**New Recording 8**

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**SUMMARY KEYWORDS**

rewardshotelemployeesincentiveguestsvoucherstaff membersstaffmedical aidcompanytrainingpeoplebonusquestionstudysystemmentionedhospitalitycommentsdaily basis

Rematching speakers...

**SPEAKERS**

Interviewee, Interviewer

I

Interviewer

0:02

Good evening. My name is Mzukisi doing M-tech degree in Hospitality and Tourism. as part of this study, I’m expected to do interviews. The purpose of the study is to explore the management perceptions based on effective employee reward systems at selected hotel. As part of this research, I would like to invite you to participate in this study. So please note that this study is voluntary. And then whatever data or information that is collected here would be treated confidentially. You're you can take your time, if you want to, if you want to do something, I can just pause. I'm going to use this device as a part of the study just to refer or as reference because I can't remember everything. But however, whatever I recorded here will be encrypted ad save in safe file. Okay, are you fine with that?

I

Interviewer

1:06

Okay, the first question is just a tick box. I'm going to ask the second question. What is the highest level of your education that you have obtained?

I

Interviewee

1:18

Diploma in hospitality management.

I

Interviewer

1:21

Diploma in hospitality management? Is there any qualification that you have attained through industry, hotel industry?

I

Interviewer

1:33

ahhha, extra qualifications will be Customer Care certificates, Revenue management certificate, Rooms division and Operations certificate as well.

I

Interviewer

1:54

That's interesting Sir. just to move forward with the questions. How could you please tell me about your role or your responsibilities or your position in this hotel?

I

Interviewee

2:07

All right, so my current role in this Hotel is front office manager. So, the role is to look after all the guests that come through our hotel and ensuring that guests bookings are made properly. That's the reservation process. Ensure that the team is prepared the rules according to the guests’ requirements, ensure that we assist guests with bookings in terms of reservations for restaurants, hotel transfers, tolls, everything that guests might need, our front desk is capable to assist and accommodate them and provide them with the service of their requirements. So my role is to oversee that entire department, ensuring that my team does their job specifications as per procedures in the front office and ensuring that on a daily basis revenue figures are captured and reported to the GM of the hotel. That's my role.

I

Interviewer

3:20

How long have you worked in this hotel?

I

Interviewee

3:23

So this hotel is fairly new only been open for four and a half months. I've been in this particular hotel for four and half months, but I've been with the company for four years.

I

Interviewer

3:42

How long have you been in this position?

I

Interviewee

3:45

For four months in this hotel.is this just so I think your questions? So in this in this hotel in

I

Interviewer

4:00

is this the same organization in this hotel or is it a different organization? It might be new maybe you have moved somewhere else maybe, I just want to try to get some understanding you are from other Hotel Group or is this the same hotel, then this is the new hotel. I'm just trying to get some understanding.

I

Interviewee

4:22

so, it’s the tame organization but different hotel. My previous job title was reservations manager ant he company's head office. Correct. When the new hotel opened four months ago then I moved to front office manager into this hotel

I

Interviewer

4:40

I just want to give a little bit background of the study of what the reward is. I'm not saying you don't know the rewards but just to give you some a little bit background of rewards. rewards are just incentives given to employees based on individual or team organization performance. it could be financially or non- financially. When we speak about financial, we speaker about bonuses, salary, commission, retirements funds, medical aid and other fringe benefits, including transport allowance as well. And then when we speak about non- monetary, we speak about coaching, mentoring. and like we have those informal incentive like to say, thank you, your positive feedback, or maybe a birthday gift maybe, or just get discount to the meal or, or a complimentary stay in a hotel. So, I'm just trying to give a background to what I'm going to ask you based on rewards and what is it? it could be financial, or non-financial. Could you please explain the employee reward systems that are currently used at this hotel?

