Strategic: Journal of Management Sciences

journal homepage:
http://jurnal.stiesultanagung.ac.id/index.php/strategic

Service Effectiveness in Supporting Raw Material Inventory of Bakery MSMES: A Study at CV. Central Ace Nusa Boga

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ARTICLE INFO

Artikel History:
Recived 17 June 2026
Revision 26 June 2026
Accepted 15 July 2026

Keywords :
service effectiveness, raw material distribution, inventory stability, bakery MSMEs, distribution management.

ABSTRACK

Objective. This study examines the effectiveness of distributor services in maintaining the continuity of raw material inventory for bakery MSMEs in Palu City. The stability of raw material distribution represents a critical factor in sustaining MSME production activities, particularly within the food business sector, which heavily depends on supply accuracy and stock availability.

Research Method. The study applied a quantitative descriptive approach through field survey techniques. Data were collected using observation, structured interviews, questionnaires, and documentation involving bakery MSME actors partnered with CV. Central Ace Nusa Boga. Respondents were selected through purposive sampling based on the intensity of their utilization of distribution services. Data analysis employed Likert scale measurements and percentage analysis to evaluate the level of distributor service effectiveness.

Results. The findings indicate that the distribution services provided can be categorized as effective in supporting the fulfillment of raw material requirements for bakery MSMEs in Palu City. This effectiveness is reflected in delivery punctuality, consistency of product availability, service responsiveness, and the company's capability to maintain a sustainable supply flow. Nevertheless, several operational constraints were identified, including delivery delays during certain periods and fluctuating availability of specific raw materials.

Conclusion. Distributor service effectiveness contributes significantly to the stability of raw material inventory and the continuity of production activities among bakery MSMEs. Therefore, optimizing distribution systems and strengthening inventory management are essential to improving service quality in a sustainable manner.

1. INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) play a substantial role in supporting regional and national economic development through employment creation, income distribution, and local business empowerment. In Indonesia, MSMEs are recognized as one of the strategic sectors contributing to economic resilience and community welfare development (Republik

Indonesia, 2008). The growth of MSMEs in the food processing sector, particularly bakery businesses, continues to increase alongside changes in consumer lifestyles and the rising demand for ready-to-consume food products. This condition has encouraged the expansion of bakery-based businesses in several urban areas, including Palu City.

Bakery MSMEs are highly dependent on the continuity of raw material supply because production activities require stable availability of flour, sugar, butter, yeast, chocolate, and other supporting ingredients. Inventory management therefore becomes a crucial operational component in maintaining production continuity and ensuring product quality consistency. Inventory management is closely related to the company's ability to maintain production stability while minimizing operational costs (Assauri, 2008). Similarly that effective inventory systems enable businesses to avoid stock shortages and excessive inventory accumulation that may affect operational efficiency (Heizer & Render, 2015).

Despite the increasing growth of bakery businesses, many MSMEs still experience difficulties in managing raw material inventories effectively. Limited capital capacity, fluctuating customer demand, inadequate storage systems, and dependence on external suppliers frequently create disruptions within the production process. Several bakery business owners also encounter problems associated with delayed deliveries, inconsistent product availability, and fluctuating raw material prices. Such conditions indicate that the effectiveness of distributor services becomes an important determinant in supporting the operational sustainability of bakery MSMEs.

Service effectiveness reflects the capability of a service provider to fulfill customer expectations accurately, consistently, and efficiently (Kurniawan, 2005). In distribution activities, service effectiveness is not limited to product delivery but also includes timeliness, responsiveness, product availability, communication quality, and problem-solving capabilities. Service quality and effectiveness significantly influence customer satisfaction and operational performance (Ratminto & Winarsih, 2005). In addition, Effective service management contributes to long-term customer trust and organizational competitiveness (Grönroos, 2007). Within the context of bakery MSMEs, distributor services directly affect inventory stability, production continuity, and the ability of businesses to respond to market demand.

Palu City has experienced considerable growth in bakery-related businesses during recent years. The increasing utilization of digital food delivery platforms and online marketing systems has expanded market access for local bakery MSMEs. However, the expansion of market demand simultaneously increases the need for efficient distribution systems capable of ensuring sustainable raw material supply. Several bakery MSME owners in Palu still report operational obstacles such as delayed deliveries, limited stock availability, and insufficient communication from distributors during high-demand periods. These operational issues may lead to production delays, increased operational expenses, and declining customer satisfaction.

