Analysis of the implementation of Standard Operating Procedures (SOP) in the Housekeeping and Front Office Department of Frii Bali Echo Beach Hotel Canggu

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Abstract

This research is qualitative research. Data collection from this study used observation, interview and documentation methods. This study aims to analyze the standard operating procedures (SOPs) made and set by hotel management and analyze how the implementation of these SOPs is carried out and adhered to in the housekeeping and front office department of FRii Bali Echo Beach Canggu Hotel. SOP is a guideline that contains operating procedures in an organization or company that is used to ensure the validity of all decisions and actions, as well as the process of using company facilities. This qualitative research refers to 7 main things in standard operating procedures (SOPs) which include efficiency, consistency, minimizing errors, problem solving, labor protection, work maps and defense limits. Research informants were 4 people, namely, housekeeping managers, front office managers and 2 employees (1 housekeeping employee and 1 front office employee). Data collection techniques through interviews. The results of the analysis showed that the housekeeping and front office employees had carried out standard operating procedures (SOPs) set by the management of FRii Bali Echo Beach Canggu Hotel. As for the main things in the SOP for housekeeping and front office, there are several shortcomings, namely efficiency and protection of labor (employees) in the SOP housekeeping (HK). And there are shortcomings in the problem solving section and work map in the front office (FO) department.

Keywords: Standard operating procedures, efficiency, consistency, minimizing work errors, problem solving, labor protection, workmap and defense limitations.
INTRODUCTION

Hotel is a building that is managed commercially by providing lodging facilities and services for the public. A hotel is a building that provides some number of rooms for rent as a place to stay and eat for people on the go or a form of commercially managed accommodation, provided for people to obtain service, lodging, eating and drinking. According to Rumekso (2002: 2) Hotel is a building that provides rooms for guests to stay, food, beverages and other facilities needed and managed professionally to make a profit. Hotel is a form of commercially managed accommodation, provided to everyone to get services and lodging along with food and beverages (SK. Minister of Transportation No.PM.10/PW.301/Phb.77). Hotel is a type of accommodation that uses part or all of the building to provide lodging services, food and beverages, and other services for the public that are managed commercially (SK. Menparpostel No.Km.34 NK 103/MPPT.87). From the understanding of the hotel above, it can be concluded that:

1. The hotel is a commercial venture.
2. Hotel is for public use
3. The hotel has a service system.
4. The hotel uses part or all of the existing building.

As long as guests are in the hotel, of course they need a variety of facilities such as, telephone, laundry, television, swimming pool and others. There are several departments in the hotel including:

1. Front office Department
2. Housekeeping Department
3. Food and Beverage Department.
4. Marketing and Sales Department.
5. Accounting Department.
6. Human Resources Department.
7. Engineering Department
8. IT (Information Technology) Department

Improving hotel management in Bali is one of the important things that must be done to develop Bali tourism, because between hotels and tourism are two very important things that are interdependent and cannot be separated from each other. The hotel provides services and other facilities due to tourism activities. Hotels as temporary housing providers
for tourists and provide facilities that can give a positive impression to visitors. This can be a pull factor for tourists and has a considerable influence in adding to the development of tourism and the regional economy. Managing hotels properly and professionally will improve and maintain the comfort of tourism and maintain the continuity of hotel business in Bali. Meanwhile, very tight hotel management business competition requires promotional activities and good management of hotel room provision. The management of room provision is very important because the main income of the hotel is from room rentals and facilities provided, so promotional activities and determining hotel room rental rates are very important to do. FRii Bali Echo Beach is a unique property located in the Canggu area, Echo Beach, which is now known as a new tourist destination in Bali especially for surfing enthusiasts. Canggu offers unforgettable adventures for those who love to play and brave the waves with surfboards. The higher the quality of the room, the facilities and services provided by the hotel will increase as well. The room rental rates charged to this room are single rate and double rate. Business competition in the hospitality sector, especially in Bali, is currently getting tighter. Fierce competition between these hotels causes each hotel to try to provide complete and best services and facilities as possible. To be able to survive, excel and win the competition, the hotel is required to further improve the quality of the services it provides. FRii Bali Echo Beach Canggu Hotel as a hotel that provides lodging services, food, beverages and other services, must always pay attention to quality. Room Division (Room Division) is a combination of Front Office department and Housekeeping department which explains knowledge and skills in terms of handling the principles of booking and selling rooms, application of accommodation management principles, controlling the cost of materials, materials and equipment, handling tasks in housekeeping and front office (Virtual Hotel Institute, 2014). Standard Operating Procedure is a document that contains systematic work procedures that must be carried out in completing work and completing a job. This procedure must be adhered to in order to obtain maximum work results and can be achieved as effectively as possible. Standard Operating Procedure (SOP) is a procedure that must be followed in a company or hotel to help carry out activities. Standard Operating Procedures (SOPs) exist and are formed by a hotel company as a work reference so that managers and workers can become professional and reliable company resources (Setiawati, 2015). SOP is a written document that contains work procedures, systematic work stages and a series of guidelines regarding routine and repetitive activities that must be carried out by the company (Syaharuddin and Prajitasari, 2015). Managing a hotel or company with a complex scope of work and diverse human
resources is not easy. All existing elements must be maximized properly so that what is the vision and mission of the hotel or company can be maximized and the satisfaction of guests who stay and use hotel services can be fulfilled properly. And one of the things that can be done is to make a Standard Operational Procedure (SOP), from various implementation of activities and tasks carried out by employees based on SOPs that have been set by management and conditions in the field, it is interesting to be identified in detail and completely in accordance with the 7 main things of the SOP itself, namely; efficiency, consistency, error minimization, problem solving, labor protection, work map and defense limitations.

FORMULATION OF THE PROBLEMS
The formulation of the problem in this study, namely:

1. How is the implementation of Stadar Oprational Procedure (SOP) in the housekeeping and front office department at FRii Bali Echo Beach Canggu Hotel?
2. How is the analysis of the implementation of Stadar Oprational Procedures (SOP) in the housekeeping and front office department at FRii Bali Echo Beach Hotel Canggu?

