**Inter 2**

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**SUMMARY KEYWORDS**

rewardemployeeshotelsystemgueststaff meetingdepartmentrecognitionbirthdaymampeopleindustrystaffreviewmonthworkcommissionmonthly basisquestionperformance

Rematching speakers...

**SPEAKERS**

Interviewee, Interviewer, Interviewer, Interviewer

I

Interviewee

0:01

Ummhh good morning Mam. How are you today?

I

Interviewee

0:03

I'm well and yourself?

I

Interviewer

0:04

I'm good. I'm going to read the consent form for you.

I

Interviewee

0:07

Yes.

I

Interviewer

0:07

I'll also give you some copy of this it's the same thing. It's just one. I just wanted to give you some copy.

I

Interviewee

0:14

No problem.

I

Interviewer

0:15

Okay, how is your day so far? {laughs}

I

Interviewee

0:19

I'm very well thank you.

I

Interviewer

0:19

Okay, my name is Mzukisi. I'm a student from CPUT, Cape Peninsula University of Technology. I'm doing MTech in tourism and hospitality as a part.

I

Interviewee

0:19

Are you sure?

I

Interviewer

0:19

Yes {laughs}.

I

Interviewee

0:27

Are you sure of going for this industry?

I

Interviewer

0:35

No, yes, I'm sure now.

I

Interviewee

0:39

{laughs}

I

Interviewer

0:40

No I’m sure. I've been in this industry for quite long, but now I just want to go further I understand this is a pressurized industry.

I

Interviewee

0:49

Yeah.

I

Interviewer

0:49

Yes.

I

Interviewee

0:49

So what did you do in the industry before?

I

Interviewer

0:53

Before ohh in terms of working place or?

I

Interviewee

0:56

Umhhh.

I

Interviewer

0:55

Yes, I was a chef.

I

Interviewee

0:56

Ohhh.

I

Interviewer

0:57

Yes, before this COVID thing happened so.

I

Interviewee

1:02

Ok.

I

Interviewer

1:03

Unfortunately, for the company I was retrenched. Yes.

I

Interviewee

1:05

So where did you work?

I

Interviewer

1:05

Umhh since this is on recording, I can't mention the name {laughs}...

I

Interviewee

1:05

Yeah.

I

Interviewer

1:16

Yes, I was working here in CBD and then I was retrenched last year. But now I'm focusing more on my studies now.

I

Interviewee

1:25

Ok.

I

Interviewer

1:26

And then after that I’ll go back.

I

Interviewee

1:27

No problem.

I

Interviewer

1:05

When the industry picks up, I think.

I

Interviewee

1:30

Well.

I

Interviewer

1:30

Ohk. So the purpose of this study is to explore the management perception, there's an effective reward system at selected ahh 5\* hotels. As a part of this study I'm entitled to do an interview, which is 45 minutes to an hour or less. However, please note that the participation in this study is voluntarily and anonymous, and then all the information will be kept confidential according to the ethical standard of CPUT.

I

Interviewee

1:40

Yeah.

I

Interviewer

1:40

Ohk mam, umhh I'm going to kindly use this device because I can't remember everything.

I

Interviewer

2:12

If I have to write and you answer, it's going to take two to four hours.

I

Interviewee

2:17

No problem.

I

Interviewer

2:18

However, I'm going to use this device, and then it's going to be kept to my personnel file and encrypt personal files.

I

Interviewee

2:23

Yes.

I

Interviewer

2:23

So that when I go back to it again, when I don't remember, I can just go and listen to it again and again. Otherwise, I'm the only one who have access to this.

I

Interviewee

2:31

Yes.

I

Interviewer

2:34

So the first question is just a tick box.

I

Interviewee

2:38

Yeah.

I

Interviewer

2:39

And then the second question.

I

Interviewee

2:43

So I'll say my gender is female.

I

Interviewer

2:47

Yes {laughs}. So I didn't want to ask you, Okay I'm going to just.

I

Interviewee

2:53

Ok.

