



The Effect of Standard Operating Procedures (SOP) on Service Quality at KFC in Baubau City

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ABSTRACT

This study aims to determine the effect of the Cleanliness Standard Operating Procedure (SOP) on service quality at KFC Baubau City, to examine the effect of the Customer Service SOP on service quality at KFC Baubau City, to analyze the effect of the Food Serving SOP on service quality at KFC Baubau City, and to identify the effect of the Complaint Handling SOP on service quality at KFC Baubau City. The study employs a quantitative approach, with data collected through questionnaires distributed to consumers who have visited, purchased products, and experienced services at KFC Baubau City. The total sample in this research consists of 200 respondents. Data analysis was conducted using SPSS software with relevant statistical tests to examine the relationships between variables. The independent variables in this study include the Customer Service SOP, Cleanliness SOP, Food Serving SOP, and Complaint Handling SOP, while the dependent variable is Service Quality. The results of the study indicate that the Customer Service SOP, Cleanliness SOP, Food Serving SOP, and Complaint Handling SOP have a positive and significant influence on service quality.

INTRODUCTION

In an era of rapidly evolving globalization, the fast food restaurant industry plays a crucial role in supporting global economic growth. Today's busy lifestyles, driven by the desire for everything to be fast, convenient, and accessible, have fueled the growing demand for fast food. In Indonesia, the fast food restaurant industry has experienced significant growth in recent decades. This demonstrates the vital role the fast food industry plays in modern society. International fast food brands, such as KFC, McDonald's, and Burger King, have grown rapidly in Indonesia, with branches spread across nearly all regions.

The industry's success lies not only in the innovation of its product offerings, but also in its ability to provide fast and high-quality service. Service quality is a crucial factor for the fast food industry to maintain its competitiveness amidst intense competition. Apriyani (2017) Service quality is a measure of how well a producer's service meets consumer expectations. Quality service not only increases customer satisfaction but also builds loyalty and a company's reputation. However, achieving high service standards requires structured guidelines and procedures. One key element in maintaining and improving service quality is the implementation of Standard Operating Procedures (SOPs).

According to Sailendra (2015) An SOP is a guide or set of steps used to ensure the smooth running of processes within an organization or company. The purpose of creating an SOP is to ensure certainty of regulations implemented through commitment, thus creating structured, systematic, and standardized performance (Arnina, 2016). In the context of service, SOP covers various aspects such as responsiveness, interaction procedures, and problem solving. Santoso (2014) Specifically, SOP can be understood as a collection of writings containing specific steps, which explain every detail of the activity to perfect tasks in accordance with company regulations, health, education, aviation, industry, military, or even running a small business.

In this highly competitive fast food restaurant industry landscape, KFC stands as one of the largest global brands providing quality fast food services in Indonesia. Along with the increasing demand for quality fast food, KFC continues to strive to meet customer expectations by providing optimal products and services. One way to achieve this goal is by implementing effective Standard Operating Procedures (SOPs) in every branch, including KFC Kota Baubau. Proper implementation of SOPs is expected to ensure that every KFC customer receives satisfactory service, thereby increasing customer loyalty and the restaurant's reputation.

KFC Kota Baubau, as a branch of a leading global fast-food restaurant chain, has a significant responsibility to provide high-quality service to customers. In today's fast-paced world, customers increasingly rely on fast-food restaurants to satisfy their need for convenient, fast, and satisfying food. Therefore, service quality at KFC Kota Baubau is a crucial aspect in ensuring a positive customer experience. Suboptimal service, such as excessively long waiting times, substandard food presentation, or a lack of employee friendliness, can impact customer satisfaction. This risks lowering customer loyalty and the restaurant's overall reputation. To address this challenge, implementing effective Standard

Operating Procedures (SOPs) across various service aspects, such as queue management, cleanliness, and customer interaction, is essential.

KFC's SOPs are designed to regulate various aspects of service, such as queue management, food serving speed, restaurant area cleanliness, and employee-customer interactions. With clear and structured SOPs, KFC Kota Baubau can ensure that high service standards are consistently maintained. SOP implementation often faces obstacles, such as a lack of employee understanding of procedures or a lack of effective supervision. Substandard service, such as long waiting times, errors in food preparation, or a lack of employee friendliness, can impact customer satisfaction. This not only impacts service quality but can also undermine the restaurant's image amidst the fierce competition in the fast-food industry.

