

Evaluating the Implementation of Customer Service-specific Standard Operating Procedures in the Cashier and Operator Divisions

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Abstract

Dago Dreampark, a famous tourist destination in Bandung that has been operating for 7 years, has experienced positive or negative changes over time. These changes are evident in the decline and inconsistency of services in the past year, leading to complaints from tourists. To address this situation, a specific customer service SOP has been created for the cashier and operator divisions, which directly interact with customers. The Human Resources Department (HRD) plays a crucial role in addressing this issue through evaluation and training provided to employees in implementing the SOP. This study aims to evaluate the implementation of the new SOP at Dago Dreampark using a qualitative descriptive analysis method. The results of this research show significant positive impacts, with an average score of 4 on the questionnaire. Interviews with supporting staff and the General Manager reveal positive changes in appearance, handling of complaints, and improved service quality. Additionally, observations demonstrate positive changes in the implementation of SOP, communication with visitors, and coordination among employees. Despite encountering some obstacles, such as hairstyle discrepancies and the use of identification tags, it is expected that these issues can be resolved over time. This research provides an understanding of the success of the new SOP implementation at Dago Dreampark.
Keywords: SOP, evaluation, implementation.

INTRODUCTION

Dago Dreampark, a famous tourist destination in Bandung, offers stunning natural beauty, is surrounded by pine forests, and boasts 35 attractions suitable for visitors of all ages. However, Dago Dreampark has had inconsistent service troubles over the past year, as seen by both favorable and unfavorable evaluations on the Google Review platform. In 2022, over a one-year period, some reviews indicated good or positive service, but there were also reviews expressing dissatisfaction with staff service that varied throughout the year. This indicates that there is inconsistency among employees in providing services to visitors. This problem is further highlighted by the HR department's staff evaluation, which uncovered shortcomings in greeting, grooming, customer service, and information sharing during briefings. Moreover, collaboration has decreased as well.

To overcome this problem, a Standard Operating Procedure (SOP) for services at Dago Dreampark was created. Following its implementation, training was conducted as a means of implementing and solidifying new work procedures to achieve excellent service. This training took place in February 2023. The HR

Division seeks to evaluate the effectiveness of this SOP implementation. As the responsible party, the HR division or HRD must ensure that employee

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performance adheres to the procedures established, thus enabling problem resolution through this implementation.

According to the explanation given above, it is evident that assessing the SOP execution is essential to ensuring that it is appropriate for resolving issues. The SOP was developed especially for divisions that are directly involved in providing customer service, hence an evaluation of its implementation was done in all cashier and operator divisions. In order to further enhance service quality going forward, the General Manager and the SOP authoring team will use the evaluation results as the foundation for their policy considerations. In addition, this study is exceptional since it is the first of its kind at Dago Dreampark and holds great significance for enhancing customer services while concentrating on tourist sites and tourist destinations as a subset of the tourism industry.

With regard to assessing the application of SOP in tourist locations, in particular, this research constitutes a fresh contribution to the field of tourism services research. Its emphasis on accommodation services, as seen in the Implementation Evaluation research titled, is what distinguishes it from earlier studies (Noviardy et al. 2022). Although the two studies focus on the appropriateness of creating standard operating procedures (SOP) for employees who are directly involved in providing services, such as receptionists, the findings show that there is consistency between the receptionist's performance and the SOP that has been established. It is important to note, nonetheless, that two of the thirteen items that were assessed have not been correctly applied in terms of offering services to customers.

LITERATURE REVIEW

Muryadi (2017) defines evaluation as having two components: implicit evaluation, which is comparing actual results to predefined standards, and explicit evaluation, which is the appraisal of objective achievement. Evaluation is a tool used in program implementation that uses success criteria and evaluates the program's process as well as its outcomes to help in decision-making. This assessment can be used to look at how well the program is working in its surroundings and decide if it should be continued, delayed, developed, approved, or rejected.

A tourist area's environment, economy, welfare, and cultural preservation are all positively impacted by tourism resources, which are a collection of elements that promote both tangible and intangible tourism activities (Setiawan, 2016). To ensure that human resources are used as efficiently as possible, Nawaningrum & Atmaja (2022) believe that excellent management practices, such as education and training, are essential.

