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**SUMMARY KEYWORDS**

employeeshotelrewardsmentionedvouchermoneyshiftsalaryreviewscertificatenominateofferquarterlypraisesworkingmotivateguestreservationsaccommodationtips

**SPEAKERS**

Interviewee, interviewer

I

Interviewer

0:02

Good day Sir

I

Interviewee

0:03

Good day.

I

Interviewer

0:05

How are you today?

I

Interviewee

0:05

I’m good how are you doing?

I

Interviewer

0:07

I'm okay, I'm good. I'm good. How was your day? Um, how is your day rather because I can see you are still on shift.

I

Interviewee

0:14

Im ok.

I

Interviewer

0:19

Okay, Sir, My name is Mzukisi. I'm a student at CPUT. I'm doing a master's degree in Tourism and Hospitality. The purpose of this study is to explore management perceptions of effective employee reward system. As part of this research, I would like you to participate in depth interview. Just kindly note that the participation in the study is anonymous. You can't mention the name of this establishment, you can't even mention your name, and all I want is just your opinion, your understanding and your views. Just note that there are no wrong or right answers. It's just your understanding what you know, and understand. That's all that I want from you can we start Sir?

I

Interviewee

1:04

Yes.

I

Interviewer

1:08

Ok, so, the first page or the first question is just a tick box. I'm just going to tick (male) and then we'll just move to the second question. Okay Sir what is your highest level of education that you have obtained?

I

Interviewee

1:24

Diploma in hospitality, accommodations management, at CPUT as the well Granger bay Campus.

I

Interviewer

1:32

Okay. Hospitality Management, and then we specialize in accommodation. Oh, wow. That's great that’s interesting. Is there any qualification that you have attained through the hotel except the one that you received from your institution?

I

Interviewee

1:47

Yeah there is, it’s not one because we have training, online training that we do training, but that's the part of the qualification that I have obtained. Like bar courses as I’m in reservations already and like a food and beverages to mention the few.

I

Interviewer

2:13

That's very interesting Sir. Could you please tell me about your role or your responsibility in this hotel Sir?

I

Interviewee

2:25

I'm in the reservation as a reservations manager but work in hand with front desk, and switchboard.

I

Interviewer

2:35

Okay, what is your responsibility, what are the duties of the reservations?

I

Interviewee

2:43

Ok, of course, are making reservations for the hotel to come in, depends individually, or groups can be a day to day visit, like site inspections. So those are kind of the reservation made of reservations for the events. That's why we do as a reservation manager.

I

Interviewer

3:03

Okay, and then how long have you working in the in this hotel? So how long have you been working in this hotel?

I

Interviewee

3:09

Um, it's two years. So three years, plus the internship because I started as an intern, then that two years it was me in-service. Another year was in service. So two years permanent? So that's not sure to say if 2 years or 3 years,

I

Interviewee

3:25

Okay, I it’s two years as an employee because I can't count the internship. But yes is, it is part of your years but as you're working here, as the reservation manager it is this two years or so is also two years, so can move to another questions. And so I just want to just to explain just the background of the study, because before I asked this question, I'm not saying you don't understand just to have a little background of what is this all about? So, this section is about rewards system or effective reward system that are currently used in hotels. Reward system are incentives that are used to motivate a employee or to recognize them based on their performance, it could be individual performance, it could be team performance, or it could be organizational performance. It's what motivates them when you recognize them. Those are called reward system and they could be a different, it could be financial and non-financial. When I'm talking about financial rewards, we are looking at your salaries, your bonuses, your retirement benefits, or whatever fund for your retirement. We are talking about your tips, anything that has to do with cash money, it could be voucher, and then when you are talking about the non-financial we talking about training, mentoring, coaching, positive feedback. If someone does something then he or she gets a positive feedback, a well-done job, praises, delegation, taking responsibilities to be involved in whatever participation in the meeting. Those are non-financial. There are also those that are informal like you thank you or a thank you card or gift. Yes. I'm just trying to give just a little background on what it is okay. So now, could you please explain the employee rewards system that are currently used at this hotel? I want to get the details of it, you can take your time and think if you want to think.

I

Interviewee

5:53

I don’t know where to begin like at first. We have single door to enroll like so at that moment, those enrolled more you will be rewarded may be a voucher a weekend voucher giving them your preferred beverages and some cash and then it went on like quarterly, where you will be will vote for each other. So if we see like who's the best performer not just my own department, but in the in the hotel, and then we take it from the hotel to the departments. So you've been nominated then we will have some kind of a meeting general meeting where people will be given an opportunity and appreciated with a certificate and some sort of money that's how we used to do it. Now we went back to cash because we are hotel so your service and the way you perform, you will be..... No one else will nominate you at the hotel but the guests will ask me how?

