

CHAPTER IV

RESEARCH RESULTS

A. Restaurant Profile

1. Restaurant Background

The Place is a full service restaurant that serves both buffet and a-la-carte menu throughout the day. It was established in 2004, by that time the hotel was still called Langham Place Hotel. The Place had a major renovation as the Langham Place Hotel was rebranded into Cordis, Hong Kong in 2015. Provided with an indoor seating capacity for around 250 people, The Place is where the only outlets that provides breakfast service within the hotel for a-la-carte, buffet breakfast and including with the in room dining service by The Place. Since The Place is the main Food and Beverage outlet in Cordis, it also provides dishes for gluten free, allergic, vegetarian, vegan and other special dietary guests.

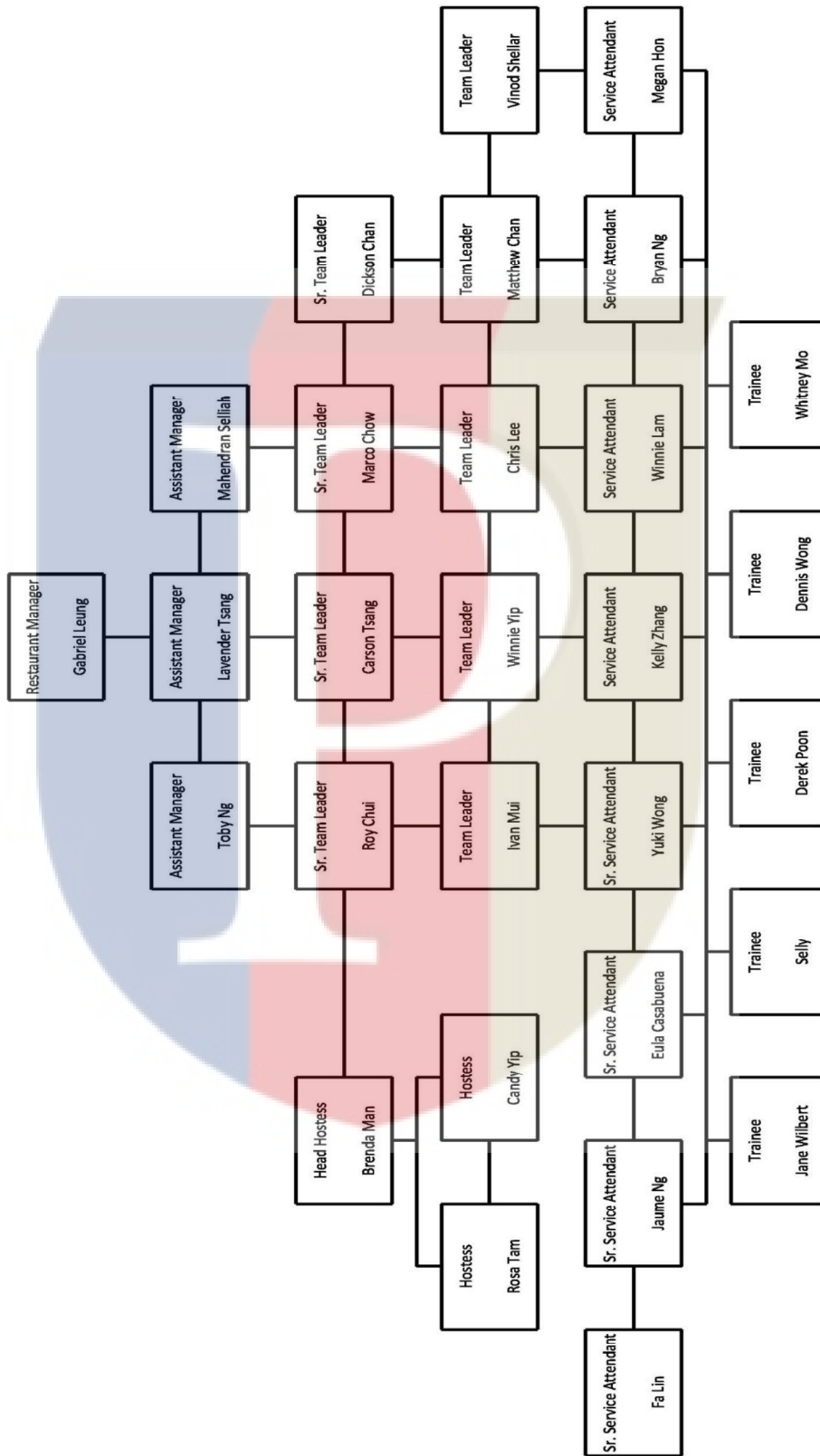
Serving 3 buffet services every day from breakfast, lunch and dinner service and up to 5 buffet services every weekends and public holidays, with the extra tea buffet and supper buffet, The Place is the busiest Food and Beverage outlet in Cordis with over 1000 people having meal every day at The Place during peak season. The buffet services always have buffet theme that will be changed every 3 months to ensure that The Place keep bringing the wide varieties selection of food for the guests. Throughout the year of 2019, The Place has had 3 different buffet themes from Beef Festival, Greece and now the Sumer in Hawaii. A wide selection of beverages from the non-alcoholic drinks such as fresh juices, soft drinks, smoothies, coffees, and teas and also the alcoholic beverages with the special Hong Kong beer, beers, wines, and champagnes are also served at The Place.

