




STANDARDIZATION OF PROCESSES AND QUALITY CONTROL IN COMMERCIAL KITCHENS

PADRONIZAÇÃO DE PROCESSOS E CONTROLE DE QUALIDADE EM COZINHAS COMERCIAIS

ESTANDARIZACIÓN DE PROCESOS Y CONTROL DE CALIDAD EN COCINAS COMERCIALES

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ABSTRACT

This article analyzes process standardization and quality control in commercial kitchens, considering their relationship with food safety, the organization of production routines and the qualification of the work performed by food handlers, the study was developed through a qualitative, bibliographic and descriptive approach, based on open access scientific articles published between 2018 and 2022, selected according to their relevance to the proposed theme, the discussion was structured around operational standardization, hygienic-sanitary control and the articulation between training, monitoring and continuous improvement, the results indicate that the formalization of work stages contributes to greater production regularity, supports the reduction of nonconformities and increases the predictability of operations in food services, it was also observed that meal safety depends on the integration of good practices, supervision, verification tools and monitoring of environmental conditions, it is concluded that quality in commercial kitchens is consolidated through defined routines, frequent monitoring and continuous team training, elements that strengthen sanitary compliance and the stability of the production process.

Keywords: Process Standardization. Quality Control. Commercial Kitchens. Food Safety. Good Practices.

RESUMO

Este artigo analisa a padronização de processos e o controle de qualidade em cozinhas comerciais, considerando sua relação com a segurança dos alimentos, com a organização das rotinas produtivas e com a qualificação do trabalho executado pelos manipuladores, a pesquisa foi desenvolvida por meio de abordagem qualitativa, de natureza bibliográfica e caráter descritivo, com base em artigos científicos de acesso aberto publicados entre 2018 e 2022, selecionados conforme aderência ao tema proposto, a discussão foi estruturada em torno da padronização operacional, do controle higiênico-sanitário e da articulação entre capacitação, monitoramento e melhoria contínua, os resultados indicam que a formalização das etapas de trabalho contribui para maior regularidade produtiva, favorece a redução de inconformidades e amplia a previsibilidade das operações em serviços de alimentação, verificou-se ainda que a segurança das refeições depende da integração entre boas práticas, supervisão, instrumentos de verificação e acompanhamento das condições do ambiente, conclui-se que a qualidade em cozinhas comerciais se consolida por meio de rotinas definidas,



monitoramento frequente e formação continuada das equipes, elementos que fortalecem a conformidade sanitária e a estabilidade do processo produtivo.

Palavras-chave: Padronização de Processos. Controle de Qualidade. Cozinhas Comerciais. Segurança dos Alimentos. Boas Práticas.

RESUMEN

Este artículo analiza la estandarización de procesos y el control de calidad en cocinas comerciales, considerando su relación con la inocuidad alimentaria, la organización de las rutinas de producción y la cualificación del trabajo realizado por los manipuladores de alimentos. La investigación se desarrolló mediante un enfoque cualitativo, bibliográfico y descriptivo, basado en artículos científicos de acceso abierto publicados entre 2018 y 2022, seleccionados por su relevancia para el tema propuesto. El análisis se estructuró en torno a la estandarización operativa, el control higiénico-sanitario y la articulación entre formación, monitorización y mejora continua. Los resultados indican que la formalización de los pasos de trabajo contribuye a una mayor regularidad productiva, favorece la reducción de no conformidades y aumenta la previsibilidad de las operaciones en los servicios de alimentación. Asimismo, se constató que la inocuidad de las comidas depende de la integración de buenas prácticas, la supervisión, los instrumentos de verificación y la monitorización de las condiciones ambientales. Se concluye que la calidad en las cocinas comerciales se consolida mediante rutinas definidas, monitorización frecuente y formación continua de los equipos, elementos que refuerzan el cumplimiento sanitario y la estabilidad del proceso de producción.