I

Interviewer

6:59

How will the guest nominate you? Yes.

I

Interviewee

7:01

We have a site review sites. So if your name is mentioned on the review sites, you are getting some extra money for that. So let's say you know we were mentioned two times a week

I

Interviewer

7:12

Ok.

I

Interviewee

7:12

So two guests a day that's money.

I

Interviewee

7:17

So it's going to be double for you? Okay,

I

Interviewee

7:20

That's how things go if the guest nominate you I'll say you're nice and anything I praise you internet, got your name. So like if you see her you don't have names. So your service or your performance is the one that will make a guest to recognize you and know your name.

I

Interviewer

7:35

Okay.

I

Interviewee

7:27

That’s how it goes now, that's how it goes. And we have these tips training I mentioned that's another way of saying like to say like thank you guys like we are pushing have to try here, know more, shame knowledge and not so long ago students, were given some appreciation money like full a salary.

I

Interviewer

7:36

Okay, since now, you mentioned about a review guest or cite from the guest. are the tips also part of the rewards package and then how do you do it? Is it something that is done daily or you get it added on your salary at the end of the month or you are received like from daily basis.

I

Interviewee

8:23

Normally in the hotel we were not supposed to take like tips cash, if you get it, you just give it to the front desk to post it like in the account that says this is tips. So we get...... we will collect all the tips they get then even if it's on restaurant or anyway, then you collect them at the end of the month there'll be added into your salary then you will see on pay slip where it says tips. So the tips are shared among each other. If you get R100 tips on that day, you are on shift so we're going to share it to those that are on shift that day to everyone, just certain department, everyone that has mentioned because as I mentioned earlier, you don’t have name tags. So I see a guest needs help, then I will do it, even though I'm not doing from that department, if I'm there, I'll help. So it's for everyone we are one.

I

Interviewer

9:11

Okay. You mentioned that you have plenty of rewards. But in your statement I found out like you mentioned more something about cash do also have the retirement funds or medical aid or something like that as well.

I

Interviewee

9:30

Yeah we do.

I

Interviewer

9:31

So it’s included as a monetary or financial reward?

I

Interviewee

9:37

It is. Yes,

I

Interviewer

9:40

So don’t you offer any non-financial rewards like some kind of training coaching, positive feedback, praises, meeting, involve meeting the teams

I

Interviewee

9:50

Yes. There are meetings every Thursdays, managers and the HR to everyone if you like, you want to see the G.M then you can book for one on one for Thursday, then the GM will pick up few that are on shift. We can come guys and meet let's have a chat, how things going, and how can we help and have those kind of things? Yeah, even if you're struggling somewhere you need some. You need some extra help where we can have as a company, they also do that they do go extra mile. Like most of the employees coming from COVID some they were renting flats so they're out of place to stay. So the hotel will offer some space guys can come, you can be with us, you can stay until you find a place even those that are new in the building come from different city a different town. They would offer like some space for them to stay for quite a while.

I

Interviewer

10:44

That that's quite interesting. Say, is there any Christmas gift?

I

Interviewee

10:49

Oh. yhea of course,

I

Interviewee

11:00

Your Christmas gift and your annual celebrate

I

Interviewee

11:08

Every year on Christmas, we received gifts. Last of last year it was vouchers. So last year, it was bags and last year it was voucher for food or anything that you want to do with it or to spend it at a certain shop. I can’t mention the name of the shop. Yes, yeah, you spend it there. So last year, it was done by backpacks from a certain sports shop, and some hotel voucher you can bring your family or someone to stay. I think I still have money on it I can still use it for Mother’s day.

I

Interviewer

11:38

You going to use it for Mother's Day? That's great, that's a great idea anyway. And you also mentioned that you also offer accommodation to the staff is well, do you also offer the transport or you only offer the accommodation? There is no transport allowance?

I

Interviewee

11:56

It's not transport allowance but staff transport and it depends with shifts, like early shifts and night shifts like late shifts?

I

Interviewer

11:56

So the hotel offer staff transport. Okay, since they are in a shift or night shift, do you also offer some kind of canteen or any discount on food or something like that?

I

Interviewee

12:15

We don't have staff canteen. We do have staff discounts and We do have staff meals.

I

Interviewer

12:20

Okay. Okay, that's great. So moving to another questions? How are these reward systems communicated to employees? The rewards was that we have? How are they communicated?

I

Interviewee

12:32

Communicate?

I

Interviewer

12:33

Yes.

I

Interviewee

12:33

So what kind of communication?

I

Interviewer

12:37

Like your rewards are they may be included in a contract? Maybe? Or is it communicated verbally by managers to employees? Maybe is it communicated through emails? Asking how are they communicated?

