**Interview\_4[1]**

Wed, 6/30 · 12:59 PM46:08

**SUMMARY KEYWORDS**

employeesrewardmotivatehotelliterallypeoplekpamanagerpersonstafftermsacknowledgeddaysystemjobunderstandyeardiffersmoneyreceptionist

Rematching speakers...

**SPEAKERS**

Interviewee, Interviewer

I

Interviewer

0:01

Thank you for joining me. My name is Mzukisi a student from Cape Peninsula University of Technology. I'm doing a master's degree in tourism and management. The purpose of this study is to explore the management perceptions of effective employee reward system. As part of this research, I would like to invite you to participate in the depth interview. Please note that the participation is this is strictly voluntary and anonymous. And all information collected will be used for the purpose of this study and will be treated confidentially and in accordance with the ethical standards of CPUT.

I

Interviewee

0:47

Noted.

I

Interviewer

0:48

Okay. Please bear in mind that there are no right answer or wrong answer. It's just your opinion. You can take your time if you want to. And then you can respond afterwards.

I

Interviewer

1:05

All right perfect.

I

Interviewer

1:06

Ok perfect.

I

Interviewer

1:08

Okay, um, the first question is just a tick box, so I can see you so it's fine. And then the second question that I'm going to ask you is, what is the highest level of your education that you have obtained?

I

Interviewer

1:25

Uhhh honor’s degree.

I

Interviewer

1:29

Honor’s degree. Ok, what did you study on your honors degree?

I

Interviewee

1:39

Uhm hospitality training and development.

Interviewer

Wow, that's, that's wonderful. That's wonderful. Is there any qualification that you have attained through the hotel industry?

I

Interviewee

1:55

Sorry,

I

Interviewer

1:57

Is there any qualification that you have attained through the hotel industry could be a certificate or any qualification that you have attained just through the hotel or industry?

I

Interviewee

2:08

A human, a human resources, certificate and human resources and legal issues?

I

Interviewer

2:16

Human or human resource certificate and legal issues? How did you feel about the qualification that you have obtained through in the industry? is it helping you develop your personal career or your growth?

I

Interviewee

2:33

Umh sorry just hold for me.

I

Interviewer

2:36

Ok that's fine

I

Interviewee

2:37

Sorry uhm yeah.

I

Interviewer

2:50

I was saying I was asking how did you feel about when you have obtained your qualification through hospitality industry? Did it help you develop in terms of your personnel growth?

I

Interviewee

3:08

Yes, definitely it did help.

I

Interviewer

3:10

Okay. Could you please tell me about your role in this hotel, your responsibilities, your position in this hotel? Just the whole role of your of you in that hotel?

I

Interviewee

3:34

Yeah, so my role is the front office manager and H.R as well, obviously, responsible for leading the front office team, which entails the night auditors the receptionist overseeing obviously but not directly a bit of our security team as well. Mainly, yes, I think this intellectual literally is this providing a leadership role, without getting into it in the technical details of exactly what my job description is, but the core of it is literally basically providing leadership from literally employing and hiring and firing. Training. Sorry, training. Yeah, coaching, mentoring, literally anything that just involves an ensuring that the department's runs effectively on a day to day basis.

I

Interviewer

4:35

Okay, that's wonderful. That's fine. And how long have you been like in that hotel? How long have you worked in in that hotel?

I

Interviewee

4:45

Sixth year. Yeah.

I

Interviewer

4:50

I beg your pardon. It's your....

I

Interviewee

4:53

Sixth year, year six.

I

Interviewer

4:56

Okay. Then how long have you been the front office manager?

I

Interviewee

5:03

I think about maybe, four and a half years.

I

Interviewer

5:11

Four and a half. Okay, that's fine. Could you please explain the employer reward system that are currently used in that hotel?

