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Analysis of the Effectiveness of Just in Time Method Implementation in Food Procurement at Hotel X

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A R T I C L E I N F O

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A B S T R A C T

This study aims to analyze the effectiveness of the application of the just in time (JIT) method in the procurement of foodstuffs at Hotel X. This study uses a qualitative approach with a case study method. Data were obtained through interviews, observations, and documentation with informants from Purchasing, Receiving, and Chef de Cuisine staff. Data were analyzed based on the concept of food procurement according to Dittmer & Keefe (2009) and Wiyasha (2011), as well as effectiveness assessment according to Pekei (2016). The results showed that the application of the JIT method obtained an effectiveness rate of 84.37%, which falls into the fairly effective category. The JIT method at Hotel X supports procurement according to operational needs, maintains the quality of foodstuffs, and minimizes storage, although evaluation is still needed on price control and price verification.

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INTRODUCTION

Hotels as a means of accommodation not only provide lodging services, but also food and beverages as well as various supporting facilities to provide comfort for guests (Noviastuti & Cahyadi, 2020). Management of foodstuffs and beverages plays an important role in supporting the operational efficiency of hotels (Darmawan, 2024). Management of foodstuffs in hotels, especially perishable categories such as vegetables, fruits, meat, and fish has a risk of waste if stored in large quantities (Arifah et al., 2023).

Management of the procurement and inventory of foodstuffs in several hotels still faces challenges due to fluctuations in occupancy rates and limited storage space (Sadyasmara et al., 2025). These conditions show the importance of effective foodstuffs procurement methods to support operational efficiency. One method that can be applied is just in time (JIT), which is a method of procuring raw materials according to needs that aims to reduce waste, improve quality, and minimize storage costs (Dwiningsih & Pratama, 2021). In the hospitality industry, JIT helps manage food inventory in accordance with daily needs so that it can increase freshness and minimize food spoilage (Arifah et al., 2023). The application of the JIT method is very important for every company, especially in the hospitality industry such as Hotel X.

Hotel X is a five-star hotel located in Nusa Dua, Bali and has applied the JIT method to the procurement of foodstuffs. However, the application of this method still faces several obstacles, namely the availability of fresh and quality foodstuffs which are highly dependent on the supplier's ability to meet the needs of the hotel. Shortages of foodstuffs can occur during urgent conditions, especially when occupancy rates increase or there is a large event. This condition requires hotels to choose suppliers who are able to provide quality ingredients and deliver quickly and on time. As a result, the prices of foodstuffs obtained are not always competitive and price changes can occur when large quantities of demand must be met immediately. Dependence on suppliers can interfere with the availability of foodstuffs, impacting the hotel's image, service quality, and guest satisfaction.

There are several previous studies that show that the application of JIT can provide benefits to operational efficiency and inventory management. Putri et al. (2024) found that the application of the JIT method is proven to increase the efficiency of the procurement process and reduce waste, as procurement is carried out as needed without stock buildup. Sarda et al. (2019) found that JIT can reduce storage costs and improve production efficiency, while Susanti et al. (2025) showed that JIT in inventory management can improve operational efficiency and product quality and reduce storage costs.

Previous studies are still limited to the application of JIT to improve cost, time, and production process efficiency in the manufacturing sector, and have not specifically discussed the effectiveness of JIT in the procurement of foodstuffs in the hospitality sector. Based on these gaps and the phenomenon that occurred in Hotel X, this study aims to find out and analyze the effectiveness of the application of the JIT method in the procurement of foodstuffs in Hotel X. The results of the study are expected to enrich the study of the application of JIT in

hotel operational management and become a consideration for Hotel X in evaluating and optimizing its application.

LITERATURE REVIEW

Food Procurement

Procurement includes the activities of finding and selecting suppliers, purchasing, receiving, storage, and final use of goods to support hotel operations (Davis et al., 2018). Food procurement activities include several parts, namely Purchasing, Receiving, Storage, and Issuing which have their respective functions and responsibilities (Wiyasha, 2011).

Based on the two definitions above, procurement can be defined as an interrelated process, including the purchasing, receiving, storage, and disbursement of goods. Each stage in the procurement process has its own responsibilities that must be carried out in a structured manner to support the smooth operation of the hotel.

Just in Time

Just in time (JIT) is a method that emphasizes four main aspects, namely eliminating activities that do not provide added value, fostering a commitment to continuous quality improvement, making continuous improvements to each work process, and simplifying activities so that operations become more efficient and productive without reducing the quality of the products produced (Rina et al., 2021).