Palabras clave: Estandarización de Procesos. Control de Calidad. Cocinas Comerciales. Seguridad Alimentaria. Buenas Práticas.



1 INTRODUCTION

The production of meals in commercial kitchens involves interdependent steps, from the receipt of raw materials to the final distribution, which requires defined routines, verification criteria and uniform conducts among handlers, in this context, quality is no longer perceived as an isolated result and is understood as an effect of processes conducted regularly and continuous monitoring (Souza, 2018).

This understanding leads to the observation that the preparation environment demands technical organization, registration of procedures and alignment between knowledge and daily practice, when such elements present failures, the possibilities of hygienic-sanitary non-conformities and oscillations in the standard of meals offered increase, compromising the operational stability of the food service (Adane, 2018).

From this perspective, food safety in meal-producing establishments depends on the incorporation of good practices into daily operation, with attention to personal hygiene, time and temperature control, surface sanitization and production flow, for this reason, standardization is a technical way to reduce variations and strengthen the predictability of operations in commercial kitchens (Azanaw, 2019).

When analyzing the work of the handlers, it is perceived that the performance in the activities does not result only from occasional verbal guidance, since the literature points to an association between adequate training, supervision and better conducts during preparation, in this movement, structured training favors the consolidation of more consistent work habits and expands adherence to the protocols instituted in the service (Insfran-Rivarola, 2020).

From this base, it is pertinent to recognize that the production routine in professional kitchens requires evaluation instruments capable of monitoring compliance with defined procedures, such as checklists, systematic observation and analysis of working conditions, such mechanisms collaborate to identify operational weaknesses and support evidence-driven corrections in the context of food production (Putri, 2021).

In this chain, studies developed in restaurants and food services indicate that knowledge, attitude and practice need to maintain correspondence so that quality is effectively sustained throughout the process, when there is dissociation between these components, the execution tends to present deviations that affect hygiene, uniformity of activities and confidence in the results obtained (Ncube, 2020).



In collective kitchens, this discussion gains greater amplitude, because the volume of production and sanitary responsibility require continuous observation of the procedures adopted, thus, the hygiene of the handlers, the organization of the environment and the technical conduct of the production stages become part of an integrated control system aimed at preventing risks and maintaining the standard of meals (Lema, 2020).

This logic of integration is also confirmed in investigations that associate good practices with the reduction of operational non-conformities, especially when the service has clear internal rules and frequent monitoring, thus, the standardization of processes is presented as an organizational foundation to sustain regularity, traceability, and greater safety in the execution of kitchen routines (Reta, 2021).

When considering the Brazilian scenario, it is observed that food and nutrition units coexist with the need to structure procedures compatible with health legislation and with the functional reality of their teams, in this sense, the implementation of systematized practices favors greater control over critical stages and strengthens the quality of meals produced in different institutional contexts (Soares, 2018).

This understanding is expanded when it is verified that the microbiological monitoring of meals and surfaces offers objective indicators on the effectiveness of the processes implemented, with this, the quality assessment starts to bring together both operational aspects and laboratory results, allowing a more comprehensive reading of the sanitary consistency of commercial kitchens (Lupattelli, 2022).

In view of this theoretical basis, the objective of this article is to analyze the importance of process standardization and quality control in commercial kitchens, considering the relationship between good practices, training of handlers, monitoring of production stages and food safety, such a proposal seeks to understand how the technical organization of routines influences sanitary compliance and operational stability of food services.

The justification of this study is associated with the need to deepen the discussion on mechanisms that contribute to greater production regularity, reduction of operational failures and continuous improvement in commercial kitchens, in addition, the approach shows academic and applied relevance by gathering useful evidence for the qualification of work processes in food services that operate under constant demand for safety and technical performance (Souza, 2018).



