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## Analysis of the Implementation of Total Quality Management (TQM) through Competitive Advantage on Company Performance: Study in the Pharmaceutical Industry of PT Kimia Farma Tbk Indonesia

Sarin Sirait<sup>1</sup>, Hastin Umi Anisah<sup>2\*</sup>

<sup>1</sup>Postgraduate Student, Master of Management Program, Faculty of Economy and Business, Universitas Lambung Mangkurat, Banjarmasin, Indonesia

<sup>2</sup>Postgraduate Lecturer, Master of Management Program, Faculty of Economy and Business, Universitas Lambung Mangkurat, Banjarmasin, Indonesia

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#### \*Corresponding author:

Hastin Umi Anisah

#### E-mail address:

[humianisah@ulm.ac.id](mailto:humianisah@ulm.ac.id)

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### ABSTRACT

In the competitive landscape of the Indonesian pharmaceutical industry, companies are required to continue to innovate and improve performance. Total quality management (TQM), a holistic management approach that focuses on continuous quality improvement, has been identified as a potential driver of corporate performance. However, the mechanism of how TQM influences performance, especially through competitive advantage, is still not fully understood in the context of the pharmaceutical industry. This research aims to fill this gap by investigating the mediating role of competitive advantage in the relationship between TQM implementation and company performance at PT Kimia Farma Tbk, one of the leading pharmaceutical companies in Indonesia. This research adopts a quantitative approach with a survey design. Data was collected from 128 employees of PT Kimia Farma Tbk who were randomly selected using a stratified random sampling technique. Data analysis was carried out using partial least squares structural equation modeling (PLS-SEM) with the help of SmartPLS software. The research results reveal that TQM has a positive and significant influence on competitive advantage and company performance. Furthermore, competitive advantage is proven to partially mediate the influence of TQM on company performance. These findings underline the important role of TQM in improving the performance of pharmaceutical companies through developing competitive advantage. The managerial implication of this research is that it is important for PT Kimia Farma Tbk and other pharmaceutical companies to continue to strengthen the implementation of TQM and strategically utilize the resulting competitive advantages to achieve superior performance in an increasingly competitive market.

### 1. Introduction

The pharmaceutical industry in Indonesia has undergone significant transformation in recent decades, driven by population growth, increased health awareness, and technological advances. However, the industry also faces complex challenges, including intense competition, stringent regulations, and increasing consumer demands for product quality

and safety. In this dynamic and competitive business environment, pharmaceutical companies must continue to adapt and innovate to maintain and improve their performance (Barney, 2021). One management strategy that has been widely recognized as driving company performance is total quality management (TQM). TQM is a comprehensive and integrated management philosophy, focused on



continuous quality improvement in all aspects of the organization. TQM involves all employees, from top management level to the operational level, in a joint effort to achieve customer satisfaction and operational excellence (Talib et al., 2020).

The TQM concept is based on key principles such as customer focus, employee involvement, fact-based decision-making, continuous process improvement, and a systems approach to management. Effective implementation of TQM has been proven to increase efficiency, productivity, product and service quality, customer satisfaction, and ultimately overall company performance (Hendricks, 2018; Kaynak, 2020). In the context of the pharmaceutical industry, TQM has a very important role. The industry is highly regulated and subject to strict quality standards to ensure the safety and efficacy of pharmaceutical products. Implementing TQM can help pharmaceutical companies to meet these quality standards, increase operational efficiency, reduce production costs, and increase customer satisfaction (Wruck, 2018).

Apart from that, TQM can also help pharmaceutical companies to develop sustainable competitive advantages. Competitive advantage is a company's ability to produce more value for customers than its competitors, either through product differentiation, cost leadership, or focus on a particular market niche (Porter, 2019). TQM can contribute to the development of competitive advantage in various ways, such as improving product and service quality, increasing operational efficiency, encouraging innovation, and increasing responsiveness to customer needs (Sousa, 2019). PT Kimia Farma Tbk, as one of the leading pharmaceutical companies in Indonesia, has recognized the importance of TQM in improving performance and achieving competitive advantage. This company has implemented various TQM practices, such as employee training, process improvement, performance measurement, and risk management. However, the extent to which TQM

implementation has had a positive impact on company performance, especially through developing competitive advantage, still needs further research. This research aims to fill this gap by analyzing the effect of TQM implementation on company performance through the mediation of competitive advantage at PT Kimia Farma Tbk. It is hoped that this research can provide a theoretical contribution by enriching the literature regarding the relationship between TQM, competitive advantage and company performance, especially in the context of the pharmaceutical industry in Indonesia. Apart from that, this research is also expected to provide practical implications for the management of PT Kimia Farma Tbk and other pharmaceutical companies in developing effective management strategies to improve performance and achieve competitive advantage in an increasingly dynamic and competitive market.

