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The Impact of System Quality and Inventory Control on Inventory Management Effectiveness through Operational Performance

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A B S T R A C T

This study examines the influence of Perceived System Quality and Perceived Inventory Control Effectiveness on Inventory Management Effectiveness, with Perceived Operational Performance acting as a mediating variable. Grounded in the Resource-Based View (RBV), this research explores how technological resources and organizational capabilities contribute to operational outcomes within the inventory management activities of Wilmar Group Indonesia. A quantitative explanatory approach was employed using survey data collected from 80 respondents involved in warehouse and inventory operations. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) to evaluate both the measurement and structural models. Indicator purification was also conducted to ensure construct validity and reliability. The findings indicate that Perceived Operational Performance is the strongest determinant of Inventory Management Effectiveness. Perceived System Quality has both direct and indirect effects on Inventory Management Effectiveness, indicating partial mediation through operational performance. Meanwhile, Perceived Inventory Control Effectiveness does not directly influence Inventory Management Effectiveness but significantly affects it indirectly through operational performance, indicating full mediation. These results highlight that operational performance serves as the primary mechanism through which organizational resources and capabilities generate effective inventory outcomes. The study contributes to the Resource-Based View by emphasizing that competitive advantage in inventory management depends not only on resource availability but also on the firm's ability to operationalize those resources effectively. Practically, organizations should prioritize strengthening operational performance to maximize the benefits of system quality and inventory control practices.

KATA KUNCI

Efektivitas Manajemen Persediaan, Kualitas Sistem, Pengendalian Persediaan, Kinerja Operasional, Pandangan Berbasis Sumber Daya

A B S T R A K

Studi ini meneliti pengaruh Kualitas Sistem yang Dirasakan dan Efektivitas Pengendalian Persediaan yang Dirasakan terhadap Efektivitas Manajemen Persediaan, dengan Kinerja Operasional yang Dirasakan bertindak sebagai variabel mediasi. Berlandaskan pada Pandangan Berbasis Sumber Daya (*Resource-Based View*/RBV), penelitian ini mengeksplorasi bagaimana sumber daya teknologi dan kapabilitas organisasi berkontribusi pada hasil operasional dalam aktivitas manajemen persediaan Grup Wilmar Indonesia. Pendekatan penjelasan kuantitatif digunakan dengan menggunakan data survei yang dikumpulkan dari 80 responden yang terlibat dalam operasi gudang dan persediaan. Data dianalisis menggunakan Pemodelan Persamaan Struktural Kuadrat Terkecil Parsial (*Partial Least Squares Structural Equation Modeling*/PLS-SEM) untuk mengevaluasi model pengukuran dan struktural. Pemurnian indikator juga dilakukan untuk memastikan validitas dan reliabilitas konstruk. Temuan menunjukkan bahwa Kinerja Operasional yang Dirasakan merupakan penentu terkuat Efektivitas Manajemen Persediaan. Kualitas Sistem yang Dirasakan memiliki pengaruh langsung dan tidak langsung terhadap Efektivitas Manajemen Persediaan, menunjukkan mediasi parsial melalui kinerja operasional. Sementara itu, Efektivitas Pengendalian Persediaan yang Dirasakan tidak secara langsung memengaruhi Efektivitas Manajemen Persediaan, tetapi secara signifikan memengaruhinya secara tidak langsung melalui kinerja operasional, yang menunjukkan mediasi penuh. Hasil ini menyoroti bahwa kinerja operasional berfungsi sebagai mekanisme utama di mana sumber daya dan kemampuan organisasi menghasilkan hasil persediaan yang efektif. Studi ini berkontribusi pada Pandangan Berbasis Sumber Daya dengan menekankan bahwa keunggulan kompetitif dalam manajemen persediaan tidak hanya bergantung pada ketersediaan sumber daya tetapi juga pada kemampuan perusahaan untuk mengoperasionalkan sumber daya tersebut secara efektif. Secara praktis, organisasi harus memprioritaskan penguatan kinerja operasional untuk memaksimalkan manfaat kualitas sistem dan praktik pengendalian persediaan.