2 THEORETICAL FRAMEWORK

2.1 STANDARDIZATION OF PROCESSES IN COMMERCIAL KITCHENS

The standardization of processes in commercial kitchens is based on the clear definition of the steps that make up the production flow, so that receiving, storage, pre-preparation, cooking, portioning, and distribution are conducted under uniform criteria, this organization favors greater stability in routines and reduces oscillations that compromise sanitary and operational compliance (Azanaw, 2019).

Based on this understanding, the literature shows that the absence of defined procedures tends to amplify divergent conducts among handlers during the execution of activities, with this, the service starts to depend on individual decisions that weaken the regularity of the process and make it difficult to maintain quality standards in the production environment (Adane, 2018).

In this chain, the systematization of tasks requires understandable instructions, supervision compatible with the dynamics of the kitchen and instruments that guide daily work, in this way, the formalization of routines contributes to aligning technical knowledge and professional practice in food services with a large volume of operations (Ncube, 2020).

This alignment becomes more consistent when the team understands the reason for each procedure and recognizes its relationship with food safety and the functioning of the sector, in this sense, well-structured training actions expand adherence to protocols and strengthen the repeatability of the activities performed in the production of meals (Insfran-Rivarola, 2020).

From this perspective, standardization is also associated with the use of checklists and monitoring mechanisms that allow observing the fulfillment of the planned steps, these resources favor timely corrections, support process management, and expand the ability to control sensitive points in the production routine (Putri, 2021).

When these mechanisms become part of the kitchen organization, a more favorable technical basis is created for the identification of recurring failures and the review of inappropriate practices, in this way, the production process gains greater predictability and the team operates with more stable parameters throughout the different preparation phases (Lema, 2020).

In food services, this predictability is directly related to the reduction of non-conformities related to personal hygiene, the handling of utensils, and the control of the



conditions of the work environment, so the prior definition of operational conducts acts as a reference for more homogeneous decisions that are consistent with good sanitary practices (Reta, 2021).

In the Brazilian context, studies in food units indicate that the systematic organization of activities contributes to the strengthening of handling practices and to better control of the production stages, in this scenario, standardization favors a more rigorous monitoring of routines and the quality of meals offered to the public (Soares, 2018).

This same logic appears in investigations carried out in popular restaurants, in which the performance of the handlers and the safety of the operations are linked to the level of knowledge and the practical incorporation of the guidelines received, thus, clearly defined processes tend to favor greater uniformity in the work and more consistency in the results achieved (Souza, 2018).

In addition to the human dimension, standardization needs to reach surfaces, equipment, operational times, and hygiene procedures, since the quality of the process depends on the articulation between people, structure, and continuous monitoring, in this sense, the observation of microbiological parameters expands the verification of the effectiveness of the routines implemented (Lupattelli, 2022).

When considering the complexity of commercial kitchens, it is clear that the formalization of activities allows for the organization of responsibilities and reduces improvisations that weaken the production chain, this structuring favors a more disciplined work culture that is compatible with the maintenance of hygienic-sanitary control in different production contexts (Vitória, 2021).

In this way, the standardization of processes can be understood as the organizing axis of the technical functioning of commercial kitchens, as it sustains the continuity of operations, improves the monitoring of the practices adopted, and offers a concrete basis for the consolidation of safer, more uniform food services that are consistent with the quality criteria required in the sector (Insfran-Rivarola, 2020).

2.2 QUALITY CONTROL AND FOOD SAFETY IN FOOD SERVICES

Quality control in food services involves the continuous verification of the conditions that influence the safety and regularity of the meals produced, from this perspective, food safety depends on practices conducted with technical surveillance,



systematic observation and criteria defined for each stage of the production process (Souza, 2018).

This understanding leads to the understanding that sanitary quality is not limited to the final result delivered to the consumer, as it is formed throughout the receipt, storage, handling, preparation and distribution, requiring permanent monitoring of the conducts adopted by the team during the operational routine (Adane, 2018).

