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The Impact of Total Quality Management (TQM) on Innovation Performance with Knowledge Sharing and Organizational Culture as Intervening Variables: A Study on PT Pos Indonesia (Persero) Bandung

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Abstract

This study examines the effect of Total Quality Management (TQM) on innovation performance at the Main Branch Office of PT Pos Indonesia (Persero) Bandung, with knowledge sharing and organizational culture serving as intervening variables. The data was collected using a saturated sampling of 85 respondents and analysed using Structural Equation Modelling using SmartPLS. This research method is commonly used in quantitative research. Organisational culture, knowledge sharing, and innovation performance are all positively and significantly impacted by TQM, according to the findings. Furthermore, the connection between TQM and innovation performance is moderated to a large extent by both knowledge sharing and organisational culture. This research shows that TQM, supported by a values-driven culture and an emphasis on information sharing, is essential for encouraging innovation.

Keywords: Content Marketing, Entertainment Intention, Customer Advocacy And Gender

1. Introduction

In the modern business landscape, companies face numerous challenges in both goods and services sectors. One of the most pressing challenges is the increasing demand from customers for a diverse range of needs, which evolve rapidly alongside technological advancements and changing market conditions. As such, organizations must prioritize enhancing the quality of their products and services to meet and exceed customer expectations. To achieve this, companies implement various strategies to measure and improve service quality, including customer satisfaction surveys, direct observations, interviews, and historical data analysis. These efforts aim to assess how well customers are satisfied with the products or services provided.

For businesses to thrive in such a competitive environment, broad knowledge and technological insights are imperative. This underscores the need for sound management practices, particularly in Human Resource Management (HRM). Effective HRM is crucial for developing a skilled workforce that can contribute to the company's goals (Iswandi, 2021). HRM plays a significant role in maximizing company performance, as employees are the cornerstone of any organization's success. In each employee possesses unique characteristics and specialized functions, which, if managed properly, lead to optimal performance

(Abdul Jabar et al., 2022).

A key determinant of organizational success is employee performance, especially in terms of innovation. Innovation is essential for improving company performance, as it allows employees to generate new ideas and approaches that enhance operational efficiency and customer satisfaction. Hartini (2022) define performance as the outcome or level of success achieved by an individual over a given period, compared to set performance standards, targets, or criteria. In today's business environment, innovation-driven performance has increasingly become a benchmark for evaluating the long-term viability of organizations. Although employee performance and innovation performance are distinct, they are intrinsically related. While employee performance refers to individual accomplishments within a specific period, innovation performance reflects an organization's ability to develop new ideas or methods aimed at improving overall business outcomes. Understanding this distinction is vital for recognizing how innovation can drive continuous improvement within an organization.

At PT Pos Indonesia (Persero) Bandung, the integration of innovative performance strategies among employees has been directly linked to customer satisfaction. Not only does PT Pos Indonesia improve its overall performance, but it also meets customer needs more effectively by encouraging a culture of innovation. Total Quality Management (TQM) is an all-encompassing management strategy that the organisation has effectively adopted. Its goal is to increase productivity and quality by instituting processes of continuous improvement. TQM's overarching goal at PT Pos Indonesia is to improve performance, efficiency, and innovation by fostering an atmosphere that inspires workers to think outside the box and come up with novel approaches to old problems.

Furthermore, TQM has been closely tied to the company's leadership and human capital management practices, emphasizing the role of senior leadership in promoting a collective decision-making process. This collaborative approach ensures that performance improvements are aligned with long-term strategic objectives and customer needs. Supported by a strong organizational culture and the implementation of knowledge-sharing practices, TQM has become a cornerstone of innovation at PT Pos Indonesia.

Knowledge sharing, defined as the interactive communication of knowledge among employees, is another vital element that facilitates innovation. Knowledge sharing enables employees to collaborate effectively, fostering a culture of continuous improvement and innovation (Muizu et al., 2018),. PT Pos Indonesia has actively promoted knowledge-sharing initiatives, facilitating the exchange of ideas and insights through group discussions and collaborative problem-solving sessions. These efforts aim to cultivate a learning-oriented culture that supports the company's strategic objectives of innovation and customer satisfaction.