The department in charge of human resource development is one of the most dynamic in the business. To enable employees to perform their jobs and tasks as effectively as possible, HRD in every organization must have a standardization policy on employee competencies (Rizqi, 2019). Recruitment, development or training procedures, administration, and worker-friendly environments are among the responsibilities of HRD that contribute to the management of human resources (Hamka Asrul et al. 2022). As part of its responsibilities to maximize employee performance, HRD must set up programs for employee protection compensation, offer education, and conduct training or self-development for staff members.

Within the organization, there are operational rules known as Standard Operating Procedures (SOP) (Mukti, 2017). A similar view is offered by (Nabila, 2022), where SOP is understood as a reference or guideline for the function's job execution as well as a tool for performance evaluation based on administrative, procedural, and technical indicators by the relevant work procedures. SOPs depending on the kind of coverage and activities can be divided into two categories, according to R.N. Rifka (2017):

- a. Generic (General) SOPs Generic SOPs are relatively similar SOPs based on the nature of the content and activities.
- b. Specific (Special) SOPs Specific SOPs are SOPs that, based on the content of their activities, are relatively different and have a special nature.

Providing tourists with the greatest possible service to ensure their satisfaction is known as excellent service. Generally speaking, providing exceptional service has advantages for the business in and of itself, including preserving client confidence and serving as a model for creating service standards. Service standards can be used as a guide to determine how good a service is. When customers feel satisfied and the service meets their expectations, it is considered great (Suryadana, 2012). Excellent service is not only a reflection of the business's commitment to quality but also a crucial factor in building long-term customer loyalty. According to Lovelock and Wirtz (2016), consistently meeting or exceeding customer expectations strengthens the customer's emotional connection with the brand, leading to repeat business and positive word-of-mouth referrals.

Moreover, the feedback loop created by satisfied customers can serve as valuable insight for continual improvement, enabling the business to refine its service standards and adapt to changing consumer needs (Zeithaml, Bitner, & Gremler, 2017). By fostering a customer-centric culture, businesses are better equipped to navigate the complexities of the market, maintain a competitive edge, and sustain growth over time. This holistic approach to service excellence underscores its significance not only as a tool for immediate customer satisfaction but as a strategic asset that contributes to the overall success of the organization.

