

**Inter 3**

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**SUMMARY KEYWORDS**

rewardsemployeescompanyhotelvouchersrecognisegroceriesreservationsdependsprovident fundworkgivesituationbuyinformalindustrynotepositive feedbackmomentmentioned

**SPEAKERS**

Interviewee, Interviewer, Interviewer, Interviewer

I

Interviewer

0:00

Good afternoon.

I

Interviewee

0:02

Good afternoon

I

Interviewer

0:05

I’m very well thank you and how are you?

I

Interviewer

0:06

I’m good, my name is Mzukisi, and I’m a student at CPUT I'm doing M-tech in Tourism and Hospitality management. The purpose of this study is to explore management perceptions based on effective reward systems at selected hotel in Cape Town. Please note that the participation in this study is anonymous. You don't mentioned the name of the establishment, you don't mention your name, and all I want is your opinion, your understanding and your perceptions. So kindly note that I will be using of this device in order for me to remember because I can't remember everything right now. So when I'm writing, I can just go through it and then just listen to the device, otherwise the device, everything would be encrypted and saved in the file, where I will be only one are who has access to it. Is that fine with Mam?

I

Interviewee

0:13

Yes

I

Interviewer

0:33

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

I

Interviewee

1:12

Standard 10.

I

Interviewer

1:13

Ok, is there any qualification that you attained through the hotel industry? It could be certificate or informal qualification, any kind of certificate that you have obtained through the hotel industry?

I

Interviewee

1:21

Yeah,I have done customer service, I have done labor law certificate, I have done health and safety. I've done waitressing and bad tendering yhea.

I

Interviewer

1:45

Wow. That's interesting. Okay, oh, before I start with the with the rewards questions, I just want to give you a little bit background on what the study is about. The study is about reward systems. Rewards are benefits or incentives that are given to employees, it could be based on performance, and it could be based on individual, team or organisational as a whole. Rewards or benefits could be financially or non-financially. When we talk about financial, we're looking at vouchers, retirement benefits, your medical aid and your cash incentives. And then non-financial are couching, training positive feedback. Could be like a career growth, or delegation. And then we have formal ones or formal ones that have mentioned that include medical aids, your provident fund, and your bonuses all those that are more structured. Informal rewards is just to thank you, or a birthday gift, or lunch meal. So those are just informal rewards that normally companies use. So for the first question could you please tell me about your role in this hotel?

I

Interviewee

3:08

Reservations manager, I do a little bit of reservations, and also help out with check in. So right now, you could say I'm a bit all-rounder, but I do reservations and front office, in general

I

Interviewee

3:33

Your duty or your responsibilities as reservation manager are used to only to check in

I

Interviewee

3:39

eahh, I do reservations. I also check you know, we have we have a status pulled or status or change when people stay and then maybe their money doesn't reflect in the bank as yet obviously, that's a temporary hold for that account, we and as soon as the money comes in, then check it out. So that's the basics of using go status is not kept for a long time for a number of days, but it has to be sorted out immediately. Within the week. Some routers usually have 48hours. But it should not be you know, she helped me wrong because usually those companies don't have an account with them. It's very important to check that check every day and follow up on payment as well. So always status. Make sure that you don't have reservations that are just there being without any guarantee or anything. Yeah. O

I

Interviewer

4:49

Okay. And then how long have you been in this hotel?

I

Interviewee

4:54

This is basically new hotel. So I just started in November.

I

Interviewer

5:02

So basically it’s less than a year?

I

Interviewee

5:04

Yes

I

Interviewer

5:06

Moving to question number 1 in section B as I have given a little background to the study. Could you please explain the employee reward systems that are currently used in this hotel?

I

Interviewee

5:16

Because I’m new and it’s a new hotel. There are no rewards to be put in place. And secondly, because of the Covid situation, so there is absolutely nothing that is guaranteed at the moment. So, you know, complicated situation right now, because people are being paid less a certain amount. So, it's not a clear choice and so. So I can't really say that there are new benefits that I knew or not, that I'm aware of, at the moment, maybe when we in normal time, then that those will kick in.

I

Interviewer

6:01

So, that is based on financial aspects as well as non-financial aspect?