In addition to knowledge sharing, organizational culture plays a critical role in driving innovation. Organizational culture reflects the shared values, beliefs, and norms that shape employee behavior (Nurhasanah et al., 2022). At PT Pos Indonesia, the implementation of the "AKHLAK" organizational culture—emphasizing trust, competence, harmony, loyalty, adaptability, and collaboration—has been pivotal in fostering a work environment conducive to innovation. By ensuring a supportive and collaborative culture, the company has enabled employees to apply innovative approaches in their work, further enhancing overall performance.

This study explores how TQM, knowledge sharing, and organizational culture collectively influence innovation performance at PT Pos Indonesia's Main Branch Office in Bandung. By examining these relationships, the study provides insights into how organizations can leverage these factors to drive continuous innovation and maintain a competitive edge in the rapidly evolving business environment.

2. Research Metodology

The study employed a quantitative descriptive method with a saturated sampling technique, involving 85 employees of PT Pos Indonesia's Main Branch Office in Bandung. Data were collected using questionnaires and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software. The research examined the relationships between TQM, knowledge sharing, organizational culture, and innovation performance.

3. Literature Review

Total Quality Management (TQM)

Management theory known as Total Quality Management (TQM) centres on the idea that happy customers are the key to success in the long run. According to Zhang et al. (2023), Total Quality Management (TQM) seeks to unite all aspects of an organisation in order to prioritise satisfying customers' needs and attaining ongoing improvement. It calls for an all-encompassing strategy in which each and every employee helps to enhance the company's goods and services. Leadership, customer focus, people involvement, process approach, and continuous improvement are the key principles of Total Quality Management (TQM).

According to Adam et al., (2022), organizations that implement TQM are better positioned to deliver high-quality products and services, which in turn leads to improved organizational performance and competitiveness. Zhang et al (2023) support this view, arguing that TQM contributes to innovation by creating a work environment that encourages employee engagement and a focus on process improvements. Continuous improvement, a cornerstone of TQM, fosters an environment where employees are encouraged to think critically about their work processes and seek new ways to enhance efficiency and effectiveness

Knowledge Sharing

According to Nugroho (2020), knowledge sharing occurs when people in an organisation contribute to its collective knowledge base by exchanging information, skills, or expertise. In order to foster an environment where people are always learning and inventing, it is seen as essential. By pooling their expertise, workers can make better decisions and encourage a more collaborative and problem-solving work environment (Venthio & Daud, 2022).

Research has proven that information sharing plays a crucial role in improving innovation efficiency. Better products, services, and processes can result from staff members working together to solve problems and generate new ideas as they share what they know and have experienced (Marhaeni & Ardiyanti, 2020). Sharing information also makes organisations more nimble, which means they can adapt faster to shifts in the market and other industries.

