**Interview\_1[1]**

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**SUMMARY KEYWORDS**

employeerewardshotelpeoplestaffmentionedofferyearfinancialrecognizemotivatingdevelopmentpersonacknowledgingpartsurveyemployee surveyhospitalityserviceguest

Rematching speakers...

**SPEAKERS**

Interviewee, Interviewer

I

Interviewer

0:01

Good afternoon. Thanks for having me. We are about to start an interview now. My name is Mzukisi Cwibi from Cape Peninsula University of Technology. I'm doing M-Tech in hospitality and tourism. As part of my study, I'm expected to explore the management perceptions based on effective reward systems that are currently used in hotel. Please note that the interviews are anonymous, you can take your time or withdraw if you don't want to ask other questions. Okay, thank you very much. The first question is just a box so I'm not going to ask I'm going to just tick(Female).

I

Interviewer

0:45

What is your highest level of your education that you have obtained?

I

Interviewee

0:49

I have an honors degree.

I

Interviewer

0:55

is it an honors degree in hospitality industry or from other fields of the study?

I

Interviewee

1:01

So, it's an honors degree in Human Resource Development,

I

Interviewer

1:05

Ok Human Resources Development. ok thank of very much. Is there any qualification that you have attained through hospitality industry? it could be a called training certificate. is there any qualification that you have obtained through hospitality industry?

I

Interviewee

1:19

So, whilst I've been employed here, company has funded a national diploma occupationally directed education, training and development practice diploma,

I

Interviewer

1:30

wow.

I

Interviewee

1:31

That's the ODETDP is the abbreviation. Its still not hospitality related, but it was funded by the hotel.

I

Interviewer

1:47

Could you please tell me about your role in this hotel, your position, everything just your role in this hotel.

I

Interviewee

1:54

So, I'm the Learning and Development Manager (H.R.). And so, my responsibilities include everything from ensuring service training is delivered. And it's up to standard that we are providing our service to a specific standard that we all need to adhere to. I also do personal development training programs that I develop either internally or I source a provider that can provide them. I do leadership development, were part of a bigger group. And so whatever initiatives from a development point of view that come from a group point of view, I then roll out and I facilitate here on property. I'm also responsible for any trainees that we might have. not currently, obviously, but in a normal year, we will have interns and things like that. So, I coordinate the movements and the placement here. Yeah, that's in a nutshell, kind of so anything to do with learning, development, talent management, career development, anything like that is my responsibility.

I

Interviewer

3:04

Ok thank you very much. And how long have you been in this for hotel? like how long have you worked in this hotel?

I

Interviewee

3:09

Just over 15 years

I

Interviewee

3:10

for over 15 years? Wow. And how long have you been in this position? You're learning development management?

I

Interviewer

3:21

14 years,

I

Interviewer

3:22

14 years? could you please explain, or could you please tell me the employee reward systems that are currently used in this hotel?

I

Interviewee

3:37

So, we have a system whereby managers can nominate any employee that they feel is deserving or has gone beyond the call of duty or gone the extra mile, or even someone who's just very consistent in you know, being excellent. So, they nominate employees each month, and then people vote on the chosen nominees. And then the person who gets the most votes basically win employee of the month. And we also then have an employee of the year after a year’s sort of cycle of this program. We then have an employee of the year from that selection of people, usually 12 unless they've left the employment of the company and in the meantime,

I

Interviewer

4:26

since you mentioned that you have an employee of the month, employee of the year and you select based on the nominees. don’t you have like what rewards like positive feedback, a daily positive feedback, training, as you mentioned, that you are part of local development training and anything that is Informal rewards except the one that are structured?

I

Interviewer

4:52

To encourage it from a you know, so we encourage managers to recognize employees just on the informal basis on and ongoing basis, because it's informal, we don't have a way of tracking whether it's happening or not. I'm not sure what else to say. Certain managers are probably better at it than others, you know. So, you've got certain managers that are very good at recognizing when someone's done a good job. And acknowledging that, and then others doesn't cross their minds. So, it's a bit of a mixed bag, I would imagine on an informal level.

I

Interviewer

5:32

How are these rewards to communicate it to employees? your rewards.