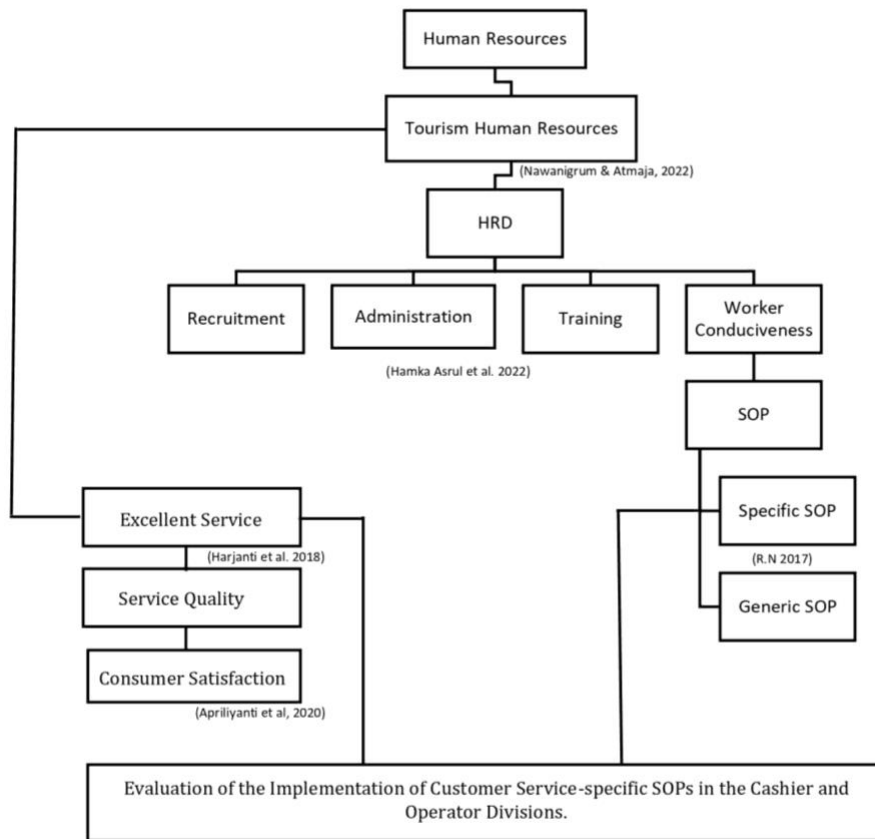


Figure 1 Framework of Concept

METHODS

The sample in this study used a saturated sample method, where all members of the population were used as samples. The sample in question is 63 employees from the cashier and operator division who previously received SOP training specifically for customer service. Apart from that, the data will be supplemented with the results of interviews with HRD and direct observation data in the field.

The research process was carried out through several stages including preparation, data collection, data analysis, and conclusion. A brief explanation of these stages is as follows:

1. Preparation

At this stage, various preparations are carried out to conduct research, starting from the administrative collection, preparation for going into the field, correspondence, and so on.

2. Data collection

The data collection stages were carried out in 3 ways, including the following

- Observation

Observation is carried out through direct observation, accompanied by a recording of the condition or behavior of the target object. In this research, the target object is worker behavior and its conformity with the SOP that has been created.

- Interview

Interviews were conducted using a one-way verbal question-and-answer process. In collecting data using this method, the person who acts as a resource person is the assistant who prepares the SOP and the manager.
 - Questionnaire

Data collection via questionnaire was carried out via the Google Form platform, and given to employees who received previous SOP training. The questionnaire is in the form of questions with a multilevel assessment using a Likert scale to measure the suitability of the SOP to work in the field.
3. Data analysis

Data analysis was carried out qualitatively and explained descriptively. This analysis was carried out to describe the phenomenon and current situation of the actual use of SOP.
 4. Conclusions and suggestions

The results of the analysis that has been carried out will then be presented and explained to answer the problem formulation and achieve the research objectives.

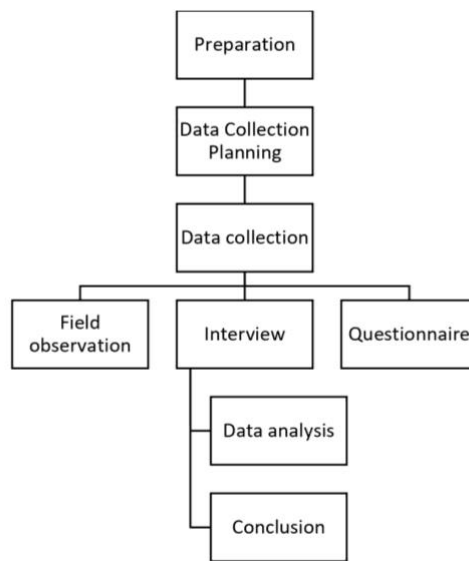


Figure 2 Research stages

Concept Operationalization

The following table provides a detailed overview of the key variables examined in this study. Each variable is categorized based on its type—whether independent, dependent, or control—and includes a brief description to clarify its role within the research framework. The operational definitions are also provided to ensure a clear understanding of how each variable is measured and analyzed. This table serves as a foundational reference for understanding the relationships explored in the study, offering insight into the specific factors that influence the research outcomes. In addition to the descriptions and categorizations, the table also highlights the sources of data collection and the specific instruments used for measurement. This ensures transparency in the research process and allows for the replication of the study by other researchers. The selection of variables was guided by the research objectives and literature review, ensuring that each variable is relevant and contributes to addressing the research questions. By systematically organizing these variables, the table facilitates a comprehensive understanding of the study’s methodology and the underlying assumptions driving the analysis.