THEORETICAL BASE
1. Housekeeping

Department housekeeping is a part in charge of maintaining the cleanliness, neatness and completeness of guest rooms, restaurants, bars and public places in the hotel, including workplaces for employees, based on several definitions according to experts, including: Housekeeping Department according to Bagyono (2014: 89) in the world of tourism, cleanliness is one aspect that greatly affects the comfort of tourists when visiting and enjoying their vacation in a place, some things that are often rated by guests include the cleanliness of restaurants, bars, hotel rooms, lobbies, resting places, photo spots, travel agency offices and others. To produce clean environmental conditions, knowledge of objects and places that need to be cleaned is required. Meanwhile, according to Sulastiyono (2011: 109) housekeeping is part of a hotel that functions and is given responsibilities ranging from equipment made of fabric, maintaining the cleanliness and neatness of rooms and procuring room completeness as well as maintaining and maintaining all hotel rooms. In this regard,
hotel employees in the housekeeping department are required to have good skills, attitudes, behaviors and knowledge about cleanliness in a hotel.

Judging from the word housekeeping, the role of the housekeeping department is very important in a hotel. The housekeeping department is made one part of the front office department into a room division. It is undeniable that the working relationship between the housekeeping department and the front office is very important. The front office department is the part in charge of selling rooms, while the housekeeping department is in charge of preparing and cleaning rooms so that they are ready for sale, complete with facilities needed by guests. The housekeeping department not only prepares guest rooms, but is generally responsible for cleaning, maintaining, caring for and maintaining hotel rooms both inside and outside the hotel. Thus, all housekeeping activities aim to maximize maintenance, care and maintain the overall cleanliness of the hotel so that it can be maintained properly.

Housekeeping employees provide services for the smoothness, readiness and maintenance of guest rooms, public areas, gymnasiums, function rooms and laundry and other rooms. They are part of a team that is always ready to prepare and welcome the arrival of hotel guests. Housekeeping has the nature of caring for guest comfort by paying attention to detail and following up on any damage found. To support the smooth handling of daily tasks, the housekeeping department is divided into several sections (Rumekso, 2002: 7) according to their respective areas and areas of duty, namely:

1. Floor Section (room section)

Floor Section is often also called room section. The main task of this section is to maintain cleanliness, neatness, comfort and completeness of guest rooms, this task is done by room boys and room maids.

2. Houseman Section (public area section)

In charge of public preparedness of the area as a whole, which includes management offices, corridors, lobbies, restaurants, public toilets and others that are his responsibility. This public area is divided into several sub-sections, which are as follows:

a. Houseman Subsection which has a duty area to clean the toilet lobby, corridor and employee area.
b. Garden Subsection is in charge of managing and maintaining all parks in the hotel, both inside the hotel and outside the hotel or inside the building or outside the building.

c. Sport and recreation which has duty areas in all sports and recreation facilities in the hotel, such as swimming pool, spa, gym.

3. Linen dan Uniform Section

   Responsible for receiving linen, both dirty and clean from laundry, completing the completeness of clean linen delivery to the floor section and serving linen and uniform needs to other departments.

4. Laundry Section

   Officers who have special responsibility for affairs
   a. Guest Laundry
   b. Uniform Laundry
   c. Linen Laundry

2. Pole Room Attendant or Room Section

   According to Sulastiyono (2011: 124), Room Attendant is a guest room attendant who has the responsibility to maintain cleanliness, neatness and completeness of the room. The officer who cleans, tidies up and meets the needs of guests in the room is the steward or room attendant while the supervision of the work process carried out by the room attendant is the room supervisor. Meanwhile, according to Rumesko (2011: 42)” Room Attendant is an officer who cleans rooms and prepares beds for guests who want to stay at a hotel. Keep in mind that when a guest enters a room, the first attention will be shown to the neatness and cleanliness of the bed. Based on the understanding of the experts above, the author concludes that the definition of Room Attendant is an officer who is responsible for the cleanliness of guest rooms, neatness of rooms and what equipment is needed by guests during their stay at the hotel.

   The duties of the Room Attendant according to Rumekso (2009: 39)” the good and bad of a hotel room depends on the quality of the hotel room attendant. For this reason, a room attendant must meet special requirements and criteria and must behave in accordance with applicable rules and regulations.” The duties and obligations of the room attendant are as follows:
1) Managing the rooms he is responsible for

The good and bad of the room depends on the room attendant, both related to accuracy, skill, craft and quality. Room attendants who are active, conscientious and skilled in working will produce clean, neat, complete and comfortable rooms. If there is damage to the equipment in the room, a work order is made to the engineering department for repair. All equipment in the room must be ready to use, therefore the room attendant must work on the room carefully and check all the equipment in it.

2) Serving guests.

In providing services to guests there is no time limit, because at any time guests can ask for service, both morning, afternoon, evening and night.

3) Execute the command of the superiors.

Carry out orders from superiors, both related to daily tasks, such as cleaning rooms, preparing rooms that will soon be occupied by guests or additional tasks for room maintenance.

4) Establish cooperation between room attendants.

When he is on duty and knows that there is another room attendant who has not finished work while he has finished, he also has to help another friend who has not finished it. If there is a room attendant who needs additional sheets, pillowcases, towels, he can get it from other room attendants, especially from those who have finished carrying out their duties.

5) Establish cooperation with other departments in the housekeeping department.

1) With linen sections.

All linen supplies used by the room attendant are prepared and fulfilled by the linen department. If the room attendant needs additional sheets, pillowcases, towels and others, the room attendant will contact the linen department to send it, as well as if the room attendant trolley is full of dirty linen supplies in the room, the room attendant will contact the linen department to pick it up / drop it off for washing immediately.

