

Key Factors of a Successful Quality Management System and Challenges of Implementation in Industrial Companies

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Abstract

Nowadays, it is well known by managers that the real price of poor quality is the loss of customers and, ultimately, the death of an organization. Therefore, to be successful in a competitive business environment, organizations must pay attention to quality. Product quality is the main priority of any production company to achieve maximum customer value. High-quality products have a special advantage in the market, and the market share can be won or lost based on the quality. It is the only factor that ensures the survival and then the growth of an organization. It has become clear that an effective quality management system improves product quality and increases profits. In this paper, a case study is made to see what was carried out by monitoring some production companies that have lately implemented quality management systems. The sources of data collected from the managers were observation, interviews, and electronic documents. We have listed all the benefits and disadvantages observed after interventions of quality management. The data under observation were Key Performance Indicator standards. The design model aims to examine the results of Key Performance Indicators in the production line after the implementation of total quality management. The data for this model are chosen based on the literature review of Total Quality Management, the consultation with the companies' managers, and the client standards. The qualitative Design approach using a case study is the research methodology used to carry out the paper. The main goal of this study is to use a real-world case study to identify and quantify some of the most significant key factors of the Quality Management System, which have generated positive income, and some of the main challenges that these company has faced during implementation. However, because the other companies were just in the first stage of implementation and the managers had not yet measured any results, only one of the companies was chosen for analysis. The findings of this study show both sides, positive and resistance, between quality management dimensions and firm performance in the production companies which operate in developing countries and have decided to go globally. The conclusions have demonstrated the full strength and importance of the Quality management system in the long term.

Keywords: competitive; continuous improvement; customer satisfaction; quality assurance; production

1. Introduction

Albanian companies face competitive challenges this last decade due to their international presence in the global market. They feel the severe competitive pressure of the client's requirements. Production firms need to gain part of the market share and have a competitive advantage compared to other production companies that operate internationally. They should be very effective and efficient in the production processes. Albanian production companies have been lately added to the global market and they have barriers such as knowledge management, limited physical and financial resources, and cultural change management. Implementing quality solutions implies the enhancement of competencies and competitive advantages of Albanian production companies. The results will increase their flexibility, will lack the scarcity of management knowledge and skills, and will improve productivity and profitability. Quality improvement efforts significantly reduce product or service variations and improve customer retention and satisfaction (Sriram et al., 2015; Basu and Bhola, 2016; Wilfred et al., 2018). A quality management system helps production companies to implement an effective managerial strategy, reduce costs and improve long-term stability, and future growth. Production companies are vital for Albanian economic growth, employment rate, and contribution to national GDP. Enhanced regional connectivity and access to regional and global markets, coupled with export and market diversification, can also help promote faster growth. The Government's focus has been on recovery from the pandemic and the devastating earthquake of November 2019. Sustaining the pace of reforms under these circumstances has been challenging. Also, growing inflation due to the war in Ukraine threatens economic and poverty prospects in 2022. These challenges along with higher materials and energy costs in recent years have forced many manufacturing firms to continuously modify and optimize their operations both at the strategic and tactical levels (B. Zhou, 2012).

Albania has a vibrant private sector. Exploiting greater export opportunities through productivity-enhancing investments can provide a sound and sustainable source of growth and create more and better jobs. Albania as an outsourcing destination country is interested in staying competitive compared with other countries. In the last decade, the strategic geographical position of the European market, the availability of a young population ready to work (47.5% under 35), and cost competitive workforce, have been elements of enormous attraction for investments in the Albanian textile sector.

The main factors that have positively influenced the turnover of the Albanian garment sector are:

- Geographical position (offers different opportunities for maritime and road transport).
- Consolidated legal framework, in line with EU and international standards.
- Low transportation costs and convenient infrastructure.
- Low labor cost, compared to other countries.
- Relatively high number of the labour force is ready to work in this sector.
- High investment, of Albanian companies, in technological machinery and equipment, which helps to meet the specific requirements of the markets (E. Xhafka. Canton, Avrami, 2021)

Many Albanian manufacturing companies have become important players in the international manufacturing supply chain, and they have been constrained to implement quality management practices to gain and sustain a competitive advantage in the global market. Quality management can significantly enhance firm stability and potential for success, even during this challenging period.

