



The Influence of Standard Operational Procedure and Employee Development Toward Product Quality at Hotel “X”

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Abstract. The food and beverage industry has been an attractive industry for modern civilized people, especially for food enthusiasts. As the population grows, so does the number of food and beverage consumers. As a result, the purpose of this study is to determine the elements that influence the quality of food and beverage products in Hotel "X."

There are three variables that are used in this research: Standard Operational Procedure, Employee Development, and Product Quality. The data was collected from 36 respondents 16–50+ years old, and the data was taken from the kitchen and service department respondents at Hotel "X." The findings indicated that all independent variables had an 82.3 percent impacted dependent variable. Furthermore, Standard Operational Procedures and Employee Development have an influence on Product Quality. Based on the result, this study has found the key for the company to develop their procedure as well as recommendation to the future writer.

Keywords: *SOP, Employee Development, Product Quality*

1. INTRODUCTION

1.1. Background

In today's global competition, the working industry really needs people who are used to thinking ahead, smart, innovative, and able to work with high enthusiasm in facing the advancement of times [1]. Various organizations are attempting to improve the performance of all of their internal components in order to ensure their existence. Human resources in this scenario are the organization's personnel who aim to apply their abilities to accomplish the desired organizational performance. A safe and comfortable workplace atmosphere encourages employees to be more engaged and perform at their best. Human resources is a major component of an organization and a planning activity in most organizational activities. They bring different thoughts, emotions, desires, statuses and educational backgrounds, ages, and gender into the organization, and are not passive like machines, money, and materials, but mastered and can fully commit to achieving organizational goals.

The food and beverage industry is one of the key sectors supporting global and national economic growth. The important role of this strategic sector is evidenced by its continued and significant contribution to Gross Domestic Product (GDP). There are three main sectors that remain the mainstay of the economy. The three most important economic sectors are services, industry, and agriculture, which contribute the most to gross domestic product (GDP). According to Statista, the service industry is expected to hold the largest share at 42.82 percent in 2021, as shown in the table below. In the economic sector, we can see that the service industry has a big impact as in other sectors. In the service industry, the food and beverage sector plays an important role.

As the common thread, even after adjusting for the expected Covid-19 impact, the global food and beverage market has seen little impact from the Covid-19 outbreak. It is not like other industries, while 2020 saw a massive shift to online shopping. Food sales increased by 51.6 percent year-on-year, and beverage sales increased by 39.3 percent. In 2021, the total market revenue was USD 435.3 billion, while global sales are expected to increase from USD 506.3 billion this year to USD 856.9 billion in 2025, indicating steady growth. The food and beverage industry

contributes significantly to Indonesia's GDP and is a cornerstone of the Indonesian economy.

In order for a restaurant to produce high-quality food and drink, it is necessary to properly implement kitchen management that affects the quality of the product, according to Leah Salis [2]. According to the information provided by the Research Chef at Chef Service Group, good food and drink, ambiance, followed by good service are the primary things which make a restaurant successful. Furthermore, standardization is one of the most important factors of such a successful and profitable business which many operators disregard. As the author states, “by setting standards, a business can run more smoothly steps and service can exceed expectations in many ways” [2].

Product quality is measured in terms of performance, function, reliability, conformance to specifications, durability, maintainability, aesthetics, and quality [3]. Superior quality that meets consumer expectations, wants and needs can also have a positive impact on business [4]. Good product quality is a company's duty to attract consumers and convert them into regular customers. Good quality is the result of good planning, so efforts to ensure quality are inseparable from establishing good standard work processes and regular employee training. Based on interviews the authors had with hotel chefs, the authors wanted to target the quality of this product in this study, whether it was due to the SOP or lack of employee training.

1.2. Research Problems

The food and beverage industry has been an attractive industry for the modern civilized people, especially for food enthusiasts. As the population grows, so does the number of food and beverage consumers. The food and beverage industry has not experienced the slightest decline from the impact of the Covid-19 outbreak, but shows a steady growth in worldwide revenue, as shown in Figure 1.2. Based on the interview with the head chef at “Hotel X,” there were deficiencies in the product quality. Consider that a good quality is when a good customer's expectation meets reality. However, product quality is influenced by many factors. For example, developing a standard operation procedure and employee orientation toward meeting that standard aim to ensure that the resulting product, which is that food and beverage meets quality

standards. However, the food and beverage quality at Hotel "X," is not up to standard. As a result, the purpose of this research is to discover the elements that influence food and beverage product quality in Hotel "X."

1.3 Research Questions

1. How do Standard Operating Procedures (SOPs) affect food and beverage quality?
2. Does employee development affect the quality of food and beverages?

1.4 Research Objectives

1. To identify the influence of Standard Operation Procedure (SOP) on Product Quality of the Food and Beverage.
2. To identify the impact of Employee Development on Product Quality of the Food and Beverage.