However, the reality on the ground shows that challenges remain in implementing SOPs at KFC in Baubau. For example, customer complaints persist regarding long wait times for orders, errors in food preparation, or unfriendly staff. Cases like these demonstrate that although SOPs have been implemented as operational guidelines, their implementation is not yet optimal.

These issues can directly impact the quality of service perceived by customers, which in turn affects the level of service quality at KFC. Given the importance of SOPs as the primary guideline for maintaining service consistency and standards, evaluating SOP implementation at KFC in Baubau City is crucial.

Based on these issues, this study aims to determine the extent to which the implementation of SOPs at KFC Kota Baubau impacts the quality of service provided. This research is expected to provide a clearer picture of the effectiveness of SOPs in maintaining and improving service quality.

LITERATURE REVIEW

Operations Management Theory

Operational management is basically a decision-making process related to the use of resources in production activities to produce goods or services on time, in the right quantity, of the right quality, and at efficient and effective costs (Utama et al., 2019). In line with that, Heizer & Render (2015), defines operations management as a series of activities that create value in the form of goods and services by transforming inputs into outputs.

A similar view was expressed by Novitasari (2022), which explains that operations management is an activity to optimally regulate the transformation process from input to output. Ambarwati & Supardi (2021), adding that operations management is a business area that focuses on the process of producing goods and services, and ensuring that operational activities run effectively and efficiently.

Standard Operating Procedure Theory

Standard operating procedures (SOPs) are systems designed to simplify, streamline, and discipline work activities. They also include steps for organizing work processes from start to finish. SOPs are crucial in industry and companies because they enable individuals to understand the direction and purpose of their

assigned tasks. They also serve as guidelines for carrying out work based on their respective roles and serve as performance parameters for employees, based on administrative, technical, and procedural indicators, aligned with the systems, procedures, and workflows of the relevant units. SOPs facilitate company activities, enabling them to be more organized and directed, ensuring everything runs according to the company's wishes. Therefore, to achieve these goals, companies will create SOPs that serve as guidelines for employees in carrying out their duties, thereby minimizing the likelihood of errors.

Purpose of Creating SOPs

Standard Operating Procedures (SOPs) are designed to detail and establish fixed, routine standards for carrying out work activities within an organization. An effective SOP is one that creates a more structured workflow, serves as a guide for new employees, helps save costs, facilitates oversight, and improves coordination between company departments.

Service

Services are any form of activity or performance provided by one party to another party, which is basically intangible and does not result in ownership of something (Kotler & Keller, 2016). According to Hurriyati (2005) Services are all economic activities that produce non-physical output, where the production and consumption processes occur simultaneously. Services provide added value to customers and are essentially intangible to the initial recipient of the service. Zeithaml & Bitner (1996), services are all forms of economic activity that do not produce physical products or construction, but rather are services that are generally consumed directly when they are provided.

Service Quality Theory

Service quality describes the extent to which a service meets standards of excellence in meeting customer needs. This encompasses various aspects, such as the staff's friendliness and ability to provide solutions to customer needs, as well as the extent to which customers are satisfied with the product or service they receive. Service quality plays a crucial role as an indicator of building a good relationship between a company and its customers and can foster customer loyalty. When the service provided meets expectations, consumers will feel valued because their needs and desires are optimally met. According to Tjiptono & Chandra (2016), service quality is the level of excellence expected and the ability to manage this excellence in order to meet customer expectations.

Hypothesis

H1: SOP for cleanliness has a positive and significant effect on service quality at KFC Baubau City.

H2: Customer service SOP has a positive and significant effect on service quality at KFC Baubau City.

H3: SOP for food serving has a positive and significant effect on service quality at KFC Baubau City.

H4: SOP for handling complaints has a positive and significant effect on service quality at KFC in Baubau City.

