Implementation of Standard Operating Procedures of Food and Beverage Service at Infinity8 Bali Hotel

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ABSTRACT

Purpose: This study aims to determine the implementation of standard operating procedures applied by food and beverage service employees and the managements to improve food and beverage service.

Research methods: This study uses a qualitative descriptive analysis technique, which systematically describes the data obtained during the study starting from interviews, observations, questionnaires, literature studies, and quantitative descriptive analysis using a 5-level Likert scale. Data were obtained by distributing questionnaires on the implementation of standard operating procedure of food and beverage service to 9 respondents in the food and beverage service department.

Results and discussion: From 13 standard operating procedures there are 11 standard operating procedures that have been implemented optimally, and 2 of standard operating procedures which is not maximum implemented yet such as selling by recommendation with a value of 3.81 and serving food and beverage with a value 4.19, as well as several points in standard operating procedures for seat the guest and menu presentation with a value of below 4.11.

Implication: Conducting training, improving and maintaining the application of standard operating procedures, improving supervision and communication, and conducting evaluations to improve the services provided to guests need to do better.

Keywords: implementation, standard operating procedures, food and beverage service.

INTRODUCTION

Among all industries, tourism is one of the most famous which provides services and lodgings, food and beverages, and other services that are managed commercially. One of them is hotel industry. Hotel is a type of accommodation that is managed commercially and professionally, provided for everyone to get lodging, eating and drinking services, and other services (Bagyono, 2014: 63). Hotel has several departments with their respective duties and responsibilities, but has the same role of providing maximum service both directly and indirectly to tourists (Kusuma, et al, 2022; Paramita, et al., 2022; Safitri et al, 2022).

Infinity8 Bali Hotel is 4-star hotel located at Bypass I Gusti Ngurah Rai No. 88A, Jimbaran, Bali. Infinity8 Bali Hotel has several departments such as front office, housekeeping, food and beverage service and product, engineering, accounting, human resources which run the hotel's operations. Food and beverage service is a department which has main job to provide and serve the food and beverage to the guests inside or outside the hotel area (Martayasa, 2012: 2).

Food and Beverage services widely used in the hotels and resorts (Harwindito et al., 2022; Puitri et al., 2022). In many places, food and beverage service quality are the most valuable of the hotels, the high-perceived value of the tourists when they found high food and beverage quality in a hotel rather than sleep night (Aburumman et al., 2018: 272). Food and beverage service is a department which serves the guest either as waiter or waitress, bar, and banquet. Food and beverage service has several functions according to Martayasa (2012: 3) such as serving food and beverage, increase profits for management, maintain the cleanliness and wholeness of the food and beverage equipment, and provide service and maintain good and harmonious relationships to all guests who come to the hotel.

In implementing the job standard operating procedures are needed as the guides for permorming the job. Implementation is ideas, concepts, policies, or innovations in practical action. It has an impact, either in the form of changes in knowledge, skills or attitudes. Standard operating procedures are needed by employees as work references to become professional and reliable resources. Standard operating procedure (SOP) is a guideline or reference to carry out work tasks in accordance with the functions and performance appraisal tools based on technical, administrative, and procedural indicators, according to work procedures, work procedures and work systems at the relevant work units (Atmoko, 2012: 1). Standard operating procedures is a document that contains a series of instructions listed that are standardized regarding various processes of office administration that contain how to do the job, when it is implemented, where it is organized and the actors who play a role in the activity (Insani in Wulandari & Fidiana, 2017: 7).

A well-made standard operating procedures will help the employees even if the key person or the supervisor is not on duty, with standard operating procedure other emergency tasks can be carried out properly and correctly.

The purpose of Standard Operating Procedures (SOP) is as follows (Indah Puji, 2014: 3):
To maintain consistency of performance level or performance of certain condition and where officer and environment in executing certain task or job.
a. Reference in the implementation of certain activities for fellow workers, and supervisors.
b. To avoid failures or errors (thereby avoiding and reducing conflicts), doubt, duplication and waste in the process of execution of activities.
c. Parameter to assess the quality of service.
d. To better ensure the efficient and effective use of power and resources.
e. To explain the task flow, authority and responsibility of the relevant officer.

Implementation of standard operating procedures is very important when performing services or completing tasks that have been given (Atmoko, 2012: 2). According to Van Meter & Van Horn in Hamdan (2016: 26), implementation is an

action taken by individuals or officials or government and/or private groups directed at achieving the goals outlined in the above decision.