Referring to the data from the Bank of Albania, the reduction in the value of exports, during the last 2 years, is directly related to the situation caused by the COVID-19 pandemic and the weakening of the euro during the period 2019-2020.

By April, the impact of the pandemic had severely disrupted trade patterns. The value of exports had decreased by 44.4 percent compared with April 2019, and the value of imports had decreased by 36.7 percent respectively. Compared to April 2019, the exports from key trading partners had decreased significantly in April 2020: Italy (-50.0 %), Kosovo (-61.9 %), and Greece (-35.5 %).

Therefore, carrying out the critical success factors of quality management implementation and identifying the most important quality management challenges may significantly enhance competitiveness.

This paper is focused on analyzing the success factors and difficulties of Albanian production companies in the garment sector, struggling in applying quality management systems. Compared to other manufacturing firms which are longer present in the global market, Albanian companies are slow and often reluctant to adopt quality management practices. We have conducted qualitative analyses of 5 manufacturing companies to address the research objective.

2. Literature review

In Total Quality Management research literature, most firms claim a positive relationship between Total Quality Management and performance (Dhaafri, Swidi, and Yusoff, 2016)². The results are different, but most firms report optimal results (Kannan and Tan 2005, Sila 2007, Sousa and Voss 2008). Very few researchers have conducted studies to understand the TOTAL QUALITY MANAGEMENT-performance relationship in the context of production companies in developing countries. However other studies have reported the adverse impact of Total Quality Management on SMEs performance (Prajogo and Brown 2006, Kober, Subraamanniam, Watson, 2012)^{3,4}. These inconsistent findings in the literature call for a further scholarly examination of the relationship between Total Quality Management and companies' performance, which leads to understanding deeply "success factors and challenges of Total Quality Management implementation in the productions firms".

3. Methodology

The research method selected to conduct the study is the qualitative Design approach, through a case study. We have chosen this qualitative method to examine in detail the manufacturing companies that have **gone** internationally.

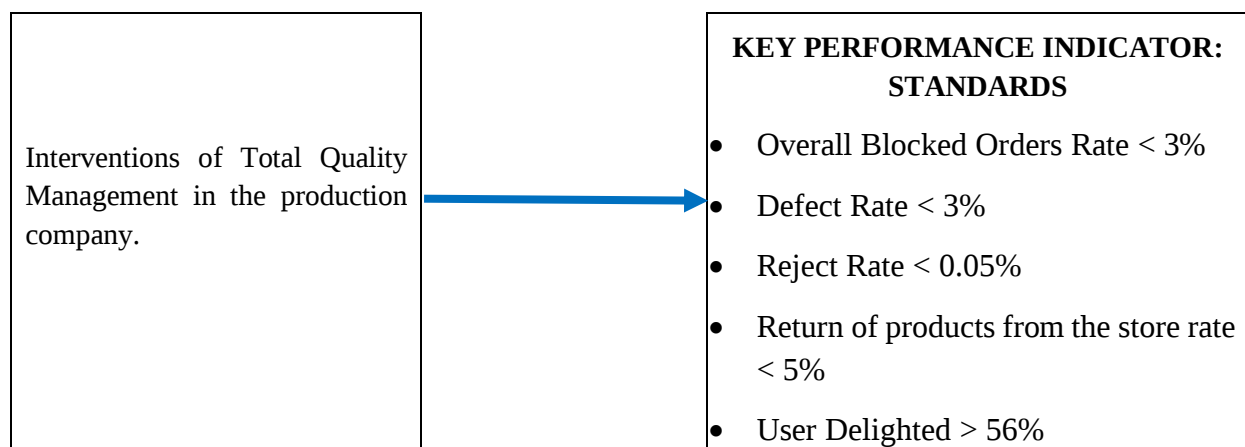
We have drawn multiple sources of data, such as observation, interviews, and documents. Qualitative data have been collected using a variety of methods:

- Interviews: we have conducted a face-to-face interview with general managers.
- Observation: this method requires attention to the activities and behaviors of the quality circle group.
- Document analysis: we have gathered and consulted useful data printed and electronic.

After collecting all the data, we have listed all the benefits and disadvantages observed after interventions of quality management. Careful analysis was realized to conclude.

The data under observation were Key Performance Indicator standards. The company determined target rates as objectives and then think different strategies to improve these indicators.

