

## 5. RESEARCH RESULTS

This chapter shows the results from the research done by the writers. From the observation the writers collected data about the S.O.P. and two from three organizational effectiveness criteria which are conflicts and accident. The results from the two conflicts and accidents are caused by the S.O.P. and are not influenced by any other factors.

### 1.1 S.O.P. Analysis

The writers observed daily activities from the organizational members from 4<sup>th</sup> January 2008-19<sup>th</sup> January 2008. The data collected are divided into 4 (four) major categories; general, dining service, bar service, and kitchen. The overall data are:

#### a. General

- Every member knows the service etiquette which is very general; ladies first, children then gentleman.
- There is no briefing from the Heads of the Department during the operational hours.
- The Head of the Departments make schedule for their members.
- There is no logbook or report written in the organization.

#### b. Dining Service

- Before opening time:

These operational duties are done by the service members every operational day, except on Tuesday when they have a general cleaning. General cleaning is an activity that cleans the overall restaurant area and appliances in details.

- ❖ Collecting dirty napkins and table clothes in laundry bag.
- ❖ Vacuuming the restaurant floor.
- ❖ Cleaning and preparing the *rechaud*.
- ❖ Preparing the side stand; filling candies and chocolates, filling condiments, preparing cutlery, filling tea boxes.
- ❖ Folding napkins and guest's towels.

- ❖ Setting up restaurant tables; setting up cutleries, placing flowers and *kroepoek*, turning on the table lamp.
- ❖ Arranging tables according to the reservation.
- ❖ Turning the restaurant's lamp and music.
- ❖ For general cleaning; brushing and polishing the *rechaud*, washing the condiments hanger, sizzling lids, cleaning the windows and chairs.
- *A la Carte* service:
  - ❖ Greeting the customers.
  - ❖ Hanging the customer's coat.
  - ❖ Asking the customers whether they have reservation or not, how many persons they are, preferences table.
  - ❖ Sitting the guests.
  - ❖ Asking for drinks.
  - ❖ Typing the drinks order.
  - ❖ Serving the drinks.
  - ❖ Giving the menu book.
  - ❖ Taking order, writing it on the paper with seat designation system.
  - ❖ Typing the order.
  - ❖ Hanging the paper on the checker's lists.
  - ❖ Placing the *rechaud* on the table.
  - ❖ Checking the foods that come from the kitchen according to the checker's lists.
  - ❖ Serving the food to the customer.
  - ❖ Asking if everything is fine.
  - ❖ Clearing up.
  - ❖ Serving the warm towels.
  - ❖ Offering dessert or coffee.
  - ❖ Taking desert or coffee order.
  - ❖ Typing dessert or coffee order.
  - ❖ Serving dessert or coffee order.

- ❖ Settling financial statement.
- ❖ Helping the guest with their coat.
- ❖ Farewell the guests.
- ❖ Clearing and setting up the table.
- Buffet service: the restaurant has no buffet service.
- Handling reservation by phone:
  - ❖ Greeting the customers.
  - ❖ Asking for when, how many persons, preferences, and name.
  - ❖ Repeating the reservation.
  - ❖ Last greeting.
  - ❖ Writing the reservation on reservation's lists.

c. Bar Service

Bar and take away department are under one department. The staffs duties include bar and take away. These operational duties are done every day and general cleaning is done on every Tuesday.

- Before opening time:
  - ❖ Buying bread for restaurant's staff for breakfast.
  - ❖ Making drinks for kitchen staff at 12 o'clock and 16 o'clock.
  - ❖ Cleaning the toilets.
  - ❖ Mopping the bar and take away floor.
  - ❖ Cleaning the bar and take away area.
  - ❖ Inventory the beverages, ice cream, fruits, coffee beans, and cookies.
  - ❖ Preparing the condiments for take away.
  - ❖ Throwing the paper and empty bottles away.
- During opening time, bar duties:
  - ❖ Receiving service's order for beverages and dessert.
  - ❖ Making drinks and dessert for customers.
  - ❖ Giving the drinks and dessert to the waiter and telling the waiter for which table it is.
  - ❖ Washing dirty glasses, cups and cutleries.
  - ❖ Cleaning the bar area for closing time.