I

Interviewee

5:38

So, like this program that I mentioned, most things go out by email. And then we've got a staff notice board. So, every, everyone who's nominated gets a picture of their story gets posted up there, and if they've won, and there is a poster of who won, and then it's shared, broadly. So, it's, it's shared in that way. We also, we acknowledged our general staff meeting, which is held quarterly. So then at a general staff meeting, we would acknowledge the previous three months winners. And so, then they come up and they get their certificate and what have you. And then we have an annual award ceremony, again, in a normal year, with that Employee of the Year gets announced. So that's a huge fanfare, that's a very smart evening, you know, smart event and so...

I

Interviewer

6:27

Ok. that's fine, does the hotel offer the same range of rewards to all employees, or does it depend on the criteria or departments?

I

Interviewee

6:39

Yes it’s the same.Now this program that I'm talking about is open to absolutely everybody, it's even open to outsourced employees. So even if, in certain departments, the employees are not employed directly by the hotel, we use an agency that places them here, even they are eligible to participate in this program. So, we try and make it as broad and as accessible as possible. So there have been many occasions when an outsource employee has one employee of the month, for example.

I

Interviewer

7:05

Okay. And you have mentioned that you often recognize the achievers or good job performance based on quarterly, and annually only, not on daily basis.

I

Interviewee

7:20

Not as part of the formal program.

I

Interviewer

7:23

So, you have a formal program, and you also have an informant program.

I

Interviewee

7:26

Yes. So, for example, something that could happen in part as part of the informal recognition would be we have guests filling out guest surveys, satisfaction surveys when they leave the hotel. And they might mention a guest or an employee by name. We collect all that information, and we try to our quarterly basis, but it's quite a lot. So, we don't, we're going to probably do it on a monthly basis. Now, you put a poster together, everyone who's been mentioned by name by guest. So, we put a poster together, we send it out on email, but we also again, post it on a notice board so that even people who aren't on email Can it really is available and shared with everybody. So that's an informal thing that.

I

Interviewer

8:05

yeah, that's an informal because informal rewards could be something done daily, but you can organize it to quarterly, or it could be a birthday gift, or just to say thank you card, just positive feedback maybe ....

I

Interviewee

8:17

we do birthday gifts as well. So, everyone who doesn't has a birthday gift, a gift. And a thank you card signed by the hotel manager and by HR. I didn't think of that as rewards necessarily because it's just you were born.

I

Interviewer

8:32

Okay, so...

I

Interviewee

8:33

that was a good thing. Model cooler bag

I

Interviewer

8:36

Yeah, just any kind of rewards, it doesn't have to be structured by the hotel, it could be a birthday gift. Or, or maybe you sleep at the hotel. If you if maybe you can bring your family for complimentary stay. Maybe they certificate or whatsoever or any person for achievement, or something to say, or something positive? No, we've done so well, today. Thank you very much. We really appreciate your effort, something that is not format that is not structured.

I

Interviewee

9:07

Yeah. So, we don't have the same format necessarily, but we do have a global program. So, we're part of a group. And globally, there's a program where guests, I mean, staff can they have based on length of service, they have a certain number of complimentary room nights, not in our own property, but at any of our properties around the world. So, they're able to Yes, mean they have to get themselves there. And I mean, we don't have any other properties in South Africa. You know, a lot of them are far from overseas, but if they can get themselves there, they can have free nights based on the length of service. So that's a nice little thing.

I

Interviewer

9:47

yes, that’s very nice and motivating. Okay, okay, um, what role has the reward system played in motivating employees? What's his team played in motivating employees?

I

Interviewee

10:04

I think because of what we recognize through the reward system, so we recognize things like, exceptional guest service. So, it's, you know, it's really, it has stood out how well they look after our guests, it could be one of the criteria could be how to demonstrate our company values. So, we link the criteria for the rewards program to things we want to see people do. And so inevitably, that kind of motivates them to do those things, whether they realize it or not. I think it does serve to motivate them.

I

Interviewer

10:39

Does the current reward system that you have has any impact on employee behavior, trust, or attitude?