Figure 1: Design model



Source: Authors

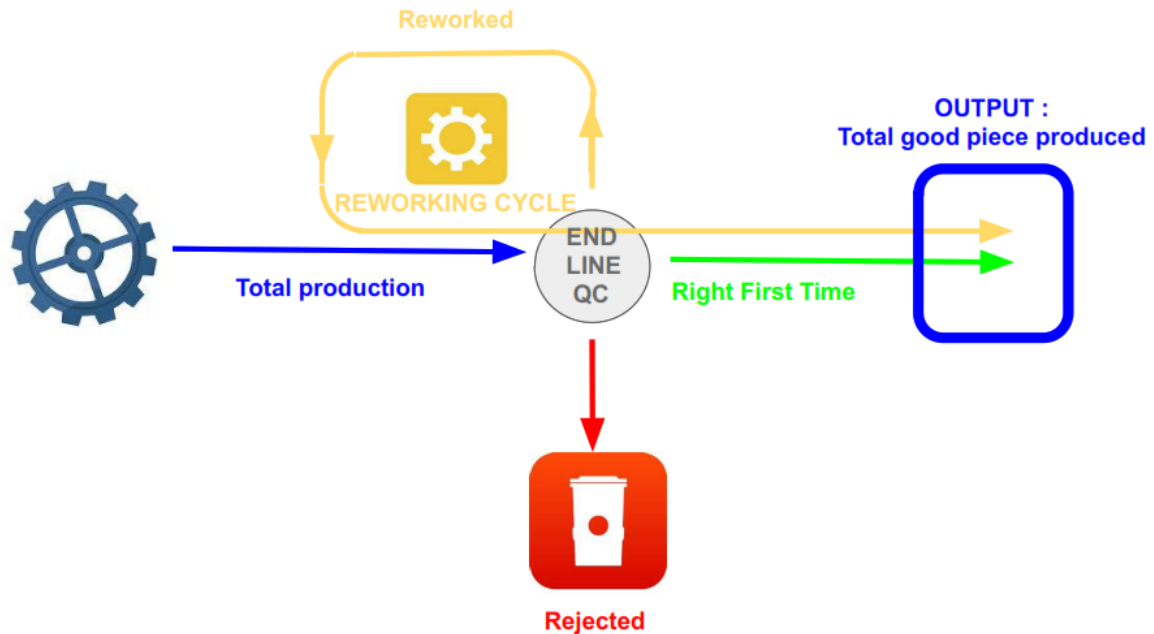
The design model is shown in Figure 1. It aims to examine the results of the Key Performance Indicator in the production line after the implementation of total quality management. The elements of this model are selected based on the literature review of Total Quality Management, the consultation with the companies' managers, and client standards that these companies have contracts.

4. Analysis and Results

In company XXX, the implementation of a method related to quality management started in 2018 and all pre-production and production levels have been affected by this method.

We will present results that show that the implementation of the quality management system has had a positive impact on the progress of production and the improvement of the Key Performance Indicator.

Figure 2: KEY PERFORMANCE INDICATOR in the production line



Source: Company XXX

OVERALL BLOCKED ORDERS RATE %: It corresponds to the ratio between the number of blocked pieces and the total production of the production line.

$$\text{Overall blocked orders rate \%} = \frac{\text{Blocked Orders}}{\text{Output+Reject}} \quad (1)$$

$$\text{Overall blocked orders rate \% (2019)} = \frac{\text{Blocked Orders}}{\text{Output+Reject}} = \frac{3,102}{2,366,737+441} = 0.13\%$$

$$\text{Overall blocked orders rate \% (2020)} = \frac{\text{Blocked Orders}}{\text{Output+Reject}} = \frac{12,896}{2,178,110+625} = 0.59\%$$

$$\text{Overall blocked orders rate \% (2021)} = \frac{\text{Blocked Orders}}{\text{Output+Reject}} = \frac{25,896}{1,831,717+724} = 1.33\%$$

$$\text{Overall blocked orders rate \% (2022)} = \frac{\text{Blocked Orders}}{\text{Output+Reject}} = \frac{0}{2,191,973+494} = 0\%$$

RIGHT FIRST TIME %: It corresponds to the ratio between the number of good pieces passed at the right first time on the inspection step and the total production of the production line.

$$\text{Right First Time \%} = \frac{\text{Output-Rework}}{\text{Output+Reject}} = \text{Quality \%} - \text{Rework \%} \quad (2)$$