Based on this logic, control requires mechanisms capable of measuring compliance and identifying failures in a timely manner, among these mechanisms, operational records, checklists, and periodic evaluations of hygienic-sanitary practices performed in the production environment stand out (Putri, 2021).

When such instruments are incorporated into the daily life of the kitchen, the possibility of correcting deviations before they compromise the safety of the preparations and the stability of the service is expanded, with this, quality management assumes a preventive character and strengthens the reliability of operations in services that produce meals on a scale (Azanaw, 2019).

In this context, the performance of handlers directly influences the maintenance of adequate sanitary standards, since personal hygiene, conduct during preparation, and observance of established routines interfere with the integrity of the food and the preservation of safe consumption conditions (Lema, 2020).

This influence becomes more evident when technical knowledge does not correspond to the team's daily behavior, a situation that highlights the need for continuous training and practical reinforcement of protocols so that food safety is consistently sustained in the various stages of production (Insfran-Rivarola, 2020).

In restaurants and institutional kitchens, the literature records that attitudes, knowledge, and practice need to operate in line for quality control to achieve more stable results, when there is a rupture between these components, nonconformities arise that affect the hygiene of the process and the uniformity of operational execution (Ncube, 2020).

In the Brazilian scenario, this discussion gains relevance in view of the need to reconcile sanitary requirements, production volume and real working conditions in food units, for this reason, the organization of procedures and the monitoring of practices become valuable resources to sustain better hygienic-sanitary performance (Soares, 2018).



From this perspective, quality control also needs to contemplate the physical environment, utensils, equipment, and food contact surfaces, since health safety results from the interaction between human conduct, operational structure, and effectiveness of cleaning and sanitation procedures (Reta, 2021).

This articulation can be analyzed with greater precision through microbiological evaluations, which offer objective indicators on the condition of the meals produced and the surfaces used during work, thus, quality control starts to gather laboratory evidence that complements the observation of operational routines (Lupattelli, 2022).

When considering this set of factors, it is clear that food safety depends on an organizational culture guided by technical discipline and continuous monitoring, in this sense, kitchens that operate with clearer control criteria tend to have greater regularity in procedures and better ability to prevent sanitary non-conformities (Vitória, 2021).

Thus, quality control in food services can be understood as a verification system integrated into the daily operation of the kitchen, whose purpose is to sustain food safety, preserve process compliance and favor a more stable, reliable and compatible meal production with the sanitary parameters required in the sector (Insfran-Rivarola, 2020).

2.3 TRAINING, MONITORING AND CONTINUOUS IMPROVEMENT IN COMMERCIAL KITCHEN ROUTINES

The qualification of routines in commercial kitchens is directly related to the training of handlers, with the monitoring of the practices carried out and with the periodic review of the procedures adopted, in this context, continuous improvement results from the combination of technical guidance, systematic observation and correction of non-conformities identified throughout the production process (Insfran-Rivarola, 2020).

This relationship becomes visible when it is observed that the knowledge of the workers influences the way activities are conducted in the daily life of the kitchen, so that the adequate understanding of good practices favors more consistent behaviors and strengthens adherence to the sanitary criteria established by the service (Adane, 2018).

From this base, training needs to be understood as a permanent action and linked to the real needs of the production environment, as sporadic training that is disconnected from the routine tends to produce limited effects on the maintenance of homogeneous behaviors during food preparation and handling (Ncube, 2020).



When training is associated with close supervision and continuous reinforcement of guidelines, the possibilities of practical incorporation of established procedures are expanded, in this movement, the team starts to operate with greater technical security and with less dependence on improvised decisions during the different stages of the production flow (Lema, 2020).

In this sense, monitoring plays a strategic role in the consolidation of routines, because it allows verifying whether the guidelines transmitted are being effectively executed in the work environment, in this way, checklists, operational records, and direct observations contribute to sustaining greater control over the compliance of the activities carried out (Putri, 2021).

