

**Interv2**

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**SUMMARY KEYWORDS**

employeesrewardhotelpeoplemedical aidmentionedestablishmentmanagertrainingstafffrontcompanyquestionguestdepartmentsalarycertificatehospitality managementmotivatemam

**SPEAKERS**

Interviewee, Interviewer,

I

Interviewer

0:01

Good morning Mam, how are you?

I

Interviewee

0:02

im fine and you?

I

Interviewer

0:05

Good. My name is Mzukisi a student from CPUT, I’m doing M-tech in Tourism and Hospitality Management. As part of this research, I'm expected to explore the management perceptions of effective reward systems as selected five star hotel in Cape Town C.B.D. So please note that the participation in this study is anonymous, voluntarily, you can withdraw with any time. I'm going to use this encrypted device and its only me that has access to this device and I will use it as a reference so i can actually just go through it because I can't remember everything. So please note that you don't mention your name, your name of the establishment, I just want your understanding your opinions and perceptions based on the topic.

I

Interviewee

0:52

Ok perfect.

I

Interviewee

0:59

Before we start, how was your day, Mam?

I

Interviewee

1:01

It was fine. It was a busy day, but you know, yeah, we get through it.So it's fine.

Interviewer

1:12

So the first question is just a tick box (female) so I don't have to ask, I can just tick it out. So the second question is, what is the highest level of education that you have obtained?

I

Interviewee

1:27

I have a B-tech in Hospitality Management, which is equivalent to a Bachelor's degrees.

I

Interviewer

1:34

Yeah. That's interesting. Is there any qualification that we have attained through hospitality industry? It could be some informal qualification or training course whatsoever, like a certificate from your hotel.

I

Interviewee

1:52

Through the hotel industry? Besides the hotel school?

I

Interviewer

1:57

Yes.

I

Interviewee

2:03

So at our establishment, what we have is, is lobster, lobster ink, not quite sure if you know about it. So lobster Ink, is a lot of short courses that you take part in. So such as front office, professional, Chinese traveler, there's a lot of different courses. So I can see that as the only those are the types of certificates that I've done so far. You want me to name a few of them.

I

Interviewer

2:33

Yes then you can elaborate on them.

I

Interviewee

2:37

yhea, it’s just necessarily to grow, just increase your knowledge regarding all avenues in the hospitality industry. Because I'm in front office, right, it's always good to know about food and beverage. So it's food and beverage professional, where they teach you about the different things in food and beverage, from the cutlery to the services, services of staff is also an event certificate that I did with the lobster ink is also sales, sales professional, where they teach you, for example, you see people in sales and marketing. So they tell you a bit of the task, and you complete a short course regarding the task, and you just better understand what they do in. And also Chinese travelers and in teaching, for example, in hospitality, we have a lot of Chinese travel while.....lol we used to. They just teach you how because there's always a communication barrier most. So they teach you how to approach a person, not necessarily Chinese people, just everybody who's a communication barrier, how to approach them how to communicate some things, and also the front office professional, it just goes through the things that you need to know if you are in the front of office. So that's some of the things

I

Interviewee

2:56

That’s fine. Let’s move and turn to the next page, page 2. So could you please tell me about your role in this hotel? Like your responsibilities, your position everything you do in this hotel.

I

Interviewee

4:17

Okay, so I'm a front office manager and also helping other departments like accounts. So my role, my main role is to make sure that I take care of guest because we are the first people the guest meet correct. So I just make sure that the needs of the guest are met. If I can say guest experience manager, you can also get guest experiences. So what my duties are...it’s just necessarily to make sure I supervisor the check in and check out on these liaisons and make sure that the guests are comfortable, guests are happy, that make extra special and so forth and the other duties as for example, Staff, I do roaster and payroll for them. Yeah, there's a few things.

I

Interviewer

5:04

Ok. And then how long have you been working this hotel?

I

Interviewee

5:11

Well, it's been two, almost three years.

I

Interviewer

5:15

Almost 3 years..... and how long have you been in this position as a front office manager?

I

Interviewee

5:20

I can say two years. I started off as a guest experience manager, then I moved to front office manager.

Interviewer

5:27

Ok. I just want to give you a little bit background to the study before I go to the section, which is about the rewards systems that are used in hotel, so rewards are the benefits or incentives that are given to employees based on individual, team or organizational performance. So we have financial rewards and non- financial rewards, financial rewards include like, your bonuses, your commission, your transport allowance, your medical aid, your provident fund. So non-financial will include training, coaching, mentoring, career growth, delegation to mention but the few. So we have also have formal and informal rewards. Informal rewards are those where you say like thank you, positive feedback, birthday gifts, buy a lunch, staff meal and discount vouchers. And then the formal rewards are those that are normally highly structured in the companies. So, to move to the first question, could you please explain me the employee reward systems that are currently in used in this hotel?

Interviewer

5:36

Okay, so based on the definition that you gave, right so we have financial, I'm going to start with the basis or is do I have to mention COVID thing?

I

Interviewer

6:59

Yes fell free mentioned everything you can take your time as well.