The RFT % represents the best Key Performance Indicator to evaluate the ability of the master of the quality online with the best efficiency with a product made without reworking, it is calculated at the end line QC station. It doesn't take into consideration the reworking made by the worker after a self-inspection before the first passage through end line QC station. This is a Global RFT of the production line.

$$\text{Right First Time \% (2018)} = \frac{\text{Output}-\text{Rework}}{\text{Output}+\text{Reject}} = \text{Quality \%} - \text{Rework \%} = \frac{1,944,292-63,216}{1,944,292+724} = 96.71\%$$

$$\text{Right First Time \% (2019)} = \frac{\text{Output}-\text{Rework}}{\text{Output}+\text{Reject}} = \text{Quality \%} - \text{Rework \%} = \frac{2,366,737-45,204}{2,366,737+441} = 98.07\%$$

$$\text{Right First Time \% (2020)} = \frac{\text{Output}-\text{Rework}}{\text{Output}+\text{Reject}} = \text{Quality \%} - \text{Rework \%} = \frac{2,178,110-46,219}{2,178,110+625} = 97.85\%$$

$$\text{Right First Time \% (2021)} = \frac{\text{Output}-\text{Rework}}{\text{Output}+\text{Reject}} = \text{Quality \%} - \text{Rework \%} = \frac{1,831,717-28,259}{1,831,717+543} = 98.42\%$$

$$\text{Right First Time \% (2022)} = \frac{\text{Output}-\text{Rework}}{\text{Output}+\text{Reject}} = \text{Quality \%} - \text{Rework \%} = \frac{2,191,673-24,903}{2,191,673+494} = 98.84\%$$

DEFECT %: It corresponds to the ratio between the number of the piece not passed the first time on the inspection step and the total production of the production line

DEFECT % is also the contrary of the RIGHT FIRST TIME %

$$\text{Defect \%} = 1 - \text{Right First Time \%} = \frac{\text{Reject}+\text{Rework}}{\text{Output}+\text{Reject}} \quad (3)$$

$$\text{Defect \% (2018)} = 1 - \text{Right First Time \%} = \frac{\text{Reject}+\text{Rework}}{\text{Output}+\text{Reject}} = 1 - 0.9671 = 3.29\%$$

$$\text{Defect \% (2019)} = 1 - \text{Right First Time \%} = \frac{\text{Reject}+\text{Rework}}{\text{Output}+\text{Reject}} = 1 - 0.9807 = 1.93\%$$

$$\text{Defect \% (2020)} = 1 - \text{Right First Time \%} = \frac{\text{Reject}+\text{Rework}}{\text{Output}+\text{Reject}} = 1 - 0.9785 = 2.15\%$$

$$\text{Defect \% (2021)} = 1 - \text{Right First Time \%} = \frac{\text{Reject}+\text{Rework}}{\text{Output}+\text{Reject}} = 1 - 0.9842 = 1.58\%$$

$$\text{Defect \% (2022)} = 1 - \text{Right First Time \%} = \frac{\text{Reject}+\text{Rework}}{\text{Output}+\text{Reject}} = 1 - 0.9884 = 1.16\%$$

QUALITY %: It corresponds to the ratio between the number of the good piece after inspection and rework on the total production of the production line.

$$\text{Quality \%} = \frac{\text{Output}}{\text{Output}+\text{Reject}} \quad (4)$$

$$\text{Quality \% (2018)} = \frac{\text{Output}}{\text{Output}+\text{Reject}} = \frac{1,944,292}{1,944,292+724} = 99.96\%$$

$$\text{Quality \% (2019)} = \frac{\text{Output}}{\text{Output}+\text{Reject}} = \frac{2,366,737}{2,366,737+441} = 99.98\%$$

$$\text{Quality \% (2020)} = \frac{\text{Output}}{\text{Output}+\text{Reject}} = \frac{2,178,110}{2,178,110+46,219} = 99.97\%$$

$$\text{Quality \% (2021)} = \frac{\text{Output}}{\text{Output}+\text{Reject}} = \frac{1,831,717}{1,831,717+543} = 99.96\%$$

$$\text{Quality \% (2022)} = \frac{\text{Output}}{\text{Output}+\text{Reject}} = \frac{2,191,673}{2,191,673+494} = 99.98\%$$

The QUALITY % represent the Key Performance Indicator to evaluate the ability of the production line to produce a good piece with reworking included and without consideration of efficiency.