CV. Central Ace Nusa Boga is one of the distributors supplying bakery raw materials for MSMEs in Palu City. Since its establishment in 2017, the company has distributed various baking ingredients required by bakery businesses, including flour, sugar, butter, yeast, chocolate, and other supporting products. The company currently serves numerous bakery MSMEs operating across several districts in Palu City. As the number of bakery businesses continues to increase, the company is required to maintain service quality and ensure inventory availability to meet customer demand consistently.

Previous studies generally focused on customer satisfaction, service quality, and inventory systems within trading companies. Service effectiveness has a positive relationship with inventory control systems in trading businesses (Nugroho, 2019). Likewise, Service effectiveness influences product availability and operational performance within local business distribution activities (Rahmawati, 2022). However, studies specifically examining distributor service effectiveness in supporting raw material inventory among bakery MSMEs remain relatively limited, particularly in the context of Palu City. Therefore, this study offers empirical contribution by analyzing how distributor services affect inventory continuity among bakery MSMEs served by CV. Central Ace Nusa Boga.

This study aims to analyze the effectiveness of services provided by CV. Central Ace Nusa Boga in supporting the raw material inventory of bakery MSMEs in Palu City. The study is expected to contribute theoretically to the development of service management and inventory management studies, while practically providing recommendations for improving distributor service systems to support the sustainability and operational stability of bakery MSMEs.

2. LITERATURE STUDY

2.1 Effectiveness

Effectiveness generally refers to the extent to which predetermined goals can be achieved through the proper use of available resources. In organizational studies, effectiveness is often associated with the success of an organization, program, or activity in reaching its intended objectives. Effectiveness reflects the relationship between outputs and goals, where a higher level of goal achievement indicates greater effectiveness (Mahmudi, 2005). In a similar view, Effectiveness demonstrates how well an organization utilizes its resources, facilities, and infrastructure to achieve predetermined targets (Siagian, 2008).It defines organizational effectiveness as the ability of an organization to accomplish its objectives through appropriate coordination and resource management (Daft, 2014). There is also explanation that effectiveness is related to the organization's ability to select suitable strategies and methods to achieve desired outcomes (Handoko, 2000). Meanwhile, effectiveness is reflected in the successful achievement of collective goals through coordinated efforts (Gibson et al., 2009).

In operational activities, effectiveness is not only measured by the quantity of output produced but also by the quality and suitability of results with organizational objectives. Effectiveness refers to the ability of an organization to carry out its functions and operational activities properly without significant obstacles during implementation (Kurniawan, 2005). This means that an effective organization is capable of achieving its goals while maintaining operational stability and consistency. In the context of this research, effectiveness is viewed as the ability of distributor services to consistently support the availability of raw materials needed by bakery MSMEs through timely and reliable operational performance.

2.2 Service

Service is generally understood as a series of activities carried out to fulfill customer needs and expectations. Service as an activity or benefit offered by one party to another that is essentially intangible and does not result in ownership (Kotler & Keller, 2016). This definition highlights that services are more focused on providing value and satisfaction to customers. Service consists of intangible activities arising from interactions between customers and service providers in solving customer problems (Grönroos, 2007). It is also stated that service includes activities or benefits provided to customers to create satisfaction and positive experiences (Tjiptono, 2014). Similarly, service is an activity conducted by organizations or institutions to fulfill the needs of service users according to established standards and procedures (Ratminto & Winarsih, 2005).

Service quality is often associated with timeliness, responsiveness, convenience, communication, and reliability. Several important indicators of service quality, including timeliness, service accuracy, friendliness, ease of access, and customer comfort (Amir & Taufan, 2024). Good service requires organizations to prioritize responsiveness and professionalism in meeting customer expectations (Kasmir, 2017). In distribution activities, service quality plays an important role in maintaining customer trust and operational continuity. Effective distributor services not only involve product delivery but also include communication responsiveness, product availability, and the ability to handle customer complaints properly. For bakery MSMEs, these aspects are important because production activities depend heavily on the continuity of raw material supply. Therefore, distributor service within this study is understood as a series of activities aimed at ensuring that bakery MSMEs receive raw materials in an accurate, timely, and responsive manner.

