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Production Process Management Strategy to Improve Product Quality at Buk Nur Food Stall in West Surabaya

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Abstract: *The development of culinary businesses has increased competition, making production process management important for maintaining product quality. This study aims to identify production process management strategies and the constraints encountered in maintaining and improving product quality at Warung Makan Buk Nur in West Surabaya. This study employed a descriptive qualitative method, with informants selected through purposive sampling, including the business owner, production staff, and consumers. Data were collected through observation, in-depth interviews, and documentation, then analyzed through data reduction, data presentation, and conclusion drawing. Data validity was assessed through triangulation. The findings identified four central aspects of production process management: selecting fresh and high-quality raw materials, implementing structured food processing procedures, maintaining hygiene and conducting quality control, and evaluating products based on consumer feedback. However, the implementation of these practices faced several constraints, including rising raw material prices, limited availability of certain ingredients, maintaining consistent taste during peak demand, and service delays during busy periods. These findings indicate that raw material management, production supervision, hygiene, quality control, and continuous evaluation are important practices for maintaining product quality. However, the study did not conduct a formal before-and-after assessment to measure changes in product quality. The findings provide context-specific insights into production process management at Warung Makan Buk Nur.*

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Introduction

The development of MSMEs in Indonesia has significantly contributed to national economic growth, with the culinary sector being one of the growing business sectors due to its direct link to community needs (Qibtiyah, Halizah, et al. 2025). This situation increases competition in the culinary industry, requiring businesses to maintain product quality to maintain consumer demand (Arifa, Choiri, et al. 2025).

In Surabaya, the growth of industrial and commercial areas has increased the demand for food service providers, particularly in areas with high economic activity. Jalan Pergudangan Kalianak Barat is one such area densely populated by industrial workers and distribution activities, providing opportunities for food stalls to thrive while simultaneously requiring the ability to maintain product quality (Putri, Andayani, et al. 2023).

The quality of culinary products is influenced by the management of the production process, from raw material management and food processing to quality control and presentation. Suboptimal management can lead to inconsistent taste, decreased hygiene, raw material waste, and customer dissatisfaction (Yusansa, Yulianto, et al., 2025).

Warung Makan Buk Nur on Jalan Pergudangan Kalianak Barat still faces challenges such as suboptimal raw material management, simple processing methods, and suboptimal quality control. Furthermore, the business is not yet registered on Google Maps, making it difficult for new customers to find the location and limiting its market reach (Burhanuddi, Putri, et al., 2024).

This situation indicates the need for a study on the production management strategy of Warung Makan Buk Nur, particularly in raw material management, processing, and quality control, as well as the obstacles encountered in their implementation. This study used descriptive qualitative methods through observation, interviews, and documentation to obtain a comprehensive overview of the production process.

This study aims to determine the strategies and constraints of production process management in improving product quality at Warung Makan Buk Nur in West Surabaya. This research is important for providing a concrete picture and recommendations for business development. Its novelty lies in the study of production process management strategies specifically at Warung Makan Buk Nur on Jalan Pergudangan Kalianak Barat, West Surabaya.

Research methods

This study used a qualitative descriptive method to understand the production process management strategy for improving product quality at Warung Makan Buk Nur in West Surabaya (Amanah & Yuliana, 2025). This approach was used to describe the production process and naturally occurring phenomena (Sugiyono, 2022).

The researcher served as the primary instrument, using data collection techniques such as observation, in-depth interviews, and documentation. Data were analyzed using the Miles and Huberman model, comprising data reduction, data presentation, and conclusion drawing.

This study did not use statistical population and sample calculations, but instead selected subjects using purposive sampling. The subjects consisted of the owner of Warung Makan Buk Nur, production employees, and consumers. The object of the study was the production process management strategy for improving product quality.

Research procedures include preparation, data collection, data analysis, and drawing conclusions. Data validity was ensured through source triangulation, technical triangulation, and increased observational diligence to obtain reliable data.

Research results

Production Process Management Strategy to Improve Product Quality at Buk Nur Food Stall in West Surabaya

Based on interviews with the owner, employees, and customers of the Buk Nur food stall, it was discovered that several strategies are implemented in managing the production process to maintain and improve product quality. These strategies include selecting quality raw materials, implementing a structured food processing process, and maintaining the cleanliness and quality of the resulting product. In carrying out production activities, the Buk Nur food stall pays close attention to the quality of the raw

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materials used. According to the owner, the raw materials used must be fresh, high-quality, and hygienically stored to maintain food quality. This is done because the quality of raw materials is a major factor that influences the quality of the food produced.