The main principle of implementing JIT in hotels is to meet the demand for goods according to the quantity and time needed and reduce waste through strict inventory management. The application of the JIT method in hotels will provide many benefits, namely avoiding overstock or expired materials, minimizing storage costs and food procurement costs (Buru et al., 2025).

Procurement Effectiveness

Effectiveness is the level of success achieved by individuals or organizations through the implementation of a certain method or strategy in order to achieve the goals that have been set. The greater the level of realization of the plan that has been successfully realized, the higher the level of effectiveness of an activity (Ariyani et al., 2024).

This study integrates the theories that have been described to analyze the effectiveness of the application of JIT in the procurement of foodstuffs in Hotel X through purchasing, receiving, storage, and expenditure activities.

METHODOLOGY

This study uses a qualitative approach with a case study method to analyze in depth the effectiveness of the application of the JIT method in the procurement of foodstuffs in Hotel X. The object of this research covers the entire social situation which includes places, actors, and activities related to the operational cycle of food procurement, namely purchasing, receiving, storage, and issuing. This research was carried out at Hotel X which is located in the Nusa Dua tourism area, Badung Regency, Bali. The research period lasted from March to May 2026

which included the stages of preparation, data collection, analysis, and report preparation.

Primary data was obtained through direct interviews with key informants in the finance department and culinary department, namely purchasing staff, receiving staff, and chef de cuisine. Secondary data in this study came from supporting data obtained from Hotel X such as purchase requisition documents, purchase orders, invoices, daily market lists, daily receiving reports, food rejection forms and daily temperature logs. Data collection techniques were carried out through interviews, observations, and documentation to obtain more complete and in-depth information about the JIT method that has been applied.

The data analysis used is the data analysis technique of the Miles and Huberman model as described in Sugiyono (2023), with the data analysis process divided into three stages, namely data reduction, data presentation, and drawing conclusions. The analysis is carried out based on the concept put forward by Dittmer & Keefe (2009) and Wiyasha (2011) namely the concept of food procurement. The concept of effectiveness proposed by Pekei (2016) is also used in this study to determine and analyze the effectiveness of the application of the JIT method and the percentage of its classification level.

RESEARCH RESULTS

Based on the results of observations and interviews with informants, the application of the JIT method in the procurement of foodstuffs at Hotel X is carried out through four stages, namely purchasing, receiving, storage, and issuing. The effectiveness analysis is carried out based on the indicators presented by Dittmer & Keefe (2009) and Wiyasha (2011) with the actual conditions observed in the food procurement process at Hotel X. The research findings are presented in Table 1. below:

Table 1. Summary of the Procurement Process

Procurement Stages	Key Findings	Notes
Purchasing	Price changes that often occur on invoices; purchase prices are not always based on competitive prices on urgent procurement.	Price standards and purchase prices need to be evaluated; coordination with suppliers regarding prices needs to be improved.
Receiving	Verification of the price of foodstuffs has not been done at the time of receipt.	Price verification at the receiving stage needs to be conducted.
Storage	All indicators have been implemented according to standards, including	The storage procedures that have been implemented need to be maintained.

	storage conditions and facilities, food arrangements, and temporary storage locations before materials are used.	
Issuing	Food ingredients are distributed directly to outlets in need according to operational needs.	Direct distribution according to operational needs should be maintained

Based on the results of the assessment of the implementation of indicators at each stage of procurement, the application of the JIT method in the procurement of foodstuffs at Hotel X obtained an effectiveness rate of 84.37%. Based on the classification of effectiveness criteria according to Pekei (2016), this percentage is included in the category of "fairly effective". These results show that the application of the JIT method has been implemented in most of the food procurement processes, although there are still some indicators that are not in accordance with the standards so that improvements are still needed to achieve optimal implementation.

The results of the interviews show that the obstacles in the implementation of JIT are related to price changes, dependence on suppliers, and the fulfillment of foodstuffs needs in a timely manner, especially in urgent conditions.

DISCUSSION

The results of the study show that the effectiveness of the application of the JIT method in the procurement of foodstuffs at Hotel X still faces several obstacles. The following discussion outlines the findings at each stage of procurement, namely purchasing, receiving, storage, and issuing, based on the results of the analysis by referring to the standard concept according to Dittmer & Keefe (2009) and Wiyasha (2011) as follows:

Purchasing

At the purchasing stage, the application of the JIT method still faces obstacles, especially in pricing and supplier selection. The determination of quality standards and quantities of foodstuffs has been carried out according to standards, while the price provided by suppliers is not always in accordance with the agreed price. This condition shows that the pricing is not fully in accordance with the concept proposed by Wiyasha (2011) which states that purchases are made based on prices that have been set and agreed upon by both parties within a certain period.

