**Interv1**

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**SUMMARY KEYWORDS**

rewardemployeesdayhotelstaffincentivedependsdepartmentdemotivatedpeoplefrontline workerspandemicpersonmoneyguestmentionedhospitalityquestionsystemachievable

**SPEAKERS**

Interviewee, Interviewer

I

Interviewee

0:02

Good day Sir. My name is Mzukisi. I'm a student at Cape Peninsula University of technology, I’m doing M-Tech in Tourism and hospitality. As a part of this research. The purpose of this study is to explore management perceptions based on effective reward systems. So just kindly note that this is an anonymous interview, you don't mention the name of the establishment, you don't even mention your name. I just want your understanding and your opinions, that's all I need. And I'm going to use this device, However, I'm the only one who has access to it and after I'm done with interview, I can just save it to encrypt files and then save it. So I can use it and able to just go back for a reference can we starting Sir? Are you ready?

I

Interviewee

0:49

Yes.

I

Interviewer

0:51

How are was your day? Or how is your day so far?

I

Interviewee

0:53

So far so good.

I

Interviewer

0:57

Okay, thank you very much. The first question is just demographic information. So the first question is just a tick box I will just tick. However, the second question is, what is your highest level of education that you have obtained Sir?

I

Interviewer

1:14

Matric?

I

Interviewer

1:16

So is there any qualification that you have attained trough hotel industry or hospitality? It could be some kind of a training certificate whatever qualification through the hotel or hospitality?

I

Interviewee

1:25

I studied on the side of health and safety? First aid it’s not like a formal study.

I

Interviewer

1:34

So it’s a health and safety and first aid. Okay. Moving to the second question on page two, the first page, we are done. Could you please tell me about your role in this hotel? (Phone rings interruptions) you can answer that Sir then we can continue afterwards. Wow.

I

Interviewee

2:47

Hold on just a few minutes

I

Interviewer

2:48

No, that's fine. I was asking the 3rd question, Could you please tell me about your role responsibilities in this hotel?

I

Interviewee

3:25

I’m an assistance Marketing manager, so a cyclical general assistant manager. So it’s pretty much overseeing all business module from front of house, housekeeping, food and beverages, sales and marketing, HR it’s pretty much I’ve got fuel for everything as I said before I don’t have any studies behind me. Ok,so don’t have any formal qualification behind me but I got a lot of experience, I started working in hotel 20 years ago, I was a training manager at the hotel so as a training manager you go training reception, night audit, reservation, housekeeping, conferencing so as you go above you gain more knowledge in each department and then at the end of the day it’s the reason why we are in business, we focus on.... you got to have that ambitious, food cost at the beginning of the year, you need to manage budgeting, you need to drive revenue, need to make sure all the expenses are in line because at the end of the day we are in business to generate profit for the owners and it all come out to various department to handled, Housekeeping, HR and others.

I

Interviewer

5:03

The second question you have already touched on it that you have been in industry for more than 20 years. However, how long have you been in this position that you are currently in now?

I

Interviewer

5:17

this position, so it's been there for years, it's been six, six years, it's been six years.

I

Interviewer

5:25

So also doing Marketing and HR as well.

I

Interviewee

5:28

yhea.

I

Interviewer

5:30

Okay, I'm just going to just go to a little background on what a reward system is, I know, you might know some of them, but just a little bit background of reward system before we move to the section that deals with the reward system. Reward system are benefits or incentives given to employees based on individual performance, or team performance organizational performance. Reward systems could be financial or non-financial, financially rewards we're talking about salaries, bonus, commission, medical aid, transport allowance, and all those fringe benefits.

I

Interviewee

6:12

Are part of the package you know them upfront when you first get employed,

I

Interviewer

6:19

Okay. And then non-financial could be training, coaching, mentoring, praising, like involving employees in a meeting, positive feedback, career growth, teamwork and work environment. And we have informal and formal rewards, informal rewards like when someone is having a birthday, then give that person present, staff meal ,maybe lunch or discount vouchers. Those are Informal but are also reward system. And then formally, those are the highly structured that we normally put in a contract or whatsoever that includes to bonuses, your medical aid, provident fund and transport allowance whatever to mention but the few. So could you please explain what are the employee reward systems that are currently used at this hotel?

I

Interviewee

7:14

Nothing at this moment, okay. So my previous experience, I can tell you that the reward system works, okay. The bottom line is that, like he said, like to discuss. So the reward program definitely worth it, whether it be like, you know, enriching the employee with further knowledge of the industry that they're in, whether it's the money show, whether the movie tickets, you know vouchers, or even discounts you’re within the organization. Because then the day we come to work as we're getting our salary, but to get to something a little bit extra, really gets the staff involved. It also creates in sales, competitive reward, you know, gets all the people in the hotel competition, which can only benefit the business because at the end of a day because they all driving sales.