The owner explained that:

"Processing fresh and guaranteed raw materials, storing them hygienically, and maintaining quality." (Nurhayati, May 2026)

This statement demonstrates that Warung Makan Buk Nur strives to maintain product quality from the initial stages of production. Selecting fresh, high-quality ingredients is crucial to producing food that tastes good and is safe to consume.

The owner's statement was reinforced by employee informants who explained that raw materials are selected from trusted suppliers and stored according to type to maintain hygiene and maintain quality.

"I manage my raw materials by selecting fresh, high-quality ingredients from trusted suppliers. Furthermore, I store ingredients according to their type to maintain hygiene and maintain food quality." (Santi, May 2026)

Based on the interview results, it can be seen that the primary strategy implemented by the Buk Nur restaurant is maintaining the quality of raw materials by selecting fresh ingredients and storing them properly before use in the production process. In addition to managing raw materials, another strategy is implementing a structured food processing process. According to the interview with the owner, the production process begins with purchasing raw materials, washing, cutting, and cooking using the restaurant's signature spice blend.

"The first thing we do is buy good raw materials at the market. After looking for the raw materials, we wash them and cut them. After that stage is completed, we start cooking with a blend of spices that are typical of Buk Nur's food stall." (Nurhayati, May 2026) Employees also explained that all stages of production are carried out with attention to cleanliness and consistency of taste so that the quality of the food produced is maintained.

"The food preparation process at Buk Nur's restaurant begins with preparing the ingredients, washing them, cutting them, and then cooking them with our own blend of spices. All processes are carried out with attention to cleanliness and taste to ensure the food remains delicious and consistent." (Santi, May 2026)

Based on the interview results, it is clear that the food processing is carried out systematically and planned. Each stage of production plays a crucial role in producing quality food that meets consumer expectations. The next strategy is maintaining product cleanliness and quality throughout the production process. The owner explained that taste, cleanliness, and food presentation are always primary concerns in running the business.

"We always prioritize quality and taste, and presentation and cleanliness are crucial. The ingredients must be fresh. Therefore, the presentation must be pleasing to the consumer." (Nurhayati, May 2026)

This statement was supported by employees who explained that cleanliness of cooking utensils, business premises, and the use of fresh raw materials are always taken into account to ensure food quality is maintained.

"To maintain the quality of taste, cleanliness and presentation of food, we always use fresh ingredients, keep cooking equipment and business premises clean, and ensure that food is served neatly and attractively to customers." (Santi, May 2026)

Interviews with consumers also indicated that the food and business premises were considered to be quite clean. Consumers rated the food served as fresh and fit for consumption.

"I think the food and dining area are quite clean. The place is neat and the food is served cleanly, making customers feel comfortable." (Firmam, May 2026)

Based on the research results, it can be concluded that the production management strategy implemented by the Buk Nur food stall involves selecting quality raw materials, implementing a

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structured food processing process, and maintaining product cleanliness and quality. This strategy is an effort to maintain and improve product quality to ensure customer satisfaction.

Constraints in Managing the Production Process in Improving the Product Quality of the Buk Nur Food Stall in West Surabaya

Based on research conducted through interviews with the owner, employees, and customers of the Buk Nur food stall, it was discovered that several obstacles remain in the production process that could impact efforts to improve product quality. These obstacles stem from both internal and external factors. Despite this, the Buk Nur food stall continues to strive to overcome these obstacles to maintain product quality and meet consumer expectations.

One of the most common obstacles faced is rising raw material prices in the market. Raw materials are a key component in production activities, so price changes can impact a business's operating costs. Raw material price increases often occur due to unstable market conditions and changes in supplier prices.

The owner explained that:

"The obstacle experienced at Buk Nur's food stall is the increase in raw material prices in the market." (Nurhayati, May 2026)

Based on this statement, it can be seen that rising raw material prices are a challenge that the Buk Nur food stall must face in carrying out production activities. This situation can lead to increased production costs. However, the owner continues to strive to maintain product quality by not compromising the quality of the raw materials used despite the rising prices.