REWORK %: It corresponds to the ratio between the number of the piece going back to the reworking flow at the inspection step on the total production of the production line

$$\text{Rework \%} = \frac{\text{Rework}}{\text{Output} + \text{Reject}} \quad (5)$$

$$\text{Rework \% (2018)} = \frac{\text{Rework}}{\text{Output} + \text{Reject}} = \frac{62,492}{1,944,292 + 724} = 3.21\%$$

$$\text{Rework \% (2019)} = \frac{\text{Rework}}{\text{Output} + \text{Reject}} = \frac{45,645}{2,366,737 + 441} = 1.93\%$$

$$\text{Rework \% (2020)} = \frac{\text{Rework}}{\text{Output} + \text{Reject}} = \frac{46,219}{2,178,110 + 46,219} = 2.12\%$$

$$\text{Rework \% (2021)} = \frac{\text{Rework}}{\text{Output} + \text{Reject}} = \frac{28,259}{1,831,717 + 543} = 1.54\%$$

$$\text{Rework \% (2022)} = \frac{\text{Rework}}{\text{Output} + \text{Reject}} = \frac{24,903}{2,191,673 + 494} = 1.14\%$$

REJECT %: It corresponds to the ratio between the number of pieces rejected (can not be reworked) during the first inspection or after reworking the total production of the production line.

REJECT % is also the contrary of the QUALITY %.

$$\text{Reject \%} = 1 - \text{Quality \%} = \frac{\text{Reject}}{\text{Output} + \text{Reject}} \quad (6)$$

$$\text{Reject \% (2018)} = 1 - \text{Quality \%} = \frac{\text{Reject}}{\text{Output} + \text{Reject}} = 1 - 0.9996 = 0.04\%$$

$$\text{Reject \% (2019)} = 1 - \text{Quality \%} = \frac{\text{Reject}}{\text{Output} + \text{Reject}} = 1 - 0.9998 = 0.02\%$$

$$\text{Reject \% (2020)} = 1 - \text{Quality \%} = \frac{\text{Reject}}{\text{Output} + \text{Reject}} = 1 - 0.997 = 0.03\%$$

$$\text{Reject \% (2021)} = 1 - \text{Quality \%} = \frac{\text{Reject}}{\text{Output} + \text{Reject}} = 1 - 0.9996 = 0.04\%$$

$$\text{Reject \% (2022)} = 1 - \text{Quality \%} = \frac{\text{Reject}}{\text{Output} + \text{Reject}} = 1 - 0.998 = 0.02\%$$

Table 1:

Year of production	Quantity Produced	Rework	Reject	Quantity Blocked Orders	RTF	Defect Rate	Reject Rate	Quality rate	Overall Blocked orders rate
2018	1,944,292	63,216	724		96.71%	3.29%	0.04%	99.96%	
2019	2,366,737	45,204	441	3,102	98.07%	1.93%	0.02%	99.98%	0.13%
2020	2,178,110	46,219	625	12,896	97.85%	2.15%	0.03%	99.97%	0.6%
2021	1,831,717	28,259	724	25,896	98.42%	1.58%	0.04%	99.96%	1.4%
2022	2,191,973	24,903	494	0	98.84%	1.16%	0.02%	99.98%	0

USER DELIGHTED

The year 2021: User Review

1. **User Delighted (5★): 61.5%** (vs. 58.8% in 2020)
2. **Target: 65%**
3. **Average Score: 4.4** (vs. 4.3 in 2020)
4. **Target: 4.5**

The year 2022: User Review

Average Score: 4.37 vs target 4.5

User Delighted (5★): 59.76% vs 65%

RPM (returns per million sold)

Sold Quantity: 1'846'936 (+18%)

RPM 2021: 1490 (vs target: 1600)

Understandably, the implementation of different methods of Quality Management has had very positive effects, but it has also encountered difficulties. We will focus on some of the challenges that quality management has encountered in the company chosen as a case study, the results that have been achieved, and how things have been concreted towards improvement.

Company XXX operates in the field of production and certainly one of the main difficulties that have been encountered is the change in the work culture to which people are used, known interchangeably with the term "Mindset". If in a situation of change, we include two categories of people, experienced people and young people, this change is easier to grasp by young people who are not yet used to the rhythm of work than by people who are used to it with a working methodology, and it is difficult for them to change it.