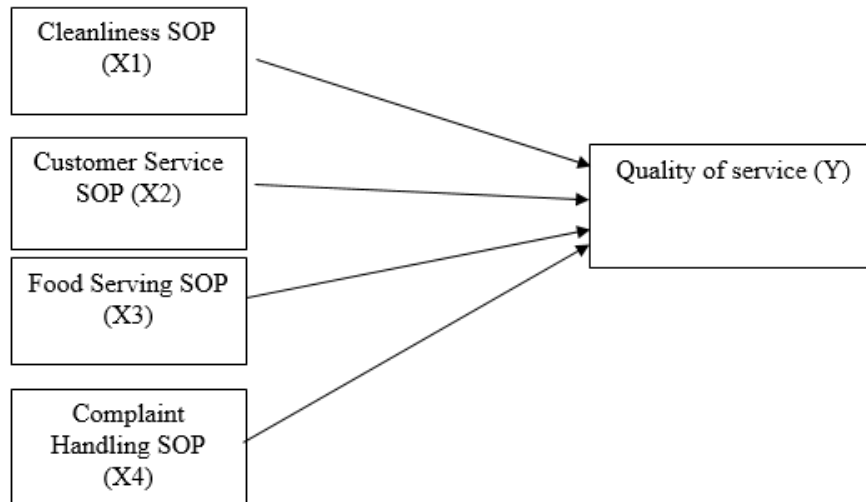


Figure 1. Framework of thinking

METHODOLOGY

This study uses a quantitative approach, which aims to objectively measure the influence of Standard Operating Procedures (SOPs) on service quality at KFC Kota Baubau through numerical analysis. The research location was chosen at KFC Kota Baubau because this restaurant represents the character of the fast food industry which relies heavily on SOPs to maintain service consistency. The research population was all consumers who had visited and received service at KFC Baubau, while the sample selection was carried out using a purposive sampling technique, namely selecting respondents based on certain criteria—in this case consumers who had eaten, ordered, or received service directly. A total of 200 respondents were selected because this number meets the recommended sample size for social research according to Roscoe, who states that a size of 30–500 respondents is considered adequate.

Data collection was conducted through a closed-ended Google Form questionnaire containing statements on a Likert scale (1–5), ranging from strongly disagree to strongly agree. In addition, primary data was also obtained through direct interviews with KFC management to strengthen understanding of the SOPs implemented at the restaurant. Secondary data was collected through documentation, literature, journals, and other references relevant to SOPs and service quality.

The research variables include four independent variables, namely Cleanliness SOP (X1), Customer Service SOP (X2), Food Serving SOP (X3), and Complaint Handling SOP (X4), with Service Quality (Y) as the dependent variable. Each variable is explained in the form of an operational definition and specific indicators which are then measured through questionnaire items. Before the analysis was carried out, all instruments were tested using a validity test to ensure each item was able to measure the intended variable and a reliability test to ensure the consistency of the measuring instrument through the Cronbach's Alpha value.

Next, the data was analyzed using SPSS software through several stages, namely: (1) descriptive statistical analysis to describe the respondent profile and the tendency of answers to each variable; (2) classical assumption tests which include normality tests to see the distribution of data, multicollinearity tests to ensure that there is no high correlation between independent variables, and heteroscedasticity tests to ensure that the residuals have homogeneous variance; and (3) multiple linear regression analysis to test how much influence each SOP variable has on service quality.

Hypothesis decisions were made using a t-test to examine the partial influence of independent variables and an F-test to examine the simultaneous influence. Furthermore, the coefficient of determination (R^2) was used to determine the extent to which variations in service quality could be explained by the tested SOP variables. The results of this analysis then served as the basis for drawing conclusions about the effectiveness of SOP implementation at KFC Kota Baubau in improving service quality.

RESEARCH RESULTS

Description of Research Variables

The data in this study were obtained from the Standard Operating Procedure and Service Quality variables. Furthermore, this data was used as the basis for a descriptive analysis of the responses to each variable. Subjects were assessed based on the following:

- Lowest Score: 1
- Highest Score : 5
- Interval : $(5-1)/5 = 0.80$
- 1.00 - 1.80 = Very Low
- 1.81 - 2.60 = Low
- 2.61 - 3.40 = Moderate
- 3.41 - 4.20 = High
- 4.21 - 5.00 = Very High

Cleanliness SOP Variables

Table 1. Results of the Analysis of the SOP Variables for Cleanliness

Cleanliness SOP Indicators	Mean	Category
Tables and chairs are always in clean condition	3.70	Tall
The restaurant floor looks clean	3.79	Tall
The cutlery looks clean and hygienic	3.80	Tall
Trash bins are available and not full	3.63	Tall
The toilet is clean and suitable for use	3.57	Tall
Average Total	3.69	Tall

