

## **Improving Employee Productivity at Pink Tempong Eatery by Designing Work Procedures**

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### **ABSTRACT**

Pink Tempong is a food and beverage business experiencing low employee productivity due to the absence of standardized written work procedures. This issue has led to miscommunication, operational inefficiencies, and unclear task responsibilities. This study aims to identify the causes of low productivity and propose structured work procedures as a solution. Data was collected through interviews with the owner and employees using a qualitative approach. The proposed solution consists of work procedures for kitchen, serving, and cashier staff. The findings indicate that clear procedures can improve productivity, enhance operational consistency, and contribute to reducing employee turnover at Pink Tempong.

Keywords: employee productivity, operational efficiency, restaurant management, work procedures

### **INTRODUCTION**

Pink Tempong is a food and beverage business in Bali that specializes in nasi tempong, a traditional Indonesian spicy rice dish. The company operates three branches in strategic locations and serves many customers daily. The essential thing as a restaurant business is maintaining efficient operations and consistent service quality. It will help to ensure customer satisfaction and business sustainability. Employee productivity plays an important role in achieving these objectives because productive employees can perform tasks efficiently, provide better service, and support smooth daily operations (Mathis & Jackson, 2016).

Despite its business growth, Pink Tempong faces several operational challenges related to employee productivity. Based on observations and interviews conducted by the writer, the company experiences high employee turnover and unproductiveness in daily operations. Employees often appear uncertain about their responsibilities, particularly during busy hours, while some tasks are performed by multiple employees without proper coordination. Customer feedback also indicates long waiting times and inconsistent service quality. The conditions mentioned suggest that employee productivity issues have begun to affect overall operational performance and customer satisfaction.

The main cause of these problems is the absence of standardized written work procedures. Most instructions are delivered verbally and may vary depending on operational circumstances. Consequently, employees, especially new staff members, often lack a clear understanding of their responsibilities. According to Armstrong (2020), work procedures provide structured guidelines that help employees perform tasks consistently and efficiently. Similarly, Walker (2021) emphasizes that clearly defined responsibilities enable employees to understand their roles and perform tasks within their designated scope. Overlapping duties, inconsistent work practices, and operational inefficiencies are more likely to occur without written procedures.

Therefore, this study aims to analyze the causes of low employee productivity at Pink Tempong and propose a practical solution through the development of structured work procedures. The proposed solution consists of three work procedures designed for kitchen staff, serving staff, and cashier staff. All the procedures include clear job responsibilities, task instructions, and operational guidelines to support

consistency in daily operations. It is expected that the implementation of these procedures will improve employee productivity by reducing confusion in task execution and creating a more organized management system within the company.

## METHOD

This project used a descriptive qualitative approach to investigate the factors contributing to low employee productivity at Pink Tempong and to develop appropriate work procedures as a solution. Data was collected through semi-structured interviews and allowed respondents to provide detailed explanations regarding their daily responsibilities, operational challenges, and current work practices. According to Robson (2014), semi-structured interviews combine structured and unstructured questioning, enabling researchers to obtain in-depth and flexible responses. The interviews focused on identifying existing workflows, task distribution, communication patterns, and operational issues related to employee productivity.

The respondents consisted of the owner of Pink Tempong and ten employees from three operational divisions: four kitchen staff, four serving staff, and two cashiers. Employees were selected based on a minimum employment period of six months to ensure that they had sufficient experience and understanding of the restaurant's daily operations. Including representatives from each division enabled the researcher to obtain comprehensive information regarding the specific responsibilities, routines, and challenges faced by different employees. The owner was interviewed to provide managerial perspectives on task delegation, employee supervision, and operational expectations.

The data collection process consisted of four stages: designing the interview questions, contacting and arranging interviews with respondents, conducting the interviews, and organizing the collected data. Interviews were conducted either face-to-face or through Google Meet, depending on respondents' availability, and each session lasted approximately 20–30 minutes. All interviews were conducted in Bahasa Indonesia to facilitate clear communication.

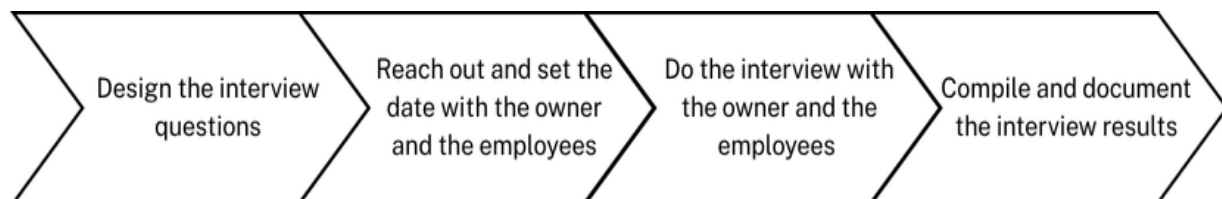


Figure 3.3. Data Collection Process

After the interviews were completed, the responses were transcribed and analyzed to identify recurring issues, operational challenges, and employee suggestions. The findings served as the basis for developing structured work procedures for kitchen staff, serving staff, and cashiers at Pink Tempong.