2.3 Service Effectiveness

Service effectiveness refers to the extent to which services provided are able to achieve organizational goals while meeting customer expectations. Service effectiveness is closely related to service quality and customer satisfaction (Lovelock & Wirtz, 2018). In this context, effectiveness is not only measured by productivity but also by how far the organization can fulfill customer needs appropriately and consistently. Service effectiveness reflects the ability of organizations to provide services that align with customer expectations and organizational objectives (Mahmudi, 2005). Effective service can be measured through indicators such as timeliness, responsiveness, accessibility, and service accuracy (Ratminto & Winarsih, 2005). Service effectiveness is reflected in the organization's ability to create customer satisfaction through reliable service delivery (Tjiptono, 2014).

In distribution systems, service effectiveness has a direct influence on inventory stability and operational performance. Effective distributor services help reduce uncertainty in raw material supply, minimize stock shortages, and support production continuity. On the other hand, ineffective services may lead to delays, unstable inventory conditions, and decreased customer satisfaction. Effective organizational services should provide meaningful benefits for service users while fulfilling planned operational targets (Pasolong, 2019). Accordingly, service effectiveness in this research emphasizes the capability of CV. Central Ace Nusa Boga to maintain reliable distribution performance in supporting the continuity of raw material inventory for bakery MSMEs in Palu City.

2.4 Inventory

Inventory refers to goods or materials stored by a company to support production activities or future sales. In manufacturing and trading businesses, inventory management is important to ensure production continuity and meet customer demand effectively. Inventory as assets consisting of raw materials, goods in process, and finished goods prepared to support operational activities (Assauri, 2008). Similarly, Inventory includes goods stored for future use or sales within normal business activities (Rangkuti, 2004). Inventory consists of raw materials, semi-finished goods, finished goods, and supporting operational supplies maintained to support production processes and customer demand fulfillment (Heizer & Render, 2015). Effective inventory management allows organizations to avoid stock shortages as well as excessive stock accumulation that may increase operational costs. Inventory management aims to maintain balance between stock availability and operational efficiency (Nasution, 2006).

From an accounting perspective, Inventory as assets held for sale, goods currently in production, and materials used in production activities (Kieso et al., 2018). Similarly, inventory represents goods owned by organizations for resale or operational purposes (Warren et al., 2008). For bakery MSMEs, inventory management is highly important because production activities rely heavily on the availability of raw materials such as flour, sugar, butter, and yeast. Disruptions in raw material supply may affect production schedules, product quality, and customer satisfaction. Therefore, the effectiveness of distributor services becomes an important factor in maintaining inventory stability and operational continuity. In this study, inventory is closely related to the availability and management of bakery raw materials required to maintain smooth and sustainable production activities among MSMEs in Palu City.

3. METHOD

3.1 Research Design

This study employed a descriptive qualitative approach supported by survey techniques. The qualitative approach was selected because the research aimed to understand and describe the effectiveness of distributor services in supporting raw material inventory for bakery MSMEs in Palu City. Qualitative research is conducted in natural settings where researchers function as the main instrument in collecting and interpreting data (Sugiyono, 2019). Similarly, qualitative research seeks to understand social phenomena experienced by research subjects through descriptive analysis in the form of words and narratives (Moleong, 2017). The survey approach was used to obtain information directly from respondents regarding their experiences and perceptions related to the services provided by CV. Central Ace Nusa Boga. Survey research is conducted on populations by selecting samples to identify relationships and characteristics among variables (Sugiyono, 2019). Through this approach, the researcher was able to collect data systematically regarding service effectiveness and inventory conditions among bakery MSMEs.

3.2 Research Location and Time

The research was conducted at CV. Central Ace Nusa Boga, located in Ujuna Village, West Palu District, Palu City, Central Sulawesi. The location was selected because the company serves as one of the distributors supplying bakery raw materials to MSMEs in Palu City and possesses relevant operational data required for the study. The research was carried out over approximately three months, including the stages of preliminary observation, data collection, data analysis, and report preparation.

3.3 Population and Sample

The population in this study consisted of employees and customers associated with CV. Central Ace Nusa Boga. The total population included 20 employees and 152 customers, resulting in a total population of 172 respondents.

Due to the relatively large population size, sampling techniques were applied. Employees were selected using purposive sampling because certain staff members possessed deeper knowledge regarding distribution services and inventory management. Meanwhile, customer respondents were selected using accidental sampling, where respondents encountered during the research process and considered relevant to the study were included as participants.