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1. Introduction

In increasingly complex and dynamic supply chain environments, inventory management effectiveness (IME) has emerged as a critical determinant of organizational performance and competitive advantage [1]. This is particularly evident in the agribusiness sector, where firms operate across geographically dispersed locations and must coordinate multitier supply chain activities under high uncertainty [2]. In such contexts, ineffective inventory management not only disrupts operational continuity but also leads to substantial inefficiencies in cost, service levels, and resource utilization [3].

The digital transformation of operations has prompted organizations to adopt advanced information systems such as Material Requirements Planning (MRP) and Warehouse Management Systems (WMS) to enhance inventory visibility, accuracy, and coordination [4]. Within this transformation, Perceived System Quality (PSQ) has become a central construct, reflecting users' evaluation of system performance in terms of reliability, flexibility, integration, responsiveness, and security [5]. High PSQ enables organizations to process information efficiently and reduce uncertainty in decision making processes. Concurrently, Perceived Inventory Control Effectiveness (PICE) captures the firm's capability to regulate inventory through accurate recording, demand alignment, classification systems, and administrative consistency. Together, these elements represent critical internal resources and capabilities that underpin inventory related decision making processes [6].

However, the mere presence of high quality systems and effective control mechanisms does not inherently translate into superior inventory outcomes. A persistent issue in operations and supply chain literature lies in the limited understanding of how such resources are operationalized within organizational processes [7]. In this regard, Perceived Operational Performance (POP) becomes a pivotal construct, as it reflects the firm's ability to transform resources into efficient and effective operational execution. POP encompasses dimensions such as process efficiency, timeliness, service quality, and cost control, which collectively determine how well organizational capabilities are leveraged to generate performance outcomes.

This study is anchored in the Resource Based View (RBV), which posits that sustainable competitive advantage arises from a firm's ability to deploy valuable, rare, inimitable, and non substitutable (VRIN) resources through organizational capabilities. From an RBV perspective, PSQ represents a strategic technological resource, while PICE embodies an organizational capability related to inventory governance [8]. POP reflects the firm's ability to orchestrate and leverage these resources effectively, ultimately resulting in enhanced IME as a manifestation of operational excellence [9]. This perspective enables a more coherent explanation of how internal resources are translated into performance outcomes in complex operational settings.

Despite the growing body of research on inventory systems and operational performance, the literature still reflects conceptual fragmentation and empirical inconsistency. Prior studies have reported mixed findings regarding the role of operational performance as an intermediary mechanism linking system related resources and performance outcomes, suggesting that the underlying causal pathways remain insufficiently understood [10]. At the same time, much of the existing evidence is derived from relatively centralized manufacturing contexts, leaving multi location agribusiness environments underexplored despite their higher levels of operational interdependence and system reliance.

In addition, existing studies frequently examine system quality and inventory control as independent or isolated predictors, which limits the ability to capture their combined and interactive effects. Such an approach overlooks the integrative nature of organizational resources and capabilities emphasized within RBV, where value is created not from isolated assets, but from their coordinated deployment. As a result, the absence of a unified model that simultaneously incorporates PSQ and PICE, alongside their transformation through operational performance, represents a critical gap in the literature [11].

Responding to these limitations, this study develops an integrated framework that examines the simultaneous effects of Perceived System Quality (PSQ) and Perceived Inventory Control Effectiveness (PICE) on Inventory Management Effectiveness (IME), with Perceived Operational Performance (POP) acting as a mediating mechanism. By situating the analysis within the RBV framework and focusing on a multilocation agribusiness context, this study aims to advance theoretical understanding of resource orchestration while also offering practical insights into how organizations can enhance inventory management effectiveness through the alignment of technological systems, control mechanisms, and operational capabilities.