Organization Culture

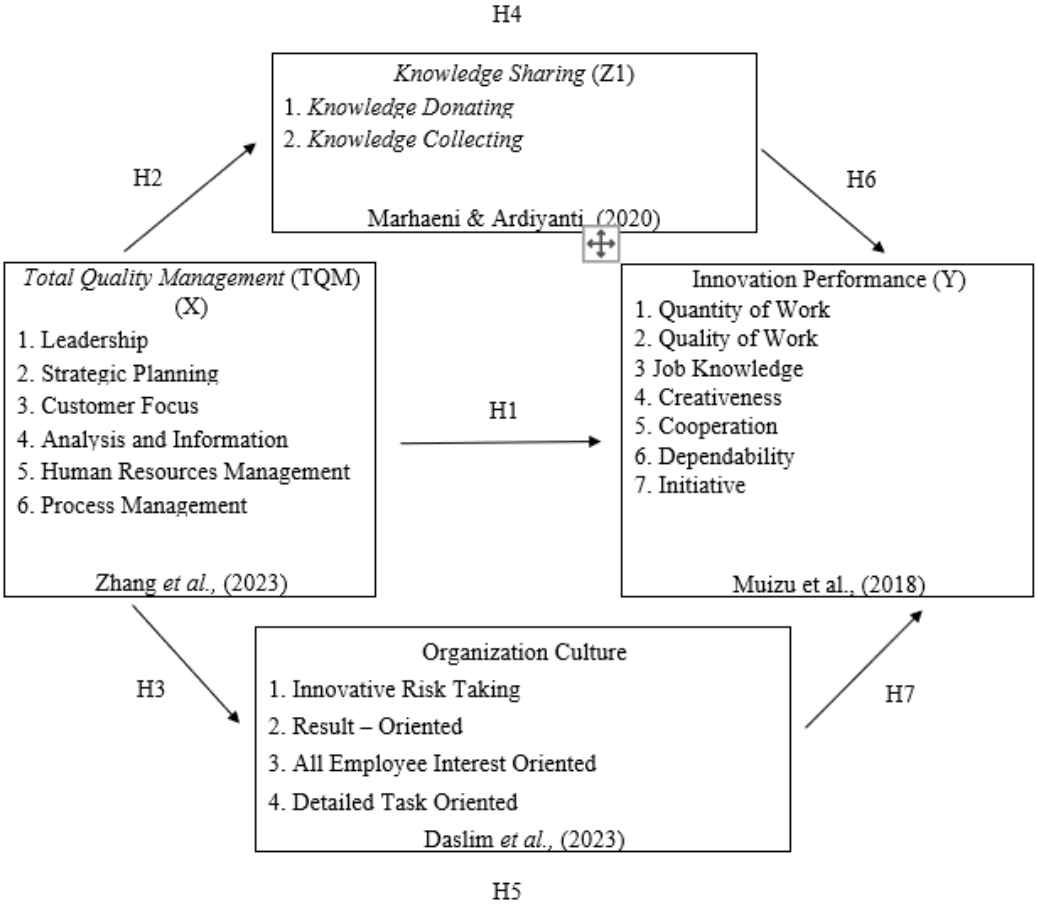
"Organisational culture" is defined as "the set of norms, expectations, and practices that govern how people in an organisation behave and think" (Nurhasanah et al., 2022). An organization's capacity to innovate is greatly affected by its culture. A strong culture influences how employees act and think, creating a work atmosphere that encourages innovation and teamwork (Daslim et al., 2023). Workers are more likely to try out novel approaches, question established norms, and take chances in an innovative work environment. According to studies, companies that foster an environment where employees feel supported and encouraged work together more effectively to innovate (Soelistya, 2020). Reason being, in such cultures, workers are free to offer up novel approaches without worrying about being judged or penalised.

Innovation Performance

An organization's innovation performance can be defined as its capacity to generate and execute novel concepts, goods, and services that enhance its competitiveness and fulfil customer demands (Novitasari et al., 2021). The importance of innovation in guaranteeing a company's success in the long run is being more and more acknowledged. Businesses that innovate often are better equipped to respond to shifting consumer preferences, fill gaps in the market, and enhance internal operations (Hartini, 2022). Everyone in an organisation, not just upper management, needs to pitch in when it comes to innovation. According to research (Muizu et al., 2018), innovation outcomes are most effectively driven when employees are actively involved in the process. In addition, a company's innovation performance can be greatly improved with the help of a supportive organisational culture, practices like TQM, and knowledge sharing.

4. Theoritical Framework

Figure 1 Theoritical Framework



Total Quality Management (TQM), knowledge sharing, organisational culture, and innovation performance were all influential in shaping the theoretical framework that this study used. All of these theories stress the importance of culture in encouraging innovation, the interdependence of knowledge flows within organisations, and the interdependence of quality management practices. The study's postulates are based on the offered theoretical framework and are :

