

Impact of the Just-In-Time (Jit) In Inventory Management System and the Supplier Overall Performance in A NIA-MARIIS Division II

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Abstract Effective inventory management is crucial for enhancing organizational efficiency, minimizing operational costs, and ensuring the timely delivery of services. This study investigated the impact of the just-in-time (JIT) inventory management system and supplier performance in the NIA–MARIIS Division II. Specifically, it assessed supplier performance, the level of JIT implementation, and organizational performance as perceived by management and employees. The study employed a mixed-methods action research design involving eight purposively selected respondents composed of management staff and inventory/supply personnel. Data were gathered through a researcher-made questionnaire and supplemented by interviews. Quantitative data were analyzed using frequency counts, percentages, and weighted means, while qualitative responses were analyzed thematically. The findings revealed that supplier-related issues such as delivery delays, incorrect deliveries, and invoicing errors occurred very rarely, indicating satisfactory supplier performance. The implementation of the JIT system was rated high by both management and employees, reflecting strong awareness and adoption of JIT practices within the organization. Moreover, inventory-related factors were found to have very little negative impact on organizational performance, suggesting that effective inventory management contributes to smooth operational processes. Based on the findings, a JIT enhancement plan was proposed, focusing on supplier coordination, employee training, inventory monitoring, and supplier evaluation. The study concludes that effective JIT implementation and reliable supplier performance significantly improve inventory management and operational efficiency in NIA–MARIIS Division II.

Keywords: *Just-in-time (JIT); Supply Chain Management; Inventory Control; Supplier Evaluation; Organizational Performance.*

INTRODUCTION

Effective inventory management is essential for organizational efficiency, cost reduction, and service delivery. Among the various inventory strategies, the just-in-time (JIT) system has gained significant attention because it minimizes inventory waste, reduces holding costs, and improves operational efficiency by ensuring that materials arrive only when needed (Wang et al., 2025). Studies have shown that JIT enhances organizational performance through streamlined operations, shorter lead times, and improved resource utilization (Alkhdour et al., 2025; Muhanna et al., 2023). However, the success of JIT implementation largely depends on supplier performance, particularly in terms of delivery reliability, timeliness, and order accuracy (Agustin Prima Dania et al., 2023). Recent global supply chain disruptions and increasing demand uncertainties have highlighted the need for more resilient and responsive inventory management systems (Qian & Arkadijevna, 2024; Yang, 2024). Advances in digital technologies, including artificial intelligence, big data analytics, and the Internet of Things, have further strengthened inventory control and supplier coordination, enabling organizations to adopt more efficient and data-driven approaches (Raman & Selvaraj, 2024). Consequently, organizations are

increasingly integrating JIT practices to improve operational performance and maintain competitiveness. In the Philippine public sector, inventory management is challenged by procurement delays, inventory inefficiencies, and supplier-related issues that affect organizational performance and service delivery (Bekele et al., 2025). Therefore, government agencies are exploring lean management approaches, such as JIT, to improve operational efficiency, reduce unnecessary inventory costs, and strengthen supplier relationships (Lievchalermwong & Aunyawong, 2022). Effective supplier management is particularly important for ensuring the continuity of operations and the successful implementation of JIT practices (Tarish, 2021).

The National Irrigation Administration–MARIIS Division II relies heavily on timely procurement and supplier support to sustain its irrigation operations and public service functions. However, challenges related to inventory control, delivery schedules, and supplier coordination may affect operational efficiency. Therefore, understanding the role of JIT and supplier performance in addressing these concerns is essential for improving inventory management practices and organizational effectiveness. Despite the growing body of literature on JIT systems, most studies have focused on private manufacturing firms, with limited attention given to government agencies, particularly in the Philippine context. Furthermore, few studies have examined the combined influence of JIT implementation and supplier performance on organizational outcomes in public institutions. This study addresses this gap by investigating the impact of the just-in-time (JIT) inventory management system and supplier performance in NIA–MARIIS Division II, providing evidence that may guide improvements in inventory management and public sector operations.

