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**SUMMARY KEYWORDS**

employeesrewardshotelroadshowmedical aidvotevouchersmomentstudysalaryhospitality managementcontractdifferoffermoneytermsaccommodationmanagermanagementsystem

Rematching speakers...

**SPEAKERS**

Interviewee, Interviewer

I

Interviewer

0:03

Good afternoon, sir.

I

Interviewee

0:05

Good afternoon.

I

Interviewer

0:07

How are you today?

I

Interviewee

0:08

I'm good. Can't complain.

I

Interviewer

0:12

Good in how is your shift so far?

I

Interviewer

0:16

So far so good I can’t complain.

I

Interviewer

0:19

No obstacles so far we still have normal guest they are drinking, until they drank.

I

Interviewer

0:29

Wow. Okay. My name is Mzukisi, I'm a student at Cape Peninsula University of Technology doing for M-Tech in Tourism and Hospitality Management. The purpose of this study is to explore the management perceptions based on effective employee reward system. As part of this research study I would like to invite you to participate in a depth interview. Please note that participation in this study is strictly voluntary and anonymous. So all the information that will be collected from here would be used for the purpose of the study and will be treated confidentially in accordance with ethical standards of CPU T. Okay, and if the findings of the findings of this study will assist the Hotel management on ways of improving the existing reward system and implement new rewards systems. Sir, I'm going to use this device however it is encrypt is only me who has access to and it is only just for me to remember what you have said when I go to instead of writing.

I

Interviewee

1:39

No problem.

I

Interviewer

1:41

Can we proceed and move to the next page? Okay, the first page is just the tick box. So the first question is just a tick box. And then the second question that I'm going to ask you is just the highest level of education that you have obtained?

I

Interviewee

2:32

A diploma.

I

Interviewer

2:33

Okay. So what did you study for your diploma?

I

Interviewee

2:40

National Diploma in hospitality management.

I

Interviewee

2:46

So is there any qualification that you have obtained through hotel industry, it might be not formal education, just any kind of certificate or qualification that you've received through hotel industry?

I

Interviewee

3:02

No not at the moment

I

Interviewee

3:19

So you said on the last question, you couldn't obtain a new qualification through a telling us even if it's for training or anything, nothing that you've obtained?

I

Interviewee

3:27

No.

I

Interviewer

3:29

So moving to the third question, could you please tell me about your role in this hotel? Like, what is your responsibility, your position in this hotel?

I

Interviewer

3:41

My current role at this hotel is reservations manager. My duty is to obviously take in incoming calls, and making hotel reservations for accommodation any special request when it comes to the guest booking.

I

Interviewer

4:03

And then how long have you worked in this hotel?

I

Interviewee

4:06

It's close to five years now.

I

Interviewee

4:23

And how long have you been in this position as a reservations manager?

I

Interviewee

4:29

About 3 years now.

I

Interviewee

4:35

Okay, in order to move to Section B, i just want to give a little bit background about the study and what this is all about. So this study is about a reward system, or incentives or benefits. Rewards are benefits or incentives given to employees as a token of appreciation, okay, it could be based on individual, team or organizational performance. So rewards could be financial and it could be non-financial. Financial reward matter like salary, bonuses commission, provident fund, medical aid, transport allowance, Sunday allowance, holiday allowance or promotion, everything that has to involve cash, it could be direct or indirect. And then n don financial rewards are those that don't involve cash that includes training, mentoring, coaching, praises or involve employees in participation, whatever you do involve them in a meeting, in whatever decision you are making career growth or just a positive feedback to say no well done today, guys, you've done a great j, appreciate. Or maybe just a delegation, please, you know, as reservation manager, you ask someone to do your job on your behalf, like could please do this for me I'm quite busy at the moment. Like to appoint someone to do that job for you. Those are non-financial rewards, they are not based on money, but they are still rewards as well. Okay. And then we have those formal rewards that normally are structured, like those annual celebration or annual rewards like Christmas gifts and years of employee service like how long have worked for the company then you get a certificate, or employee of the month, normally tours are more formal to can organize and structure them . And then informal rewards, like birthday gifts like if someone has a birthday, you can just make a cake for him or go buy something with the voucher. Or you just sing for that person maybe, or staff meal or lunch or discount, maybe you know, it's your birthday today we're gonna give you a discount. If you want to buy food you can buy it on discount or its for free, it's complimentary. Or you can even stay with us here at the hotel those are just informal, you can just say it anytime it depends on the day. So moving to the question, I was just trying to explain all of these rewards and benefits. So could you please explain to the employee reward systems that are currently used at this hotel?

I

Interviewee

7:34

At the moment we are currently doing road shows (rewards events) when I mean roadshow show it’s obviously a planned thing depending on which department it taking over the road show for that time, but it benefits all employees in all different departments. Road shows basically, when they are voted, there are gifts that are given out, it could be accommodation vouchers, and it could be meal vouchers. It could be one night stay or anything where the shadow senior management or anything like that, at the moment, we're currently using roadshow. Our reward system, like what I said earlier on that in terms of monetary and non-monetary, monetary way, obviously they do get a salary and they do get a lot of benefits like medical aid, UIF and all those things. So currently, we are doing that for our employees.

