

## OPTIMIZATION TOURISM VILLAGE SERVICE THOUGHT THE IMPLEMENTATION OF STANDARD OPERATING PROCEDURES IN SUKALAKSANA VILLAGE, SAMARANG, GARUT

**Sri Mulyani \*, Indri Yuliafitri**

Universitas Padjadjaran

Jl. Raya Bandung Sumedang KM.21, Hegarmanah, Kec. Jatinangor, Kabupaten Sumedang, Jawa Barat 45363, Indonesia

Email: [s.mulyani@unpad.ac.id](mailto:s.mulyani@unpad.ac.id)

### Abstract

Sukalaksana, a tourist village in Garut Regency, has great natural and cultural potential, but faces challenges in terms of tourism management and services. One of the main causes is the absence of structured Standard Operating Procedures (SOPs). Through this community service program, a team of students from Padjadjaran University developed and disseminated SOPs to enhance efficiency and service quality in the tourist village. Activities were conducted through observation, interviews, discussions, and training sessions with BUMDes officials and local residents. The results showed increased awareness of the importance of SOPs, improved coordination among management members, and greater community involvement. The implementation of SOPs also supports continuous improvement through a monitoring and evaluation system. This initiative demonstrates that the development and implementation of SOPs can serve as a strategic solution to enhance the competitiveness of tourism villages based on local wisdom.

**Keywords:** Standard Operating Procedures, Tourism Village, Public Services, Village Management

### INTRODUCTION

Sukalaksana Tourism Village is one of the community-based tourism destinations in Garut Regency, West Java. The presence of natural potential such as hills, agricultural areas, and local culture makes it a strategic area to be developed as a tourism village. The development of tourism in this village is part of efforts to improve the welfare of the community through the utilization of local potential (Sunaryo, 2013).

However, the management of the tourism village still faces various challenges, particularly in terms of operational management and service provision to tourists. The absence of standardized operating procedures leads to inconsistencies in service delivery, delayed responses to tourist complaints, and weak coordination among the tourism-related businesses in the village.

According to Tambunan (2013), managerial weaknesses often occur in public service units that do not have standard operating procedures, which ultimately affects service quality.

Similar issues were found in the management of Sukalaksana Tourism Village, where activities are still conducted informally and are not well documented.

The development of a tourism village requires not only creativity and innovation but also a professional and accountable management system. One of the key tools in such a management system is the Standard Operating Procedure (SOP). SOPs serve as a reference for carrying out tasks, authorities, and responsibilities of all parties involved.

SOPs play a strategic role in setting service standards, clarifying workflows, and creating transparency and accountability within an organization (DPKP DIY, 2022). In the context of tourism villages, SOPs are an important tool for maintaining the quality of the tourist experience and strengthening destination branding.

On the other hand, institutional strengthening and management structure are important elements in the success of tourism village development. A study by Suansri (2003) emphasizes that the sustainability of tourism villages is highly dependent on local management capacity based on clear structures, including operational guidelines such as SOPs.

The community service activities conducted by students from Padjadjaran University focused on the development and implementation of SOPs for Sukalaksana Tourism Village. This initiative was undertaken in response to the community's genuine need for a more structured and efficient village management system.

The approach used is participatory, where all stakeholders—from village officials, BUMDes managers, to local residents—are actively involved in the SOP development process. This participation is crucial to ensure that the resulting SOP aligns with real-world conditions and can be easily implemented (Choi & Sirakaya, 2005).

This program also provides a learning space for students to apply theories learned in the classroom to real-world situations in the community. This activity serves as a platform for integrating academia and the community to create social innovations based on local needs.

Overall, this background is the main reason for the importance of writing this article, as scientific documentation of efforts to optimize public services through SOPs. This article aims to provide a systematic overview of the process, results, and recommendations from the community service activities that have been carried out.

## **IMPLEMENTATION METHOD**

The implementation of this community service activity uses a participatory approach based on collaboration between students and the community. This activity model refers to the principles of Community-Based Research, which emphasizes the active involvement of the community in every stage of the program (Israel et al., 2005).

