer perceived as a frightening threat or a burden that triggers internal conflict, but is instead transformed into a means of collaborative learning. This situation confirms the theory of ethical leadership developed by James Kouzes and Barry Posner, which states that working relationships built on a foundation of trust, openness, and shared moral values will enhance integrity, engagement, and long-term commitment across all elements of the organization. The end result is not limited to a reduction in operational errors but also leads to increased satisfaction and trust among stakeholders.

The fundamental reason (why) this approach succeeds in surpassing the effectiveness of technical fixes is that technical fixes alone only address surface-level symptoms, without addressing the root cause, which stems from human mentality and behavior. As Rhenald Kasali (2017) has pointed out, relying solely on technical tools without addressing organizational culture will fail to address complex and rapidly changing operational dynamics. The values of the pesantren such as simplicity, discipline, and responsibility directly target the transformation of individual mindsets and morality. Once the fundamental character of the workforce has been firmly established, the implementation of quality management techniques and tools can proceed optimally, precisely, and sustainably.

4. Conclusions And Suggestions

This study concludes that the integration of Educational Technology (EdTech) into Indonesian language instruction in secondary schools in the Banyuwangi, Bondowoso, and Jember regions has proven to bring about a significant transformation from conventional approaches toward an interactive, flexible, and student-centered digital learning ecosystem. This integration takes three main forms:

First, self-paced language learning apps (Duolingo, Babbel, Rosetta Stone) effectively support the flipped classroom model, improve classroom time efficiency, and reinforce students' vocabulary and grammar retention. *Second*, digital-based collaborative projects (Google Docs and Microsoft Teams) that promote a shift toward social constructivism, strengthen communicative writing and speaking skills, and facilitate teachers' formative assessments through real-time feedback. *Third*, Immersive Media (AR/VR) offer great potential for delivering context-based language and literature instruction (contextual teaching and learning), although their implementation is still hampered by challenges related to infrastructure limitations and the readiness of educators in rural areas.

The findings of this *study* have important implications for Indonesian language educators: they should not merely view technology as a presentation tool, but rather design its use as a means of social interaction and to foster students' autonomy in learning. For school administrators and education policymakers, these findings underscore the importance of providing equitable digital infrastructure and ongoing training in pedagogical digital competence for teachers to minimize the digital divide in rural areas.

This study is limited by its qualitative scope, which focuses on the subjective *perceptions* and experiences of teachers and students in a specific region. Therefore, future research is recommended to employ quantitative or mixed-methods approaches with a broader sample size to objectively measure the impact of EdTech combinations on students' learning outcomes and digital literacy skills.

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