According to Purwanto (2012: 86), several factors make the implementation run well are: 1) Quality policy; 2) Adequacy of policy input; 3) Appropriateness of instruments used to achieve policy objectives (services, subsidies, grants, etc.); 4) Implementor capacity (organizational structure, HR support, coordination, supervision, and so on); 5) Characteristics and support of the target group (whether the target group is an individual or a group, male or female, educated or not); 6) Geographical, social, economic, and political environmental conditions in which the implementation is carried out.

Performance is the result of work that has a strong relationship with the strategic objectives of the organization, customer satisfaction and economic contribution (Wibowo, 2007: 2). Service is an activities or direct interaction between between a person and another person or machine physically and provide customer satisfaction (Sampara in Sinambela, 2011: 5). According to Leisen and Vance in Aburumman & Alshamaileh (2020), measuring the services provided is very important for the organization to build and create loyalty which will lead to creating the competitive advantage needed for the organization, and ensuring to retain loyal customers. Service quality is a customer rating about reliability and superiority service in general so they can make a comparison between what they give and what they get (Kotler in Nur dkk, 2020: 2). According to Shepherd in Pamatmat (2018: 674), service quality is defined as a form of behavior that relates to satisfaction but not equivalent to it which results as a balance of prospect with performance.

In service quality, there are 5 dimensions used when evaluating service quality. According to Parauraman in Tjiptono (2011: 198), there are:
1. Tangibles are the physical facility, materials quality and equipment utilized including the personal appearance.
2. Reliability is the ability to provide a dependable, consistent and accurate service as promised to the customers.
3. Responsiveness is the readiness and willingness of service staff to offer the help customers in a timely and effective manner.
4. Assurance is the courtesy and knowledge of the service personnel that inspire trust and confidence among the customers.
5. Empathy is the degree of treating or caring and attention that service personnel that extended to customers in order to fulfill customer needs.

(Marković et al. in Santosh & Naaz, 2018: 846) says that service quality evaluation is more crucial and challenging task as service outcome is not the only important variable; delivery of those services is effective, efficient and pleasant manner also plays a significant role in overall service quality assessment. A high level of customer satisfaction is likely to generate positive feedback from the customerincluding revisiting the tourist area, increased purchase of products, and recommending these to others (Ouma Ogony et al., 2014: 109).

In its operations, Food and Beverage Service in Infinity8 Bali Hotel is guided by standard operating procedures so that employees can always provide the best service to customers. But over time, there has been a change of employees food and beverage service about implementing standard operating proce

dures that have been applied. There are still employees who not well-implemented in standard operating procedures. Considering these conditions, management of Infinity8 Bali Hotel must continue to conduct supervision and guidance so that the operational standards of existing procedures can be applied optimally because good employee performance will have a positive impact on the company and form a good image for the company.

RESEARCH METHODS

The types and sources of data used are qualitative and quantitative data. Qualitative methodology is a research procedure that produces descriptive data in the form of written or spoken words from people and observable behavior. This analysis describes or systematically describes the data obtained during the study, ranging from interviews, observations, literature studies so as to be able to describe the situation or status of a problem clearly.

Data collection methods used in this study were observation, interviews, questionnaires, and study literatures. This study uses a qualitative descriptive analysis technique, which systematically describes the data obtained during the study starting from interviews, observations, questionnaires, literature studies, and quantitative descriptive analysis using a 5-level Likert scale.

In this study, it is supported by the use of simple quantification in the form of the use of the mean (average). With the following formula:

$$Me = \frac{\Sigma Xi}{n}$$

Explanation:
Me = Mean (average of responden's answer)
Xi = Nilai Xi (variable respondent's answer score)
n = number of responden

From the average, then the respondent's attitude scale can be arranged as table 1.:

Table 1. Implementation scale of standard operating procedures

No.	Manner	Scale	Explenantion
1	SOP is executed very maximum	5	4,21 – 5,00
2	SOP is executed maximum	4	3,41 – 4,20
3	SOP is executed enough	3	2,61 – 3,40
4	SOP is less executed	2	1,81 – 2,60
5	SOP not execuded	1	1,00 – 1,80

[Source: Likert Scale Modification Results]

The method of determining the sample in this research is purposive sampling, which is one of the non-random sampling techniques where sampling is done by setting specific characteristics that are in accordance with the research objectives so that it is expected to answer the research problem. The interviewees are from food and beverage service manager and supervisor. The questionnaires were given to respondents, they are 9 person from

employees of food and beverage service department. Data analysis begins by filling out a questionnaire by a resource person. After collecting the question-naires, the researcher then creates the result table by combining the value according to the indicator and comparing the percentage value to determine the difference of each indicator so that data presentation and interview result can be made to draw conclusion.