I

Interviewer

2:53

And then mam what is the highest level of your education that you have obtained?

I

Interviewee

2:59

Okay, matric.

I

Interviewer

3:00

Okay matric. So, is there any qualification that you have attained through the hotel industry, it could be informal, or just any certificate that you have obtained.

I

Interviewee

3:10

No.

I

Interviewer

3:10

Like any qualification through the hotel industry.

I

Interviewee

3:15

I did umhh a revised and leadership qualification certificate also umhh what is this conflict management and conflict management certificate as well.

I

Interviewer

3:32

Ok.

I

Interviewee

3:35

And supervisory skills and leadership.

I

Interviewer

3:41

Supervisor skills and leadership?

I

Interviewee

3:43

Yeah.

I

Interviewer

3:41

So could you please tell me the about your role in this hotel, your responsibilities, your position, everything.

I

Interviewee

4:08

So I am responsible for the front of house of the department ensuring smooth check in, check out. Umhhh making sure that guest is comfortable and looking after the basic needs. That's just simply what my responsibility is.

I

Interviewer

4:20

And how long have you worked in this hotel?

I

Interviewee

4:34

Oh in the hotel I’ve been about six to 10 years now.

I

Interviewer

4:39

Six to ten years. And then how long have you been in this position?

I

Interviewee

4:44

In this position?

I

Interviewer

4:44

Yes, I understand that you have six to 10 years but in this position of the front office manager?

I

Interviewee

4:52

It is now four years.

I

Interviewer

4:53

Four years?

I

Interviewee

4:54

Yeah

I

Interviewer

4:56

Okay, before we move to the other question, I just want to give you like a little background.

I

Interviewee

5:00

Yes.

I

Interviewer

5:01

Umhh to the study what are the rewards I understand you might know.

I

Interviewee

5:05

Yes.

I

Interviewer

5:05

Just a little bit more about it. So rewards or benefits, or rewards are benefits or incentives that are given to employees ohh based on it could be based on individually, team organizational performance, but it's the incentive that is given based on someone's performance. And the rewards could be financial rewards, which include salary, bonuses, your commission, or provident fund or retirement funds.

I

Interviewee

5:38

Yeah.

I

Interviewer

5:38

It depends with the establishment, medical aid, or transport allowance or staff allowance. And then we have those that are non-financially like coaching, training, positive feedback, delegation, umhh work environment as well, praises involving employees in decision making, participation, and then we have under the those that are informal, you know, that those are informal are not highly structured in the organization.

I

Interviewee

5:49

Yeah.

I

Interviewer

6:06

Like to say, thank you for your well done job. Yes, your birthday gifts or anniversaries like to something yes or lunch. And then those are formal those that are not in the contract, like your annual leave, employee of the month, years of service. And and annual rewards so to move to the question, could you please tell me, oh, explain me the employee reward systems that are currently used in this hotel.

I

Interviewee

6:35

So basically, umhh for individual rewards and performance like, for the front desk what they have is they have a commission structure base, where if you up-sell anything to a guest, or you sell a room to the guest so convince the guest to stay booked directly with the hotel, instead of going to a OTA website, you get 5% of whatever revenue that they spent within the hotel. So that is individual umhh reward system that we have for them for both for appreciation and encouragement so that they do it more. Then we also have I see, my colleague probably told you about the you rock program that we have. And we basically any and every employee can give you recognition on the day and say that you've done a job well done. And at the end of the month, we'll have whoever got the most recognitions for the month would get a prize. So then we have that and then we have on birthdays gifts we do your birthday card where you get a cup of coffee and a cake from the rubies cafe where you can have basically a voucher so you can have it at your convenience. We also do large anniversaries with your anniversary you get certificate your recognition is a constant thing within the hotel. We, we send guest reviews out every day, thanking staff on a daily basis for their hard work with a little thing or just ending your shift. It's that's one of the biggest things for me, just to keep everyone uplifted. So we as hotel and a company, we put a lot of emphasis on that. Also a lot of emphasis with engaging with the staff, also letting them know what the guests are saying about us on a daily basis. If your name is mentioned on the guest review, it will go up everyone will see it and you will get some sort of recognition thank you, a prize, anything that is indicative of qualities of the hotel in this moment.

