

Assessment The Factors which affects Planning & Management of Kitchen in Selected Five Star Hotels In Delhi**Khushboo Sharma**

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Abstract

Management of kitchen is the art of providing food & drink aesthetically & scientifically to many people in a satisfactory & cost-effective manner. Managing kitchen includes proper functioning of kitchen operations to increase the efficiency, minimize time and cost for preparation of food. Kitchen is a well-designed area in which food is prepared and cooked for customers' service. The word kitchen comes from the French word 'Cuisine' means 'art of cooking or food preparation in the kitchen'. The varieties of meals that are prepared and cooked by the skilled and semi-skilled culinary crafts are the key person, and the food is served in specific areas of the catering establishment. The purpose of kitchen organization is to produce the right quantity and quality of food in its best standard for required number of people by the most effective use of staff, equipment and materials.

The objective of the study is to explore the factors which affect planning and management of kitchen it helps in productivity, hygiene & sanitation, quality control & benefits of employees. Stratified random sampling technique is used to select the required sample for maximum representation of the population and primary data was collected through self designed questionnaires and analyzed using descriptive statistics. Factor Analysis is done to uncover the various factors vital to affects planning & management of kitchen regarding general productivity, hygiene & sanitation, quality control & benefits of employees implemented in hotel industry.

Keywords: Kitchen, Hygiene & Sanitation, Organizational Goal, Management, Planning.

Introduction

A service organization that provides the travellers lodging and boarding services on payment basis for short term is denoted as a hotel. Various types of facilities are provided to the customers ranging from small well-equipped rooms to large suites with luxuries beds and other amenities like refrigerators, wardrobes, small pantry, chairs & tables, television sets and attached bathrooms.. It includes direction of work, authority & responsibility, discipline, unitary direction, individuals' goals subordinate to establishment's goals, payments of remuneration Hierarchy, order lines, loyalty & devotion, work stability, initiatives & control.

All the managerial functions like planning, organizing, directing, coordinating, controlling, & evaluating. These activities are performed by various managers at different levels of hierarchy to attain the organizational goals and perform services in a better manner.

Organization & Management of Kitchen

Management and organization are an integral part of every business and it includes the activities of setting goals, identifying course of action, framing plans and implementation through coordination of skilled and unskilled labour to achieve service organization that provides the travelers lodging and boarding services on payment basis for short term is denoted as a hotel.

Mainly organizations have different levels of hierarchy where managers at different levels work in an organized manner in lieu of the job profile given to them. The basic levels of managers in a hierarchy are-

1. Senior managers are the employees who are responsible for setting the strategic goals and making decisions on how the overall organization will operate. They are generally skilled executives who provide direction to the lower level managers and act as a bridge between the two tiers of hierarchy
2. provide direction to middle managers for implementation of organizational policies.
3. Middle managers are the functional managers who have different types of managerial skills like marketing, HR, financial, production. They
4. Lower managers are the working hands or supervisors who see the work of regular functioning and give instructions to the

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employees to perform specific tasks according to their roles.

A well-managed kitchen depends upon its organization which is the basic component of proper planning and designing as well as coordinating between the various departments linked together. Organization describes the structure of the kitchen by involving the operational and management level for performance of job roles and running the hotel. Organization in the kitchen can be two types- horizontal and vertical.

Food production is a sub department where the actual preparation and control process undertakes for the proper functioning of various sub departments of kitchen. It refers to the food grounding and directing. The F&B department encompasses different types of kitchens regarding the continental, Chinese and Indian cuisine. The cycle of food production is a complicated system where one department gets the input from the other. The kitchens receive the core or readymade ingredients, processing them through the preparing and cooking methods, and deliver them via various service outlets to the customer's table.

The size of F&B department and the no. of sub departments including different types of kitchens or section depends upon the type of hotel, size of restaurant, footfalls of customers, types of cuisines and variety of services offered. The complications increases with increase in customer variant, cuisine variant and service variant like it may have different no.s of supporting services and auxiliary departments preparing Continental, Oriental, etc. food.

Food service is basically art & technique to present a meal in front of the guest in quantities for greater than those characteristics of guest needs for their satisfaction. In commercial there are different types menu are there: like a la carte', carte de jour, table de hotel' & cyclic menu it depends on the organization to organization which type of menu they are following according to the guest.