I

Interviewer

8:45

So in terms of medical aid, okay, so the salary in the medical aid, does it differ from the positions?

I

Interviewee

8:58

Yes it differ in terms of positions, it differs in terms of department. And obviously, it's different in terms of experience as well. But we always encourage our employees, the more they work, the more they get rewarded for their work. And also in terms of sometimes we do get employees, which is has the highest working employee, and we don't have to do any procedures of advertising the post or anything like that, we just simply promote the employee. So it does differ in department position as well.

I

Interviewer

9:44

So in terms of training, and coaching and praises and then, like delegation do also offer those kinds of rewards? Like train somebody or maybe delegate somebody or to give positive feedback if he's done something good do you also offer that? Except those that includes money like your vouchers.

I

Interviewee

10:12

Well, we do end up the year offer goods to employees, especially when it comes towards the end of the year. For example, for Christmas, we do Christmas hampers for employees that are on duty, and also making sure that we give them some Christmas meal and some hampers for the Christmas.

I

Interviewee

10:42

So how are these reward systems communicated to the employees? How do you communicate these to employees? Because you mentioned things about salary, bonuses and medical aid of which they are mostly like on the contract. And then there are those that you mentions like roadshow, I'm not quite sure if that's still under contract Like, how do you communicate these rewards to the employees,

I

Interviewee

11:12

How we communicate with them basically, for example with the UIF, the medical aid, salary, those are obviously confidential information, which are stated on the contract upon the signing of the agreement, when they get the offer of employment in the hotel. And then for roadshows, most of the time, the winners are usually voted directly by the employees themselves. For example, we have something that is called Living a moment where employees vote for each other during that period of that month, if you have done something, and you have done something good for another employee, that employee that obviously vote for you. And then when those votes are calculated, and they are put together, then those employees are notified at the roadshow, whoever had the highest number of votes and all of those things, basically, communication wise for Roadshow. So we usually take out emails as well, to let them know that we'll be having Roadshow in a couple of months and then they take it from there basically.

I

Interviewer

12:23

Ok then who is responsible for that in terms of the contract? t and the roadshow is it every manager or is it some HR work? Or is it some kind of general manager.

I

Interviewee

12:37

Who is responsible for?

I

Interviewer

12:38

Like, like you said, the communication is through contract if the employee is being employed? And then another one is roadshows which employees are being voted? I'm saying who's responsible for communication to contract? Is the HR department? And who was responsible for the roadshows? Is it just every manager? Or is it the collective or management or is it General Manager, I'm trying to get the understanding.

I

Interviewee

13:07

Because it’s a Hotel Group, it's a very large Hotel Group on the monetary side, which is the salary, if, medical aid and all those things, those that are on contract, it is HR responsibility, with together with our head office, and then as for roadshow, then obviously the number of votes of the employees plus the management as well as the general manager of the hotel.

I

Interviewer

13:41

So, does the hotel offer the same range of rewards to employee or does it differ depending on certain criteria or certain departments?

I

Interviewee

13:55

It’s the same to employees.

I

Interviewer

13:58

So, how often does the hotel recognise good job performance? Is it something that is done daily, monthly annually quarterly?

I

Interviewee

14:09

It is done every quarter of the year, which is quarterly.

I

Interviewer

14:19

Moving to 5.1. So, based on your opinion, and your understanding, what role has the reward system played in motivating employees?

I

Interviewee

14:34

Can please repeat that again?

I

Interviewee

14:35

Ok based on your opinions and your understanding, through your observations as well what role has a reward system played in motivating employees?

I

Interviewee

14:35

Basically, it gives them the sense of wanting to work more. so to work to the best of their ability to gain votes from others like I'd said earlier on with some rewards reward, which is the roadshow rewards, Those when they vote for each other. So in order for them to be motivated, one start voting for another than they notice that now you see we were voting for each other when we do the good. So it’s motivating towards the influence of employees by voting for each.

I

Interviewer

15:23

So does the current word system have an impact on employees’ behavior, trust or attitude?

I

Interviewee

15:31

Yes, it has because they know that it is only fair process that have been used. It’s not any terms of favoritism among managers saying that this is the favoritism of this employee or that employee and not because they are also involved in the process, they know that the more they vote for each other and vote for the colleagues, it is an automated thing. It's not a personal thing where our senior manager would choose someone. It’s a fair process.

I

Interviewer

16:11

So what do you think are the kinds of rewards systems that are preferred mostly by employees?

I

Interviewee

16:25

They prefer monetary value because people differ and people use money in different ways. Reason why I'm thinking that someone may use money, if someone is a very nice person that enjoys drinking alcohol, and they've got no responsibility. So with them, if you give them money, they might just buy alcohol. But the other person might just buy grocery the other person might do something else so they prefer monetary value. Because then give them the personal use of using it to what they need, what they want.

I

Interviewer

17:05

Now you mentioned that it differs from person to person, and then responsibilities. And then mentioned that the hotel offer the same reward system. So every department is the same. So is there any kind of rewards or like if maybe someone got a tip? Is it for everyone? Or maybe someone upsell, I think it's different departments upsell the room so is it for everyone? Or is it for that individually?