I

Interviewee

5:28

So currently, obviously, there is the basic, which is financial aspect of a reward system. So, if the hotel does well, so obviously how employee’s performance and impact on how the hotel is going to do financially. So, there's the first financial aspect of rewarding employees so that at least throughout the year, they work hard. So we use kPa so it appears to add twice a year. Yes, beneficial for the financial aspects of the bonus, but also to keep track on how well they are doing not just to reprimand, but to also, you know, point out when they're doing good and where they are failing what we can do. So the whole system of the kPa, basically is not like, you know, disciplinary kind of hearing type of situation, it's literally to review your job description. So we take the job description, we go through it, like line by line, literally. If you're doing excelling in that area, we obviously give a point system, which is one being the lowest, and three being the highest. So depending on how you're doing, if you're doing great, you're obviously rated higher. And you're so the media one is basically not financially, it's not associated to any rewards in terms of finances, it's basically literally to touch base. And to applaud you where you're doing well, to point out where you need help. And if it's training that you need to pick out your weak areas. So if it's training, you know, sometimes it's not that you can't do a job because you incompetent. But sometimes you need training. So it helps us also pick up what training areas that we need to address. And then obviously, at the end of the year, I mean, who doesn't like money?

I

Interviewer

7:22

(Laughs) Yes.

I

Interviewee

7:23

If the hotel did well, you will definitely be rewarded based on how well you've worked. And I think it's a very fair system, because at the end of the day, it's a business, if you're not contributing towards the business, if anyone doesn't do their part in the business, the business is not going to succeed. So I think we would try and get our employees to understand that, you know, everyone pay plays a vital role, we obviously they all are important, we want to make sure that everyone is comfortable, happy at work, so that they can do their job to the best of their abilities. So if you have done your job, and exceeded, you will definitely get rewarded to as much as you know, twice your salary at the end of the year, it also impacts on your salary increase in the next year. So definitely, I think it's what drive the employees to make sure that you know, they know no one left behind in the sense that they understand that, you know, my performance is it has a direct impact on how well the company does. So that's on a company basis. So we've got different hotel groups, so not hotel groups with different hotels within the Hotel Group. So in terms of my team, so we have monthly meetings where we do an employee of the month, we will recognize someone who has exceeded obviously, you know, during the month, this is the motivation. And also again, there's a financial benefits to it. Because again, everyone loves money.

I

Interviewer

8:51

Wow (laughs). But that's a great thing. That's a great thing.

I

Interviewee

8:57

Yes obviously the happiness at work is very important, guys, but I think most humans are driven by the need to be able to take care of themselves. I think that's a basic need, if you can meet that needs. I mean, yeah, whoever said money can buy happiness well.

I

Interviewer

9:15

(Laughs) Yeah I hear you, I understand.

I

Interviewee

9:21

But I think it's in the process of even with the Employee of the Month is to recognize to say, listen, you've done well, and I think you and we do it in the in our in our monthly meetings where everyone is there, you know, we acknowledge you we clap for you. And also in terms of discipline, I mean, as much as we can we always try to avoid discipline in front of other people because that really affects the employee because the purpose of discipline is to correct the behavior. We don't want to demotivate the team. Yes. I mean, we work in a pressurized environment, sometimes having a hectic shift, but at the end of the day, we always try to, you know, to motivate everyone to bring out the best out of anyone, I mean, even I'm inspiring anyone as we enter the workplace, it's very hard for incompetency. So if anything, we always look to say, okay, fine, how can we train this person? Even if they've done wrong? How do we discipline them? Things like warnings and stuff. Obviously, if you are being there are people who are always incompetent. So there is I think it's there's also consistency, if you are deserving of any, you know, disciplinary, whatever action is definitely applied. Because at the end of the day, I think they will also one thing that also motivates the staff as well is to make sure that you maintain that same standard for everyone, it doesn't drop when it comes to someone else. So literally, it's, it's Yeah, no one wants to hear disciplinary but it's also I think, in a way can actually work as a way to motivate staff, not in the best way possible, but in the sense that you know, what, everyone is treated the same doesn't matter who you are, how good you are to the job. I mean, we all go through the disciplinary standards and codes or when we sign up to, to work at the workplace, if anyone for any reason breaks it, like I said, you don't wake up and you're issuing warnings. But at the end of the day, we, you know, we first tried to cancel, we even have one of our disciplinary levels. The first level is, depending on the offense, obviously, is always canceling first. But obviously, it still we're not going to cancel you. But obviously, depending on the offense, especially when it comes to, to, to your job, your role and responsibilities. It's always to say, our you know, I think even my point of view is always to say Listen, I want to understand why you're unable to do this. Is it that you just not doing the job well? Is it that you really need to be helped and trained so that you can do it? You know, basis? You can? So yeah, I don't know if that answers your question.