2) With laundry section.
a) In the morning, when the room attendant is cleaning and tidying up the room and finding the guest's clothes to wash, the room attendant asks the laundry department to take it and the room attendant can ask the room attendant to open the room door, if the guest calls before leaving the room.

b) During the day or evening, the room attendant helps the laundry staff open the door of the guest room to return clean and neat clothes.

c) Dirty room attendant uniforms are also washed in this laundry section.

3) With the public area section.

a) Room attendants often ask the houseman to make the bed when the houseman's duties and work can be left.

b) During the day and night, the houseman's job is to clean up the trash in the room attendant trolley and the corridor around the room attendant's work area.

c) In the VIP room, potted plants are often installed to beautify the room. And if, the plants in the room begin to wither and turn yellow, then the room attendant will ask for the help of a gardener to replace them with fresh plants taken from outside the building.

d) Sometimes guests want extra tables and chairs to do their job in the room then the room attendant will ask the houseman for help to retrieve and install them in the room.

3. Front Office

According to Bagyono (2012) front office comes from English "Front" which means front, and "office" means office so front office is front office. In the context of understanding hotels, the front office is a department in the hotel located at the front. Precisely not so far from the front door of the hotel or lobby. This area is the busiest place in the hotel. Located at the front, the front office is one of the departments that is easiest for guests to find and see. In relation to the front office, some hotels use other terms, such as guest service area, thus the head of this section is called the Guest Service Manager, while the officers are called guest service agents, however, the term front office is still often used both in the hotel environment and in the educational environment. Front office is also known as the first and the impression of the guest. This means that it
is this part that gives guests their first and last impression. Guests staying at the hotel will first come to the front office for check-in and upon check-out guests must contact the front office staff. So it is natural that a deep impression will be created in the front office. The front office of the hotel is also an information center and almost all guest activities such as, guest goods service, payment, guest folio, delivery of goods, letters of loss of guest items, accommodating all guest complaints and also a place to provide all kinds of information both inside the hotel and outside the hotel. Every guest who comes to the hotel for the first stay is handled and taken care of by the front office (check-in procedure) and also when the guest leaves the hotel is also taken care of and handled again by the front office (check-out procedure).

4. **Hotel Front Office Functions**

According to Bagyono and Sambodo (2006) the functions of the front office department are as follows:

1) **Selling Rooms**

   The main function of the front office department is to sell rooms. The word sell in the front office department of the hotel means to rent out. In the series of activities to sell rooms, there are duties and obligations that must be carried out by the front office department, namely:

   a) Accept room bookings.

   b) Handling guests without prior reservation (walk in guest).

   c) Handle guests with reservations.

   d) Carry out registration.

   e) Determine the room.

2) **Provide information about services inside and outside the hotel.**

   Given its very strategic position, the front office also serves as an information center for guests. The information submitted includes:

   a) In-hotel service products.

   b) Public facilities (public service) and everything related to tourist objects and attractions.

3) **Coordinating Guest Services**
The front office function in coordinating guest services involves all elements of the hotel organization, both departments, sections, and subdivisions. Communicating well through various media can facilitate the flow of coordination. Front office functions in coordinating hotel services include:

a) Communicate with the corridors in the hotel.
b) Handle colorful guest issues and complaints.

4) Compile a Room Status Report

Room status is very important information for the front office. Without knowing the status of the room in the hotel, the clerk will find it difficult to sell it, thus, the status of the room must be updated at any time, either manually or using a computer system. The department most associated with this activity is housekeeping. Room statuses that need to be bunked and reported include:

a) Occupied rooms.
b) The room is being cleaned.
c) Room is being repaired.
d) Room transfer.
e) Room is broken.

5) Administer Guest Payments

The front office also functions as a technical organizer of hotel finances, especially payments that deal directly with guests, such as paying guest accounts, both cash and credit, and room deposits. While the hotel's financial affairs are thoroughly handled by the Accounting department. The implementation of financial activities in the front office includes:

a) Opening a guest account.
b) Open a transaction on the guest’s account.
c) Limit the amount of credit.
d) Compile and record various guest transactions.
e) Prepare guest payments.
f) Drafting guest accounts.
g) Carry out check-out procedures.
6) Compile a guest’s visit history
For hotels, guest visits are the breath of life. The history of guests who have come and stayed will be recorded and archived properly so that when the guest returns at some time, the hotel already has important data about the guest, such as: the room he wants, his likes, dislikes and other things that affect him can be prepared to provide personalized service. In addition, guest visit history can be used as material for making hotel statistics.

7) Handling of Telephone Communication Services
A good hotel has good communication standards, in terms of equipment can be identified several communication tools owned such as telephone, facsimile, internet network and others. Communication activities in the front office include:
   a) Handle all phone conversations.
   b) Receipt and faxing of facsimiles.
   c) Wake-up call service.

8) Handling Guests’ luggage
   Front office conditioning related to the special handling of items brought by guests during their stay include:
   a) Handling the luggage of newly arrived guests.
   b) Handling of luggage of guests who want to leave the hotel.
   c) Handle moving rooms.
   d) Handles the storage of guests’ luggage.

5. The Role of Hotel Front Office
According to Bagyono and Sambodo (2006), front office is one of the most important parts that absolutely must be owned by a hotel organization.

Front offices are generally built at the front of hotels that are set up to make it easier for guests to get to it. To expand the space for guests, a lobby was also established in the front office area. Bagyono (2012) explained that the front office department has a very important role for the success of the hotel business. Because the product that is the main income of the hotel is from the room. While the second largest income is from food and beverage.
The role of the hotel front office includes

1) First impression and at the same time the last impression for guests staying at the hotel.
2) As the nerve center of the hotel.
3) As a communication center.
4) Maintain relationships with guests and other departments in the hotel.
5) The main vein of a hotel.
6) The heart of the hotel.
7) Hotel axis.
8) Hotel service coordination center.
9) Information counter for guests.
10) A potential source of information for hotel sales and marketing.