With the use of these instruments, the food service starts to gather information capable of supporting more precise adjustments in daily practices, which favors the identification of recurring failures and the reorganization of procedures that compromise the operational regularity and health safety of production (Azanaw, 2019).

In kitchens that produce meals in high volume, this logic of continuous monitoring favors better organization of the teams and greater stability in the fulfillment of the work stages, thus, monitoring is no longer a mere punctual check and becomes part of the managerial dynamics aimed at qualifying the production process (Soares, 2018).

From this perspective, continuous improvement depends on a critical reading of the results obtained in the daily life of the kitchen, including the handlers' conduct, environmental conditions, utensil hygiene and regularity of the preparation stages, thus, the review of the processes is based on concrete evidence and expands the response capacity in the face of non-conformities observed (Reta, 2021).

This analysis gains greater consistency when associated with microbiological indicators and evaluations of the surfaces and meals produced, as such elements allow for the objective verification of the effectiveness of the hygiene routines implemented, with this, quality management starts to bring together operational and laboratory dimensions in the monitoring of the service (Lupattelli, 2022).

In the Brazilian context, investigations on handling practices in collective kitchens show that sanitary performance tends to present better results when there is articulation between training, supervision and technical organization of work, the consolidation of adequate habits is linked to the institutional environment built within the food service (Vitória, 2021).



When considering this set of factors, it is clear that continuous improvement does not result from isolated interventions, since it requires guided repetition, constant analysis of practices and institutional willingness to improve routines progressively, for this reason, the qualification of commercial kitchens depends on educational and managerial processes maintained with regularity and technical coherence (Souza, 2018).

In this way, training, monitoring, and continuous improvement are articulated dimensions of the same organizational movement, whose purpose is to sustain greater operational uniformity, strengthen food safety, and increase the consistency of the results achieved by commercial kitchens in their daily operation (Insfran-Rivarola, 2020).

3 METHODOLOGY

This study was developed through a qualitative approach, with descriptive purpose and character applied to the field of food services, seeking to interpret how the standardization of processes and quality control are articulated in the routines of commercial kitchens based on the scientific production selected for the research (Gil, 2002).

The methodological approach was based on the definition of the theme, followed by the temporal delimitation of the publications between 2018 and 2022, focusing on studies focused on food safety, good practices, health monitoring, training of handlers and technical organization of production processes.

The empirical basis of the article was constituted by previously selected open access scientific references, all related to the operation of restaurants, institutional kitchens, food units and meal production services, in order to maintain coherence between the material analyzed and the problem investigated.

As for the technical procedures, the research assumed a bibliographic nature, since it was built from scientific articles already published and considered pertinent to the object of study, allowing the gathering of theoretical and analytical contributions appropriate to the understanding of the phenomenon examined (Lakatos, 2003).

The selection of the corpus considered as criteria the thematic adherence to the central subject, the presence of data related to operational practices in food services and the compatibility of the studies with the proposed cut, excluding materials far from the reality of commercial kitchens or without a direct relationship with quality and standardization.



After defining the references, the texts were read in full to identify the central concepts, the recurrent results and the approximations between the studies, favoring the organization of the arguments around three analytical axes, process standardization, quality control and training with continuous monitoring.

In the material treatment stage, interpretative analysis of the content was used, with attention to the evidence that demonstrated relationships between operational procedures, handlers' conduct, verification instruments and health safety, this movement made it possible to build an articulated discussion between theoretical foundations and applications observed in the field studied (Gil, 2002).

The textual organization of the research was structured progressively, starting with the contextualization of the theme, advancing to the theoretical discussion and then to the interpretation of the results found in the literature, seeking to maintain argumentative unity between the topics and the chain between the paragraphs.

From the point of view of the objectives, the study sought to understand how the formalization of work routines contributes to greater production regularity, better control of critical stages and strengthening of sanitary practices in commercial kitchens, taking the scientific literature as a source of analytical support.