I

Interviewee

17:43

It’s for everyone? Unfortunately, because it goes very well together with teamwork. So, unfortunately for everybody.

I

Interviewer

17:56

Okay, which rewards would you say based on your understanding and observation like you know this one reward is least are not preferred mostly by the employees?

I

Interviewee

18:07

That are not preferred by employees, they do not prefer meal vouchers, they really do not prefer accommodation vouchers of the same hotel, but they work at. It is because they've been there, chances are they ate the food, so they know the hotel. So if it's another hotel, maybe they might be happy, but they don't really prefer their own meal vouchers from the same hotel they work at.

I

Interviewer

18:42

So which types of rewards do you consider to be more effective to motivate your employees?

I

Interviewee

18:49

Gift cards, because most of the time we usually use the waterfront gift card which has a variety of shops in the water pump. So the employee then get to choose which shop they want to spend their money at. So they usually prefer gift cards with a lot of money.

I

Interviewer

19:15

Okay, so does the current reward system, you are offering improved job performance, career growth and employee behavior?

I

Interviewee

19:26

Yes, it does. It does improve their performance as well it also give the career growth. it also shows because they learned from us, their managers on how to treat other employees. So when they do all the voting and all those things, gives them the hope because for example, just getting the highest number of votes in a month, you get R500. So yeah, that makes a lot of difference.

I

Interviewer

20:02

Which type of rewards would you consider to be more effective in terms of now when you're attracting new employees, and keeping the employees that you have in the established?

I

Interviewee

20:14

Gift cards, accommodation of another property Yeah.

I

Interviewer

20:26

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

I

Interviewee

20:31

They're very satisfied because they even come back for a roadshow. Even if they are off. You got everyone knows that anything is possible and also, like I said, they like freebie. There is always fee food in the roadshow.

I

Interviewer

20:50

Do you have any recommendations on how the hotel can recognise hardworking employees more effectively?

I

Interviewee

20:58

Honestly, speaking, if you could have more rewards, but as you know, the hotel only have limited offerings that we can do. But if they could have more rewards, I think more employee would be even more interested. And then it makes it easier for not having very much limited employees that get freebies. But we can try and get in each department to at least have one or two employees that are getting an reward and then going to know that it’s not going to be front office, not only just maintenance, but everybody. But we can just have more rewards but we live in the tough time.

I

Interviewer

21:43

Yeah, I understand. If there was no COVID Is there any reward that you think you can suggest, if we can have this, this package or this kind of rewards, I think more employees could improve or can be more satisfied.

I

Interviewee

22:03

Yes if we could have reward that serve bed, dinner and breakfast, to another hotel. But another hotel need to be an upper class hotel, like another four star or five Star, with that would get a fear of an upgrade. If I can put it like that with my establishment we are currently on low level now. If they can get something more higher, like a four star or five star with the dinner bed and breakfast prepaid. Probably everyone would want to go for it. Not everyone can actually afford it.

I

Interviewer

22:46

What adjustments would you make in the current reward policy/ practice that the hotel has?

I

Interviewee

22:51

At the moment none. I think everything is going perfectly well.

I

Interviewer

22:58

You mentioned something about COVID-19 and COVID- 19 pandemic is reported to have severely affected the organisation globally not only in South Africa and not only hotel industry and some of the organisation. So what impact has COVID 19 had on the current reward policy or practice? Were there any salary cut or retrenchments, or lay off or reduced hours?

I

Interviewee

23:35

It have affected at quite badly. At the moment there have been no a roadshows . Reason why we don't have a road show because we don't have a full staff on board. Some of the top members unfortunately have been retrenched. Some of the top members have resigned due to the situation. So we no longer have roadshows at the moment. And also it's kind of a lack of an income in the hospitality industry. We don't have much of money to actually do all the things because currently our employees they currently on a lay off. And salaries are not on 100% full for every employee that is currently employed. So there's a bit of a loss, though we can't really offer anything at the moment. So that how many COVID-19 have been affected the hospitality.

I

Interviewer

24:45

And then what was the impression of the employees like how did they feel about this when they were retrenched and some were put on lay off and stuff.

I

Interviewee

24:56

It hasn't been an easy process everyone was a bit nervous and one was a bit scared because it was not. You know, not only just for lower management or middle management, it was basically for everybody. Anything was possible to happen to anybody. It's a kind of taken down confidence, there is no chat and you know, they so many things, there's so many losses, people are still paying rent, but they don't have money. It’s a mission and a half, but it's a way that we can't hide, we just have to ride it. It’s been tough

I

Interviewer

25:52

Okay, before I go, is there anything that you would like to say or suggestion that you would like to add?

I

Interviewee

26:00

At the moment, there is nothing, I think that will all from side all f. We're hoping that the industry will pick up again soon. Sooner than we expect. But, you know, we can't really tell much. We just have to trust in the Lord.

I

Interviewee

26:21

This COVID thing might have been affected the organization very badly. Okay. Thank you very much for your time and the willingness to participate in the study hall. Thank you.