Source: Processed Primary Data (2025)

Based on the descriptive analysis results in Table 4.5, it is known that the average respondent's assessment of the Cleanliness SOP variable was 3.69. This value is included in the high category, because it is in the range of 3.41 to 4.20. The indicator with the highest score is "eating utensils look clean and hygienic" with an average score of 3.80, while the indicator with the lowest score is "toilets

are clean and suitable for use" with an average score of 3.57. The high score on the eating utensils cleanliness indicator indicates that KFC Kota Baubau has implemented good cleaning procedures, so that customers feel safe and comfortable when using the provided eating utensils. Meanwhile, the lower score on toilet cleanliness indicates that the supporting facility aspect still requires more attention.

Customer Service SOP Variables

Table 2. Results of Analysis of Customer Service SOP Variables

Customer Service SOP Indicators	Mean	Category
Employees greet customers in a friendly and polite manner.	3.98	Tall
Services are provided quickly and on time	3.78	Tall
Employees understand the product and can explain the menu, promotions, or packages clearly.	3.53	Tall
Employees are dressed neatly and wear complete attributes when serving.	3.76	Tall
Customers are served in the order of arrival without discrimination.	3.64	Tall
Average Total	3.73	Tall

Source: Processed Primary Data (2025)

Based on the descriptive analysis results in Table 4.6, it is known that the average respondent assessment of the Customer Service SOP variable is 3.73. This value is included in the high category, because it is in the range of 3.41 to 4.20. The indicator with the highest score is "employees greet customers in a friendly and polite manner" with an average score of 3.98, while the indicator with the lowest score is "Employees understand the product and can explain the menu, promotions, or packages clearly" with an average score of 3.53. The high score on the friendliness aspect indicates that KFC Kota Baubau employees have succeeded in creating a positive first impression on customers, which is an important factor in building service quality. Friendly and polite service can increase comfort and encourage customers to make repeat visits. However, the lowest score on the product understanding indicator indicates that there are still weaknesses in the communication aspect and employee knowledge of the menu offered.

Food Serving SOP Variables

Table 3. Results of Analysis of Food Serving SOP Variables

Food Serving SOP Indicators	Mean	Category
Food was served shortly after ordering.	3.59	Tall
Order according to no errors	3.76	Tall
There is no dirt, hair, or foreign objects in the food/drinks served.	3.70	Tall
Food is served hot/at serving temperature.	3.93	Tall

Food packaging is clean and well closed when served (if taking home)	3.80	Tall
Average Total	3.75	Tall

Source: Processed Primary Data (2025)

Based on the descriptive analysis results in Table 4.7, it is known that the average respondent assessment of the Food Serving SOP variable is 3.75. This value is included in the high category, because it is in the range of 3.41 to 4.20. The indicator with the highest score is "Food is served hot/at serving temperature." with an average score of 3.93, while the indicator with the lowest score is "Food is served shortly after ordering" with an average score of 3.59. The high score on the serving temperature indicator indicates that KFC Kota Baubau has been able to maintain product quality by ensuring that food remains hot when it reaches the customer. This is important because the right food temperature greatly affects taste and customer satisfaction. However, a lower score on the serving speed indicator indicates potential obstacles in the operational process, such as long queues during peak hours or delays in the food preparation process.

Complaint Handling SOP Variables

Table 4. Results of Analysis of SOP Variables for Complaint Handling

Complaint Handling SOP Indicators	Mean	Category
Employees receive customer complaints with an open and empathetic attitude.	3.85	Tall
Complaints are responded to quickly and with solutions	3.75	Tall
Complaint recording and reporting procedures are implemented correctly	3.77	Tall
Follow-up on complaints is provided in a professional manner	3.63	Tall
Customers are compensated or apologized if the complaint is proven to be true.	3.68	Tall
Average Total	3.73	Tall

Source: Processed Primary Data (2025)

Based on the descriptive analysis results in Table 4.8, it is known that the average respondent assessment of the Complaint Handling SOP variable was 3.73. This value is included in the high category, because it is in the range of 3.41 to 4.20. The indicator with the highest score is "Employees receive customer complaints with an open and empathetic attitude," with an average score of 3.93, while the indicator with the lowest score is "Follow-up on complaints is provided professionally" with an average score of 3.63. The high score on the open and empathetic attitude indicator indicates that KFC Kota Baubau employees have good communication skills in responding to customer complaints. This ability is

important because an empathetic attitude can help create a positive atmosphere, reduce tension, and give the impression that customer complaints are truly valued. However, a lower score on the complaint follow-up indicator indicates that there are still weaknesses in the professional and systematic problem-solving process. This can include the speed of response, clarity of resolution procedures, or consistency in providing solutions.