I

Interviewee

6:08

Yes, because before the situation of the Covid 19 pandemic the companies used to have provident fund, and I think that may actually be temporary. So, I'm not sure what they are doing. Because when I came on board, I was not given that option. So I don't think that is still on, but I'm not sure.

I

Interviewer

6:38

In terms of... let’s say, giving positive feedback to the employees do also do that. Or to say thank you for your well done job or to compliment on good performance.

I

Interviewee

6:48

Well, there are no monetary rewards or vouchers, not at the moment. Yes, we do. Say we appreciate you, we appreciate what you're doing for the company, but there's nothing you know, monetary is given to anybody that is actually you know, has shined at that particular moment.

I

Interviewer

7:17

So normally, how are the rewards communicated to employees?

I

Interviewee

7:24

Depends on each company where I used to work. Each and every time you are mentioned on Trip Advisor for giving good service you get something on your birthday, you get a voucher, as well as the cake that the company buys for you, at the end the end of the year, if you have too many notes mentioned on Trip Advisor, as well as guest feedback about how you did for the year, then a little bit something extra. So it depends on each company.

I

Interviewer

8:01

And then who is responsible for that. Is it HR or who is responsible for this communication of the rewards.

I

Interviewee

8:08

Normally it would be the general manager because he would also be doing HR.

I

Interviewer

8:19

So does the hotel offer the same range of rewards to all employees or does it differ depending on the department or some certain criteria?

I

Interviewee

8:28

Mostly it would be the same. Because you don't want any differentiation between departments saying that something you prefer this department or that department so it’s the same to all departments.

I

Interviewee

8:43

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

I

Interviewee

8:56

It depends, what they call evaluation. So that probably happens every day, three months, or six months, or one year. You know, I'm not sure. So it depends on that then the hotel will look at your performance for that particular time. And then they actually grow rate. And then after that thing, they will see how you're performing and then yeah, some do that with increase. You know, some it depends, you know,

I

Interviewer

9:36

In terms of the increase or does it happens quarterly or is it maybe something that is for annually, do you offer it as like an increase in Christmas bonus what package at the end. Oh, thank you very much.

I

Interviewee

10:04

They use evaluations every six months. Some other companies, like the one I was at, they used to do that, once a year, they when they do, you know, the, so they will do that and like they did great. And then they decide what percentage you should. So it's kind of depends which company, what company and how they do it. Because different companies do things differently. So yeah.

I

Interviewer

10:40

So based on your opinion, or your understanding, what role has reward system played in motivating employees?

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Interviewee

10:48

it makes them work harder, because they know at the end of the day, that they will get something out, whether it's monetary, or you know, whether it's a holiday or to stay or whatever, then it makes them you know, work harder, knowing that their effort doesn't go unnoticed. So yeah, it's a good thing.

I

Interviewer

11:13

Does the current rewards have any impact on employee behavior, trust or attitude?

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Interviewee

11:18

Yes, it has a positive impact on all the above, because people know that, well, if can come very each and very time I just met kicks, you know, it pushes them to do better. So I think it's a positive thing, and changes people how people look at things, because they know that very well if I come early and do my work nice correctly I will recognised ad rewarded. You know, its good thing it has positive impact on employees.

I

Interviewer

12:02

Based on your understanding, what you think what kinds/types of rewards that are mostly preferred by your employees,

I

Interviewee

12:09

Most employees prefer money that’s the thing and you ca go anywhere people will say, I'd rather have money.

I

Interviewer

12:20

Why is always the money? What could be the reason behind?

I

Interviewee

12:24

The reason behind is that people, you know, want to make people believe that money makes things easier. So maybe they want to know to buy a new TV, they have an old TV they want to pass on, you know to buy yourself a computer your things. So might be a lot of things, maybe somebody's saving for something, and you know, that new money can you know, can add ad but can change things. So, it's a lot.

I

Interviewer

12:55

What are the rewards that are not preferred most by employees if you can think of? If the money is the most preferred reward. What could be the one that is at least or not preferred most by the employees?