Within the Resource Based View framework, firms achieve superior performance not merely through resource possession, but through the effective deployment and orchestration of those resources into organizational capabilities. In this study, Perceived System Quality is conceptualized as a strategic technological resource, while Perceived Inventory Control Effectiveness represents an organizational capability. These resources are expected to enhance Perceived Operational Performance, which in turn leads to improved Inventory Management Effectiveness as a key operational outcome.

High quality information systems provide accurate, timely, and reliable information that supports operational activities and decision-making processes [12]. From an RBV perspective, Perceived System Quality constitutes a valuable and enabling resource that enhances process efficiency and coordination across functions [13] . When systems are reliable, integrated, and responsive, organizations are better able to execute operational activities effectively, leading to improved operational performance.

H1: Perceived System Quality positively influences Perceived Operational Performance.

In addition to technological resources, firms rely on internal capabilities to manage inventory effectively. Perceived Inventory Control Effectiveness reflects the organization's ability to regulate inventory through accurate recording, demand planning, classification systems, and administrative discipline [14]. RBV suggests that such capabilities enhance the firm's ability to utilize resources efficiently [9]. Effective inventory control reduces operational uncertainty and improves workflow stability, thereby strengthening operational performance.

H2: Perceived Inventory Control Effectiveness positively influences Perceived Operational Performance.

Operational performance represents the realization of organizational capabilities in executing core processes [15]. Within RBV, performance outcomes are the result of how effectively firms leverage their internal resources and capabilities. Higher levels of Perceived Operational Performance - characterized by efficiency, timeliness, service quality, and cost control - are expected to directly contribute to better inventory outcomes, including improved stock availability, turnover, and cost efficiency [16].

H3: Perceived Operational Performance positively influences Inventory Management Effectiveness.

RBV also posits that certain resources may have direct effects on performance outcomes when they are sufficiently strong and well developed. As a technological resource [17]. Perceived System Quality can directly enhance Inventory Management Effectiveness by improving data accuracy, inventory visibility, and system driven coordination. High system quality reduces errors, improves tracking, and supports better inventory decisions.

H4: Perceived System Quality positively influences Inventory Management Effectiveness.

Similarly, Perceived Inventory Control Effectiveness as an organizational capability can directly influence Inventory Management Effectiveness [18]. Effective inventory control ensures optimal stock levels, reduces stock discrepancies, and improves alignment between physical and recorded inventory. These effects contribute directly to improved inventory performance outcomes.

H5: Perceived Inventory Control Effectiveness positively influences Inventory Management Effectiveness.

Beyond direct effects, RBV emphasizes that resources and capabilities often generate value through transformation mechanisms [11]. Operational performance serves as a key pathway through which system quality is translated into inventory outcomes. A high quality system enhances operational execution, which subsequently improves inventory effectiveness.

H6: Perceived Operational Performance mediates the relationship between Perceived System Quality and Inventory Management Effectiveness.

Likewise, the impact of inventory control capability on Inventory Management Effectiveness is expected to be partially transmitted through operational performance. Effective control practices improve operational execution capabilities, which then enhances inventory outcomes, reflecting the RBV notion that capabilities must be enacted through processes to generate value [8].

H7: Perceived Operational Performance mediates the relationship between Perceived Inventory Control Effectiveness and Inventory Management Effectiveness

2. Research Method

2.1. Research Design

This study employs a quantitative explanatory research design to examine the relationships between Perceived System Quality, Perceived Inventory Control Effectiveness, Perceived Operational Performance, and Inventory Management Effectiveness. The research is grounded in the Resource Based View, which explains how organizational resources and capabilities are transformed into performance outcomes. A cross sectional survey approach is used to collect primary data from respondents involved in inventory related operations. The empirical model is analyzed using Partial Least Squares Structural Equation Modeling, which is appropriate for predictive analysis and complex models involving mediation relationships