Service Quality Variables

Table 5. Results of Analysis of Service Quality Variables

Service quality indicators		
Implementation of the Cleanliness SOP is good	3.96	Tall
Implementation of Customer Service SOP is good	3.51	Tall
Implementation of SOP for food serving is good	3.85	Tall
Implementation of SOP for handling complaints is good	3.74	Tall
Average Total	3.76	Tall

Source: Processed Primary Data (2025)

Based on the descriptive analysis results in Table 4.8, it is known that the average respondent assessment of the Complaint Handling SOP variable was 3.76. This value is included in the high category, because it is in the range of 3.41 to 4.20. The indicator with the highest score is "Implementation of the Cleanliness SOP is good," with an average score of 3.96, while the indicator with the lowest score is "Implementation of the Customer Service SOP is good" with an average score of 3.51. The high score on the cleanliness indicator indicates that consumers are satisfied with the cleanliness standards implemented by KFC Kota Baubau, both in terms of the restaurant environment, facilities, and the cutlery used. Maintaining cleanliness is one of the main factors in building customer trust and maintaining brand image. Conversely, a lower score on the customer service SOP implementation indicator indicates that there are still aspects of service that need to be improved, especially in terms of direct interaction between employees and customers. This could be related to the speed of service, the clarity of information provided, or the consistency of a friendly attitude in serving customers. Thus, although the implementation of SOPs is generally considered good, the focus of future improvements should be directed at strengthening customer service aspects in order to improve overall service quality.

Instrument Test

Validity Test

Table 6. Validity Test Results

Variables	Indicator	r count	r table	Information
Cleaning SOP	X1.1	0.650	0.138	Valid
	X1.2	0.575	0.138	Valid
	X1.3	0.662	0.138	Valid
	X1.4	0.619	0.138	Valid
	X1.5	0.662	0.138	Valid
Customer Service SOP	X2.1	0.602	0.138	Valid
	X2.2	0.647	0.138	Valid

	X2.3	0.698	0.138	Valid
	X2.4	0.634	0.138	Valid
	X2.5	0.713	0.138	Valid
Food Serving SOP	X3.1	0.668	0.138	Valid
	X3.2	0.663	0.138	Valid
	X3.3	0.704	0.138	Valid
	X3.4	0.557	0.138	Valid
	X3.5	0.647	0.138	Valid
SOP for Handling Complaints	X4.1	0.570	0.138	Valid
	X4.2	0.688	0.138	Valid
	X4.3	0.661	0.138	Valid
	X4.4	0.719	0.138	Valid
	X4.5	0.669	0.138	Valid
Quality of Service	Y1	0.656	0.138	Valid
	Y2	0.736	0.138	Valid
	Y3	0.633	0.138	Valid
	Y4	0.656	0.138	Valid

Source: Processed Primary Data (2025)

Based on the table, it can be seen that all indicators used to measure the research variables have a correlation coefficient value (calculated r) greater than the table r of 0.138. Thus, all indicators in this research variable are declared valid.

Reliability Test

Table 7. Reliability Test Results

Variables	Cronbach's Alpha	Standard Coefficient	Results
Cleaning SOP	0.627	0.60	Reliable
Customer Service SOP	0.676	0.60	Reliable
Food Serving SOP	0.655	0.60	Reliable
SOP for Handling Complaints	0.688	0.60	Reliable
Quality of Service	0.615	0.60	Reliable

Source: Processed Primary Data (2025)

The table shows that all variables are reliable, as the Cronbach's Alpha value for each variable exceeds 0.60. Based on these results, it can be concluded that all research instruments are proven to be reliable and consistent, making them suitable for use in the next stage of analysis.

