



Identification of SOP Implementation for Taking Goods at The Haven Bali Seminyak

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Abstract

Purpose: The purpose of this study was to identify the implementation of the Standard Operating Procedure (SOP) for picking store goods at The Haven Bali Seminyak, Indonesia, and the obstacles faced in its implementation and identify the obstacles encountered and solutions for picking up goods by storekeepers at the hotel.

Research methods: This research uses a descriptive qualitative method with data collection techniques through observation, in-depth interviews with storekeepers and cost controllers, and documentation.

Findings: The results of this study indicate that the SOP for taking goods that has been established with the store requestion (SR) and loan logbook procedures has not been maximized. The main obstacles found are low user compliance, dependence on one individual and weak supervision.

Implication: The conclusion of this study shows the need to improve the understanding of SOP, training for all staff related to making SRs and strengthening supervision so that the implementation of the SOP supports the smooth operation and accuracy of stock items.

Keywords: Storekeeper, standard operating procedure, store.

INTRODUCTION

Standard Operating Procedures (SOPs) are an important element in the hospitality industry, serving to ensure operational efficiency, consistency of service, and cost control. This is supported by the study of Trisnawati *et al.* (2020), which indicates that discipline in SOP implementation, equitable distribution of staff competencies, and strict supervision at every stage of requesting, purchasing, and recording goods are key to maintaining stock



accuracy, cost efficiency, and overall operational effectiveness of the hotel. In the context of hotel operations, SOPs not only function as work guidelines but also as a form of internal control that can minimize the risk of procedural deviations (Widiastini and Andiani, 2018). In a hotel environment, the comprehensive implementation of SOPs across various departments such as housekeeping, food and beverage, and storage (store) significantly impacts the smoothness of daily operations and plays a crucial role in supporting service quality and the availability of operational needs. However, in practice, the implementation of SOPs often falls short of its potential. At The Haven Bali Seminyak, it was found that the retrieval of items outside of store operating hours did not follow the established procedures, namely recording through a loan logbook. Borrowing items was often only informally communicated via text message to the storekeeper without official documentation.

On the other hand, Store Requisition (SR) can only be made by certain staff who have the ability to access the system, so the process of recording goods is hampered. This is also exacerbated by the division of work focus and the potential for effective supervision of goods. Previous studies have extensively discussed the implementation of SOPs in improving overall hotel service efficiency (Setiawan and Rahmawati, 2020) and food and beverage products (Pratiwi *et al.* 2019). However, there are few studies that specifically evaluate the implementation of SOPs in the process of retrieving items from the hotel store and their impact on inventory control and operational efficiency. Additionally, gaps in practice, such as the absence of official recording in the loan logbook, have not been a primary focus in previous research.

The lack of official records in the return of goods can lead to stock discrepancies, inventory reporting errors, and increased operational costs due to weak control by cost controllers. This situation can reduce operational efficiency and the credibility of the internal goods procurement system. Therefore, a scientific study is needed to thoroughly examine how the goods retrieval SOP is implemented in the field, as well as how improvement strategies can be implemented to enhance the efficiency of the store management system in hotels.

The Haven Bali Seminyak Hotel is located at Jalan Raya Seminyak No. 500. The issues at The Haven Bali Seminyak include the implementation of the

SOP for goods retrieval, which has not been in compliance with existing regulations. Frequent retrieval of goods outside of operating hours without recording in the loan logbook, reliance on a single individual for creating store requests (SR), which has led to inaccuracies in stock records, resulting in discrepancies during inventory and potentially disrupting hotel operations. This situation indicates a lack of compliance between the written SOPs and actual practices on the ground.

This study aims to identify the Standard Operating Procedure (SOP) in the process of picking up goods at The Haven Bali Seminyak hotel, identify obstacles that occur, and formulate appropriate solutions to improve the effectiveness of goods management and support the smooth operation of The Haven Bali Seminyak hotel.

RESEARCH METHODS

This research uses a qualitative approach with descriptive methods. This method was chosen because it is able to describe in depth the process of implementing the Standard Operating Procedure (SOP) for picking goods as well as the obstacles that occur in the operational environment of The Haven Bali Seminyak hotel store. Data collection was carried out through participatory observation during the period December 2023 to May 2024. In this observation, the researcher directly observed the activities of picking goods in the store, both during operational hours and outside operational hours, including the practice of recording in the loan logbook and interdepartmental communication.

