

## ***ABSTRACT***

*This study is motivated by the low operational performance of culinary MSMEs in Semarang City, which is attributed to weaknesses in production planning, sales monitoring, and cost management. The objective of this research is to analyze the effects of Total Quality Management (TQM), Just In Time (JIT), and Agile Manufacturing (AM) on operational performance.*

*A quantitative approach was employed, involving 127 respondents consisting of owners or managers of culinary MSMEs. Data were collected through questionnaires and analyzed using Structural Equation Modeling (SEM) with AMOS version 25.0.*

*The results indicate that Total Quality Management has a positive and significant effect on Agile Manufacturing, but no significant direct effect on operational performance. In contrast, Just In Time has a positive and significant effect on both Agile Manufacturing and operational performance. Furthermore, Agile Manufacturing has a significant positive effect on operational performance.*

*Keywords: Total Quality Management, Just In Time, Agile Manufacturing, Operational Performance.*