To ensure that the guests will experience great dishes with an affordable prices, The Place have many promotions especially for the buffet with credit card payment, or booking through a third-party application such as OpenRice,

Fusion, and Klook. A special discount also offered to the in house guests that want to experience the lunch, tea, dinner or supper buffet.



2. Organizational Structure



B. Key Performants Profile

The total of 3 key performants had been chosen to answer a set of questionnaire that had been made and distributed in advance. Another key performant had prefer to give his personal thoughts and comments about the standard operating procedure implementation at The Place without relying on the questions of the questionnaire. Below are listed the profile of 4 key performants:

1. **Apple Cheung**

Apple Cheung is an operations trainee at Cordis that will be rolled in several positions within 2 years. So far she had been rolled to 3 different outlets at Cordis from The Place, Alibi and Garage Bar. She also had helped to generate new standard operating procedure based on Leading Quality Assurance (LQA) standards. She worked at The Place as a part of reception and administration team for 3 months and she had responded to the questionnaire that had been distributed.

2. **Jaume Ng**

Jaume Ng had worked at The Place for 2.5 years since 2017. She is now a Senior Service Attendant and had responded to the questionnaire that had been distributed. A few times Jaume had compared the company that she had worked before and mentioned that The Place are more lenience towards the colleagues.

3. **Eula May Casabuena**

Eula May Casabuena has a same position as Jaume Ng as Senior Service Attendant. She had just been promoted from Service Attendant at the beginning of March earlier this year. She had some personal experience of how the standard operating procedure at The Place may had affect her daily tasks.

4. **Ivan Mui**

Ivan Mui is one of the colleagues that had worked for a significant number of years at The Place. He had worked for 6 years since 2013 and now he is one of the notable Team Leader. He did not respond to the

questionnaire but he had given his own thoughts and comments about the standard operating procedure at the place.

C. Research Outcome

“Standard Operating Procedure is a set of working procedures that had been made in details for all employee to follow when doing their daily tasks so that they can deliver at its best and according to their mission, vision and purpose of the organization” as stated by Purnamasari (2015:13). Which according to Akyar (2012:378) there are a few things that had to be considered in a standard operating procedure and from the responds of the questionnaire and observation that had been done, it can be concluded as below:

Standard Operating Procedure (Akyar, 2012:378)	Responds of the Key Performants
Establishments of Standard Operating Procedure	A written Standard Operating Procedure just had been established lately.
Acceptance of Standard Operating Procedure that had been proposed.	There are a few colleagues that does not agree to the Standard Operating Procedure.
Raising awareness of the Standard Operating Procedure towards the employees.	Some of the colleagues are not too familiar with the Standard Operating Procedures especially the new colleagues.
The accountable and performers of the Standard Operating Procedure.	Food and Beverage admin staff did some self-audit for the colleagues. The higher positions colleagues tend to know Standard Operating Procedure better.
Revision and withdrawal of Standard Operation Procedure	A new Standard Operating Procedure had been drafted based on LQA standard. There are some Standard Operating Procedure trainings and

	<p>refreshments.</p> <p>Everyone have different takes on the Standard Operating Procedures since some of the colleagues doesn't agree to it.</p>
--	--

Figure 2 Conclusions of Key Performants Responses

1. Establishments of Standard Operating Procedure

Elaborating from the observation that had been done in advanced and the responds of the questionnaire there are a few things that can be conclude as the outcome of this study. It turns out that a written Standard Operating Procedure had just been made not too long ago, in other words it was not there the first time that The Place was opened. The written Standard Operating Procedure did distributed to the new colleagues upon joining The Place after it was made. The written Standard Operating Procedure was made when a new assistant manager started working at The Place and realized that The Place did not owned any written Standard Operating Procedure so he started to make one and distributed it to any new colleagues during their first week working.

