

EFFECTIVENESS OF IMPLEMENTATION OF STANDARD OPERATING PROCEDURE PERFORMANCE ON F & B SERVICE STAFF IN KASAVA RESTAURANT ROYAL SAMAJA VILLAS

by Ida Ayu Elistyawati

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I Kadek Putra Sugi Artha¹, I Wayan Basi Arjana², Ida Ayu Elistyawati³
Tourism Department, Politeknik Negeri Bali
email: [1putrasugiarta@gmail.com](mailto:putrasugiarta@gmail.com), [2wayanbasiarjana@pnb.ac.id](mailto:wayanbasiarjana@pnb.ac.id),
[3ayuelistyawati@pnb.ac.id](mailto:ayuelistyawati@pnb.ac.id)

ABSTRACT

This study focuses on the implementation of standard operating procedures by looking at the operational circumstances that take place within the specified period. The purpose of this study is to determine the effectiveness of the application Standard Operating Procedures on F & B Service Staff at Kasava Restaurant Royal Samaja Villas. This study uses descriptive qualitative method by comparing the percentage value to determine the difference of each indicator so that can be done data presentation to draw conclusion. Data collection method in this research is interview, observation, documentation study, literature study. The results of this study indicate that: (1) The decline in service quality of F & B Service Staff due to employee turnover resulting in standard operating procedures not running effectively, (2) The implementation of Standard Operational Procedures by Royal Samaja Villas management and provide a positive change from the F & B Services Staff, so that the quality of service is improved and the operational implementation which refers to the standard operating procedure is effective again.

Keywords: service quality, food and beverage service, standard operating procedure.

INTRODUCTION

Royal Samaja Villas is one of the villas located in Seminyak and is located at Jalan Kayu Cendana No 7A. Royal Samaja Villas was built on 2010 as type of boutique resort which highlights the standard of International service quality by offering simplicity and attention that refers to the nobility of Balinese culture, tourists will find the identity of Balinese culture through its experience by staying at the Royal Samaja Villas, a villa that always gives hospitality, familiarity, kinship as the soul of service concept. Royal Samaja Villas has a restaurant that has a casual dining concept that will meet the needs of food and beverage travelers during a stay called Kasava Restaurant.

In its operations, Kasava Restaurant is guided by standard operating procedures so that employees can always provide the best service to tourists. But over

time, there has been a change of employee food and beverage service that led to ineffectiveness of standard operating procedures that have been applied previously. Considering these conditions, management of Royal Samaja Villas continue to conduct supervision and guidance so that the operational standards of existing procedures can be applied optimally.

Seeing the operational conditions that took place in Kasava Restaurant during the year 2017 which experienced a decline in terms of service quality that does not refer to standard operating procedures, the management of Royal Samaja Villas and Restaurant Manager Kasava Restaurant made various efforts to restore the situation by conducting direct supervision and training program step by step service so that service quality of employee of food and beverage service can be improved and still refers to standard operational procedure exist.

The following is the percentage value of service quality of employee food and beverage service which is measured using questionnaire and based on standard operating procedure in Kasava Restaurant period of July 2017– December 2017. The value is obtained from the direct assessment by Restaurant Manager to the employee of Food and Beverage Service totaling 10 people.

Table 1
 Percentage Quality of Employees Food and Beverage Service Measured Using Questionnaire and bases with Standard Operating Procedures in Kasava Restaurant Period of July 2017- December 2017.

Food and Beverage Service Staff quality services		
Indicator	Percentage	Detail
General knowledge	64%	Good
Taking the order	66%	Good
Completing the order	68%	Good
Table set up	66%	Good
Carrying food and beverage	64%	Good
Placing plate on the table	64%	Good
Monitoring tables to anticipate guests' needs	58%	Sufficient
Settling the guest check	60%	Sufficient
Room service order	62%	Good

Entering Guest Rooms to Deliver Room Service	66%	Good
Leaving the room after delivery	72%	Good
Customer complaints	58%	Sufficient

(Source: Royal Samaja Villas, 2017).

³ Standard Operating Procedures (SOP) are documents relating to procedures performed chronologically to accomplish a job aimed at obtaining the most effective work of the workers at the lowest possible cost. SOP usually consist of benefits, when created or revised, and method of writing procedures (Lakshmi, 2008: 52). According to Moekijat (2008), Standard Operating Procedure (SOP) is a sequence of steps (or execution-work), where the work is done, relates to what is done, how to do it, when doing so, where to do it, and who do it.

¹ The purpose of Standard Operating Procedures (SOP) is as follows (Indah Puji, 2014: 30):

- a. To maintain consistency of performance level or performance of certain condition and where officer and environment in executing certain task or job.
- b. Reference in the implementation of certain activities for fellow workers, and supervisors.
- c. To avoid failures or errors (thereby avoiding and reducing conflicts), doubt, duplication and waste in the process of execution of activities.
- d. Parameter to assess the quality of service.
- e. To better ensure the efficient and effective use of power and resources.
- f. To explain the task flow, authority and responsibility of the relevant officer.

