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ANALYSIS OF THE IMPLEMENTATION OF THE FIFO METHOD AT KITCHEN HOTEL HOLIDAY INN RESORT BARUNA BALI

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Abstract: This study aims to analyze the implementation of the *First In First Out* (FIFO) method in the management of foodstuffs in the kitchen of Hotel Holiday Inn Resort Baruna Bali. The research method used is qualitative descriptive with data collection techniques through observation, interviews, and documentation. The results of the study show that the application of the FIFO method has been carried out through labeling, rotation, and arrangement of foodstuffs, but the recording of stock in and out has not been optimal. The main obstacles faced are limited human resources and limited operational time, especially during peak hours. The strategy implemented by the management in the form of the preparation of Standard Operating Procedures (SOPs) and daily supervision by outlet leaders is able to increase staff awareness of the importance of FIFO. This study recommends the implementation of a stock recording system, routine training, and periodic evaluation to improve operational efficiency and service quality.

Keywords: FIFO, Stock Management, Hotel Kitchen, Operational Efficiency, Food Ingredients.

INTRODUCTION

Indonesia's tourism sector plays a crucial role as one of the main sources of foreign exchange that supports the country's economy. In 2009, the sector

ranked third in foreign exchange contributions, after other commodities (Central Bureau of Statistics, 2023). From year to year, the number of tourists, both local and foreign, visiting

Indonesia continues to increase (Ministry of Tourism and Creative Economy of the Republic of Indonesia, 2023). Tourism in Indonesia has become a sector that can be managed efficiently to create promising business opportunities (Damanik, 2014). The hospitality industry functions as a pillar of tourism support, providing various facilities needed by tourists. Bali as one of the main tourist destinations, has diverse attractions in each part, such as South Bali, North Bali, West Bali, East Bali (Suadnyana (2024). The natural beauty and cultural richness in Bali are a strong attraction for visitors (Fajri, 2024). One of the famous areas in Bali is Kuta, which is known for its stunning beaches. The big waves at Kuta Beach attract many *surfers*, while the white sand and sunset panorama add to its appeal. Kuta juga menawarkan berbagai fasilitas pariwisata termasuk bungalow, hotel, villa, pusat perbelanjaan, restoran, *money changer*, spa, dan *night club* (Pujiastuti & Samekto, 2019).

Stock management in the hospitality industry is an important process for managing the amount of

goods stored to support operations. Proper inventory management is necessary because if the Company invests too much funds in inventory, it can result in high storage costs and other potential losses. Conversely, a lack of inventory can lead to additional costs due to a lack of stock (Coyle et al., 2013). Therefore, according to (Mason, Leek 2012) hotels need to implement efficient inventory control to ensure smooth operations. A good stock management system should include inventory registration, record-keeping, and management of incoming and outgoing stock to avoid errors in data and reports.

In the *kitchen* of Hotel Holiday Inn Resort Baruna Bali, there are often obstacles in managing food supplies when picking up goods in *purchasing*. Every day the collection of goods is carried out alternately according to a predetermined schedule, at the time of picking up the goods the supply of groceries at each outlet is prepared to meet daily needs. An example of a problem is when preparing ingredients for *breakfast* and *alacarte* menus in the *kitchen palms*. When the goods have

arrived, the staff or *daily workers* will immediately take the ingredients from the *chiller*, then process them, such as meat and vegetables, when processing these ingredients there is a shortage of raw materials because the materials taken in the *chiller* have been shared with *the outlet*. On the other hand, the lack of these materials leads to limited use of available materials. Due to the lack of materials to be processed, the *staff* or *daily workers* will continue to *prepare* goods or materials that run out the next morning while waiting for the supplier to deliver the goods to purchasing. So, on that day, the kitchen uses limited available materials to keep operations running smoothly.