2.2. Population and Sample

The population consists of employees involved in warehouse operations and inventory management activities within Wilmar Group Indonesia. Respondents are selected using purposive sampling, ensuring that participants have direct experience with inventory systems, inventory control practices, and operational processes. The final sample size consists of 80 respondents, which meets the minimum requirement for PLS SEM analysis and is sufficient to estimate the structural model with adequate statistical power

2.3. Data Collection

Data are collected using a structured questionnaire based on validated constructs. All items are measured using a seven point Likert 1-7 scale ranging from strongly disagree to strongly agree. The questionnaire captures respondents' perceptions of system quality, inventory control effectiveness, operational performance, and inventory management effectiveness, ensuring alignment with the research model and hypotheses.

2.4. Measurement Model Specification

This study includes four latent constructs: Perceived System Quality, Perceived Inventory Control Effectiveness, Perceived Operational Performance, Inventory Management Effectiveness. Each construct is operationalized using reflective indicators adapted from prior literature and aligned with the research context. During the initial measurement model evaluation, several indicators showed loading values below the recommended threshold. After indicator purification, all remaining indicators demonstrated outer loading values above 0.70, indicating strong convergent validity.

2.5. Measurement Model Evaluation

The measurement model is evaluated using reliability and validity criteria within the PLS SEM framework. All constructs demonstrate strong internal consistency, with Cronbach's alpha and composite reliability values exceeding the recommended threshold of 0.70 [19]. Furthermore, convergent validity is confirmed as all constructs achieve Average Variance Extracted values above 0.50 after indicator elimination [20]. Specifically, Inventory Management Effectiveness, Perceived Inventory Control Effectiveness, Perceived Operational Performance, and Perceived System Quality all meet the required criteria for reliability and validity, indicating that the measurement model is robust and suitable for further structural analysis.

The structural model is assessed by examining path coefficients, t statistics, and p values obtained through bootstrapping procedures [21]. Mediation analysis is conducted to examine the indirect effects of Perceived System Quality and Perceived Inventory Control Effectiveness on Inventory Management Effectiveness through Perceived Operational Performance. The predictive relevance of the model is assessed using the blindfolding procedure. The results show that the Q^2 values for Inventory Management Effectiveness and Perceived Operational Performance are above zero, indicating that the model has adequate predictive capability.

3. Results and Discussion

3.1. Respondent Profile

To provide contextual understanding of the respondents involved in this study, demographic characteristics were analyzed based on gender, age, education level, work experience, and job position. These characteristics are essential to ensure that the respondents possess adequate knowledge and experience related to inventory management operations, which strengthens the reliability of the findings.

Based on Table 1, the demographic profile indicates that the majority of respondents are male (65%), which reflects the labor composition typically found in warehouse and operational environments. In terms of age distribution, most respondents fall within the productive age range of 26–30 years (36.3%), followed by 31–35 years (26.3%), suggesting that the sample is dominated by individuals in their early to mid-career stages.

Table 1. Demographic Respondent

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	52	65.0
	Female	28	35.0
Age	20 – 25 Years	18	22.5
	26 – 30 Years	29	36.3
	31 – 35 Years	21	26.3
	>35 Years	12	15.0
Education Level	High School	22	27.5
	Diploma	26	32.5
	Bachelor Degree	30	37.5
	Postgraduate	2	2.5
Work Experience	< 2 Years	15	18.8
	2 – 5 Years	34	42.5
	6 – 10 Years	21	26.3
	> 10 Years	10	12.5
Job Position	Warehouse Staff	33	41.3
	Inventory / Store Officer	27	33.8
	Supervisor	14	17.5
	Manager	6	7.5

