
Journal of Creativity Student

<http://journal.unnes.ac.id/journals/jcs>

The Strategic Role of the Kitchen in Supporting Food and Beverage Operations at Melva Balemong Hotel & Resort

Octavianti Paramita¹, Chandra Wasana², Velisya Cahya Aulia³, Rindhani Safira Damayanti⁴, Keyla Laksmi Chantika^{5*}, Rizki Lestari⁶, Queen Tauhida Rabbani⁷

¹Universitas Negeri Semarang, Indonesia

²Melva Balemong Hotel & Resort

³Universitas Negeri Semarang, Indonesia

⁴Universitas Negeri Semarang, Indonesia

⁵Universitas Negeri Semarang, Indonesia

⁶Universitas Negeri Semarang, Indonesia

⁷Universitas Negeri Semarang, Indonesia

*Corresponding Author: keylacant22@students.unnes.ac.id

Abstract

This study aims to analyze the strategic role of the kitchen in supporting hotel Food and Beverage operations. As a key contributor to service quality and revenue, the kitchen serves as the central production unit responsible for food quality, consistency, safety, and operational efficiency. Using a qualitative descriptive approach through a literature review of seventeen scientific articles, this study examines kitchen operations, human resource management, standard operating procedures, hygiene and sanitation, product innovation, and service quality in the hospitality industry. The findings reveal that effective kitchen operations depend on employee competence, adherence to standard operating procedures, hygiene and sanitation practices, adequate equipment, and food product innovation. The kitchen also plays a significant role in enhancing customer satisfaction through product quality, breakfast services, pastry and bakery production, and menu differentiation. The study concludes that the kitchen is not merely a food production area but a strategic component that supports service quality, operational effectiveness, customer satisfaction, and hotel competitiveness. Therefore, continuous improvements in human resources, operational systems, and kitchen facilities are essential to maintain service excellence in the hospitality industry.

Keywords: kitchen operations, food and beverage, hotel management, service quality, customer satisfaction

INTRODUCTION

Background

The hospitality industry no longer competes solely on the quality of rooms and facilities but also through food and beverage services, which significantly impact guest satisfaction and the hotel's reputation. Therefore, the Food and Beverage Department is one of the key units supporting the hotel's operational success.

In addition to serving as a support function for guest services, Food and Beverage is also a major source of revenue after room sales. Within this department, the kitchen serves as the production center that determines food quality, customer satisfaction, and the hotel's image.

The operational success of a kitchen is influenced by several key factors, namely the quality of human resources, the implementation of Standard Operating Procedures (SOPs), hygiene and sanitation, and the availability of adequate facilities. Adelina et al. (2026) show that training and workforce management influence the operational effectiveness of a kitchen. Meanwhile, the implementation of SOPs helps maintain service quality and food safety (Yasa et al., 2024), while hygiene and sanitation play a role in maintaining food quality and preventing contamination.

On the other hand, changing customer needs drive hotels to continuously innovate. Food product innovations have proven effective in enhancing the appeal of food and beverage services, while

a variety of pastry and bakery products can enhance the guest experience.

Based on these findings, the kitchen is a strategic element that not only functions as a food production unit but also plays a role in maintaining service quality, increasing customer satisfaction, and strengthening the hotel's competitiveness through human resource management, the implementation of standard operating procedures (SOPs), hygiene and sanitation, and product innovation.

Previous Research and Research Gaps

Research on kitchen operations in the hospitality industry has evolved to cover a variety of topics, but most studies still address only specific aspects of the kitchen, such as human resources, technology, facilities, service quality, pastry and bakery, and hygiene and sanitation. As a result, understanding of the kitchen as an integrated system that supports Food and Beverage operations remains relatively limited.

Several studies have highlighted specific factors that influence kitchen operations. Adelina et al. (2026) found that training, performance evaluations, and workforce planning affect the effectiveness of kitchen operations. Meanwhile, Beeyani (2024) demonstrated that the use of technology can improve work efficiency, inventory accuracy, and staff coordination. Regarding facilities, Mertasih et al. (2025) explained that the quality of kitchen equipment affects productivity and the consistency of food product quality.