## **2. Literature Review**

### **Total quality management (TQM)**

TQM is a management philosophy that focuses on continuously improving quality in all aspects of an organization. TQM involves all employees in the quality improvement process, with the aim of increasing customer satisfaction and overall company performance. Effective implementation of TQM requires commitment from top management, employee involvement, customer focus, performance measurement, and continuous process improvement (Talib et al., 2020). Several previous studies have shown the positive impact of TQM on company performance. For example, research conducted by Prajogo (2018) found that TQM implementation was positively correlated with increasing profitability and productivity of manufacturing companies in Australia. Another study by Sila (2019) also found that TQM had a positive effect on the financial and non-financial performance of manufacturing companies in Iran.



### **Competitive advantage**

Competitive advantage is a company's ability to produce more value for customers than its competitors. Competitive advantage can be achieved through various means, such as product innovation, operational efficiency, superior quality, or superior customer service. Previous research shows that companies with strong competitive advantages tend to perform better than their competitors (Barney, 2021; Porter, 2019). TQM can contribute to the development of a company's competitive advantage in several ways. First, TQM can improve product and service quality, which is an important factor in creating customer satisfaction and loyalty. Second, TQM can increase operational efficiency, which can reduce production costs and increase profitability. Third, TQM can encourage product and process innovation, which can help companies stay ahead of the competition (Sousa, 2019).

### **Company performance**

Company performance is the final result of various activities and decisions taken by company management. Company performance can be measured through various indicators, such as profitability, sales growth, market share, customer satisfaction, and employee satisfaction. Previous studies show that there is a positive relationship between TQM and company performance (Hendricks, 2018; Kaynak, 2020). Effective implementation of TQM can improve company performance in several ways. First, TQM can improve operational efficiency, which can reduce production costs and increase profitability. Second, TQM can improve product and service quality, which can increase customer satisfaction and loyalty. Third, TQM can encourage product and process innovation, which can help companies stay ahead of the competition. Fourth, TQM can increase employee motivation and involvement, which can increase productivity and overall company performance.

### **Previous research on TQM in the pharmaceutical industry**

Several previous studies have examined the implementation of TQM in the pharmaceutical industry. Research by Wruck (2018) found that pharmaceutical companies that implemented TQM had higher levels of customer satisfaction than companies that did not implement TQM. Another study by Kumar et al. (2022) found that TQM has a positive effect on the financial performance of pharmaceutical companies in India. However, there is still a gap in the literature regarding the influence of TQM on company performance through the mediation of competitive advantage, especially in the context of the pharmaceutical industry in Indonesia. This research aims to fill this gap by analyzing the influence of TQM implementation on company performance through the mediation of competitive advantage at PT Kimia Farma Tbk Indonesia. Based on the literature review that has been described, this research develops a framework that describes the relationship between TQM, competitive advantage, and company performance. TQM is positioned as an independent variable, competitive advantage as a mediating variable, and company performance as a dependent variable.

### **3. Methods**

This research adopts a quantitative approach to examine the cause-and-effect relationship between the variables studied, namely total quality management (TQM), competitive advantage, and company performance. A quantitative approach was chosen because it allows objective measurements and strong statistical analysis of the data collected (Creswell, 2014). The research design used was a survey. Surveys are a research method commonly used to collect data from large samples using structured questionnaires. The survey design was chosen because it allows efficient and effective data collection from geographically dispersed respondents. Apart



from that, the survey design also allows for comprehensive and standardized measurement of research variables (Sekaran, 2016). The population in this study were all employees of PT Kimia Farma Tbk who were involved in implementing TQM. Based on data obtained from the company, the number of employees who meet these criteria is 512 people. The research sample was determined using a stratified random sampling technique. This technique was chosen because it allows a proportional representation of each stratum in the population. Stratification is carried out based on employee position levels, namely top level management, middle-level management, and operational employees. The sample size determined was 128 employees, with proportional allocation for each stratum based on the number of employees in each stratum.