Regarding educational background, the majority of respondents hold a diploma (32.5%) or bachelor's degree (37.5%), indicating that most participants possess sufficient educational qualifications to understand operational systems and inventory processes. This is particularly relevant given the study's focus on system quality and inventory control practices. In terms of work experience, a significant proportion of respondents have between 2 to 5 years of experience (42.5%), followed by 6 to 10 years (26.3%). This suggests that respondents have adequate exposure to operational processes, making them suitable for providing reliable assessments of system quality, inventory control, and operational performance. From a positional perspective, most respondents are directly involved in operational activities, with warehouse staff (41.3%) and inventory/store officers (33.8%) forming the largest groups. This aligns well with the study's objective, as these roles are directly responsible for inventory management execution and system usage. Overall, the demographic distribution confirms that the sample is appropriate and relevant for the study context, as respondents possess the necessary experience, knowledge, and involvement in inventory related operations to provide meaningful insights.

3.2. Measurement Model Evaluation

The evaluation of the measurement model was conducted in two stages: initial assessment and post indicator purification. In the initial model, several indicators exhibited relatively low outer loadings, particularly IME5, IME6, PICE3, PICE5, PICE6 and POP2, indicating weak contributions to their respective constructs. Although most indicators met the acceptable threshold, the presence of loadings below 0.60 suggested potential measurement inconsistency and the need for refinement.

Following indicator elimination, the measurement model demonstrated a substantial improvement in quality, which can be seen on Figure 1 and Table 2. All remaining indicators achieved outer loading values above 0.70, indicating strong convergent validity. The purification process resulted in a more homogeneous and stable measurement structure across all constructs.

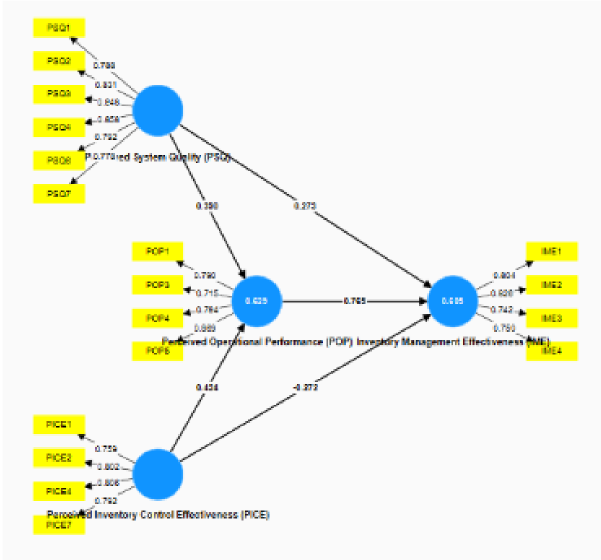

Figure 1. Outer Model

Table 2. Loading Factor

Indicator	Inventory Management Effectiveness	Perceived Inventory Control Effectiveness	Perceived Operational Performance	Perceived System Quality
IME1	0.804			
IME2	0.826			
IME3	0.742			
IME4	0.750			
PICE1		0.759		
PICE2		0.802		
PICE4		0.806		
PICE7		0.792		
POP1			0.790	
POP3			0.715	
POP4			0.784	
POP5			0.869	
PSQ1				0.788
PSQ2				0.831
PSQ3				0.848
PSQ4				0.858
PSQ6				0.792
PSQ7				0.778

Reliability and validity assessments further confirmed this improvement. After refinement, which can be seen on Figure 2 and Table 3, all constructs achieved Cronbach's alpha (CA) and composite reliability values above 0.70, indicating strong internal consistency. In addition, all constructs exceeded the recommended threshold for Average Variance Extracted (AVE), with values above 0.50. Notably, Perceived System Quality exhibited the strongest performance, reflecting highly consistent and reliable measurement properties. Perceived Inventory Control Effectiveness, which initially showed marginal validity issues, also achieved satisfactory convergent validity after indicator elimination. These findings confirm that the measurement model is robust and suitable for structural model analysis, highlighting the importance of indicator purification in improving construct validity in perception-based research.

