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**SUMMARY KEYWORDS**

employeesstaffrewardshotelguestacknowledgequestionmanagementpositive feedbackvoucherstrainingmotivatingstaff meetingprizesprogramsmentionedvip guestsinformalperformancebased

Rematching speakers...

**SPEAKERS**

Interviewee, Interviewer, Interviewer

I

Interviewer

0:01

Oh, good morning.

I

Interviewee

0:03

Good morning.

I

Interviewer

0:04

How are you today? How's your day today?

I

Interviewee

0:06

Good, Thank you.

I

Interviewer

0:08

Ok, my name is Mzukisi. I'm a student from Cape Peninsula University. I'm doing M-Tech in tourism and hospitality. The purpose of this study is to explore the management perfections based on effective reward system.

I

Interviewee

0:25

Ok.

I

Interviewer

0:26

Yes, just please note that this interview is anonymous, you don't mention the name of this establishment, and you don't mention your name. All I want is your opinion, views and your understanding, there are no wrong or right answers. It's just your understanding based on what you.

I

Interviewee

0:44

Okay, Perfect.

I

Interviewer

0:45

So just kindly note that I'm going to use this device, in order for me to remember what you say, because I can't take all the notes, it could take about 4 hours.

I

Interviewee

0:55

Yeah.

I

Interviewer

0:55

So just to go through when I'm done. Otherwise, the meetings or the conservation that we have here, is going to save on a file that is encrypted. It's only me that who can access that file when I want to go through it.

I

Interviewee

0:26

Okay, perfect.

I

Interviewer

1:10

So umhh the first question is just a tick box. And then the second question is, what is the highest level of your education that you have obtained?

I

Interviewee

1:30

Umhh a bachelor's degree.

I

Interviewer

1:32

Bachelor's degree?

I

Interviewee

1:33

Yeah.

I

Interviewer

1:33

What did you study mam?

I

Interviewee

1:35

Umhh I studied a Bachelor of Arts and Science and then leadership as well.

I

Interviewer

1:40

Okay.

I

Interviewee

1:40

Yeah.

I

Interviewer

1:40

That's interesting. Is there any qualification that you have attained through hotel industry? Even if it's an informal question, or informal qualification, just any qualification or certificate that you have attained through the hotel industry?

I

Interviewee

1:56

I've done a hotel management class through my previous company. But other than that, no.

I

Interviewer

2:02

Oh ok.

I

Interviewee

2:02

Yeah.

I

Interviewer

2:15

Um, the following question is, could you please tell me about your role in this hotel?

I

Interviewee

2:21

Yes. So I am the guest relations manager, as well as the training and development manager. So we run the concierge department. We take care of our VIP guests, we help guest’s book tours and build their itineraries for when they're in Cape Town. And then my training and development role is more for our staff. So we do different training programs.

I

Interviewer

2:49

Do you mind if I just go back? And just to ask this question, I'm sorry that I got interrupted. All I wanted is just you tell me more about your role and responsibilities in your position?

I

Interviewee

3:03

Okay.

I

Interviewer

3:04

Yes.

I

Interviewee

3:05

So for guest relations manager but now also Marketing manager, umhh we are responsible for VIP guests, staff engagement, making sure our staff are taking care of our tours or shuttles or guest itineraries while they stay with us. And then training and development is all on the job training, induction programs. And then we do different skill development with each of the staff.

I

Interviewer

3:38

And then how long you've been working at this hotel.

I

Interviewee

3:41

I've been working here for three years.

I

Interviewer

3:42

For three years.

I

Interviewee

3:43

Yeah.

I

Interviewer

3:47

And then how long have you been in this position as a as a guest relations manager.

I

Interviewee

3:53

Ummh since I started, so three years.

I

Interviewer

3:59

Okay. Now, I'm moving to the next section. I just want to give you a little background of this study, I understand that. You might know the rewards and the benefits, but just a little bit of the background of the study, but the rewards or benefits, reward system. Reward system are benefits or incentives, incentives that are offered to employees.

I

Interviewee

4:24

Umhh.

I

Interviewer

4:25

It could be individual or team organizational performance. It depends.

I

Interviewee

4:31

Yeah.

I

Interviewer

4:32

Those are the reward system that motivates employees are based on individual or team organizational performance. Reward system could be a formal that are highly structured, like annually rewards including bonuses, Christmas gifts.