I

Interviewee

12:52

Some are in the contract like the ones like staff transport, your staff meal they are in the contract. Then others like the Christmas , appreciation monetary values and these reviews are communicated through the emails from the leads(Management), like, you know, the steps mos.,

I

Interviewer

13:18

Who is responsible for that kind of communication?

I

Interviewee

13:17

Each employee received it from their Hods manager?

I

Interviewer

13:19

You Oh, does each employee’s received it from their manager?

I

Interviewee

13:19

Each employee received it from their HoDs?

I

Interviewer

13:35

Okay. Does the hotel offer the same range of reward systems to all employees? Or does it differ to different departments? Or does it have some certain criteria?

I

Interviewee

13:50

It’s the same

I

Interviewer

13:19

So it is standardized? Is it the same all to the employees?

I

Interviewee

13:51

Yes it’s the same.

I

Interviewer

13:54

How often does the hotel recognise good performance? Is it something that is done daily, quarterly, because I heard earlier on you mentioned that you weekend voucher, recognise quarterly, how does the hotel recognise good performance? Is it something that is done daily, quarterly, annually or weekly basis?

I

Interviewee

14:12

Certificates that we nominate you its quarterly, because we don’t do meetings every day, everything is quarterly, that’s when you get nominated by other employees. Then the reviews are done every day, so there's a certain person that is responsible for that reviews, but everyone can have access to it depending how busy it is on that day. So it is done daily but an employee mentioned employee get it at the end of the month with your salary.

I

Interviewer

14:51

Ok. Since you mentioned something about the certificate now I'm trying to pick up something. Do you guys have any other certificate like someone who has been with accompany for long like for long then get like a certificate for a long service or do you offer that as well?

I

Interviewee

15:07

I beg you pardon me?

I

Interviewer

15:09

Like since you mentioned something about the certificate. Do you also offer like a certificates to employees who have been like in the company for quite long?

I

Interviewee

15:26

Not yet

I

Interviewer

15:28

Okay. What role has a reward systems played in motivating employees? What role has it played in motivating employees?

I

Interviewee

15:36

The level of service more especial the one of the reviews. The level of service, teamwork has increased.

I

Interviewer

15:49

Okay, does it have some positive impact?

I

Interviewee

15:54

It does and not like only for us but for the hotel as well. even the our hotel if you have a following this hotel rating sites, our hotel was rated 9.21 from booking.com that’s according to guest review should have seen it there in front its posted there.

I

Interview

15:59

What is the 9.2? What does that mean? Can you tell me more about it?

I

Interviewee

15:59

It’s the rating of the hotels in Cape Town based on guest reviews, complements, suggestions, so it's the booking.com reviews. So we rated 9. 2.1 Out of 10. Oh, okay, that's actually close next

I

Interviewer

16:38

Does the current reward systems have an impact on employees’ behavior or trust or attitude or loyalty? Does it have an impact in terms of loyalty, employee behavior or even trust?

I

Interviewee

16:53

In a positive way it does as I mentioned before.

I

Interview

17:03

What do you we think are kinds or types of rewards that are preferred mostly by employees? And why?

I

Interviewee

17:10

I wouldn't speak for most of the employees. Most young employees prefers certificate since they want growth and certificate stays for quite long.

I

Interview

17:35

But based on our employees that are working under you, can you observe like which one do you think they prefer more? In terms of rewards?

I

Interviewee

17:46

Employees have different taste and they prefer different things?

I

Interviewer

17:49

Yes,

I

Interviewee

17:50

So as I said before, like I can't speak for anyone

I

Interviewer

17:53

Okay, okay, that's right. Okay, which one that are not preferred most by the employees?

I

Interviewee

18:04

I don’t know. I would be lying.

I

Interviewer

18:14

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

I

Interviewee

18:41

The one the complimentary stay. I would say the comp stay. You know that times when you broke and you're far from home when you don't have a place to stay or you don't have money to rent with you now, especially this time of Covid with no money employees prefer complimentary stay.

I

Interviewer

19:23

So if the employees don't have enough money in most cases, and then do they also prefer monetary rewards as well?

I

Interviewee

19:35

Yes apart from that it’s always money. Some employees would even do the advance.

I

Interviewer

19:59

Does the current system you're offering improve job performance or career growth or employee behavior?

I

Interviewee

20:06

Does the?

I

Interviewer

20:07

Does the current rewards that you are offering at the moment? Does it improve job performance? Or career growth?

I

Interviewee

20:15

Yes it improves performance.

I

Interviewer

20:18

How does it improve performance? Can you elaborate more on that?

I

Interviewee

20:21

Would you want to see your company to be badmouth on internet?

I

Interviewer

20:23

I beg your pardon?

I

Interviewer

20:26

Would you want to see your company badmouth on the internet?

I

Interviewer

20:30

No.

I

Interviewee

20:30

Yeah, so you know what to do to avoid that. You push more effort, work more.

