

## ANALYSIS OF SINAR MEDAN RESTAURANT OPERATIONAL MANAGEMENT STRATEGY IN THE PPKM PERIOD

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### Abstract

*Sinar Medan Restaurant is one of the restaurants affected by the implementation of PPKM in Indonesia. Because this restaurant has several strategies that can be implemented and planned, so that it can survive until now. Even the condition of the Sinar Medan restaurant has started to recover as before (before the implementation of PPKM). Under these conditions, researchers conducted research on Sinar Medan Restaurant regarding the applicable operational strategy. The purpose of this study was to analyze the condition of the Sinar Medan restaurant during the PPKM period and analyze the management strategy of the Sinar Medan Restaurant during the PPKM period. This research is a qualitative research where the research object chosen by the researcher is Sinar Medan Restaurant located in Gading Serpong. Sinar Medan Restaurant has the concept of a family restaurant. Based on the results and discussions that have been carried out on Sinar Medan Restaurant, it can be concluded that before PPKM Sinar Medan Restaurant never touched social media to do promotions, but now they are doing promotions on social media such as creating Instagram accounts and creating new phone numbers for WhatsApp accounts.*

**Keyword:** strategy, restaurant, hospitality, operational management

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### INTRODUCTION

According to the Indonesian Ministry of Health, Coronaviruses are a large family of viruses that cause disease in humans and animals. In humans, it usually causes respiratory tract infections, ranging from the common cold to serious diseases such as Middle East Respiratory Syndrome (MERS) and Severe Acute Respiratory Syndrome (SARS). A new type of coronavirus found in humans since an extraordinary event appeared in Wuhan, China, in December 2019, was later named Severe Acute Respiratory Syndrome Coronavirus 2 (SARS-COV 2), and caused Coronavirus Disease-2019 (COVID-19). The virus is named coronavirus disease 2019 (COVID-19) – 'CO' comes from corona, 'VI' comes from virus, and 'D' comes from disease. The outbreak of this disease has shaken the world community so much, that almost 200 countries in the world have been infected by this virus, including Indonesia. With the spread of the corona virus, the government has made various efforts to break the chain of virus spread, by implementing Community Activity Restrictions (PPKM), Large-Scale Social Enforcement (PSBB), social distancing, tracing community contacts, educating the public to self-isolate if they cross paths. or meet with an exposed person, and the government provides a hospital for isolation in the hospital.

According to an article from detik.com, PPKM stands for Enforcement of Community Activity Restrictions. This PPKM is carried out to limit interactions, meetings between people and people and groups with groups, which is expected to reduce the transmission of COVID-19. However, PPKM is not the first term for social restriction rules used by the government. Previously, there was another term that was also introduced by the government since the beginning of the COVID-19 pandemic, namely PSBB. The rules for large-scale social restrictions (PSBB) came into effect on April 17, 2020. The Ministry of Education and Culture. Health Indonesia has determined that there is a determination of the level or levels of PPKM that apply in Indonesia. This PPKM level is based on an assessment of the level of pandemic conditions that occur and based on data on tightening and easing public health efforts and social restrictions using WHO standards. The following are some PPKM 1-4 levels determined based on WHO standards, namely:

Level 0: Situation without local transmission

Level 1: Situation of transmission does not occur, but restrictions are made for prevention efforts; or there is transmission but it can be controlled through effective measures around cases or case clusters

Level 2: Low incidence of transmission in the community

Level 3: Community transmission situations with limited response capacity and there is a risk of inadequate health services

Level 4: Uncontrolled transmission situation and inadequate response capacity.

With the implementation of Community Activity Restrictions (PPKM), the food and beverage industry will also be affected. The food and beverage industry is one sector that plays an important role not only in the economic sector but also in tourism. According to the Big Indonesian Dictionary (KBBI) the word "Industry" itself is a process activity or process goods using facilities and equipment, Food and beverage is a form of business type in which there is a food production process

including the selection of raw materials, the process of food processing, testing of food quality, packaging to activities for distributing food. A restaurant or place to eat is a place or building that is organized commercially, which provides good service to all consumers in the form of food or drinks and has the aim of the restaurant to seek profit and provide satisfaction to consumers (Atmojo 2005: 7)

Sinar Medan Restaurant is a restaurant located in Gading Serpong which has a family restaurant concept. Sinar Medan Restaurant in Gading Serpong was established in 2011 until now and is located at Jl. clp. Gading Sel., Pakulonan Bar, Kec. clp. Dua, Tangerang, Banten. This restaurant is a family heritage restaurant that has been built since 1978 which is located in Gang Laoshi, West Jakarta. But before being in Gang Laoshi and Gading Serpong, Sinar Medan Restaurant has several locations that have been used as restaurant placements, including Batu Ceper, Kelapa Gading, and Alam Sutera. Sinar Medan in Batu Ceper opened from 2001 until now, and opened a branch in Kelapa Gading from 2004 to 2011. After that, the branch moved to Gading Serpong from 2011 until now, and Sinar Medan Restaurant opened a branch in Alam Sutera in 2012, but did not survive until now. Sinar Medan Restaurant is one of the restaurants affected by the implementation of PPKM in Indonesia. Because this restaurant has several strategies that can be implemented and planned, so that it can survive until now. Even the condition of the Sinar Medan restaurant has started to recover as before (before the implementation of PPKM). Under these conditions, researchers conducted research on Sinar Medan Restaurant regarding the applicable operational strategy.