The first stage is the collection of initial data. The student team conducted direct observations in Sukalaksana Village to map the potential and challenges faced in tourism management. These observations were carried out by visiting various tourist sites, village business units, and public service facilities in the village.

After the observation, in-depth interviews were conducted with key parties, such as the Village Head, the Head of BUMDes, and tourism managers. These interviews aimed to explore information about existing work patterns, obstacles faced, and aspirations for future tourism village management.



**Figure 1. Group photo after the interview with the head of the tourism village**

The collected data was then analyzed to identify SOP requirements. This analysis used the SWOT (Strengths, Weaknesses, Opportunities, Threats) approach to determine the aspects that needed to be regulated through SOPs and the potential for successful implementation. According to Gurel and Tat (2017), SWOT analysis is an effective strategic tool in formulating policies based on real conditions in the field.

The next stage is the drafting of SOPs. The drafting is carried out by adopting the principles of good governance, namely participation, accountability, effectiveness, and transparency (UNDP, 1997). The drafting of SOPs began on July 8, 2024, when the KKN team began drafting SOPs based on the framework that had been developed. This draft covers three main sub-sections, namely:

1. UMKM Center Employee SOP, which regulates the roles and responsibilities of employees, working hours, recruitment procedures, training, and performance evaluation.
2. UMKM Center Flagship Product SOP, which regulates the production process, quality standards, packaging, and distribution of flagship products produced by UMKMCenter.
3. UMKM Center General Product SOP, which regulates production processes, quality control, and storage procedures for general products produced by the UMKM Center.

The draft was then discussed in a forum with all stakeholders. This forum served as a space for negotiation and validation of the SOP content to ensure it aligns with local culture and available resources in the village. Such consultation forums have proven effective in strengthening the social legitimacy of collective decisions (Arnstein, 1969).

Revisions and improvements were made on July 9, 2024, when the draft SOP was reviewed together with Mrs. Siti, the Head of BUMDes Desa Sukalaksana. Several suggestions and inputs from Mrs. Siti were integrated into the draft SOP for improvement. These revisions were made to ensure that the SOP was in line with the actual needs and conditions in the field.

The SOP Development Workshop was held on July 10, 2024, where the KKN team conducted a workshop on SOP development attended by all BUMDes members and community

representatives. The workshop aimed to gather input and feedback from participants regarding the draft SOP that had been developed. This activity also served as an opportunity to socialize the importance of SOPs for the smooth operation of BUMDesUMKMCenter.

The finalization process of the SOP was conducted from July 11 to 13, 2024. Each subsection of the SOP was reviewed to ensure consistency and completeness. The final draft of the SOP was then submitted to Mrs. Siti on July 15, 2024, for approval and implementation. The finalized SOP includes comprehensive operational guidelines that are easy to understand for all BUMDes members.



**Figure 2. Discussion with the head of BUMDes**

Once agreed upon, socialization and training activities were conducted for the parties who would implement the SOP. The training material was prepared in the form of simulations and case studies to make it easier for participants to understand and internalize the contents of the SOP. Case study-based training strategies have proven to be effective in community capacity building (Kolb, 1984).



**Figure 3. SOP Socialization**

Initial monitoring was conducted one week after implementation to assess the initial effectiveness of the SOP implementation. Monitoring was carried out through observation and follow-up interviews with SOP implementers. The results of this monitoring were used to make minor revisions before the SOP was finalized.

In the final stage, the SOP was officially submitted to the village government and the village tourism manager. Additionally, the team created an activity report and digital documentation, which were published through social media and the University of Padjadjaran's community service repository.

This implementation method proved effective because it integrated scientific and participatory principles simultaneously, while prioritizing program sustainability through full community involvement. In line with Chambers' (1994) perspective, the success of community-based development is greatly influenced by the extent to which the community is empowered and meaningfully involved.