Food & beverage department is one of the revenues generating departments in a hotel according to the today's scenario; it is increasing day by day with a wide range of varieties & different manner of presenting in front of the guest. They are using proper portion control and uniformity with in the kitchen department & other department also. It's helping to achieve the successful target.

The main activities related to F &B are-

1. Purchase and storage of food and beverages
2. Food production and patisserie
3. Food selling and service.
4. Beverage service

The production will always be taking care by the kitchen department. The kitchen department will always maintain the proper hygiene & sanitation inside the kitchen. In every hotel kitchen have their different section in the hotel. Every section of the kitchen has a functioning preparing food to be served. These are some different section in the main kitchen like: Indian section, continental, tan door section specialty kitchen, bakery & confectionery. Thus, there are several employees who contribute to the preparations of one dish in a hotel.

Constant vigilance from the time the food is received at the service door until it is served to the guest is necessary to maintain perfect hygiene and sanitary conditions.

Review of Literature

(Singh, 2018) The report of WTTC on travel and tourism, economic impact, 2017, India highlights the growth of the sector and India's contribution in the world GDP. International hotel industry has started exploring the country for expansion. They have started their business and along with the opportunities, the hotel industry is facing several threats too, one of the prominent is food wastage. The food wastage level of various manufacturers is having negative impact on cost as well as environment. The present research paper aims to create awareness among the food producers regarding management of food waste and implementation of minimizing practices to optimally use the available resources. The study revealed that a waste management framework should be developed to reduce the food waste and make effective utilization of the wastage for an eco-friendly environment. The study helped to identify new areas of research to overcome this challenge.

(Dinakaran, 2018) With the increase in number of hotels there is a remarkable growth in employment opportunities in this sector. The executive chef job role throughout the globe is dominated by males and generally professional kitchens are managed and handled by men chefs. With the growth of professional hotel management institutions offer equal opportunities for men and women but the entry of women in star hotels or fine dining restaurants is still restricted, the research findings revealed that he perceived view of inadequate experience are lack of leadership qualities among women chefs is one of the main hurdles to enter a male dominated profession. The changing lifestyle of women increasing professional knowledge and expertise can change the scenario but some of the essentials required for this are proper work life balance, an appropriate HR policy for providing equal career opportunities for development to both men and women is required to break this monotony in this profession.

(Hagan, 2017) An empirical study was conducted through survey of three company kitchens in the Takoradi Metropolis of Ghana. Ninety respondents were selected to study the impact of kitchen layout on workers' productivity. The respondents were of various age groups, different gender and position and they did not have much knowledge about the concept of management and designing of kitchen layout. Some of them revealed that the structure and layout of a kitchen makes their work complicated due to restrictions in movement, non-availability of enough space which affects their work efficiency by decreasing the speed of work and increasing the time taken for completion. Half of the respondents knew improper layout of working kitchens could have adverse effect on health such as stress, breathing problems, nausea and discomfort, etc. The most important suggestion of the study was

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to educate the employees regarding the designing of kitchen so that the ill effects could be removed. The layout of the kitchen is associated with productivity and mental and physical health of kitchen staff.

(Ko, 2017) This study helps to identify the ability pointers for working employees and supervisors of the kitchen regarding food safety and hygiene to comply with the legal laws of food safety. The significant qualities for kitchen managers are managerial ability, professional skills and core competence. The study revealed that the higher level of workers understands the legal structure and follow the rules and regulations of food safety as compared to the lower levels. The most important core competence is professional ethics. Managerial ability is leadership and knowledge and awareness of food, safety and hygiene is the most important professional ability.

(Thakare, 2017) Technological advancement, automation of processes and internet of things has enabled design and implementation of an interactive kitchen monitoring system. The development of e-commerce and m-commerce with wireless technology must monitor and control kitchen system. These hi-tech kitchens have special features to complete the processes to an easily operated system. This Wi-Fi and web-based communication system provides time management and powerful decision making, thus converting the traditional kitchen into smart kitchen.