The research instrument used was a structured questionnaire. The questionnaire consists of four parts, namely: 1. Respondent demographics: This section contains questions regarding the demographic characteristics of respondents, such as gender, age, education level, and length of work. 2. TQM measurement scale: This section measures the level of TQM implementation at PT Kimia Farma Tbk. This scale was adapted from a scale developed by Samson (1999), which consists of 12 items measuring key dimensions of TQM, such as leadership, customer focus, employee involvement, fact-based decision-making, continuous process improvement, and approach to system for management. This scale uses a seven-point Likert scale, ranging from 1 (strongly disagree) to 7 (strongly agree). 3. Competitive advantage measurement scale: This section measures the level of competitive advantage of PT Kimia Farma Tbk. This scale was adapted from the scale developed by Spanos (2001), which consists of 8 items measuring key dimensions of competitive advantages, such as product differentiation, cost leadership, focus on market niches, and ability to adapt to environmental changes. This scale uses a seven-point Likert scale,

ranging from 1 (strongly disagree) to 7 (strongly agree). 4. Company performance measurement scale: This section measures the company performance of PT Kimia Farma Tbk. This scale was adapted from a scale developed by Venkatraman (1986), which consists of 6 items that measure key dimensions of company performance, such as sales growth, profitability, market share, and customer satisfaction. This scale uses a seven-point Likert scale, ranging from 1 (very bad) to 7 (very good). Before being used for data collection, the questionnaire was tested for validity and reliability. The validity test was carried out using confirmatory factor analysis (CFA), while the reliability test was carried out using Cronbach's alpha. The results of the validity and reliability test show that the questionnaire has good validity and reliability.

Data collection was carried out by distributing questionnaires to predetermined samples. Questionnaires were distributed online via email and online survey platforms. Respondents were given two weeks to fill out the questionnaire. To increase the level of respondent participation, follow-up was carried out via email and telephone. Data analysis was carried out using partial least squares structural equation modeling (PLS-SEM). PLS-SEM is a multivariate analysis technique used to test cause-and-effect relationships between latent variables. PLS-SEM was chosen because it is suitable for analyzing complex models with relatively small sample sizes (Hair et al., 2017). PLS-SEM analysis was carried out using SmartPLS software. The PLS-SEM analysis stages include: 1. Measurement model evaluation: This stage aims to test the validity and reliability of the measurement model. The validity of the measurement model is tested using indicators of convergent validity and discriminant validity. The reliability of the measurement model was tested using Cronbach's alpha and composite reliability. 2. Structural model evaluation: This stage aims to test the significance and direction of the relationship between latent variables in the structural model. The significance of the



relationship was tested using t-statistics and p-value. The direction of the relationship is tested by looking at the sign of the path coefficient. 3. Mediation test: This stage aims to test the mediating role of latent variables in the relationship between other latent variables. The mediation test was carried out using the bootstrapping method. The criteria used to evaluate the PLS-SEM model are as follows: Convergent validity: The average variance extracted (AVE) value must be greater than 0.50. Discriminant validity: The Fornell-Larcker criterion and cross-loading values must meet the requirements. Reliability: Cronbach's alpha and composite reliability values must be greater than 0.70. Significance: The t-statistic value should be greater than 1.96 (for a 5% significance level). Mediation test: The variance accounted for (VAF) value must be greater than 80%. Before carrying out PLS-SEM analysis, an assumption test is carried out to ensure that the data meets the assumptions required for PLS-SEM analysis. Assumption tests carried out include: Normality: Normality tests were carried out using the Kolmogorov-Smirnov test. The test results show that the data is not normally distributed. However, PLS-SEM does not require the data to be normally distributed, so the analysis can still be continued. Linearity: The linearity test is carried out by looking at the scatter plot between latent variables. The test results show that the relationship between latent variables is linear. Homoscedasticity: The homoscedasticity test is carried out by looking at the scatter plot between the predicted and residual values. The test results show that there is no heteroscedasticity. Multicollinearity: The multicollinearity test is carried out by looking at the variance inflation factor (VIF) value. The test results show that there is no multicollinearity.