- During opening time, take away duties:
  - ❖ Greeting the customers.
  - ❖ Taking order for take away, typing it into computer.
  - ❖ Receiving payment and giving customer's order number.
  - ❖ Receiving food from kitchen.
  - ❖ Checking the food with the order.
  - ❖ Packing the food, adding the condiments.
  - ❖ Calling the customer by their order number.
  - ❖ Giving the food to the customer and last greeting.
- For general cleaning; cleaning liqueur and liquor bottles and its shelf, cleaning glasses shelf, washing sugar bowl.
- Every Friday the bar staff buys beverages for the restaurant.
- Every Wednesday and Saturday the bar staff packs *kroepoek*.

d. Kitchen

- Before Opening Time:
  - ❖ Stacking dirty dishes from a day before and putting it under the working table.
  - ❖ Heating the *bain marie*.
  - ❖ Placing sauces into *bain marie*.
  - ❖ Preparing; washing and cutting ingredients, cooking rice and noodles, cooking ½ ready foods, making sauces.
  - ❖ Cooking employee meal.
  - ❖ Washing dishes from a day before.
  - ❖ Every Thursday the kitchen staffs stew *sate*.
  - ❖ Every Wednesday and Saturday the kitchen staff fries *kroeopoek*.
  - ❖ Every Wednesday, Friday, and Sunday the kitchen staff make *loempia*'s skin.
- During Opening Time:
  - ❖ The checker receives the services and takes away order.
  - ❖ The checker reads the order to the cooks.

- ❖ The checker prepares the ingredients, prepares the plates or the boxes, gives sauces, garnishes foods, and delivers the foods (all side dishes must be delivered at the same time with main dishes).
- ❖ The cooks hear the order, cook according to what the checker says.
- Receiving and Storing:  
There are schedule for receiving raw materials from the supplier; every Tuesday is for vegetables and fruits, every Thursday is for chickens, every Saturday is for meats and fishes. The standard procedures are:
  - ❖ Checking the receive order with the raw materials.
  - ❖ The delivery man directly puts the raw materials in their places.
- Preparation before Closing Time:
  - ❖ Cleaning the kitchen area and its appliances.
  - ❖ Washing the floor.
  - ❖ Washing the blower.
  - ❖ Wiping the wall.
  - ❖ Placing the sauces in the refrigerator.
  - ❖ Cleaning *bain marie*.
  - ❖ Putting all the ingredients to the refrigerator.
  - ❖ Checking the gas, refrigerator temperature, water, light.
  - ❖ Locking the door.

## 5.2 S.O.P. Comparison Table between Theories and Realities

S.O.P Theory	S.O.P China House	Note
1. General <ul style="list-style-type: none"> <li>• Service etiquette</li> <li>• Briefing</li> <li>• Schedule</li> <li>• Operational duty</li> </ul>	( √ ) ( — ) ( √ ) ( — )	
2. Dining Service Before opening time: <ul style="list-style-type: none"> <li>• Preparing dining room</li> <li>• Cleaning and polishing service ware</li> <li>• Preparing the service area</li> </ul> ( X ) During opening time: <ul style="list-style-type: none"> <li>• <i>A la carte</i> service <ul style="list-style-type: none"> <li>- Greeting</li> </ul> </li> </ul> ( X ) ( X ) - Seating	( √ ) ( √ ) ( √ ) - General cleaning  ( √ ) - Hanging customer coats - Asking reservation ( √ )	Once a week  Once a week

S.O.P Theory	S.O.P China House	Note
<ul style="list-style-type: none"> <li>- Taking Order</li> <li>- Writing order using seat number</li> <li>- Transmitting order</li> </ul>	<ul style="list-style-type: none"> <li>( √ )</li> <li>( √ )</li> <li>( √ )</li> </ul>	
( X )	- Placing <i>rechaud</i> on table	
<ul style="list-style-type: none"> <li>- Adjusting cutleries</li> <li>- Picking up the order</li> <li>- Serving foods</li> <li>- Checking if everything is ok</li> <li>- Clearing up</li> </ul>	<ul style="list-style-type: none"> <li>( — )</li> <li>( √ )</li> <li>( √ )</li> <li>( √ )</li> <li>( √ )</li> </ul>	
( X )	- Serving warm towels	
<ul style="list-style-type: none"> <li>- Offering dessert and giving the dessert card</li> <li>- Taking dissert order</li> <li>- Serving dessert</li> <li>- Clearing up dessert</li> <li>- Offering coffee</li> <li>- Taking order</li> <li>- Serving coffee</li> </ul>	<ul style="list-style-type: none"> <li>( √ )</li> <li>( √ )</li> <li>( √ )</li> <li>( √ )</li> <li>( √ )</li> <li>( √ )</li> <li>( √ )</li> </ul>	