Based on these empirical conditions, further study is needed on the management of food supplies in the kitchen of the Holiday Inn Resort Baruna Bali Hotel. According to Nursetiowati and Dewi (2023), As for things that can be applied such as a grouping system for food storage such as dry materials, frequently used and rarely used materials, this system is useful for facilitating the use process, as well as helping to monitor the availability of goods. Labeling the name

and date of entry on the materials used every day. Then arrange dry storage (*dry store*) according to the type of foodstuffs and label the name on the storage place in the *dry store*, so that when new goods arrive, we know the exact storage location and prevent the accumulation of goods or foodstuffs that were previously there. Based on the study, it is hoped that later it will be able to overcome problems that have occurred previously and achieve the goals of further study results. Regarding the implementation of the FIFO method in *the kitchen*, namely through the implementation of an effective inventory management strategy, it is hoped that this approach can reduce waste, thereby increasing the efficiency of using raw materials, and maintaining the quality of the materials used in the *kitchen*. The FIFO method can be the right strategy to ensure that stock rotation is done correctly, so that the materials that take longer to enter are used first, avoiding the buildup of potential supplies of spoiled foodstuffs.

METHOD

The approach used in this study uses a qualitative approach. According to Sugiyono (2017), qualitative research is part of the research method used to research the condition of scientific objects, with researchers as the main instrument in data collection. In this study, the type used is a case study type that focuses on the implementation of stock management of *the Food and Beverage Product Department* at Hotel Holiday Inn Resort Baruna Bali. This research aims to find out how the development of stock management is applied.

This research was conducted at the Holiday Inn Resort Baruna Bali Hotel, Tuban, Bali, because the researcher had previously carried out street vendors there and found problems related to the lack of application of the FIFO method in stock management in the Food and Beverage Product Department. This study uses a qualitative approach with data obtained through observation, interviews, and documentation. The data source consists of primary data in the form of interviews with related

parties such as *Asst. Director of Food and Beverage Product, Executive Sous Chef*, and restaurant staff, as well as secondary data from internal documents, journals, and relevant books. Data collection techniques include direct observation of operations, open interviews, and analysis of policy documents and stock management reports. Data analysis is carried out in a qualitative descriptive manner through the stages of problem identification, literature study, data reduction, data presentation, and conclusion drawn. The validity and reliability of the data are maintained by ensuring the accuracy and consistency of measurements. This study also pays attention to ethics by obtaining voluntary participant consent, maintaining the confidentiality of the informant's identity, and asking the hotel for permission before data collection is carried out.

FINDINGS

1. Overview of a Study

Holiday Inn Resort Baruna Bali is a five-star hotel located in the strategic area of Kuta tourism, precisely on Jl.

Wana Segara No. 33, Tuban, Kuta, Badung Regency, Bali. This hotel is very close to I Gusti Ngurah Rai International Airport and has easy access to shopping malls and various tourist destinations in the southern part of Bali. The concept of this hotel is a family-friendly resort, with an architectural design that combines modern style and Balinese tropical touches. There are 190 guest rooms equipped with various supporting facilities such as a restaurant, spa, children's play area, and swimming pool, to support the comfort of visitors.

In the field of food and beverage services, this hotel has several main outlets, namely Envy Restaurant, Palms Restaurant, and Pool Bar. Each outlet is supported by a kitchen structure that is divided into several parts, such as hot kitchen, cold kitchen, pastry & bakery, and butcher. The division of this area is designed to improve operational efficiency and guarantee the quality standards of the food served to guests. As part of the inventory management system, Hotel Holiday Inn Resort Baruna Bali has implemented the First In First Out (FIFO) method in grocery management. This approach aims to

maintain the freshness of ingredients, prevent waste, and improve the efficiency of stock use which is the main focus of this study.

This location was chosen as the object of research because the author had previously conducted Field Work Practice (PKL) at the hotel, so that he had an initial understanding of the operational system, especially in kitchen inventory management. In addition, the hotel is part of an international network that applies high standards in foodstuffs management, making it relevant to be analyzed in the context of the implementation of the FIFO method.

2. Implementation of the FIFO Method

The application of *the First In First Out* (FIFO) method in the kitchen of the Holiday Inn Resort Baruna Bali Hotel is carried out systematically to ensure that food ingredients are used based on the order of arrival. The main goal of implementing this method is to maintain the freshness of foodstuffs, avoid waste, and ensure that operational quality standards are met. This is in line with the opinion of Coyle

et al. (2013) who stated that a good stock management system aims to maintain a balance between inventory and the need to support operational efficiency.