I

Interviewee

4:48

Ok.

I

Interviewer

4:48

Umhh provident fund, those are really structured medical aid.

I

Interviewee

4:53

Yeah.

I

Interviewer

4:53

Yes, and then we all have those that are informal, like just to say thank you.

I

Interviewee

4:58

Yeah.

I

Interviewer

4:58

Can you do this for me? Training development, those are non-financial as well as you mentioned considering entering and then we have those that are also informal that includes birthday gift, complimentary to stay or even found on food or accommodation, it depends.

I

Interviewee

5:17

Ok.

I

Interviewer

5:18

I'm just trying to look at those that are formulated or highly structured, and those that are informal, like positive feedback and other things.

I

Interviewee

5:24

Okay.

I

Interviewer

5:24

So could you please explain the employee rewards system that are currently used at this hotel?

I

Interviewee

5:27

Umhh so informal, we do offer, obviously, birthday celebrations.

I

Interviewer

5:36

Yes.

I

Interviewee

5:38

All this staff get birthday cards and vouchers for bakery. At the end of the year, we do big staff function for all the staff where we give out different awards, we have the different stuff, vote for who the winners are. And then there's different prizes for all of those winners. So it could be most guest comments, or most helpful, or and those are just examples. And then we actually have one of our formal programs is called the "you rock" program.

I

Interviewer

6:14

You rock program.

I

Interviewee

6:14

You rock. Yeah.

I

Interviewer

6:16

Can you tell me more about you rock? {laughs}.

I

Interviewee

6:18

Yeah, it's spelt like, like, you rock.

I

Interviewer

6:22

Oh "YOU ROCK"? {laughs}

I

Interviewee

6:23

Yeah {laughs}. So that program is, if an employee sees another staff member, doing something, doing something above and beyond for one of our guests, if they're just going out of their way to help another department, things like that, they write out a "you rock" card, which we give them to the staff, and then the other one gets entered into a draw. And then in our staff meetings will pull it out, and they'll win vouchers and gifts, and different prizes. So depending on how many "you rock" cards you get in a month, will determine if you are entered to win a prize, which is quite nice.

I

Interviewer

7:07

That's quite nice indeed.

I

Interviewee

7:07

Yeah, it's fun.

I

Interviewer

7:08

Umhh you once mentioned that you or I can say that you offer financially and non-financially based on what you have told me. I can distinguish. And then you've also mentioned that you are also a training development manager, which is also a reward like training.

I

Interviewee

7:29

Yeah.

I

Interviewer

7:29

Does it involve coaching, mentoring and other skills as well?

I

Interviewee

7:35

Yeah. So we do, we do specific on the job training for all levels of staff. So whether you're you've just started, you'll go through your induction training, your health and safety, your customer service training. And then we have specific training for each department. So your food and beverage, your housekeeping, your front office, and then we haven't implemented it yet. But we are starting with an Emerging Leaders Program. So it's to identify staff who are on the right track and succeeding and moving up with the company. So they'll go through a leadership and mentoring program, which will be two months.

I

Interviewer

8:19

Ok.

I

Interviewee

8:19

Yeah, yeah.

I

Interviewer

8:21

And you mentioned now that you also have customer service training.

I

Interviewee

8:25

Yes.

I

Interviewee

8:26

Do the employees get like tips as well from the customers? Or is or is there are the tips part of the rewards package or?

I

Interviewee

8:36

Umhh no, so if they get, like on tips on from the guests.

I

Interviewer

8:41

Yes.

I

Interviewee

8:41

Yes so any tips for the person, they'll get allocated and paid out at the end of the month. So each person who earns a tip from a guest, they're able to keep that.

I

Interviewer

8:51

Ok.

I

Interviewee

8:52

Yeah.

I

Interviewer

8:53

Do you have any formal rewards that includes provident fund, Christmas gift or bonuses? Or?

I

Interviewee

9:01

Umhh we right now.

I

Interviewer

9:05

Or staff transport?

I

Interviewee

9:07

Oh yeah, we offer so we have staff transport. We also do there are increases, but it's not guaranteed, especially now because of COVID. There's been changes obviously, in the industry, but prior to that, there were annual increases. And those were based on performance.

I

Interviewer

9:33

Okay, based performance.

I

Interviewee

9:34

Yeah.

I

Interviewee

9:41

Okay, moving to another question, how are the rewards system communicated to the employees?