I

Interviewee

5:54

Alright, so first, let's touch on the employee benefits of working here. The company provides you with a provident fund, right? So you get a provident fund when working here. And then you're given an option to select whether you'd like to take medical aid or not. Right, you can take medical aid as part of the company benefits. All right, and then they are now the rewards and incentive system, where we acknowledge hardworking and high performing employees either an employees can be given a voucher for shopping. Right,Oh,the employer has given a voucher to stay in one of the hotels in the hotel group. So that is all subject to what performance they did. And then management weigh the incentives applicable to that performance and what they've done for the company.

I

Interviewer

7:03

Based on non- financially, you don't have any kinds of non financial rewards or kinds of informal rewards like something that is done daily, like a positive feedback, training, or mentoring and coaching.

I

Interviewee

7:16

So that is still a working progress , we're making progress right now, which our GM is working on. We have discussed in the management meeting to have weekly incentives actually for the staff, particularly the staff that up-sell products of the hotel, for example, for drinks in the restaurant, if we have specials and promotions. If the team on the ground sells it. given some incentives, which now is all up in discussion, it's not everything finalized yet. And as well as the guys in front desk for up-selling rooms and upgrading guests and charging extra fees. There is an incentive which we're working on to give them but the current rewards that we have is a combination as well as the shopping projects. So from the current incentives that have been given out at the moment.

I

Interviewer

8:13

Now, based on your financial rewards that you are providing, at the moment, you also mentioned that you provide medical aid, is medical aid based on permanent staff or all the employees in this hotel?

I

Interviewee

8:27

This is based on permanent staff.

I

Interviewer

8:32

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

I

Interviewee

8:42

Basically, when an employee performs very well, this will be announced during team meetings. Okay, so there will be general staff meeting called for all staff members, and rewards are given to the staff during that process. We will then read the comments for example, Trip Advisor guys have good feedback from guests based incentive running, there will be one that gets the most comments with their name online, you'll get an incentive. So all of these things, are announced during handover meetings with the team meetings and you tell them who performed the best with the up-selling in the comments with the guests. And then your name gets mentioned there and then there was something given to the individual

I

Interviewer

9:30

Okay, say who is responsible for this kind of communication to employees?

I

Interviewee

9:38

Basically, the general manager and the Assistant General Manager.

I

Interviewer

9:41

General Manager. So you mentioned about a thing about trip advisor. Is it some kind of guest review or what?

I

Interviewee

9:54

Correct. Trip Advisor is an international guests review platform. Alright. So all guests, that are staying in the hotel get an email from the hotel to request their feedback regarding stay with us, and how they found each department services if they were up to standard, and if there's anything they would like us to improve on, and we'd love to also ask them, is there any staff members who did an excellent job and outstanding, but they would like to mention on the comments, they go ahead and do that.

I

Interviewer

10:26

Okay, since now, you mentioned something about guest review, are the tips still included in hotel rewards package?

I

Interviewee

10:38

Staff tips?

I

Interviewer

10:39

Yes. staff tips.

I

Interviewee

10:40

The staff tips, part of their individual earnings. So whatever the guests give the staff that served them that is their own money to keep. some guests will put the tips on the credit card payments. This guest then paid into the staff salary into their bank account at the end of the month.

I

Interviewer

11:08

Thank you very much we can move to another question. Does your hotel offer the same range of rewards to all employees? Or does it differ depends on some kind of criteria or departments.

I

Interviewee

11:23

So when it comes to staff rewards, every staff member whether a casual or permanent employee, you qualify for the rewards and incentives. If you do good performance and get the minimum required comments on line, you get the same rewards as the permanent stuff.

I

Interviewer

11:47

Okay, so does that mean you have standardized kind of reward system package?

I

Interviewee

11:52

Yes, correct.

I

Interviewer

11:56

Okay, cool. How often does the hotel recognize good performance? e.g. Is it something that is done daily, quarterly, or annually?

I

Interviewee

12:06

so, it's actually a daily thing that happens for example, with the Trip Advisor comments, yes, guests are coming in and out of the hotel on a daily basis and on the day of their Checkout, that's when they get the Trip Advisor request for them to give us feedback. As soon as the guests fills in the feedback and gives us an indication of which stock members stood up for them and they give us names on a daily basis who mentioned those people names in the meeting and then those people then you have to accumulate a minimum of 10 comments in order to get a reward. So each staff member has to reach that if they want to get that reward.