I

Interviewer

20:37

So does doesn't improve the performance the current rewards you have?

I

Interviewee

20:41

It Does, does improve? Because whatever you're doing, you must know that it mustn't give us bad name. The level that we are right now like the 9.21 rate, mustn't drop, better sometimes to be 9.8 or 9.99. You know, so it does improve. So we're working very hard than before.

I

Interviewer

20:23

Okay, I hear you, like in terms of attracting more employees to come in this hotel, and then to also keep the employees that are already here, which types of rewards would you consider to be more effective in terms of attracting the employees and also keeping them the ones that you have here?

I

Interviewee

21:56

I would say qualification, training, like those small qualification that the hotel offers and pay for it they tend to keep employees. But in terms of attracting is money.

I

Interviewer

22:40

How satisfied are the employees feel about the current reward system that you have? How satisfied are they?

I

Interviewee

22:47

75%,

I

Interviewer

22:57

How do you measure it? How do you identify that like?

I

Interviewee

23:10

One thing I know you cannot satisfy everybody, we cannot satisfy everybody. So I can say they want certain things at a different moment. They want what they want. When they want it, when is not the time for it. like today an employee serve about 20 tables alone. So they feel like on this day I must get something maybe like a bottle to take it home or something like that. But it's like it's not that time yet. So by working hard, performing high for a day, or by doing a lot of work or giving your best for that day. How can I put it? Like you done well today it’s not like you must get something always and it's your job, but you must always get praises your work and those thank you. Like at the end of your shift you will be appreciated getting some energy drinks to motivate for tomorrow. So those are kind of appreciation.

I

Interviewer

24:34

So if you say 75, then you mean they are satisfied with the current reward systems?

I

Interviewee

24:38

They are most of them.

I

Interviewer

24:48

What do you think would be the impact of the absence of the rewards, if there were no other words at all? What would be the impact?

I

Interviewee

24:57

If there were no rewards? Employees would do what they have to do nothing more. I can't I can't do that there would be no. No one would prefer a one to go extra.

I

Interviewer

25:22

Okay, moving to the next question. Do you have any recommendations on how the hotel can recognize hardworking employees more effectively?

I

Interviewee

25:23

More than what the hotel is doing now?

I

Interviewer

25:30

Yes do you have any recommendation?

I

Interviewee

25:41

Not now. I have nothing to say on that now.

I

Interviewer

25:23

What adjustments would you make in the current words policy or practice that your hotel has? Is there any adjustment? What adjustments would you make in the current reward system the hotel has?

I

Interviewee

26:09

The quarterly nominations, at least it can be done monthly. Like the reason I'm saying that now the time has changed, so now the business picks up and drops. You know, yeah. So when the drops, what does it mean? So few shifts, less money? So it can be done monthly instead of quarterly.

I

Interviewer

26:40

Okay, now that you mentioned if, like, it could be done monthly since the business is not doing well, it picks and drops, due to this pandemic thing. The Covid 19 pandemic is reported to have severely affected the organization......

I

Interviewee

27:04

haaah the COVID 19 question?

I

Interviewer

27:04

No, it’s just a last question. The COVID-19 pandemic is reported to have severely affected the organisation globally, not just in South Africa. You mentioned something about the few shifts. Now, what impact has COVID-19 had on the current words policy or practice? Like, were there any salary cut, retrenchments or layoffs?

I

Interviewee

27:46

There were no layoffs it was not worse here. Not all bad, we have some retrenchments however, it was voluntary and another thing, we have the salary cut to some kind of a percentage. it’s not a full salary anymore.

I

Interviewer

28:24

And then when this happened, how did the employee feel about this thing? Like the salary cut, and retrenchments?

I

Interviewee

28:36

How would How would you feel?

I

Interviewer

28:40

I will tell you after this because I have other perception, but now I want to know how did your employees feel, but how did they feel?

I

Interviewee

28:50

in both ways like it was hurting because they are sued to money, the normal salary but they are grateful and appreciating because at least they still have jobs they can still put bread and butter on the table and butter on the table. Some people are still employed even today, you know, so we are grateful and appreciating. They are surviving and still do things. You know.

I

Interviewer

29:33

Okay, um, before I leave, or before I close the interview. Is there anything that you would like to say maybe to add?

I

Interviewee

29:44

Yeah. Okay, so I don't know what to say because i have a lot to say

I

Interviewer

29:49

You can say anything even something that is based on the on interview, is there anything you would like to say then its fine. You are free to say it

I

Interviewee

30:08

Ok I just want to say thank you for the interview because now you made me see things that i was not aware of them. You made me see how much I know about this company.

I

Interviewer

30:36

Okay. Thank you very much for your time and your willingness to participate.

I

Interviewer

30:42