I

Interviewer

11:58

Yes, you actually did mam. But however, I still could you please elaborate for me, what is KPA exactly?

I

Interviewee

12:08

Uhm key performance appraisal.

I

Interviewer

12:13

Key perfomance appraisal?

I

Interviewee

12:17

Yes. So yeah, it's a key performance appraisal.

I

Interviewer

12:21

Wow that's actually great umhhh based on what you have said, you have mentioned a lot and it seems like you are using both financially and non-financially because you mentioned about training about the comfortability at work about coaching. Those are also rewards which are non-financial. So do you do you.

I

Interviewee

12:53

Sorry you breaking.

I

Interviewer

12:53

I'm sorry. Yeah, I have a problem with network I'm trying to fix that.

I

Interviewee

13:00

Okay.

I

Interviewer

13:02

Ok how are the reward system communicated to the employees.

I

Interviewee

13:11

So how we include the reward system, obviously, with the KPS emails are sent out. Even when you sign your contract, it is clearly stated to you that you are going to be rewarded based on how hard you work throughout the year, we evaluate your performance prior to the KPS communication is sent out via emails and communicated to the staff verbally as well by the HOD's to say, listen, KPS are coming up, prepare yourself, we provide them with material, so material in terms of we provide them with a KPS score sheet, so that they can prepare for whatever it is we're going to discuss, nothing comes by surprise, if they have anything that they want to share in the meeting more than welcome as well. So the feedback is both ways. It's from the managers, and it's from the employees as well. And then, in terms of monthly meetings, again, we include the employees to vote actually for the, for their staff members, for their colleagues, if they feel they have done well to include them not so it's not a situation where you feel like all the bosses, you know, favors this person that's why they always employee of the month, so they actually get to vote. But obviously, yeah, they actually get to vote for the employee of the month. So whoever has the most votes from their colleagues becomes the employee of the month, and then you have to state they have to state why they've chosen that person, obviously, to avoid a situation where friends vote for friend and review it and it's reviewed by almost three HOD's. So not just one person as well to always make sure that it is a fair a fair process.

I

Interviewer

14:45

Okay, how does this voting system happen? What are you using?

I

Interviewee

14:51

So, it's literally just like a almost like a ballot paper where you just write someone's name you go write the reason why you selected them, then you literally drop it in a box because it also has to be anonymous that people don't feel like, you know, they're comfortable to vote for whoever they want to vote for.

I

Interviewer

15:07

Oh that's quite awesome. Okay, does the hotel offer the same range of rewards to employees, or does it differ? Or do you have some certain criteria.

I

Interviewee

15:21

No, it's the same across all the hotel groups only maybe that differs is maybe the especially on the monthly, the yearly one is exactly the same. Everyone is assessed on the same criteria, but the monthly one, the hotel has got the choice to choose what they want to give the employee. So sometimes we give cash sometimes we give the shopping vouchers, so that is depending on the hotel, but each hotel has to do employee of the month. Each hotel has to do to the end of the year. Yeah, but the kPa is standard across the group, everyone is rated on the same system.