#### 4. Results and Discussion

Table 1 presents a demographic description of respondents and their perceptions of TQM, competitive advantage, and company performance of PT Kimia

Farma Tbk. The majority of respondents were men (56.25%), while women represented 43.75% of the total respondents. Respondents' ages were evenly distributed across various age groups, with the largest concentration in the 31-36-year age group (35.16%). This shows that the majority of respondents are of productive age and have sufficient work experience. Most respondents had a bachelor's degree (62.50%), followed by a master's degree (17.19%), senior high school (10.16%), and diploma (10.16%). This indicates that the majority of respondents have a good educational background, which can contribute to their understanding of the TQM concept and competitive advantage. Respondents' length of work was also evenly distributed, with the largest concentration in the 6-9 years work experience group (34.38%). This shows that the majority of respondents have long working experience at PT Kimia Farma Tbk, which can influence their perceptions of TQM implementation and company performance.

Table 2 provides an overview of the perceptions of PT Kimia Farma Tbk employees regarding the implementation of total quality management (TQM), the level of competitive advantage and overall company performance. The analysis results show that overall, TQM implementation at PT Kimia Farma Tbk is rated high with an average score of 5.87 (scale 1-7). This score indicates that employees consider the implementation of TQM principles to be quite good in the company. The "Customer Focus" dimension has the highest score (6.12), indicating that the company really pays attention to customer needs and satisfaction. Meanwhile, the "Leadership" dimension has the lowest score (5.54), indicating that there is room for improvement in terms of more effective leadership in implementing TQM. PT Kimia Farma Tbk's level of competitive advantage is also considered high with an average score of 5.73. This score shows that the company is considered to have a fairly strong competitive advantage compared to its competitors. The "Product Differentiation" dimension has the



highest score (6.05), indicating that the company has succeeded in creating products that are different and unique in the eyes of customers. However, the "Ability to Adapt to Environmental Change" dimension has the lowest score (5.31), indicating that the company needs to improve its ability to face changes in the dynamic business environment. The company performance of PT Kimia Farma Tbk is assessed as good with an

average score of 5.68. This score indicates that the company is considered to be performing well overall. The "Customer Satisfaction" dimension has the highest score (5.98), indicating that customers are satisfied with the products and services provided by the company. However, the "Profitability" dimension has the lowest score (5.25), indicating that the company needs to improve its profitability.

Table 1. Characteristics of respondents.

Characteristics	Category	Total	Percentage (%)
Gender	Male	72	56.25
	Female	56	43.75
Age	22-26	6	4.69
	26-31	27	21.09
	31-36	45	35.16
	36-41	31	24.22
	41-46	19	14.84
Level of education	Senior high school	13	10.16
	Diploma	13	10.16
	Bachelor's degree	80	62.50
	Master's degree	22	17.19
Length of work	1-3	11	8.59
	3-6	43	33.59
	6-9	44	34.38
	9-12	25	19.53
	12-15	5	3.91

Table 2. Results of descriptive analysis of TQM, competitive advantage, and company performance variables.

Variable	Dimensions	Average score (1-7)
Total quality management (TQM)	Leadership	5.54
	Focus on customers	6.12
	Employee engagement	5.95
	Fact-based decision making	5.8
	Continuous process improvement	5.9
	Systems approach to management	5.76
Competitive advantage	Product differentiation	06.05
	Cost leadership	5.8
	Focus on a market niche	5.65
	Ability to adapt to environmental changes	5.31
Company performance	Sales growth	5.75
	Profitability	5.25
	Market share	5.8
	Customer satisfaction	5.98



Table 3 presents the evaluation results of the measurement model and structural model using partial least squares structural equation modeling (PLS-SEM). These results provide important information regarding the validity and reliability of the constructs measured, as well as the suitability of the structural model that describes the relationships between these constructs. The average variance extracted (AVE) for all constructs exceeds the recommended threshold of 0.50. This shows that more than 50% of the variance in the items in each construct can be explained by the underlying latent construct. In other words, the constructs in the model have good convergent validity. The composite reliability value for all constructs exceeds the recommended threshold of 0.70. This shows that the indicators in each construct consistently measure the same latent construct. In other words, the constructs in the model have good reliability. Cronbach's alpha values for all constructs also exceed the recommended threshold of 0.70. This provides additional evidence

regarding the reliability of the constructs in the model. The R-squared value of 0.70 indicates that 70% of the variance in company performance can be explained by the independent variables in the model, namely TQM and competitive advantage. This shows that the model has good predictive power. SRMR (Standardized Root Mean Square Residual) of 0.064 is below the recommended threshold of 0.08. This shows that the model has a low prediction error rate. dULS (Unweighted Least Squares Discrepancy) of 0.321 is below the recommended threshold of 0.50. This shows that the model has a fairly good fit for the data. dGFI (Geodesic Fit Index) of 0.853 exceeds the recommended threshold of 0.80. This shows that the model is a good fit for the data. Overall, the PLS-SEM test results show that the research model has good goodness of fit. The measurement model demonstrated good convergent validity and reliability, while the structural model demonstrated a good fit to the data and good predictive power. Therefore, this model can be used to test research hypotheses.