1.5 Significance of Study

The importance of this research can be categorized in two areas:

1. Explain and enrich on Standard Operational Procedure and Employee Development concept, especially the impact of SOP and Employee Development on Product Quality.
2. Share input on the impact of SOP and Employee Development on Product Quality. Also, assist them in deciding what they should do to improve the quality of the product.

2. LITERATURE REVIEW

2.1. Standard Operational Procedure (SOP)

According to [5] standard operating procedures are regulatory software that regulates specific work processes or workflow phases. Workflows are fixed, routine, and unchanging. These workflows are detailed in documents called Standard Operating Procedures (SOPs). A standard operating procedure consists of three words. Standards

are defined as the primary reference with which all members of an organization must comply, and have mandatory and restrictive characteristics. A "work" is an applicable activity and a "procedure" is a step in the work activity. Although usually done in the form of drawings or written descriptions [6], [7] defined standard operating procedures (SOPs) as documents containing detailed, step-by-step, systematic workflows. An SOP is a set of written instructions for routine or repetitive activities performed by an organization.

From this, we can conclude that SOPs are policies in the form of documents that define the flow of work processes, are permanent and mandatory in nature, and must be followed by all members of the organization. In research, Joko Dwi Santosa in [8] states that the indicators of Standard Operational Procedure consist of Efficiency, Consistency, Minimize Failure, and Problem Solving.

2.1.1. Efficiency

[9] state that "efficiency" means the output divided by the mechanical energy in effect a percentage is not strictly precise, and can sometimes be confusing. A successful system or person is one that obtains a higher degree of performance (result, output) for the same consumption of resources (time, money). Had to strike this balance by means of efficiency in order to sustain high output. Effort efficiency is related to paying cost, giving energy, quality, and personal point of view. [10] explained that work efficiency is the ability to choose the right goals to achieve a particular goal. Alternatively, work effectiveness can also be defined by results that emphasize impacts and consequences without paying attention to the costs incurred by those consequences. From the above description, we can conclude that the choice of suitable alternatives largely determines the degree of effectiveness of the work and certainly affects the quality of the work and the quality of the work itself. Therefore, labor efficiency and labor effectiveness cannot be separated. Therefore, when it comes to potency, it indirectly affects the quality of the manufactured product.

2.1.2. Consistency

Consistency is what we fundamentally believe in and consistently do. Evertson succinctly states: "Consistency means maintaining the same expectations of

appropriate behavior in a particular activity for everyone at all times” [11]. Consistency, according to Aliant, is a continuation of goals and efforts, or a never-ending development. [12] added that maintaining consistency requires a few things: motivation, awareness, and introspection [13].

From the above description, we can understand that consistency is basically an individual's attitude towards certain things, a stable attitude of acting towards a certain goal.

2.1.3 Minimize Failure

Companies are currently faced with an increasingly competitive global milieu; quality issues and product failures are central issues for every company. The company's ability to provide products in accordance with the specifications set by the company will be a power to win the competition, because by providing quality and quality products, consumer satisfaction will be achieved. Efforts to minimize failures in the production process have become important for companies, the success of service companies and business processes depends on the continuous operation of their equipment to produce products that have value for companies and consumers [14]. Production control really needs to be achieved in the production process, so it can minimize the product failure and can improve product quality. According to G.R. Terry [14], *controlling* can be defined as the process of defining what is to be completed, that is, conformance with the standard, and what is being accomplished, that is, performance follows the plan.

2.1.4. Problem Solving

In the early 1900s, problem-solving was viewed as a set of machine-driven, methodical, often intellectual (decontextualized) skills such as those used in solving puzzles and math equations. Today, the meaning of problem-solving has changed. Problem-solving is the intellectual brain process of exploring the explanation of a particular problem or discovering techniques for understanding a given goal [15]. Another statement by Rahman [15] is that problem-solving is the intellectual brain process of exploring the explanation of a particular problem or discovering techniques

for understanding a given goal. Moreover, according to Polya, there are four stages in the problem-solving process, which are understanding the problem, making a plan to solve the problem, planning the problem, and considering the results achieved [16].

2.2. Employee Development

An explanation from [17], from continuous generation and exchange of knowledge and experience among employees, adding value organization-wide is a key factor. One statement [18] in the report specifically speaks of employee development as upgrading employee skills and knowledge by means of employer-sponsored training. Each organization follows specific processes that help in the professional and personal development of its employees. Employee development activities help employees work hard and produce quality work. Employee development is one of the most important functions of human resources management. Employee development means developing the abilities of employees and the organization as a whole, and employee growth consists of the growth of individual employees and the entire workforce. Through this activity, organizations evolve and employee performance improves [19]. Employee development is therefore defined by the experience, knowledge, and skills that are regularly provided to employees of an organization through training programs, mentoring, and professional responsibilities aimed at personal development and the creation of quality jobs. We can conclude that it is a process of exchange of skills.