I

Interviewer

16:01

Okay that's perfect. Since now, you have mentioned that there is employee of the month and then these kPa which is done annually. So how often does the hotel recognize good performance? Is it only based on monthly and annually? Or is it something that happens daily, quarterly, annually, monthly.

I

Interviewee

16:32

I think formal in terms of formal recognition, it's obviously monthly and then yearly. And then yeah, so there's the monthly one and then two, KPS one in the middle of the year and then the last one at the end of the year. And then in terms of I mean there is more informal appraisal if someone does something good which is who's in your department literally just a pat on the back is important and I think I work by the rule that if someone does something good I tend to praise them in front of everyone so you praise in front of people and you discipline behind closed doors. So yeah, that's a more informal process when an employee has done well you applaud them and or same as me we're in the hospitality industry if someone gets a great review one of the things we do religiously if someone gets a great review from the guest, we send out an email throughout the hotel to make everyone know, we stick up the review in the in the canteen so that everyone can see how well you know that employee has been praised by the guest yeah by the guest.

I

Interviewer

17:39

Okay, that that's fair enough. Now that you mentioned informal rewards, it seems you also have formal rewards that are structured and then you also have informal rewards that you have mentioned just appraisal and or you mentioned that you may be you talk to that person and then you give a positive feedback based on what she or he has done. Do also have any other informal rewards except the one that we have mentioned like something like birthday gift, flowers, half day, thank you card or maybe just a golden tag on the on the name tag or lunch or discount or in food or in accommodation.

I

Interviewee

18:32

I know the only other thing we do is just if it's your birthday, birthday cakes for everyone on their birthday.

I

Interviewer

18:39

Oh only birthday cakes. So do you also offer meals to staff or canteen or something?

I

Interviewee

18:45

Sorry.

I

Interviewer

18:46

Do you also offer meals to staff or canteen or it's only just birthday cakes?

I

Interviewee

18:52

No, no, so for staff we only offer coffees and teas and sugars and yeah. Meals we only have meals when we have our staff meeting then we buy meals of the stuff but on a daily basis staff should get their own meals.

I

Interviewer

19:07

Ok. Oh what role has reward system played in motivating employees?

I

Interviewee

19:17

Anyone I mean everyone wants to be motivated in any way we fully understand that you need to motivate the staff. I mean our motto, actually.

I

Interviewer

19:27

I think we have a problem with the network Oh, Jesus. Can you hear me? I have a problem. I have a problem with the network. I'm very sorry. I was just saying ahh.

I

Interviewee

19:44

No worries.

I

Interviewer

19:47

I beg your pardon.

I

Interviewee

19:50

I said I can hear you.

I

Interviewer

19:50

Ok I had a problem, I couldn't hear you properly on the question that I asked what role has the reward system played in motivating employees.

I

Interviewee

20:03

It does play a crucial role in each level of the company and our CEOs CEO firmly believes that the staff comes first because without the staff you don't have the business. So he really places a lot of emphasis on making sure that the staff is well taken care of all motivated because we fully understand that he actually more than anyone that you know, the staff must be comfortable first, before we seek to make the guests comfortable.

I

Interviewer

20:30

Ok, wow which is pretty very good. That means he has a good relationship with the staff as well. Okay, does the current what system have an impact on employee’s behavior, trust, loyalty or attitude?

I

Interviewee

20:48

Yes, definitely. I mean, especially the end of the year, that's why I said sometimes yes, it's good to be praised at the end of the day everyone wants money.

I

Interviewer

20:58

Yeah(laughs).

I

Interviewee

20:58

So everyone literally picks it out to say, you know, if you've worked for months of the year, someone actually does want to resign because they're like, oh, my goodness, I can get my imagine getting two months. So if you earn, let's say 10,000 and you do well, you probably get a bonus, you get a bonus. So, meaning, okay, so I mean, someone will say if I leave this job, then I go to a job that gives you a bonus of 1000 Rand a year or 2000 Why you know what I mean?

I

Interviewer

21:10

Yes.