6. **Standard Operating Procedure (SOP)**

   Understanding Standard Operating Procedure (SOP) in principle is a guideline that contains operating procedures in an organization or company that is used to ensure the validity of all decisions and actions, as well as the process of using facilities carried out by all people who are employees in the company, who gather and join as employees in the company so that activities companies can run effectively and efficiently, sustainably, formally and comprehensively (Tambunan, 2013: 86). SOPs are also a way to achieve goals. SOP is a road or bridge that connects one point to another, thus, SOP will determine whether the goal can be achieved effectively, efficiently and economically (Tambunan, 2013: 5). SOP or translated into Standard Operating Procedure is a system that is arranged to facilitate, tidy up, and put our work in order. This system is a successive process to do work from start to finish (Ekotama, 2011: 19). SOPs are also born from daily business operations. The management of daily businesses that are not yet professional is then standardized to be professional or close to professional, thus SOPs are prepared to streamline work processes, increase work capacity and regulate performance to remain within the framework of the company's vision and mission (Ekotama, 2011: 21). SOPs are created to simplify work to focus on the core, but quickly and precisely. In this way, profits are easily achieved, waste is minimized, and financial
leakage can be avoided. This can be applied to competitive companies, namely companies where all work can be completed on time (Ekotama, 2011: 20). So, SOPs are made to simplify the work process so that the results are optimal but still efficient.

7. Elements of Standard Operating Procedures (SOPs)

The elements of the SOP determine the effectiveness of the preparation and actions of the SOP itself. When the elements of the SOP are ignored in an organization or company, the implementation of the SOP itself is not beneficial for the organization. The elements of SOPs are not only useful as guidelines for drafting, but also useful as control weapons to carry out the implementation of SOP preparation, namely to see whether the SOPs prepared are complete or not. In the SOP itself, these elements are not always sequences that must be fulfilled as a whole, because each SOP preparation has different requirements in each organization or company (Tambunan, 2013: 140). The elements of SOPs that can be used as a reference in the implementation of SOPs include the following:

1) Purpose

Basically, the preparation of SOPs must have a purpose. The purpose of preparing SOPs must be clearly stated so that they can be the basis of every procedure and activity steps contained in the SOP, including decisions taken when implementing a procedure and activity.

2) Policy

SOP guidelines should be supplemented by relevant policy statements, aimed at supporting the effective and efficient implementation of procedures. The policies related to SOPs are specific to each procedure.

3) Operational Instructions

What is meant by the operational instructions of the procedure is how the user will read the operational procedure guide in the right way. This section is very important to direct the user in understanding the forms of display and symbols used in the procedure concerned. Operational instructions are presented only at the beginning of the guidelines and are not presented repeatedly in each procedure.
Operational instructions must be stated in full, consistent and clear language. So that operational instructions become more useful.

4) Parties involved
The important thing that must be considered in drafting a procedure is the party or function involved in the procedure concerned. In the implementation of the procedure, it is better to use the function as a representation of the parties involved, rather than using the name of the section or unit, department or also the name of the position and the name of the person who is vulnerable to change or change.

5) Form
What is meant by form is a standard form and blank documents or generally called blanks or documents, which are generally used in carrying out certain procedures as a medium that connects every decision and activity carried out by each party involved in the procedure. In SOPs, forms or blanks or documents, are the medium of validation and control of procedures. Because the existence of forms, blanks or documents in a procedure has a function as the most important source for the control and implementation of audits or examinations, it not only serves as a medium for the realization of decisions between parties involved in the procedure, thus, in the SOP guidelines, in each procedure must also be explained exactly how to fill out each form used in the procedure concerned.

6) Input
After the form as an input medium is prepared, activities can be carried out on the system, assuming that the data quality meets the requirements as stated or stated in the policy or procedure requirements.

7) Process
The process is an advanced stage after the input stage in the procedure. A process may consist of one or more subprocesses. This can also be done in organizational or corporate procedures. Processes and sub-processes are activities that aim to convert inputs into outputs. Data and information in inputs are converted into information and knowledge needed by organizations or companies to make
decisions and carry out activities in order to achieve set goals, both short and long term.

8) Report

The report referred to in the SOP must be distinguished from forms, blanks, or documents. Reports in one procedure are generally completely specific and will not be the same as reports generated in another procedure.

9) Validation

Validation is an important part of decision making and implementation of activities within the organization or company. Validation aims to ensure that all decisions taken and activities carried out are valid.

10) Control

Control can be shared in many different ways. There are according specifications, procedures, compliance and so on. To be able to implement SOPs and procedures, the controls applied must include all forms of control (Tambunan, 2013: 142-165).

8. Purpose of Standard Operating Procedures (SOPs)

SOPs are set up and presented for the following purposes:

1) Ensuring the implementation of organizational or company activities in accordance with the programs and policies of the organization or company effectively and efficiently.

2) Ensuring the reliability of processing and producing reports needed by the organization or company.

3) Ensuring the smooth decision-making process of the organization or company effectively and efficiently.

4) Ensure the implementation of aspects of activity control that can prevent misappropriation or embezzlement by employees and other parties (Tambunan, 2013: 143).

9. Benefits of Standard Operating Procedures (SOPs)

As a guideline, SOPs play a role in providing references related to activities carried out within the company to run effectively, thus helping the company achieve the goals that
have been set, both short and long term. In detail, the roles and benefits of SOPs as guidelines in an organization or company are as follows:

1) Become a policy guideline

As a policy guideline is the first part and benefit of SOPs for an organization or company. Effective SOPs must be prepared based on existing policies in the organization or company. This KBI is the source of standard operating procedures. So, it can be said that SOPs are a practical form of organizational programs. And SOPs are essential for associations to make organizational programs workable or doable to implement and achieve optimal benefits for the association.