I

Interviewee

9:48

So we, communicated to our employees through our staff meetings, which we do once a month.

I

Interviewer

9:56

Ok.

I

Interviewee

9:57

And also what obviously when they join our team during the induction training that they go through, they also get informed of the recognition programs.

I

Interviewer

10:06

Ok.

I

Interviewee

10:07

Yeah.

I

Interviewer

10:07

Are the formal rewards that done annually like your funds or medical aid and tips also communicated through staff meeting? Or are those involved in a contract or via email?

I

Interviewee

10:19

Yeah, those are placed in your contracts. And then also, when they go through all the first documents with HR and their first week, they get informed of all the different, different offerings, but that's from HR.

I

Interviewer

10:33

Okay.

I

Interviewee

10:33

Yeah.

I

Interviewer

10:34

This is only responsible for the HR.

I

Interviewee

10:36

Yes, Yeah.

I

Interviewer

10:37

Ok that's fine, does the off does the hotel offer the same range of rewards to all employees? Or does it differ based on departments? Or some certain criteria?

I

Interviewee

10:47

No. So ours is throughout the entire hotel. Are this for all departments, all staff to just make it equal and fair for everybody umhh so we offer it to everybody.

I

Interviewer

10:58

Ok.

I

Interviewee

10:58

Yeah.

I

Interviewer

11:00

And how umhh does the hotel offer the same range of rewards to all employees or does it have some certain criteria or departments? .....

I

Interviewee

11:08

It's ohk.

I

Interviewer

11:08

How often does the hotel recognise good job performance? Because you also mentioned that it is based on your performance? And then how often does the hotel recognise good performance? Or is it something that is done daily, annually, monthly, or quarterly?

I

Interviewee

11:26

So there, because we have different recognition offerings, so if they if staff get, let's say, a good review from the guest, this gets acknowledged daily. So as soon as we receive it, we acknowledge the staff say, thank you. If it's more the overall performances, that's our monthly one. So that's during our staff meeting once a month that we acknowledge and give out the prizes and vouchers and those sorts of things.

I

Interviewer

12:08

What role has the reward system played in motivating employees?

I

Interviewee

12:14

Umhhhh.

I

Interviewer

12:16

You can take your time and think that's fine {laughs}

I

Interviewee

12:20

I think. Yeah. I think recognition is one of the most motivating aspects for employees. Because and it's not just because they're getting something tangible, tangible or voucher, but even just when you acknowledge their performance, it drives that motivation. I think because we have these in place, you can already see that the staff moral gets lifted, right? It's the staff is happier because they have something to work towards, rather than just coming to work every day to do a shift. So I think it plays a big a big part in motivating the staff.

I

Interviewer

13:03

Does the current reward system have an impact on employee behavior? Trust, attitude, or loyalty?

I

Interviewee

13:13

Yes, so just like I said now, I think with when you when the staff have something to work towards, it almost creates that positive energy, right? It helps the staff do their job a bit better, because they want to get that positive feedback. It encourages them to work as a team. I think it also makes them happier, because they know that they're getting acknowledged for when they do something good. Rather than just being you know, pat on the back or whatever, like at least with management recognizing them and other staff members recognize recognizing them, I think it helps them motivate themselves.

I

Interviewer

13:53

So it also changes the attitude and loyalty as well.

I

Interviewee

13:59

Yeah, cause with I think without it, there wouldn't be much of a staff morale. I think they'd be very just, you know, they wouldn't they wouldn't have that passion, and they wouldn't really care as much for what they do.

I

Interviewer

14:11

Ok.

I

Interviewee

14:11

Yeah.

I

Interviewer

14:17

What do you think are the kinds or types of rewards systems that are preferred mostly by employees, because you mentioned that you have financial, those vouchers, I think they are belongs to financial, they belong to financial. Those vouchers and other things and then tips and those that are non-financial, you also mentioned them, which one are kind of the most preferred by employees in terms of financial or non-financial {laughs}.

I

Interviewee

14:44

Yeah, {laughs} that's a funny question I think. {laughs} uhh because, you know now, because of I think of the situation that we've all gone through with with Covid- 19 unfortunately, I think financial is more preferred now. Beforehand though, I think if you have good management and you have good leaders, I think the non-financial rewards are actually more motivating. Because when you have an employee's, especially if they're passionate about what they do, a lot of the time, they like that positive reinforcement that comes from their management. It's the same as if something goes wrong, you don't want to have to sit and get negative feedback right. So I think, I think positive feedback and positive reinforcement from management is more effective. But if an employee's preference is probably financial {laughs}.