## FINDINGS AND DISCUSSION

Based on the interview findings, several issues were identified in Pink Tempong's daily operations. Eight out of ten employees stated that they did not receive clear instructions when performing their duties and mainly relied on habits or previous experience. In addition, seven employees reported experiencing overlapping responsibilities, while five employees mentioned that they needed a considerable amount of time to fully understand their roles because no written guidelines were available. The findings also revealed a heavy reliance on verbal communication, which often resulted in inconsistent task execution, especially during busy operational hours. From the owner's perspective, employee training was conducted primarily

through direct instruction and observation without any standardized written reference. The findings indicate that the main problem lies not in employee capability, but in the absence of a structured system that clearly defines responsibilities and workflows.

These findings are consistent with the theories of employee productivity and human resource management discussed in the literature. According to Mathis and Jackson (2016), employees are more productive when their responsibilities and performance expectations are clearly defined. The findings at Pink Tempong show the opposite condition, where employees often rely on verbal instructions and personal judgment due to the absence of written guidance. This situation creates uncertainty, increases the possibility of overlapping tasks, and reduces operational efficiency. Furthermore, Armstrong (2020) emphasizes that structured work procedures help employees perform their duties consistently and reduce errors in daily operations. The operational challenges identified at Pink Tempong support the need for a more structured system that clearly outlines responsibilities, workflows, and performance expectations.

Another issue identified from the interviews was the difficulty experienced by new employees when adapting to their roles. Several respondents stated that they required a relatively long period to understand their responsibilities because there were no guidelines written available. As a result, new employees frequently depended on senior staff for instructions, which increased the workload of experienced employees and slowed down the onboarding process. This finding suggests that the absence of documented procedures not only affects productivity but also influences the effectiveness of employee training and knowledge transfer within the organization. The overlap of responsibilities reported by several employees indicates that task allocation within the company is not clearly defined. Employees occasionally performed similar tasks without realizing that another team member had already completed them. Such duplication of work reduces operational efficiency because employee effort is not utilized optimally. In a restaurant environment where speed and coordination are important, unclear task ownership may lead to delays and confusion during peak operating hours.

Another important finding is the lack of a standardized reference that employees can consult when they are unsure about a task. Most respondents explained that they rely on verbal instructions from supervisors or senior employees. While this approach may work in small-scale operations, it becomes less effective as the business grows and employs more staff. The absence of written guidance increases the possibility of inconsistent practices because employees may interpret instructions differently. As a result, the same task may be performed in different ways by different employees, creating variations in service quality and operational performance. The findings also indicate that communication plays a significant role in influencing employee productivity at Pink Tempong. Since instructions are delivered verbally, employees often need to seek clarification before performing certain tasks. This situation can interrupt workflow and reduce efficiency, particularly during busy periods when employees are expected to respond quickly to customer needs. A structured communication system supported by written procedures can help reduce unnecessary interruptions and enable employees to work more independently. In addition, the interview results suggest that the current operational system places considerable dependence on individual experience rather than organizational standards. Employees who have worked longer generally possess a better understanding of daily operations, while newer employees require additional guidance to perform the same tasks. This creates a knowledge gap between employees and increases the burden on experienced staff members who frequently need to assist their colleagues. Documented work procedures can help transfer operational knowledge more effectively by making important information accessible to all employees regardless of their length of service.

The development of structured work procedures is expected to address these issues by establishing clear expectations and standardized workflows. Employees can use the procedures as a reference when performing their duties, while managers can use them as a tool to monitor performance and ensure

consistency across different branches. The proposed solution addresses the immediate productivity issues identified during the interviews and supports long-term operational improvement within the organization.

## **CONCEPT OF THE CREATIVE WORK**

To address these issues, a set of structured work procedures was developed for three divisions: kitchen staff, serving staff, and cashier staff. The procedures were designed based on the actual operational needs identified during the interviews and adapted from restaurant operational standards proposed by Walker (2021) and Ammachathram (2019). In developing the proposed work procedures, special consideration was given to the structure and format of the document to ensure practicality and ease of use. The procedures were separated into three different documents for kitchen staff, serving staff, and cashier staff because each division performs different responsibilities and faces different operational challenges. Interview findings revealed that employees often became confused when tasks overlapped across divisions. Therefore, creating separate procedures helps clarify role boundaries and allows employees to focus on responsibilities that are directly related to their positions.