RESEARCH QUESTIONS

This study sought to determine the impact of the Just-in-Time (JIT) system on inventory management and supplier performance in the NIA-MARIIS Division II. Specifically, it aimed to answer the following questions:

- What is the level of supplier performance in the NIA-MARIIS Division II in terms of: delivery reliability, order accuracy, timeliness of delivery; and invoice accuracy?
- What is the level of implementation of the Just-in-Time (JIT) system in the NIA-MARIIS Division II as perceived by management and employees?
- What is the impact of the Just-in-Time (JIT) system on organizational performance in terms of: production cycle efficiency, inventory management efficiency, production costs; and operational productivity
- How does supplier performance influence the effectiveness of the Just-in-Time (JIT) system in the NIA-MARIIS Division II?
- What recommendations can be proposed to further improve inventory management and supplier performance through the implementation of a (JIT) system?

METHODS

Research Design

This study employed a mixed-methods action research design to determine the impact of the just-in-time (JIT) system on inventory management and supplier performance in the NIA-MARIIS Division II. The quantitative component involved the use of structured questionnaires to gather numerical data regarding supplier performance, JIT implementation, and organizational performance. The qualitative component consisted of interviews and open-ended responses to gain deeper insights into the experiences and perceptions of respondents regarding the implementation of the JIT system. The integration of quantitative and qualitative data enabled the researcher to obtain a comprehensive understanding of the effectiveness of JIT practices within the organization.

Local of the Study

The study was conducted at the NIA-MARIIS Division II, located in San Mateo, Isabela. The agency is responsible for managing irrigation services and operational resources within its area of jurisdiction. The locale was selected because of its existing inventory management and procurement practices, which provided a suitable environment for examining the implementation of the Just-in-Time system. Furthermore, the accessibility of respondents and availability of relevant records contributed to the selection of the study site.

Respondents of the Study

The respondents of the study consisted of employees and management personnel directly involved in inventory management, procurement, and supply operations at NIA-MARIIS Division II. These individuals were selected because they possessed the necessary knowledge and experience regarding inventory practices and supplier coordination. Their responses provided valuable information concerning supplier performance, JIT implementation, and organizational performance.

Sample and Sampling Procedure

This study employed purposive sampling, a non-probability sampling technique in which respondents were selected based on their relevance to the objectives of the study. A total of eight (8) respondents participated, consisting of five (5) inventory and supply personnel and three (3) management staff members. These respondents were chosen because of their direct involvement in inventory management and supplier-related activities, making them the most appropriate sources of information for the investigation.

Research Instrument

The primary instrument used for data gathering was a researcher-made structured questionnaire developed from related literature, previous studies, and the research objectives. The questionnaire consisted of closed- and open-ended questions designed to assess supplier performance, the level of JIT implementation, and organizational performance. The instrument was reviewed and refined to ensure its clarity, relevance, and alignment with the research questions.

Data Gathering Procedure

Prior to data collection, the researcher secured permission from the Division Manager of NIA-MARIIS Division II. Upon approval, the researcher distributed the questionnaires to the selected respondents and explained the purpose and significance of this study. Interviews were conducted to gather supplementary qualitative information. The complete questionnaires were collected, organized, and prepared for analysis. All information obtained from the respondents was treated with strict confidentiality and used solely for academic purposes.

Data Analysis Techniques

The data gathered were analyzed using descriptive statistical tools, specifically frequency counts, percentages, and weighted means. Frequency and percentage distributions were used to describe the profile of the respondents, while weighted means were used to determine the level of supplier performance, JIT implementation, and organizational performance. Qualitative responses obtained from interviews and open-ended questions were summarized and analyzed thematically to support the quantitative findings of the study.

RESULTS AND DISCUSSION

Table 1. Profile of Respondents

Profile Variables	Frequency	Percentage
Position		
Management Staff	3	37.50

Inventory/Supply Personnel	5	62.50
Total	8	100.00

Table 1 presents the profiles of the respondents who participated in the study. Out of the eight (8) respondents, five (5) or 62.50% were inventory and supply personnel, while three (3) or 37.50% were management staff. The higher proportion of inventory and supply personnel indicates that most respondents were directly involved in inventory management and supplier-related activities. Their participation provided valuable insights into the implementation of the Just-in-Time (JIT) system and supplier performance. Meanwhile, the inclusion of management staff contributed to strategic perspectives regarding organizational policies and operational decisions. The combination of responses from both groups helped provide a comprehensive assessment of inventory management practices and supplier performance in the NIA–MARIIS Division II.