I

Interviewer

15:49

Umhhh which reward uhh which reward systems that are not preferred by employees? Which one would you say? They are the least preferred by the employees in this hotel?

I

Interviewee

16:07

Oh, I don't know I are, our staff are quite uhhh. They enjoy almost all of them. So when it comes to like, the birthdays and the vouchers, and even just like the thank you from management, and acknowledgement and staff meeting I've never really seen an employee not enjoying, to be honest.

I

Interviewer

16:31

Ok.

I

Interviewee

16:32

Umhh so that's a tough one, because I think they I think they enjoy all of the all of the rewards {laughs}.

I

Interviewer

16:43

You mentioned before, I'm trying to move to the second question because other parts you have touched nhe now I'm seeing this question now appears here again, that which kind or type of rewards you consider to be more effective to motivate employee? You mentioned that before covid positive feedback.

I

Interviewee

17:03

Yeah.

I

Interviewer

17:03

And which other reward systems that are more effective? You mentioned either, I still remember like positive feedback, acknowledgement. But ahh which other would you consider to be more effective to motivate employees?

I

Interviewee

17:17

I think the "You rock" program is one of the strongest because it's it. It not only has one employee involved, but it's two. So if I noticed you doing something, I'm already participating by acknowledging you, which makes me feel good. And then the other employee gets a card which they can enter the draw. So I think that was one of our most effective programs, plus, they had fun prizes and, and different offerings each month that they could win.

I

Interviewer

17:51

Does the current reward system, you're offering improve job performance, career growth, and employee behaviour.

I

Interviewee

17:59

Yes, umhh I think all of our acknowledgment, and awards programs, I think it definitely motivates our staff to be more efficient when they're here. It also increases their job performance, because they, when they realize that they're doing something good, and they've done something nice for our guests or gone above and beyond for them. And they get recognized it makes them do it again. Right. So it creates that pattern of positive behaviors. So I think it definitely, definitely improved their job performance.

I

Interviewer

18:34

That's interesting.

I

Interviewee

18:37

Umhhh.

I

Interviewer

18:34

In terms of attracting now and keeping the employees or retaining them which what system would you consider to be more effective? Now we are talking about attracting, It could be attracting new or and then it also keeps them that the staff that you have.

I

Interviewee

18:42

Yeah.

I

Interviewer

18:43

Which one would you say? No, this one is definitely more effective.

I

Interviewee

18:59

Can it be umhh like some of the training? Because I think.

I

Interviewer

19:05

It could be any, Ok training.

I

Interviewee

19:06

Because I think yeah, I think some more than, especially now to retain the employees, I think the more time that management spends with them, and building their skills and their development. I think it keeps them here because they feel like we're investing in them.

I

Interviewer

19:24

Ok.

I

Interviewee

19:25

You know.

I

Interviewer

19:33

How satisfied uhh employees feel about the current reward systems?

I

Interviewee

19:38

Umhhh how satisfied are they? I would say about 70% {laughs}.

I

Interviewer

19:46

About 70%?

I

Interviewee

19:48

Yeah.

I

Interviewer

19:49

Which means that's quite they are satisfied.

I

Interviewee

19:51

Yeah, but I think there's still room for improvement.

I

Interviewer

19:53

For improvement.

I

Interviewee

19:54

Yeah, for improvement and maybe things that we can also change or make more effective for them. But I think what we have in place now works pretty well.

I

Interviewer

20:05

Oh when you're saying like, 70%, do you have any employee survey maybe? How do you measure or observe them..?

I

Interviewee

20:15

I think because of the participation that you can see, I think there's a percentage of staff that that don't really umhh see the reasoning behind it. So not everybody participates. But unfortunately, that you're never going to have a 100% does everyone participating in it, but we do have some stuff that don't participate as much. So I think they'd be the ones that aren't so interested in it. But overall, the majority of staff do like it, so.

I

Interviewer

20:50

What do you what do you think would be the impact of the absence of the reward system? If maybe in this hotel you didn't have any rewards.

I

Interviewee

20:57

Mhhh.