2) Become an activity guideline

By having SOPs, companies are expected to be able to manage activities more effectively (Tambunan, 2013: 108). An effective SOP must be able to simplify each job so as not to complicate people related to the activity or people who need the results of the activity. As a guideline for activities, SOPs should play a role in repeating unnecessary repetition of work. Because repetition of work is another form of ineffectiveness. So, as a guideline for activities, SOPs must run effectively and efficiently according to the needs of the company under any conditions.

3) Become a bureaucratic guideline

With the implementation of SOPs, the bureaucracy of activities should become clearer and less complicated. In this case, these roles and benefits are related to employees in positions that have bureaucratic authority. SOPs are required to describe each bureaucratic ratification point as a control of the validity of activity steps (Tambunan, 2013: 109-110).

4) Become an administrative guideline

With the implementation of SOPs, organizations or companies should be able to carry out administration properly, because there is a lot of practical evidence that shows that good operational capabilities are useless without good administration (Tambunan, 2013: 112).

5) Become a performance evaluation guideline.
With the implementation of SOPs, organizations or companies will have better performance measures. Performance evaluation carried out by implementing SOPs is a measure of compliance with procedures. This measure of compliance, if carried out optimally, can help organizations or companies to reduce the occurrence of embezzlement and misappropriation in the activities carried out (Tambunan, 2013: 113). Performance evaluations carried out intensively and regularly can help assess the effectiveness and efficiency of SOPs, and be able to improve the performance of the organization or company concerned.

6) Emerging integration guidelines

Through the implementation of SOPs, it is expected that organizations or companies have a series of performance flows that are integrated with each other. There is no point in having and implementing SOPs if the procedures contained in the organization or company stand alone, where there are overlapping activities or there is a lot of repetitive use of documents and forms, many reports are not used optimally, there is improper distribution of reports or even there are no standards in the application of procedures (Tambunan, 2013: 115).

Standard Operating Procedures (SOP) for hotel management in Bali based on Bali Governor Regulation number 28 of 2020 concerning Bali tourism governance consider that:

a. The implementation of Bali tourism needs to be managed properly to ensure the quality and sustainability of Bali tourism in accordance with the regional development vision "Nangun Sat Kerthi Loka Bali" through the Universal Development Pattern Planning towards a New Era Bali.

b. Bali tourism that is sourced from the culture and values of Sad Kerthi has contributed to improving regional development and introducing Bali Tourism Attraction.

c. Tourism Business Standard is a formulation of Tourism Business qualifications and/or Tourism Business classification which includes aspects of products, services and management of Tourism Business.

Governor Regulation on the implementation regulations of regional regulation number 5 of 2020 concerning standards for the implementation of Balinese cultural tourism. Contains several general provisions in the field of tourism or others:
a. Tourism is a variety of tourist activities and is supported by various facilities and services provided by the community, entrepreneurs, Government, and Local Government.
b. Tourism Business is a business that provides goods and / or services to meet the needs of tourists and the implementation of tourism.
c. Tourism entrepreneurs are people or groups of people who carry out tourism business activities.
d. Business Actors are individual or non-individual Tourism Entrepreneurs who carry out business and / or activities in the field of Tourism.
e. The manager is a person or group of people who carry out Tourism Business activities by implementing a certain management system.
f. Competence is a set of knowledge, skills, and behaviors that must be possessed, lived, and mastered by Tourism workers to develop work professionalism.
g. Tourism Business Standard is a formulation of Tourism Business qualifications and / or Tourism Business classification which includes aspects of products, services, and management of Tourism businesses.

Regulation of the Minister of Tourism and Creative Economy of the Republic of Indonesia Number MP.53 / Hm.001 / MPEK / 2013 concerning hotel business standards. Contains the following general conditions:

a. Hotel Business is a business of providing accommodation in the form of rooms in a building, which can be equipped with food and beverage services, entertainment activities and / or other facilities on a daily basis with the aim of making a profit.
b. Hotel Business Products are accommodation facilities in the form of rooms that can be equipped with food and beverage services, and/or other facilities.
c. Hotel Business Standard is a formulation of hotel business qualifications and / or hotel business class classification which includes aspects of products, services and hotel business management.
d. Hotel Business Standards aim to: ensure the quality of products, services and management in order to meet the needs and satisfaction of guests, provide protection to guests, hoteliers, labor, and the community, both for safety, health, comfort, security, and convenience and preservation of the environment.
Almost all institutions in Indonesia or even in the world have standard operating procedures (SOPs). Not only in the world of government, education and so on, a hotel company (hotel industry) also needs SOPs in every department in the company / hotel. One of them is FRii Bali Echo Beach Canggu Hotel, all hotel operations in each section have a system or standard to find out whether the products and services produced by a hotel are in accordance with standards or not and to see the performance of employees in the hotel. In this study, the author will analyze the standard operating procedures (SOPs) of two departments, namely the housekeeping department and the front office department at FRii Bali Echo Beach Hotel Canggu. Then the author wants to analyze whether the SOPs that have been set by the hotel management have been implemented and implemented by the housekeeping department and front office department or not, as well as what types of SOPs are in the housekeeping department and front office department at FRii Bali Echo Beach Canggu Hotel, and whether the existing SOPs are related and related to the main matters in the SOPs, namely efficiency, consistency, minimizing errors, problem solving, labor protection, work maps and defense limits have been enforced in the standard operating procedures (SOPs) owned by FRii Bali Echo Beach Canggu Hotel or not, through interviews with employees of FRii Bali Echo Beach Canggu Hotels.