Sample Profile

Scope of the Study

The study confines its analysis to the problem and prospects of Organizing & Managing a Kitchen in Five Star Hotel especially with the focus on Planning & training of staff in Proper manner. The study restricts itself to hotels of Delhi NCR.

The area of study is covered by five Stars to Five Star Deluxe hotels and is limited to Delhi NCR. The study mainly focuses on two aspects of Kitchen Practices i.e. Organizing & Managing in terms of proper allocation of the equipment, machine and make efficient use of space for working in the kitchen, by this study the staff will be effective and productive for the department.

Objectives of the Study

The major aim of the study is to explore the various factors that influence retention of employees in hotel service industry. The other objectives of the research paper are

1. To examine the factors which affects planning and management of kitchen.

Hypothesis

H01

Internal and external factors affect the management of kitchen

Sample

A total of 403 Employees from hotels of Delhi region were selected by stratified sampling method which covered Five Star hotels located in Delhi NCR, hotels located in the area of research.

Table: 1

Demographic Variables	Scale	No. of Respondents	Percentage
Qualification	Graduate	357	88.59
	Diploma	46	11.41
Age	20-25 Years	150	37.22
	25-30 years	189	46.90
	30-35 Years	14	03.47
	35-40 Years	41	10.17
	Above 40 Years	9	02.23
Gender	Male	362	89.83
	Female	41	10.17
Type of Employees	Semi-skilled	54	13.40
	Skilled	349	86.60
Type of Employment	Permanent	306	75.93
	Contractual	97	24.07
Designation			
	CDP	85	21.09
	Chef de Pastry	1	00.24
	Commis 1	72	17.87
	Commis 2	92	22.83
	Commis 3	44	10.92
	Manager	1	00.24
	Supervisor	1	00.24
	Culinary Associate	3	00.74
	DCDP	8	01.99
	Jr. CDP	1	00.24
	Kitchen Associate	1	00.24
	Kitchen Trainee	8	01.99
	Procurement	23	05.71

	Purchase Manager	1	00.24
	Purchase Supervisor	1	00.24
	Receiving Clerk	14	03.47
	Receiving Inspector	2	00.50
	Receiving Head	1	00.24
	Senior CDP	3	00.74
	Sous Chef	16	03.97
	Sr. Sous	1	00.24
	Store assistant	3	00.74
	Store attendant	2	00.50
	Store in charge	1	00.24
	Store keeper	5	01.24
	Store manager	11	02.73
	Store supervisor	2	00.50

Inference

The demographic profile of the sample clarifies the age group, gender, types of employment, types of employees, qualification about the respondents. They are classified in various groups and the actual missing values and percentage distribution of respondents under various heads as shown in the table.

We can observe that 88.59% of respondents have undergone a professional course 46.90% are in the age group of 25-30 years. Majority of them i.e. 89.83% are males with 86.60% having a skilled Employees. It is also clear from the table that maximum respondents (75.93%) have Permanent employees.

Primary Data Collection

The data which is collected for the first time directly by the researcher is known as primary data. The primary data consists of a sample of respondents selected from the various hotel units covered in this study. A well-structured questionnaire was framed to obtain responses from the respondents regarding the general Kitchen practices, Store, Receiving Procurement & their lower level of staff with the organization.

The final questionnaire was prepared, consisting of four parts. Part A consists of demographic profile of the respondent Part B consists of total 51 statements related to general kitchen practices being adopted in an organizing & managing the kitchen layout

Tool for Data Collection

To accomplish the objectives of the study a semi- structured self constructed questionnaire was prepared and used. In the course of developing a questionnaire, a preliminary survey of small group of respondents and experts was made and their interviews were conducted personally for the purpose of enumerating the aspects around which the questions were to be eventually framed. The questionnaire was pretested to identify the grammatical mistakes, sequencing errors, phrasing problems and clarity and repetition of questions. Total 51 statements were taken to measure the impact of training and career planning on employee retention. The data was gathered and its reliability and validity was tested with the help of Cronbach Alpha Test. The value of Cronbach's alpha is 0.840, which indicates a high level of internal consistency. It is also seen that the "Corrected Item-Total Correlation" value were low for the items which needs to be removed. The questionnaire was revised and improvised basis of results of the pilot survey.