Tabel 1. The Operationalization of Concepts

| Concept | Dimension | Indicator |
|--|------------------|---|
| Efficiency and effectiveness of SOP implementation for special employees of Cashiers and Operators | Task Recognition | Number of tasks completed |
| | Integration | Assessment of SOP socialization procedures and processes |
| | Adaptation | Behavior in accordance with the SOP imposed |
| | Growth | Increased worker capability |
| | Stability | Behavior according to SOPs applies regularly and continuously |
| Minimize errors | Methodical | Carry out activities in accordance with procedures |

Method Analysis

The analytical method used in this research is descriptive qualitative analysis. This research method is devoted to understanding the conditions of a context by directing a detailed and in-depth description of the portrait of conditions in a natural context, regarding what happens according to what is in the study field (Nugrahani, 2014). By using qualitative research methods in this research, it is hoped that we will be able to obtain detailed information related to the evaluation of the implementation of customer service SOP carried out by special employees of the cashier and operator divisions.

RESULT AND DISCUSSION

SOP design produces a draft file containing provisions for service, namely grooming, greeting, customer service, and briefing. The compiler carries out an evaluation questionnaire and the usefulness of the SOP which has been implemented through training. This usability test was carried out through questionnaires for cashier division staff, and operators and interviews with the accompanying staff, namely HRD, Tenant Officer, Social Media, and General Manager. The results of observations, interviews, and questionnaires are as follows:

1. Observation Result

Tabel 2. SOP Implementataion Check

| Observation List | Before | After |
|------------------|------------------------------------|--------------------------|
| Grooming | Non-standard disorderly and filthy | Standard Tidy and clean |
| Greeting | unfriendly | Courteous |
| Service | Lack of eager to help | Having eagerness to help |
| Communication | Unclear and disorganized | Structured |

Based on the field observations conducted across the entire Dago Dreampark area, the implementation of service SOP by employees in the cashier and operator divisions has been quite successful. During the observation visits, it was evident that several regulations put in place were well-suited for implementation. Some of these regulations included adherence to appropriate clothing SOPs, demonstration of positive

attitudes (such as smiling, greeting, and saluting), improved communication with visitors, and more consistent coordination among employees. Additionally, several obstacles were identified during the observations in implementing customer service SOPs. These obstacles included minor discrepancies in haircuts and employees not wearing identification. However, it was observed that over time, these issues were gradually being addressed, as most other employees were already able to implement some of these regulations.

2. Interview Results

The interview was conducted to explore the results of SOP implementation in Dago Dream Park. The interview was conducted with the related managers in a semi-structured manner. Some of the questions were related to grooming, greeting, services, and communication. Based on the results of interviews conducted with the assistants responsible for preparing the SOP, namely HRD, Tenant Officer, Social Media, and General Manager of Dago Dreampark, it was found that the implementation of the created SOP is appropriate and has had a positive impact on the performance of the involved employees, specifically those in the cashier and operator divisions.

“With this training has a positive impact on staff as evidenced by a decrease in complaints, improved service, information conveyed to tourists is easy to understand and staff pay more attention to appearance especially when providing services. Then communication between divisions is increasingly close and can work together well. In the future, hopefully we can carry out better training and can embrace closer solidarity between staff.”

(Tenant Relation Officer)

The sources claim that the quality of the service has increased, with staff members taking greater care of their appearance, speaking politely, seeming friendlier, and being thought of as competent in solving guest issues in a systematic way. Furthermore, they agreed that the SOP is easy to read, offers thorough explanations, and is illustrated with included visuals. In addition, the SOP was positively reviewed by the General Manager, who said that the project that resulted in its creation was well-designed, beneficial to the business, and had an instant effect. The SOPs also simplify information and add more detail to the work, which makes it easier for operators and cashiers to understand instructions.

3. Questionnaire Test Results

The questionnaire test evaluates the effectiveness of implementing SOP for cashier employees and operators at Dago Dreampark. This test assesses task accomplishment, employee integrity, adaptation to new SOPs, improvement in behavior and skills, and consistency in implementing relevant SOP. In this questionnaire, staff members will evaluate their experiences after implementing all the SOP created and implemented in February 2023. This evaluation questionnaire was conducted in March 2023 with a total of 63 respondents. The results of the questionnaire items are provided in the table below.