Table 3: Number of employees from 2019-2022

Nr of employees		2019	2020	2021	2022
	Total	6035	6309	6675	7334
Dismissed Employee		111	79	137	193

Source: Authors

The table above shows the number of employees from 2019-2022. Aiming at the continuous growth and improvement of the company, we can read the figures presented in the table above. We have a progressive increase in the number of employees, and this comes because of all the motivational policies followed by the company, among which we can mention bonuses because of seniority, motivational rewards based on production efficiency, and bonuses for implementation in the correct manner of absence schedules.

If we look at the number of people leaving from year to year, there is an increasing trend, this is because the company is looking for professionally capable people and the testing phase of these people is risky. The growing number of those who leave is also related to the "People Mindset" mentioned above. Some people cannot cope with stress and find it difficult to adapt.

Another difficulty encountered is the implementation of new technologies and resistance to technological innovation.

Continuous quality improvement is closely related to the implementation of innovative technologies.

Innovation is not simply a shift in everyday practices but the creation and adoption of new technologies to improve quality. In manufacturing, the implications of technological innovation are endless, often leading to radical changes in systems, processes, machine requirements, and capabilities. Resistance to these changes creates obstacles to effective quality management.

Another factor that has positively influenced the increase in efficiency of company XXX is the acquisition of new machines.

The investment in machinery has been made in the sewing department (with more sophisticated and faster sewing machines that perform several functions, such as the beam machine which also serves to place buttons, and the glasses machine which, unlike the old glasses, makes its yarn cutting and yarn consumption decreased by 17%) and in the pre-production Departments. In the Pre-Production Department, investments have been made in the addition of machines and the aim is more and more to move towards automation (for the cutting of very small surfaces, investment has been made in a laser machine, investment in sublimation printers, automatic cutting programmed through graphics they cut the pieces and the consumption of the piece has reached over 80% and the investment in automatic presses where the accuracy of temperature and pressure measurement is much greater than in manual presses).

The commitment of managers to devote additional time to the management of work processes. In the case study, administrators generally agreed that they were more concerned with day-to-day operations than with quality management, even though they recognized its importance. They claimed that correcting errors and defects takes time and prefer to delegate quality responsibilities to other people so that they can better focus on the tasks assigned to them. As a result, top management did not see the urgency to provide the resources needed for optimal quality. Therefore, to deal with Quality Management, a specific person should be hired, who is not engaged in other tasks and who is only in pursuit of quality.

The increasing complexity of the supply chain. Emerging trends in manufacturing have forced companies to expand into new regions where they can take advantage of lower production costs and higher availability of raw materials and skilled labor. Globalization has also created more complex supply chains that require worldwide supply chain management, further complicating quality management in manufacturing.

Resistance to change is the main obstacle to QMS implementation. An obstacle encountered during the development of quality management strategies will continue to exist if companies host an environment with resistance to change management. This resistance will only begin to weaken when manufacturers see a path to quality gains without the cultural, operational, and, perhaps most importantly, financial barriers that can be mitigated by implementing a quality management system.

Towards a concretization for Quality Management. The treatment of quality in terms of the price goes beyond the reduction of the number of defects, it includes the evaluation of the entire Quality Management System (QMS). Smart Manufacturers must use a systematic approach to

quality and understand the relationship between failure prevention and cost. Implementing a QMS allows for verification of personnel training and certification, as well as equipment calibration. It reduces the cost of quality assessment by using automated statistical process control (SPC) and facilitating better processes for assessing costs on suppliers, sourcing and obtaining inspection, and process controls. Outcome? Reduced cost of quality failures.

There is a natural cost trade-off between what an organization spends on prevention and what it spends on fixing failures. In addition to the traditional way of reducing the cost of quality by reducing the number of defects, it is possible to address the effectiveness of the quality management system itself to further reduce the cost of quality.

If at the beginning of the activity in this field, more importance was given to the quantity, now, the greatest attention is focused on the quality of the produced products. The measurement of the results of the work done is expressed through efficiency. Efficiency has had a continuous increase from year to year.

From 2018 to 2019, there was an efficiency increase of 14.5%. From 2019 to 2020 we had an increase of 0.3%. In 2021 we had a decrease of 12.3%. In 2022, the company has a 31.7% increase, a growth that is very satisfying and motivating.