Factor Analysis

Factors affecting planning and management of kitchen

Total 51 variables have been considered which affects planning & management of kitchen in hotel industry. Out of which, 15 factors were extracted.

Table 2

Name of factor	Indicators	Factor Loading	Total
1.Material management	The flow of movement should be uninterrupted	.969	2.907
	It should support proper material handling	.969	
	The hotel has provided vendor with purchase specification	.969	
2.design and layout	The design should be flexible and adaptable to changes	.944	4.196
	Type and size of restaurant should be considered	.632	
	Economy of space should be implemented	.944	
	The distance from Dish Wash Area or kitchens are well equipped with own washing areas	.732	
	Allocation of space and arrangements of equipment's should be proper	.944	
3.Employee Welfare	Significant importance should be given to Workers health and safety	.941	3.667
	Employee morale and job satisfaction should be considered	.941	
	Allowances needs to be taken into considerations for holidays and	.941	

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	festivals and during these periods how the purchases are done needs to be ascertained		
	Meal timing is important for rotation of staff	.844	
4. Event planning	It should facilitate quick response to customer demands	.925	2.779
	Different events and promotions of new menu needs to be planned	.881	
	Planning of Food Festivals	.973	
5. Waste Minimization	Reduction and recycling of waste should be followed	.890	2.558
	Receiving of any items in hotel should be done according to the standard specification laid by the management	.752	
	The design should support waste minimization	.916	
6. Inventory Management	Returned items should not be paid until these are replaced by the vendors	.897	2.497
	Ease of maintenance should be kept in mind	.629	
	Inventory should be properly managed	.971	
7. Nutritional Content	Nutritional values of ingredients should be maintained	.945	1.89
	Payments of vendors needs to be discussed as whether they are twice each month or monthly etc.	.945	
8.storage	Proper storage of cooked and uncooked food	.930	1.857
	Future expansion of the kitchen should be kept in mind	.927	
9.Compliances	Food laws should be followed	.740	1.583
	Floor plan and design shape layout, etc. should meet the requirements	.843	
10. Training of employees	The layout should permit ease of communication and interaction among working staff	.954	2.369
	Kitchen adequately equipped with materials and staff	.652	
	The staff is well trained to churn out the desired products as the standards laid by the Chef	.763	
11.Proper Subdivisions of the kitchen	Kitchen is subdivided into various section like Vegetable Preparation Area, Bakery, Soup Section, Confectionary etc.	.924	1.886
	The sections have proper water, electricity and well ventilation	.962	
12. Menu planning	Hotels offer different types of menus to serve different clienteles	.973	3.475
	The ingredients reaching for consumption is fresh and suitable for further consumption and storage	.565	
	No. of meal provided by the hotel	.965	
	It is important to have specific stock of certain items as there can be delay in procurement by any means like traffic jam	.972	
13. Hygiene & Sanitation	Well groomed & clean working staff	.977	3.95
	Equipment's in the kitchen should be washed and free of Greece and soot	.582	
	Kitchen floor is regularly mopped with disinfectants	.765	
	Walls & ceilings should be free of holes, cracks, etc.	.685	
	Separate, Proper & Clean washroom for staff & customers	.941	
14.Food Cost control	Proper inventory should be maintained	.988	4.942
	Proper storage of ingredients	.683	
	Forecasting the demand	.709	
	The functioning should ensure cost optimization	.840	
	Standardized simple recipes	.600	
	Staff is trained for controlling cost of food production	.569	
	Three fold control procedures for checking cost	.553	
15. Quality control	Using standardized food ingredients	.723	2.367
	Quality control method is implemented and certified through HACCP	.669	
	Regular audits for quality control	.975	

**Factor Description
Material Management**

The first factor has been named as material management with a total factor loading 2.907. Total

three indicators were loaded in the first factor to represent the management of the material in hotels. The Factor material management included items such as the uninterrupted flow of movement, it should support proper material handling and the hotel has

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provided vendor with purchase specification for materials required.

Design & Layout

The second factor has been named as Design & Layout with a total factor loading 4.196. Total five variables were loaded to represent the design and layout of the kitchens in the hotels. Factor 2, design & layout included items such as the design should be flexible and adaptable to changes, type and size of restaurant should be considered, Economy of space should be implemented, the distance from dish wash area or kitchens are well equipped with own washing areas and allocation of space and arrangements of equipment's should be proper.