I

Interviewer

8:13

Okay, but what are the rewards that are currently used in this hotel?

I

Interviewee

8:19

well, you have sales rewards, your what's your best sales reward, your best sales people for the month, get a R500 grand reward or R1000 reward for having the most sales in food and beverage, you could perhaps give away free movie tickets to the person that sells on the one ship to benefit that you can have revenue based incentive, where you took the staff that if you get if you get a certain amount of revenue, you get R5000 for every percentage over that revenue target, get another R100, R100. You can also get it from guest review. If your name is mentioned in Trip Advisor or booking.com, maybe the person gets to be mentioned once in a month will get R500 reward.

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Interviewer

9:18

How are these reward systems communicated to employees?

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Interviewee

9:21

to be through meetings, maybe monthly meetings, daily meetings, if it's incentive based, and it's a continual incentive that can be put into a letter so that in writing the, you know, for the staff, so that all the communication is clear, and there's no gray areas when it comes to the end of the month when the rewards can be paid.

I

Interviewer

9:50

Does the hotel offer the same range of rewards to all departments or does it differ depending on some kind of criteria?

I

Interviewee

10:00

Yes. It probably differs, because it's a little bit difficult to incentivize, you know, people in housekeeping or kitchen or something like that it's probably more as a team that could benefit. But most rewards are more in front line workers, not really the people that probably deserve most of the awards that are working at the back end of the ship.

I

Interviewer

10:26

Could you please tell me more about front line workers? Who are front line workers?

I

Interviewee

10:11

Front line workers will be your reception staff to go to directly dealing with the guests that see them every day. They pick them, waiters in the morning.

I

Interviewer

10:43

So you mentioned that reward system is done daily and monthly? Or do you also have any other rewards that are done, like quarterly or at the end of the year, like annually?

I

Interviewee

10:58

Yes, that could also tie in maybe with your budget, if you need to budget your budget targets, as well as perhaps maybe a 30 check, or whatever the case maybe

I

Interviewer

11:12

Since you mentioned about front line workers, and you mentioned waiters as well, does the tips also fall under the reward package or is it for in kind of individual?

I

Interviewee

11:24

That’s in the individual depends on you as a waiter, your skill, your service that you're going to give to the guest but unfair to the team effort of the kitchen and management, give that customer service. But the bottom line is that you are the waiter, the only word that you this is not a guarantee. Now, I can't guarantee that every person that comes to you will give you some tips.

I

Interviewer

11:55

What role is reward system played in motivating employees?

I

Interviewee

12:00

Well, it's an added, it's an added benefit for going and doing a little bit extra, maybe, you know, everyone comes to work, yes, they've got a job they enjoy, they're doing great. But indeed, each individual is different. And people are driven by different passions, different desires, you know, when you're about to have a child, you could be working a little bit harder to make some money to make more nappies than when you don't have children. So it all depends on the individual and the roads can definitely, you know, spark a little bit of enthusiasm into your day's work, keep people motivated and know that within the day of the week going above, and the means of the call of duty, that they will be rewarded at the end of the day, you know.

I

Interviewer

12:44

So now that you mentioned that it depends on individual, and it goes with responsibilities. Who is the responsible in terms of communicating these rewards to the employees?

I

Interviewer

12:56

although it will be your political come from the top number one, any form of reward I think needs to be done, obviously discussed with the directors or the owners, by your budget allocated to those to certain rewards that are allowed to not be given out on a monthly basis, but then it will be communicated through from your department heads.

I

Interviewer

13:17

So that's it, when it depends on individual or responsibilities does that go with the age, maybe the younger ones prefer this, older one with responsibilities prefer like financially rewards?

I

Interviewee

13:33

Not really. But I mean, at the end of the day, we could, you know, you could discuss, that's a good point, maybe, you know, someone doesn't want to be given money or something. Maybe they'd rather prefer to give given feedback as to the value of that. But it’s not age specific. But again, I can’t really differentiate depends on the person. If they feel that they don't want, maybe they're going to have a drinking problem or something so they don't want take it, they would rather take food or voucher or something like that. Yhea.

I

Interviewer

14:08

Does the current reward system have an impact on employee’s behavior, trust and attitude?

I

Interviewee

14:15

Definitely does. Like I said, I think at the end of the day, if you've come to work every day, knowing at the end of the month, you're going to get your same salary every month that could become a little bit monotonous, a little bit boring. You just come into work and you're just going through the motions doing what you need to do, but with incentives are kind of drives and lifts the people's spirit to be able to maybe do a little bit extra work better because they're going to do.

I

Interviewer

14:46

On question one, you mentioned that you offer both rewards like non-financial, and financially as well. What do you think are the kinds or type of rewards that are prefer most by employees?