Research by [20] stated that there are three indicators of human resource development, which are Motivation, Personality, and Skills. And those indicators are implemented in the research by [21] with title development of human resource on the level of employee work ethos at hotel Santika Sukabumi.

2.2.1. Motivation

Motivation describes a person's inner forces that influence the direction, strength, and consistency of spontaneous action [22]. In other words, motivation is the inner urge to satisfy unmet needs and achieve certain goals. This view of motivation suggests that people must have sufficient energy and clarity of purpose in order to achieve a

particular goal. Moreover, it acts as a performance-stimulating procedure initiated by physiological or psychological needs and determined by goals. It also shows that motivation is innate in individuals. It only happens when there is something to achieve and it is related to human performance.

2.2.2 Personality

Personality is a psychological term that describes a person's character in everyday life. Long argues that personality refers to the stable traits that distinguish individuals from one another and form the basis of their behavior. This is a term often used for interpersonal behavior. For example, we can say that sociable people generally have an extroverted personality. McAdams also referred to as personality, which is a unique variation on the general makeup of human nature. Human nature itself is what we humans have in common when we naturally evolve. This is because evolution never ends [23].

2.2.3. Skills

Skill is defined as “the ability to learn to achieve a particular result with the greatest certainty and often with the least amount of time and/or energy” (Knapp, 1963, p. 4) [24], who also notes that the term 'skills' is used to denote expertise developed through education and experience, manual and craft skills acquired through apprenticeship, and high achievements found in many areas such as as professional practice, arts, games, and athletics. At an organizational level, skills are the core competencies of employees that influence performance and organizational excellence.

2.3. Product Quality

Product quality is one of the most important considerations in a company. Quality is one of the most important guidelines for increasing product competitiveness and consumer satisfaction by evaluating products that exceed or at least match the quality of competitors and meet customer expectations [3].

Product quality is a key factor that influences every customer's purchasing decision. The better the quality of a product, the higher the consumer interest in

purchasing it [25]. According to [26] product quality is the matching of individual needs and desires with product specifications. Product quality is the condition related to products, human services, and the environment to meet consumer expectations.

[3] states that product quality is key to increasing product competitiveness by evaluating products to meet and even exceed customer expectations for the product. This is underscored by [26] understanding of product quality. He also states that product quality is an expected need and aspiration of everyone involved in the product. In addition, product quality is a factor that influences individual product purchasing decisions, Ernawati stated. The higher the quality of the product, the higher the customer's interest in the product. From the author's definition above, we can conclude that product quality is the ability of a product to introduce a product or service that is sold by its ability to meet and satisfy customer needs and generate revenue. In research [4] states that the indicators of food quality consist the following three qualities:

2.3.1. Flavor

The gustatory point of the tongue is its ability to detect basic sweet, sour, salty, and bitter tastes. Certain foods combine these four flavors to create unique and interesting tastes.

2.3.2. Texture

Texture is an important food attribute that can affect consumers. The texture is usually related to the sensation of solids and impressions in the mouth after oral activities such as chewing and tasting.

2.3.3. Presentation

Food has to look good on the plate and that's an important factor. The freshness and cleanliness of food are important and affect whether it tastes good or not.

3. RESEARCH METHODOLOGY

3.1. Type of Study

The type of research used in this study is descriptive research. Descriptive research is a research method that helps describe existing phenomena as accurately as possible. The phenomenon observed in descriptive studies is already present. All researchers have to do is gather available data using research tools such as tests, questionnaires, interviews, and observations. The main goal of descriptive research is to systematically describe existing phenomena within a research framework [27]. A quantitative approach was chosen for this study. The quantitative research approach uses numerical data and statistical formulas for analysis. This approach required the use of surveys (questions), correlation studies, and quasi-experimental studies [27].

3.2. Unit of Analysis

Unit analysis includes individuals, groups, organizations, objects, and regions, depending on the phenomenon [28]. The object of investigation is unit analysis. This is done to maintain the reliability and validity of the study [28]. The unit analysis performed in this study included the food and beverage department of Hotel "X."

3.3. Population and Sampling

3.3.1. Population and Sample

Sampling is the representative sampling of a population and involves selecting a statistically representative sample of individuals from the population of interest. Sampling is an important tool in research studies, as groups of interest are usually too large to be included as participants in a research project. A good sample is a statistical representation of the population of interest [29]. The subject of this study is the food and beverage department of hotel "X."