## **RESULTS AND DISCUSSION**

The implementation of SOPs in Sukalaksana Village has had a significant impact on improving the quality of tourism services in the village. Before the SOPs were implemented, management was carried out without clear guidelines, often leading to confusion in task distribution and operational activities. This is consistent with the findings of Agus et al. (2019), who noted that the absence of SOPs in local organizations results in weak coordination and low-quality public services.

After the SOP was implemented, changes were observed in coordination among village officials. Role distribution became clearer, communication between business units became smoother, and activity reporting became more systematic. The SOP acts as a managerial tool that ensures efficiency and consistency in work, as explained by Robbins and Coulter (2016) that standardized work structures can enhance organizational effectiveness.

From the perspective of tourist services, SOPs help managers provide more consistent and professional services. Tourists experience more structured services, particularly in terms of information, homestay reservations, and educational tourism activities offered. Service consistency is one of the main indicators of customer satisfaction according to Parasuraman, Zeithaml, and Berry (1988) in the SERVQUAL model.

Community participation also increased significantly. The involvement of residents in the development of SOPs made them feel a sense of ownership and responsibility for the sustainability of the system being built. This aligns with the community-based tourism approach, which emphasizes local empowerment as a key to sustainability (Asker et al., 2010).

The implementation of SOPs also impacts efficiency in managing the facilities and infrastructure of the tourist village. Managers become more aware of the importance of regular facility maintenance and have guidelines for addressing complaints or facility damage quickly and appropriately. The clarity of these procedures is crucial for ensuring operational sustainability (Moehariono, 2014).

SOPs also help improve the accountability of tourism village financial management. With standardized recording and reporting procedures, the finances of business units become more transparent and easier to audit, thereby increasing public trust in administrators. This principle

aligns with good governance practices that emphasize transparency as a key element (World Bank, 1992).

Another benefit is increased visitor satisfaction. Based on testimonials from tourists interviewed after implementation, they stated that their experience visiting Sukalaksana Village became more enjoyable, informative, and orderly. Tourist satisfaction is one of the indicators of successful destination management (Kozak & Rimmington, 2000).

The implementation of SOPs in waste management has also shown positive results. The community has begun to sort waste by type and understand the waste collection schedule. The environment has become cleaner and more comfortable for tourists and local residents. This aligns with the importance of cleanliness in the management of nature-based destinations (UNWTO, 2018).

SOPs also have an impact on increasing the work enthusiasm of managers. With clear work guidelines, they feel they have a clearer direction and responsibility in carrying out their daily tasks. A positively structured work environment can increase individual intrinsic motivation (Deci & Ryan, 1985).

This activity also encourages the replication of SOPs in other village business units, such as the UMKM Center and village clean water management. The successful experience from the tourism sector motivates the village to expand the scope of SOP implementation. This signifies institutional transformation at the local level, which is important for sustainable development (Pretty, 1995).

According to the literature (Tambunan, 2013; DPKP DIY, 2022), the success of SOPs does not only depend on their content but also on the involvement of all parties in the development process and the sustainability of their implementation. Therefore, a regular monitoring and evaluation system is crucial to ensure that SOPs remain relevant and adaptive to the dynamics on the ground.

Overall, this activity demonstrates that community service based on SOP implementation can make a tangible contribution to building effective, efficient, and sustainable village governance. This approach can serve as a model that can be replicated in other villages with similar characteristics.

## CONCLUSION

The implementation of Standard Operating Procedures (SOP) has proven to be an effective strategy in improving service quality and management in Sukalaksana Tourism Village. This intervention not only creates a systematic work structure but also strengthens coordination among managers and builds discipline in task execution.

The improvement in service quality experienced by tourists serves as an indicator that SOPs can address the need for professional, consistent, and visitor-satisfaction-oriented services. This is a crucial asset in enhancing the competitiveness of the tourist village amid competition from other tourist destinations in the Garut region.

High community participation throughout all stages of SOP development and implementation is the key strength behind the success of this program. This success demonstrates that a collaborative approach between academics and the community can produce contextual and sustainable solutions.



Going forward, a commitment from village officials is needed to ensure the sustainability of SOP implementation through regular training, periodic evaluations, and updates to documents as needed. This service model can be replicated in other villages with adaptations according to their respective local characteristics.

