



Implementing SOP to Improve Butler Performance

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ABSTRACT

Purpose: The research is to determine whether the implementation of standard operating procedure (SOP) can improve the performance of a butler in a hotel located in Jimbaran tourist area, Bali, Indonesia, and find out the efforts that can be applied to improve the performance of the butler employees.

Research methods: This research uses descriptive qualitative method using data collection methods such as observation method by directly observing how a hotel butler handles guests. An interview is done to butler employees, head butler and room division manager; and finally using questionnaires given to all butlers.

Findings: All butler of the hotel executes the SOP accordingly and correctly and have also worked optimally. The implementation of the SOP that are well implemented by butler employee has a positive impact on employee performance thus they can work thoroughly, disciplined, and in an organized manner.

Implication: SOP is very important to be implemented by butler to improve the performance of butler employees at the hotel.

Keywords: implementation, SOP, butler, employee performance.

INTRODUCTION

One of the supporting facilities for tourism is hotel, one type of accommodation that provides services and lodgings, food and beverages, and other services that are managed commercially. The hotel researched has several

departments with their respective duties and responsibilities, but has the same role of providing maximum service both directly and indirectly to tourists.

Butler is a hotel employee who is able to provide a number of services to guests both at the front office, housekeeping and food & beverage (Seniartha, 2014: 83). Butler is part of the villa department that is in charge of providing services to guests who stay at the villa by having 3 main responsibilities, namely as a front office attendant by carrying out the tasks such as checking in and checking out, carried out directly in the guest room and handles guest complaints during the stay at villa; as F & B service attendant by running the task of serving food and drinks to the guests; and as housekeeping attendant by carrying out the task of cleaning the room and making sure the room is ready for use. Personalized service is a service tailored to the needs and desires of guests (Sugiarto, 2002:119). The characteristics of the services provided by the butler are detailed, no errors, more personal, and of course, refers to excellent service (Darmaputra, 2013: 71).

In conducting services, there are two types of butler services: full butler and semi-butler (Suantari 2015: 11). 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 2011: 1). SOP 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 2010: 1).

Implementation of standard operating procedures is very important when performing services or completing tasks that have been given (Atmoko 2011: 2). 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). One of the factors that determine the improvement and quality of the company is the ability to provide services to customers (Lupiyoadi 2001, hal:147). For this reason, it is necessary to determine clear and measurable criteria that are jointly determined as a reference (Sinambela 2012: 5). Good employee performance will have a positive impact on the company and form a good image for

the company, therefore to measure performance there are several indicators that can be used such as accuracy, suitability, level of attendance and cooperation (Setiawan 2014: 1477).

This research covers two questions: (1) how is the implementation of standard operating procedure in improving the performance of the butlers and (2) what efforts were implemented to improve the performance of the butlers at the hotel.

RESEARCH METHODS

This research was conducted for four months in the hotel by taking the object of standard operational procedures and the performance of Butler employees. The types and sources of data used are qualitative and quantitative data with primary and secondary data. The method of determining the sample used 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. Data collection methods in this research are through observation, interviews, literature studies, and documentation.

The data analysis technique used in this research was a qualitative descriptive analysis technique, by means of the data obtained from interviews with informants that were thoroughly described. Data collection began with conducting in-depth interviews with informants. After conducting the interview, the researcher makes a transcript of the results of the interview and then writing the words in accordance with what is recorded, then the researchers make data reduction by means of abstraction, which is taking data that is appropriate to the research context and ignoring unnecessary data.

FINDINGS

Data obtained through this questionnaire were analyzed again using descriptive qualitative analysis. This analysis technique is used to describe the data collected during the research. The questionnaire became the main data 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.