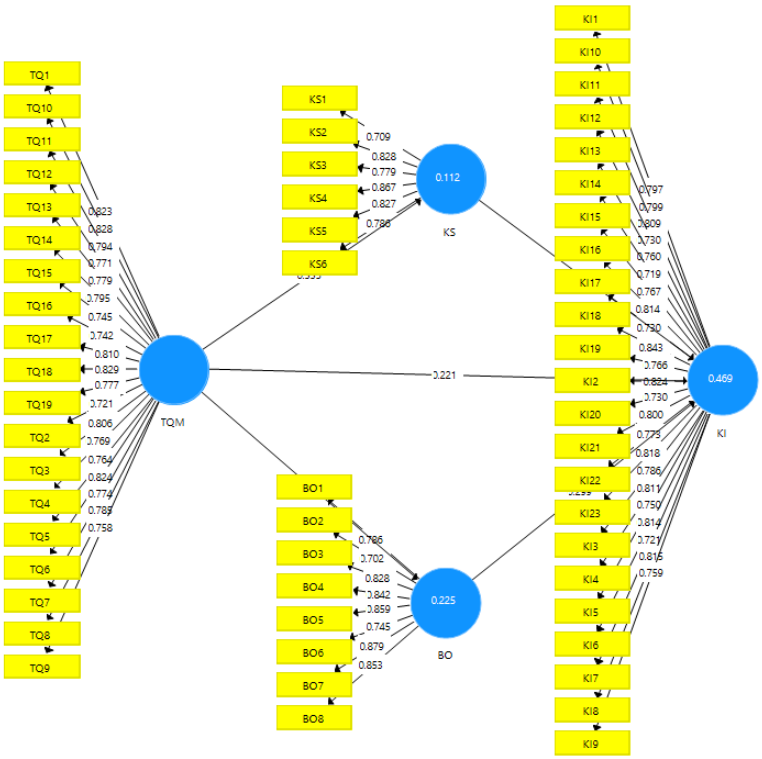
H1: Total Quality Management (TQM) affects Innovation Performance at the Main Branch Office of PT Pos Indonesia (Persero) Bandung.
H2: Total Quality Management (TQM) has an effect on Knowledge Sharing at the Main Branch Office of PT Pos Indonesia (Persero) Bandung.
H3: Total Quality Management (TQM) has a significant effect on Organizational Culture at the Main Branch Office of PT Pos Indonesia (Persero) Bandung.
H4: Knowledge Sharing has a significant effect on Innovation Performance at the Main Branch Office of PT Pos Indonesia (Persero) Bandung.
H5: Organizational Culture has a significant effect on Innovation Performance at the Main Branch Office of PT Pos Indonesia (Persero) Bandung.
H6: There is an indirect effect of Total Quality Management (TQM) on Innovation Performance through Knowledge Sharing at the Main Branch Office of PT Pos Indonesia (Persero) Bandung.
H7: There is an indirect effect of Total Quality Management (TQM) on Innovation Performance through Organizational Culture at the Main Branch Office of PT Pos Indonesia (Persero) Bandung.

5. Result and Discussion

Results of Structural Model Testing (Outer Model)

The study's measurement model is validated by presenting the results of the outer model testing. The validity and reliability of the indicators utilised to measure the constructs in the structural equation model are assessed in the outer model. Organisational culture, innovation performance, Total Quality Management (TQM), and knowledge sharing form the basis of the indicators included in this study. With the help of SmartPLS, we ran the outer model tests using PLS-SEM, or Partial Least Squares Structural Equation Modelling. The two primary areas of interest in the external model testing are discriminant validity and convergent validity. To further affirm that the model's measurement properties are sufficient, we also check the Composite Reliability and the Average Variance Extracted (AVE). In order to validate the outer model with the SmartPLS 3.0 software model, the following procedures were followed:

Figure 2 Outer Model Structural Equation Modelling (Algorithm)



Convergent Validity

Abdillah and Hartono (2015) state that the loading factor and the Average Variance Expected (AVE) are the two metrics that indicate convergent validity. If the absolute value of the AVE is greater than 0.50, we say that the variable has convergent validity.