Table 2 Supplier Performance Assessed by the Company

Indicators	Weighted Mean	Percentage (%)	Interpretation
Supplier misses delivery time/date	2.00	40.00	Very Rarely
Supplier delivers incorrect materials	2.00	40.00	Very Rarely
Supplier delivers materials before scheduled delivery time	4.00	80.00	Frequent
Supplier charges incorrect invoices	1.00	20.00	Never
Composite Mean	2.25	45.00	Very Rarely

The assessment of supplier performance using these indicators reflects key procurement concerns such as timeliness and delivery accuracy, which are essential for optimizing supply chain efficiency and reducing risks associated with procurement anomalies (Changalima et al., 2023). Supplier monitoring covers delays, incorrect deliveries, and invoicing errors, improving procurement performance by enhancing buyer satisfaction and reducing costs (Urbaniak, 2021). Frequent early deliveries, though less disruptive than delays or errors, can still affect production scheduling and require attention in supplier performance monitoring frameworks (Firdantara et al., 2024). Evaluating these indicators also aligns with structured decision-making approaches to supplier evaluation. Hybrid multi-criteria approaches and fuzzy decision models support comprehensive supplier appraisals, including delivery reliability and invoice accuracy, to promote sustainable procurement practices (Althaqafi, 2023; Wimalasena et al., 2025). Late deliveries or supplier errors affect buyer-supplier relationship resilience and overall company performance, highlighting the importance of real-time supplier performance data and negotiation-based procurement planning for supply chain robustness (Kędzia, 2024; Lo et al., 2025). In construction and sectors, integrating supplier capacity, inventory management, and delay impacts as fuzzy variables helps address delays and optimize costs (Chen et al., 2023). This supports monitoring delivery times and invoice accuracy, showing that early deliveries occur frequently and should be managed (Churakova & Arkhipova, 2023).

Table 3 Level of JIT Implementation as Perceived by Management and Employee

Indicators	Management Mean	Employee Mean	Overall Mean	Interpretation
Knowledge of the JIT system	3.00	3.00	3.00	High
Company implementation of the JIT system	3.00	3.00	3.00	High
Knowledge of the benefits of the JIT system	3.00	3.00	3.00	High

Awareness of changes brought by the JIT system	3.00	3.00	3.00	High
Composite Mean	3.00	3.00	3.00	High

This table shows how both management and employees view the just-in-time (JIT) system, with a consistently high rating (mean = 3.00) for all indicators. This consistency indicates a strong shared understanding and commitment to the JIT system within the organization. Both management and employees are well-informed about the JIT system and its benefits, and they recognize the company's efforts in implementing it (Hatif et al., 2024). This awareness is crucial because lean manufacturing practices, such as JIT, can boost productivity, shorten lead times, and improve overall performance in various industries (Hatif et al., 2024). Additionally, effective implementation and sharing of knowledge lead to better employee performance, as research highlights the importance of organizational commitment and knowledge management in enhancing outcomes (Pangaribuan & Satrya, 2024). When management and employees are aligned on JIT implementation, it likely leads to smoother collaboration and operational efficiency. Although there are no direct quantitative comparisons provided, the consistently high ratings from both management and employees reflect positively on the organization's lean manufacturing and operational management practices. This aligns with findings that stress the importance of employee training, knowledge sharing, and positive attitudes for successful system adoption and performance improvement (Hatif et al., 2024; Pangaribuan & Satrya, 2024).