Other studies have focused more on specific sections of the kitchen. Ashari and Jatmiko (2023) showed that the readiness of pastry and bakery items supports the smooth operation of breakfast service, while Nurhayati and Chaliq (2024) found that the operational quality of the cold kitchen contributes to the quality of the breakfast received by customers. Furthermore, Aznam and Dewi (2024) demonstrated that a variety of pastry and bakery products can enhance the guest experience, while Sugianto and Susanti (2025) showed that food product innovation can increase the appeal of food and beverage services and support the hotel's operational effectiveness.

Although these studies provide important findings, they still examine kitchen factors in isolation. In fact, product quality, service effectiveness, guest satisfaction, and Food and Beverage performance are the result of the interaction of various interrelated components within kitchen operations.

Therefore, there remains a research gap regarding the study of the kitchen as a strategic element integrated into supporting hotel Food and Beverage operations. Based on this gap, this study analyzes the strategic role of the kitchen more comprehensively by integrating aspects of human resources, SOPs, hygiene and sanitation, facilities, product quality, food innovation, and its contribution to hotel Food and Beverage operations.

Research Objectives

This study aims to analyze the strategic role of the kitchen in supporting Food and Beverage operations at hotels. Specifically, this study aims to identify the kitchen's contribution to the operational effectiveness of Food and Beverage, analyze the factors that influence kitchen performance, and explain the relationship between kitchen operations, food quality, and hotel guest satisfaction.

METHOD

This study employs a descriptive qualitative approach using a literature review to analyze the strategic role of the kitchen in supporting food and beverage operations in hotels. This approach was chosen because it allows the researcher to gain a comprehensive understanding of the factors that influence the operational effectiveness of the kitchen and its contribution to the quality of hotel service.

The research data consists of secondary data sourced from 17 scientific articles discussing various aspects of kitchen operations, such as human resources, the implementation of standard operating procedures (SOPs), hygiene and sanitation, kitchen equipment, food product quality, menu innovation, breakfast service, and guest satisfaction. All articles were selected based on their relevance to the research focus.

Data collection was conducted through the stages of identification, selection, and literature review. Subsequently, the data were analyzed using qualitative descriptive analysis techniques, which included data reduction, presentation of data based on main themes, and drawing conclusions through

the interpretation of findings from various sources.

Through this method, this study aims to provide a comprehensive understanding of the kitchen's contribution to the operational effectiveness of the Food and Beverage department, the factors influencing its success, and its role as a strategic element in supporting service quality and hotel competitiveness.

RESULTS AND DISCUSSION

The Strategic Role of the Kitchen in Hotel Food and Beverage Operations

In hotel operations, the quality of food and beverage service is determined not only by presentation but also by the production process in the kitchen. Therefore, the kitchen plays a strategic role in determining product quality, service efficiency, and the Food and Beverage Department's ability to consistently meet customer needs.

The kitchen serves as the link between service planning and execution, while also supporting various Food and Beverage activities, such as breakfast, restaurants, room service, banquets, and special events. The operational effectiveness of the kitchen significantly impacts food quality, the timeliness of service, and the guest experience.

From an operational perspective, the kitchen serves as a quality control mechanism for products through the management of raw materials, production processes, storage, and serving. Its effectiveness depends on the organization's ability to manage the resources involved in the food production process. Additionally, proper management of raw materials, labor, and equipment also supports operational efficiency and reduces waste.

The kitchen contributes to customer satisfaction because food quality is a crucial part of the guest experience. The smooth preparation of raw materials and the proper execution of work procedures have been shown to influence the quality of the final product.

In addition to supporting service, the kitchen also holds strategic value for the hotel business. High-quality food offerings can increase guest consumption, encourage repeat purchases, strengthen the hotel's image, and enhance the company's competitiveness.

Thus, the kitchen is not merely a food production unit but a strategic element that influences service quality, operational efficiency, customer satisfaction, and the hotel's business performance.