I

Interviewee

21:15

So people will literally hold on so that they can get their bonus money. That's one of the things that I've really picked up even the monthly meetings I mean, people look forward to it. No matter how small or big the price is even the birthdays I mean, it's not the best birthday cake out there but I mean people look forward to their birthdays to just eat that cake. So it's yeah I think this with motivation it's the small little things you do every day or every month but I think Yeah, like at the end of the day the financial one is always the bigger one that’s the honest truth we can..

I

Interviewer

21:58

(laughs) Sorry why is that the financial one always the biggest in the hospitality industry or with your employees I must say why is always the financial one. always the financial rewards.

I

Interviewee

22:10

I don't even think it's the hospitality industry per say, I mean if you look at the I don't know if you're aware of the Maslow hierarchy of needs.

I

Interviewer

22:17

Yes I do.

I

Interviewee

22:17

Yes, so I mean, if the physical needs of someone is shelter, and I think you see with motivations, it I think with maybe with levels it might change. But what I've realized in all levels, whether it's the GM, whether it's the FOM, whether it's the receptionist, they all want money, like that is so you know, the more your you become a GM, your lifestyle changes. your lifestyle changes. So at the end of the day, I mean, I love what I do, everyone loves what they do, but initially we do it for money. So, I'm used to find someone who says I don't want more money. And, but beyond the money at the end of the day, beyond the money, I think there is then that fulfillment, someone wants to be fulfilled at what they do. So I think that's, that's, you know, you want to feel at home, you spend most of your time at work, but I feel like the greatest need for 99% of people at work is I mean, they look for a job to get paid.

I

Interviewer

22:53

Exactly.

I

Interviewee

22:55

So, you know, that's that is like one of the greatest needs then after that need has been made, then people now start seeking to say, okay, fine, I wants to be happy at work. I want to be you know, when I get to work, I want to be comfortable. I want to get along with my colleagues, I want to be acknowledged when I do well. Those things you know, it's so you can't

I

Interviewer

23:46

Oh Jesus the network.

I

Interviewee

24:04

In a work environment where everyone is happy, the buttons are great. They make sure that you know, you are comfortable you excited at work, but if the money is not right.

I

Interviewer

24:21

Okay, that's great I hear you.

I

Interviewee

24:23

Hi.

I

Interviewer

24:24

Yes, I have a problem with network but I some I do catch you in some parts, some they just cut off. My connection is unstable, I'm trying to fix it. Can you hear me now?

I

Interviewee

24:43

Yes, I can hear you.

I

Interviewer

24:27

I'm sorry. Sometimes I'm not sure if it's the weather that sometimes I have a problem with the network. So it just goes it just cuts everything. So sometimes I can't hear you sometimes. Some of the parts that you say I can't hear you. However, let's move to another question. Can you still hear me? Hello?

I

Interviewee

25:23

Give me a second just multitasking a bit.

I

Interviewer

25:25

Oh, no, no, that's fine. That's fine. Okay.

I

Interviewer

26:56

Oh, that's fine no, that's fine. If you want to do something, it's fine. You can tell me you need some minute or two minutes.

I

Interviewee

27:08

Sorry.

I

Interviewer

27:09

I'm saying no it's ok mam there is no problem. If you want to do something, you can just tell me then you can fix that then when you are done then you can tell me then we can continue I understand.

I

Interviewee

27:22

Okay.

I

Interviewer

27:22

Okay.

I

Interviewee

27:27

So and then in terms of respected is, even if you know, even if you've done something wrong, we always want to be addressed or treated with respect.

I

Interviewer

27:36

Okay,

I

Interviewee

27:36

Again, not treated based on what position you do you know who you are. But literally, I think that's also just again, it's also basic human needs, we all want to be respected, we all want to be acknowledged, or you know, to you know to be made to feel that what we contribute does matter it plays a role that we are important.