Foodstuffs such as vegetables, fruits, meat, and dairy products are usually delivered by suppliers every morning between 08.00-09.00 WITA. Once received by the Receiving team, the materials are inspected by *Storekeeper* to ensure their quality, quantity, and expiration date. Furthermore, the materials are labeled the date of receipt and placed into the storage space based on the category and characteristics of the material.

The storage space used is divided into three, namely:

1. *Dry Store*, for storing dry foodstuffs such as canned food, in bottles, cardboard, or plastic, with an ideal temperature between 18°C to 25°C (Arjana & Reja, 2008).
2. *Chiller*, used to store perishable goods such as vegetables, fruits, eggs, butter, and dairy products with temperatures between 3°C to 5°C (Arjana & Reja, 2008).

These materials are also separated by type to prevent cross-contamination.

Freezer, used to store frozen products such as meat, *frozen food*, and ice cream at -16°C to -18°C.

The arrangement of food ingredients follows the FIFO principle, which is by placing newly arrived ingredients at the back or bottom of existing ingredients. The goal is that the incoming material can be used first. This practice has been in line with the guidelines put forward by Ninemeier (2009), which emphasizes the importance of regular stock rotation to maintain quality and avoid waste.

However, in practice, supervision and stock recording are not fully optimal. Based on the theory of Sudiara (2010), the ideal stock control is carried out by the use of bincards, which are record cards that contain data on the entry, exit, and remaining stock of foodstuffs. At the Holiday Inn Resort Baruna Bali Hotel, the use of *bincards* has not been implemented due to limited human resources and time efficiency considerations. The stock tracking process is done manually by the kitchen

staff, including by day laborers and interns. The absence of a *bincard* or adequate recording system risks leading to the undetection of foodstuffs that are close to the date kedaluwarsa. Hal ini berpotensi menyebabkan pemborosan atau Even serving food with ingredients that are no longer viable, which can ultimately affect the hotel's reputation and guest satisfaction. In addition, staff have difficulty in planning material procurement because they do not have accurate stock data in real-time. If the stock of foodstuffs is low, *Demi Chef* will immediately report to the purchasing department for re-procurement.

Tabel 1. Observation Results

N o.	First In First Out (FIFO)	Observation Results		Information
		S	T	
1	Checking goods when goods arrive from purchasing	√		Done
2	Cleaning goods before entering the store	√		Done

3	Washing plastic or stainless tupperware that will be used for containers to put store food ingredients	√		Done
4	Putting new groceries under old items	√		Done
5	Arrange items in the store according to their type	√		Done
6	Record goods entering or leaving the store using a <i>bincard</i> or item card		√	Not done due to lack of employees and to speed up the time at the time of doing the method <i>First In First Out</i> (FIFO).
7	Check expiration dates	√		Done
8	Check chiller & freezer temperature	√		Done

	ure every two days			
9	Regularly cleaning the store according to standards	√		Done

Information:

S= Done

T= Not done

Based on the observation table, it can be seen that almost all FIFO procedures have been physically implemented. However, one important point that is not done is the recording of stock through *bincard*. The non-implementation of this procedure reduces the effectiveness of monitoring and accountability of stock management, because historical data on incoming and outgoing stocks is not available. Without such records, it is difficult for management to analyze material usage trends, evaluate errors, and establish appropriate corrective actions.

Kutipan Wawancara

From the results of the interviews that have been researched, the process of applying *the First In First Out* (FIFO) method to foodstuffs at the Holiday Inn

Resort Baruna Bali Hotel, there are several things that can be discussed. Here are some things that can be discussed about the process of applying *the First In First Out* (FIFO) method to foodstuffs at the Holiday Inn Resort Baruna Bali Hotel. With FIFO we make it easier for everyone to check the quality, with FIFO we know the *First In First Out* how the old and new products are so if the old ones have been found out, we will pack them so we don't have to wait until the goods are out of date, Such a function FIFO is very important.

3. Obstacles in the Implementation of the FIFO Method

Although the *First In First Out* (FIFO) method has been implemented in the kitchen of the Holiday Inn Resort Baruna Bali Hotel, its implementation is inseparable from various operational challenges. Based on the results of an interview with one of the kitchen leaders, it was stated that the main obstacle faced was the number of administrative documents (*paperwork*) that had to be completed. The process of labeling foodstuffs requires high precision because each item that arrives must be checked for its arrival

date and manually re-recorded so that stock rotation is in accordance with FIFO principles. This challenge is exacerbated by limited human resources and time pressure during busy operations.