I

Interviewee

13:14

Usually complementary stay, if somebody gets a two night stay, like, I'm going to spend more money, you know, the very away that if I go they just breakfast and bed and breakfast, and I have to buy my own lunch and dinner, you know, so people are always content because money is important. We may we may think that it's easy, but it's not that they don't want to but sometimes they think yes, spending too much on that.

I

Interviewer

13:48

So what kinds of reward would you consider to be more effective in motivating employees? You mentioned that it’s the money. Is there anything that you may think of that could be more effective in motivating employees?

I

Interviewee

14:06

Well, its moneys and secondly, I would think that I would say that grocery vouchers they very good.

I

Interviewer

14:19

So does the current rewards you are offering improve job performance or career growth or employee behavior?

I

Interviewee

14:27

I’m not sure... we have none of those at the moment.

I

Interviewer

14:34

So in terms of keeping employees and attracting new employees what rewards would you consider to be more effective?

I

Interviewee

14:41

I will definitely consider voucher, grocery vouchers, because with groceries you can't go wrong. Because money you can give people money, but sometimes the times you think that you have money, you want the money and you spend it on something that is so unnecessary but with groceries if I give you a food voucher for a certain shop, you go straight to that shop and you have to buy what you need.

I

Interviewer

15:19

Then how satisfied are the employees feel about the current reward systems?

I

Interviewee

15:26

Unfortunately, there was no way you can actually satisfy all employees. Yeah. So, there will always be something that is not enough but I believe that they are satisfied so yeah.

I

Interviewer

15:49

if there were no reward sytems at all, what would be the impacts in absence of reward systems?

I

Interviewee

15:56

People will be demotivated, the morale will be low, so employees will come to work because they have to, and I think that the idea behind the rewards is to encourage people to work harder to get that little bit extract. So, yeah.

I

Interviewer

16:32

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

I

Interviewer

16:42

Recommendation?

I

Interviewer

16:46

Yes.

I

Interviewer

16:46

Let me think about that

I

Interviewee

16:47

Sure you can take your time.

I

Interviewee

18:00

So, what's the next question? We’ll come back that one.

I

Interviewer

18:02

Okay, it’s kind of similar

I

Interviewee

18:02

What is that?

I

Interviewer

18:10

What adjustment would you make in the current reward systems or policies that hotel has?

I

Interviewee

18:28

I would try and, you know, cut out the money. You know, I would rather have people have, like groceries its better at least, in most cases, they usually give R200 I will make sure that it's R500. With R200, there's not much you can buy and it’s tough times, at the end of the day, your employees are your assets, okay, so we need to keep them happy as much as possible. Obviously, not too much like, you can't go out to kind of bankrupted the company to make them happy but try as much as possible as you can to ensure that the employees very happy and happy employees I’m telling you, that you get loyalty to get hard work, you know, to thieving, nothing, none of those things. So that is you know, that is one of the things that I would definitely do because once you look after your employees, I'm telling you, they will look after your establishment.

I

Interviewer

19:46

Moving to the last question you mention something about COVID situation that negatively affects the industry and it has been reported that COVID 19 has severely affected most of the organization globally not just in South Africa. What impact it has COVID 19 had on current rewards policy. Like were there any salary cut, retrenchments something like that or any benefits that were taken from employees or kind of a lay off?

I

Interviewee

20:25

Ok, there were temporarily lay off, all of the employees that actually working are working on reduced salary. So there were retrenchments as well.

I

Interviewer

20:40

How does the employee feel about this? Their impression?

I

Interviewee

20:47

Look, at the end of the day with the situation as it is, employees know, we understand it's not that we don't understand there's no business. There’s no tours. So it would be useless to say, you know, the company is doing that, because at the end of the day, in order for the company, to sustain, they have to take whatever measures necessary to see that the company does not fall. And if the company falls, obviously won't have job. So it's a bit of you know, it’s not an easy kind of a situation to everyone. So yeah.

I

Interviewer

21:36

Okay, thank you very much for your time. Before I leave, or before I close to the interview, is there anything that you'd like to say, suggest or add?

I

Interviewee

21:49

Like, what? No, no

I

Interviewee

21:59

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

I

Interviewee

22:04

Its fine I hope it's helpful.