I

Interviewer

20:58

And then what would be the impact of that?

I

Interviewee

21:00

Umhhh I think a lot of our staff would be demotivated, I don't think they would enjoy coming to work. I don't think they would feel valued umhh in the sense of company culture. I don't think that they would feel part of the team. So I think, to be honest, I think it has a big impact on them. And I think without it, a lot of the staffs attitudes and behaviors would drop.

I

Interviewer

21:27

Ohk.

I

Interviewee

21:28

Yeah.

I

Interviewer

21:28

Umhh, Mam do you have any recommendations on how the hotel can recognize hardworking employees more effectively?

I

Interviewee

21:35

Umhh, I think the two biggest things are communication with them and acknowledging them through language and thanking them and acknowledging them in front of their peers. I the also think the rewards programs are very nice, because it gives them something to work towards other than just their paycheck. It gives them an opportunity to be acknowledged in front of the rest of their team. And I think that helps them a lot.

I

Interviewer

22:04

Umhh moving to the last question.

I

Interviewee

22:09

Yeah.

I

Interviewer

22:09

You mentioned about the thing of COVID, when you were mostly saying something about more preferred in and then you said, or no money just because of COVID.

I

Interviewee

22:56

Yeah.

I

Interviewer

22:56

Most people prefer monetary rewards than other rewards due to the situation that we have now.

I

Interviewee

22:56

Umhhh.

I

Interviewer

22:56

And the covid 19 pandemic is reported to have severely affected the organization globally not only just in South Africa.

I

Interviewee

22:57

Yeah.

I

Interviewer

22:57

Umhhh not only just in hotel industry in other establishments as well, uhhm what impact has Covid 19 had on the current rewards policy or practice like were there any salary cuts, retrenchments or something, uhh lay off..?

I

Interviewee

22:57

Yeah, so went through unfortunately, we went through retrenchments of about 30% of our staff. Umhh there was also salary cuts for staff umhh the rewards programs, our prizes had to change, it was limited shifts. So not everyone was here and participating as much. Umhh luckily, we're still able to do all the birthday and anniversary celebrations for the staff umhh that we never took away. But it has impacted it because originally after the lockdown, we also didn't have a lot of the staff working. So it was hard to build that morale back. But now, after a year, you see some movement, which is nice and most of our stuff are back working. So it's nice to see how we can acknowledge them. And to be honest, there's more positive guest feedback. All the staff are working together really well as a team. So yes, it had negative impacts. But I think because we were able to bring them back and do training and work one on one with the staff. It's actually benefited us in the long run, which is nice.

I

Interviewer

24:12

Ok and then umhh before they came back and then you mentioned that there were some retrenchments of about 30%.

I

Interviewee

24:16

Umhh, Ok.

I

Interviewer

24:16

Okay, you mentioned that mhh there were salary cuts, retrenchment and some lay off and then mostly 30% of employees were retrenched.

I

Interviewee

24:33

Umhh.

I

Interviewer

24:33

And then what was the impression of the employees? How did they feel when they were retrenched? I understand now some of them are back.

I

Interviewee

24:40

Yeah.

I

Interviewer

24:40

But back then when this COVID19 started, what was the impression of employees?

I

Interviewee

24:46

Umhh I think everyone was a bit scared and nervous and didn't know what to expect. But as for the retrenchment, it went through strictly our HR department. So unfortunately, we didn't get to have the conversations with them ourselves. It came from our general manager and our HR. So it wasn't directly with the departmental management.

I

Interviewer

25:18

Umhh before I leave and close the interview, do you have any questions or recommendations, suggestion, do you have anything you would like to say?

I

Interviewee

25:30

Umhh I think if, if the overall goal is to understand, like rewards and recognition, I think I think it is important. And I think to be honest, and in any industry, it's one of the most effective tools to keep your staff and keep them engaged and make sure that they're, they're happy when they're at work. Umhh and although some of the staff prefer the more financial rewards, it doesn't always have to be that I think most of our team does get motivated just from us communicating to them and saying you're doing a good job or keep up the good work and acknowledging all the guests feedback to them. But it's definitely one of the strongest tools that you can implement to keep your employees engaged and happy. So, yeah. {laughs}

I

Interviewer

26:22

Ohk Mam umhh thank you very much for your time and your willingness to participate in this study. Have a nice day.

I

Interviewee

26:29

You too. {laughs}.