Standard operating procedures (SOPs) are guidelines or references in carrying out duties and employees in accordance with the functions of these employees. With the SOP, all activities in a hotel can be designed properly and can run in accordance with the wishes of the hotel management. SOP can be interpreted as a document that describes the operations of daily activities, with the aim that employees are carried out correctly, appropriately and continuously, to produce products and services that are in accordance with previously set standards (Tathagati, 2014). The existence of SOPs will help companies to achieve the goals that have been set. To achieve the company’s goals, the company makes a design in the form of SOPs that will guide employees in carrying out their duties and minimize errors in carrying out their respective duties. Meanwhile, according to Budiardjo (2014), standard operating procedures (SOPs) are software that regulates the stages of certain work processes or work procedures.
According to Santoso (2014: 10-14) SOP consists of 7 main things, namely efficiency, consistency, error minimization, problem solving, labor protection, work map and defense limitations.

a. Efficiency

Efficiency is defined as accuracy, efficiency in the form of things related to activities or activities that are expected to be more precise and not only fast, but expected in accordance with the goals and targets to be achieved.

b. Kosistensi

Consistency can be interpreted as accuracy or things that do not change, so they can be calculated precisely. A consistent situation will facilitate the calculation of profit and loss, as well as marketing regulations because all involved really need high discipline

c. Minimize errors

Minimizing errors is being able to keep and keep all errors away in all work areas. Standard operating procedures (SOPs) are definite guidelines that guide each employee in carrying out their duties and responsibilities systematically.

d. Problem solving

Standard operating procedures (SOPs) can also be a solution to problems that may also arise in hotel or company operations, sometimes there is no mediator to solve conflicts that occur between employees and even, as if there is no mediator who can solve the conflict in question. However, if it is returned to the standard operating procedures (SOPs) that have been prepared in advance as appropriate, of course, both parties must comply with the standard operating procedures (SOPs).

e. Labor protection

Labor protection is a definite measure that contains all procedures to protect each resource from potential liability from various personal problems of the employee. Standard operating procedures (SOPs) in this case are intended to cover matters related to employee issues as employees, company loyalty, and employees as personal individuality.

f. Working map
A work map is a pattern where all neatly arranged activities can be carried out in each mind as a definite habit. With the standard operating procedures (SOPs), work patterns become more focused, focused and not widened anywhere, this is related to the first point, which is efficient, one of the conditions is to concentrate on the work map to be carried out.

g. Defensive limits

Defense limits are understood as a measure of defense against any tests from both the government and related parties who want clarity on the company's work map. Standard operating procedures (SOPs) can be likened to a strong bulwark because procedurally all conditions of the institution or company have been listed and listed clearly and easily understood. Thus, inspections that come from outside the company cannot change everything that has been contained in standard operating procedures (SOPs) or even to shake the company.

Figure 1. Occupational Health and Safety of Housekeeping and Front Office

METHODS

Research sites

The subject of this research was conducted at FRii Bali Echo Beach Hotel located on Jalan Munduk Catu No. 32, Canggu Village, North Kuta District, Badung Regency, Bali 80361. And the object of research is in the housekeeping department (HK) and front office (FO) department of FRii Bali Echo Beach Canggu Hotel.
Respondent

In this study, the informants determined were Housekeeping Manager (HKM) and Front Office Manager (FOM), 1 employee of the Housekeeping department and 1 employee of the Front Office department. The data sources used in this study are primary data and secondary data. The data collection system used by the author is interviews. An interview is a discussion with a specific purpose. The conversation is conducted by both parties, i.e. the interview who asks the question and the employee assigned to be asked gives an answer to the statement, (Moleong, 2013).

Research type and data collection method

This type of research uses descriptive qualitative methods. Qualitative research is research that uses a scientific background, with the intention to interpret phenomena that occur and is carried out in a way that involves a wide variety of existing methods. In qualitative research the commonly used methods are interviews, observation and documentation. The conception analyzed from this study is standard operating procedures (SOPs). The focus in this exploration is about 7 main things in SOPs, efficiency, costening, error minimization, problem solving, labor protection, work maps and defense limits according to Santosa (2014: 10)

Data analysis technique

Data analysis is the process of finding and collecting the whole from the data obtained from interviews by organizing data into categories, breaking it down into units, performing systems, arranging into patterns, choosing which ones are important to analyze and making
conclusions so that it is easy to understand yourself and others. According to Komariah and Santori (2012), data analysis stages are needed, namely:

1) Data collection
   Data collection is carried out by observation, interviews and document review of research subjects to be researched by researchers, namely the housekeeping department and the front office department of FRii Bali Echo Beach Canggu Hotel.

2) Data reduction
   The data that has been obtained is also written in the form of reports or detailed data. The report is prepared based on the data obtained, summarized, selected the main things and focused on the important things.

3) Data presentation (display data)
   The next step is to reduce the data or present the data. Data presentation techniques in qualitative research can be done in the form of tables, graphs and data presentation can be done in the form of short descriptions, charts, relationships between categories, flowcharts and the like. Display data to make it easier to understand what is going on and also to plan further employees based on what has been understood.

4) Conclusion and verification
   Next is the drawing of conclusions and verification of what has been reduced before. Verification is carried out throughout the research carried out in accordance with triangulation so as to guarantee the significance or meaningfulness of the research results. Triangulation is a way of checking the validity of data that utilizes something other than the data for checking purposes or as a comparison to existing data. Moleong (2013) distinguishes four types of triangulation, namely utilizing sources, methods and theories. Here is an explanation of the three types of triangulation above. The triangulation test conducted by the author was to obtain data through interviews with four informants that had been determined and then carried out the validity of the interview results with source triangulation techniques. The four informants are Ester as housekeeping manager, Lola as front office manager and Windu and Putri as housekeeping and front office employees. The answers obtained from the results of interviews with the four informants will be compared with each other to test the consistency of the interview results obtained.
FINDING AND DISCUSSION

On April 21, 2017, FRii Bali Echo Beach in collaboration with GMEDIA Technologies inaugurated a place called "Seaduction Co-working FRiendly", located at FRii Bali Echo Beach Hotel. Carrying the theme 'Makes Your Journey Perfect', this place is intended for people who want to get a fast internet connection. Internet has become one of the main needs of everyone today. The internet is used to interact with people halfway around the world and also keeps them connected to their work while on vacation anywhere, every day. To make it happen, FRii Bali Echo Beach collaborates with PT. Media Sarana Data or better known as GMEDIA Technologies which currently has more than 2,500 customers and is also a leader in satisfaction and service quality. GMEDIA Technologies is a Data Network Integration System and Internet Service Solutions company specializing in the development of internet infrastructure, internet connection, network integration, application and content providers, as well as Data Center. Established since 2008 in Yogyakarta, now GMEDIA Technologies is expanding in several cities in Indonesia such as Jakarta, Semarang, Salatiga, Magelang, Purwokerto, Solo, Surabaya, Malang, Mataram and Bali.