RESULTS AND DISCUSSION

Data obtained through interviews from food and beverage service manager and food and beverage service supervisor are using descriptive qualitative. Data obtained from interview is that the implementation of standard operating procedures are running well by time to time, but there are still some point of the standard operating procedures that not well-implemented such as the difference in service from employees obtained by guests, because the number of employ-ees is less this also affect the implementation of standard operating procedures because the employees only work alone but has so many responsibility at the same time make them can not implementing the standard operating procedures well.

Data obtained through these questionnaires were analyzed again using descriptive quanitative analysis. This analysis technique is used to describe the data collected during the research. The questionnaire became the main data source in this research after conducting interviews. Then these data are used as materials for the analysis to answer the formulated problems and make conclusions and suggestions for research that has been done. The questionnaire was filled by 9 person, all from the food and beverage service department em-ployees. The grouping is done to find out the characteristic of the respondents who are used as research objects, along with the respondents as a whole. The charactheristic of the respondents are:
1. Characteristic based on age

Table 2. Characterisric Respondents Based on Age

Age (Years)	Total
15-29	6
30-44	3
45-59	0
> 60	0

Based on Table 2 the age characteristics of the respondents in this study at the food and beverage service department of Infinity8 Bali Hotel, namely with an age range of 15-29 years totaling 6 people, ages 30-44 years totaling 3 people, while for ages 45-59 years and ages > 60 years totaling 0 people.

2. Characteristic based on gender

Table 3. Characteristic Respondents Based on Gender

Gender	Total
Female	4
Male	5

Based on Table 3 the gender characteristics of the respondents in this study at the food and beverage service department of Infinity8 Bali Hotel, namely the female sex numbered 4 people and the male gender totaled 5 people.

3. Characteristic based on years of work in the food and beverage service department

Table 4. Characteristics of Respondents Based on Years of Work in The Food and Baverage Service Department

Years of work	Total
< 3 years	0
3-5 years	6
> 5 years	3

Based on the characteristics of the years of work of the respondents in this study at the food and beverage service department of Infinity8 Bali Hotel are 0 people with working years < 3 years, 6 people working 3-5 years, 3 years working > 5 years totaling 3 people.

After knowing about the characteristic of the respondents, now the authors will see the results of the questionnaire. Table 5 shows the result of the questionnaire of implementation of standard operating procedures.

Table 5. Results of Questionnaire of Implementation of Standard Operating Procedures

No	Statement	Total	Average
1.	Personal Hygiene and Grooming		
	Always keep your appearance neat	45	5
	Not wearing too much jewelry	45	5
	Maintain body odor and breath always stays fresh and fragrant	45	5
	Average		5
2.	Sequence of Service		
	Carry out the sequence of service according to the order	40	4.44
	Always apply the sequence of service at breakfast, lunch and a la carte dinner	39	4.33
	Average		4.39

3.	Seat the Guest		
	Welcoming the guests by saying Good Morning/After-noon/Evening	45	5
	Ask the meals coupons and room numbers to the guests	45	5
	Escorting the guests to the table	35	3.89
	Average		4.63
4.	Menu Presentation		
	Giving the guests menu by saying here is the menu, Sir/Madam	43	4.78
	Explaining the food and beverage menu along with the special menu	36	4
	Average		4.39
5.	Selling by Recommendation		
	Knowing all the menu being sell at the Outlet Restaurant	39	4.33
	Able to explain all the ingredient of the menu	34	3.78
	Recommending the special menu of each Outlet Restaurant	30	3.33
	Average		3.81
6.	Taking the Order		
	Ask the guest if they are ready to order the menu by saying: "May I take your order please?"	45	5
	Listening and writing all the guests order	45	5
	Carrying captain orderto the kitchen after taking order	42	4.67
	Average		4.89
7.	Repeat the guest's order		
	Ensure and re-read all the guests order	45	5
	Saying thank you after doing repeat order	45	5
	Average		5
8.	Carrying food and beverage		
	Carrying food and/or beverage tray with left hand	45	5
	Ensure that all menus ordered by guests have arrived at the guest table	42	4.67
	Average		4.83
9.	Serving food and beverage		
	Make and serve drink orders immediately after taking orders	42	4.67
	Provide service to female guests from the right first, then to male guests	37	4.11
	Mention the name of the menu when serving food and/or drinks	34	3.78
	Average		4.19
10.	Complaint Management		
	Shows courtesy and listens to all guest complaints, and does not argue with guests	45	5
	Immediately inform the supervisor or manager when there is a complaint from guest	45	5
	Averade		5