According to Moekijat (2008), Standard Operating Procedures (SOPs) are a sequence of steps (or job executions), where the work is done, how to do it, when to do it, where to do it, and who does it. According to Laksmi (2008:52) Standard Operating Procedures (SOP) are documents related to procedures carried out chronologically to complete a job that aims to obtain the most effective work results from workers at the lowest possible cost. The purpose of the SOP according to Fajar Nur'Aini with the SOP it will create consistency so that every employee knows what standards must be done, besides that, it also creates task clarity, flow clarity, minimizes errors, and creates efficiency. The benefits of Standard Operating Procedures (SOP) according to Permenpan No.PER/21/M-PAN/11/2008) are:

1. To standardize the way employees do important work and avoid mistakes and omissions in the work.
2. SOPs help staff to become more independent and less dependent on management intervention, thereby reducing leadership involvement in day-to-day work.
3. Increase accountability by documenting specific responsibilities in carrying out assigned work.
4. Create a standard measure of performance that will be provided by employees. As well as concrete ways to improve performance and help evaluate the efforts that employees have made.
5. Creating training materials that can help new employees to quickly do their jobs.
6. Demonstrated performance must be efficient and well managed.
7. Provide guidelines for every employee in the service unit in carrying out the work assigned on a daily basis.
8. Avoid overlapping in the implementation of service delivery duties.
9. Help resolve procedural errors in providing services.
10. Ensure the service process continues to run in various conditions.

Benefits of Standard Operating Procedures (SOP) According to Permenpan No.PER/21/MIn a restaurant there are several SOPs that apply in the kitchen, these SOPs are filled by employees every day because they can be very fatal if they are missed. If an error occurs in the implementation of the SOP for food ingredients, it can affect the quality of the food produced, which leads to dissatisfaction by guests or restaurant customers. According to Kotler and Armstrong (2012) product quality is a characteristic of a product or service that is in its ability to bear promises or inserts to satisfy customer needs. And according to Margareta and Edwin (2012), food quality is an important role in consumer purchasing decisions, so it can be seen that if food quality increases, purchasing decisions will increase as well. Meanwhile, according to Zulian Yamit (2010), customer satisfaction is an after-purchase evaluation or evaluation result after comparing what is felt and with expectations.

According to West, Wood and Harger, Gaman and Sherrington and Jones in Margaretha and Edwin (2012, 1) broadly speaking, the factors that affect food quality are as follows:

a. Color

The colors of the food ingredients must be combined in such a way that they do not look pale or the colors do not match. Color combinations are very helpful in consumer appetite.

b. Appearance

The phrase "looks good enough to eat" is not an exaggeration. Food should look good on the plate, which is an important factor. The freshness and cleanliness of the food served is an important example that will affect the appearance of the food whether it is good or not to be enjoyed.

c. Portion

In each serving of food, the standard portion is determined, which is called the standard portion size.

d. Form

The shape of the food plays an important role in attracting the eye. Interesting forms of food can be obtained by cutting various foodstuffs, for example carrots cut in the shape of a dice or commonly called diced combined with lettuce cut into chiffonade which are irregular pieces of vegetables.

e. Temperature

Consumers like the variation in temperature obtained from one food to another. Temperature can also affect taste, for example, the sweetness of a food will be more pronounced when the food is still warm, while the saltiness of the soup will be less pronounced when the soup is still hot.

f. Texture

There are many textures of food including smooth or not, liquid or solid, hard or soft, dry or moist. The fineness and fineness of the food can be felt by the pressure and movement of the receptors in the mouth.

g. Aroma

Aroma is a reaction from food that will affect consumers before consumers enjoy the food, consumers can smell the food.

h. Maturity level

The level of food maturity will affect the texture of the food. For example, carrots that are boiled enough will become softer than carrots that are boiled faster. For certain foods such as steak, everyone has their own taste in the level of doneness of the steak.

i. Flavor

The taste point of the tongue is the ability to detect the basics, namely sweet, sour, salty, bitter. In certain foods these four flavors are combined so that they become one unique and interesting taste to enjoy.

Therefore, to maintain quality and customer satisfaction, SOPs are needed in the restaurant kitchen area in the form of receiving and storing food ingredients. The basic process of receiving food according to Sue Grossbauer (2001), is:

1. Re-check the grocery order list
2. Checking the specifications of food ingredients
3. Decide whether to accept or reject the incoming food items
4. Make a food receipt report
5. Distributing food ingredients to warehouse

According to the Ministry of Health (2007), food storage is a procedure for organizing, storing, maintaining the safety of dry and wet food ingredients both quality and quantity in dry and wet food warehouses as well as recording and reporting. In the food storage process, temperature and humidity control are important factors. Every food ingredient must get different treatment, especially when it is stored inside warehouse. Foodstuffs must be stored in warehouses with different temperatures and humidity, otherwise the foodstuffs will be damaged and this can be detrimental to the restaurant. Warehouse temperature and humidity must also be considered properly.

