**Interview\_2[1]**

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**SUMMARY KEYWORDS**

front deskrewardshousekeepingemployeeshotelmedical aidfront desk staffmoneybookingsmotivatereceptionistquestiontermschristmasimplementreservationsladiessystembonusmanagement

Rematching speakers...

**SPEAKERS**

Interviewee, Interviewer

2 Highlights

I

Interviewer

0:01

Good morning. My name is Mzukisi, I'm a student from Cape Peninsula University of Technology. So I'm doing umhh M-tech in Tourism & hospitality. The aim of this study is to explore management perceptions on effective rewards system that are currently used in a hotel. Just note that this part of the interview is anonymous. You don't mention your name or the establishment, I only want your views and understanding. You must know that there are no wrong answers or right answers. Just whatever that you know, your opinions, your perceptions, you can take your time and answer or feel free to do that as well. Okay, I'm going to use my device so that I can be able to remember our conservation so that I can make a reference Is that fine with you?

I

Interviewee

0:59

yes, its fine

I

Interviewer

1:06

Okay, the first is just a tick box. So, I'm just going to tick okay, I have the first question actually, what is your highest level of education that you have obtained?

I

Interviewee

1:29

I don't think there's anything exactly in South Africa because the hotel school I attended, used the Australian base curriculum. They call the Advanced Diploma in hospitality management.

I

Interviewee

1:42

The higher diploma or something like that

I

Interviewer

1:58

higher diploma I think, wow, that's, that's very nice.

I

Interviewer

2:05

is there any qualification that you have attained or achieved through the hotel industry?

I

Interviewee

2:12

Apart from short courses on Pestel, the accounting software degrees, not very, it's almost like you pick up and go as you carry on.

I

Interviewer

2:24

Oh, wow you also have like a short course, like your Pestel or other certificates.

I

Interviewee

2:31

only the Pestel, it's only the accounting software, yes.

I

Interviewer

2:35

Okay, that's very wonderful. could you please elaborate more on what is it about?

I

Interviewee

2:44

Well, basically, I started as reception. But when I started, it was me, another girl, and a G.M. I mean, obviously, housekeeping girls. So between the three of us, we had to handle the guests. I know the accounts and all of that. So you decided to not let the one go. Focus on reservations, and then I'll focus more on the accounts. So, with us using this Pestel software, I haven't really dealt with it at that stage, he decided, you know, let’s do short course on how exactly that's possible, and the invoicing and all of that work.

I

Interviewer

3:26

Well that's very wonderful Mam, Could you please tell me about your role in this hotel, your position and your responsibility, just tell me about your role in this hotel.

I

Interviewee

3:44

On a normal day or week before this whole COVID happened.

I

Interviewer

3:49

yes.

I

Interviewee

3:51

It's basically supervising anybody and everybody around here our restaurant, bar reception.so basically all rounder in this hotel, as I've mentioned I check on reservations and that the front desk is not messing up, checking on the chefs and waiters. Checking on housekeeping. Are they working? Are they not?

I

Interviewee

4:17

Sorry. Can I have that? ( interruption for about 2 mins guest needs to be attended)

I

Interviewer

4:20

No, no, that's fine. That's fine. You can take that. (Interview resume) Last time you were mentioning that you work in accounts department, however you have other responsibilities that you are doing,

I

Interviewee

5:25

basically, all boils down to something like assistant GM position.

I

Interviewer

5:33

Okay, that's fine. And then how long have been How long? Have you been working in this hotel?

I

Interviewee

5:42

aaaaaaah ...company?

I

Interviewer

5:44

No, it's fine. You can think and take your time.

I

Interviewee

5:46

I started in 2010 and that’s almost 11 years. 11 years?

I

Interviewer

5:58

Yeah, yeah, that's probably 10 years. Yeah, that's a decade and a half. So you have been working in this position for 11 years, or you have changed? Like, how long have you been in this position? since you started in 2010.

I

Interviewee

6:19

It kind of all blends into started here in reception. And from there i went more towards back office with accounts and from there, it just all kind of blended into the boss saying, I'm going to do this. When we do this. We just, eventually, I found myself doing just about everything. And he goes away.