11.	Sense of Urgency and Speed		
	Immediately make a welcome drink and bring it to guests who are checking in	42	4.67
	Immediately set up cutlery and water goblet after taking orders	43	4.78
	When the guest calls, immediately go to the guest table	45	5
	Listen carefully to guest requests and do it quickly but carefully and efficiently	45	5
	Average		4.86
12.	Customer Satisfaction		
	Always fulfill all the needs and expectations of guests in accordance with the wishes of guests	45	5
	Be friendly and warm to all guests	45	5
	Average		5
13.	Room Service Order		
	Pick up the guest phone no more than three phone rings	43	4.78
	Asking for guest's name and number	45	5
	Record all guest orders and make repeat orders	45	5
	Make sure all food is covered with a cover plate before delivering it to the guest room	45	5
	Average		4.94

Based on Table 5, it can be seen that from 13 standard operating procedures there are 2 standard operating procedures below average 4.20 with 7 points of statement with sore below 4.20 which means the employees have not implementing standard operating procedures properly, the food and beverage service employees need to improve more so the existing of standard operating procedures can be implemented properly because the maximum of implementation standard operating procedures will certainly improve the quality of service to guests.

The implementation of standard operating procedures food and beverage service in Infinity8 Bali hotel will be explain based on 5 dimensions according to Parasuraman in Tjiptono (2011: 198). They are tangibles, reliability, responsiveness, assurance, empathy. Based on table 5. Here are the discussions:

The first is reliability dimension, this relates to the company's ability to provide accurate service from the first time without making any mistakes and delivering its services by the agreed time. Standard operating procedures which are included in the reliability dimension are sequence of service, taking the order, repeat the guest's order, dan carrying food and beverage. Based on the four standard operating procedures, the average value of each of which is sequence of service is 4.39, taking the order is 4.89, repeat the guest's order is 5.00, and carrying food and beverage is 4.83. This has been implemented to the maximum with an average value above 4.20.

The second is responsiveness dimension, this related to the ability and ability of employees to help customers and their requests, as well as information when services will be provided and then provide services quickly. Standard operating procedures which are included in the responsiveness dimension are seat the guest, dan sense of urgency and speed. Based on the two standard operating

procedures, the average value of each of which is seat the guest is 4.63 and sense of urgency and speed is 4.86. Because of the average value are above 4.20, this means that responsiveness dimension has been well-implemented by the food and beverage service department.

The third is assurance dimension, the behavior of employees who can foster trust creates consumers towards the company and the company can create a sense of security for its consumers. Assurance also means that employees are always attentive and have the knowledge and skills required to deal with customer inquiries or concerns. Standard operating procedures which are included in the assurance dimension are menu presentiation and selling by recommendation. Based on the two standard operating procedures, the average value of each of which is menu presentation is 4.39 and selling by recommendation is 3.81.For menu presentation have been implemented maximum because the value is above 4.20 but fot selling by recommendation shows value below 4.20 which means the implementation is not maximum and need to improve more. This happened because of the most of the employees only gave the guest the menu of the restaurant without explaining the menu also the sense of the needs of explaining about the special menu of the restaurant. This is why assurance dimension need to be implemented more by the food and beverage service employees to improve the service quality.

The forth is emphaty dimension, the company understands the problems of its customers and acts in the interests of consumers, and gives personal attention to consumers, and has comfortable operating hours. Standard operating procedures which are included in the emphaty dimension are serving food and beverage, customer satisfaction, complaint management, and room service order. Based on the four standard operating procedures, the average value of each of which is serving food and beverage is 4.19, complaint management and customer satisfaction are 5.00 and room service order is 4.94. This means that emphaty dimension has been well-implemented by the food and beverage service department except for the serving food and beverage with value 4.19 and it is below 4.20 which means this standard operating procedures need to be implemented more by the food and beverage service employees to improve the service quality.