Table 1:The total sample consisted of 25 respondents with the following composition:

No	Respondent Category	Total
1	Manager	1
2	Finance Staff	1
3	Administrative Staff	3
4	Warehouse Supervisor	1
5	Warehouse Team	10
6	Sales Staff	4
7	Customers/MSME Owners	5
Total		**25**

In addition, the head manager of CV. Central Ace Nusa Boga was designated as the key informant in this study.

3.4 Data Collection Techniques

Data collection in this study was conducted through several techniques, namely observation, interviews, questionnaires, and documentation.

a. Observation

Observation was conducted by directly examining distribution activities, inventory management processes, and interactions between employees and customers at CV. Central Ace Nusa Boga. Observation refers to direct observation of research objects using supporting observation instruments (Arikunto, 2013).

b. Interview

Interviews were conducted with managers, employees, and customers to obtain deeper information regarding service effectiveness and inventory management practices. Interviews are used when researchers seek more detailed information from respondents regarding the issues being studied (Sugiyono, 2019).

c. Questionnaire

Questionnaires were distributed to respondents to collect data related to perceptions of service effectiveness and inventory conditions. Questionnaires are data collection techniques conducted by providing written questions or statements to respondents for completion (Sugiyono, 2019).

d. Documentation

Documentation techniques were used to collect supporting data such as company profiles, inventory records, customer data, and other documents related to distribution activities. Documentation methods are used to obtain information from written records, reports, archives, and other supporting materials relevant to the research (Sugiyono, 2019).

3.5 Data Analysis Technique

The collected data were analyzed using descriptive qualitative analysis supported by percentage calculations and Likert scale measurements. Data analysis was carried out to describe respondent perceptions regarding the effectiveness of distributor services and raw material inventory conditions. The Likert scale was used to measure respondent opinions, perceptions, and attitudes toward the variables studied. The Likert scale is commonly used to measure social attitudes and perceptions through structured statement items (Sugiyono, 2019).

The percentage formula used in this study is as follows:

$$P = \frac{F}{N} \times 100\%$$

Where:
P = Percentage result
F = Frequency of responses in each category
N = Total number of respondents

The results of the analysis were then interpreted descriptively to explain the actual conditions related to service effectiveness and inventory management at CV. Central Ace Nusa Boga.

3.6 Operational Definition of Variables

This study consisted of two main variables, namely service effectiveness as the independent variable and raw material inventory as the dependent variable.

1. Independent Variable (X): Service Effectiveness

Service effectiveness refers to the ability of CV. Central Ace Nusa Boga to provide services that meet the needs of bakery MSMEs in terms of timeliness, quantity, responsiveness, and service quality.

Table 2: The indicators used to measure service effectiveness are presented below:

No	Indicators	Sub-Indicators
1	Timeliness of Service	Delivery according to schedule
2	Accuracy of Quantity and Type	Products delivered according to orders
3	Responsiveness	Quick response to orders and complaints

No	Indicators	Sub-Indicators
4	Ease of Service Access	Ease of ordering and obtaining information
5	Service Staff Quality	Friendly, responsive, and professional staff

2. Dependent Variable (Y): Raw Material Inventory

Raw material inventory refers to the availability and management of production materials required by bakery MSMEs, including flour, sugar, butter, yeast, eggs, and other supporting ingredients.

Table 3: The indicators used to measure inventory conditions are as follows:

No	Indicators	Sub-Indicators
1	Timely Availability	Materials available when needed
2	Inventory Accuracy	Stock quantity matches operational needs
3	Production Continuity	Availability supports uninterrupted production
4	Inventory Cost Efficiency	Efficient management of storage and ordering costs
5	MSME Satisfaction	User satisfaction regarding inventory availability

4. RESULT AND DISCUSSION

4.1 Result Finding

Service is one of the important aspects in supporting the success of a company, especially companies engaged in the distribution of raw materials. Good service is not only assessed from the company’s ability to meet customer needs, but also from timeliness, accuracy of goods delivered, responsiveness, and the quality of service provided to customers. In this study, service refers to all activities carried out by CV. Central Ace Nusa Boga in fulfilling the raw material needs of bakery MSMEs in Palu City.