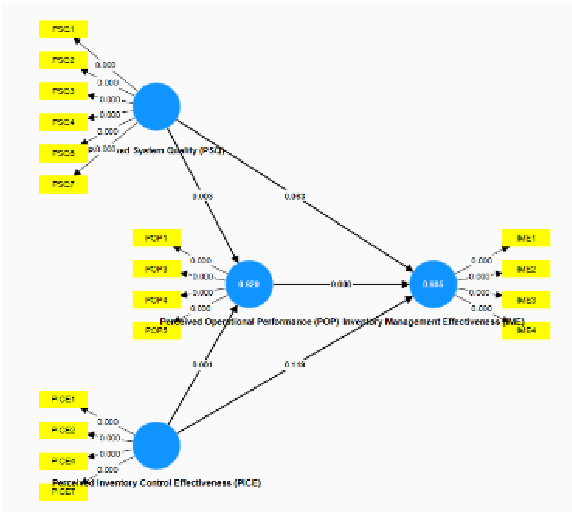

Figure 2. Inner Model

Table 3. Confirmatory Factor Analysis

Variable	CA	Composite reliability (rho_a)	Composite reliability (rho_c)	AVE
Inventory Management Effectiveness (IME)	0.787	0.794	0.862	0.611
Perceived Inventory Control Effectiveness (PICE)	0.799	0.800	0.869	0.624
Perceived Operational Performance (POP)	0.800	0.808	0.870	0.627
Perceived System Quality (PSQ)	0.900	0.904	0.923	0.667

The structural model evaluation was conducted by examining the significance of relationships among constructs using Partial Least Squares Structural Equation Modeling based on path coefficients, T statistics, and P values. The results on Table 4 indicate that most hypothesized relationships are positive and significant. Perceived Inventory Control Effectiveness has a significant positive effect on Perceived Operational Performance, while Perceived System Quality significantly influences both Perceived Operational Performance and Inventory Management Effectiveness. In addition, Perceived Operational Performance shows the strongest positive effect on Inventory Management Effectiveness, indicating that operational performance is the main determinant of effective inventory management.

Table 4. Loading Factor

Hypothesis Direct	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (|O/STDEV|)	P Values
Perceived Inventory Control Effectiveness (PICE) > Inventory Management Effectiveness (IME)	0.060	0.072	0.203	0.296	0.767
Perceived Inventory Control Effectiveness (PICE) > Perceived Operational Performance (POP)	0.434	0.435	0.129	3.361	0.001
Perceived Operational Performance (POP) > Inventory Management Effectiveness (IME)	0.765	0.770	0.117	6.568	0.000
Perceived System Quality (PSQ) > Inventory Management Effectiveness (IME)	0.571	0.567	0.171	3.333	0.001
Perceived System Quality (PSQ) > Perceived Operational Performance (POP)	0.390	0.392	0.129	3.017	0.003

However, the direct relationship between Perceived Inventory Control Effectiveness and Inventory Management Effectiveness is not significant, suggesting that inventory control effectiveness does not directly improve inventory management effectiveness. Instead, its influence is fully mediated by Perceived Operational Performance. These findings highlight the important mediating role of operational performance in translating both inventory control effectiveness and system quality into improved inventory management effectiveness. Overall, the structural model provides strong support for the proposed relationships and confirms the central role of operational processes in achieving effective inventory management.

The mediation effect analysis was conducted to examine the intervening role of variables in the proposed model using Partial Least Squares Structural Equation Modeling. The results on Table 5 show that the indirect effect of Perceived Inventory Control Effectiveness on Inventory Management Effectiveness is positive and significant. Since the direct effect was previously found to be insignificant, this indicates full mediation through Perceived Operational Performance. This means that inventory control effectiveness improves inventory management effectiveness only when it first enhances operational performance.