5. Study Implications

The company XXX has drawn up a series of policies to improve quality, but the results of these steps have been hindered by other factors.

In 2020, a decrease in the amount produced was observed due to the entire pandemic situation that the world was going through. To reduce as much as possible the number of repairs and, therefore, of defects and returns, company XXX decided in July 2021 that the quality controllers of the final product should be a separate department, part of the AQL department. By taking this action, the controllers would not be part of the line and, therefore would not be affected during their work.

A "SKILL Matrix" has been drawn up for each operator (and controllers), and their division into processes is done based on their tested skills.

The training line has been added, where each operator will be trained in the process, he will perform is new to him.

Techniques have been added that ensure that the sewing operations go properly and help each operator when performing the respective operation.

In addition to the processes provided in the sewing tabs initiated by the customer, auxiliary operations have been added to reduce the error rate as much as possible.

In the pre-production departments, responsible persons have been appointed to control the quality of the work so that the defects are caught as soon as possible.

Continuous monitoring of the rate of repairs by the responsible persons has been carried out, as continuous communication to create a work culture and have as many operators as possible who control their work and as few repairs of the finished product as possible. The level of

shortages is stable from year to year, but it is at high levels compared to what is intended to be achieved by Company XXX (Rate of shortages < 0.05 %). Although continuous control is exercised in all departments, again we have a high level of shortage. This is related to many factors, among which we mention: the quality of the raw material that is passed through to the final product. Considering the situation of covid 19 that the world was going through, all the roads and customs were closed, as a result, the supply chain also changed, the circle of supply of raw materials was narrowed only within the country, and the alternatives of choice were not many, no way of alternative substitutions, which greatly affected the final product.

6. Conclusion

This study establishes positive correlations between the various aspects of overall quality management and firms' performance in Albanian manufacturing companies. The results of this study have shown that quality practices are urgently needed for businesses survival because they have a significant impact on their performance and ability to continue operations. They significantly contribute to the growth of a country's economy. The findings of this study show both sides, positive and resistance, between quality management dimensions and firm performance in the production companies which operate in developing countries and have decided to go globally. This condition requires compatibility with global standards in production processes.

Total quality management systems can improve the operational performance of small and medium-sized businesses, according to different empirical studies. Total Quality Management (TQM) and the firm Performance showed a positive association in a sample of 141 small and medium-sized Turkish textile businesses that were surveyed. [9]. According to Akgün et al. [10], implementing Total Quality Management (TQM) helps businesses in enhancing their long-term financial results.

The results will give recommendations and practical insights to entrepreneurs and managers of manufacturing companies. The study's first significant result is that the success or failure of quality management initiatives depends on managers' leadership. They should primarily focus on creating an environmental culture that is conducive to supporting Total Quality Management implementation.

Regarding the difficulties of implementing Total Quality Management, they are crucial to determine sustainable, productive growth by eliminating the identified barriers.

This was also demonstrated in studies done by other researchers [11,12], who were able to show a strong correlation between operational performance and the components of total quality management. Additionally, the results are consistent with those of [13], highlighting the fact that high quality in all business operations develop better performance. This result, however, contradicts those of other studies [14, 15] which were unable to identify a meaningful direct impact of TQM on firm performance.

Company XXX based the activity on several points which must be followed and completed.

The first and most important step is the addition of persons responsible for quality at all levels of production (without reaching the final product) to have the greatest possible accuracy of the products, catching the problem in the first stages of the emergence of his. Control should be exercised by all persons responsible for the work done. However, the control should have different levels based on the stage it is in (eg, the operator who performs a certain process should exercise control of his work at the 10% level, then the person responsible for the quality of that process should exercise a more detailed control).

Another method that has worked a lot in improving the quality is implementing specific training for the production processes so that these people have more extensive knowledge about the processes they will carry out and manage.

The way of organization with hierarchy and management levels has made it possible for the responsibility to be distributed at different levels and to have good processes functioning.

Following the same logic, a lot of final product stock was created, and with the seasonal changes that occur, these goods are out of stock.

If we compare the year 2020 with the year 2022, we have an increase in the final customer's satisfaction by 0.1 in the evaluation system, with points translated into an increase of 2.7%. This improvement continues in 2022, where we have a 0.1 increase in the point evaluation system but a decrease of 4.74% in the final customer's satisfaction. This is after the number of sales has increased significantly since 2021, which was a year of global crisis.

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