3.3.2. Sampling Method

There are two types of sampling methods: probabilistic sampling and non-probabilistic sampling. Probabilistic sampling is a sampling technique that gives everyone in a population an equal chance of being selected as a member of the sample. Nonprobability sampling, on the other hand, is a subjective method and does not give all members of the population an equal chance of being included in the sample. Non-probabilistic sampling models include convenience sampling, continuous sampling,

snowball sampling, evaluation sampling, and quota sampling [30].

3.3.3. Sample Size

A ratio of 5:1 is recommended as the minimum sample size for studies that use more than one variable. So, the maximum number of errors is five percent. By that being said, one question will be multiplied by five. In this context, this study implements an estimated sample size. The total number of consumers is used as population size and is calculated using the following formula: $N = Y \times 5$; $N = 24 \times 5$; $N = 120$ respondents. Meanwhile this research took the whole population as 36 respondents.

4. RESULT AND DISCUSSION

1. Reliability Test

Table 1. Reliability Test Source: (SPSS Output, 2023)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.954	.954	12
.918	.918	9
.936	.936	9

Based on Table 1, test results show that all variables have a large enough alpha coefficient, which is above 0.90, so it can be said that all variables from the questionnaire are considered strong and reliable. All statements on the questionnaire are considered reliable because the Cronbach's Alpha value on each variable is > 0.60.

2. Descriptive Analysis

Table 2. Standard Operational Procedure; Source: (SPSS Output, 2023)

	N	Minimum	Maximum	Mean	Std. Deviation
SOP2	36	1.00	5.00	4.1389	1.01848
SOP12	36	1.00	5.00	3.6667	1.09545
Valid N (listwise)	36				

Based on Table 2. Respondents have a good understanding about the purposes of SOP

impact to their work, since it shows **4.1389**. However, the SOP also has the lowest number of **3.6667**. It means that respondents are still struggling implementing the SOP into operation.

Table 3. Employee Development; Source: (SPSS Output, 2023)

	N	Minimum	Maximum	Mean	Std. Deviation
ED2	36	1.00	5.00	3.6944	1.00909
D5	36	1.00	5.00	4.0833	.99642

From Table 3. It can be seen that employee training has succeeded in making employees' personalities responsible for the products they make and built effective communication between employees, which is shown by the highest number at **4.0833**. However, employee development for training is necessary to motivate employees to do their job. This shows that lack of training programs makes them less motivated and less encouraged to do their task, showing **3.6944**.

Table 4. Product Quality; Source: (SPSS Output, 2023)

	N	Minimum	Maximum	Mean	Std. Deviation
PQ1	36	1.00	5.00	3.8333	1.18322
PQ9	36	1.00	5.00	4.2778	1.11127
N (listwise)	36				

From Table 4. it can be seen that the respondents have a high confidence in the product shape, which showed the highest number at **4.2778**. However, they are not having confidence in the product flavor and aroma they made, since the SOP and training does not apply properly. It scored the lowest out of all the indicators: 3.8333.

3. Model Summary

Table 5. Model Summary Test; Souce: (SPSSOutput, 2023)

Model	R	R-Square	Adjusted R Square	Error of the Estimate
1	.913 ^a	.834	.823	3.27532

Table 4.5 shows an R-value of 0.913. This means it has a strong correlation between all independent and dependent variables. Furthermore, the adjusted R-squared is 82.3 percent, which means that independent variable influences the dependent variable by 17.7 percent.

4. Hypothesis Summary

Table 6. Hypothesis Result and Discussion; Source: (SPSS Output, 2023)

Hypothesis	T-Test	F-Test	Hypothesis Conclusion
	-value>t-table value (0.846)	f-value>f- table (4.130)	
H1 : SOP > PQ	1.714	82.604	H1.1 Accepted
H2 : ED > PQ	2.480		H2.1 Accepted

H1.1 : Standard Operational Procedure has no significant impact toward the quality Product of food and beverage.

This result shows that standard operating procedures have an impact on product quality.

H2.1 : Employee Development has no significant impact toward the quality Product of food and beverage.

This result shows that employee development also has an impact on product quality.

5. CONCLUSION AND RECOMMENDATION

The respondents are still struggling implementing the SOP into operation. SOPs are made to make things easier or work easier. However, it should be noted that employees usually come from a variety of different backgrounds, such as educational levels, abilities, or other things. So, when preparing SOPs, make sure that all employees have the capacity to understand and apply the rules that the company makes.

SOPs are useful for helping employees get work done easily and quickly. Therefore, the content contained in the SOP must be relevant to the conditions that are often experienced by employees. So, employees will look for SOPs if they find it difficult.

The other result, shows that lack of training programs makes the employees less motivated and lack of encouragement to do their task. Employee development training is necessary to motivate employees to do their job. By building employee commitment, motivation and emotional connection between employees and the company is formed.

Employee commitment is very important to increase productivity, quality, and innovation in the company. Committed employees will work wholeheartedly, with full responsibility and initiative to provide the best results for the company.

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