I

Interviewer

6:43

Wow that’s very nice How do you feel when your boss gives you so much responsibility when he's not around? How did you feel like?

I

Interviewee

6:51

it's actually quite awesome. It's actually really awesome. If you know, he trusts you enough to like, leave the person got to juggle for a week, for example, and you do get phone call to do this and that and It's done again, he goes away for two weeks.

I

Interviewer

7:12

Okay,

I

Interviewer

7:13

I need to jump into something else or whatever. Be back in day or three, and like my boss, are you still not? Still Standing?

I

Interviewer

7:23

Yeah. Oh, you actually did pretty well, because now it moved you to another position as well. And then now you have a lot of responsibility in this one. Okay, this one? Could you please explain, or Please tell me the employee reward system that are currently using this hotel?

I

Interviewee

7:45

In terms of the food and beverage department, I don't know if there's anything specific. Same with the housekeeping, the GM basically decides, you know, if there's no what you call a disciplinary action against this stuff, it gives them a bit of a performance bonus, according to what he feels.

I

Interviewer

8:07

okay performance bonuses ok.

I

Interviewee

8:12

But in terms of the front desk, we actually do have a program more to get the staff to double check their work, not make mistakes, as well as to get them to kind of steal bookings from booking.com and experience that online. So we give incentive to the front desk staff with a commission based system to get the people to book more directly with us, instead of referring them to booking.com. Yes, because that's something we actually picked up on stage, the receptionist model and we ended up paying 15- 20% Commission, all of which is less, get that front desk sofa percentage on can we get them to book the get the bookings directly, and they actually did quite a low. They used to get anything between R1500 and R2000 extra a month just on that,

I

Interviewee

9:10

wow, wow, that's a lot of money.

I

Interviewee

9:14

yes, if you work for like R5000 or R6000. That makes a lot difference

I

Interviewer

9:19

Yes, that’s a lot of difference. It's a lot of difference. That’s quite a lot of money just for doing it just to go extra money, then you get extra money for that. Okay, so I feel you have like in your award system, what we call a could say financial, because if it's commission based is kind of financially so I was just wondering if you have any other forms of incentive or benefits, except, like financial, like non-financial, maybe just to a training, maybe just to say thank you or delegation or career development maybe, oh, oh, your rewards are only based on financial basis only.

I

Interviewee

10:09

In terms supporting each other, I tend to try and keep my finger on the pulse of the place. Are the employees happy? Or they're not happy? Are they mad at someone earlier? Do they have issues with the boss and drive to get that sorted out? From the G.M. side? he is usually like, you know, what? If you give a guy money, if you touch his pocket, then you performing, then your partner will pull up his socks and do his work properly.

I

Interviewer

10:40

Okay. Basically, it's more like financially based since...

I

Interviewee

10:44

especially from the general manager,

I

Interviewer

10:48

But from you, as a manager, do you also offer like, I would say, informal rewards assisting like you say, or thank you card, maybe to say thank you or the positive feedback, or you involve them in whatever you do or your decision, or whatsoever I understand from the management, but from your side or from other departments, is it also based on that.

I

Interviewee

11:13

From my side, I try to get as much of this positive feedback as possible and where I can delegate, because otherwise, I'm degrading positives in my background, to better housekeeping, somebody's not pleased. I want this in this in this in this done today. Can you just let me know, by the end of the day, what's done and, you know, great work and know.

I

Interviewer

11:38

Okay, how are these rewards communicated to employees, how do you communicate your words to your employees.

I

Interviewee

11:46

But like I said, the front desk staff in about it, they get taught, we've actually got a letter saved some way that forms part of the whole employment package, we get your contract in your letter. can actually print that one out for you? Awesome to find it through your email.

I

Interviewer

12:05

Yeah, you can actually email and then I can go through it as well. Okay, it sometimes it goes with the contract sometimes...

I

Interviewee

12:13

it is in front desk staff, and it goes with the contract.

I

Interviewer

12:18

Okay.

I

Interviewee

12:18

But like I say, the food and beverage and housekeeping, that is more of a gm side of you know, what? You've been working well you get a bit of extra? That's, that's on his discretion.