1. Human resource factors

The successful implementation of the FIFO method is highly dependent on the discipline and precision of the workforce involved in the food storage process. Based on the results of observations and interviews, it was found that staff negligence in carrying out their duties could have an impact on disrupted stock rotation and a decrease in the quality of the foodstuffs used.

Some common forms of error include:

1. Placement of ingredients that are not suitable for type, e.g. fresh ingredients mixed with frozen ingredients, or vegetables placed next to animal protein products. This is contrary to food safety standards and may cause cross-contamination.
2. Inconsistencies in date labelling, where food items are still

found that are not labeled at the time of entry, making it difficult for staff to determine the correct order of use.

This problem shows that regular training and strict supervision are needed so that all staff understand the importance of accuracy and consistency in stock management. As stated by Heizer and Render (2011), the effectiveness of inventory control is greatly influenced by the quality of the human resources that run it.

1. Lack of time in the application of FIFO to foodstuffs

In addition to the human aspect, time constraints are also a significant obstacle in the implementation of FIFO. During busy operating hours, especially when hotel guests are busy or when the reception of ingredients is done simultaneously in large quantities, kitchen staff tend to struggle to implement FIFO thoroughly. The labeling process, material positioning, and recording are often done in a hurry, which risks errors and inefficiencies. In addition, inaccuracy in labeling shows the weak internalization of SOPs at the operational level. Information from the interview also confirms that some staff

do not understand the importance of rotating materials based on the order of entry. This is not only a technical issue, but also reflects a lack of intensive training and supervision.

Without knowledge of the economic impact of waste, staff tend to think of labeling as an administrative job that can be neglected. This situation is in line with the views of Mason and Leek (2012), who emphasize that ideal stock management should consider the timing of implementation and the availability of labor. In the context of a hotel kitchen, the rotation of ingredients that is not done consistently can lead to an increased risk of waste and a decrease in the quality of food served to guests.

4. Strategies and Solutions Applied

To overcome various obstacles in the implementation of *the First In First Out* (FIFO) method, the management of Hotel Holiday Inn Resort Baruna Bali has implemented several strategies and solutions focused on the supervisory system and operational standardization. This strategy aims to improve staff compliance with FIFO

procedures and ensure effectiveness in food ingredient management.

Each outlet under the *Food and Beverage* department is given responsibility to a leader who is in charge of directly supervising the implementation of FIFO. This strategy emphasizes the importance of the active involvement of outlet leaders in ensuring that every procedure from labeling, structuring, to recording foodstuffs is carried out according to the standards that have been set.

Leader outlet bertugas untuk:

1. Check the completeness of daily FIFO forms and *checklists*.
2. Ensure that each incoming ingredient is properly labeled.
3. Checking during the procurement of goods so that the order of use of materials is maintained.
4. Supervise that all paperwork and stock documentation is done appropriately.

This approach not only improves staff accountability, but also allows for more structured monitoring of FIFO practices in each operational unit.

1. Check the completeness of the daily FIFO form and checklist.
2. Make sure that each incoming ingredient is properly labeled.
3. Checking during the procurement of goods so that the order of material use is maintained.
4. Supervise that all documents and stock documentation are done appropriately.
5. This approach not only improves staff accountability, but also allows for more structured monitoring of FIFO practices across each operational unit. Labeling procedures for accepted foodstuffs.

1. Placement of materials in order of arrival.
2. Manual or digital recording for outgoing and inbound stock monitoring.
3. Periodic monitoring of cleanliness and storage temperature.

Management also emphasized that if the SOP procedure is not carried out correctly, the staff concerned may be subject to internal sanctions. This

affirmation aims to increase staff awareness of the importance of FIFO in maintaining the quality and safety of the food served.

According to Mason and Leek (2012), the implementation of a clear management system and effective oversight is essential in creating consistent and sustainable operational practices. With the outlet leadership system and SOPs that are thoroughly socialized, it is hoped that all staff have a strong understanding of the urgency of the FIFO method, and are able to carry it out in a disciplined and responsible manner.