I

Interviewee

15:04

I think most people prefer financial rewards. So there is zoom buzzing that money makes the world go around. The money is the sign that people appreciate any other form. I mean, it is always money related, like for example, it might give you whatever Moroka Swallows playing against Chiefs may I give you VIP tickets, and maybe we have people staying in the hotel. And they come in and say they have VIP tickets then we tell the guys okay, one week now you have got a week to prove yourself who is ever going to nominate the employees of the week. And you' five them a ticket as a financial reward, it depends on your passion. Maybe you didn't like soccer. So maybe you would like to watch black coffee and DJing or something like that. So it all depends on the individual. So we are here for money, we're not here for lie.

I

Interviewer

15:56

Which rewards would you say the least or not preferred most by the employee?

I

Interviewee

15:56

Probably something with the like within the company. I’m not sure maybe discount vouchers for meal.

I

Interviewer

16:42

Since you mentioned that the money is considered to be effective, what are other reward system would you say are more effective to motivate your employees?

I

Interviewee

16:53

Over money?

I

Interviewer

16:53

Yes?

I

Interviewee

16:56

Maybe promotion. You know, maybe someone's position is led but at the end of the day it goes back to money because you're going to get a promotion. So yeah, either that, or maybe it all depends. I mean, if you give a person a weekend away, or something small or relevant,

I

Interviewer

17:21

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

I

Interviewee

17:30

Yes, I'm sure. You know, the harder you work, the more time you put in, the more motivated you're, the more energy you give out to your staff. If you're working towards an incentive, or, or money or whatever the case is, you'll have a good demeanor, you'll lead from the front, you'll work harder and that in turn will be a good example to the everyone around you get good behavior and whatever. Maybe if you wake up in the morning and sit and say I’m bhabhalaz my manager with my managers can give me a generous incentive today for so for whatever, motivated to come to work like that. But certainly what I'd like to do.

I

Interviewee

18:13

So now in terms of attracting new employees, and also keeping the employees that you have which reward system would you consider to be more effective in terms of attracting and retaining employees?

I

Interviewee

18:25

Ehmmm its money. it’s like to it's all the same I think we come back to you know, if you if I had to go for an interview, at Target smoke and come Yeah, wherever someone else, and they told me that this is my basic salary, okay, you get to medical, I do get your perks, whatever the case is. But we don't offer 13 check. We don't offer any incentive rewards or anything like that. And a place next to me says no, I'll give you R100 for every time you sell more or check inns or gifts or do more reservations or whatever the case, we will obviously be more prompted to go to that other employee.

I

Interviewer

19:08

So how satisfied are employees feel about the current reward system?

I

Interviewee

19:13

I don't think they are ever satisfied with reward never satisfied, but I think they will not always want more as well. But sometimes, you know, reward is exactly that it's a reward. Okay, something that has been worked towards a method was not that it mustn't be achievable, but it's got to be something that makes you step out of your comfort zone, to go the extra mile to be able to achieve that. So sometimes when you put up rewards and people sometimes they will feel demotivated before they started because I think if I thought that's not that's not achievable, but at the end of the day, it needs to be achievable. It's got to be fair when the company obviously the company needs to benefit from giving rewards but the same type of employee? It's got to be achievable as well.

I

Interviewer

20:06

Okay, do you have any kind of employees’ survey just to check if the staff is happy? How satisfied are they? Is there any kind of measurement for satisfaction?

I

Interviewee

20:17

We have got something called the appraisals, One on One appraisals that you do? When you sit there you sit and you go to the staff, For the staff, you sit down, you ask them questions, you do an appraisal to see what they are the particular job description, are they working the late coming? You know, they benefit from working, they've been trained, and they’ve been given the tools to be able to do the job that we expect from them. And there's also surveys, we do anonymous surveys, that we hand out guest and employee surveys, to the staff, where there is a rating from one to five, asking them if they happy with management to the field that can be seated correctly. The reward system beneficial, does it assist them in motivating them to do a number of days?

I

Interviewer

21:18

What do you think would be the impact of the absence of the reward system? And you mentioned that the employees will be demotivated? Are there any other factors that could be the impact in the absence of the reward system? If there were no reward system at all at all, what would be the impact of that?