The quality of service and management in Sukalaksana Tourism Village. This intervention not only created a systematic work structure but also strengthened coordination among officials and fostered discipline in task execution.

The improvement in service quality experienced by tourists serves as an indicator that SOPs can address the need for professional, consistent, and visitor-centric service. This is a crucial asset in enhancing the competitiveness of the tourism village amid competition from other tourist destinations in the Garut region.

High community participation throughout all stages of SOP development and implementation is the key strength behind the program's success. This success demonstrates that a collaborative approach between academics and the community can produce contextual and sustainable solutions.

Going forward, a commitment from village officials is needed to ensure the sustainability of SOP implementation through regular training, periodic evaluations, and updates to documents as needed. This service model can be replicated in other villages with adaptations according to their respective local characteristics.

## REFERENCES

Book:

- Asker, S., Boronyak, L., Carrard, N., & Paddon, M. (2010). *Effective Community Based Tourism: A Best Practice Manual*. Sustainable Tourism Cooperative Research Centre.
- Deci, E. L., & Ryan, R. M. (1985). *Intrinsic Motivation and Self-Determination in Human Behavior*. New York: Plenum.
- Kolb, D. A. (1984). *Experiential Learning: Experience as the Source of Learning and Development*. Englewood Cliffs: Prentice Hall.
- Moehariono. (2014). *Competency-Based Performance Measurement*. Jakarta: RajaGrafindo Persada.
- Robbins, S. P., & Coulter, M. (2016). *Management* (13th ed.). Boston: Pearson.
- Suansri, P. (2003). *Community Based Tourism Handbook*. Bangkok: Responsible Ecological Social Tour (REST).
- Sunaryo, B. (2013). *Tourism destination development policy: Concepts and applications in Indonesia*. Yogyakarta: Gava Media.
- Tambunan, T. (2013). *Public service management*. Jakarta: Ghalia Indonesia.
- UNWTO. (2018). *Tourism for Development – Volume I: Key Areas for Action*. World Tourism Organization.

Artikel Jurnal:

- Agus, R., Rofiq, A., & Mustika, H. (2019). Analysis of SOP Implementation in Improving Organizational Performance. *Journal of Public Administration*, 9(2), 112-119.

- Arnstein, S. R. (1969). A Ladder of Citizen Participation. *Journal of the American Institute of Planners*, 35(4), 216–224.
- Israel, B. A., Schulz, A. J., Parker, E. A., & Becker, A. B. (2005). Community-based participatory research: Policy recommendations for promoting a partnership approach in health research. *Education for Health*, 14(2), 182–197.
- Choi, H. C., & Sirakaya, E. (2005). Sustainability indicators for managing community tourism. *Tourism Management*, 27(6), 1274–1289.
- Chambers, R. (1994). Participatory Rural Appraisal (PRA): Analysis of experience. *World Development*, 22(9), 1253–1268.
- Gurel, E., & Tat, M. (2017). SWOT analysis: A theoretical review. *Journal of International Social Research*, 10(51).
- Kozak, M., & Rimmington, M. (2000). Tourist satisfaction with Mallorca, Spain, as an off-season holiday destination. *Journal of Travel Research*, 38(3), 260–269.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64(1), 12–40.
- Pretty, J. (1995). Participatory learning for sustainable agriculture. *World Development*, 23(8), 1247–1263.

Website:

- Binus University. (2021). Understanding the benefits and how to create a good SOP. Retrieved from <https://accounting.binus.ac.id>
- DPKP DIY. (2022). Standard Operating Procedures (SOP) as an important element in the implementation of public services. Retrieved from <https://dpkp.jogjapro.go.id>
- Putri, V. K. M. (2022). Socialization: Definition, objectives, functions, and types. KOMPAS.com. Retrieved from <https://www.kompas.com>
- UNDP. (1997). Governance for Sustainable Human Development. United Nations Development Programme. Retrieved from <https://www.undp.org/governance/publications>