Table 5. Indirect Hypothesis

Hypothesis Indirect	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (|O/STDEV|)	P Values
Perceived Inventory Control Effectiveness (PICE) > Inventory Management Effectiveness (IME)	0.332	0.334	0.112	2.959	0.003
Perceived System Quality (PSQ) > Inventory Management Effectiveness (IME)	0.298	0.302	0.112	2.653	0.008

Similarly, the indirect effect of Perceived System Quality on Inventory Management Effectiveness is also significant. Because the direct relationship remains significant, the mediation is classified as partial mediation. This suggests that system quality influences inventory management effectiveness both directly and indirectly through improved operational performance. Overall, these findings confirm that Perceived Operational Performance plays a strategic role as the main mediating variable, serving as the key mechanism through which inventory control effectiveness and system quality are translated into more effective inventory management.

The predictive relevance (Q^2) assessment was conducted using the blindfolding procedure in Partial Least Squares Structural Equation Modeling to evaluate the model's predictive capability. The results on Table 6 and Figure 3 show that the endogenous constructs have positive Q^2 values, indicating that the model has adequate predictive relevance. Inventory Management Effectiveness has a Q^2 value of 0.345, suggesting moderate to strong predictive relevance, while Perceived Operational Performance has a slightly higher Q^2 value of 0.384, indicating good predictive capability. These findings confirm that the exogenous constructs meaningfully contribute to predicting the variance of the main endogenous variables.

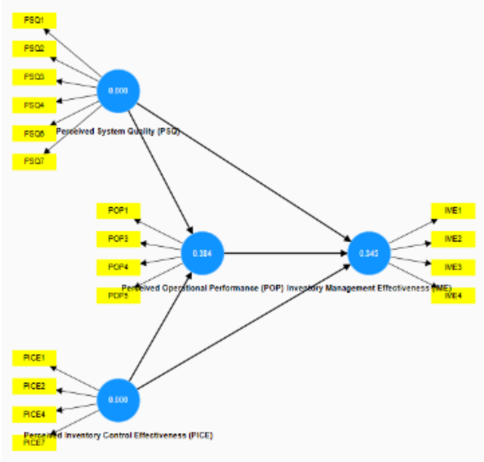

Figure 3. Blindfold Model

Table 6. Blindfold Testing

Variable	SSO	SSE	Q^2 (=1 SSE/SSO)
Inventory Management Effectiveness (IME)	328.000	214.976	0.345
Perceived Inventory Control Effectiveness (PICE)	328.000	328.000	0.000
Perceived Operational Performance (POP)	328.000	202.130	0.384
Perceived System Quality (PSQ)	492.000	492.000	0.000

In contrast, Perceived Inventory Control Effectiveness and Perceived System Quality have Q^2 values of 0.000. This is expected because both constructs function as exogenous variables and are not predicted by other variables in the model. Therefore, their Q^2 values do not indicate a weakness of the model. Overall, the results confirm that the structural model has good predictive relevance, particularly for the key endogenous constructs, demonstrating that the model is not only statistically significant but also practically relevant in predicting the studied phenomenon.

4. Conclusion

This study confirms that Perceived Operational Performance plays the most important role in improving Inventory Management Effectiveness within the Resource-Based View (RBV) framework. The findings show that Perceived System Quality significantly influences Inventory Management Effectiveness both directly and indirectly through operational performance, indicating partial mediation. Meanwhile, Perceived Inventory Control Effectiveness does not directly affect Inventory Management Effectiveness but has a significant indirect effect through operational performance, indicating full mediation. These results demonstrate that technological resources and inventory control capabilities can only generate optimal inventory outcomes when they are effectively translated into operational execution. The study highlights the strategic importance of operational performance as the primary mechanism linking organizational resources and capabilities to effective inventory management outcomes. Practically, organizations should focus on strengthening operational efficiency, process integration, and execution quality to maximize the benefits of system quality and inventory control practices.

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