This study was conducted through questionnaires and interviews with respondents to determine the effectiveness of the services provided by CV. Central Ace Nusa Boga toward the raw material inventory of bakery MSMEs in Palu City. The research findings are presented based on the indicators that had been determined previously.

4.1.1 Timeliness of Service

Timeliness of service refers to the company’s ability to deliver raw materials according to the agreed schedule.

Table 4 Respondents’ Responses Regarding Timeliness of Service

No	Respondents’ Responses	Frequency (F)	Percentage (%)
1	Strongly Agree	7	28.00
2	Agree	9	36.00
3	Disagree	5	20.00
4	Strongly Disagree	4	16.00
	Total	**25**	**100.00**

Source: Processed Primary Data, 2026

on the table above, most respondents gave positive responses regarding service timeliness. A total of 7 respondents or 28% strongly agreed, while 9 respondents or 36% agreed. Meanwhile, 5 respondents or 20% disagreed and 4 respondents or 16% strongly disagreed. The interview result with the owner of CV. Central Ace Nusa Boga, Mr. Lauw Juwan Liono, on January 12, 2026 explained that the company always attempts to deliver raw materials according to schedule in order to prevent production delays and shortages of stock for customers. However, at certain times, the accumulation of orders due to irregular customer requests often causes delays in the distribution process.

These findings indicate that the timeliness of service is considered fairly good, although improvements are still needed through better scheduling and coordination between the company and customers.

4.1.2 Accuracy of Quantity and Type

Accuracy of quantity and type refers to the suitability of goods received by customers compared to their orders.

Table 5: Respondents' Responses Regarding Accuracy of Quantity and Type

No	Respondents' Responses	Frequency (F)	Percentage (%)
1	Strongly Agree	3	12.00
2	Agree	4	16.00
3	Disagree	8	32.00
4	Strongly Disagree	10	40.00
Total		**25**	**100.00**

Source: Processed Primary Data, 2026

The data above show that most respondents considered the accuracy of quantity and type to be unsatisfactory. A total of 8 respondents or 32% disagreed and 10 respondents or 40% strongly disagreed.An interview with the company manager, Mrs. Merlin, on January 12, 2026 revealed that discrepancies in the quantity of goods often occur when demand increases or when suppliers experience stock limitations. As a result, customers do not always receive goods according to their needs.This condition affects bakery MSMEs because it may disrupt production activities and force customers to seek alternative suppliers. Therefore, the company needs to improve inventory management and strengthen coordination with suppliers to ensure better accuracy in the quantity and type of goods delivered.

4.1.3 Responsiveness

Responsiveness refers to the company's ability to respond quickly and appropriately to customer orders, inquiries, and complaints.

Table 6: Respondents' Responses Regarding Responsiveness

No	Respondents' Responses	Frequency (F)	Percentage (%)
1	Strongly Agree	9	36.00
2	Agree	7	28.00
3	Disagree	5	20.00
4	Strongly Disagree	4	16.00
Total		**25**	**100.00**

Source: Processed Primary Data, 2026

on the table above, most respondents gave positive responses regarding the company's responsiveness. A total of 9 respondents or 36% strongly agreed and 7 respondents or 28% agreed. These results indicate that CV. Central Ace Nusa Boga responds relatively quickly to customer needs. This statement is supported by an interview with the company supervisor, Mr. Rifai, on January 28, 2026, who explained that the company immediately responds to customer orders and complaints. Good responsiveness helps customers plan their raw material requirements more effectively so that production activities can run smoothly.

4.1.4 Ease of service access

Ease of service access relates to the convenience experienced by customers in placing orders, obtaining information, and contacting the company.

Table 7: Respondents' Responses Regarding Ease of Service Access

No	Respondents' Responses	Frequency (F)	Percentage (%)
1	Strongly Agree	7	28.00
2	Agree	12	48.00
3	Disagree	5	20.00
4	Strongly Disagree	1	4.00
Total		**25**	**100.00**

Source: Processed Primary Data, 2026

Based on the table above, most respondents stated that the company provides easy access to services. A total of 12 respondents or 48% agreed and 7 respondents or 28% strongly agreed. An interview with one of the customers, Mrs. Hj. Fitri from Toko Roti Fitri, on January 29, 2026 explained that the company is easy to contact and responsive in providing information needed by customers. This convenience helps customers place orders more efficiently and supports smooth communication between the company and bakery MSMEs.