Food ingredients controllers and warehouse staff must check temperature gauges periodically to ensure that the temperature is maintained and maintained properly.

- Dry storage is a warehouse for storing packaged foodstuffs, food in cans, plastic, cardboard, bottles, or other dry food ingredients. Dry storage is usually maintained at temperatures between 18°C-38°C (50°F-70°F). This is to prevent the warehouse from being attacked by pests and insects.
- Cold storage is a storage warehouse available for perishable foodstuffs and dairy products, such as eggs, butter, meat, and milk. Foodstuffs will be preserved if stored at temperatures between -1°C to 7°C (30°F-45°F). In addition, in cold storage, foodstuffs must also be placed on separate shelves, because if they are put together, they can cause contamination which results in damage to foodstuffs.
- Freezer storage is a storage warehouse with a temperature of -18°C (0°F) or lower. Freezers are used to store various types of meat and frozen food, and ice cream that is consumed for a long period of time.

Classification of foodstuffs according to (Minantyo, 2011), classifies food ingredients to be processed into two major groups, namely:

- Perishable goods, namely materials that are easily damaged due to their properties such as vegetables, fruit, meat, fish, eggs, cheese. This item needs to be stored specifically with good refrigeration facilities and according to the number of items that should be.
- Groceries are materials that are not easily damaged, such as rice, sugar, flour, oil, dry spices, coffee. This material does not need to be stored in cold temperatures or stored in a dry place.

Standard Operating Procedures are also applied in service by waiters/waitresses to guests. This service is provided to ensure that food is served properly and supports guest satisfaction, the Standard Operating Procedures are as follows:

1. Mise and Place

Mise and place is *Mise en place* (French pronunciation: [mi za plas]) is a French culinary phrase meaning "to put" or "everything in its place." It refers to the preparation required prior to cooking, and is often used in professional

kitchens to refer to arranging and arranging the ingredients (e.g., cuts of meat, slices, sauces, par cooked items, spices, fresh chopped vegetables, and other components) required. cook for menu items that are expected to be prepared during the shift.

2. Table Settings

is a series of activities to arrange and equip the table with cutlery and other supporting equipment according to the type of dish to be served

3. Greet and Great

Greet and Great is an act of communication in which humans intentionally make their presence known to each other, to show concern, and suggest the type of relationship (usually friendly) or social status (formal or informal) between the individual or group of people who come. touch each other.

4. Offering Menu (menu offers)

Offering Menu is offering a Menu and can explain what ingredients to buy. which means determining the budget required. The menu that is designed must match the presentation of the food being sold. To maintain this presentation it is necessary to account for costs, provide and use standard recipes.

5. Taking Order

According to Soekresno and Pendit (1998: 116), is "Receiving and recording guest orders, in this case food or drinks, which will then be forwarded to the relevant sections, including the kitchen, bar, and pastry". Taking orders is part of the service. Taking orders is usually done in room service, restaurants, bars, and banquets.

6. Other Services

Other service referred to here is to provide additional services or free services to guests in the restaurant.

7. Clearing The Table

Clean the empty cutlery on the guest table and tidy it up.

8. Taking Order Dessert

Taking Orders can be interpreted as receiving and recording guest orders, in this case food and drinks, which will then be forwarded to the relevant sections, including: kitchen, bar, and pastry. Taking orders is part of the service, usually done in room service, restaurants, bars, and banquets. The officers who take orders are called order takers.

9. Presenting The Bill (payment)

Presenting the bill is to provide a list of food prices according to what the guest ordered.

10. Clearing and resetting

Clearing and resetting is the process of rearranging the table or position of equipment and equipment according to specified standards.

According to Herjanto (2008) operational management is a continuous and effective process in using management functions to efficiently integrate various resources in order to achieve goals. Operations management focuses on ways to ensure that the company is successful in converting inputs into outputs in an efficient manner. Input can be in the form of materials, equipment, technology to human resources such as staff or workers. Examples of work from operational management are procurement (obtaining goods or services from external sources), managing relationships with parties involved in the process, and improving the company's sustainability in using resources.

Operational management in a restaurant is important in the operation of the restaurant (Stevenson 2009:4). Implementation or determining operational management is determined by the situation and condition of the restaurant itself, both internally and externally. Internal needs can be such as company resources including technology or other needs. Meanwhile, what is meant by external needs are market needs, where a restaurant must know the situation and conditions of market needs. For example, in Indonesia, which is tightening hygiene and hygiene issues, due to the Covid-19 pandemic. This has been strictly warned by the government for the convenience and security of all Indonesian people so that they are farthest from the spread of the Covid-19 Virus. The COVID-19 pandemic has made many people change their lifestyle and habits to be healthier and cleaner. Seeing this, the hotel sector in Indonesia will create a new Standard Operating Procedure (SOP) towards the new normal era in the midst of a pandemic. In this study, the objective is the operational aspect of management in a restaurant. The purpose of this study was to analyze the condition of the Sinar Medan restaurant during the PPKM period and analyze the management strategy of the Sinar Medan Restaurant during the PPKM period.