The Role of Kitchen Staff in Operational Performance

Human resources are the key factor determining the success of kitchen operations. Modern equipment, high-quality ingredients, and sound work procedures will not result in optimal performance without the support of a competent workforce. Because kitchen operations still rely heavily on human skills, the quality of products and service is greatly influenced by the quality of the human resources managing them.

Adelina et al. (2026) found that structured training can improve employee competence, whereas inadequate workforce planning has the potential to cause an imbalance in workload, production delays, an increase in work errors, and a decline in service quality. This indicates that kitchen effectiveness is determined not only by the number of workers but also by the quality of its management.

In addition to technical skills, kitchen staff also need communication skills, teamwork, and the ability to adapt to operational changes. The importance of professional competence is highlighted by Suardana and Pandiangan (2025), who found that professionalism has a significant impact on the operational success of the Food and Beverage sector. This finding is reinforced by Suardana and Suriansyah (2024), who show that improving employee competencies can increase customer satisfaction.

The role of human resources is also evident in the position of cook helper, who is responsible for preparing ingredients, maintaining the cleanliness of the work area, and supporting the food production process. This demonstrates that the kitchen's operational success is the result of the collective efforts of the entire team, not just the chef or manager.

Therefore, human resource development must be viewed as a strategic investment through continuous training, objective performance evaluations, proportional workload distribution, and a fair reward system. Thus, competence, professionalism, and the quality of workforce management are key factors in maintaining product quality, ensuring smooth service delivery, and achieving customer satisfaction.

The Importance of SOPs, Hygiene, and Sanitation in Supporting Kitchen Operations

The operational success of a kitchen is determined not only by human resources but also by a work system capable of maintaining consistency in the production process. In this regard, Standard Operating Procedures (SOPs), hygiene, and sanitation are key elements in ensuring product quality, food safety, and customer satisfaction.

SOPs serve as guidelines that regulate the entire work process, from the receipt of raw materials to the serving of food. Yasa, Lestari, and Sudiarta (2024) found that the implementation of SOPs contributes to service quality, food safety, and workplace hygiene. However, the effectiveness of SOPs depends heavily on employee discipline and consistent supervision, as labor shortages remain a major obstacle to their implementation.

In addition to SOPs, hygiene plays a crucial role in maintaining food quality and preventing contamination. Noviasuti and Putranti (2021) explain that employees' personal hygiene, the use of work equipment in accordance with standards, and the consistent implementation of hygiene procedures all contribute to the quality of the food produced.

Meanwhile, sanitation focuses on the cleanliness of the work environment and kitchen facilities. The proper storage of raw materials, appropriate temperature control, and the cleanliness of storage areas have been shown to affect the quality of food products. This indicates that food quality is determined not only by the cooking process but also by the management of raw materials prior to production.

Thus, SOPs, hygiene, and sanitation are complementary aspects in maintaining food quality and safety. All three play a role in reducing operational errors, improving work efficiency, and supporting customer satisfaction. Therefore, hotels need to consistently implement these three aspects so that the kitchen can function optimally in supporting Food and Beverage operations.

The Kitchen's Role in Maintaining Product Quality and Guest Satisfaction

In the hospitality industry, the quality of food is one of the aspects that guests find easiest to evaluate, and it therefore has a direct impact on customer satisfaction and the overall stay experience. This evaluation is based not only on taste but also on menu variety, presentation, the freshness of ingredients, the cleanliness of the serving area, and the consistency of product quality.

One of the services that most strongly shapes guest perception is breakfast. Ashari and Jatmiko (2023) found that the operational readiness of the pastry and bakery departments affects the smoothness of breakfast service. This finding is supported by Nurhayati and Chaliq (2024), who demonstrated that the operational quality of the cold kitchen also determines the quality of the breakfast received by customers.

The kitchen's contribution to customer satisfaction is also evident in the quality of pastry and bakery products. Suardana and Sari (2021) found that the quality of these products influences customer satisfaction and the quality of food and beverage service. Additionally, a variety of pastry and bakery products has been shown to enhance the guest's stay experience.