Classical Assumption Test
Normality Test

Table 8. Normality Test Results
 One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residual
N			200
Normal Parameters ^{a, b}	Mean		.0000000
	Standard Deviation		1.33716430
Most Extreme Differences	Absolute		.060
	Positive		.060
	Negative		-.045
Test Statistics			.060
Asymp. Sig. (2-tailed) ^c			.079
Monte Carlo Sig. (2-tailed) ^d	99% Confidence Interval		.082
		Lower Bound	.075
		Upper Bound	.089

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Based on the results of the normality test in Table 4.12, the sig value is 0.079, which indicates that this regression model is normally distributed, as its significance value exceeds 0.05 or 5%. Therefore, this regression model meets the requirements for use in further analysis.

Multicollinearity Test

Table 9. Multicollinearity Test Results

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Cleaning SOP	.109	9,194
	Customer Service SOP	.192	5,209
	Food Serving SOP	.151	6,630
	SOP for Handling Complaints	.281	3,553
a. Dependent Variable: Service Quality			

The multicollinearity test results in Table 4.13 show that the regression model does not experience multicollinearity issues, so there is no correlation between the independent variables. This indicates that the model is suitable for further analysis, as the tolerance value is above 0.10 and the VIF value is less than 10.

Heteroscedasticity TestTable 10. Heteroscedasticity Test Results
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.102	.305		6,896	<.001
	Cleaning SOP	-.019	.046	-.084	-.403	.687
	Customer Service SOP	.042	.033	.202	1,280	.202
	Food Serving SOP	-.045	.038	-.208	-1.168	.244
	SOP for Handling Complaints	-.036	.029	-.162	-1.243	.215

a. Dependent Variable: ABS_RES

The results of the heteroscedasticity test in table 4.14 show that there are no symptoms of heteroscedasticity because the significance value of all independent variables exceeds 0.05.

Multiple Linear Regression Analysis

Table 11. Multiple Linear Regression Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,384	.508		2,721	.007
	Cleaning SOP	.154	.077	.195	2,009	.046
	Customer Service SOP	.181	.055	.239	3,274	.001
	Food Serving SOP	.299	.064	.386	4,683	<.001
	SOP for Handling Complaints	.098	.048	.123	2,043	.042

a. Dependent Variable: Service Quality

(Data source processed 2025)

Based on Table 11. above, the resulting regression model can be written as follows:

$$Y = 1.138 + 0.151X_1 + 0.181X_2 + 0.299X_3 + 0.098X_4 + e$$

From the regression equation above, it can be explained as follows:

1. The constant value of 1.384 represents the baseline condition when the service quality variable is not yet influenced by independent factors, namely the Cleanliness SOP, Customer Service SOP, Food Serving SOP, and Complaint Handling SOP. In other words, if all independent variables are zero, then the service quality remains at 1.384 and does not change.

2. The regression coefficient for variable X1 of 0.154 indicates that the Cleaning SOP has a positive effect on service quality. This means that every one-unit increase in the Cleaning SOP variable will increase service quality by 0.154, provided that the other independent variables remain constant.
3. The regression coefficient of variable X2 is 0.181, which means that the Customer Service SOP has a positive influence on service quality. Each one-unit increase in the Customer Service SOP will increase service quality by 0.181, assuming the other variables remain unchanged.
4. The regression coefficient for variable X3 of 0.299 indicates that the Food Serving SOP has a positive influence on service quality. This means that a one-unit increase in the Food Serving SOP will lead to a 0.299 increase in service quality, assuming other variables remain constant.
5. The regression coefficient of variable X4 is 0.098, indicating that the Complaint Handling SOP also has a positive effect on service quality. Each one-unit increase in the Complaint Handling SOP will increase service quality by 0.098, assuming other variables remain unchanged.

T-Test

1. The Influence of Cleaning SOPs on Service Quality

Based on the results of the hypothesis test, the Cleanliness SOP variable is proven to have an effect on Service Quality. This is indicated by a significance value of 0.046 which is smaller than 0.05, so it can be concluded that there is a partial effect between Cleanliness SOP (X1) on Service Quality (Y). In addition, the coefficient of 0.154 indicates that the effect is positive. Thus, the hypothesis H1 which states that "Cleanliness SOP has a positive and significant effect on KFC service quality" is declared accepted.