S.O.P Theory	S.O.P China House	Note
<ul style="list-style-type: none"> <li>- Settling financial statement ( X )</li> <li>- Fare willing</li> <li>- Cleaning up &amp; setting up</li> </ul> <p>Handling reservation by phone</p> <ul style="list-style-type: none"> <li>- Let phone ring 3x</li> <li>- Greeting</li> <li>- Offering help</li> <li>- Asking name, number of person, date &amp; time, contact number</li> <li>- Asking special request</li> <li>- Repeating</li> <li>- Farewell ( X )</li> </ul>	<ul style="list-style-type: none"> <li>( √ )</li> <li>- Help guest with coats</li> <li>( √ )</li> <li>( √ )</li> <li>( √ )</li> <li>( √ )</li> <li>( √ )</li> <li>( √ )</li> <li>( √ )</li> <li>( √ )</li> <li>- Writing on reservation list</li> </ul>	<p>Writing on white board for reservation on the same day</p>



S.O.P Theory	S.O.P China House	Note
3. Bar <ul style="list-style-type: none"> <li>Operational duty: <ul style="list-style-type: none"> <li>( X )</li> <li>( X )</li> <li>- Check inventory</li> <li>- Cleaning</li> <li>- Making drinks</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Buy bread, make drinks for kitchen staff</li> <li>- Clean toilet <ul style="list-style-type: none"> <li>( √ )</li> <li>( √ )</li> <li>( √ )</li> </ul> </li> </ul>	First thing to do when arrive at restaurant       General cleaning once a week Making dessert too
4. Kitchen <ul style="list-style-type: none"> <li>General rules: <ul style="list-style-type: none"> <li>- Use hand glove</li> <li>- Wash hand, wear hat &amp; apron</li> <li>- Not smoking</li> <li>- Not run</li> <li>- Wipe spill food with towel, not use towel for other preparation anymore</li> <li>- Use written menu</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>( — )</li> <li>( √ )</li> <li>( √ )</li> <li>( √ )</li> <li>( — )</li> <li>( — )</li> </ul>	

S.O.P Theory	S.O.P China House	Note
<ul style="list-style-type: none"> <li>Before opening time <ul style="list-style-type: none"> <li>Turn on the lamp</li> <li>Check the temperature</li> <li>( X )</li> <li>( X )</li> <li>Distributing towel &amp; trash bin</li> <li>Inspect clean &amp; neat</li> <li>For production preparation</li> <li>( X )</li> <li>( X )</li> </ul> </li> <li>Receiving <ul style="list-style-type: none"> <li>Check invoice</li> <li>Inspecting</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>( √ )</li> <li>( √ )</li> <li>Stacking dirty dishes</li> <li>Heating <i>bain marie</i></li> <li>( √ )</li> <li>( — )</li> <li>( √ )</li> <li>Cooking employee meal</li> <li>Wash dishes from day before</li> <li>( √ )</li> <li>( — )</li> </ul>	<p>Every Thursday make stew sate, every Wednesday and Saturday fries <i>kroepoek</i>, and every Wednesday, Friday, and Sunday make <i>loempia's</i> skin</p>

S.O.P Theory	S.O.P China House	Note
<ul style="list-style-type: none"> <li>- Tagging</li> <li>- Listing</li> <li>- Accept by signing</li> <li>- Storing</li> <li>• Storing <ul style="list-style-type: none"> <li>- Stack food</li> <li>- FIFO</li> <li>- Inventory</li> <li>- Check damage</li> <li>- Check temperature</li> </ul> </li> <li>• Closing <ul style="list-style-type: none"> <li>- Clean kitchen equipment</li> <li>- Clean exhaust</li> <li>- Remove unused food and garbage</li> <li>- Throw garbage</li> <li>- Take care of effluent</li> <li>- Put the towel in to laundry bag</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>( — )</li> <li>( — )</li> <li>( √ )</li> <li>( √ )</li> <li>( √ )</li> <li>( √ )</li> <li>( — )</li> <li>( √ )</li> <li>( √ )</li> <li>( √ )</li> <li>( √ )</li> <li>( √ )</li> <li>( √ )</li> <li>( √ )</li> <li>( √ )</li> <li>( √ )</li> <li>( √ )</li> <li>( √ )</li> </ul>	

S.O.P Theory	S.O.P China House	Note
- Clean up	( √ )	
- Wash dishes	( √ )	
- Repack and Label all food	( √ )	
- Shut off heat equipment	( √ )	
- Check inventory, Make Purchase	( √ )	
Order	( √ )	
- Wipe all working area	( √ )	
- Sweep and mop	( √ )	
- Turn off light and lock kitchen door	( √ )	

Figure 5.1: S.O.P. Comparison Table between Theories and Realities

Note:

( √ ) : the objects (China House's staffs ) do the activity

( — ) : the objects (China House's staffs ) do not do the activity

( X ) : it is not written in theory, but the objects (China House's staffs ) do it

### **5.3 Organizational Effectiveness Criteria Analysis**

The writers interviewed the employer and the employees from the organization to gather data about the information management communication. The interviews were done on February 2008.