I

Interviewee

10:49

I think so. Yes. Because I mean, if, if you go and do an employee opinion survey on an annual basis, you know, one of the questions will always be, do you feel recognized for the contribution you make? Do you feel valued as an employee, and I think the role that these programs play is to demonstrate just that, you know, we use we expect a lot from people who work in hospitality, it's very tough when you're dealing with tough case to make life very difficult, and so if we can find some way to say thank you to staff for doing that, and for doing so graciously, and you know, with enthusiasm, then, then I think that's a great thing.

I

Interviewer

11:25

So, it has a positive impact?

I

Interviewee

11:28

I hope so.

I

Interviewee

11:31

Okay, okay. Thank you. Okay. What do we think are the types of rewards that are preferred most by employees?

I

Interviewee

11:40

I would imagine money,

I

Interviewer

11:48

Ok financial rewards,

I

Interviewee

11:52

I think that's a human thing. That's not an employee's thing. Obviously, these days, we're not in a position to just hand out cash. So that's tricky. I think recognition for the work that they do, I think it really does go a long way. People won't be willing to invest as much as itself into a business if they're not being rewarded for it. And I mean, it's little things like Christmas time, we always give, give all our staff a box of biscuits, you know, the nice, big Christmas biscuits, and I mean, it's, it seems like a small thing, but every year in about November, we've got people saying, obviously, getting biscuits this year, really makes a difference. And it's something that they appreciate individually, but I think it means something to their family, which is, you know, a little bit of a further extension into how we can give back.

I

Interviewer

12:49

Okay, if that if then they preferred mostly money or financial rewards, do you guys also include the retirements we have retirements benefits, transport allowance, promotions, and fringe benefits.

I

Interviewee

13:08

So, in terms of other benefits, we do have a pension fund, we have medical aid, which is quite well subsidized by the company. And we provide free staff transport if they if stuff started shift before 6pm or finish after 11pm or if they're working a night shift. So in the extreme hours, you know, when there's no public transport, everyone gets a free meal on which a lot of places do not and do a subsidized meal for us.

I

Interviewer

13:40

that's also employee rewards that motivates employees if that's the case.

I

Interviewee

13:46

Yeah. fringe benefits. Yeah, those are the those are the main things will be offered to everybody. Okay, certain management positions, get an entertainment allowance and uniform allowance or whatever, whatever.

I

Interviewer

14:09

Which are rewards that are not preferred most by employees, then?

I

Interviewee

14:13

I beg your pardon.

I

Interviewer

14:14

Which rewards that are not preferred mostly by employees? rewards that are less motivating?

I

Interviewee

14:22

I have no idea. They seem to like everything we have so far.

I

Interviewer

14:26

Okay. Okay, that's fine.

I

Interviewee

14:28

We also reward long service. Okay, so people who've got 5,10, 15 years long service also gets rewarded financially Plus, they get days an extra days and you leave on top of the normal entitlement.

I

Interviewer

14:43

Annual leave. Do you also offer some sick leave or is it only on your leave that you offer?

I

Interviewer

14:49

No, I mean, legally, we also offer sick leave to oppositely as well. So that's all part of the okay. Which type of or what do you consider to be more effective to motivate your employees? Which one would you consider to be more effective?

I

Interviewee

15:14

Again, I think the ones we have in place, look, we review every year we review what we already offer, to decide, is it still? Is it still relevant? worthwhile? Is it still making a difference in people's lives? And if it wasn't, we would change it. But it's I mean; we do look at it every year. And kind of based on that we, we agree, it's, it's what's good practice. It's what is competitive in terms of what's in the market. It's, I think, I think we're on the right track.

I

Interviewer

15:45

Does the current what system we're offering, improve job performance, or career growth, or, or career advancement.?

I

Interviewee

15:56

It doesn't lead automatically to advancement. But certainly, if someone's name comes up month after month after month, in a guest review, or in the guest survey, hey, we're gonna recognize that and make a nice fuss about, you know, in front of their peers, be that person that goes on the radar in terms of you know, this is really a gem of a person that we have working here. It can't automatically to advancement, that's not how advanced it can work, but it definitely shines a little light on the person they are if they regularly mentioned, for example,

I

Interviewer

16:32

Ok it’s kind of the same? Because the Oh, this question, I think we have answered it. which type of rewards to consider to be more effective in attracting? And then you said you check it annually. And then you will see if it's still relevant to the competitive market. Okay, how satisfied are employees feel about the current reward system?