4.1.5 The quality of human resources in service

The quality of human resources in service refers to the ability, attitude, and professionalism of employees in serving customers.

Table 8: Respondents' Responses Regarding the Quality of Human Resources in Service

No	Respondents' Responses	Frequency (F)	Percentage (%)
1	Strongly Agree	8	32.00
2	Agree	11	44.00
3	Disagree	5	20.00
4	Strongly Disagree	1	4.00
Total		**25**	**100.00**

Source: Processed Primary Data, 2026

Based on the table above, most respondents gave positive assessments regarding the quality of human resources in service. A total of 11 respondents or 44% agreed and 8 respondents or 32% strongly agreed. These findings indicate that the employees of CV. Central Ace Nusa Boga are considered capable of providing good service to customers. This statement was supported by an interview with Mrs. Harmila from Toko Cake Wati on January 28, 2026, who stated that employees serve customers politely, courteously, and possess adequate knowledge about the products offered. Good quality human resources contribute positively to service effectiveness and support stronger relationships with customers.

4.2 Recapitulation of Research Findings

Table 9: Recapitulation of Research Findings

No	Indicators	SA (%)	A (%)	D (%)	SD (%)	Description
1	Timeliness of Service	28%	36%	20%	16%	Fairly Good
2	Accuracy of Quantity and Type	12%	16%	32%	40%	Poor

No	Indicators	SA (%)	A (%)	D (%)	SD (%)	Description
3	Responsiveness	36%	28%	20%	16%	Good
4	Ease of Service Access	28%	48%	20%	4%	Good
5	Quality of Human Resources in Service	32%	44%	20%	4%	Good

Source: Processed Primary Data, 2026

Based on the recapitulation table above, it can be seen that the services provided by CV. Central Ace Nusa Boga are generally categorized as fairly good. The indicators that received the highest positive responses were ease of service access, quality of human resources, and responsiveness. On the other hand, the indicator of accuracy of quantity and type still requires improvement because many respondents expressed negative responses. Overall, the services provided by the company have supported bakery MSMEs in obtaining raw materials. However, inventory management and product distribution still need to be improved to better meet customer needs and support smoother production activities.

4.2 DISCUSSION

Based on the findings of this study, the effectiveness of services provided by CV Central Ace Nusa Boga in supporting the raw material inventory of bakery MSMEs in Palu City can generally be categorized as fairly effective. However, several indicators still require improvement, particularly in terms of timeliness of stock availability, accuracy of stock quantity, and production continuity. The discussion of each indicator is presented as follows.

4.2.1 Timeliness of Service

The findings indicate that the timeliness of service at CV Central Ace Nusa Boga is considered relatively good by most respondents. This can be seen from the percentage of respondents who answered “agree” and “strongly agree,” which was higher than those who gave negative responses. Customers stated that the company generally delivers raw materials according to the agreed schedule.This finding supports the opinion explained that effective service can be measured through punctuality and conformity with predetermined procedures (Ratminto & Winarsih, 2005). Likewise, Service effectiveness is reflected in the organization’s ability to achieve service objectives according to community needs and expectations (Mahmudi, 2005).

Nevertheless, several respondents still experienced delays in delivery, especially during periods of increased demand. This condition indicates that service effectiveness has not yet reached an optimal level. Service effectiveness is closely related to an organization’s ability to utilize available resources efficiently in achieving organizational goals (Siagian, 2008). In this study, delivery delays were influenced not only by internal company factors but also by sudden customer orders and limited supplier stock. Therefore, CV Central Ace Nusa Boga needs to improve delivery scheduling and strengthen coordination with customers and suppliers to maintain service timeliness more consistently.

4.2.2 Accuracy of Quantity and Type of Goods

The results show that the indicator of accuracy in quantity and type of goods still received many negative responses from respondents. Most customers stated that the quantity or type of raw materials received did not always match their orders. This condition is inconsistent with the concept proposed before, who explained that inventory management should ensure the availability of goods in the right quantity and type according to operational needs (Assauri, 2008). Similarly, Inventory control aims to maintain stock availability so that operational activities can run smoothly (Rangkuti, 2004).