In addition, Dittmer & Keefe (2009) state that the purchase of foodstuffs must be made based on competitive prices from several suppliers. The results of the study show that the purchase price of foodstuffs has not been fully determined based on the most competitive prices from several suppliers because the purchasing party considers the quality, delivery speed, and reliability of the

supplier, especially when there is an urgent need for foodstuffs. This results in a higher purchase price of foodstuffs. This condition shows that the implementation of JIT at the purchasing stage is still influenced by the dependence on suppliers in meeting the needs of foodstuffs in a timely manner.

Receiving

In the receiving stage, the inspection of foodstuffs has been carried out by the receiving staff by paying attention to the quality and quantity of the materials received. However, price verification has not been carried out at the time of inspection of foodstuffs. According to Dittmer & Keefe (2009), price verification is carried out by ensuring that the price stated on the invoice must be the same as the price that has been agreed upon and stated on the purchase order.

The reality that occurred at Hotel X, the inspection carried out by the receiving staff focused more on the quality and quantity of foodstuffs without checking the conformity of the price with the purchase order so that there was often a discrepancy between the price stated on the invoice and the one stated on the purchase order. The price difference caused the invoice data to not be uploaded to the system so that the payment process could not be continued. The findings show that the reality that occurred at Hotel X was not in accordance with the concept put forward by Dittmer & Keefe (2009).

Storage

The concept put forward by Dittmer & Keefe (2009) and Wiyasha (2011) regarding the storage of foodstuffs has been in accordance with the implementation carried out at Hotel X. The implementation includes the management of the condition and storage facilities of the outlet, the arrangement of foodstuffs and the location of temporary storage facilities before the ingredients are used at each outlet. The location of the storage of foodstuffs is placed close to the user, namely the culinary and the outlet that orders.

After the foodstuffs are inspected by the receiving party, the foodstuffs are directly distributed to the storage facilities of each outlet. This condition supports the application of the JIT method because foodstuffs can be used immediately according to operational needs without going through centralized storage for a long period of time. The application of this method aims to maintain the quality and freshness of foodstuffs.

Issuing

The issuing stage carried out at Hotel X was in accordance with the concept proposed by Dittmer & Keefe (2009) and Wiyasha (2011). The food ingredients received were directly distributed to the ordering outlet and used according to daily operational needs. The results of the interview with the Chef de Cuisine showed that after being inspected by the receiving staff, the foodstuffs were directly distributed to the outlet that ordered them. Perishable foodstuffs, such as meat, chicken, seafood, and fruits, are not stored for a long period of time in the chiller and must be used up the next day at the latest. This condition shows that perishable foodstuffs are immediately distributed and used according to the outlet's operational needs so that it supports the application of the JIT method.

Overall, the application of the JIT method in the procurement of foodstuffs at Hotel X obtained an effectiveness rate of 84.37%. Based on the classification of effectiveness criteria according to Pekei (2016), the results are included in the category of fairly effective. This shows that the application of the JIT method has been carried out in most of the food procurement processes, although there are still some aspects that need to be considered to increase the effectiveness of its application.

CONCLUSIONS

The application of the just in time (JIT) method in the procurement of foodstuffs at Hotel X obtained an effectiveness rate of 84.37% and was included in the category of fairly effective based on the classification of effectiveness criteria according to Pekei (2016). The application of JIT in the procurement of foodstuffs was carried out through four stages, namely purchasing, receiving, storage, and issuing. The results of the study showed that the main obstacles were in the purchasing and receiving stages, especially related to pricing, dependence on suppliers, and price verification. Meanwhile, the storage and issuing stages have been carried out in accordance with the concept stated by Dittmer & Keefe (2009) and Wiyasha (2011). The findings show that the application of the JIT method has supported the procurement of foodstuffs according to the operational needs of the hotel, maintaining the quality and freshness of foodstuffs, and minimizing the storage of foodstuffs.

RECOMMENDATIONS

The purchasing party is advised to improve coordination and communication with suppliers regarding price changes and evaluate prices from several suppliers to ensure that the purchase price remains competitive without reducing the quality of foodstuffs.

The receiving party is advised to verify the price stated on the invoice during the verification process of receiving foodstuffs to ensure that the prices match between the invoice and the price previously agreed with the supplier. The improvement is expected to increase the effectiveness of the application of the JIT method in the procurement of foodstuffs at Hotel X.

ADVANCED RESEARCH

The next research can develop a study on the application of the just in time (JIT) method using a different research approach and involving several star hotels as research locations. The scope of research can also be expanded by examining the application of the JIT method to hotel operational needs other than foodstuffs. The expansion is expected to provide more diverse results and expand understanding of the application of the JIT method in the hotel industry.

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