I

Interviewee

16:51

I think they're happy. I mean, again, every year we do an employee opinion surveys. So, we ask questions around that, we also always ask and make available an opportunity for them to share improvements that they think we should make. So, there's always an opportunity for them to say, what could the company be doing more of to make working here even more appealing, or what have you and we have yet to come up with? We have yet to see a trend in the answers being something around reward or recognition, I think we do a good job of that. to the to the extent that they don't ever mention that as one of the things that we need to work on necessarily.

I

Interviewer

17:40

Okay, if maybe.......

I

Interviewer

17:41

May be on the informal side of things. So, from a company point of view, with all the benefits and all the rewards and things we offer, it doesn't seem to be any concern, it will be things like my manager couldn't be more appreciative or, you know, whatever. So that's, again, that's, we try and meet that enemy trying to educate managers to do that little bit more with some glands and with some doesn't

I

Interviewer

18:05

Oh, okay, you mentioned about the employee survey that you do...

I

Interviewer

18:10

I must keep a sight on the clock because I know someone is coming in at two o'clock, but we've got plenty of time.

I

Interviewer

18:15

Oh, Okay. You mentioned that you always have an employee survey that you do annually. Do you have any type of rewards that they mentioned a lot, or more that they prefer on your survey? Or they seem to like or appreciate?

I

Interviewee

18:38

Not that I can recall. So last year survey was a lot to do with COVID and kind of how we handled COVID.

I

Interviewer

18:44

Oh OK.

I

Interviewer

18:48

Not that I can remember.

I

Interviewer

18:51

Okay. What do you think will be the impact of the absence of rewards? If you don't have any rewards at the hotel? What could be What do you think would be the impact in the absence of reward system?

I

Interviewee

19:04

So, if you don't have any, if you have zero recognition, zero rewards, zero acknowledgement for people's efforts, the only time they have feedback is when they've made a mistake. It's not balanced with good feedback. It's only ever negative feedback. And that's hugely demotivating for anybody, doesn't matter what, you know, different people are motivated by different things. We understand that. But if you have no external recognition, then this you.... you're going to struggle to keep people motivated.

I

Interviewer

19:38

Okay. Do you have any recommendation on how the hotel can you recognize hardworking employees and more effectively? Do you have any.... like any recommendation that you would suggest.

I

Interviewee

19:55

Again, nothing at this stage, I think I think we do a decent job. I'm not saying we're the best Started, I'm sure there are better ideas out there that we maybe haven't tapped into yet, but we do our best. And again, based on what guess what employees are saying, to try and offer rewards that are relevant, short of giving you an extra R1000 every month for just existing, which is not sustainable or reasonable or practical. So, in the ways that we can, I mean, we are always looking at ways to, to add something, and we were looking at ways of, of acknowledging even one year, which doesn't seem like much, but if you can capture somebody at the one-year stage and show appreciation for that service, maybe they'll stay for five, maybe they'll stay for 10. So So, you know, we're looking at that at the moment, we're constantly looking at what else we could offer, we I mean, we offer other things like wellness benefits, so like....

I

Interviewee

20:57

eh can you kindly elaborate more on wellness benefit?

I

Interviewee

21:06

So, we do, we do two things, we have an employee counselor who's available to staff, you know, a professional counselor, professionally trained counselor, if, if any staff need emotional support, or I want to say psychological, it's not a psychologist, but it is a trained counselor. And then we have a staff nurse who comes on property once or once a week. So, she can do any sort of basic medical advice or screening or just talking about whatever medical issues we have. And so those are, it's not monetary benefits, but it's still, you know, wellness of the person as a whole, and making sure those options are available.

I

Interviewer

21:55

So, you don't have any adjustments that you would like to make in the current rewards policy or practice that the hotel has?