Each work procedure consists of four main sections: Position, Position Overview, Responsibilities and Duties, and Other Notes. The Position and Position Overview sections were included to help employees understand their role and contribution within the restaurant. The Position section was included to clearly identify the role associated with each work procedure. This section helps employees immediately recognize the purpose of the document and understand which responsibilities apply to them. The Position Overview section provides a brief explanation of the employees' contribution to overall restaurant operations. This section was included because interview findings revealed that some employees focused only on individual tasks without fully understanding how their work supported broader operational objectives.

Meanwhile, the Responsibilities and Duties section provides detailed instructions organized into opening, operational, and closing activities. The Responsibilities and Duties section serves as the core component of the work procedures. The duties are organized according to opening, operational, and closing activities to reflect the actual workflow observed at Pink Tempong. It helps employees understand not only what tasks should be performed but also when they should be completed. The Responsibilities and Duties section was further divided into opening, operational, and closing activities to reflect the actual workflow observed at Pink Tempong. Restaurant operations follow a daily cycle that begins with preparation activities, continues with customer service and operational tasks, and ends with closing procedures. Organizing the duties according to this sequence allows employees to understand not only what tasks need to be completed but also when those tasks should be performed. This structure was included to address the inconsistent workflows reported by several respondents during the interviews. The Other Notes section contains supporting information such as hygiene standards, dress code requirements, and workplace regulations to reinforce operational consistency. The Other Notes section was included to support consistency in workplace behavior and operational standards. Information regarding hygiene practices, dress code requirements, communication etiquette, and workplace discipline is provided to reinforce service quality and maintain professional conduct.

In addition, operational checklists were incorporated into the procedures through step-by-step task instructions rather than separate checklist forms. Step-by-step instructions were incorporated into each procedure to guide employees through their tasks in a logical order. Rather than providing only general responsibilities, the procedures specify the actions that should be completed during each stage of work. This format was selected because interview findings indicated that employees occasionally forgot certain responsibilities or performed tasks in different ways. By presenting operational standards as sequential instructions, the procedures help employees maintain consistency and reduce the likelihood of errors during daily operations. This approach was selected because interview results showed that employees often forgot certain responsibilities or performed tasks in different ways. Employees can follow a clear sequence of

activities from the beginning to the end of their shifts by embedding operational standards directly into the workflow.

Another important consideration was the use of simple and direct language throughout the procedures. Since employees come from different educational and professional backgrounds, complicated terminology could create misunderstandings and reduce the effectiveness of the document. Clear instructions were therefore prioritized to ensure that employees could quickly understand and apply the procedures during daily operations. This approach also supports the onboarding process because new employees can learn their responsibilities more independently without relying entirely on verbal explanations from supervisors. Besides serving as an operational guide, the proposed work procedures function as a training reference for new employees. New staff can use the document as a source of information when learning their responsibilities, reducing dependence on verbal explanations from supervisors. This can shorten the learning process and help employees adapt more quickly to their positions. The procedures also serve as a reference for managers when monitoring employee performance because expectations and responsibilities are clearly documented. Overall, the proposed work procedures function as both an operational guide and a reference document that helps increase productivity within Pink Tempong.

The proposed work procedures are also expected to support operational consistency across all Pink Tempong branches. Since the company operates in multiple locations, differences in work practices may develop if employees rely solely on verbal instructions or personal habits. Standardized procedures provide a common reference that can be applied throughout the organization, ensuring that employees follow the same operational standards regardless of their branch location. The consistency is important not only for maintaining service quality but also for supporting future business growth, as management can implement the same procedures when opening new branches or onboarding new employees.

## CONCLUSION

This study was conducted to address the problem of low employee productivity at Pink Tempong Eatery, which is mainly caused by the absence of standardized written work procedures. Through interviews and observations, the findings revealed unclear task distribution, inconsistent workflows, and heavy reliance on verbal instructions. To solve these issues, structured work procedures were developed for kitchen staff, serving staff, and cashier staff. The procedures provide clear responsibilities, operational guidelines, and step-by-step instructions. The implementation of these procedures is expected to improve employee productivity by reducing miscommunication and creating a more organized management system. To maximize their effectiveness, Pink Tempong should implement the procedures consistently, conduct regular evaluations, and update them when operational changes occur. Future EBC students may further develop similar projects by integrating digital management systems or evaluating the impact of work procedures on organizational performance.

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