Primary data was collected through in-depth interviews with two key informants, namely the storekeeper and cost controller, who each play an important role in inventory management and budget oversight. The storekeeper was selected as an informant because he is responsible for store operations, including recording incoming and outgoing goods and overseeing the borrowing of goods outside of operating hours. Meanwhile, the cost controller was interviewed because they are responsible for overseeing budgeting and inventory usage across all departments. The interviews were conducted on-site at the workplace, using open-ended questions to explore their perceptions, experiences, and challenges. Secondary data was obtained through supporting

documents such as Store Requestion (SR), loan logbook, bincard stock, photos of activities in the store to strengthen the data from interviews and observations, as well as the official SOP for goods retrieval.

The data obtained was analyzed using data reduction techniques, narrative data presentation, and conclusion drawing as stated by Sugiyono (2019). The analysis process was maintained through interviews, observations, and documentation, with member checking conducted with the informants to confirm the findings, and by keeping records of the analysis process. This study obtained permission from the management of The Haven Bali Seminyak Hotel and the two informants involved, who participated voluntarily after being informed about the purpose and benefits of the research.

FINDINGS

Based on the SOP for picking up goods from The Haven Bali Seminyak, every pickup must be accompanied by a store requestion (SR) that has been approved by the relevant head of department (HOD), signed by the cost controller, and also the storekeeper to prove that the request is valid. Outside of store operating hours, if there is an emergency pickup, it must be recorded in the loan logbook, which includes the pickup date, items taken, quantity, username, and the signature of the security officer accompanying the pickup process. Once the store resumes operations, the store requisition will be submitted to the storekeeper. The results of interviews conducted with two sources, the storekeeper and the cost controller, revealed that users often take items outside of operating hours only through notifications via WhatsApp, without recording them in the loan logbook. This indicates that the implementation of the Standard Operating Procedure (SOP) for taking items from the store is not yet fully effective.

The following (Table 1) is the results of the interviews with the sources.
Table 1. Results of Interview

No.	Informant	Important quote	Interview date
1	Storekeeper	"Every time goods are taken, I have often reminded them to immediately create a store requestion (SR). However, they often say that the colleague who usually handles this is not in."	March 12, 2025

2	Storekeeper	"Users often take items at night and only notify me via WhatsApp without recording it in the loan logbook. If I don't record it manually, the trace or data of the item's expenditure could be lost and not officially recorded."	March 12, 2025
3	Cost controller	"If there is a discrepancy in goods, then the quantity of goods recorded in the system does not match the physical quantity. This causes the cost report to be inaccurate and I cannot monitor the use of materials accurately."	March 12, 2025

Based on the SOP document applicable at The Haven Bali Seminyak, goods should be collected through standard procedures with a store requisition (SR) during operating hours. Meanwhile, in emergency situations outside of working hours, users are required to use a loan logbook to manually record the collection of goods, witnessed by authorized parties such as the Duty Manager or Supervisor and security. This procedure aims to ensure that every item taken is properly recorded, thereby minimizing the risk of stock discrepancies and supporting the accuracy of the hotel's inventory. However, interview results indicate inconsistencies between the written SOP and on-site practices.

These findings indicate inconsistencies in the implementation of SOPs, particularly in the mandatory use of store requisitions (SR) and the completion of loan logbooks. According to operational management theory, consistent implementation of SOPs is essential to ensure measurable, efficient workflows and minimize the potential for errors (Heizer and Render, 2016). Non-compliance with SOPs also impacts the accuracy of inventory systems and cost control reports. This inconsistency aligns with the findings of Giftiani and Fionasari (2024), who emphasize that in hotel operations, adherence to SOPs significantly influences the accuracy of inventory records and financial reporting. Non-compliance with procedures is also the main cause of discrepancies between system records and physical stock conditions.

Identification of the Implementation of Standard Operating Procedure (SOP) for Goods Retrieval in the Store Section

The implementation of the Standard Operating Procedure (SOP) in the store section of The Haven Bali Seminyak Hotel is carried out through the Store Requisition (SR) mechanism, which serves as the official document for requesting goods. The SR must be acknowledged by the department head,

approved by the cost controller, and executed by the storekeeper. The main functions of the SR are as follows:

1. Official proof of request
2. A control tool for stock usage
3. A support instrument for inventory recording
4. A reference for budgeting and cost control

This SOP implementation is in line with the findings of Artini *et al.* (2021), who emphasize that consistent SOP execution contributes to improving staff performance in an organized and efficient manner. Similarly, Widiastini & Andiani (2018) explain that the development and implementation of Standard Operating Procedures (SOPs) should be designed to provide clarity regarding workflow and responsibilities within each operational unit in the hospitality industry, including housekeeping and the store.