## METHOD

This research is a qualitative research where the research object chosen by the researcher is Sinar Medan Restaurant located in Gading Serpong. Sinar Medan Restaurant has the concept of a family restaurant. This restaurant has been established since 1978 in Gang Laoshi, West Jakarta. During the pandemic in Indonesia, this restaurant experienced difficulties in running its business and experienced several losses that had to be faced. Until the time this research was conducted, Sinar Medan Restaurant was able to survive through the crisis caused by the pandemic. The restaurant has several strategies and tricks in operational matters to survive the pandemic. Therefore, the researcher will explain the strategies and tricks in the field of operational management used and applied by Sinar Medan Restaurant during PPKM.

Based on the type of data, the research approach used in this study is a qualitative approach. According to Creswell (2016), qualitative research is a type of research that explores and understands meaning in a number of individuals or groups of people originating from social problems. In general, it can be interpreted that this qualitative research is research that is useful for understanding the phenomenon of what is experienced by the research subject holistically, and by means of description in the form of words and language, in a special natural context and by utilizing various scientific methods.

This qualitative research has several forms of data collection. In this study, researchers used the form of data collection in the form of interviews. And according to Moleong (2007: 186) an interview is a conversation carried out by two parties, namely the interviewer (interviewee) who asks questions and the interviewee (interviews) who provides answers to the questions posed.

The form of collecting qualitative data by means of interviews is divided into two according to Moleong (2007: 190), namely:

- A structured interview (guided interview) is an interview in which the interviewer sets his own problems and questions to be asked.
- An unstructured interview (in-depth interview) is an interview in which the questions are not prepared in advance and are adapted to the unique circumstances and characteristics of the respondent.

Based on the above understanding, the method of collecting interview data that the researcher uses is unstructured interviews (in-depth interviews). Because the interview was conducted according to the direction of the informant and the researcher (interviewer) only followed according to the created situation.

The data collection method used in this research is the observation method and the interview method. The observation method is a data collection method that uses direct and indirect observations (Riyanto, 2010:96). And the interview method according to Esterberg in Sugiyono (2015: 72) interview is a meeting conducted by two people to exchange information or an idea by way of question and answer, The interview was conducted with the restaurant owner who is also the manager of the restaurant. The data analysis technique used in this study is qualitative analysis used by researchers as proposed by Miles and Hubberman (Sugiyono, 2007:204), namely data collection, data reduction, data presentation and the last step is drawing conclusions.

## RESULT AND DISCUSSION

### a. Result

After the researchers sought information from the source, namely the owner of the Sinar Medan Restaurant. This Sinar Medan restaurant is a restaurant that is managed by family members starting from Pak Sugito's own father. This restaurant started as a small shop that only sells 6 Chinese food menus and has now developed into a variety of food menus that can be offered to its customers. The owner of this restaurant is a graduate student from Australia, he had experience working in an Australian restaurant in the kitchen (cook) field. At the time of the implementation of PPKM this restaurant suffered a lot of losses. At the beginning of PPKM Sinar Medan Restaurant was closed for 1 month, but during the last PPKM it did not close only reduced operating hours which used to open at 10:00 to 22:00 now open at 10:00 and close at 20:00. The loss experienced was that the food ingredients that should have been sold had to be consumed personally (owner & staff), besides the damage suffered was damage to equipment that was usually used routinely but because PPKM with restaurant closure rules resulting in damage to the equipment. The equipment in question is exhaust, chiller and freezer, the equipment is damaged by rust, does not function again, and many cables are damaged or broken due to bites from rats or the like. Therefore, Sinar Medan Restaurant must carry out maintenance on the equipment so that it incurs more costs that should not be spent. In addition, because Sinar Medan Restaurant is a family restaurant that is usually used for gatherings, while the rules are not allowed to gather with many people. So this restaurant is very affected, even this restaurant only gets a profit of 10% than usual.

Sinar Medan Restaurant implemented several strategies to cover the losses suffered. Some of these strategies are reducing employee costs (employee salaries), using social media such as Instagram and Whatsapp as a medium to communicate with consumers. This restaurant also changes the concept of food, which was originally a food that is suitable to be eaten together to a food that is suitable to be eaten at home, so that buyers only need to prepare rice. Although this restaurant suffered a small loss in using this food concept, the restaurant owner used a small amount of personal funds to cover the loss. This is done in order to maintain Sinar Medan Restaurant. Another strategy is to use online applications to sell the food, in addition to implementing orders

via Whatsapp. Restaurant owners have hopes that collaboration with online applications can reach new customers. Because many costs cannot be covered, the restaurant reduces the quality of its rice from premium quality to medium.