I

Interviewer

27:47

Oh alright, which rewards then that are not preferred mostly by employees.

I

Interviewee

28:14

I don't think there's a reward that isn't preferred by employees. I think it's just, it's rewards that maybe not is needed by the employees at specific times, I think sometimes as well as managers, you need to understand what you want works in a specific time and different level. Because I think definitely they do change, it's not always the same. I think the one that remains a constant, like I said, is the finances (laughs).

I

Interviewer

28:40

Yeah (laughs) and you mentioned that.

I

Interviewee

28:43

But in terms of you know, in terms of that, I also think same as respecting values or those a bit. A bit customs. But I think things like, like being valid, they're they vary. Some people really not bothered by that. There are people just want to wake up for the work and do the job. And whether or not you think we've done it to perfection, they're not they some people can't be certain everyone. So sometimes I think we need to recognize what rewards system works for an employee. I mean, I know someone I worked with, who doesn't want to be acknowledged in front of people, it's not for them. They don't like it, they hate it. They don't like being in the spotlight. So, I think as a manager, you need to be able to identify that this person really doesn't appreciate whether it's because they're shy or because really, you know, it's different reasons, but they do their job very well. They excel at it, but they really don't want to be you know, put on the spotlight mentioned for the good work. They he sees it as you know what I'm meant to be doing, I want to do it, and I want to do to the best of my affinity. But if you give that person like a bonus, I mean, they are the happiest person that you've ever seen and they come back the next year with the Big Bang. So I think it's really literally just being able to identify. And then there are people who really thrive on, either being told, you know, there's some people that want to part on the feed back every five seconds. So if you acknowledge that, then you bet them on the back every time they do something good. And then there's some people that again, you know, want constant feedback, wants constant acknowledgement, etc. So it's literally sometimes I think having I don't think there is one reward system, that's not important. I think they differ per person sometimes. So I think as managers, I think they literally obviously be in the company as standard of a reward system. But beyond the standard, I think there needs to be ability of managers to understand and what system works for each employee.

I

Interviewer

30:52

Okay, I understand, but then since you have mentioned that it differs to person to person. So that does this also means it also differs from departments to departments, or race, or the age in terms of which one prefer this, and which one preferred this? Because you mentioned that it differs, it depends to the person.

I

Interviewee

31:21

Yes, definitely, I think there's a lot of factors that come into reward. So, I said, like I said, there's things like that is basic, like everyone will want a bonus at the end of the year, whether you're the general manager, you're the CEO, you're the receptionist, you're the cleaner, everyone wants to bonus at the end of the year. So I think that one is basic, I think, you know, then there is now everyone has different needs. So I remember in the beginning of my career, I wanted to build up my CV. So I craved stability, you know, to know that I can be in my job, and not you know, not to ruin my CV jumping from one job to another, etc. So even if the money was not great, I would stay in a job for over a year, that was my rule, for example. So I would want to be in a place for over a year. So if my manager then at a time, realize that Okay, fine. So, what motivates Valerie is that no she really wants to build her career, she's, then then you ask yourself, what can we do to better her? So, for me that would, that would, that would motivate me and feel like reward in the sense that my manager has invested in who I am as a person and would want to help me achieve my goals in the sense of growth, etc., it might be. So I think definitely, it differs in age. And I mean, a person who's starting out as a receptionist versus a person who is a general manager, the needs are definitely different. So I think he needs to see seek out the needs and see how you reward them or so there's the I think they there's definitely the position, like everyone needs to be rewarded differently based on position because we all react differently. And then there is obviously the age range, I think it does play a role, but not a huge role. For me, I think it's not the age, it's more like the experience factor, if I can put it like that, how long you've worked in the industry, how long you've worked for the company, all of those things play a role. And I don't think that even current, the even way I work at my hotel, you know, we really go that deep in terms of reward systems to say listen, we really want to find, or to train managers to be able to identify how best to reward their employees. A based on experience, based on position based on where they are in life, actually, someone could just have had a baby. And, you know, sometimes it's as simple as that what they want at that time is literally just finances like because that's what stressing their life at the moment. So if you can speak to and then some people literally like I said, some people want to be praised, whether or not the finances are met, but they really want that praise and if you realize that person as long as anyone is motivated, you can almost get them to do anything and whatever they do they do it you know, they do it well.