Besides rising raw material prices, another challenge faced is the availability of certain raw materials. Not all raw materials are always available in sufficient quantities on the market, which can impact the smooth running of the production process. If required raw materials are difficult to obtain, the production process can experience obstacles and potentially affect the quality of the resulting product.

This was conveyed by employee informants as follows:

"The obstacles we often face are rising raw material prices, the availability of certain ingredients, and maintaining consistent taste when orders are high." (Santi, May 2026)

This statement demonstrates that the continuity of the production process is highly dependent on the availability of raw materials. Therefore, the Buk Nur food stall needs to ensure a constant supply of raw materials to ensure smooth production.

The next challenge faced was maintaining consistent food taste when the number of orders increased. During peak customer demand, production must be faster than normal. This situation requires employees to maintain food quality standards to ensure consistent taste and customer expectations. Interviews revealed that maintaining consistent taste is a challenge, as each dish must retain its distinctive flavor even when produced in larger quantities. Consistency of taste is crucial because it impacts customer satisfaction and the company's image.

From a consumer perspective, the challenges seen relate to service during peak customer periods. Although the food quality is considered good, consumers still provide feedback on service improvements so that customers don't have to wait too long to make a purchase.

Consumers stated that:

"I think what needs to be improved is menu variety, and perhaps speed of service during peak customer times to improve product and service quality." (Firman, May 2026)

Based on this statement, it can be seen that speed of service is also a factor that Buk Nur's restaurant needs to consider. Fast service can increase customer satisfaction and provide a better customer experience.

Overall, the research results indicate that obstacles faced in managing the production process include rising raw material prices, limited availability of certain raw materials, maintaining consistent taste when the number of orders increases, and service during busy business hours. Despite these obstacles, the Buk Nur food stall continues to strive to maintain product quality through proper raw material management, production process supervision, and attention to consumer feedback for evaluation and improvement.

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Discussion

1. Production Process Management Strategy to Improve Product Quality at Buk Nur Food Stall in West Surabaya

The research results show that raw material management is one of the main strategies implemented by the Buk Nur food stall. The raw materials used always pay attention to freshness, quality, and cleanliness to ensure the resulting food is of good quality. Furthermore, raw materials are stored hygienically to maintain quality before being used in the production process. This finding aligns with production management theory, which explains that raw material management is a crucial part of transforming inputs into outputs that have utility and sales value for consumers.

In addition to raw material management, the implemented strategy is also evident in the systematic food processing. The production process includes selecting raw materials, washing, cutting, and cooking using a special blend of spices. Each stage is carried out sequentially to maintain product quality. These findings align with

with the production process theory which states that the production process is a series of activities that utilize resources such as labor, raw materials, and equipment to produce products that are valuable to consumers.

The next strategy is product quality control, which is carried out through implementing cleanliness during the production process, maintaining the quality of raw materials, and paying attention to food presentation to consumers. Quality control is carried out to ensure the resulting food has a consistent, clean taste and meets customer expectations. The results of this study align with product quality theory, which explains that product quality is a product's ability to meet consumer needs and expectations through its characteristics. In the culinary industry, product quality can be measured by food taste, cleanliness, presentation, and customer satisfaction.

The research results show that the Buk Nur food stall also evaluates its production results as an effort to maintain product quality. This evaluation is carried out by taking into account consumer responses and feedback regarding the food served. Through these evaluations, the business owner can identify any shortcomings in the production process, allowing for continuous improvement. These efforts demonstrate a commitment to continuously improving product quality to continue meeting customer needs and satisfaction.

Based on the research's theoretical framework, the production process management strategy consists of raw material management, processing, quality control, and evaluation and improvement, which will ultimately result in improved product quality. The research results indicate that all of these components have been implemented by the Buk Nur food stall in its daily operations. Thus, the research findings support the theoretical framework used, which states that an effective production process management strategy can improve product quality.

The results of this study have answered the first research problem formulation regarding the production process management strategy in improving the product quality of the Buk Nur food stall in West Surabaya. Furthermore, the research objective of determining the production process management strategy applied to improve product quality has also been achieved. Based on the research results, it can be seen that good raw material management, a structured production process, and effective quality control

Sustainable, as well as regular evaluation, are strategies that play a role in improving the quality of Buk Nur food stall products.