Sinar Medan Restaurant has also implemented several strategies to change their menu since the PPKM period. There is a package menu renewal which contains 7 menus. This package menu was created with the aim of encouraging customers to order catering at Sinar Medan Restaurant. In addition to the 7 menu package, the restaurant also makes a rice bowl menu. This menu is intended so that customers can continue to buy food at Sinar Medan Restaurant at a much more affordable price.

In addition to the strategy implemented, there are regulatory changes that occur. These regulations are grouped into 4, namely guest regulations, employee regulations, delivery regulations, and kitchen regulations applied during the pandemic. In the guest regulation, before guests enter the Sinar Medan restaurant, customers will be checked for body temperature and use of hand sanitizers (included with a sign that says "Mandatory Use of Hand Sanitizer"). Employees also spray disinfectant on guest luggage and guest footwear. For ordering the food menu, it will be displayed via a barcode and no longer through a physical menu, besides that the waiter no longer helps pour food into each customer's plate. Customers who come to Sinar Medan restaurants tend to do take away, delivery orders, or even eat in the car and payments are made with the application of cashless. In implementing customer hygiene with cutlery placed in hot water, the table that will be occupied by the customer will be sprayed with disinfectant even though it has previously been cleaned with disinfectant and the capacity of one table which was originally 10 people only became 5 people at each table.

In the employee regulation, workers initially only had 4 days off in a month, but after PPKM each employee had 12 days off each month, this was due to a reduction in working hours in a day. And there was a reduction in employees that occurred initially 12 and changed to 4 people because they only accepted orders by telephone, and delivery. There are no work shifts for employees at Sinar Medan Restaurant, but every 3 pm to 6 pm there will be groups taking turns to rest. Employees at Sinar Medan also have part-time employees who only work on Saturdays and Sundays. Even though there was a reduction in Sinar Bulan restaurant employees, there was no retraining for employees, but only given directions by the owner to apply 1 table for only 5 people, the AC which was always on but now is only turned on after customers arrive and employees who work are required to vaccinate. To keep the room clean, there will be UV rays that are turned on for 1.5 hours every day, and uniform changes that used to not be allowed to wear hijab but are now allowed to use hijab to make it more hygienic. Meanwhile, in the delivery regulations, changes that occur include the existence of a neat box to wrap food, the food box is sprayed with disinfectant before being sent and the existence of cable ties to maintain the sterility of the food. Employees who deliver food are required to use hand sanitizer before and after delivery.

For kitchen regulations, Sinar Medan Restaurant strictly has strict procedures in checking the food ingredients they receive from suppliers, especially for meat foods which are their main processed. Employees on duty as recipients of raw materials have notes that must be checked when receiving food ingredients, including: whether the quantity is in accordance with the order, whether the quality of the food ingredients is good (color, aroma), and whether there is damage. Food ingredients that do not pass the test will also be returned to the supplier. The storage area is also separated between wet and dry food ingredients so as to avoid contamination between foods. Food ingredients will always be checked once a week. In the kitchen during the last PPKM, the raw materials became messy, especially in Chinese food restaurants. For example, when buying pigs in the market, the price of 1 kg of 70,000 pigs has now increased to 140,000. The solution made by Sinar Medan reduces quality by looking for lower prices, but the quality is still good because Sinar Medan restaurant wants to provide the best for every guest. There was also no significant reduction in the number of employees working in the kitchen, initially there were 10 workers in the kitchen, then increased to 12, then reduced to 10 again, and now there are only 9 employees in the kitchen. In addition, there are activities to sterilize items used in cooking, such as knives, cutting boards, plates and bowls, spatulas, and others. The item is sterilized by soaking in hot water for 30 minutes to 1 hour. This is done to ensure the cleanliness of the tools.

#### b. Discussion

Meanwhile, in the delivery regulations, changes that occur include the existence of a neat box to wrap food, the food box is sprayed with disinfectant before being sent and the existence of cable ties to maintain the sterility of the food. Employees who deliver food are required to use hand sanitizer before and after delivery. For kitchen regulations, Sinar Medan Restaurant strictly has strict procedures in checking the food ingredients they receive from suppliers, especially for meat foods which are their main processed. Employees on duty as recipients of raw materials have notes that must be checked when receiving food ingredients, including: whether the quantity is in accordance with the order, whether the quality of the food ingredients is good (color, aroma), and whether there is damage. Food ingredients that do not pass the test will also be returned to the supplier. The storage area is also separated between wet and dry food ingredients so as to avoid contamination between foods. Food ingredients will always be checked once a week. In the kitchen during the last PPKM, the raw materials became messy, especially in Chinese food restaurants. For example, when buying pigs in the market, the price of 1 kg of 70,000 pigs has now increased to 140,000. The solution made by Sinar Medan reduces quality by looking for lower prices, but the quality is still good because Sinar Medan restaurant wants to provide the best for every guest. There was also no significant reduction in the number of employees working in the kitchen, initially there were 10 workers in the kitchen, then increased to 12, then reduced to 10 again, and now there are only 9 employees in the kitchen. In addition, there are activities to sterilize items used in cooking, such as knives, cutting boards, plates and bowls, spatulas, and others. The item is sterilized by soaking in hot water for 30 minutes to 1 hour. This is done to ensure the cleanliness of the tools.