Table 4 Organizational Performance According to Management

Indicators	Weighted Mean	Percentage (%)	Interpretation
Distance between the company and supplier negatively affects production cycle time	1.00	25.00	Not at All
Inventory levels stored in the company negatively affect production costs	2.00	50.00	Very Little
Inventory levels stored in the company negatively affect the total units of finished goods produced	2.00	50.00	Very Little
Composite Mean	1.67	41.67	Very Little

Table 4 presents the assessment of management regarding the impact of inventory-related factors on organizational performance. The findings reveal that the distance between the company and its suppliers does Not at All negatively affect the production cycle time (WM = 1.00, Not at All). Likewise, inventory levels were perceived to have very little effect on production costs (WM = 2.00) and the total number of finished goods produced (WM = 2.00). The composite meaning of 1.67 indicates that inventory-related factors minimally adversely affect organizational performance. These findings suggest that the implementation of a (JIT) system contributes to effective inventory control, reduced excess inventory, and smoother operational processes. Previous studies have shown that JIT practices improve operational efficiency by minimizing waste, reducing inventory costs, and enhancing resource utilization, thereby supporting overall organizational performance (Muhanna et al., 2023; Alkhdour et al., 2025). Furthermore, effective inventory management practices have been associated with improved operational outcomes and organizational effectiveness in both public and private institutions (Lievchalermwong and Aunyawong, 2022).

Table 5 Organizational Performance According to Employees

Indicators	Weighted Mean	Percentage (%)	Interpretation
Time spent fetching materials negatively affects the production cycle	1.00	25.00	Not at All

Inventory levels around the workplace negatively affect movement	2.00	50.00	Very Little
Inventory levels around the workplace negatively affect the production line	2.00	50.00	Very Little
Composite Mean	1.67	41.67	Not at All

Table 5 presents the employees' assessment of organizational performance in relation to inventory management practices. The results indicate that the time spent fetching materials does not negatively affect the production cycle (WM = 1.00, Not at All), suggesting that materials are readily available when needed. Similarly, inventory levels were perceived to have very little negative effect on workplace movement (WM = 2.00) and production line activities (WM = 2.00). The composite mean of 1.67, interpreted as "Not at All," indicates that inventory-related concerns have minimal impact on daily operations. These findings suggest that the implementation of the Just-in-Time (JIT) system supports an organized workplace, reduces unnecessary inventory, and promotes efficient workflow. Consistent with previous studies, effective inventory management and JIT practices contribute to improved operational efficiency, reduced waste, and enhanced employee productivity (Hatif et al., 2024; Muhanna et al., 2023).

Table 6. Summary of Findings

Variables	Composite Mean	Interpretation
Supplier Performance	2.25	Very Rarely
JIT Implementation	3.00	High
Organizational Performance (Management)	1.67	Very Little
Organizational Performance (Employees)	1.67	Very Little

Table 6 summarizes the key findings of this study regarding supplier performance, JIT implementation, and organizational performance. Supplier performance obtained a composite mean of 2.25, interpreted as "Very Rarely," indicating that issues such as delivery delays, incorrect deliveries, and invoice inaccuracies seldom occurred. The level of JIT implementation received a composite mean of 3.00, interpreted as "High," reflecting strong awareness and implementation of JIT practices among management and employees. Meanwhile, organizational performance, as assessed by both management and employees, yielded a composite mean of 1.67, indicating that inventory-related factors have a minimal negative impact on operations. Overall, the findings suggest that effective supplier performance and successful implementation of the JIT system contribute to efficient inventory management and smooth organizational operations. These results support previous studies emphasizing that strong supplier relationships and lean inventory practices enhance operational efficiency, reduce waste and improve organizational performance (Agustin Prima Dania et al., 2023; Wang et al., 2025; Muhanna et al., 2023).