The mismatch in the quantity and type of goods was mainly caused by unstable stock availability from suppliers and delivery disruptions during distribution. As a result, bakery MSMEs experienced difficulties in planning production activities effectively. The findings of this study are also in line with the research conductedpreviously, which stated that weaknesses in inventory systems often result in discrepancies between customer orders and available stock (Andi & Nur, 2021). Consequently, better inventory planning and tighter supervision are required to minimize stock inaccuracies.

4.2.3 Responsiveness

The responsiveness aspect obtained positive responses from most respondents. Customers considered that employees of CV Central Ace Nusa Boga responded quickly to orders, complaints, and requests for information. This finding supports the theory which states that service quality is strongly influenced by interactions between service providers and customers in solving customer problems (Grönroos, 2007). Likewise, responsiveness is an important component in creating customer satisfaction (Tjiptono, 2014).

Quick responses help bakery MSMEs obtain information and raw materials more efficiently, thereby supporting smoother production planning. In addition, rapid handling of complaints can reduce operational disruptions faced by customers. Therefore, the responsiveness demonstrated by employees can be considered one of the strengths of CV Central Ace Nusa Boga in improving service effectiveness.

4.2.4 Ease of Service Access

The findings indicate that ease of service access was assessed positively by respondents. Customers stated that the company was easy to contact and provided accessible information related to orders and raw material availability. Service quality is reflected in a company's ability to fulfill customer needs effectively and conveniently (Kotler & Keller, 2016). Similarly, service creates value for customers through convenience and accessibility (Payne, 2000).

The availability of communication channels and responsive customer service facilitated better coordination between the company and bakery MSMEs. This condition indirectly supports inventory management because customers can obtain information about stock availability more quickly. Thus, ease of service access contributes positively to improving the overall effectiveness of service delivery.

4.2.5 Quality of Human Resources

The quality of human resources at CV Central Ace Nusa Boga was generally considered good by respondents. Employees were perceived as friendly, polite, and capable of providing information related to products and customer needs. This finding is in line with the opinion stated that excellent service requires employee sensitivity, professionalism, and interpersonal skills (Barata, 2003). Similarly, customer satisfaction is strongly influenced by the attitude and competence of employees in delivering services (Kasmir, 2017).

Good human resource quality supports smoother communication and enhances customer trust in the company. Therefore, employee competence becomes an important factor in improving service effectiveness and maintaining long-term relationships with bakery MSMEs.

4.2.6 Timely Availability of Inventory

The results reveal that timely availability of raw materials still faces several obstacles. A considerable number of respondents stated that raw materials were not always available when needed. According to th finding, inventory management aims to ensure that raw materials are available at the right time to support operational continuity (Heizer & Render, 2015). Similarly, inventory availability plays an important role in maintaining production stability (Nasution, 2006).

In this study, delays in raw material availability affected production planning among bakery MSMEs. Some businesses had to postpone production activities because the required materials had not yet arrived. These findings are consistent with the study, which found that ineffective service and inventory management can disrupt the availability of goods needed by MSMEs (Rahmawati, 2022). Therefore, improvements in stock management and supplier coordination are necessary to ensure more stable inventory availability.

4.2.7 Accuracy of Stock Quantity

The findings also show that stock quantity accuracy has not been fully optimized. Several respondents stated that the quantity of raw materials received did not match their actual needs. According to the finding, inventory systems should support accurate recording and control of stock movement to avoid shortages or excess inventory (Mulyadi, 2016). Likewise, inventory control is essential for maintaining operational efficiency (Hansen & Mowen, 2009).

Fluctuating customer demand and sudden order changes made it difficult for the company to predict inventory needs accurately. As a result, stock shortages occasionally occurred and disrupted customer production activities. Therefore, the company needs to strengthen inventory forecasting and improve communication with customers regarding ordering schedules and stock requirements.

4.2.8 Production Continuity

The indicator of production continuity received the highest negative responses among all indicators. Many respondents stated that their production activities were disrupted due to delays or shortages of raw materials. This finding supports the theory proposed before, which explains that inventory functions as a resource reserve used to anticipate operational demand (Handoko, 2000). If inventory is unavailable, production processes may be interrupted.

Similarly, smooth production processes depend heavily on the stability of inventory supply. In this study, the inability to provide raw materials consistently caused bakery MSMEs to reduce or delay production activities (Heizer & Render, 2015). Therefore, improving inventory planning and supply chain coordination is essential to maintain smoother production continuity for bakery MSMEs.