Standard Operating Procedures are also important to be applied in services performed by waiters/waitresses. The services provided are useful for ensuring that the food served in the restaurant is good and safe, especially during a pandemic like this.

With the pandemic, customers pay more attention to health protocols, in the form of serving, keeping distance, and others. As in theory, Standard Operating Procedures that apply to waiters/waitresses in general are:

1. **Mise and Place** is how the preparation process needed before cooking, and is often used in professional kitchens. The special preparation carried out at Sinar Medan Restaurant is to sterilize all the items used. Examples such as knives, cutting boards, plates and bowls, spatulas, and others. The item is sterilized by soaking in hot water for 30 minutes to 1 hour. This is done to ensure the cleanliness of the tools.
2. **Table Settings** is an activity to arrange and equip a table with food utensils and other supporting equipment. This Sinar Medan restaurant has changed the way they set their tables since the pandemic. At first, Sinar Medan Restaurant used a traditional Chinese-style table setting, which consisted of placing a small plate, a small bowl that was useful for putting gravy food, a gravy spoon, a tablespoon and a pair of chopsticks. All the equipment has been neatly arranged on the customer's table, even before the customer came the equipment was already arranged on the table. But because of the pandemic, Mr. Sugito changed the way table service was implemented. As recommended by the government, all stainless steel cutlery is recommended to be soaked in hot water in order to provide hygiene for the cutlery. Cutlery made of stainless steel is placed in a glass that is large enough and filled with hot water, then all cutlery according to the number of customers is placed in the glass and served simultaneously on the table. With this method, customers must take their own cutlery so that they are not prepared by the waiter/waitress. In addition, plates and bowls of gravy are placed after the customer comes and sits on the chair. But of course the plates and bowls have been sterilized with hot water beforehand.
3. **Greet and Great** (greeting with a minimum distance of 1 meter and by bowing) is an act of communication between the waiter/waitress and the customer. This Sinar Medan Restaurant already has provisions that are formed in accordance with health protocol regulations without reducing the slightest friendly action, namely speaking at a minimum distance of one meter. In addition, greeting is done with both hands put together and in front of the chest, so there is no direct contact from the waiters to the customer. After greeting, the waiters will check the temperature of each customer and require them to use the hand sanitizer that has been provided
4. **Offering menu**, in offering menus, previously Sinar Medan Restaurant had a menu in the form of a book. However, due to the pandemic, Sinar Medan Restaurant has changed the way food is offered on the menu. They use a barcode scan method in the form of a QR. With the QR, customers can find out the menus offered only via mobile. And this action is also considered as a step to go green by Mr. Sugito as a voter of restaurants. Another reason is that Mr. Sugito wants to follow the existing trend to use QR as access in a restaurant.
5. **Taking Order** is the next step to taking an order after the customer has seen the menu and decided what to order. At Sinar Medan Restaurant, the waiters also have rules that must be applied, namely when writing or receiving orders, they must be at least 1 meter away from customers, and when repeat orders use a loud voice. A loud voice is needed to avoid misunderstandings, because when someone uses a mask, the sound produced will be less loud when compared to not wearing a mask. Especially when repeat orders in large quantities, so that with a loud voice can make this process easier.
6. **Other services**, Sinar Medan Restaurant does not provide additional services that can be provided to guest customers during the ordering process, food delivery, or when finished eating.
7. **Clearing the table**, at Sinar Medan Restaurant, they do not clean the dining table before the customer or guest leaves the restaurant, because if this is done, it can give the impression of "evicting" indirectly. So the Sinar Medan Restaurant does not apply this step. However, table cleaning will be carried out if there is a direct request from a customer or guest.
8. **Taking orders for dessert**, at this restaurant there are no dessert orders or desserts at the end of the visit. Because if a customer or guest wants to order dessert, it will usually be done at the beginning along with ordering the main course (main meal).
9. **Presenting the bill**, In giving the total price of food to customers, Sinar Medan Restaurant still prints the total on a paper and gives it to its customers. The only difference is the method of payment, namely by not using cash. So that the accepted method of payment is to use QR or bank transfer. This action is referred to as cashless. According to the understanding of the Oxford Dictionary, cashless is a phenomenon of exchange of funds which is characterized by the use of checks, debit and credit cards, as well as electronic methods compared to the use of cash (Dictionary, Cashless, 2018). The benefits and advantages of using cashless are that it is safer and more efficient, besides that it is also more hygienic, especially during a pandemic like now because it can minimize direct contact because no need to physically exchange money. Plus, you will get many promos and discounts offered by cashless service providers, for example, shopee who has shopee pay as a cashless service. Shopee pay will usually give a discount of 30% to its users in order to increase public interest and interest in doing cashless during a pandemic.
10. **Clearing and resetting**, after the customer makes the payment, the customer will immediately leave the restaurant. That's when the waiters will immediately clean the table previously used by the customer so that it can be used again by the next customer. At Sinar Medan Restaurant, waiters are required to spray disinfectant on customer tables and chairs after all cutlery is removed or cleaned. Spraying this disinfectant is useful to ensure that there is no virus on the chair or table so that it will provide comfort to the next customer who will use the table and chair. Pak Sugito said