I

Interviewer

34:14

Okay, that's actually a good point. But then do you do also offer a certificate for someone who had served for a long period in a company, since you mentioned that it depends with the experience, or sometimes it depends with maybe you want maybe you are at the entry level, maybe you just want to grow with the company. Some is different with the position and experience as well.

I

Interviewee

34:48

So for those that are new to the company and want to grow with the company we generally we definitely always umhhh we always promote from within where we can And whenever we open new hotels, we always try and offer opportunities to the ones that are currently working in the hotel group. In terms of people that have worked for a long time, they definitely acknowledged, we don't do certificates. But usually, the owner of the company will always send out an email acknowledging how well and thanking you for how well you've done to the company.

I

Interviewer

35:29

Okay, does the current reward system you are offering improved job performance, correct growth or employee behavior?

I

Interviewee

35:38

Yeah, it improve all of those.

I

Interviewer

35:43

How, how does it improve the career growth or job performance?

I

Interviewee

35:53

So obviously, in terms of career growth, I did mention that every time we have new positions within the property, with a within the hotel or within the hotel group, we always try and promote from within. So that definitely always motivate staff to say, Listen, if I'm stable, and constantly my job, whenever positions open up, I'm definitely going to be considered as long as I put in the work. So definitely that affects every almost most of the employees work to say, Listen, I want to do the best that I can so that you know, this group is growing, they open new hotels positions open up, I definitely will be considered for that position. So everyone wants growth, I guess. And then what was the other question?

I

Interviewer

36:35

It was an employee behavior, does it? Does it change employee behavior? If your rewards system that you're offering? Does it improve job performance? You actually mentioned that and career growth. And then another one was employee behavior.

I

Interviewee

36:51

Yeah, it does engage the behavior because I mean, if someone is wanting they are, they're happy. So it impacts how they treat the guests. how they treat each other? I'm sure. So yeah, definitely.

I

Interviewer

37:05

Ok, how satisfied are the employees feel about the current reward system?

I

Interviewee

37:13

Well. I can't speak for them so then I'll be biased.

I

Interviewer

37:16

(laughs) So do you have any employees survey or observation maybe?

I

Interviewee

37:25

Well, we like I said, the end of year thingy, we will try and open up. I don't know if they would be so open to their managers at the end of the day. I mean, you are their superior. There's only so much they can be open with but they, so far no complaints. So I would like to think.

I

Interviewer

37:46

(Laughs) Okay, what do you think would be the impact of the absence of the rewards?

I

Interviewee

37:56

It should obviously results in poor work performance due to motivated staff.

I

Interviewer

38:07

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

I

Interviewee

38:19

I think definitely. The current way is perfect. But like I said, if I could add anything I think it's for extra days to have the ability to, to know each and every one of their employees and speak I think they need to be like a book on reward languages and speak someone's reward language. Not everyone has the same reward language and reward someone so someone would appreciate. Sometimes, for example, we give food vouchers like a pick and pay voucher or whatever voucher. But someone doesn't need that, for example. So some people have different needs and different. Yeah, I think like I said, reward languages will be the word that I will use.

I

Interviewer

39:00

Oh, wow. Okay. So, the if the applicant pay vouchers and other things, which kinds of rewards would you consider to be more effective to motivate employees? Are there any rewards?

I

Interviewee

39:17

I wouldn’t pick I think.

I

Interviewer

39:18

Okay.