2. The Influence of Customer Service SOPs on Service Quality

Based on the results of the hypothesis test, the Cleanliness SOP variable is proven to have an effect on Service Quality. This is indicated by a significance value of 0.001 which is smaller than 0.05, so it can be concluded that there is a partial influence between Customer Service SOP (X2) on Service Quality (Y). In addition, the coefficient of 0.181 indicates that the influence is positive. Thus, the hypothesis H2 which states that "Customer service SOP has a positive and significant effect on KFC service quality" is declared accepted.

3. The Influence of Food Serving SOPs on Service Quality

Based on the results of the hypothesis test, the Cleanliness SOP variable is proven to have an effect on Service Quality. This is indicated by a significance value of <0.001 which is smaller than 0.05, so it can be concluded that there is a partial effect between the Food Serving SOP (X3) on Service Quality (Y). In addition, the coefficient of 0.154 indicates that the effect is positive. Thus, the hypothesis H3 which states that "Customer service SOP has a positive and significant effect on KFC service quality" is declared accepted.

4. The Influence of Complaint Handling SOPs on Service Quality

Based on the results of the hypothesis test, the complaint handling SOP variable is proven to have an effect on Service Quality. This is indicated by a

significance value of 0.042 which is smaller than 0.05, so it can be concluded that there is a partial effect between the complaint handling SOP (X4) on Service Quality (Y). In addition, the coefficient of 0.098 indicates that the effect is positive. Thus, the hypothesis H4 which states that "the complaint handling SOP has a positive and significant effect on KFC's service quality" is declared accepted.

F Statistic Test

Table 12. F Test Results
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1426,581	4	356,645	195,456	<.001 ^b
	Residual	355,814	195	1,825		
	Total	1782,395	199			

a. Dependent Variable: Service Quality

b. Predictors: (Constant), SOP for Complaint Handling, SOP for Food Serving, SOP for Customer Service, SOP for Cleanliness

Based on the results of the F test in table 4.17, the calculated F value was 195.456 with a significance level of <0.001. Since the significance value is less than 5%, it can be concluded that the SOP for cleanliness, SOP for customer service, SOP for food serving, and SOP simultaneously influence service quality.

Coefficient of Determination

Table 13. Results of the Determination Coefficient Test
Model Summary^b

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.895 ^a	.800	.796	1,351

a. Predictors: (Constant), SOP for Complaint Handling, SOP for Food Serving, SOP for Customer Service, SOP for Cleanliness

b. Dependent Variable: Service Quality

Referring to the table above, the Adjusted R Square value was obtained at 0.796. This means that the variables of SOP for cleanliness, SOP for customer service, SOP for food serving, and SOP for complaint handling are able to explain Service Quality by 79.6% after adjusting for the number of samples and independent variables. Meanwhile, the remaining 20.4% (100% - 79.6%) is influenced by other factors not included in this study.

DISCUSSION

The Influence of Cleaning SOPs on Service Quality

Based on the partial test results, the Cleanliness SOP has a positive and significant effect on service quality at KFC Kota Baubau. The regression coefficient value of 0.154 with a significance level of 0.046 (<0.05) indicates that the better the implementation of the cleanliness SOP, the higher the service

quality perceived by consumers. This proves that the cleanliness of the restaurant area, hygienic tableware, decent toilet conditions, and neatness of the environment play an important role in creating a comfortable service experience and increasing consumers' positive perceptions of service quality.

These findings align with research by Refaldi & Purnama (2022), which demonstrated that consistent implementation of SOPs, including aspects of efficiency and cleanliness, significantly impacts service quality, particularly in the tangibles and reliability dimensions. Implementing good hygiene SOPs creates a more comfortable service environment, thus supporting customer satisfaction and loyalty. Furthermore, Dewangkara & Hasin (2023) also found that implementing SOPs across various operational areas, including environmental cleanliness, positively impacts service quality. Standardizing hygiene procedures allows for consistently maintained restaurant conditions, thereby increasing customer trust and comfort.

Thus, the results of this study are consistent with most previous findings and strengthen the evidence that implementing good hygiene SOPs can significantly improve service quality.

The Influence of Customer Service SOPs on Service Quality

Based on the partial test results, the Customer Service SOP has a positive and significant effect on service quality at KFC Kota Baubau. The regression coefficient value of 0.181 and a significance of 0.001 indicates that the better the implementation of SOPs in customer service, the higher the service quality perceived by consumers. This proves that aspects of customer service, such as friendliness, speed of service, accuracy of information, and employee ability to interact with customers, have an important role in creating a comfortable service experience and increasing positive consumer perceptions of service quality.