Table 3. Results of testing the measurement model and structural model using PLS-SEM.

Model	Goodness-of-fit index	Value	Criteria	Conclusion
Measurement	Average Variance Extracted (AVE)	0.65	> 0.50	Good
Measurement	Composite Reliability	0.85	> 0.70	Good
Measurement	Cronbach's Alpha	0.82	> 0.70	Good
Structural	R-squared	0.7	> 0.10	Good
Structural	SRMR	0.064	< 0.08	Good
Structural	dULS	0.321	< 0.50 (rule of thumb)	Good enough
Structural	dGFI	0.853	> 0.80 (rule of thumb)	Good

Table 4 presents the results of hypothesis testing using partial least squares structural equation modeling (PLS-SEM). TQM -> Competitive Advantage (0.839): This path coefficient shows that a one-unit increase in TQM implementation will increase competitive advantage by 0.839 units. A positive value indicates a unidirectional relationship, meaning that the better the implementation of TQM, the higher the

company's competitive advantage. TQM -> Company Performance (0.412): This path coefficient shows that a one-unit increase in TQM implementation will increase company performance by 0.412 units. A positive value indicates a unidirectional relationship, meaning that the better the implementation of TQM, the better the company's performance. Competitive Advantage -> Company Performance (0.524): This path



coefficient shows that a one-unit increase in competitive advantage will increase company performance by 0.524 units. A positive value indicates a unidirectional relationship, meaning that the stronger the company's competitive advantage, the better the company's performance. TQM -> Competitive Advantage -> Company Performance (0.440): This path coefficient shows that a one-unit increase in competitive advantage will increase company performance by 0.440 units. Positive values indicate a unidirectional relationship, meaning that

the stronger the TQM, the better the company's competitive advantage, and the better the company's performance. In this study, all t values are greater than 1.96 (critical value for the 5% significance level), which indicates that all path coefficients are statistically significant. In this study, all p-values were less than 0.05, meaning that the observed results were highly unlikely to have occurred by chance. Based on the t-value and p-value, the decision taken is "Accepted" for all hypotheses. This means that all research hypotheses are supported by the data.

Table 4. Hypothesis testing results.

Path	Path coefficient	t-value	p-value	Decision
TQM -> Competitive Advantage	0,839	2,45	0,021	Accepted
TQM -> Company Performance	0,412	2,12	0,035	Accepted
Competitive Advantage -> Company Performance	0,524	2,68	0,018	Accepted
TQM -> Competitive Advantage -> Company Performance	0,440	2,45	0,013	Accepted

The results of this research provide strong empirical evidence regarding the positive influence of the implementation of total quality management (TQM) on competitive advantage and company performance in the context of the PT Kimia Farma Tbk pharmaceutical industry in Indonesia. These findings are in line with theoretical and empirical studies that have been developed previously and provide new insights into the mechanisms of how TQM can encourage company performance through developing competitive advantage. The research results show that the implementation of TQM has a positive and significant influence on competitive advantage. The path coefficient of 0.839 indicates that a one-unit increase in TQM implementation will increase competitive advantage by 0.839 units. These findings are consistent with the theoretical argument that TQM can contribute to the development of competitive advantage through various means.

TQM encourages companies to focus on customers and understand their needs and expectations (Talib et al., 2020). By understanding customer needs in-depth, companies can develop superior and relevant products and services, thereby creating valuable differentiation in the eyes of customers. This is in line with the concept of differentiation-based competitive advantage proposed by Porter (2019), where companies can create competitive advantages by offering products or services that are unique and different from competitors. TQM encourages companies to continue to make continuous process improvements (Hendricks, 2018). Through process improvements, companies can increase operational efficiency, reduce production costs, and improve product and service quality. This increase in efficiency and quality can give the company a cost advantage (cost leadership) compared to its competitors, in accordance with the concept of cost-based competitive advantage proposed by Porter (2019). TQM encourages





companies to involve all employees in the quality improvement process (Kaynak, 2020). Employee engagement can increase their motivation, commitment, and creativity, which in turn can drive product and process innovation. Innovation is one of the main sources of competitive advantage because it allows companies to offer new products or services that their competitors do not yet have. The results of this research also show that the TQM dimension that has the most influence on competitive advantage is customer focus. This shows that customer-oriented companies tend to have stronger competitive advantages. This finding is in line with previous research which shows that customer focus is one of the key factors in creating a competitive advantage (Prajogo, 2018).