Table 1 Convergent Validity Values

Variabel	Average Variance Extracted	Conclusion
Total Quality Management	0,615	Valid
Knowledge Sharing	0,641	Valid
Organization Culture	0,662	Valid
Innovation Performance	0,609	Valid

Discriminant Validity

A cross-loading value is one way to check if discriminant validity is present. When an indicator's value exceeds the loading value to other latent variables, it is deemed valid. The outcomes of the cross-loading tests conducted on all indicators are detailed below (Ghozali, 2021)

Table 1 Discriminant Validity (Cross Loading)

Indikator	Organization Culture	Innovation Performance	Knowledge Sharing	Total Quality Management
BO1	0,786	0,470	0,456	0,413
BO2	0,702	0,395	0,383	0,303
BO3	0,828	0,439	0,534	0,373
BO4	0,842	0,505	0,505	0,484
BO5	0,859	0,446	0,585	0,396
BO6	0,745	0,499	0,544	0,383
BO7	0,879	0,591	0,500	0,384
BO8	0,853	0,560	0,598	0,333
KI1	0,481	0,797	0,433	0,378
KI10	0,499	0,799	0,529	0,346
KI11	0,477	0,809	0,387	0,429
KI12	0,461	0,730	0,475	0,432
KI13	0,410	0,760	0,477	0,336
KI14	0,494	0,719	0,360	0,399
KI15	0,444	0,767	0,451	0,310
KI16	0,525	0,814	0,482	0,342
KI17	0,409	0,730	0,343	0,310
KI18	0,561	0,843	0,587	0,449
KI19	0,406	0,766	0,445	0,372
KI2	0,464	0,824	0,508	0,406
KI20	0,493	0,730	0,438	0,335

Indikator	Organization Culture	Innovation Performance	Knowledge Sharing	Total Quality Management
KI21	0,454	0,800	0,462	0,337
KI22	0,518	0,773	0,422	0,347
KI23	0,392	0,818	0,402	0,430
KI3	0,540	0,786	0,525	0,383
KI4	0,462	0,811	0,498	0,397
KI5	0,405	0,750	0,391	0,305
KI6	0,464	0,814	0,413	0,448
KI7	0,493	0,721	0,456	0,182
KI8	0,463	0,815	0,445	0,311
KI9	0,493	0,759	0,426	0,388
KS1	0,430	0,397	0,709	0,293
KS2	0,483	0,465	0,828	0,217
KS3	0,535	0,492	0,779	0,284
KS4	0,530	0,446	0,867	0,263
KS5	0,518	0,537	0,827	0,330
KS6	0,535	0,431	0,786	0,201
TQ1	0,430	0,386	0,300	0,823
TQ10	0,396	0,412	0,278	0,828
TQ11	0,439	0,498	0,347	0,794
TQ12	0,338	0,416	0,281	0,771
TQ13	0,390	0,449	0,184	0,779
TQ14	0,291	0,407	0,204	0,795
TQ15	0,406	0,360	0,295	0,745
TQ16	0,346	0,321	0,248	0,742
TQ17	0,329	0,282	0,273	0,810
TQ18	0,408	0,395	0,338	0,829
TQ19	0,374	0,382	0,244	0,777
TQ2	0,362	0,374	0,258	0,721
TQ3	0,398	0,330	0,163	0,806
TQ4	0,312	0,328	0,282	0,769
TQ5	0,308	0,320	0,220	0,764
TQ6	0,390	0,286	0,258	0,824
TQ7	0,324	0,261	0,314	0,774
TQ8	0,364	0,267	0,235	0,785
TQ9	0,399	0,413	0,218	0,758

Reliability Test

Both the Cronbach's Alpha and the Composite Reliability tests demonstrate that SEM-PLS is reliable. It is advised that both the Cronbach's Alpha and Composite Reliability values be higher than 0.70:

Table 2 Composite Reliability

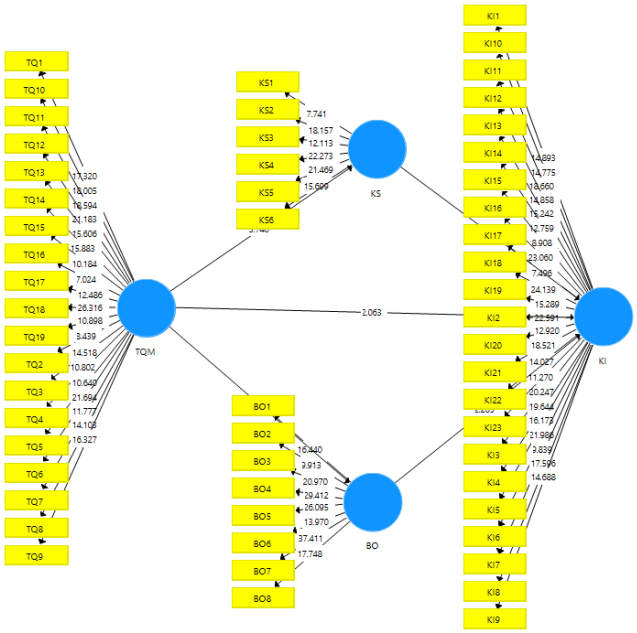
Variabel	Cronbach's Alpha	Composite Reliability	Kesimpulan
Total Quality Management	0,965	0,968	Reliabel
Knowledge Sharing	0,887	0,914	Reliabel
Organization Culture	0,926	0,940	Reliabel
Innovation Performance	0,971	0,973	Reliabel

All of the variables in the table have Composite Reliability and Cronbach's Alpha values higher than 0.70, indicating a high degree of consistency and confidence. Another possible reading is that all indicators reliably measure the same constructs across all variables.

Results of Structural Model Testing (Inner Model)

Interrelationships among the study's latent variables (constructs) are assessed by the inner model, which is likewise called the structural model. Here we show the outcomes of the inner model testing, which looked at the ways PT Pos Indonesia (Persero) Bandung's TQM, knowledge sharing, organisational culture, and innovation performance were supposed to go. Predictive relevance (Q^2), path coefficients, R^2 values, and f^2 effect sizes are some of the important criteria used to evaluate the inner model:

Figure 3 Structural Model Path Diagram (Bootstrapping)



R-Square

You can find out how much exogenous variables explain endogenous variable variability and how much exogenous variables affect endogenous variable variability by running the R Squared test. According to Hair et al. (2019), a higher R Square value indicates that the exogenous variables provide a stronger explanation for the endogenous variables. Here are the study's R-squared results:

Table 3 R-Square Values

Variabel	R Square
Knowledge Sharing	0,112
Organization Culture	0,225
Innovation Performance	0,469

According to the data in the table, knowledge sharing has a R squared value of 0.112. This indicates that total quality management accounts for 11.2% of the variance in knowledge sharing, with the remaining variance explained by other variables that were not included in the analysis. An R squared value of 0.225 for the organisational culture variable indicates that total quality management accounts for 22.5% of the variance in organisational culture, with the remaining variance explained by other variables that were not included in the analysis. The innovation performance variable has a R squared value of 0.469, which indicates that total quality management, knowledge sharing, and organisational culture account for 46.9% of the variance, with the remaining variance explained by other variables that were not included in the analysis.

Predictive Relevance (Q-Square)

Using the Q-Square test, we assess the model's predictions and the variables', dimensions', and indicators' parameter estimations. When the Q Squared value is bigger than zero, it means the model is predictively relevant. The Q Square test yielded the following findings :

Table 4 Predictive Relevance

Variabel	Q Square
Knowledge Sharing	0,064
Organization Culture	0,143
Innovation Performance	0,270

From the data in the table, we can deduce that the Q2 values for the following variables: knowledge sharing (0.064), organisational culture (0.143), and innovation performance (0.270). With Q2 values larger than 0, we can deduce that the model is predictively relevant for knowledge sharing, organisational culture, and innovation performance.

F-Square

F-Square testing is carried out to determine how much the relative influence of the independent latent variable on the dependent latent variable. According to Ghozali (2021) the criteria for measuring F-Square are as follows:

- The F2 value of 0.35 indicates that the independent latent variable on the dependent latent variable has a large influence.
- The F2 value of 0.15 indicates that the independent latent variable on the dependent latent variable has a medium or moderate influence.
- The F2 value of 0.02 indicates that the independent latent variable on the dependent latent variable has a small effect..