I

Interviewee

12:48

Okay, based from the companies do you to have a highly structured rewards that has a way of like motivating employees like done annually or quarterly or even on a monthly basis. is there any structure that is being placed by the hotel?

I

Interviewee

13:14

so, the way the structure is set up is an easy basic structure which allows the staff to be motivated and wanted on a daily and weekly basis. So, it's not like the have to wait for a very long to get the incentive. Daily and weekly, we will announce the reward of the most comments online and then that person gets that weekly one. And these monthly incentives, the monthly incentives will be the accommodation reward who wants to travel to the other hotels and utilize the facilities. So that stands as motivation for someone who like to take a trip and stay in a hotel for free.

I

Interviewer

13:59

Okay, if then is it’s kind of daily and monthly? Do you have any kind of reward that is done like annually, like a Christmas vouchers or annual bonuses or something like that?

I

Interviewee

14:14

So the company actually has annual bonus set up, so the annual bonus also is determined by performance of each employee. so, every quarter of the year we do performance appraisal. Performance appraisal is where assist each staff member work and Flagg where they need more training and improve and acknowledge where they have done an excellent job. three times a year that is done and at the end of the year depending on your score that will determine how much annual bonus you will get. So, there is a company annual bonus which is set up but it's also incentive according to your work performance.

I

Interviewee

14:15

Okay, moving to the next question What role has the reward system played in motivating employees?

I

Interviewer

15:11

Oh, quite a lot of stuff, I find it very motivational you know a small reward goes a long way. it makes a staff very excited to be at work, go that extra mile knowing you will get an incentive you know, it pushes you to do extra work than you normal do, it is a great motivator and it pushes you a little bit extra hard work and just go extra mile for the company.

I

Interviewer

15:43

Does the current rewards system that you have, have impact on employees behavior? Trust or attitude?

I

Interviewee

15:54

Yeah, I will say yes, because as mentioned when someone knows that they will be getting something extra. If they do that little extra work. positive energy it improves people's attitudes at work. You know, knowing that you know at the end of the week I might get a reward let me do a little bit of extra customer service if this guest gives me a comment online on Trip Advisor that means I stand a chance to getting the rewards so it does play a very big role in people's energy at work and attitude at work.

I

Interviewer

16:38

What do you think are the kinds/type of rewards that are most preferred by the employees if you can say and why?

I

Interviewee

16:45

Firstly everyone prefers cash.

I

Interviewer

16:48

Why is it cash? why financial rewards?

I

Interviewee

16:51

Financial cash rewards allows the employee to then go home and sort of their personal bills, personal accounts by whenever they would like. if we were to give them a For example, we you would do shopping vouchers shopping meaning at a selected shop which then restricts the employee to then buy groceries by checkers only. cash rewards they can do multiple things with it. So most people prefer cash rewards. However, the incentive here is hardly a cash reward unless is your annual bonus at the end of the year.

I

Interviewee

17:30

So, is it this financial benefit that is most preferred by employees, Is it like based on the age or color or cultural background?

I

Interviewee

17:40

not at all, this is a company decision, this what the company is willing to give out, it is more controllable and more responsible from our part you know giving people cash. people might spend cash out of pockets which is not beneficial for them the company is trying to look out for them the reason we chose a shopping voucher or grocery voucher is o assist them with their living at home if in the middle of the month you can get a reward or grocery voucher it can then cover a few groceries and something to eat.

I

Interviewer

18:24

Which kind or type of rewards that are not preferred most by the employees? Yes. You mentioned that financially is the most preferred that's quite obvious. But which other rewards that are not or are least preferred by the employees?

I

Interviewee

18:39

I don't I'm going to have to speak for myself. For example, if I'm working in this particular hotel, I wouldn't want to win an accommodation voucher I'll prefer a different property. Because I'm here every day I wake up every day, I wouldn't want to come and spend my weekend here again on my price voucher I will prefer to go on another hotel. So that's the least preferred to stay in the hotel.