Employee Welfare

The third factor focused on the employee welfare consisting of four indicators with total factor loading of 3.667. The factor included indicators related to employee's welfare and satisfaction significant importance should be given to workers health and safety, employee morale and job satisfaction should be considered, allowances needs to be taken into considerations for holidays and festivals and during these periods how the purchases are done needs to be ascertained. The hotel meal timing is important for rotation of staff. It suggests that proper engagement is one of the most important factors to enable employers to sustain employees for future. The duties and responsibilities should be properly disseminated for clear job roles and the expectations should be comprehensible.

Event Planning

A total of three indicators were loaded in the fourth factor to represent event planning. Factor 4 included items which popularizes the hotel as a brand to attract and retain customers. Some of them are it should facilitate quick response to customer demands, different event and promotions of new menu needs to be planned, planning of food festivals with a total factor loading of 2.779. It may further be explained that the factor with a highest loading signifies that customers retain with the hotel when they have festive benefits, good image of proper customer orientation, pre planning for personalized events and recreational offers and discounts.

Waste Minimization

Total three indicators were loaded in the fifth factor to represent waste minimization. It includes items such as reduction and recycling of waste should be followed, receiving of any items in hotels should be done according to the standard specification laid by the management, the design should support waste minimization with a total factor loading of 2.558.

Inventory Management

The sixth factor focused on the inventory management consisting of three indicators with total factor loading of 2.497. The factor indicates that storage measures and proper inventory balance are the corner stone of successful strategy and customers retain if they are satisfied with quality of raw material which can be retained if proper storage facilities are provided and good relations are

maintained with suppliers to have safety and security benefits. It includes indicators such as returned items should not be paid until these are replaced by the vendors, ease of maintenance should be kept in mind and inventory should be properly managed.

Nutritional Content

Factor 7, nutritional content has two indicators loaded of items such as nutritional values of ingredients should be maintained and payments of vendors needs to be discussed as whether they are twice each month or monthly with a total factor loading of 1.89. It suggests that if the vendors are getting payments regularly they supply the ingredients of better quality which retains the nutritional content of the supplies and thus of the food prepared.

Storage

Factor 8, storage have two indicators loaded of items such as proper storage of cooked and uncooked food and future expansion of the kitchen should be kept in mind with a total factor loading of 1.857. Future expansion is required in case of festive season or increase in demand and thus it should be taken care of the spoilage is reduced and the supplies as well as cooked food should be stored under proper conditions.

Compliances

Two indicators were loaded in the ninth factor to represent compliances which included items that states food laws should be followed and floor plan and design shape layout, etc. should meet the requirements with a total factor loading of 1.583. The legal rules and regulations regarding layout, food safety, health safety of employees, nutritional content of the cooked food and strict compliance with the legal structure.

Training of Employees

The tenth factor had two loadings with a total factor loading 2.369. Two indicators loaded in the tenth factor included items such as the layout should permit ease of communication and interaction among working staff, kitchen adequately equipped with materials and staff and the staff is well trained to churn out the desired products as the standards laid by the chef.

Proper Sub Divisions of the kitchen

Two indicators were loaded in the eleventh factor to represent proper sub divisions of the kitchen which included items that states kitchen is subdivided into various section like vegetable preparation area, bakery, soup section, confectionary, etc. and the sections have proper water, electricity and well ventilation with a total factor loading of 1.886. The proper subdivisions lead to better catering the demands of the customers and thus they are more satisfied. The employees also have ease to work and so they are responsible for their specific division and task.

Menu Planning

The twelfth factor had four loadings menu planning with a total factor loading 3.475. Four indicators loaded in the twelfth factor included items such as hotels offer different types of menu to serve different clienteles, the ingredients reaching for

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consumption is fresh and suitable for further consumption and storage, no. of meal provided by the hotel and it is important to have specific stock of certain items as there can be delay in procurement by any means like traffic jam.