As it is a bibliographic and documentary investigation based on scientific material already available, the research did not involve direct contact with participants or application of instruments in the field, concentrating on the rigorous analysis of the selected publications to produce a consistent interpretation of the object studied (Lakatos, 2003).

4 RESULTS AND DISCUSSION

The analysis of the selected publications allowed us to observe convergence regarding the relationship between the organization of routines and the maintenance of sanitary quality in commercial kitchens, Souza (2018) identifies that the knowledge of the handlers directly interferes with the practices adopted, Adane (2018) demonstrates that insufficient hygienic measures increase non-conformities in the preparation, Azanaw (2019) complements by indicating that safe practice depends on articulated structural and behavioral factors Azanaw (2019).

This initial convergence leads to the understanding that standardization works as an axis of stability for the production process, Ncube (2020) observes that knowledge,



attitude, and practice need to maintain coherence in the work environment, Lema (2020) adds that the hygiene routine performs better when there is continuous guidance, Reta (2021) completes by associating good conduct with the presence of monitoring and favorable institutional conditions Reta (2021).

In this chain, the results reveal that the mere existence of standards does not guarantee compliance in the daily life of kitchens, Putri (2021) shows that practical execution depends on the effective incorporation of guidelines, Vitória (2021) records that the quality of routines in school kitchens is related to the daily behavior of handlers, Soares (2018) reinforces that the control of production stages requires permanent observation of the practices developed Soares (2018).

By gathering these findings, it is perceived that food safety is built in a procedural and cumulative way throughout the work stages, Souza (2018) relates the quality of service to the conduct of workers, Ncube (2020) points out that the distance between knowing and doing compromises operational regularity, Adane (2018) expands this reading by showing that recurrent hygiene failures have repercussions on the safety of the final product Adane (2018).

Based on this analytical movement, it is noted that training appears in research as a mechanism for technical qualification and team alignment, Insfran-Rivarola (2020) demonstrates that training in food safety produces positive effects on the behavior of handlers, Lema (2020) confirms the relevance of training for the practice of hygiene, Vitória (2021) complements by showing that the consolidation of these habits depends on institutional continuity Vitória (2021).

This set of evidence suggests that professional training achieves better results when linked to the concrete routine of the kitchen, Putri (2021) points out that guidance becomes more effective when connected to daily tasks, Azanaw (2019) indicates that environmental factors directly interfere with the application of safe practices, Reta (2021) adds that sanitary performance tends to be more consistent when supervision accompanies the work process Reta (2021).

By deepening the discussion, the studies show that monitoring is part of the basis of quality control by allowing continuous verification of the execution of procedures, Soares (2018) highlights the usefulness of monitoring instruments to observe compliance, Putri (2021) highlights the importance of checklists and operational records, Lema (2020)



completes by indicating that systematic observation favors more accurate corrections during the production flow Lema (2020).

From this finding, it becomes possible to understand that kitchens with monitored routines tend to have greater predictability in operations, Ncube (2020) relates the regularity of work to the coherence between conduct and protocol, Souza (2018) shows that the practical mastery of good practices influences the standard of service, Azanaw (2019) reinforces that monitoring contributes to reducing unwanted variations in operational performance Azanaw (2019).

In parallel, the analyzed publications indicate that quality control needs to include the physical structure and points of contact with the food, Reta (2021) relates health safety to the work environment and the organization of activities, Adane (2018) points out that surfaces, utensils, and handling habits influence the outcome of the process, Lupattelli (2022) deepens this discussion by offering microbiological evidence about meals and surfaces in food systems collective Lupattelli (2022).

The microbiological findings expand the robustness of the discussion because they associate operational observation with objective quality indicators, Lupattelli (2022) demonstrates that laboratory monitoring allows verifying the effectiveness of the routines implemented, Soares (2018) suggests that hygienic-sanitary compliance requires permanent control of the stages, Vitória (2021) completes by showing that the performance of kitchens improves when daily practice follows the defined technical criteria Vitória (2021).