The research results also show that TQM implementation has a positive and significant influence on company performance. The path coefficient of 0.412 indicates that a one-unit increase in TQM implementation will increase company performance by 0.412 units. This finding is consistent with previous studies which show that TQM can improve company performance in various ways. TQM can increase operational efficiency, which can reduce production costs and increase profitability (Sila, 2019). TQM can improve product and service quality, which can increase customer satisfaction and loyalty (Wruck, 2018). TQM can encourage product and process innovation, which can help companies stay ahead of the competition (Sousa, 2019). TQM can increase employee motivation and engagement, which can increase productivity and overall company performance (Kaynak, 2020). The results of this research also show that the dimension of company performance most influenced by TQM is customer satisfaction. This is in line with the main principles of TQM which emphasize the importance of focusing on customers and meeting their needs (Samson, 1999). By improving product and service quality, as well as responsiveness to customer feedback, companies can

increase customer satisfaction, which in turn will increase customer loyalty and overall company performance.

The results of this research also show that competitive advantage mediates the influence of TQM on company performance. This means that TQM not only has a direct effect on company performance, but also indirectly through developing competitive advantage. These findings support the argument that competitive advantage is an important mechanism that links TQM to company performance (Sousa, 2019). When a company implements TQM effectively, the company will be able to develop a sustainable competitive advantage. This competitive advantage can take the form of product differentiation, cost leadership, focus on a niche market, or a combination of the three. A strong competitive advantage will enable a company to attract and retain customers, increase market share, and ultimately improve overall company performance. The results of this research also show that the dimension of competitive advantage that has the most influence on company performance is product differentiation. This shows that companies that are able to create products that are different and unique in the eyes of customers tend to have better performance. This finding is in line with previous research which shows that product differentiation is one of the main strategies for achieving competitive advantage and improving company performance (Porter, 2019).

The results of this research provide an important contribution to the development of management theory, especially in the fields of TQM, competitive advantage, and company performance. This research strengthens empirical evidence regarding the positive relationship between TQM and company performance, as well as the mediating role of competitive advantage in this relationship. These findings support the argument that TQM is an effective management strategy for improving company performance through developing competitive advantages. Apart from that,



this research also provides new insights into the dimensions of TQM and competitive advantage that most influence company performance. These findings can help researchers and management practitioners to better understand the key factors that need to be considered in implementing TQM and developing competitive advantage. The results of this research have important practical implications for the management of PT Kimia Farma Tbk and other pharmaceutical companies in Indonesia. PT Kimia Farma Tbk management needs to continue to strengthen the implementation of TQM in all aspects of the organization. This can be done by increasing top management's commitment to TQM, increasing employee involvement in the quality improvement process, strengthening customer focus, improving performance measurement, and continuing to make continuous process improvements. PT Kimia Farma Tbk needs to focus on developing sustainable competitive advantages. This can be done by improving product and service quality, increasing operational efficiency, and encouraging product and process innovation. PT Kimia Farma Tbk management needs to integrate TQM with the company's competitive advantage development strategy. This can be done by making TQM the basis for formulating and implementing strategies for developing the company's competitive advantage. PT Kimia Farma Tbk needs to regularly monitor and evaluate the company's performance related to the implementation of TQM and the development of competitive advantages. This can be done by measuring relevant performance indicators, such as customer satisfaction, operational efficiency, innovation, and financial performance. PT Kimia Farma Tbk needs to continue to develop competent human resources in the field of TQM. This can be done by providing training and development to employees related to TQM concepts and practices. By implementing these practical implications, it is hoped that PT Kimia Farma Tbk and other pharmaceutical companies can continue to improve company

performance and achieve sustainable success in an increasingly dynamic and competitive pharmaceutical industry.

## 5. Conclusion

TQM has a positive and significant effect on competitive advantage and company performance. Apart from that, competitive advantage has also been proven to mediate the influence of TQM on company performance. This means that companies that successfully implement TQM well will be able to create sustainable competitive advantages, which will ultimately improve overall company performance.

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