Table 5 F-Square Values

Variabel	Organization Culture	Knowledge Sharing	Innovation Performance
Total quality management	0,291	0,126	0,071
Organization Culture			0,088
Knowledge Sharing			0,114

Total quality management is included in the moderate influence category with an effect size of 0.291 on organisational culture, as shown in the table above. Although total quality management is a minor factor with a 0.126 impact on information sharing. Additionally, total quality management is a minor influence with an effect size of 0.071 on innovation performance. Consequently, organisational culture is a small influence with an effect size of 0.088 on innovation performance. Additionally, knowledge sharing is part of the small effect category with an effect size of 0.114 on innovation performance.

Hypothesis Testing

Researchers tested the observational (external) and structural (internal) models before conducting hypothesis testing and determining statistical significance. In order to measure significance, the t-statistic value must be greater than 1.96 and the p-value must be less than 0.05. The outcomes of the tests for significance and hypothesis testing are as follows:

Hipotesis		Original Sample	Sample Mean (M)	Standard Deviation	T Statistic	P Values	Kesimpulan
H1	TQM -> KI	0,221	0,225	0,107	2,063	0,040	Diterima
H2	TQM -> KS	0,335	0,352	0,089	3,740	0,000	Diterima
H3	TQM -> BO	0,474	0,487	0,088	5,400	0,000	Diterima
H6	KS -> KI	0,318	0,325	0,131	2,424	0,016	Diterima
H7	BO -> KI	0,299	0,291	0,132	2,265	0,024	Diterima

The effect of total quality management on innovation performance

Total quality management's impact on innovation output is the primary hypothesis examined here. The t-statistic is 2.063 and the p-value is 0.040, according to the test results. We can say that H1 is accepted because the t-statistic value is 2.063> 1.96 and the p-values are 0.040 < 0.05. Thus, it is clear that innovation performance is positively and significantly impacted by total quality management.

The effect of total quality management on knowledge sharing

The second hypothesis that this research attempts to test is how total quality management influences the dissemination of information. The t-statistic is 3.740 and the p-values are 0.000, according to the test results. It is stated that H2 is accepted because the t-statistic value is 3.470> 1.96 and the p-values value is 0.000 < 0.05. Therefore, it is safe to say that TQM significantly and positively impacts knowledge sharing.

The effect of total quality management on organizational culture

The impact of TQM on company culture is the subject of the third hypothesis that this research seeks to answer. The t-statistic is 5,400 and the p-value is 0.000, according to the test results. It is stated that H3 is accepted because the t-statistic value is 5.400> 1.96 and the p-values are 0.000 < 0.05. Organisational culture is positively and significantly impacted by total quality management.

The effect of knowledge sharing on innovation performance

Knowledge sharing's impact on innovation performance is the subject of the sixth hypothesis that this study seeks to test. A t-statistic of 2.424 and a p-value of 0.016 were determined from the results of the test. It is stated that H6 is accepted because the t-statistic value is 2.424> 1.96 and the p-value is 0.016 < 0.05. Therefore, it is safe to say that the innovation performance is positively and significantly impacted by knowledge sharing.

The effect of organizational culture on innovation performance

The impact of company culture on innovation output is the subject of the seventh hypothesis that this research seeks to answer. A t-statistic of 2.265 and a p-value of 0.024 were determined from the results of the test. That H7 is accepted is due to the fact that the t-statistic value is 2.265> 1.96 and the p-value is 0.024 <0.05. Our research shows that a company's culture significantly impacts its innovation performance for the better.

Table 6 Uji Hipotesis Indirect Effect

Hipotesis		Original Sample	Sample Mean (M)	Standard Deviation	T Statistic	P Values	Kesimpulan
H4	TQM -> KS -> KI	0,107	0,113	0,053	2,029	0,043	Diterima
H5	TQM -> BO -> KI	0,142	0,141	0,071	1,999	0,046	Diterima

Knowledge sharing mediates the influence between total quality management on innovation performance

The fourth hypothesis tested in this study is the effect of total quality management on innovation performance through knowledge sharing. Based on the test results, the t-statistic value is 2.029 and the p-value is 0.043. Because the t-statistic value of 2.029> 1.96 and the p-values of 0.043 <0.05, it is stated that H4 is accepted. So it is concluded that knowledge sharing mediates the influence between total quality management on innovation performance.