In this scenario, the improvement of the production process appears linked to an institutional culture guided by qualified repetition and review of conducts, Insfran-Rivarola (2020) demonstrates that training generates better effects when sustained over time, Putri (2021) observes that the maintenance of practices requires frequent monitoring, Ncube (2020) adds that the consistency of results depends on the integration between technical knowledge and daily execution Ncube (2020).

The discussion of the results also reveals that standardization contributes to reducing dependence on individual decisions during the preparation of meals, Lema (2020) associates best practices with the clarity of the guidelines received, Souza (2018) shows that operational uniformity favors greater control of the service, Reta (2021) completes by indicating that the technical organization of work strengthens the sanitary stability of the productive environment Reta (2021).



When looking at the set of evidence, it is clear that productive regularity results from the interaction between training, monitoring, and formalization of routines, Azanaw (2019) indicates that multiple factors interfere with safe practices, Adane (2018) records the influence of real working conditions on hygiene, Insfran-Rivarola (2020) complements by showing that team qualification improves performance when integrated into institutional monitoring strategies Insfran-Rivarola (2020).

From this perspective, the results confirm that quality in commercial kitchens is not limited to an isolated procedure, as it is formed in the articulation between structure, human conduct and verification instruments, Soares (2018) demonstrates that the organization of food units interferes with the control of routines, Vitória (2021) reinforces the relationship between handlers' behavior and sanitary compliance, Lupattelli (2022) completes by showing that this articulation can be confirmed by microbiological parameters Lupattelli (2022).

In this way, the discussion allows us to affirm that the standardization of processes and quality control constitute complementary bases for food safety in commercial kitchens, Souza (2018) highlights the relevance of knowledge applied to practices, Ncube (2020) shows that coherence between attitude and execution sustains greater stability in service, Insfran-Rivarola (2020) concludes that continuous improvement is strengthened when training, monitoring and institutional routine walk in the Insfran-Rivarola unit (2020).

5 FINAL CONSIDERATIONS

The analysis developed throughout this study allowed us to understand that the standardization of processes sustains greater regularity in the activities performed in commercial kitchens, in this path, the organization of the production stages favors more consistent control over the quality of meals and the sanitary safety of the service.

This finding is connected to the perception that quality, in this type of environment, results from a daily construction guided by technical criteria, thus, receiving, storage, preparation, sanitization and distribution need to remain articulated within a continuous and well-defined operational logic.

Throughout the discussion, it was evident that the uniformity of work conducts contributes to reducing unwanted variations in the production flow, for this reason, the formalization of routines strengthens the stability of the service and expands the ability to monitor the practices carried out by the team.



It was also found that quality control depends on frequent observation, adequate records and permanent monitoring of the production stages, in this sense, monitoring no longer occupies a peripheral position and becomes part of the daily functioning of the kitchen as part of its organizational structure.

The investigation also allowed us to identify that the training of handlers is directly related to the consolidation of safer and more uniform work habits, with this, the educational process starts to contribute to greater coherence between technical knowledge, professional conduct and execution of tasks.

Continuing this reading, it became possible to perceive that continuous improvement requires constant review of the procedures adopted and institutional willingness to improve the productive environment, thus, quality is treated as a progressive movement of evaluation, adjustment and strengthening of work routines.

From this perspective, the study demonstrates that commercial kitchens demand a management guided by technical discipline, procedural clarity and systematic verification of the activities performed, in this way, the possibility of maintaining greater reliability in the production of meals and better conditions of sanitary compliance is expanded.

In view of this, it is concluded that process standardization and quality control are interdependent dimensions in the organization of commercial kitchens, and the articulation between defined routines, training and monitoring is a consistent foundation to qualify food services and favor more stable results in the productive routine.

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