I

Interviewer

12:33

Oh, okay. Since you have mentioned just now, I pick up that like, it seems if I'm not if I'm not mistaken, that you have different rewards from for different departments?

I

Interviewee

12:48

That is correct. We have different rewards for different departments

I

Interviewer

12:49

That is correct So you from the front desk is different from the F&B and in the housekeeping as well? Okay,

I

Interviewee

13:01

I think F&B the G.M. decided if that you're not pulling off his socks enough. So he's not going to implement something. But then again, around here, we only usually does it for breakfast, and that's included in the hotel room.

I

Interviewer

13:16

ok.

I

Interviewee

13:16

it's difficult to get these people to. I don't know.

I

Interviewer

13:23

Oh, so. Does it also depending on the criteria as well?

I

Interviewee

13:30

I wouldn't say that as much as he hasn't considered implementing a safe, whatever it is, we've never been that busy to motivate us to do. Like I say upsell them, get them to buy two bottles of wine instead of one. Okay, first need to get the guys sitting in there for dinner to be able to do that.

I

Interviewer

13:53

Okay. How often does the hotel recognize good performance? e.g., is it day annually? monthly? quarterly?

I

Interviewee

14:03

Whoa... annually. He does a big review on how's your performance been for the year? Have you had any disciplinary inquiries or complaints lodged against him then that works towards the Christmas bonus?

I

Interviewer

14:18

Okay.

I

Interviewee

14:20

But on a monthly basis, that a lot of the front desk and if one of the staff actually impressed him? He seems to give them a something extra,

I

Interviewee

14:32

something extra? So it's not pay it depends. It depends but annually there is definitely one biggest review. But a 13th check which would have been nice.

I

Interviewee

14:45

Wow. That's quite a lot.

I

Interviewee

14:48

It's a bonus

I

Interviewer

14:49

it is quiet, that's quite a lot. If you get pay, you motivated and then you get your check, or whatever you get on the Christmas day so, you can maybe bring up

I

Interviewee

15:04

I try to pay them before Christmas.

I

Interviewer

15:05

yheaaaa.

I

Interviewer

15:08

That that's very nice. Actually, that's helpful though. Because you you can claim before the Christmas Day actually.

I

Interviewee

15:25

exactly having that split into two payments, basically you get something before Christmas for Christmas lunch, and then you get your salary, then you've got money that you haven't spent on Christmas to pay for the school fees.

I

Interviewer

15:43

I think that's a good timing, though, because you can pay for Christmas. And then after Christmas, you can also budget for January, because obviously January is too long

I

Interviewee

15:57

some of the some of the guys on here was complaining, I told them Listen, don't even try. Leave it. Okay. There's a reason why I do it. Because otherwise January, I understand them. Oh, and I knew that it costs money for the school fees. And that's why I split the payments so that they can able to like to do things for December and in January as well.

I

Interviewer

16:20

split the payment.

I

Interviewee

16:20

Exactly. It's not like everybody can budget properly.

I

Interviewer

16:23

That's very thoughtful of you. I'm must say. most people in December, they like to spend they don't think of January what's going to happen, you're wondering why the only thing Okay, now I have this. Okay, let me just spend, I'll see what I can do in January.

I

Interviewee

16:43

exactly.

I

Interviewer

16:46

Ok. What role has reward system played in motivating employees.

I

Interviewee

16:53

I want to mostly talk about the front desk.

I

Interviewee

16:55

ok that’s fine

I

Interviewee

16:56

Because I have seen where they've gone from most of the say, within many years, do what I need to do to get by and not get into trouble into actually going checking the work double checking that there is no mistakes made, and getting people to stop booking directly with them. Almost at once they've started turning into a bit of a fight of it stealing my bookings, and still stealing my buddies. So that was a bit of a hiccup to get through. But apart from that kind of say they've started paying more attention to what you're doing and how they're doing that. So that's it. It's been a positive for the business side.

I

Interviewer

17:39

Yeah, I think that's quite positive. And then how do I'm trying to get this thing of stealing the bookings? from the others even that....