I

Interviewer

19:11

Okay, which reward system do you consider to be more effective to motivate your employees.

I

Interviewee

19:19

Money has always been the highest most effective way to reward employees. But I find that more and more employees love to travel lately. And if they were to be rewarded particularly with our Hotel Group, we've got hotels throughout the entire Garden Route. So if we were to reward someone with a voucher for a nice day, one of the Garden Route hotels, they just have to find transport to get there but they will have a pleasant holiday away fully paid accommodation. That's a very motivational reward for the team.

I

Interviewer

19:58

is it always the case of money, even if someone is at a enter of the level, maybe is working at the reception or other departments is always willing to get the money, or nothing else not even some kind of career growth and other stuff like good development with the company. It doesn't matter what position is always the case.

I

Interviewee

20:20

No, it doesn't matter what position they will be the right of money applies to everyone. And it's the same amount which everyone gets regardless of your title, position. But you are mentioning the career growth and stuff. So here we do internal training on a daily basis, we monitor the stuff on a daily basis. We even have arrangements with the government Training Institute. S. E.E S.A,

I

Interviewer

20:48

Can you tell me about this SEESA?

I

Interviewee

20:50

SEESA is a government institution, which provides different types of training you get a first aid training and get fire training and get labor law training, you get customer service training, those guys provided to meet companies like us. So we are registered with them, we send our staff members without any extra charges to them. For this free training courses. These are very short courses, they start from a three day course, to a seven day course to a four week course.

I

Interviewer

21:21

Ok so now since now that you have mentioned this thing of SEESA and a career growth. Does the current reward system that you're offering to improve job performance, career growth and employee behavior.

I

Interviewee

21:37

Correct? Yes. So that's the main purpose of SEESA is not really a reward system. But I'll say it's a training ongoing training system that we've implemented within the company. So it's an ongoing training system whereby we improve the skills and knowledge of our staff members regardless whether it's an old employee or new employee, everyone gets the call opportunity to go to SEESA training. And you can choose any course that you see you and makes you feel like you want to grow your skills on. Some people may choose labor law, some choose accounting, some choose computer skills, all of those are available for training from SEESA. And we let anyone choose any course they want to do when they feel like they need to develop their skills.

I

Interviewee

22:27

So after SEESA, after you have sent employees to SESSA, is there improve job performance, because you have sent them to training. is there any improve in terms of job performance and the employee’s behavior?

I

Interviewee

22:42

Yes. I've had quite a few staff members who struggled using the Excel document system, we then had to let them go for a five day training course, with SEESA on how to use Excel. So we did the basic Excel functions to the experience excel functions. And the team are now cognitively capable to execute different tasks, but they never knew how to do before. So yes, there is quite a bit of improvement.

I

Interviewer

23:16

That's very interesting. Which rewards system would you consider to be more effective in terms of attracting new employees and returning them?

I

Interviewee

23:27

attracting the stuff and keep them I the company?

I

Interviewer

23:31

Yes.

I

Interviewee

23:33

I mean, the annual bonus is very attractive. If you work for a company for a year, you get the annual bonus. So that keeps staff committed to the company for your whole entire life. And if they want to get again in the following years bonus, they have to stay around the company for another year in order to qualify for next year bonus. So yeah, the bonuses.

I

Interviewer

24:00

So in terms of retirement funds and medical aid, it doesn't matter that much with the employees?

I

Interviewee

24:07

Most people don't usually look at the long term incentive, which will be retirement. I think people don't really look at that. They look at the short term goal, which is the annual bonus but you get December you get a bonus. And then they are happy, and they will stick around. The medical aid and provident fund for retirement fund is a good benefit. But most employees I don't think they ever last with one company especially in hospitality this day and age, everyone is moving out into different new hotels.

I

Interviewer

24:45

How satisfied are employees feel about the current reward system?

