

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh *TQM* dan inovasi terhadap kinerja organisasi pada perusahaan pertambangan batu bara, PT I Resources. *TQM* dalam penelitian ini dikategorikan ke dalam dua dimensi utama, yaitu *Soft quality management* dan *Hard quality management*, sedangkan inovasi dibagi menjadi *administrative innovation* dan *technical innovation*. Penelitian ini dilandasi oleh premis bahwa dalam industri yang bersifat kompetitif, padat regulasi, dan dinamis seperti pertambangan, sinergi antara praktik manajemen mutu dan kapabilitas inovasi memainkan peran penting dalam mempertahankan dan meningkatkan kinerja organisasi secara berkelanjutan.

Pendekatan yang digunakan adalah kuantitatif, dengan metode survei terhadap 696 responden yang merupakan karyawan PT I Resources. Analisis data dilakukan menggunakan *Structural Equation Modeling (SEM)* berbasis Partial Least Square (PLS). Hasil penelitian menunjukkan bahwa *SQM* dan *HQM* berpengaruh signifikan terhadap kedua jenis inovasi, serta secara langsung terhadap kinerja organisasi. Selain itu, baik *administrative innovation* maupun *technical innovation* terbukti memberikan kontribusi positif terhadap peningkatan kinerja organisasi. Temuan ini menegaskan bahwa penerapan *TQM* dan inovasi secara simultan mampu meningkatkan keefektifan operasional, kemampuan adaptasi terhadap teknologi, serta daya saing organisasi dalam jangka panjang. Penelitian ini memberikan kontribusi praktis dalam memperkuat strategi manajerial berbasis kualitas dan inovasi di sektor pertambangan, sekaligus memperluas cakupan teoritis mengenai integrasi *TQM* dan inovasi sebagai determinan utama kinerja organisasi.

Kata Kunci: *TQM*, Inovasi, Kinerja Organisasi, Industri Pertambangan

ABSTRACT

This study aims to analyze the influence of Total Quality Management (TQM) and innovation on organizational performance in a coal mining company, PT I Resources. TQM in this study is categorized into two main dimensions: Soft quality management (SQM) and Hard quality management (HQM), while innovation is divided into administrative innovation and technical innovation. The research is grounded on the premise that in a competitive, highly regulated, and dynamic industry such as mining, the synergy between quality management practices and innovation capabilities plays a critical role in sustaining and enhancing organizational performance.

A quantitative approach was employed, using a survey method involving 696 respondents who are employees of PT I Resources. Data analysis was conducted using Structural Equation Modeling (SEM) with a Partial Least Squares (PLS) approach. The results indicate that both SQM and HQM significantly influence the two types of innovation and directly impact organizational performance. Furthermore, both administrative innovation and technical innovation were found to contribute positively to the improvement of organizational performance. These findings affirm that the simultaneous implementation of TQM and innovation can enhance operational effectiveness, technological adaptability, and long-term organizational competitiveness. This study provides practical contributions to strengthening quality- and innovation-based managerial strategies in the mining sector and expands the theoretical scope of TQM and innovation integration as key determinants of organizational performance.

Keywords: *TQM, Innovation, Organizational performance, Mining Industry*