I

Interviewee

17:52

That's a tricky one. What a morning shift in the afternoon shift. Yes, in the morning, this guy phones, listen, I want to make a booking, you send them a quotation if that's the right thing, and listen that and he only gets back to us, like four o'clock in the afternoon. So we need some answers on this one started with a booking that was making the booking. No, it's but he that's my booking. That's my booking.

I

Interviewer

18:15

I now know now I get the point.

I

Interviewee

18:19

Not the story is nothing. If the booking comes in the morning shift, then so be it. If the booking comes in the late shift, then so be it. groups, though, we've taken away completely from them, I do all the group reservations. So there's no arguments about that. Because groups can be quite big amounts. And then that’s where fighting really starts.

I

Interviewer

18:44

Ok. Would you say like the reward system that you are using? Dos it has a positive impact or a change in behavior or some kind of attitude?

I

Interviewer

18:53

I really think so, yes.

I

Interviewer

18:55

Okay. Okay. does the current reward system that you offering have an impact on employee behavior, trust and attitude and how? I think you almost just touched to it now, but um, can you elaborate more on in terms of employee behavior and attitude. With the reward system, that you have now. you're hearing now

I

Interviewee

19:17

l think the basic facts we offer isn't as great as some of the other places out there. I do know that. So this the reward system, is like the guides us to the opportunity to basically end up at the end of the month was more than what they would have gotten at a different time zone. They tended to rather stay instead of Hop, hop, we actually had on stage. Read six prescriptions to one here. That's all the bottom note. I can't I can't because every time it's training someone new and just important, trained them to t do the reservation and reservations because a lot of places the only do reception.

I

Interviewer

19:58

Okay,

I

Interviewer

20:00

I've trained them on reservations, how to do it, how to deal with booking.com and all of these other agents that at a different place I don't necessarily use it and then decide, okay, they're great after trainer, Mark and go find a spot somewhere else. And then you know what? you've got to be kidding, I just can’t be going on. I mean, the next one starts and you start with the receptionist and you all start from scratch and start training them otherwise, reservation side again. So in terms of the rewards for the front desk specifically, I'm sure it's helpful to gone a bit more of loyalty to stay on site.

I

Interviewer

20:41

Okay.

I

Interviewer

20:50

So um, what do you think are the kinds or types of rewards that are mostly preferred by employees

I

Interviewee

20:59

From the from the guys that work here, it is money.

I

Interviewer

21:05

why it is money,

I

Interviewee

21:11

they want more money is its always mare than 90% of the time. in fact, it goes a long way. Yes. But a thank you inside an envelope it helps, it definitely helps.

I

Interviewer

21:24

So you have not asked them why you always guys so interested in money instead of growth or benefit? Why is it always money? you haven't got any answer from them. Why you guys want money?

I

Interviewee

21:37

Well, with the receptionist they tend to, like I say I don't hop around or stay to learn what we can offer them in terms of reservations training and that housekeeping ladies I think they just straightforward the comeback in the go home. No worries. Biggest worries is about making sure there's food on the table at home. I think that's it comes into the different way of having grown up because most ladies, most housekeeping ladies are moms already. And you know, they're worried about the kids not learning

I

Interviewer

22:18

that's very understandable. It goes with the responsibilities and other commitments as well. So it will differ from others.

I

Interviewee

22:26

they've obviously got a bit more education starting at the front desk, and then they've got a bit more aspirations do you like better yourself to eventually get to a manager position? Oh, so

I

Interviewer

22:43

Okay, I don't understand actually. Okay. Can we go to another question? Which kind or types of rewards do you consider to be more effective to motivate your employees? Could you please explain it, which one to consider to be more effective above them all? (Interruptions for 3 mins by the guest), then comes back....

I

Interviewer

25:42

I was asking. Which type of rewards would you consider to be more effective in attracting and retaining employees? The type that could like effectively motivate employees, at the same time attract employees and keep them which one would say this is the best reward system?

I

Interviewee

26:02

entry level attracting, keeping nine out of 10 times it is the money. I've actually asked a couple of receptionist when they go. Why are you going kind of like an exit interview? Why are you going is it for me is it for this so that, many times they say it is the money in terms of rewards to keep them here. And then I have to spend my training them and their soul deciding about how to get 2000 more somewhere else starting to go somewhere else into the other side. In terms of a bit more management orientated. Okay, that’s good question. Why the hell did I stay?