2. Acceptance of Standard Operating Procedure that had been proposed.

There are still some colleagues that does not agree to the Standard Operating Procedure that had been proposed at The Place. This causing them to not implying the Standard Operating Procedure in their tasks as well as making decisions.

3. Raising awareness of the Standard Operating Procedure towards employee.

The key respondents are pretty familiar with the Standard Operating Procedure as there are also some trainings and refreshments which according to Handoko in Hartatik (2014:88), training are held to restore the proficiency of several skills and technics of executing a particular, specific daily tasks. It is to prepare the colleagues with the current tasks. This trainings and refreshments usually done every 2-3 months by the training colleagues from the Human Resources Department.

4. The accountable and performers of the Standard Operating Procedure.

The Standard Operating Procedure should have been performed by all the colleagues that are within the environment but some of them still do not rely on that as they do not really agree on the Standard Operating Procedure. There are also some other factors that they do not imply the Standard Operating Procedure really well because although the written Standard Operating Procedure had been shared to all the new colleagues still they are not well versed by them. This might occur since there are so many colleagues that come and go in such a short period of time. For instance, for the last 6 months that the writer had done the observation, there are about 8 colleagues leaving and joining the team. A Standard Operating Procedure that is not well versed also reflected from the Leading Quality Assurance (LQA) audit scores. The LQA is a company that provides quality assurance audits and benchmarking analyses for the whole Cordis, Hong Kong. There are a lot of missed points during the first LQA that was held in the first quarter of 2019, that it was held the second one in the second quarter of 2019. Other than the audit by LQA, an internal audit was also held as a preparation for the LQA audit. A practice role-play was also held where the managers divided the colleagues into pairs and they have to do a role-play of guest and colleague to replicate the service during breakfast, it was not effective. Since there are so many colleagues that are just working within a short time period, the higher positions and older colleagues tend to know and execute the Standard Operating Procedure better. It was also said that the senior colleagues are the one that takes the Standard Operating Procedure seriously, however they are not the one who trains the new colleagues.

5. Revision and withdrawal of Standard Operating Procedure

A new set of Standard Operating Procedure had also been drafted lately by referring to the LQA standard. Although that some colleagues agree that the Standard Operating Procedure provided assistance that makes their duties and tasks more efficient, organized and safe, many of them who do not agree to it, still have their own takes on the Standard Operating

Procedure. They try to implement the Standard Operating Procedure just by how they used to and the managers don't really make a big deal about it.

There are also a few factors that affecting the Standard Operating Procedure implementation at The Place including the lack of time to do a comprehensive trainings, colleagues shortage, laziness and stubbornness of the colleagues, weak managerial power, and lastly the consideration of the guests comments and complaints also might affect the Standard Operating Procedure. There are a few Standard Operating Procedure from the LQA that are not really necessary and difficult to follow every single time. Since The Place tend to suffered from a colleagues shortage, it could be difficult for the colleagues to follow through all the steps on the Standard Operating Procedure especially during the peak time or rush hour of the services. When the colleagues doing their job in hurry, they tend to miss a few steps in order to make their time more efficient.

Each guests are unique with their own requests and characters also affecting the different takes on the Standard Operating Procedure. As the Standard Operating Procedure were only be made so the results of the tasks would be okay and in order to give the "wow" factor for the guests to experience, the colleagues usually be more creative on handling them. For some "special" case that happened at The Place, the colleagues might pass it to managers or higher positions for them to follow up but Cordis did encouraged for all the colleagues take the matter on their own as far as possible for them. After the "special" case had been resolved, the colleagues will share it to the others so that they can learn from it and use it as a reference if any occurrence happen in the future.

From all the responds of the questionnaire and observation that had been done prior to the questionnaire, it can be conclude that more training and refreshment should be done to enhance the Standard Operating Procedure implementation by all the colleagues. A strict managerial might also have a positive impact for the colleagues since a tendency towards leniency of the managers are affecting some of the colleagues that they it was probably okay

for them not to take the Standard Operating Procedures seriously. In another case, some colleagues also reported that some of the senior team leaders or team leaders might be rude to them and not creating a good working environment and support them to implement the Standard Operating Procedures properly.

