

**THE INFLUENCE OF TOTAL QUALITY MANAGEMENT (TQM)
ON OPERATIONAL PERFORMANCE
AT PT INDO TAS JAYA ABADI**

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Abstract

This study aims to analyze the influence of Total Quality Management (TQM) elements on operational performance at PT Indo Tas Jaya Abadi, a manufacturing company engaged in the production of non-woven bags. The TQM elements analyzed in this study include obsession with quality, continuous improvement, education & training, and employee involvement and empowerment. The method used is quantitative with a Partial Least Square Structural Equation Modeling (PLS-SEM) approach using SmartPLS software. Data was collected through distributing questionnaires to 19 respondents who were all company employees. The results showed that the variable obsession with quality had a -0.298 significant negative effect on operational performance, continuous improvement had a 0.566 significant positive effect on operational performance, education & training had a -0.236 significant negative effect on operational performance, employee involvement and empowerment had a -0.256 insignificant effect on operational performance. In addition, simultaneously the four variables in this study contributed 92% significantly to operational performance. Meanwhile, the remaining 8% is due to other elements such as: customer focus, teamwork, scientific approach, and unity of purpose.

Keywords : *Total Quality Management, Operational Performance, PT Indo Tas Jaya Abadi*

**PENGARUH *TOTAL QUALITY MANAGEMENT* (TQM)
TERHADAP KINERJA OPERASIONAL PADA
PT INDO TAS JAYA ABADI**

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Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh elemen-elemen *Total Quality Management* (TQM) terhadap kinerja operasional pada PT Indo Tas Jaya Abadi, sebuah perusahaan manufaktur yang bergerak di bidang produksi tas *non-woven*. Adapun elemen TQM yang dianalisis dalam penelitian ini meliputi obsesi terhadap kualitas, perbaikan berkesinambungan, pendidikan & pelatihan, serta keterlibatan dan pemberdayaan karyawan. Metode yang digunakan adalah kuantitatif dengan pendekatan *Partial Least Square Structural Equation Modeling* (PLS-SEM) menggunakan perangkat lunak SmartPLS. Data dikumpulkan melalui penyebaran kuesioner kepada 19 responden yang merupakan seluruh karyawan perusahaan. Hasil penelitian menunjukkan bahwa variabel obsesi terhadap kualitas berpengaruh sebesar -0.298 negatif signifikan terhadap kinerja operasional, perbaikan berkesinambungan berpengaruh sebesar 0.566 positif signifikan terhadap kinerja operasional, pendidikan dan pelatihan berpengaruh sebesar -0.236 negatif signifikan terhadap kinerja operasional, keterlibatan dan pemberdayaan karyawan berpengaruh sebesar -0.256 tidak signifikan terhadap kinerja operasional. Selain itu, secara simultan keempat variabel dalam penelitian ini memberikan kontribusi sebesar 92% signifikan terhadap kinerja operasional. Sedangkan, sisanya disebabkan faktor lain sebesar 8% seperti: fokus pelanggan, kerja sama tim, pendekatan ilmiah, dan kesatuan tujuan. Penelitian ini menekankan pentingnya perbaikan berkelanjutan sebagai elemen TQM yang paling berdampak terhadap peningkatan kinerja operasional.

Kata kunci : *Total Quality Management*, Kinerja Operasional, PT Indo Tas Jaya Abadi