Tabel 3. Staff Questionnaire Test Results

| Item Question | Result |
|---|---|
| Efficiency: | |
| adherence to the mission of the company | 2% Stongly Agree 96% Agree 2% Strongly Disagree |
| focused on getting the job done | 7% Stongly Agree 82% Agree 4% Strongly Disagree |
| Congruence: | |
| conformity guide | 12,9% Stongly Agree 77,4% Agree 9,7% Netral |
| simple to comprehend | 18% Stongly Agree 80% Agree |

| Item Question | Result |
|---|---|
| | 2% Netral |
| Measurability: achieving reliability in performance | 19,4% Stongly Agree 72,6% Agree 4,8% Netral 3,2% Dissagree |
| duties carried out in compliance with service protocols | 24,2% Stongly Agree 75,8% Agree |
| Orientation: supplied the things visitors need | 27,4% Stongly Agree 69,4% Agree 3,2% Netral |
| the quality of the service is excellent. | 29% Stongly Agree 68% Agree 4% Netral |
| Consistency: increase your self-assurance when offering services | 2% Stongly Agree 96% Agree 2% Strongly Disagree |
| provide services according to guidelines | 24,2% Stongly Agree 75,8% Agree |
| Legal compliance: services are provided in compliance with state laws | 10% Stongly Agree 72% Agree 18% Netral |
| obligation to implement SOP | 28% Stongly Agree 64% Agree 8% Netral |

Six metrics have been used to assess the SOP project's implementation and testing on Dago Dreampark employees: efficiency, congruence, measurability, orientation, consistency, and legal compliance. The majority of the beneficial effects follow the SOP's implementation, as the preceding table illustrates. More than 80% of respondents agreed that the new SOP guide for visitor services employees promotes work efficiency, allows services to be delivered in compliance with company policies, provides consistency in service delivery, improves service quality, and complies with business rules.

The SOP created has been successfully implemented and has yielded positive outcomes. This is evidenced by the average rating of 4 (agree) given by the questionnaire respondents, indicating satisfaction and suitability. It suggests that the implemented SOP effectively addresses the previous service issues encountered at Dago Dreampark. The SOP implemented by the staff have positively impacted their performance. The staff members feel that with this SOP, various field-related problems can be resolved. Furthermore, with prior training, the SOP becomes more understandable and applicable. Additionally, the staff members also believe that the new SOP offers more comprehensive job descriptions, providing clarity on how to deliver excellent service to consumers, improving team communication, enhancing appearance, and boosting motivation at work

SOP for special customer services were implemented in the cashier and operator divisions, and the evaluation showed positive results based on the research findings. Notable progress was noted in the way that staff members performed in terms of greetings, appearance, customer service, and the resources available to support staff members' work routines. Furthermore, the goals of this SOP were effectively met in terms of managing complaints and lowering the staff's service delivery quality problems. This was demonstrated by a drop in complaints and an improvement in the staff's capacity to handle these problems. Data from interviews

shows that once the SOP was implemented, employee performance improved, which resulted in more motivation and focus at work. Additionally, employees that responded favorably to the questionnaire indicated that the SOPs had streamlined their work processes by increasing efficiency and reducing errors. However, the observation results revealed a number of barriers to SOP implementation among certain staff members, including uneven use of nametags and attributes. Since most employees are competent in carrying out the regulations, it is envisaged that these challenges can be quickly resolved in the future.

CONCLUSION

From the research results, it can be concluded that the implementation of the new SOP specifically for services in the cashier and operator divisions at Dago Dreampark has been executed well and has had a positive impact by enhancing the performance of staff, especially in providing service. This positive impact is evidenced by the data obtained through an efficiency assessment questionnaire conducted by the staff, which yielded a rating of 4, indicating good performance and providing benefits in carrying out their duties. Additionally, this conclusion is supported by the results of interviews with the individuals responsible for preparing the SOP and the General Manager of Dago Dreampark, who stated that the newly implemented SOP has proven to be beneficial and has resulted in positive changes among the staff, who are now paying attention to small details in service, such as appearance, communication manner, and equipment attributes. Moreover, the positive impact is evident from the observations made by the author.

The conclusions of the findings of this study are written briefly, concisely and concisely, without additional new interpretations. This section can also contain the novelty of the research, the advantages and disadvantages of the research, as well as recommendations for further research.

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