From those interviews, the writers conclude that the S.O.P. is for information management communication from the owner to the head of departments. The communication ways are done by directly speaking face to face to the Head of Departments and through the paper that is hanging on the information board in each department. From Head of the Departments the information spread to the staffs. The Head of the Departments also receives information from the staffs and delivers it to the boss. The Head of the Departments deliver all the information to the boss also by speaking face to face and using the information board. (See figure 5.1)

There are special days of the week to communicate about groceries to the kitchen department; they are on Wednesday, on Friday and on Saturday. The service department receives the information about weekly groceries every Saturday morning. There are no miscommunication occurs with the ways of communicating.

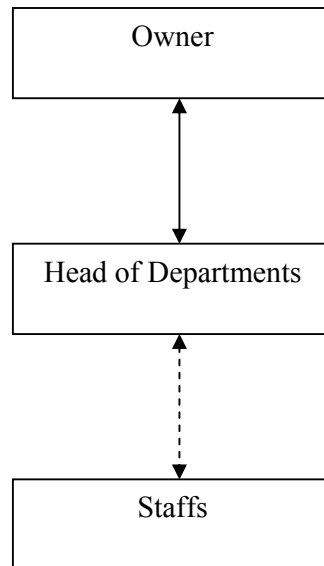


Figure 5.2: Information Management Communication Model in China House

Note:

◀—▶ : from owner to head of departments – head of departments to owner

◀-----▶ : from head of departments to staffs – staffs to head of departments

The writers also observed some conflicts and accidents happened in the organization that was caused by S.O.P.

#### Accidents

<b>Date</b>	<b>Problems Explanation</b>	<b>Caused By:</b>
24/11/07	The food was not what the guest ordered.	The waiter wrote the wrong order.
23/12/07	A customer ordered Mo Ku Ngau but the food was Mang Ko Ngau.	The name of the food is almost the same so the chef heard it wrongly.
25/12/07	A wrong bill was given to the customer and caused 20 euro lost.	Table 13 ordered drinks but the waiter typed it to the table 12, the drinks were safely delivered to table 13. After table 13 had gone, table 12 asked for bills and found that the drinks were not theirs. Finally no one paid for the drinks that are worth 20 euro.

Date	Problems Explanation	Caused By:
18/01/08	A customer ordered a vegetarian chicken but the food that came out was original chicken. The customer was angry and caused her an allergic.	The waiter wrote the wrong order.
24/01/08	In take away: the customer was upset because she did not receive the sauce for the food.	The checker missed the sauce.
31/01/08	In take away: the customer wanted to replace “Babi Pangang” with “Ayam Pangang” in Nasi China House but it was wrong, all of them were “Babi Pangang”.	The server did not type the special request, only told it to the kitchen checker. (There are 2 procedures in processing special request, one of them is typing and another is speaking).
01/02/08	In take away: the customer took the wrong food, it was other customer’s food.	The checker gave the food to the first standing customer after their number mentioned.



<b>Date</b>	<b>Problems Explanation</b>	<b>Caused By:</b>
09/02/08	Customer did not find her jacket.	The other customer took the wrong jacket.

Figure 5.3: Observation Results for Organizational Effectiveness Criteria (Accidents)

Conflicts:

<b>Date</b>	<b>Problems Explanation</b>	<b>Caused By:</b>
27/11/07 13/12/07 20/01/08	Dishwasher staff was mad with the service staffs.	The service staffs did not open the dishwasher window and also did not push the dirty plates so the dishwasher staff had no idea that there were piles of dirty plates. And suddenly the service staff yelled at the dishwasher staff to wash them fast, because there were no more space for other dirty plates.

<b>Date</b>	<b>Problems Explanation</b>	<b>Caused By:</b>
04/01/08	Customer was angry and cancelled the reservation.	The customers asked for a table near the window but the waiter did not approve it. The waiter only said that he tried because the reservation was a bit late at 7 o'clock. The customer was mad and asked what the function of the reservation was.
10/01/08	Kitchen staffs were angry because there was no coffee made for them at 4 o'clock.	The bar staff was late, she came at 5 o'clock. She was supposed to come at 4 o'clock.

Figure 5.4: Observation Results for Organizational Effectiveness Criteria (Conflict)