2. Constraints in Managing the Production Process in Improving the Product Quality of the Buk Nur Food Stall in West Surabaya

Based on the research results, it was found that the Buk Nur food stall faced several obstacles in managing its production process. These obstacles included rising raw material prices, limited availability of certain raw materials, maintaining consistent product quality when orders increased, and customer service during peak business hours. These obstacles represent challenges that must be overcome in efforts to maintain and improve product quality.

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The research results show that rising raw material prices are one of the main obstacles faced in the production process. Raw materials are a crucial component in production activities, so price changes can impact operating costs. This situation requires business owners to implement more effective management to maintain product quality without having to reduce the standard of raw materials used. Despite the increase in raw material prices, Warung Makan Buk Nur continues to maintain product quality by using raw materials that meet established standards.

In addition to rising raw material prices, the availability of certain raw materials also poses a constraint in the production process. Not all raw materials are always available in sufficient quantities, which can impact the smoothness of the production process. If required raw materials are difficult to obtain, the production process can experience obstacles, potentially impacting the quality and availability of products sold to consumers. Therefore, managing raw material inventory is a crucial aspect in maintaining the continuity of the production process.

Another challenge is maintaining consistent product quality, especially when order volumes increase. During busy times, production must be accelerated to meet consumer demand. This can be challenging, as the quality of food taste, hygiene, and presentation must be maintained according to established standards. Consistent product quality is crucial because it directly impacts customer satisfaction and trust in the business.

In addition to constraints related to the production process, research also shows challenges in customer service when the number of customers increases. This increase in customer numbers can result in longer service times than normal. If not managed properly, this situation can impact customer satisfaction levels even if product quality remains high. Therefore, effective resource management is necessary to ensure that service quality is in line with product quality.

The findings of this study align with operational management theory, which explains that production activities are inseparable from various factors that can influence the achievement of organizational goals. These factors can originate from both the internal and external environments of the business. External factors such as price changes and raw material availability can impact the smoothness of the production process, while internal factors such as labor, quality control, and service influence the quality of the resulting product. Therefore, managing constraints is a crucial part of maintaining the effectiveness of the production process. The findings of this study also relate to product quality theory, which states that product quality is influenced by a company's ability to meet consumer needs and expectations. If constraints that arise are not managed properly, the resulting product quality has the potential to decline. Therefore, continuous control efforts are needed to maintain product quality despite facing various obstacles in the production process.

Based on the research framework, constraints in production process management are factors that can influence the success of product quality improvements. Despite facing various obstacles, Warung Makan Buk Nur continues to strive to maintain product quality through proper raw material management, production process supervision, and evaluation of consumer needs and feedback. This demonstrates that product quality is influenced not only by the strategy implemented, but also by the business's ability to overcome various obstacles that arise during the production process.

Thus, the results of this study have answered the second research problem formulation regarding the factors that become obstacles in managing the production process to improve the product quality of the Buk Nur food stall in West Surabaya. In addition, the research objective to identify the obstacles faced in managing the production process has also been achieved. Based on the research results, it can be seen that increasing raw material prices, limited raw material availability, maintaining consistent product quality, and service during busy business conditions are obstacles that need to be managed effectively to maintain product quality and be able to meet consumer expectations.

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Source: Researcher Documentation
Figure 1 Exterior of Buk Nur Food Stall



Source: Researcher Documentation
Figure 2 Exterior of Buk Nur Food Stall

Conclusion

The results of the study indicate that the production process management strategy at Warung Makan Buk Nur is implemented through the selection of fresh and high-quality raw materials, a structured processing process, hygiene and quality control, and evaluation based on consumer input. This strategy plays a role in maintaining and improving product quality and meeting consumer expectations. In its implementation, several obstacles were encountered, namely increasing raw material prices, limited availability of certain materials, quality consistency when orders increase, and speed of service during busy conditions. Practically, these findings demonstrate the importance of raw material management, production process supervision, quality control, and continuous consumer evaluation to maintain product quality.

This study has limitations because the study was conducted specifically at Warung Makan Buk Nur in West Surabaya using a descriptive qualitative approach, so the results of the study describe the conditions and experiences of informants in the research object. Future research is recommended to expand the study to other culinary businesses or different regions to obtain a more diverse picture of strategies for managing the production process and improving product quality. Future research can also expand the informants and aspects studied according to the research needs so that the results obtained

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can provide a broader understanding of production process management in culinary businesses.

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