I

Interviewee

24:51

I feel everyone thinks that they are fair. But I think each individual will have their own ideas to add on to what if they give me this and not By the way, forgive me, but I think are lots of things currently are fair.

I

Interviewer

25:05

Do you have any measurements for satisfaction maybe? How do you measure employee satisfaction?

I

Interviewee

25:14

Currently? No, I'll say no. But I think it's a good idea maybe to get a team's feedback on the rewards that we got, because if they were satisfied with it, thus far, we've not had any, any issues. Everyone has been accepting the reward and are happy with them. But I think everyone if they can have the feedback, we can try and change one or two things.

I

Interviewer

25:41

What do you think would be the impact of the absence of rewards? if you couldn’t have any reward system in this hotel.

I

Interviewee

25:48

The absence of rewards, means one or two staff members will not be as motivated as they can be. So, if we take away the rewards, we will be creating for a room for the negative energy i the workplace and staff won’t perform as best as they can because they know the hard work has o incentives besides your basic salary package. so, we add the incentive as an extra just to keep them motivated.

I

Interviewer

26:16

Do you have any recommendation on how they the hotel can recognize hardworking employees effectively?

I

Interviewee

26:33

basically, the recommendation is currently what we have implemented, as I mentioned again we access each staff member by doing performance appraisal, so on performance appraisal flag on where their weaknesses are and where their strengths are, so their weaknesses is where they need to work on we will be sending them out to SEESA if necessary to go and to training to deal with weak weaknesses yeah that’s how we are assisting.

I

Interviewer

27:10

okay, before now we move to the last question. Ok, we are moving to the last question now. What adjustment would you make in the current reward policy or practice that you have in this hotel?

I

Interviewee

27:23

Adjustments to what?

I

Interviewer

27:25

To the current that reward system that you have.

I

Interviewee

27:31

I think the reward system is in standard in every hotel is unique, uniquely designed to fit the financial structure of the hotel. And I think that this is a new business and trying to still find the fit that he wants that is in place right now is actually better than other standing hotels. So I don't think there should be any changes at the moment was quite good for a new hotel

I

Interviewer

28:01

Moving to the last question, or the Covid-19 pandemic is reported to have several affected the organization globally, not just in South Africa. So the question is what impact is COVID-19 had on the current world policy or practices?

I

Interviewee

28:22

I mean, if we had more clients means more business means more ad revenue for the hotel means more rewards for the staff. So the COVID-19 is affected our business as we don't have as many clients as we would have expected to have when we open the business. And that has affected the reward system as well, because I'm sure we can even give staff more rewards in terms of if we were busy.

I

Interviewer

28:52

Okay, since now, you mentioned that it has affected negatively and because you could have more like more guests coming in that means it would have more rewards system to employees. So now did you have in any salary cut to employees or retrenchments or lay off?

I

Interviewee

29:13

Correct so most of our staff members are currently working here had a 20% salary cut on the existing salary, as well as we had to put a few staff members on temporary layoff as we could not afford to keep them on.

I

Interviewer

29:36

And then how was the impression of employees? how did the employees feel about it?

I

Interviewee

29:43

Although everyone feels horrible, everyone feels horrible we can feel the negative energy in the air. people expected to be employed and get a certain package of salary and yet now they get 20% less. People sign in contrast to get employed and work longer, but then we had to do temporary layoffs. So that has negatively impacted everyone's personal finances and personal attitude and everything so it has not been good eye as it seems.

I

Interviewer

30:17

Okay, before I leave, you will say do you have any questions that you have or suggestions or anything that you have to say, before I close this interview?

I

Interviewee

30:27

I think basically we covered everything besides, but you know, hospitality is a good place to work. If you've got a passion for people, passion for customers, it's a good industry to work in. And I've been doing it for 15 years now. I know and it's been going well so far. Just have to find the right spots to work in, have the right attitude you will be ok.

I

Interviewer

30:54

Okay, thank you very much for your time and the participation in this study and your willingness to participate. Thank you.

I

Interviewee

31:02

Cool you welcome.