I

Interviewer

9:02

That's interesting. And then how are the rewards system communicated to the employees.

I

Interviewee

9:08

So with the you rock system that's basically something that happens so with that system what happens is you fill out a form, I think that you did a great job today I give you the ticket you fill it that's exactly then I drop it in a box, the at the staff meeting, it gets announced and oh, Robert will be read out with the commission structure that I told you about. That gets paid out to you on a monthly basis. So that is how you see what is made and what you getting. And then also what the book does, and that is posters and stuff that we put up on, on a monthly basis on our staff oh can bring the staff so that everyone can see what's perfect is whose working better. Things like that also gets mentioned in staff meetings.

I

Interviewer

10:05

Ok. And then who is responsible for that is it the HR, or it depends with the departments or just any managers in terms of communicating these rewards to employees.

I

Interviewee

10:19

So umhh basically, with the birthdays and all of that. That's a training and development manager that does that. And ensuring that all our staff does get the birthday packs and all of that.

I

Interviewer

10:34

Ohk and then othes it's from.

I

Interviewee

10:37

Umhh the commission system because it's my department with any tips and commissions in the head of department, They do they control that and they ensure that the guest gets that, because that's the individual reward system, of what the guest reviews and all of that that's also managed by the department head and ensuring that also is aware of what's happening. But yet again, with the reviews being posted on to the staff or the reviews being posted everywhere, knowing what the guests say, that all falls under the training and development managers of how to do that and keep it updated.

I

Interviewer

11:23

Okay, moving to another question, does the hotel offer the same range of rewards to all employees? Or does it differ depending on the department? Or have some certain criteria because I’ve picked up something that as for Front, they have those commission? If they up-sell umhh that that department is the front of house department.

I

Interviewee

11:46

Yes.

I

Interviewer

11:45

So does it differ based on the department or have some certain criteria or?

I

Interviewee

11:55

Yes like when it comes to commissions it does differ like reservations umhh that would give have a different structure in the commission because basically making reservations is their job. So it will just be a little incentive for them for closing the deal at all, but it won't be the same structure. For everyone else within the hotel like if you up-sell there would be different recognitions and rewards for they are doing. Because I mean, like a waiter might be able to reconvene the hotel, but they won't be able to close the room bill at the moment {coughs}. So, sorry.

I

Interviewer

12:38

If you need water I can go take for you.

I

Interviewee

12:40

No it's fine.

I

Interviewer

12:40

Ok.

I

Interviewee

12:42

So yeah, it does differ. But with the overall recognitions and birthday things and stuff? Like you rock and birthday gifting and all of that, that is like straight of the most of time.

I

Interviewer

12:58

Oh ok. So since you mentioned about guest review and the waiter part, does the tips fall under the reward package or? Since you mentioned things about the guest review like where the guest review that the employees, they recognize the employee? And then you mentioned about the waiter? And then asking does the tips that waiters get still the package of the reward systems?

I

Interviewee

12:58

I don’t think you think you can classify that as a reward, because it is something that is given by the guests. So it's not actually something that's been given by the company. So it's not like, I don't think you can classify that as a reward because it doesn't come from it is a reward in some sort of way. But it doesn't come from the company, you understand.

I

Interviewer

13:55

Okay, you're mentioned up before I'm moving to 4.4 question like, how often does the hotel recognized good job performance or achievers? Is it something that is done daily, quarterly, or annually?

I

Interviewee

14:10

So basically, like, from a management perspective, it gets done on a daily basis, but on a very big highest scale. It gets done on a monthly basis. Where you have like the staff meeting with all departments and recognition gets given to those people that performed within the month.

I

Interviewer

14:35

Do you have any annual reward system like your Christmas gifts?