"We are here to help everyone interact with the world by providing fast internet access. They can also exchange ideas with fellow digital nomads who are in dukurung with beautiful scenery around them. It is also one of our programs to promote Canggu as a new Home for digital nomads." Said Hasan Bisri, Hotel Manager FRii Bali Echo Beach.
FRii Bali Echo Beach is a unique property located in the Canggu area, Echo Beach, which is now known as a new tourist destination in Bali especially for surfing enthusiasts. Canggu offers unforgettable adventures for those who love to play and brave the waves with surfboards. FRii Bali Echo Beach provides five types of rooms with unique touches of wood nuances such as FRii Room, FRii Pool View, FRii Ocean View, FRii Pool Access, and FRii Family, this thematic hotel is specially designed to be in line with the character of freedom-loving surfers, making those who stay at FRii Bali Echo Beach feel right at home. In addition to providing rooms with unique designs, FRii Bali Echo Beach also provides a place to eat, namely Seaduction Restaurant and Bar, which is located on the top floor with European, Asian, and Indonesian dishes. Guests can relax and enjoy a selection of menus while looking out over the open sea. Other facilities owned by FRii Bali Echo Beach consist of two swimming pools with pool bars, Wi-Fi internet access in all areas of the hotel, internet corner that can be used for free, surfboard rental, lockers to store guests' personal surfboards, and parking. Really complete facilities for surfing lovers.

From the research conducted, the author stated that FRii Bali Echo Beach Canggu Hotel already has SOPs and has used these SOPs properly in the housekeeping department and in the front office department. This SOP has been applied in daily activities consistently. The results of observations and interviews also show that the SOP has been socialized, shared and already owned by each employee and employees also seem to have understood the SOP and made it a reference and guide to carry out and perform the duties that are their responsibility in each department at the hotel.

<table>
<thead>
<tr>
<th>Table 1.</th>
<th>Standard Operating Procedure (SOP) Department Housekeeping and Front Office Hotel FRii Bali Echo Beach Canggu</th>
</tr>
</thead>
<tbody>
<tr>
<td>NO</td>
<td>SOP FRONT OFFICE</td>
</tr>
<tr>
<td>1</td>
<td>Doctor on call procedure</td>
</tr>
<tr>
<td>2</td>
<td>Allocation guest room</td>
</tr>
<tr>
<td>3</td>
<td>Bill to company of direct billing</td>
</tr>
<tr>
<td>4</td>
<td>Front office DO’s and Don’t</td>
</tr>
<tr>
<td>5</td>
<td>Front Office Personal Taking Ove a Shift</td>
</tr>
<tr>
<td>6</td>
<td>Guest Registration and Check-in Process</td>
</tr>
<tr>
<td>7</td>
<td>Handling Disabled guest check-in and check out</td>
</tr>
<tr>
<td>8</td>
<td>Handling express check out</td>
</tr>
<tr>
<td>9</td>
<td>Handling group check in</td>
</tr>
<tr>
<td>10</td>
<td>Handling group pre-arrival</td>
</tr>
</tbody>
</table>
Handling guest rebates | Extra bed and sofa bed making
---|---
Hotel medical emergency procedure | Floor pantry cleaning and maintenance
Check guest vehicle before pick-up | Inspect VIP room
Conduct front office briefing | Key control procedure
Conduct front office operation audit | Lost and found control sheet
Control guest room key cards | Packing for out of order room
Vouchers and gift certificate | Pets control
Cut key cards | Prepare guest room for cleaning
Handle wake up calls | Restocking bathroom supplies
Walk a guest to another hotel | Servicing guest room
Room guest on queue or wait procedure | Taking message and handling complaint
Preparation before beginning of shift | Trolley setting
Prepare welcoming kit for arrival | Turn down service
Room move procedure | Upholster cleaning and maintenance fabric
Settlement of guest account at check-out | Toilet cleaning
Staff grooming and hygiene | Checking minibar consumption
Telephone etiquette in hotel | Setting up uniform and bed linens
Booking request and procedure at concierge | Using dryer
Departure baggage pick-up request | Loading washer
Directing of escorting guest to room | Cleaning lifts

Source: Hotel FRii Bali Echo Beach Canggu (housekeeping and front office department)

Regarding the quality of the SOP itself, related to the 7 main things that are important to have a standard operating procedure (SOP), there are still various shortcomings.

A. **Efficiency**

In terms of the efficiency of SOPs in both the housekeeping department and the front office department, it was found that the SOPs owned by these two departments were often incomplete, namely the work steps that must be carried out by employees were less detailed and not detailed, thus making employees have to work extra to ask their colleagues to avoid mistakes in carrying out their duties. This makes the effectiveness of SOPs less than optimal. The efficiency in question is about the completeness of SOPs, SOPs owned by FRii Bali Echo Beach do not include complete processes or workflows such as in the housekeeping department, there should be SOPs for special guest requests (special requests) in the section in the housekeeping department served by order takers if the special requests are made by telephone which are recorded and documented on the request form special request form and continued at the stage of making or filling out travel documents or delivery (delivery form) to be given to staff on duty and who have responsibility for this service, and continued by making or completing with SOPs from the section or staff who will carry out and work on the special guest request service. SOPs not only contain a description of employees that
must be done but must contain all the conditioning that must be done by employees in the housekeeping department and front office. The employee’s request is for the SOP to be more complete and detailed. For improvement in this case, it is expected that the SOP of the company or hotel will really become a guideline and reference for employees in carrying out their duties.