I

Interviewer

26:54

Yeah, uh, yeah. I also want to know, before you answer this, why did you stay, I think this will be the best answer to your question.

I

Interviewee

27:08

Middle Class living

I

Interviewee

27:13

working young, not mad at the general manager, we got quite a decent relationship, I think, okay, good relationship. I think I think a decent relationship with your employer or management and people around you, things that help to keep one from hopping around too often. good relationships and positive reinforcement from coming from the top going down. Including the money. I think I just never really got around to considering leaving.

I

Interviewer

27:51

Okay. I think you can just because you have a good relationship with your employer, as you mentioned, and then I think as what he trusts you and you I will add to that I think its vice versa.

I

Interviewee

28:04

Yeah, I think so.

I

Interviewer

28:07

Okay, and then you will answer me why are the employees leaving or what do you think or what is the most reason that they tell you?

I

Interviewee

28:18

Like I say it's 90% 95% of members, entry level positions or receptionist, continuous service housekeeping. housekeeping, turnover is high. Because I think five or six legs in 10 years that have gone which is literally they've lifted itself in the collarbone for the Eastern Cape or the one girl with problem. Ja entry level it's not present at the time. Like I say it's money related other say money for including provident fund the medical aid or not even medical I just provident fund or it's straightforward, more basic.

I

Interviewer

29:13

And now I pick up something that you also have a benefit like you mentioned, like your pension now, your medical aid as well, officially, we didn't get that from the first question. So do you also offer like a retirement benefits, medical aid? Except for Christmas bonuses and other stuff?

I

Interviewee

29:37

Jim was actually looking into provident funds. Yep. Retirement Fund, what they don't call it or any medical aid options for most of us, especially the housekeeping ladies. Some of them are a little bit older than our housekeeping supervisors. The five I think you're in some way she's going to get to the ages. He wants to retire. He doesn't want them to end up with a government retirement, which is something ridiculous, like 1200 grand a month. Yes. But then that doesn't matter. Mom actually told me the other day, I think when the retirement was, his pension she gets from the government is something like 1260. Okay, with that money, is she not supposed to pay the rent by the medical aid or buy food? I mean, how? It just doesn't make sense. It doesn't make sense. So yeah, that was basically looking at that last year, getting something like that instituted, I'm not sure. into the front desk, how you would implement that, either give them an option, or, you know what, that's the story.

I

Interviewer

30:58

So for like retirement package and benefits, is still he's still going to implement it, or is something that is currently existing,

I

Interviewee

31:07

it's something was looking at different options to find the best option to implement it.

I

Interviewer

31:12

Okay, for all employees, all from management levels only.

I

Interviewee

31:17

I think up to management level, he actually told me when he saw them looking at it, that he shared that his management staff is smart enough to sort that out, sort out their retirements and what not. retirement plans? Yeah. retirement. I'm sure you would give the option to managers enough if they also want to opt in and the options there, If we don't want to, it's not compulsory, but I'm planning on buying two houses in the rent.

I

Interviewer

31:50

Yeah.

I

Interviewee

31:51

Be my retirement fund, we will get there.

I

Interviewer

31:54

do you also have retirement funds, if I may ask?

I

Interviewee

31:59

not currently the current or something I need to sort out.

I

Interviewer

32:04

Okay, that's fine.

I

Interviewer

32:05

how satisfied are the employees feel about the current reward system? If you look at them? Or you ask them? Like, how are they satisfied or feel about the current reward system,

I

Interviewee

32:16

as far as I can tell that they are quite satisfied,

I

Interviewer

32:19

quite satisfied?

I

Interviewee

32:20

Not always as satisfied when it comes to Christmas bonus, if they don't get a bonus check. Then I end up explaining to them, you know what, that's the available budget. For the bonus, I know of guys, everybody wants a piece. the bonus is split as evenly as possible.

I

Interviewer

32:41

So the bonus depends on how you performed during the also that the packages might be bigger, if you performed well? Or is it just something that is structured? You know, even if we didn't perform, you're going to get this package? Or does it depend on the performance during the year?