Organizational culture mediates the influence between total quality management on innovation performance.

The fifth hypothesis that was tested in this study is that the influence of organisational culture on innovation performance is mediated by total quality management. The t-statistic is 1.999 and the p-value is 0.046, according to the test results. H5 is accepted due to the fact that the t-statistic value is 1.999> 1.96 and the p-values are 0.046 < 0.05. It follows that company culture plays a moderating role in the relationship between TQM and innovation output.

Discussion

Evidence from PT Pos Indonesia (Persero) Bandung shows that Total Quality Management (TQM) significantly improves innovation performance. This discovery is in line with what is already known in the literature about how TQM can drive innovation by encouraging a mindset of constant improvement and quality improvement (Zhang et., 2023; Adam et al., 2022). Leadership commitment, customer focus, and process improvement are TQM practices that foster an environment that encourages innovation. Employees are encouraged to refine processes and meet customer needs while focussing on innovation. Based on the correlation between TQM and innovation performance, businesses that adopt TQM practices stand a better chance of becoming more innovative. To stay competitive in the logistics and postal industries and meet evolving customer expectations, PT Pos Indonesia has integrated continuous improvement into their organisational processes, leveraging TQM. Zhang et al. (2023) found that innovation can be driven by integrating quality management principles, so this makes sense. Researchers also discovered that innovation performance was significantly improved when knowledge was shared. This confirms what previous studies have shown: that information sharing is a key factor in fostering innovation within organisations (Nugroho, 2020; Marhaeni & Ardiyanti, 2020). Employees are more likely to work together and come up with creative solutions to problems when they are comfortable enough to share their thoughts, experiences, and information. Innovative methods of service delivery have been developed at PT Pos Indonesia thanks to the knowledge sharing that has allowed for the exchange of insights across teams.

The significance of cultivating a work atmosphere that promotes collaboration and information sharing among employees is underscored by the positive correlation between knowledge sharing and innovation. Workshops on collaborative problem-solving, group discussions, and formal training sessions are just a few of the ways that PT Pos Indonesia encourages employees to share what they've learnt. As a result of these changes, the business is now better able to meet the needs of its customers and innovate. This study's results corroborate those of earlier research (Nurhasanah et al., 2022; Daslim et al., 2023) that found that an organization's culture greatly affects innovation performance. Staff members at PT Pos Indonesia are encouraged to take initiative in driving innovation because of the company's commitment to the "AKHLAK" values: honesty, skill, cooperation, loyalty, flexibility, and trustworthiness. The innovation-driving qualities of risk-taking, adaptability, and collaboration are fostered by these principles. The significance of coordinating company values with innovation goals is highlighted by this discovery. Workers are more likely to speak up with novel ideas and try new things when they work in an environment that encourages and values their contributions. The capacity to innovate in reaction to shifts in the market and consumer expectations has been greatly improved by PT Pos Indonesia's culture of cooperation and flexibility.

6. Conclusion and Suggestions

Conclusion

The results of this study demonstrate that TQM, knowledge sharing, and organizational culture are critical factors in driving innovation performance at PT Pos Indonesia (Persero) Bandung. By implementing TQM practices, fostering a culture of knowledge sharing, and promoting strong organizational values, the company has been able to enhance its innovation capabilities and meet customer needs more effectively.

These findings highlight the importance of creating a supportive and collaborative work environment where innovation can thrive. For organizations seeking to improve their innovation performance, focusing

on TQM, knowledge sharing, and organizational culture is essential for achieving long-term success.

Suggestions for Future Researchers

Future researchers should explore how TQM, knowledge sharing, and organizational culture impact innovation performance in different industries and regions. The current study focuses on PT Pos Indonesia (Persero) Bandung, a state-owned enterprise in the logistics and postal industry. Expanding the research to include private organizations, multinational corporations, or companies from various sectors such as healthcare, technology, or manufacturing could provide broader insights into how these factors influence innovation performance across different contexts.

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