These findings align with research by Dewangkara & Hasin (2023), who found that implementing SOPs across various service departments, including servers, front desk clerks, cashiers, and baristas, significantly improves service quality. Clear and consistent SOPs help employees provide standardized, fast, and responsive service to customers. Furthermore, Refaldi & Purnama (2022) also found that SOPs with aspects of efficiency, consistency, and error minimization significantly impact service quality, particularly in the dimensions of reliability, responsiveness, and tangibles. Implementing effective SOPs enables organizations to maintain service consistency and improve overall customer satisfaction.

Thus, the results of this study are consistent with most previous findings and strengthen the evidence that implementing good customer service SOPs can significantly improve service quality.

The Influence of Food Serving SOPs on Service Quality

Based on the partial test results, the Food Serving SOP has a positive and significant effect on service quality at KFC Kota Baubau. The regression coefficient value of 0.299 with a significance level <0.001 indicates that the better the implementation of the SOP in the food serving process, the higher the service

quality perceived by customers. This proves that order accuracy, serving speed, packaging cleanliness, and food temperature play an important role in creating a comfortable service experience and increasing consumers' positive perceptions of service quality.

These findings align with research by Prami et al. (2021), which showed that implementing SOPs with aspects of efficiency, effectiveness, and consistency had a positive and significant impact on improving service quality. In the hospitality industry context studied by Prami et al., adherence to serving procedures was shown to increase service reliability and responsiveness, thus creating a consistent experience for customers. Furthermore, Refaldi & Purnama (2022) also found that implementing SOPs that encompass efficiency and consistency had a significant impact on service quality, particularly in the dimensions of tangibles and reliability. In the context of food service, this means that clear procedures and discipline in their implementation help maintain the quality of the product received by customers.

Thus, the results of this study are consistent with most previous findings and strengthen the evidence that implementing good food serving SOPs can significantly improve service quality.

The Influence of Complaint Handling SOPs on Service Quality

Based on the partial test results, it shows that the Complaint Handling SOP has a positive and significant effect on service quality at KFC Kota Baubau. The regression coefficient value of 0.098 with a significance value of 0.042 (<0.05) indicates that the better the implementation of the SOP in handling customer complaints, the higher the perceived service quality. This proves that speed, accuracy, and professionalism in responding to customer complaints play an important role in creating a comfortable service experience and increasing positive consumer perceptions of service quality.

These findings align with research by Chapitoline (2024), which showed that efficiency, effectiveness, and consistency in SOP implementation positively impact service quality. In the context of a cafe, structured complaint handling through SOPs can create customer satisfaction and improve negative experiences resulting from service issues. Furthermore, Dewangkara & Hasin (2023) also found that comprehensive SOP implementation across various service aspects, including customer service, significantly impacts service quality. Standardizing procedures allows employees to respond more quickly, empathetically, and in accordance with guidelines, thereby strengthening customer trust in the company.

Thus, the results of this study are consistent with most previous findings and strengthen the evidence that implementing good complaint handling SOPs can significantly improve service quality.

CONCLUSIONS AND RECOMMENDATIONS

1. Cleaning SOP has a positive and significant impact on service quality. The better the implementation of restaurant cleanliness, equipment, and

supporting facilities, the greater the customer's comfort and perception of service quality.

2. Customer Service SOP has a positive and significant impact on service quality. Friendly attitudes, speed of service, and employees' ability to provide information are important factors in creating a positive service experience, thereby improving service quality.
3. Food Serving Standard Operating Procedures (SOPs) have a positive and significant impact on service quality. Accuracy of orders, speed of service, and hygienic food quality have been shown to significantly influence the level of service received by customers.
4. Complaint Handling Standard Operating Procedures (SOPs) have a positive and significant impact on service quality. Prompt, solution-oriented, and empathetic complaint handling can maintain and improve service quality even when problems arise during the service process.

ADVANCED RESEARCH

Further research is recommended to include other independent variables that may influence service quality, such as operational leadership, employee motivation, work culture, or job satisfaction. This is essential to provide a more comprehensive picture of the factors that influence service quality as a whole.

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