

## ABSTRACT

*Good human resource management is currently the company's top priority in realizing maximum company performance and this can be produced from good employee performance. The role given by employees is an important indicator in supporting the sustainability of the company, thus it is necessary to have employee performance that can innovate in an effort to improve the company's performance. The performance of these innovations is also considered as one of the factors for the success of Total Quality Management. Then, there are other factors that can affect innovation performance, namely sharing knowledge and organizational culture.*

*This study aims to examine the effect of the implementation of Total Quality Management on innovation performance with knowledge sharing and organizational culture as an intervening variable at the Main Branch Office of PT Pos Indonesia (Persero) Bandung.*

*This study uses a quantitative approach with a type of causal descriptive research. The sampling technique uses a saturated sampling method of 85 respondents, the data analysis technique uses PLS structural equation modeling and uses the SmartPLS application as the supporting software.*

*Based on the test results, it was obtained that the t-statistic value was 2.063 and the p-value was 0.040, so it was stated that Total Quality Management had a positive and significant effect on innovation performance. Total Quality Management also had a positive and significant effect on knowledge sharing because it was obtained that the t-statistic value was 3.740 and the p-value was 0.000. Then the t-statistic value is 5,400 and the p-value is 0.000 so that Total Quality Management has a positive and significant effect on organizational culture. Then the t-statistics value of 2.424 and the p-values of 0.016 were obtained. Because the t-statistic value is  $2.424 > 1.96$  and the p-value is  $0.016 < 0.05$ , it is stated that knowledge sharing has a positive and significant effect on innovation performance. Then the test results obtained that the t-statistic value was 2.265 and the p-value was 0.024, so it was stated that organizational culture had a positive and significant effect on innovation performance. In addition, it was obtained that the t-statistic value was 2.029 and the p-value was 0.043, so it was stated that knowledge sharing mediated the influence between Total Quality Management on innovation performance. And the test results obtained that the t-statistic value is 1.999 and the p-value is 0.046, so it is stated that organizational culture mediates the influence between Total Quality Management on innovation performance.*

*Therefore, it can be concluded that Total Quality Management has a positive and significant effect on innovation performance, Total Quality Management has a positive and significant effect on various knowledge, Total Quality Management has a positive and significant effect on organizational culture, knowledge sharing has a positive and significant effect on innovation performance, organizational culture has a positive and significant effect on innovation performance, knowledge sharing mediates the influence between Total Quality Management on innovation performance, and organizational culture mediates the influence between Total Quality Management on innovation performance.*

**Keywords:** *Total Quality Management, Knowledge Sharing, Organizational Culture, Innovation Performance*