that spraying this disinfectant was done twice, namely when a customer left the table and when a new customer arrived at the table. This can give customers confidence in the cleanliness of Sinar Medan Restaurant. In addition, when the restaurant has stopped operating on that day, UV rays will be irradiated for one hour in order to re-sterilize the restaurant room that has been used all day and provide comfort for the next day.

Seeing the changes in restaurant conditions which were the impact of the PPKM policy, Sinar Medan Restaurant made several changes to their operational management which became a strategy to overcome the impact of PPKM on restaurants. Internally, Sinar Medan Restaurant reduces the number of human resources employed in both the kitchen and service departments.

A significant reduction occurred in the service division, namely there was a reduction from 12 employees to only 4 employees. This is due to changes in restaurant conditions, namely fewer guests and more orders by telephone/online delivery. Meanwhile, the employees who worked in the kitchen did not experience a significant reduction, initially there were 10 workers in the kitchen, then it increased to 12, then it was reduced to 10 again and now there are only 9 employees in the kitchen. Apart from human resources, a change in policy in purchasing raw materials was also carried out by the restaurant. This is due to an increase in the price of the main raw material, namely pork. For example, when buying pigs in the market, the price of 1 kg of 70,000 pigs has now increased to 140,000. Sinar Medan's solution is to limit stock, not reduce quantity, because Sinar Medan restaurant wants to provide the best for every guest.

Externally, Sinar Medan Restaurant sees a new market opportunity that makes them issue new menu variants as an operational management strategy to answer market needs. The Rice Bowl menu is a new menu aimed at consumers who want to enjoy dishes from Sinar Medan Restaurant but want to buy them in small portions (one meal) and at a more affordable price. Sinar Medan Restaurant applies Standard Operating Procedures, especially during the pandemic. This is done to minimize the spread of the Covid virus and provide convenience for customers. This application goes through three stages of flow, namely the restaurant service flow, the food and beverage service flow, and the payment flow. In the service flow that has been determined by the Indonesian Ministry of Tourism and Creative Economy, the Sinar Medan restaurant has implemented applicable regulations for mutual convenience, the flow of service is:

- Guests are required to use hand sanitizer

At the Sinar Medan restaurant, guests are required to use the hand sanitizer provided before entering the restaurant's dining area. The hand sanitizer is placed in the front entrance area, the placement is also equipped with the words "must use hand sanitizer" so that it is easy to see and be known by guests so that guests are indirectly aware that they are required to use hand sanitizer before entering the dining area without having to be notified by the guest.

- Employees disinfect guest luggage and require guests to keep their distance while queuing

Every guest who comes to the Sinar Medan restaurant will be sprayed with disinfectant for guest footwear and bags, in addition to the provision of chairs that have been marked "X" so that there is distance between guests while waiting in line.

- Employees who work must know the condition of the body

To prevent the spread of the virus and reduce existing problems, every employee at Sinar Medan restaurants must have the awareness to report themselves to their superiors if employees feel unwell. With this application, it is better for employees to rest at home rather than forcing the will to work, if employees do not have awareness then the spread of the virus can occur.

The second flow is the food and beverage service flow, namely:

- Implementation of social distancing

The implementation of social distancing is something that is applied in the Sinar Medan restaurant, namely by limiting the number of guests on a table which initially was 8, now there will only be 5 on a table, besides that it is expected not to share food, drink and cutlery together, and to mask storage must be stored properly, i.e. not on the table, this is done in order to reduce the potential for the spread of the virus.

- Implementation of employees in serving guests

Sinar Medan restaurant employees are required to use medical masks, gloves, and face shields. Employees serve food using tongs to reduce direct contact with food, in addition to bringing food and drinks it is applied by using food covers so that guests can feel more secure and comfortable. After guests finish eating, employees will clean every table and chair by spraying disinfectant.

The third flow is the payment flow, namely:

- Non-cash payments

The application of payment at Sinar Medan Restaurant with non-cash payments and a distance of one meter for guests who want to make payments, after the guest makes payment, the cleaning of payment instruments with disinfectant liquid will be implemented.

In addition to the three lines contained in the restaurant, there are changes that occur in the standards of the employees themselves by checking their body temperature and if they have a temperature above 37.5°C, they will be sent home or referred



to the nearest hospital, namely Bethsaida Hospital. Every employee who works at the Sinar Medan restaurant is obliged to carry out a complete vaccination, namely 2x, although initially the employee did not want to vaccinate, the owner of the Sinar Medan restaurant explained that vaccination is mandatory and is a requirement in serving guests at the restaurant for mutual safety. Employees are also required to comply with every health and hygiene protocol, starting from wearing masks, face shields, gloves, and using hand sanitizers. For female employees, they must have their hair neatly in pigtailed or wear a headscarf so that every guest feels that the employees are cleaner and protected from the spread of the virus, in addition to wearing uniforms, it is mandatory to wash clothes every day because if the uniform is worn continuously, the virus will have the potential to spread the virus.