DISCUSSION

Based on the results of research conducted in the kitchen of the Holiday Inn Resort Hotel Baruna Bali, it can be concluded that the application of *the First In First Out* (FIFO) method has been implemented through a number of operational procedures. Among them are checking the quality of foodstuffs based on the date of arrival, regular labeling of ingredients, preparation of ingredients based on the order of entry, and periodic monitoring of the

temperature of the storage room. The procedure has reflected the early implementation of the FIFO method in accordance with the theory put forward by Arjana & Reja (2008) and Coyle et al. (2013), where good stock management must be able to keep the rotation of materials fresh and avoid waste due to expired materials.

In general, the language and terminology used in hotel operational reports also show consistency with academic terminology, particularly in the use of terms such as *receiving*, *storekeeper*, and FIFO. This reinforces that the operational management approach in the field has followed an academically relevant formal structure. However, when the theory is compared with the practice in the field, some fundamental differences are found. One of the main drawbacks is the non-use of recording aids such as *bincards*. According to Mason and Leek (2012), recording the inflow and outflow of foodstuffs is a crucial part in ensuring the effectiveness of the inventory control system. The absence of this formal record-keeping system indicates a gap between theoretical standards and real implementation, which can

have implications for weak material rotation controls, increased risk of stock overlap, and potential waste.

The informant said that the implementation of FIFO makes it easier to monitor the quality of materials. This shows that if the procedure is executed correctly, the FIFO method not only functions as a technical system, but also a quality control tool that can be accessed and understood directly by implementers in the field. However, the effectiveness of this method depends on the active involvement of staff in daily supervision. The cause-and-effect relationship of these constraints can be explored more deeply. For example, inaccuracies in labeling and structuring of foodstuffs are not only caused by a lack of supervision, but also by limited human resources and time pressure during peak hours. When staff have to handle large quantities of materials in a short period of time, FIFO procedures are often overlooked in favor of short-term operational efficiency. This is strengthened by the view of Heizer and Render (2011) who state that the success of stock management depends on the competence and discipline of the workforce in charge of carrying out the

process. The use of contextual theory in this discussion is intended to strengthen the argument academically. Theories from Arjana, Coyle et al., Heizer & Render, and Mason & Leek have been used as a basis for analyzing the real conditions faced by hotel kitchens. Thus, the discussion is not only descriptive, but also argumentative and reflective of the reality on the ground.

As an effort to improve, the management has prepared Standard Operating Procedures (SOP) that apply to all outlets and appoints outlet leaders as the person in charge of implementing FIFO. This strategy is considered appropriate and in line with the advice of Coyle et al. (2013), who emphasize the importance of systematic supervision and standard procedures in ensuring the success of stock management. Finally, the closing of this discussion emphasized the importance of managerial follow-up, such as periodic training, routine evaluation of the implementation of SOPs, and consideration of digitizing stock recording as an alternative to the limitations of *manual bincards*. With these steps, it is hoped that the

implementation of FIFO can run more effectively and sustainably.

CONCLUSION

Based on the results of the study, it can be concluded that the application of the FIFO method in food management at the Holiday Inn Resort Baruna Bali Hotel has been carried out through physical procedures such as labeling, rotation, and material arrangement, but the recording of ingredients has not been optimal. The main obstacle in the implementation of this method is the limitation of human resources and operational time that causes inconsistencies in the structuring and labeling process. To address this, hotel management has drafted SOPs and implemented daily supervision by leaders tiap outlet guna increase the awareness of staff, *daily workers*, and *trainees* on the importance of the FIFO method as well as correct irregularities in the storage of foodstuffs.

In order for the implementation of the FIFO method to run more optimally, it is recommended that hotels implement a manual inventory

recording system using *bincards* or digital systems to support the effectiveness of supervision. In addition, it is necessary to hold regular training and socialization regarding FIFO methods and correct storage procedures to improve staff understanding and compliance. Management should also increase the workforce or adjust working hours so that the storage process is not rushed, especially during peak hours. Periodic evaluation of the implementation of SOPs at each outlet is also important to ensure consistency in the application of the FIFO method and follow-up on any non-conformities found.

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