B. Consistent

Interms of consistent standard operating procedures (SOPs), both in the housekeeping department and front office, have been achieved well. With the consistency of SOPs, it will make employees more confident in the reliability of their SOPs.

C. Minimize errors

Interms of minimizing errors, actually the existence of SOPs in the housekeeping department and front office is considered to have run properly to minimize the occurrence of errors that can lead to waste and losses.

D. Problem solving

Interms of solving problems in the housekeeping department and front office of FRii Bali Echo Beach Canggu Hotel, the SOP has shown its function in finding and tracking the root cause of problems and preventing conflicts between employees and between departments. It’s just that the SOP has the same weakness, which is incomplete. Problem solving, in SOPs that concern conflicts occur between employees and employees or between employees and their superiors, often due to unclear work process flows, conflicts that occur also cannot be resolved with SOPs in the housekeeping department and front office. The SOP must contain a clear time limit needed for each activity carried out so that employees who experience conflicts do not blame each other.

E. Labor Protection

In terms of labor protection, SOPs are felt to make it easier for managers to account and ensure labor protection runs as it should. Labor protection is currently still not in the SOP for occupational safety and health insurance. In the SOP data of the housekeeping department and front office department of FRii Bali Echo Beach Hotel, there is no information about work safety, employee rights, employee income and social security for
employees. The hotel should make a new SOP on occupational safety and health guarantees for employees that contain compensation due to events experienced by employees in the form of work accidents, illness, pregnancy, maternity, old age insurance and death.

F. Working Map

In terms of the working map, the SOP standard is felt to have sufficient work map. It's just possible that employee responses often differ. One employee may feel that the workmap is too detailed and needs more flexibility, while another employee feels it is less detailed or less clear. The working map discusses whether SOPs can speed up the work process of employees in the housekeeping department and front office and has contained correct and effective activities for the continuity of work in the housekeeping department and front office. In addition, according to the author, the existing SOPs in the housekeeping department and front office are less effective because the existing SOPs are not neatly arranged for each stage. SOPs must be created in the form of flowchart format so that every employee can easily see the SOP at each stage. This format can also help new employees who do not understand the use of SOPs to know and understand existing SOP documents easily, effectively and efficiently.

G. Defense Limitations

For defense constraints, SOPs have functioned properly and are carried out as they should, but once again the SOPs of housekeeping departments and front offices are still incomplete. Therefore, it is necessary to make a new SOP regarding the process of withholding employee rights in terms of administrative records on employee guarantees, taxes, pensions and others.
CONCLUSION

1. The implementation of standard operating procedures (SOPs) at FRii Bali Echo Beach Canggu Hotel has been running and implemented daily by housekeeping and front office employees since FRii Bali Echo Beach Canggu Hotel issued SOPs in 2012. Not only enforced by employees from the housekeeping department and front office, but SOPs have also been socialized and shared and owned by each employee starting from the employee entering as a new employee at FRii Bali Echo Beach Canggu Hotel.

2. Standard operating procedures (SOPs) which refer to 7 main things that are important to have by a standard operating procedure (SOP) still have shortcomings, namely efficiency and protection of labor (employees) in housekeeping (HK) standard operating procedures (SOPs). And there are shortcomings in terms of problem solving and working maps in the standard operating procedures (SOPs) of the front office (FO) department.

SUGGESTION

Here are some of the author's suggestions for standard operating procedures (SOP) for the housekeeping and front office section of FRii Bali Echo Beach Canggu Hotel.

a. In the standard operating procedures (SOP) of the housekeeping department, it is necessary to add the time limit needed for each employee in carrying out their duties.
b. In terms of labor protection, the housekeeping department of FRii Bali Echo Beach Canggu Hotel needs to make a new SOP containing occupational safety and health guarantees, maternity leave, periodic leave, work accident compensation and old age insurance, standard operating procedures (SOPs) can be made with flowcharts to make it easier for employees to understand.

c. It is necessary to write a flowchart in the implementation of standard operating procedures (SOPs) in terms of solving problems in the front office department so that every problem that arises can be created and a solution that can satisfy all parties.

d. It is necessary to write a flowchart in the implementation of standard operating procedures (SOPs) in the front office department so that the mapping of work carried out in the front office department can be easily understood and understood, especially for new employees.

ACKNOWLEDGMENTS

The success of this research is inseparable from the help of many parties who always support starting from determining the research theme, searching and processing data, data analysis to writing this research. Therefore, on this occasion we as writers ask for permission to express our gratitude to the resource persons, fellow academics at Triatma Mulya University, especially at the Faculty of Tourism and Business. The respondents, managers and employees of the housekeeping department and Front office department of FRii Bali Echo Beach Canggu Hotel, which I cannot mention one by one, have been very open, providing the information that the author needs in this study.

CITATION

The previous research used as a reference in this study was conducted by Kadek Ananta Kusuma and I Made Suwitra Wirya (2021) with the title Procedures for Handling Group Guest Luggage at the Time of Check-in by Bellboy at the Conrad Bali Resort and Spa Nusa Dua Hotel, from this research the results were obtained that at the Hotel Conrad Bali Resort and Spa has a standard operating procedure (SOP) for handling group check-in guests for group guests is different from handling for individual guests. Some special things about
the check-in process for group guests, namely location, escorting tam uke to the room, handling guest goods, dropping off guests at the ballroom gate, guests can bring their own items after pasting a barcode on guest items, the difference in this SOP is made and applied in an effort to improve the quality of service handling guest cup goods and group check-in services. Therefore, supervisors must always provide motivation and training consistently and continuously so that all employees involved in this service comply with and implement standard operating procedures (SOPs) so that hotel and department goals can be achieved massively and guest satisfaction can be achieved.

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