I

Interviewee

33:02

This is almost a minimum amount that you would get, but the better you perform the better.

I

Interviewer

33:06

Oh, that's understandable, okay.

I

Interviewer

33:11

What do you think would be the impact of the absence of rewards? If there was no rewards or anything? What would be the impact of that?

I

Interviewee

33:21

I think that was the first five years. So, this place is basically you know, people come to work, do what they need to survive if I can put it in that way. What's the minimum I need to do and go home, there is no, no real enthusiasm to do extra, go the extra mile, there won’t be ways to try to improve, just come do my work and go home.

I

Interviewer

33:48

So that would be the negative impact?

I

Interviewee

33:52

yes, that would be negative impact

I

Interviewer

33:55

If they just come in and work and go extra miles.......

I

Interviewee

33:59

to make the place better to grow the company to grow themselves instead of coming here sit, make the bookings, and go home.

I

Interviewer

34:16

Do you have any recommendations on how the hotel can recognise hardworking employees more effectively? do you have any recommendations on how they will tell them recognize hardworking employees more effectively.

I

Interviewee

34:29

I think front office staff is usually quite easy to keep an eye on. Because when they basically they are under your eye the whole day, you can see how they interact with guest and you can on the system. See, you know these bookings, emails. In terms of housekeeping, it's definitely a bit more tricky. They do need a proper supervisor to keep an eye on how the girls are performing and then give feedback to us.

I

Interviewer

34:59

Obviously, you haven't really done that?

I

Interviewee

35:03

I tried to. But sometimes it gets so busy that the supervisor also ends up with cleaning 6,7,8 rooms. And then she got to keep an eye on the ladies. And it's a bit of a balancing act. But I did try to at least talk to the supervisor once a day. How's it going? What's planned? You guys need anything?

I

Interviewer

35:29

Okay, interesting. Now that you mentioned that you are trying to more involve in housekeeping, just to try to motivate them and to tell how they must try to do their work and in the front desk as well? So what adjustments would you make in the current policy that the hotel is already has just an adjustment that you would make or something that you would add to the current work policy that already know what adjustments would make?

I

Interviewee

36:06

with the reception staff I wouldn't really change much. I think they I think they adequately covered at this stage. But the housekeeping side, definitely like to at the very least get this problem funds things sorted out for them so we can start getting them that benefits. its like I say the ladies are getting older. I don't want them to end up retirees and getting a government pension for 15 years I've dealt with most of them so you get to know them you get to know they've got kids and the kids have kids are in my maintenance guy that actually moved in at the beginning of COVID sustained throughout he's got two kids and they've got I think his daughter's got three sons now got a baby. So you get to know them you get to know their family. The maintenance guy son was actually one of my shapes, Oh wonderful.

I

Interviewer

37:14

That means they the growth in your maintenance and then you go in and you can be so good. And so since now, you mentioned about this thing of the COVID, and then since that guy like he has moved in. According to the reports, the covid 19 pandemic is reported to have as severely affected the organization more special hotel globally. What impact has COVID-19 had on the current awards policy and practice?

I

Interviewee

37:44

Current rewards policy at this stage is I think basically non-existent, non-existent. The housekeeping ladies are basically at home. We don't really have enough rooms to keep them busy. Maintenance gentleman like I said he moved in on the 25th of march on lockdown, and he's been staying on site cleaning. The one two rooms we have also checked the week has gone up. But he cleans he keeps an eye on the place if I'm not here I'm basically the only person out of staff. But no one has three of us. Two and a half. The one guy stays inside maintenance. I come Monday to Friday, during office hours to keep an eye on the phone, make sure the Play store stands on the emails and so on. After hours the phone comes to my cell phone directly. I deal with it from day and in housekeeping. The supervisor lady she comes in once or twice a week to just help clean and solve the rooms that were occupied. do the laundry and so on (interruptions for 3 mins). returns, look Covid 19 has definitely had a big impact on hospitality over the last 12 months or so, there's no question about that. Most of the times when I had a chat with the suppliers they're reporting on what they've gone from 90% occupied to 10 - 15%. that’s huge difference.

5

5