The last is tangible dimension, concerning the attractiveness of physical facilities, complete equipment/equipment, clean materials used by the company, and neat employees' appearance. Standard operating procedures which are included in the tangible dimension is personal hygiene and grooming. This standard operating procedures has value 5.00 which means this standard operating procedures has been implemented to the maximum.

Based on the overall results of the questionnaire regarding the implementation of standards operational procedures by food and beverage service employees based on results comparison of the average total value, it is concluded that some operational standards procedures that still lack implementation, namely selling by recommendation procedure with a value of 3.81 and serving food and beverage procedures with a value of 4.19.

A few points from the standard operating procedure has been implemented optimally, but there are still some points that need to be improved by employees such as escorting the guests to the table, explaining the food and

beverage menu along with the special menu, knowing all the menu being sell at the Outlet Restaurant, able to explain all the ingredient of the menu, recommending the special menu of each Outlet Restaurant, provide service to female guests from the right first, then to male guests, mention the name of the menu when serving food and/or drinks. Those points has a low value below 4.20 which means it still needs to be improved by food and beverage service employees so that standard operating procedures there can be implemented to the maximum, because with maximum implementation of standard operating procedures will certainly improve quality service to guests.

The implementation of standard operating procedures is very important for food and beverage services because it greatly affects the process and quality of services that will be provided and received by guests. According to the results of interviews conducted with food and beverage assistant managers and food and beverage service supervisors, the management must do the following to improve food and beverage service based on standard operating procedures, namely:

a. Conduct training for food and beverage service employees

Training helps improve the ability, knowledge, and skills of employees in doing their jobs. Training must carry out at least 4-6 hours a month for each employee. In addition to increasing the quantity of training, the quality of training must also be improved so the employees can be more enthusiastic and easily receive the training materials provided.

b. Improve and maintain the application of standard operating procedures

The need to improve and maintain the application of standard operating procedures is the key to improve the quality of service that will be provided to guests. The existing operational standards and applying them on various occasions are needed.

c. Improve supervision and communication

By conducting supervision, the management will find out which employees are lacking in the process of implementing the standard operating procedures, this also can help to find out which standard operating procedures are below standard in the implementation process. In addition to supervision, management needs to communicate with employees to find out the reasons why the standard operating procedures are still lacking in implementation. These will help management to take the right steps so that the implementation of standard operating procedures can be carried out optimally and can equalize all services that will be provided by employees to guests.

d. Conducting evaluation

Evaluation needs to be done by food and beverage service managers and supervisors to find out whether all standard operating procedures have been implemented optimally or not. Evaluation can be done directly by looking at the performance of employees in providing services to guests or by providing individual tests when conducting training to determine the level of employee understanding of the standard operating procedures. With well-implemented standard operating procedures, this can help to provide a good quality service.

CONCLUSION

Based on the result of data analysis it can be concluded that the implementation of standard operating procedures of service on Food and Beverage Service atInfinity8 Bali Hotel are well-implemented but some points of standard operating procedures need improvement in each service attribute because they do not implement it so well. From 13 standard operational service procedures owned by the food and beverage service department, there are still several standard operating procedures that are not implemented well, namely the standard operating procedure for selling by recommendation with a score of 3.81, standard operating procedures for serving food and beverage with a score of 4.19. There are also several points of the standard operating procedures with value below 4.20, such as escorting the guests to the table, explaining the food and beverage menu along with the special menu, able to explain all the ingredient of the menu, recommending the special menu of each Outlet Restaurant, provide service to female guests from the right first, then to male guests, mention the name of the menu when serving food and/or drinks. Which means the food and beverage service employees need to improve more about the importance of implementing standard operating procedures so it can help to improve the quality of service to the guests.

The lack of implementing standard operating procedures in Infinity8 Bali Hotel happened because of the lack number of employees and also they carried so many responsibility as food and beverage attendant. Food and beverage service department employees performance is a determinant of the good and bad image of a hotel. The efforts that can be done by the management in improving implementation of standard operating procedures of food and beverage service department are the management should always provide training on standard operating procedures to food and beverage service employees for the quality of service employees do not decreased; Improve and maintain the implementation of standard operating procedures; improved supervision and communication; conduct an evaluation so that the management and the employees can implementing standard operational procedures more.

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