

## **ABSTRACT**

*The culinary Micro, Small, and Medium Enterprises (SMEs) sector in Semarang City is a rapidly growing pillar of the creative economy, yet it frequently faces challenges regarding quality standardization and production system reliability. Issues concerning operational efficiency and production equipment optimization remain primary obstacles for SME owners to stay competitive in meeting consumer expectations. This study aims to analyze the influence of Total Quality Management (TQM) and Total Productive Maintenance (TPM) on operational performance, with operational efficiency as an intervening variable.*

*This study employs a quantitative approach involving 125 respondents, consisting of culinary SME owners or managers in Semarang City. Data were collected through questionnaires and analyzed using the Structural Equation Modeling (SEM) method with the assistance of AMOS software.*

*The results indicate that Total Quality Management (TQM) does not have a significant direct effect on operational performance but has a positive and significant effect on operational efficiency. On the other hand, Total Productive Maintenance (TPM) has a significant and positive effect on both operational efficiency and operational performance directly. Furthermore, operational efficiency is proven to have a significant influence on enhancing operational performance. Mediation analysis reveals that operational efficiency acts as an intervening variable that provides full mediation for the effect of TQM on operational performance and partial mediation for the effect of TPM on operational performance. These findings emphasize that the implementation of TQM in culinary SMEs in Semarang City does not necessarily improve operational performance without an initial increase in work process efficiency.*

*Keywords : Total Quality Management, Total Productive Maintenance, Operational Efficiency, Operational Performance.*