Hygiene & Sanitation

The thirteenth factor focused on the hygiene & Sanitation consisting of five indicators with total factor loading of 3.95. The factor indicates that health measures and quality assurance are the corner stone of customer satisfaction in food industry. It suggests that employees should be well groomed, and they should be provided with proper accessories for hygienic security. Appropriate benefits are provided to employees to ensure their retention in an organization. It includes indicators such as well-groomed and clean working staff, equipment's in the kitchen should be washed and free of grease and soot, kitchen floor is regularly mopped with disinfectants, walls and ceilings should be free of holes, cracks, etc., separate, proper and clean washroom for staff & customers.

Food Cost Control

The fourteenth factor focused on the food cost control consisting of seven indicators with total factor loading of 4.942. The factor indicates that control measures and work cost minimization shall provide Three-fold control procedures for checking cost at all stages of delivery of food. It includes indicators such as proper inventory should be maintained, proper storage of ingredients, forecasting the demand, the functioning should ensure cost optimization, standardized simple recipes, staff is trained for controlling cost of food production and three-fold control procedures for checking cost.

Quality Control

Three indicators were loaded in the fifteenth factor to represent quality control which included items such as using standardized food ingredients, quality control method is implemented and certified through HACCP and regular audits for quality control with a total factor loading of 2.367.

Findings from Observations

1. For improved and better services specific trainings is imparted to the employees to satisfy the clients. Multipurpose talent is required for festivals and celebrations and to offer special services according to the seasonal demands.
2. A combination of different cuisines is to be offered because la carte menu is widely accepted by the customers which offer different types of food items to varied types of clients.
3. Machines have replaced manpower in managing kitchens in hotels. The study highlights that all kitchen equipment's has become technological tools to innovate the dishes and reduce the time of production.
4. During discussion with chef, it was revealed that expensive items are not quality items but still they prefer branded items to maintain the quality of food served
5. Knowledge in creativity of chef plays an important role in satisfying the important demands of guests

6. It was noted that different kitchens had different layout but all of them were well planned with the idea of smooth functioning like receiving, storing, preparing, cooking, etc.
7. The types and styles of services, the décor and cleanliness of the dining area and the effective service delivery are some of the facts responsible for success of any restaurant.

Findings from Analysis

Respondents Profile

The respondents were selected from different hotel chains selected for the research study. 15 employees working in the food production department were selected from 27 hotel chains.

1. The study makes an important contribution in identifying the factors leading to internal & external factors of management of kitchen. These determinants described the importance of organisation of kitchen in hotels.
2. The study validates the proposition that planning & management of kitchen in hotel industry can be determined by total of fifteen factors.
3. The fifteen factors of general Kitchen practices are: Material management , Design & Layout , Employee Welfare , Event Planning , Waste Minimization , Inventory Management, Nutritional Content , storage, Compliances, Training of Employees, Proper sub divisions of the kitchen, Menu Planning, Hygiene & Sanitation, Food Cost Control, Quality Control.

Conclusion

The study on "Factors affecting which affects planning and management of kitchen in Five Star Hotels in Delhi" displays an overview of issues and factors of concern with the management of kitchen designing and planning as well as its organization structure, shape, etc. for efficient operations and errorless workflow to ensure productivity of employees. Management of kitchen is basically the art of producing and surveying food and beverages with maximum efficiency and minimum cost as well as time. The hotel chains selected for the study are all having proper F & B department with well managed staff. The kitchens are of varied sizes and layout and in the study, it is revealed that U shape kitchen allow proper movement of workers and coordination between the various sub divisions. The kitchen workflow starts from receipt of the raw materials and the ingredients, their proper storage and processing of raw materials for serving the cooked food. The proper layout ensures time saving and deduction in cost.

Kitchen management and planning includes storage of cooked and uncooked food, shape and design of kitchen, preparing ingredients for cooking, food production, serving the guests and managing the waste by proper disposal and cleaning. The quality of the food depends upon the proper supply of grocery and checking their quality. The other managerial functions in planning service includes the activities of making strategies, coordinating the efforts of staff to achieve the objectives by use of available financial, technological and human resources.

The findings of the study reveal the various factors both internal and external which affects the

kitchen management in hotels. Some of the important one is- nutritional content, proper menu planning, quality control & measures, customer satisfaction and employee welfare.

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