In practice, the SOP for goods retrieval outside of store operating hours (Monday–Friday, 07:00–18:00) at The Haven Bali Seminyak Hotel stipulates the use of a loan logbook as a documentation instrument and evidence of accountability. However, observations show that its implementation has not been consistent. The lack of discipline in filling out the logbook negatively impacts the accuracy of stock recording and reporting, which ultimately can disrupt the hotel's operational efficiency. This condition is in line with the findings of Artini *et al.* (2020), who emphasize the importance of disciplined SOP implementation to support employee performance and prevent procedural errors that can affect operational performance. Non-compliance with procedures, particularly in manual documentation processes such as the loan logbook, can lead to discrepancies between system data and actual physical conditions in the field (Widiastini & Andiani, 2018). This is also reinforced by Gautama (2017), who highlights the importance of continuous supervision and evaluation of SOP implementation to prevent deviations in the execution of daily tasks.

Furthermore, research by Astawa *et al.* (2017) shows that an inefficient procurement and logistics recording system will affect storage costs and the accuracy of inventory reports. Therefore, disciplined implementation of the loan logbook is not only related to administrative aspects but also supports cost

efficiency and overall operational integrity. On the other hand, research by Trisnawati *et al.* (2020) indicates that the practice of retrieving goods without accompanying Store Requisition (SR) documents is one of the main factors causing discrepancies between the stock recorded in the system and the physical stock in the warehouse. Such discrepancies serve as indicators of weak internal control and ineffective supervision mechanisms in the distribution process within the hotel environment.

These findings are reinforced by the study of Pramawati *et al.* (2019), which emphasizes that a well-organized storage system, supported by disciplined SR documentation, is an essential prerequisite to ensure the smooth operation of hotel logistics. The SR not only serves as proof of request but also functions as a control tool for goods usage, inventory reporting, and as a basis for budget planning and cost control. Therefore, negligence in the implementation of SR procedures can disrupt service flows and potentially cause inefficiencies in the overall hotel operations. The Haven Bali Seminyak already has an adequate SOP system, but strengthening discipline and consistency in its implementation on the ground is necessary. The study by Ruffi 'Aisyah & Pasaribu (2025) also examines the implementation of SOPs in the receiving section, highlighting the gap between the established standard procedures and the actual practices occurring in the hotel.

Identification of Obstacles and Solutions in Goods Retrieval by the Storekeeper

The identification results show that in the operational practices of the store at The Haven Bali Seminyak Hotel, there are still several significant obstacles that impact the effectiveness and accuracy of the goods retrieval process. These obstacles include:

1. Inconsistent SOP implementation, especially when hotel operations are busy. In such situations, formal procedures tend to be ignored in favor of time efficiency, although this poses a risk of disrupting the accuracy of the internal control system. This is in line with the findings of Trisnawati *et al.* (2020), which state that SOP violations in the goods issuance process can

cause discrepancies between system records and the actual physical conditions in the field.

2. Lack of internal supervision, particularly because the storekeeper also doubles as the receiving officer. This dual role increases the workload and affects focus and accuracy in performing control functions. Pratiwi *et al.* (2019) emphasize that poorly distributed role structures can trigger operational errors, especially in supervision and stock recording functions. Asa's (2022) findings also discuss how busyness and abnormal situations often lead to SOPs being neglected, where the storekeeper also doubles as the receiving officer, creating a risk of errors due to overlapping roles.
3. Dependence on certain individuals for the creation of Store Requisitions (SR). Not all staff possess the skills or technical understanding to create SRs through the system. This leads to the risk of dependency, procurement delays, and weak accountability. Mentari, K. R., & Rahman, A. F. (2020) emphasize that without comprehensive training, only a portion of the staff will possess adequate technical understanding, which leads to dependence on certain individuals in carrying out work procedures. The implementation of comprehensive training is essential to support inventory data accuracy, operational efficiency, and to reduce the risk of errors caused by the monopoly of technical knowledge.
4. Insufficient technical training for staff using the SR system. The lack of training and guidance causes the goods request process to often be carried out manually or informally, bypassing procedures that should be conducted digitally. Widiastini & Andiani (2018) emphasize the importance of procedural education and simulations to support hotel employees' practical abilities in accurately implementing POS or SOPs