I

Interviewee

14:41

With Christmas they normally get like a Christmas party and then they'll get like a voucher from the hotel. The also like at times they do get, and then also you have like who was your employee of The month employee of the Year, end of the year function there will be the employee of the year and all of that. Department standing out so that could be the person that overachieved and overachieved if throughout the year if demand.

I

Interviewer

15:20

So what role has reward system played in motivating employees?

I

Interviewer

15:26

The reward system has played a very big role in motivating employees, because simply it keeps them going in one way or another, it also makes the environment more pleasant. It also makes them want to do something more because the work towards something, achieving something better at the end of the day.

I

Interviewer

15:52

Does the current reward system that you have an impact on employee behavior, trust, loyalty and attitude?

I

Interviewee

16:00

Yes, it definitely does it both trust more, because it makes them feel that it's not just a fake situation, but it's a given thing. So what are they doing, they are getting something back in return. And whatever they put in the there is some sort of appreciation for the hard work that they do put in. So it's not just something that gets swept under the carpet, there is big emphasis. So the behavior becomes more positive, they become more loyal within the company, because they know that there is people that look, which sees there is a thank you even there is something so it's not just you come to work and do whatever and go home. So it's really, it actually creates a very move a bit of positive environment overall, which impacts behavior, trust, attitude, and everything. Because once your environment goes negative, everything goes negative.

I

Interviewer

17:14

I think we should turn to the next page. Since you offer both a reward system financially and non; financially. What do you think are the kinds or type of rewards that are mostly preferred by the employees? Which one would you say no, this one, these are the mostly preferred ones by the employees.

I

Interviewee

17:38

You know, like for me on a personal note, and last think, both reward systems are good in different ways. Reason being like with a non-financial rewards like sometimes someone just won a year Thank you have when it's your birthday, you maybe just want someone to treat you to a slice of cake. You know, and not your birthday. Well, as for financial reward system to all always need some sort of financial health. So it always comes in handy. But I actually do think plus, having the different types of reward system, it's a good balance. Because sometimes everything works on own their positive ways, and you need both. So I prefer both but speaking for employees they prefer the financial, especially at this day and age.

I

Interviewer

19:01

Is it based on kind of age this thing of employees being prefer financial rewards?

I

Interviewee

19:10

I think it's definitely if you could link to it, the responsibilities that the person has, or if you can put that they like dependents. And also definitely age because when you're younger, you actually just want to learn more, you just want more experience. But as soon as you're getting older, you actually want more money as well, because you already both experience

I

Interviewer

19:51

6.2 Next question which rewards are not preferred by employees?

I

Interviewer

19:54

I don't think there's any rewards that's not preferred by employees. All employees like to be rewarded all the time, to be honest, no matter how small of being. And that's just how humans are, they always want to be rewarded.

I

Interviewer

20:13

Moving to 7.1, which kind or type of rewards do you consider to be more effective to employees?

I

Interviewee

20:26

Do you know to actually be honest, which worked for us to be much more effective than anything, then our financial reward system of them getting commissions and stuff. Like for me to like actually see it, it was The you rock system, which might not have been a financial report system, but you get like a kind of maybe experience, so you get something with the whole hotel. But what was the most effective thing about that report is you being called out in front of basically the whole staff compliment of the hotel and being very recognized. And I think that's where employees stand out more to be actually being recognized in front of all the staff member to be shown that they have done something really good throughout the month.

I

Interviewer

21:27

How does you rock works?

I

Interviewee

22:06

So basically, it's like, it's a simple system, like, it's something that we've created by the thing that it's not just like, sometimes you think it's only management that sees who's doing well, but it can be your line workers also that sees that you're doing an amazing job. So we give it to each and every person the opportunity to like it. So you're doing something really good and you working at the bar, and I'm at the front desk and I see you are doing an amazing job you impress me, I don't need to be a manager, I can just write it up and give it to you then I throw it in the box. So like, literally, you're reading this to this thing that I've seen, it’s kind of really puts you in that mojo of doing it nonstop. And then that's how you build on throughout month, like, come to the end of the month and actually see how many different types of people that came into contact with you that you've seen that you work with? It's basically that there was no there's no limit on it. it doesn't need to be someone in your department, there's no, no one that it says you need to be a certain title to get you rock, anything like that, then at the end of the month, we'll compile it will send us through all the process to all the unit officers and given at the staff meeting, it will then be read out. And the people that got you rock, will come to the front, and they will also be read out and the person that got the most will be rewarded with a certificate and the price of the month.