4.2.9 Efficiency of Inventory Costs

The results indicate that inventory cost efficiency was considered good by respondents. Most respondents agreed that inventory management at CV Central Ace Nusa Boga helped reduce operational and storage costs. This finding supports the opinion stated that effective inventory management can minimize storage and procurement costs (Rangkuti, 2004). Similarly, efficient inventory systems contribute to better financial control within a business (Warren et al., 2008). Through more controlled purchasing schedules and stock management, bakery MSMEs were able to reduce unnecessary inventory expenses. This condition demonstrates that the company has contributed positively to improving inventory cost efficiency for its customers.

4.2.10 MSME Satisfaction

Overall, the level of MSME satisfaction can be categorized as fairly good. Most respondents expressed satisfaction with the services provided by CV Central Ace Nusa Boga, although several operational issues were still identified. Customer satisfaction is influenced by the extent to which service performance meets customer expectations (Tjiptono, 2014). Likewise, service quality and customer satisfaction are closely interconnected (Zeithaml et al., 2013). Positive satisfaction levels were mainly influenced by employee responsiveness, ease of access, and good communication. However, delays in stock availability and inaccuracies in stock quantity still reduced customer satisfaction in certain situations. Therefore, improving inventory management and delivery consistency is expected to further enhance the satisfaction level of bakery MSMEs in Palu City.

Based on the overall discussion, it can be synthesized that the effectiveness of services provided by CV Central Ace Nusa Boga has generally contributed positively to supporting the raw material inventory management of bakery MSMEs in Palu City. Several indicators, such as responsiveness, ease of service access, quality of human resources, and inventory cost efficiency, showed satisfactory results and became the main strengths of the company in maintaining customer relationships and supporting business operations. However, this study also found that several aspects still need improvement, particularly regarding timeliness of raw material availability, accuracy of stock quantity and type, and continuity of production. These problems indicate that inventory management and distribution systems have not yet operated optimally. Delays in delivery, unstable stock availability, and mismatches between orders and received goods affected the production process and operational planning of bakery MSMEs.

The findings of this research confirm the theories proposed, which emphasize that effective service and inventory management are closely related to organizational capability in meeting customer needs accurately, quickly, and consistently (Mahmudi, 2005; Ratminto & Winarsih, 2005; Heizer & Render, 2015). In addition, the results strengthen previous studies conducted, which found that weaknesses in inventory systems and service effectiveness can directly influence operational performance and customer satisfaction (Andi & Nur, 2021; Alma, 2016; Rahmawati, 2022). Therefore, improving coordination with suppliers, strengthening inventory planning systems, and maintaining consistent communication with customers are important steps that should be prioritized by CV Central Ace Nusa Boga. Through these improvements, the company is expected to enhance service effectiveness more comprehensively and support the sustainability of bakery MSMEs in Palu City more effectively.

5. CONCLUSION

The service effectiveness of CV Central Ace Nusa Boga in supporting the raw material inventory of bakery MSMEs in Palu City can generally be categorized as fairly effective. This is reflected in several positive aspects, including employee responsiveness, ease of service access, quality of human resources, and efficient inventory cost management, which have contributed to supporting customer needs and maintaining business relationships with bakery MSMEs. However, the study also found several obstacles related to the timeliness of raw material availability, accuracy of stock quantity and type, and production continuity, which indicate that inventory management and distribution systems still require improvement. These findings demonstrate that service effectiveness has a direct influence on the smooth management of raw material inventory and the operational activities of bakery MSMEs. Therefore, CV Central Ace Nusa Boga is expected to improve coordination with suppliers, strengthen inventory planning and control systems, and optimize communication with customers in order to improve service quality and ensure more stable raw material availability in the future.

ACKNOWLEDGEMENTS

The author would like to express sincere gratitude to all parties who contributed to the completion of this research. Special appreciation is extended to the management and employees of CV Central Ace Nusa Boga for their cooperation, support, and willingness to provide the data and information required during the research process. The author also thanks the bakery MSME owners in Palu City who participated as respondents and shared valuable insights related to raw material inventory management and service effectiveness. In addition, the author would like to convey gratitude to academic supervisors, lecturers, family members, and friends for their guidance, encouragement, and support throughout the preparation and completion of this study.

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