As for customers, body temperature checks and use of hand sanitizers will be implemented before entering the Sinar Medan Restaurant area. Customers who come will also be separated if more tables come than the specified capacity. This can be described as a large family that comes as a family of 8 people, it will be divided into 2 tables, namely 4 people and 4 people, besides that, removing masks is only allowed if you are eating and drinking.

## CONCLUSION

Based on the results and discussions that have been carried out on Sinar Medan Restaurant, it can be concluded that:

### 1. Condition of Sinar Medan Restaurant during PPKM:

- a. In food ingredients, Sinar Medan Restaurant experienced a loss in food ingredients. Foodstuffs that should be sold have to be consumed privately for staff and owners.
- b. The second damage occurred to the hexos fan, chiller, and freezer due to Sinar Medan Restaurant being closed for 1 month and not being used the equipment became rusty and there were damaged cables due to being bitten by rats.
- c. The way of service performed by Sinar Medan Restaurant also changed during the PPKM period, namely initially when serving guests, waiters/waitresses could distribute food one by one to guests, but now food cannot be distributed one by one and is only placed on the center table. . Cutlery in the form of spoons and forks must also be heated in a glass of hot water and placed in the center of the table, so that guests have to take and clean the spoons and forks they want to use.
- d. Every guest and employee who enters must first check his body temperature and use hand sanitizer.
- e. Sinar Medan Restaurant carries the theme of family dining, where the family gathers to eat together. However, in the early days of PPKM Sinar Medan Restaurant could not serve guests to eat on the spot, so they implemented a 10% delivery and 90% take away system. Previously, there had never been guests eating and being served in the car, now, like it or not, Sinar Medan Restaurant implements a service to eat in the car so that the restaurant can continue to survive during the PPKM period.
- f. The payment system has also changed, before before the PPKM period guests could pay for their food and drinks in cash, but now Sinar Medan Restaurant only accepts card payments.
- g. Since PPKM, every night Sinar Medan Restaurant will turn on the UV for 1.5 hours.
- h. The table capacity must also be reduced from 1 table that can accommodate 10 people now only 5 people.
- i. Before the pandemic and PPKM, the air conditioner will always be on whether there are guests or no guests in the restaurant. However, since PPKM if there are no guests in the restaurant, the air conditioner will be turned off and only turned on when there are guests in the restaurant.
- j. Operational hours have also changed, before PPKM Sinar Medan Restaurant opens from 10.00-22.00, since PPKM opens at 10.00-20.00.

### 2. Sinar Medan Restaurant Management Strategy during PPKM:

- a. Before PPKM Sinar Medan Restaurant never touched social media to do promotions, but now they are doing promotions on social media such as creating Instagram accounts and creating new phone numbers for WhatsApp accounts. The guest's own telephone number has been registered in the Sinar Medan Restaurant system, so they will spread a broadcast message to all guests who have eaten at Sinar Medan Restaurant.
- b. Since PPKM also Sinar Medan Restaurant has just registered to the grab system. But for the menus contained in the grab application, not all, only the superior ones. The reason that only featured menus are sold on the grab application is because Sinar Medan Restaurant hopes that there will be new customers who have never eaten at this restaurant and they will order via grab.
- c. Sinar Medan Restaurant has also implemented several strategies to change their menu since the PPKM period. There is a package menu renewal which contains 7 menu packages. This package menu was created with the aim of encouraging customers to order catering at Sinar Medan Restaurant. Guests can choose the package menu 1 to 7. The contents of the menu in the package are the same as the menu at Sinar Medan

only.

- d. There are a few extras such as plain fried noodles, boiler chicken. However, this addition is only in the package, not on the regular menu. For food delivery, at least buy 150,000 or 2 kinds of vegetables. But now it has changed to a minimum purchase of over 100,000 customers can do delivery. After entering Grabfood, if you shop above 100,000, you will get 5,000 free delivery.
- e. Strategy for the future Sinar Medan wants to make a rice bowl package. Previously, Sinar Medan had tried to sell chicken rice packages using boiler chicken and dry fried chicken seasoning mixed with beef fried chickpeas, which were sold at a price of 25,000 with a drink. Initially this package went smoothly, then Sinar Medan made a new innovation buy 3 get 1 free but it didn't work. It is hoped that in the future if you make a rice bowl with a price target below 30,000 and the contents are also quite a bit. Sinar Medan hopes that customers will buy 2 packs of rice bowls. There are no plans to open new branches in the future.
- f. Sinar Medan Restaurant also provides a room on the 2nd floor for those who want to hold a sangjit event where the event organizer does not need to pay for the place, only food and drinks are purchased.

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