I

Interviewer

23:18

That's very interesting.

I

Interviewee

22:06

It's a really, really nice project. as I said it before, it's more effective than giving money to people sometimes, like, when you're working so hard, and you're doing so much you just want that one person to say, you know, that did a job today then you can really have that, were you not going to work, work, work, the whole month not knowing what you're going to get that day end of the month, but you're getting something every day for your audience. And that is what pays that

I

Interviewer

23:37

Does the current rewards you're offering improve job performance career growth and employee behavior?

I

Interviewee

24:05

It does. As I explained to the performance increases, because people want to do more they want to do better. They behave more positive when they come towards the feel of the one of the years so it's a more positive behavior. It's not like I don't want to do this no to that. So you don't get that nose you get that yeses because people want to also when it comes to the career graph, because of like, you know, when people will go the extra mile to learn about more just to stand after much more to get that recognition

I

Interviewer

24:55

In terms of now, attracting and keeping the employees that you have and attracting new employees. Which type of reward would you consider to be more effective in attracting and retaining employees as well?

I

Interviewer

25:17

In attracting employee's and it's basically a financial rewards. To retain employees, basically, it will be a combination of financial and non-financial rewards, because at the same time, it doesn't matter how much money you give them, you still need to keep them happy. So it needs to be kind of a balance.

I

Interviewer

26:02

How satisfied are the employees feel about the current reward system?

I

Interviewee

26:09

I think they're all pretty satisfied. But surely there's something that we can do more. But at the moment, they don't have provident funds, and there's no medical aid, I think the company should put that in place, then it will just be more effective for employees.

I

Interviewer

26:34

What do you think would be the impact in the absence of the reward systems?

I

Interviewee

26:47

It will become like literally at a party system at work. You staff behavior will definitely go down the quality of work that you receive from the staff will go down. So it will have a negative impact on the person if you don't have any of the rewards

I

Interviewer

27:10

Do you have like any recommendation on how the hotel can recognise hard working employees more effectively?

I

Interviewee

27:18

As I said, like the only thing that I think that the hotel can do can do is to provide medical and provident fund

I

Interviewee

27:47

No. that our reward systems is something that we review every six months. So kind gives us a nice line out as to where we are standing.

I

Interviewer

28:03

Moving to the last question, you also mentioned like the impact of COVID and the COVID 19 pandemic is reported to have severely affected the organisation globally, not only in South Africa, and not only in the hotel industry, but everywhere COVID-19 has affected the most of the organization, what impact has COVID-19 had on the current reward system, or policy or practice?

I

Interviewee

28:46

So basically with the foundation system that I told you, we had to cut the percentage a little bit down so that still busy reviewing how we going to bring the percentage up because at the moment, it's taking a lot out of what the companies has, currently not making to give back. What the you rock policies basically is just cut down on what we choose as to what needs to be a price.

I

Interviewer

29:14

Were there any retrenchment, salary cut or something like that?

I

Interviewer

29:20

Yes there were retrenchments

I

Interviewer

29:26

How was the impression of the employees? How was the impression of the employees? How did they feel?

I

Interviewee

29:32

It was not a good impression because they didn't feel good, obviously because of retrenchment. But as the situation was there was a bit of understanding as to why it's happening and that is your purpose.

I

Interviewer

29:47

Before I close the interview only is there anything that you would like to say, add or suggest.

I

Interviewee

29:56

No

I

Interviewer

29:56

Okay, thank you very much for your time and your willingness to participate

I

Interviewer

29:59

Thank you.