From a marketing perspective, the kitchen serves as a hub for innovation and product differentiation. Sugianto and Susanti (2025) demonstrate that food product innovation can enhance the appeal of food and beverage services while supporting the hotel's operational effectiveness. Meanwhile, an authentic menu can serve as the hotel's identity and increase customer interest.

Overall, the quality of food products is the result of human resource competence, the implementation of SOPs, raw material management, product innovation, and quality control consistently carried out by the kitchen. Therefore, the kitchen plays a crucial role in ensuring customer satisfaction, creating a positive guest experience, and strengthening the hotel's competitiveness.

Challenges and Strategies for Improving Kitchen Operations

Although the kitchen plays a strategic role in Food and Beverage operations, it faces various challenges, such as human resource management, facility limitations, technological advancements, and changing customer expectations. If not managed properly, these challenges can compromise service quality and guest satisfaction.

One of the main challenges is workforce management. Adelina et al. (2026) found that suboptimal workforce planning can lead to an unbalanced workload, employee burnout, decreased productivity, and an increased risk of operational errors. Additionally, limited facilities and equipment can also hinder productivity and the consistency of food product quality.

Kitchens also face ever-evolving customer demands. Consumers not only want high-quality food but also menu variety, attractive presentation, and a unique culinary experience. These conditions require hotels to continuously innovate without compromising quality and operational efficiency.

To address these challenges, it is necessary to develop employee competencies through ongoing training, improve the quality of facilities and equipment, and leverage technology to enhance production efficiency, inventory management, and work coordination.

Thus, the operational success of the kitchen depends on the integrated management of human resources, facilities, technology, and innovation. Therefore, hotels need to pursue continuous development in all these aspects so that the kitchen can optimally support Food and Beverage operations and the achievement of the hotel's business objectives.

CONCLUSION

The kitchen is a strategic element that plays a vital role in supporting food and beverage operations at a hotel. It not only serves as the center of food production but also contributes to maintaining product quality, improving operational efficiency, supporting guest satisfaction, and helping the hotel achieve its business objectives.

The study's findings indicate that the success of kitchen operations is influenced by the quality of human resources, the implementation of Standard Operating Procedures (SOPs), adherence to hygiene and sanitation standards, the availability of adequate facilities, and the ability to produce high-quality and innovative products. These factors work together to ensure consistent quality, food safety, and operational effectiveness.

In addition to contributing to internal operations, the kitchen also plays a role in creating a positive guest experience through the quality of breakfast, pastries, and baked goods; menu innovation; and consistent food presentation. These contributions help increase customer satisfaction, strengthen the hotel's image, and support the company's competitiveness.

Therefore, kitchen management must be prioritized as a strategic focus within Food and Beverage operations. Developing employee competencies, strengthening standard operating procedures (SOPs), improving hygiene and sanitation standards, maintaining facilities, and sustainably utilizing technology are essential for the kitchen to support service quality and the overall operational success of the hotel.

ACKNOWLEDGMENTS

The author would like to express gratitude to all researchers whose scholarly works were used as references in this study. Appreciation is also extended to all parties who provided support, feedback, and assistance during the writing of this article, enabling the successful completion of this study.

STATEMENT ON CONFLICT OF INTEREST

The author declares that there are no conflicts of interest in the preparation, conduct, or publication of this study. The entire content of this article was prepared independently based on the results of an analysis of the data sources used.

G. FUNDING

This study did not receive any specific funding support from government agencies, private institutions, or other organizations. The entire research process and the preparation of this article were conducted independently by the author.

REFERENCES

- Adelina, J., Yuliana, Z., Erianti, I. M., Ayuni, Ernawati, Rahmiati, F., Zakharia, R., Budiman, and D. Sudirman. "Human Resource Management Practices in Hotel Kitchen Operations: A Qualitative Study." *International Journal of Social Science and Business* 10, no. 1 (2026). <https://doi.org/10.23887/ijssb.v10i1.108953>.
- Ashari, R. F., and H. Jatmiko. "The Role of the Pastry and Bakery Corner During Breakfast at the Pavilion Restaurant, JW Marriott Hotel Surabaya." *Pubmedia Journal of Tourism and Hospitality* 1, no. 2 (2023). <https://doi.org/10.47134/pjpp.v1i2.1900>.
- Aznam, A. F. P., and W. R. Dewi. "The Contribution of Pastry and Bakery Product Varieties as Added