Article	Description	Unit	Actual Qty	Inventory	Bincard	discrepancies
01 GENERAL STORE						
1080092	Baked Bean (2,7kg)	can	17	15	17	-2
1080120	Baking Powder (450gr)	can	13	13	10	-3
1030041	Bread Crumb	kg	17 *	17	17	0
1080269	Bumbu Pecel "Karang Sari"	pac	35	34	35	1
1080179	Chocolate Dark Compound (12x1kg)	kg	19	19	19	0
1080181	Chocolate White Compound (12x1kg)	kg	16	16	14	-2
1080080	Cocoa Powder Van Hauten (90gr)	pac	10	10	10	0
1080925	Coffee Breakfast Ground	pac	13	12	13	1
1080044	Coffee Bubuk (20x250gr)	pac	20	20	20	0
1080777	Coffee Nescafe Classic Sachet (60x2gr)	pcs	2.400,00	2.100,00	2.400,00	300,00
1080054	Creamer (50x3gr)	pcs	1.200,00	1.200,00	1.200,00	0

Figure 1 Store Inventory List (SR)
 [Source: Storekeeper, The Haven Bali Seminyak]

This condition is reinforced by the inventory data from April 2025 as shown in figure 1, which shows discrepancies between the system and the physical stock, such as baked beans (a difference of 2 cans) and “Karang Sari” pecel seasoning (a difference of 1 package). These findings indicate weak documentation control and a lack of discipline in daily record-keeping. Tantriasih’s (2022) study also highlights stock discrepancies resulting from insufficient supervision and the neglect of goods retrieval SOPs. Widiastini, Santiara, & Rahmawati (2024) emphasize that negligence in documentation and recording systems has a direct impact on the effectiveness of management information systems and the overall operational efficiency of the hotel. As highlighted in the study by Pratiwi *et al.* (2019), strengthening the roles of each work position, such as the Chef De Partie, must be supported by a well-documented and standardized work system to prevent overlapping responsibilities and recording errors. Based on the conducted research, four solutions can be proposed, including:

1. Training on SR creation for all system users to reduce dependency on specific individuals.
2. Increased supervision from direct supervisors and internal auditors.
3. Emphasizing the role of the storekeeper to refuse goods requests without official documents.

4. Instilling professional work ethics, including when working with close colleagues.

Widiastini *et al.* (2024) affirm that operational efficiency strategies and improved interdepartmental communication systems are key to ensuring the smooth operation of housekeeping and store functions, especially in a complex hotel environment such as The Haven. Furthermore, Widiastini, Andiani & Indah (2017) emphasize that training and in-depth understanding of product knowledge and SOP flows can significantly improve employee performance quality. This is essential for fostering cross-departmental professionalism to ensure effective coordination. By strengthening collective awareness of SOP implementation, The Haven Bali Seminyak can optimize operational efficiency and enhance service quality, which directly impacts guest satisfaction and the hotel's image. This is in line with the study by Murni *et al.* (2019), which stated that continuous supervision, good staff understanding of SOPs, and disciplined implementation of procedures are key to maintaining work accuracy and efficiency.

CONCLUSION

Based on the results of research on the implementation of Standard Operating Procedures (SOP) for picking up goods at The Haven Bali Seminyak store, it can be concluded that the official procedure for picking up goods has been clearly established through the store requestion (SR) system and loan logbook for recording pickups outside of operating hours. However, the implementation does not comply with the applicable SOP. This is evidenced by frequent non-compliance by users who take goods without an SR and without proper documentation, as well as a high reliance on specific individuals for SR creation. Another challenge identified is weak oversight of SOP compliance, as the store manager also serves as the receiving officer, potentially leading to sudden shortages in inventory and causing cost reports to deviate from actual conditions. The study conducted by Budiada (2024) also found that the challenges in implementing SOPs are often influenced by a lack of training, weak supervision, and high staff workloads. This is addressed by research findings by Wahyuni & Parma (2020), which states that good understanding, continuous

training, and disciplined supervision of SOPs are key to ensuring that hotel operations run efficiently, accurately, and professionally.

It is recommended that hotel management improve the dissemination of SOPs to all users in order to increase compliance, and provide access to all users or other staff in the creation of SRs so that it does not depend on one person by conducting training in advance. Regular internal audits should also be conducted, and penalties imposed on users who fail to comply with procedures. Store managers are advised to remind users of their obligation to record every item taken and to conduct regular manual and digital record-keeping. With the implementation of these recommendations, it is hoped that the item retrieval process will run smoothly, accurately, and support the efficiency and effectiveness of hotel operations.

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