I

Interviewee

22:03

Not for this year, I think we do offer lot compared many, many others, we might want them to get next year for you know, new ideas we always do. But for now, I think we're I think we're doing pretty well.

I

Interviewer

22:16

Okay. The covid 19 pandemic is reported to have severely affected the organization globally, not just only in South Africa, what impact has COVID-19 had on the current reward system or practice for your establishment.

I

Interviewee

22:35

So, the only thing that we were not able to do at the moment is anything to do with a big event. So, as I mentioned, the annual award ceremony, for example, where we've issued these reward rewards or an annual staff party, that couldn't happen last year, not neither of those events, because we can't have lots of people in a confined space. Because of Covid ahhh have however, continued with the financial reward for long service, we've continued with the counselor, the nurse, more so because people need even more support in that in that regard with mental health, physical health, stress, nutrition, all those things that are important. So, we've continued with those despite COVID. eeh employee of the Month carries on as normal because people are doing because of COVID, they're doing more than is expected of them they're doing you know, they're, they're helping in departments that they've never had to help us before everyone is pulling out all the stops at the moment. So it's, it's even more important to recognize that ...and it was before.

I

Interviewer

23:42

okay, since you mentioned that you have mixed rewards, financial, and non-financial, on your annual, eeh on your annual celebration, do your rewards, your words, they are more financial, if you can say or are more non-financial.

I

Interviewee

24:03

So, for the employee of the month program, or the Employee of the Year program, they get a financial reward and they get a night stay at the hotel as part of the prize. And then if they were an employee of the year, they get a big financial award. And then I've mentioned the long service, which is financial but also with time off.

I

Interviewer

24:24

Okay. Oh, thank you very much for your time in your participation.

I

Interviewee

24:28

Is that it?

I

Interviewer

24:29

Yes.

I

Interviewee

24:31

that wasn't so hard.

I

Interviewer

24:31

Yes, I noticed that it wasn't because I was looking if you offer financially and non-financially, sometimes you may not know this is financial, but you offer like something you mentioned training, but you didn't mention at first but you said now you offer training and is a non-financial?

I

Interviewee

24:49

Yes, it depends on who you ask for some may see it as a punishment. But I see it as a reward. I think it all depends, depends on the perspective.

I

Interviewer

25:00

Okay, thank you very much you for your time. Do you have anything that you want to say before I leave?

I

Interviewer

25:10

No, That I have nothing extra to us or to say?

I

Interviewer

25:13

Oh, OK No, no, thank you very much. I just want to go back based on this financial and non-financial. Because financially we have a salary, bonus, commission, retirement funds, medical aid, and car allowance other types of allowance. And then you mentioned that you have medical aid or retirement benefits your commission and your salary depends how long have you been to the hotel and your bonus as well? Is it the bonus comes only at the end of the year? Or does anytime or

I

Interviewee

25:47

no, your annual.... your employees’ annual bonuses come at if they're on the line bonus program, and they get it in January of the following year. So last year's bonus was paid in January this year. If it was if it was relevant if it was available, and then they said management agree that they will get this in March. That's the only difference in the time, but it's based on the previous year.

I

Interviewee

25:47

Okay, for your non-financial words, do you? Or do you also offer working from home or like delegations?

I

Interviewee

26:24

At the moment,

I

Interviewee

26:24

so just to involve employees in your decision, maybe or in a meeting or, or whatever you do. do you involve them, or any participation in the meeting to do they also be part of the meetings?

I

Interviewee

26:40

We have a workplace forum, which is a committee of employees representing the needs and the interests of their peers in the business. So, they meet monthly, I think, and that's they can raise any issues that pertain to staff at that point in time. So, in that way, we do get input from them. And we will often if we are considering changing a policy or bringing in a new benefit or reward or whatever that might be we will put it to the workplace forum first. Because they're, they're representing the larger workforce and so we assume that they will, their input reflects what employees are wanting.

I

Interviewer

27:21

Okay, that's it for me. Thank you very much for your time and your willingness to assist me.

I

Interviewer

27:31

Ok. im done now

I

Interviewee

27:32

Cool, perfect. that was pleasure

I

Interviewer

27:34

Okay, thank you very much.

I

Interviewee

27:35

Cool.