I

Interviewee

39:20

I wouldn't pick one , like I said, because for me, my then my reward theory is almost based. It's almost based on you know, the, I think the standard one is to always remain that standard that's across should be across the group or across your company that's definitely always needed for structure and for consistency. I think everyone needs to be rewarded or measured on the same system for fairness, and all of that. But I think in terms of managing in your department for each HOD, so this wouldn't be for all for the whole group or for the hotel. But it would be for each HOD to say listen, now I need to understand my team and see how best I can motivate each and every individual. So I think that that type of motivation is more complex. I mean, it's easy to reach someone from a scale of one to three, than it is to understand how can I really speak to this person and fully motivate them without having to use finances or whatever it is? Because I mean, I don't know if you understand where I’m coming from.

I

Interviewer

40:30

No I don't understand.

I

Interviewee

40:30

So okay, so I'll give you an example. I have two employees, one named john and one named Peter. JOHN is a hard worker, and he loves new challenges, for example. And if I'm a manager, I'm able, and then there's Peter, Peter, whenever he does something good. He's like a puppy. He wants to be told "well done".

I

Interviewer

40:53

Yeah.

I

Interviewee

40:56

If I'm a manager nhe, we still have our standards. We still have our standard reward systems.

I

Interviewer

41:03

Yes.

I

Interviewee

41:04

We still have our standard rewards systems. But however, when we're done with the standard ones, as a manager, I'm able to come and realize that Oh, Peter is like a puppy. He like the "well done". And then john likes responsibility. Some people don't like more work as a reward system. But there's some people who thrive on new challenges like those things, motivate them to you know, to be challenged with their work. So therefore, if I noticed that john wants to be challenged about then include new role new duties, or teach him something new, almost on a weekly basis to keep him motivated, because that's what motivates john. So that's not on a deeper level, as a manager now understanding might increase to say, listen, okay, then there's good there, I must always keep an eye to see when Is there something correct or right or good, whatever, so that I can clap or pat him on the back. And that's motivating. So I don't need to that's what I'm saying that everyone is different. So john might not even want to pitch on the back. He's not the type of person who likes Pat's in the back, he finds it annoying. He personally just wants to be given new challenges, so that his challenged every time it comes to work, and that is what drives them. And that is what motivates him so therefore having to be able to reward staff based on what speaks to them. So that's saying that I would call them almost like reward languages, because I think everyone on a deeper level is different.

Interviewer

So are there any adjustments that you would like to make in the current reward systems that the hotel has already?

Interviewee

I just mentioned earlier just to get more training to HoDS just to reward employees on a departmental levels based on what their needs are.

Interviewer

The covid 19 pandemic is reported to have severely affected the organisation globally not just only in South Africa. What impact has Covid 19 had on the current rewards policy or practice?

Interviewee

Sorry?

Interviewer

It is reported that the Covid 19 pandemic has severely affected the organisation globally not just in South Africa. What impact has Covid 19 had on the current rewards policy or Practice?

Interviewee

Well it affected the financial support we didn’t even reach the target from last year so people were not able to get bonus like we used to before, so obviously the staff didn’t understand because most of them lost their jobs, we had some retrenchments obviously it’s a….(interruptions)

Interviewer

This is the last question that I already asked, I do not know if I should repeat it? The covid 19 pandemic is reported to have severely affected the organisation globally not just only in South Africa. What impact has Covid 19 had on the current rewards policy or practice?

Interviewee

Like I said before reward systems which are financial were are unable to give people bonuses at the end of the year, people were sad but understood as last year we didn’t pay out bonuses.

Interviewer

Were there any retrenchments layoffs?

Interviewee

No we tried to managed that

Interviewer

What was the impression of employees when canceling the bonus and medical aid?

Interviewee

Like I they understood, because were sitting in a situation where everyone was retrenched so everyone understood.

Interviewer

Before I leave is there any question that you would like to ask or something that you like to add?

Interviewee

Oh no I’m dead.

Interviwer

Ok. Good thank you very for your time and your willingness to participate in this study

Interviewee

Ok its fine you are welcome dear