RESEARCH METHODS

This research was conducted in the period of January 2018 to June 2018 at Kasava Restaurant Royal Samaja Villas. The data used are questionnaires with reference to Standard Operating Procedures for the period of January 2018 to June 2018 and value data taken from July 2017 to December 2017.

Data obtained through questionnaires in this study were analyzed by using descriptive qualitative analysis. This analytical technique is conducted to describe and describe the information gathered during the research. The questionnaire data in this

research is the main source which become the material of data analysis to answer the formulation of the proposed problem and make conclusion and suggestion on the research done.

Data analysis begins by filling out a questionnaire by a resource person. After completing the questionnaire, the researcher creates the result table from the questionnaire by combining the value according to the indicator and comparing the percentage value to determine the difference of each indicator so that data presentation can be made to draw conclusion.

RESULTS AND DISCUSSION

By comparing the assessment of the application of standard operating procedures to employees of Food and Beverage Service Kasava Restaurant Royal Samaja Villas from July to December 2017 period from January to June 2018, so it can compare the percentage value to determine the difference of each indicator so that it can be done data presentation to draw conclusion, That the effectiveness of the implementation Standard Operating Procedure on Employees F & B Service in Kasava Restaurant.

Table 2
 Percentage of Quality of Employee Service Food and Beverage Service Measured Using Questionnaire and bases with Standard Operating Procedures in Kasava Restaurant Period of January 2018-June 2018

Food and Beverage Service Staff Quality Services		
Indicator	Percentage	Detail
General knowledge	78%	Good
Taking the order	90%	Very Good
Completing the order	76%	Good
Table set up	84%	Very Good
Carrying Food and Beverage	76%	Good
Placing Plate on The Table	84%	Very Good
Monitoring Tables to Anticipate Guests' Needs	88%	Very Good
Settling the guest check	92%	Good Good

Room service order	76%	Good
Entering Guest Rooms to Deliver Room Service	80%	Good
Leaving the room after delivery	80%	Good
Customer complaints	74%	Good

(Sources: Royal Samaja Villas, 2018).

Table 3
 Comparison of Percentage of Quality of Employee Service of Food and Beverage Service as measured by Questionnaire and based on Standard Operational Procedure in Kasava Restaurant Period of July 2017 - December 2017 with January 2018-June 2018.

Food and Beverage Service Staff quality services			
Indicator	Percentage July-December 2017	Percentage January-June 2018	Detail Effective / Ineffective
General knowledge	64%	78%	Effective
Taking the order	66%	90%	Effective
Completing the order	68%	76%	Effective
Table set up	66%	84%	Effective
Carrying Food and Beverage	64%	76%	Effective
Placing Plate on The Table	64%	84%	Effective
Monitoring Tables to Anticipate Guests' Needs	58%	88%	Effective
Settling the guest check	60%	92%	Effective
Room service order	62%	76%	Effective
Entering guest rooms to deliver room service	66%	80%	Effective
Leaving the room after delivery	72%	80%	Effective
Customer complaints	58%	74%	Effective
Average	64%	81.5%	Effective

(Source: Royal Samaja Villas, 2018).

The exposure in Table 3 shows that most employees experienced a positive change for each indicator or statement in the standard operating procedure variable, obtaining an average value of 81.5% which increased from the previous level of only 64%. The Food and Beverage Service employee at Kasava Restaurant has applied well to the point of statement in Standard Operating Procedure variable by Royal Samaja Villas management, so that it can be said that the application of Standard Operating Procedure to F & B Service employee at Kasava Restaurant Royal Samaja Villas has been effectively implemented.

CONCLUSIONS AND SUGGESTIONS

Based on the Effectiveness Analysis of Standard Operating Procedure on F & B Service at Kasava Restaurant Royal Samaja Villas, the following conclusions are obtained:

Implementation of Standard Operating Procedures The F & B Service at Kasava Restaurant Royal Samaja Villas has been effectively implemented, this can be seen from the change or the percentage difference from the questionnaire that has been rated by Restaurant Manager to F & B Service employees who get a 64% percentage in the period of July - December 2017 and after applying Standard Operating Procedures in the period of January - June 2018, the percentage of questionnaire value to F & B Service employees increased to 81.5%. This will have a positive impact on Kasava Restaurant because with the implementation of Standard Operating Procedures, the quality of service of F & B Service employees will always be guaranteed and in accordance with what is expected by management.

Based on the analysis that has been implemented, it can be given suggestions as follows: the management should pay more attention to employees in order to avoid misunderstandings between employees and management that will ultimately make employees uncomfortable in work and prefer to resign from the company. The management should always provide training on Standard Operating Procedures to employees for the quality of service employees do not decreased.

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