- Value to the Stay Experience at a Five-Star Hotel." *MABHA Journal* 5, no. 2 (2024).
- Beeyani, G. "Optimizing Kitchen Operations through Process Innovation and Smart Technologies in the Hospitality Sector." *Lex Localis Journal of Local Self Government* 22, no. S4 (2024).
- Maristy, H S, and S Irwandi. "The Role of Cook Helpers in Supporting Kitchen Operations at the Jambuluwuk Malioboro Hotel in Yogyakarta." *Jurnal Nusantara (Scientific Journal of Tourism and Hospitality)* 4, no. 2 (2021).
- Mertasih, K. L., P. I. Rahmawati, and Trianasari. "Strategies for Improving the Operational Performance of the Food and Beverage Department at The Oberoi Beach Resort Bali." *Journal of Hospitality and Tourism Management* 8, no. 1 (2025).
- Noviastuti, N, and R. E. Putranti. "Implementation of Hygiene and Sanitation in the Storage and Processing of Food Ingredients in the Kitchen at Cakra Kusuma Hotel, Yogyakarta." *Jurnal Nusantara (Scientific Journal of Tourism and Hospitality)* 4, no. 2 (2021).
- Nurhayati, N., and A. F. Chaliq. "Quality Management System for the Cold Kitchen Section to Streamline Breakfast Operations at the Harris Convention Festival Citylink Hotel in Bandung." *Jurnal Nusantara (Scientific Journal of Tourism and Hospitality)* 7, no. 2 (2024).
- Sharma, A. "A Study on Operational Strategies for Food and Beverage in Lodging Establishments." *International Journal of Multidisciplinary Research and Technology* 6, no. 5 (2025). <https://doi.org/10.5281/zenodo.15421840>.
- Suardana, I K, and R Auliya. "The Role of the Sego Luwuk Menu as an Authentic Dish at the Jambuluwuk Malioboro Hotel in Yogyakarta." *Jurnal Nusantara* 6, no. 1 (2023). <https://doi.org/10.63986/nsn.v6i1.54>.
- Suardana, I K, and N R Pandiangan. "The Influence of Waiters' and Waitresses' Professionalism on the Operational Success of Food and Beverage Service at Riss Hotel Malioboro, Yogyakarta." *Jurnal Nusantara* 8, no. 2 (2025). <https://doi.org/10.63986/nsn.v8i2.120>.
- Suardana, I K, and Suriansyah. "Efforts to Improve the Professionalism of Waiters and Waitresses in Achieving Operational Success in Food and Beverage Service and Customer Satisfaction at Mawar Saron Restaurant, Grand Puri Saron Boutique Hotel, Yogyakarta." *Jurnal Nusantara* 7, no. 2 (2024). <https://doi.org/10.63986/nsn.v7i2.88>.
- Sugianto, Angel Marchella, and Luh Eka Susanti. "Pastry Product Innovation as an Effort to Improve Operations at Maya Sanur Resort & Spa." *PARIS (Journal of Tourism and Business)* 4, no. 5 (2025): 2303–9. <https://doi.org/10.22334/paris.v4i5.982>.
- Sulistiono and S G Sinastriyo. "Operational Analysis of the Food and Beverage Department's Kitchen Section at Paprika Restaurant, The Phoenix Hotel, Yogyakarta." *Jurnal Nusantara (Scientific Journal of Tourism and Hospitality)* 7, no. 2 (2024). <https://doi.org/10.63986/nsn.v7i2.92>.
- Yasa, A. K. A. N., D. Lestari, and I. N. Sudiarta. "Implementation of Standard Operating Procedures in the Kitchen Department at The Haven Suites Bali Berawa." *Journal of Hospitality and Tourism Studies* 2, no. 2 (2024). <https://doi.org/10.35912/jspp.v2i2.3247>.