Table 7 Proposed JIT Enhancement Plan

Key Result/Issue	Objective	Proposed Activities	Persons Involved	Time Frame	Expected Outcome
Need to strengthen supplier coordination	Improve supplier reliability	Conduct quarterly supplier meetings	Management and Suppliers	Quarterly	Improved delivery performance
Need to sustain JIT awareness	Enhance employee knowledge	Conduct JIT orientation and training	HR and Management	Semi-annually	Increased employee competency

Need to monitor inventory levels	to	Improve inventory control	Implement regular inventory audits	Inventory Personnel	Monthly	Reduced excess inventory
Need to improve supplier evaluation	to	Strengthening supplier relationships	Develop supplier performance scorecard	Procurement Unit	Quarterly	Better supplier selection and monitoring

Table 7 presents the proposed Just-in-Time (JIT) Enhancement Plan designed to further improve inventory management and supplier performance in the NIA–MARIIS Division II. The plan focuses on four key areas: strengthening supplier coordination, sustaining JIT awareness, monitoring inventory levels, and improving supplier evaluation. Proposed activities such as conducting regular supplier meetings, providing JIT orientation and training, implementing inventory audits, and developing supplier performance scorecards are intended to enhance operational efficiency and support continuous improvement. These initiatives are expected to improve delivery reliability, increase employee competency, reduce excess inventory, and strengthen supplier relationships. The proposed actions align with previous studies emphasizing that effective supplier collaboration, continuous employee training, and systematic performance monitoring are essential factors for the successful implementation of JIT systems and sustainable organizational performance (Agustin Prima Dania et al., 2023; Hatif et al., 2024; Urbaniak, 2021). By implementing these strategies, the organization can further optimize inventory management practices and enhance the quality of public service delivery.

CONCLUSION

The study concluded that the implementation of the just-in-time (JIT) inventory management system in the NIA–MARIIS Division II is highly practiced and positively contributes to organizational operations. Supplier performance was generally satisfactory, with delivery delays, incorrect deliveries, and invoicing errors occurring infrequently. Both management and employees perceive that inventory-related factors have minimal negative effects on operational efficiency, indicating that existing inventory management practices effectively support organizational performance. Overall, the findings suggest that the successful implementation of JIT, coupled with reliable supplier performance, enhances inventory control, reduces inefficiencies, and promotes smooth operational processes within an agency.

RECOMMENDATIONS

Based on the findings and conclusions of the study, NIA–MARIIS Division II should continue to strengthen its implementation of the just-in-time (JIT) system through regular monitoring and evaluation of inventory management practices. The agency should enhance collaboration with suppliers by conducting periodic performance reviews and maintaining open communication to ensure timely and accurate deliveries. Continuous training and orientation programs should also be provided to employees and management to sustain awareness and understanding of JIT principles. Furthermore, the development of a supplier performance monitoring system and the conduct of regular inventory audits are recommended to further improve operational efficiency, reduce unnecessary inventory costs, and support the delivery of quality public services.

LIMITATIONS OF THE STUDY

This action research has several limitations that should be considered when interpreting its findings. First, the study was conducted exclusively within the NIA-MARIIS Division II, limiting the applicability of the results to other divisions, agencies, or organizations that may operate under different procurement policies, inventory systems, and organizational structures. As an action research study,

the findings are intended primarily to improve practices within the NIA-MARIIS Division II. Therefore, caution should be exercised when generalizing the results to other organizations or institutional settings in the future.

FUTURE RESEARCH DIRECTIONS

Future studies may expand this research by including multiple divisions of the National Irrigation Administration, other government agencies, and private organizations implementing inventory management systems. Comparative studies between organizations using Just-In-Time (JIT) and traditional inventory management systems may provide broader insights into their relative effectiveness. Researchers should also conduct longitudinal studies to evaluate the long-term impact of JIT implementation on inventory costs, procurement efficiency, supplier reliability, operational productivity, and customer satisfaction. Such studies would help determine whether the benefits of JIT are sustained over time.

ETHICS STATEMENT

This study was conducted in accordance with established ethical standards for organizational and action research. Prior approval to conduct the study was obtained from the appropriate authorities of the NIA-MARIIS Division II before data collection commenced. Participation of employees and other respondents was voluntary, and informed consent was obtained after explaining the objectives, procedures, benefits, and minimal risks associated with the study.

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AI DISCLOSURE STATEMENT

Artificial intelligence (AI)-assisted writing tools were used solely to assist with language editing, grammar checking, sentence refinement, organization, and formatting during the preparation of this manuscript. AI tools were not used to generate the research data, conduct data analysis, perform statistical computations, interpret the findings, or formulate the study's conclusions and recommendations.

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