I

Interviewee

21:41

Demotivated staff. That also depends on the management style, you know, we come into work and we create a fun, fair working environment, it doesn't necessarily mean there has to be rewards. But at the end of the day, as long as the you know, the leadership leading from the front, they are working with through the employees to you know, to create a bar and a culture, you know, people need to be bold and bold, for binds culture to a company like, especially like this hotel has a good culture of going for it. People go work in such a diverse store live in such a diverse countries, I think we all come from different backgrounds, different religions, and all that. But when we come and walk into this building, we should all be able to become one line was 31 fundamentals. And we come to say, at least to me, yeah, we can have opinions a difference of politics and religion. And when we walk in here, we all speak the same culture, you know, and as long as the culture is correct, it's fair, the management is living and working the culture doesn't mean that the staff will be demotivated as long as you're going to be treated fairly. And, you know, we're all working towards one common goal that I mean, even when example we want to come become one of the top 20 hotels in Cape Town, we haven't been told that was the reward, but we always seem to be pushing for it, and then not demotivated, but we've got a goal that we want to achieve. It's the same as probably like writing your soccer team, you got to really get rewarded when you get to the team. But everyone wants to play for the team, because it's rewarding the time that isn't mandatory. So it depends on the managers, as long as the management coming in here shouting, walking around with somebody, we go, stop, we're not going to be motivated, but you're not I mean, it can work.

I

Interviewer

23:32

That's interesting and you mentioned about the culture of this establishment. Could you please tell me about it?

I

Interviewer

23:40

What?

I

Interviewer

23:41

You mentioned about the culture in the working environment of this establishment? Could you please tell me about it?

I

Interviewee

23:47

Okay. So, like I said, the study one fundamentals. Wonder one for every day of the month. So, when you every day when we start the day, we have a fundamental okay that you focus on for the day okay. So, this is given in your induction, when you first start, when you first get inducted into the company, you can go through these fundamentals, which just helps you to learn people on a daily basis focus on what you do. So, today, this one so this one says our culture, we are, we have a can do ethically code we could do anything for the guests. So we say just do it, do with passion, always be positive, hands on, self-motivated, strive to be outstanding and have fun, as I mentioned that. Okay, so when we have our meetings in the morning, we speak to the head of departments. We speak about these fundamentals right. So when we go speak to the staff today, we tell them if you have a weekend do attitude or so we just do what we need to do with passion always be positive, we have a hands on approach. Here even as an Assistant General Manager, it's nothing for me to walk past the table. You know, go greet the guest, to clear a plate, clear a coffee cup, and whatever the case may be we all need to be on the same level.

I

Interviewer

25:17

That's interesting. Do you have any recommendation on how the hotel can recognise hardworking employees more effectively?

I

Interviewee

25:28

Yes, definitely. I mean, like I said, you got you got to front line workers, all that. But definitely, I think all places should have at least one person per department that it gets recognized per month. At the end of the day, we all work together. Like I said, all that a common goal, we all serve the guests. No, no person's job is my job or is more important than the person that washes the dishes that sweeps the floor, that cleans the toilet. If the glasses are not clean and other things no one is going to come to the hotel so my job also becomes irrelevant so yhea.

I

Interviewer

26:06

What adjustment would you make in the current words policy or practice the hotel that has aready has?

I

Interviewee

26:18

I would like..mhmm like I said before trying to definitely try to get one person per department because at the end of the day will motivate those people in each department to maybe sell it just good or better than what they currently are sell to lift this the standards of the department also, it's nice to create competition in certain departments you got 2 supervisors and y two sous chefs whatever the case was when outdo each other.

I

Interviewer

26:47

COVID-19 pandemic has reported to have severely affected the organization globally and not only in South Africa. So what impact has COVID-19 had on the current rewards policy or practice? Like were they any salary cut or retrenchments, layoffs due to pandemic?

I

Interviewee

27:05

Yes there has been retrenchments, there is been a layoff, temporary layoffs, and obviously, rewards will not be paid up as previously before the pandemic because, you know, like I said, the rewards are normally based on reaching certain benchmarks and revenues, and whatever with COVID pandemic, I think we just trying to just make them day by day, month by month. It affected the detriment of the stock.

I

Interviewer

27:41

And then what is the impression of employees? How did the employees feel about it?

I

Interviewee

27:46

I think that what at this current time I think employees are happy to be employed. Obviously a huge effect, especially in hospitality. So the moment you're not spoiled for choice, you know, whatever the employee or government says that needs to be done to be able to get the businesses to get through. I think you just grabbed it with both hands.

I

Interviewer

28:10

Okay. Before I leave or close the interview, is there anything that you would like to say, to ask, suggestions may be, anything that you would like to say, do you have anything?

I

Interviewer

28:21

I certainly believe that many organizations should have some form of reward policy like I said it must be the detriment of the business, but it needs to be planned correctly. It needs to work go start from the top, like I said, to from the financial budget. Incentives should be incentivize per departments should be clearly written, black and white for the employee to receive sign acknowledgement of it so that if there's any disputes when it comes to paying the role to rewards, you can always fall back into the black and white and know that it's clear. But I would certainly definitely recommend it to any company around you or your Southern Company will reap the rewards as your employees.

I

Interviewer

29:13

Okay, thank you very much for your time and your participation, enjoy your day.

I

Interviewee

29:20

Okay, sharp.