Table 1. The Standard Operating Procedure for Butler Service
(Source: Data Processed, 2020)

No	Statement Indicator	Total	percentage (%)
1	Front Office	43,9	87,7
	Explaining the room facilities according to the SOP made me work more effective	43,0	86
	Offering unpacking guest clothes services makes me work professionally	45	90
	Re-confirming the booking / guest reservation details makes me work more thoroughly	45	90
	By explaining the benefits gained by guests makes me work according to service standards	47	94
	Confirming the total luggage of guests during the check-out process made me do the service consistently	42	84
	Asking guests permission to check the minibar before check-out makes me work more efficiently	43	86
	Informing guests how to pay at check-out makes my work easier	42	84
2	Food & Beverage	44,3	88,7
	Making sure the room service order is complete according to the SOP makes my job easier	44	88
	Knowing all the order details according to the SOP makes me focus on the details	44	88
	Implementing SOP during table setup can make me work effectively	47	94
	Ensuring that all food equipment is clean when used makes me work by providing the best service	44	88
	Implementation of SOP when serving afternoon tea can improve my performance	44	88
	The implementation of SOP when opening and serving champagne or sparkling water makes me work professionally	43	86
3	Housekeeping	44,2	88,3
	Implementing SOP during room service inspections can make me work effectively	44	88
	Ensuring neatness in all guest rooms makes me work more consistently	44	88
	Implementing SOP during room arrival inspections can make me work effectively	43	86
	Ensuring cleanliness in all guest rooms makes me work more thoroughly	44	88
	Implementing SOP at turndown services can make me work effectively	44	88
	Providing information about turndown service can make my job easier	46	92

The first indicator is the Front Office which gets an average percentage of 87.8% which can be stated that the implementation of SOP in the front office field is very good for improving the performance of butler employees in doing a job or in serving guests. As for several factors contained in the front office indicators that support the statement of SOP implementation in the front office field is very good for improving the performance of butler employees

The second indicator is Food & Beverage which gets an average percentage of 88.7%. It can be stated that the implementation of SOP in the field of Food & Beverage is very good for improving the performance of butler employees in doing a job or in serving guests. As for several factors contained in the Food & Beverage indicators that support the statement of SOP implementation in the field of Food & Beverage is very good for improving the performance of butler employees

The third indicator is Housekeeping which gets an average percentage of 88.3%. It can be stated that the implementation of SOP in the field of Housekeeping is very good to improve the performance of butler employees in doing a job or in serving guests. As for several factors contained in the Housekeeping indicator that supports the statement of SOP implementation in the field of Housekeeping is very good to improve the performance of butler employees.

CONCLUSIONS

Standard Operating Procedures Implementation by butler employees is very effective to improve butler performance. Based on the results of interviews with the Division Room Maager, Head Butler and Senior Butler can be seen by using the implementation of Standard Operating Procedures that are applied well by Butler employees will provide positive changes for employees so that they can be used more thoroughly, disciplined, and regularly. In addition to the Standard Operating Procedures, butler employees will find it easier to coordinate the work performed daily by the butler himself.

The results of the questionnaire distributed and fulfilled by the relevant butler and resource persons as many as 10 people with excellent percentage approval for three main indicators are Front Office, Food & Beverage, and Housekeeping. Front Office get a percentage of 87.7%, Food & Beverage get a license of 88.7%, and Housekeeping get a percentage approval of 88.3%. So, butler employees and related resource persons have implemented an effective Implementation of Standard Operating Procedures and the results of this research can help employees and management to understand the application of Standard Operating Procedures which must be further improved.

Standard Operating Procedures that have not been implemented properly by employees but will cause a mismatch of questionable performance results related to

improvements in doing work, giving results that are not good in doing their daily work, and can be adjusted to the services provided to guests who stay at the villa. Therefore with the implementation of Standard Operating Procedures it is very important to be applied by butler employees to improve employee performance at the hotel researched.

Butler employee performance is a determinant of the good and bad image of a hotel. The efforts that can be done in improving employee performance at the hotel including, among others, conducting effective communication in performing work, conducting briefings before work so that all butler employees seek important information, providing training for butler employees, conducting personal assistance for butler employees, and give prizes to appreciate the performance of butler employees.

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