I

Interviewer

7:03

Okay, so pre-COVID, obviously, so we had things like employee of the employee of the month, manager of the quarter. So yeah, so those are the type of reward system so for example, the employee of the month, obviously, they will be voted, people all around the hotel will vote for the employee of the month, then they will get the certificate and then R1000, just to say thank you, and so forth, manager of the quarter, the best performing manager also voted. This is votes from people in the organization, manager of the quarter, and they also will get a R1000 and stuff like that. then we have the reward of the hotel that is named after the hotel that is normally for people, you know, the people, your scullers, the back of house people that normally don't see the guest so also they have to be appreciated, because sometimes I think we appreciate more than people that are always in the front line and never not be in the back. So you have those reward whatsoever, they also get a reward of R1000. Then, so those are those basic ones that we do have that we do have every single month, or every single quarter. Right. So then also we have medical aid. So employees have medical aid its Oscar care they don't have to pay anything. So they don't have to pay anything then some employees that they choose discovery and the company subsidized by 50% Okay, then also I say before COVID so the few employees like one or two employee, one, or one or two employees from a department will be chosen. I think it was around about 12 people in the establishment that are chosen to go to London. So and during the time in London, they go on like a two week course where they interacting with other hotel, other hotels in our brand, learning how they doing things and so forth. So that's also a type of I can say reward system.

I

Interviewer

9:30

So you mentioned that the back of house in the front of house. So you mentioned something about different medical aid, does it involve back of house employees?

I

Interviewee

9:44

Everybody in the establishment. If you're working here and you are a permanent employee yes you get that benefit.

Interviewer

9:52

So does the tips also fall under the hotel reward package or is for only individuals?

I

Interviewer

9:57

Oh, so tips. Also, I forgot about this, it is included in the reward system. So obviously that will normally go to your F&B, the F&B department also front office, we also get tips and porters if there's groups that are coming in the gift portrait, and also Front of House of up sellers. If you're the top up seller, you, for example, if a guest comes in, they booked a standard room, then you upgrade them to another room, you get 10% of that how much they're paying, the guest is saying paying 20,000 to upgrade to a presidential to get 10% of that amount. So yeah, that's another reward system.

I

Interviewer

10:42

How are the reward systems communicated to employees?

I

Interviewee

10:46

Through email, or through HR and through department heads. So because not everybody, for example, in housekeeping has access to emails and so forth, and like housekeeping and so we rely on our department heads to be to communicate those rewards to the other staff.

I

Interviewer

11:06

So it's it HoD who are responsible for those rewards?

I

Interviewee

11:10

Yes

I

Interviewer

11:12

Does the hotel offer the same range of rewards to all employees? Or does it differ Depending on the departments or does it have some certain kind of criteria?

I

Interviewee

11:22

Okay, so I would say in this depends on the type of reward that you're getting, not necessarily who you are, the type of position that you have because up sellers is the people that get up-sell reward certificates for the month, they don't necessarily get that R1000 just a certificate of acknowledgement unlike employee of the month where you get R1000 or manager of the quarter where they get R1000. Right. So yeah, so they do differ I guess.

Interviewer

11:53

So you mentioned that your rewards are done monthly, you have an employee of the month, and then you the have manager of the quarter. So like how often does the hotel recognize good performance? Is it something that is done daily? Or is it something that is done monthly, or quarterly or annually?

I

Interviewee

12:15

I think from a department point of view, the Hod point of view, I think every single day, as soon as you see somebody's doing a good job, as you mentioned, you can just say Good job, you know, that happens on a daily basis. But for the whole establishment to recognize that person, it happens on a monthly which is like your employee of the month, your top seller of the month in your manager of a quarter, which is quarterly.

Interviewer

12:44

Okay, um, what role has the reward systems played in motivating employees?

I

Interviewee

12:50

I think it has played a huge role in a sense, because it motivates people to push. Everybody likes money. Yeah, it does everybody likes money and putting that monetary value on something. I think it does encourage people to work better, like, I want this award because I'm going to get that R1000 and R1000 what am I going to buy? I’m going to buy a new sneaker, you know that, you know, it's an extra something on the salary. So I think it does motivate them. But besides from literally the monetary value, as a person just being recognized, it pushes it, it makes the person feel good, like, okay, I am being seen for my effort. So yeah, it does play a huge role I really truly feel.

Interviewer

13:40

Does the current rewards have an impact on employee behavior, trust, loyalty and attitude?

I

Interviewee

13:49

I think it does. It does. It does. How can I explain this as an impact on employee behavior, and it does?

I

Interviewer

14:09

You can explain it anyhow, there are no wrong and right answers just whatever your understanding.

I

Interviewee

14:17

It does in a sense of when you see how much an establishment is doing for you, or is recognizing you always want to put you always want to put your best foot forward. Unlike for an establishment that doesn't say thank you, and doesn't reward you for your hard work for the double shift that you work if you don't, if you don't recognize that in your employees. Obviously, they will try steal from you. They won't work as hard and so forth. So no, it has an impact the positive impact any reward system I truly do feel whether it is financially or non-financial, play a positive role in the behavior of employees.

I

Interviewer

14:45

Ok, let’s go to the next question on the next page. What do you think are kinds or type of rewards that are preferred mostly by employees? Which one would say that are the type of words that are preferred most employees?

I

Interviewee

15:30

I think financial rewards are preferred mostly by employee employees.

I

Interviewer

15:38

Why is it financial rewards?

I

Interviewee

15:38

To be honest, it’s because in the hospitality industry, we don't have big salaries. So, giving somebody an extra R500, or extra R1000, or so forth, it helps them just to cover certain things in the month, and that's why I feel employees like it more. And a lot of people like money, we like money it's better than just saying things. It's just helping a person improve the living conditions, if I can say that, because you, for example, have like the financial rewards to medical aid.

Interviewer

Was the pension fund included in there?

I

Interviewer

16:20

Yes. Like your pension, you helping them better themselves, better their lives for now and for the future. And that's why, yeah, people enjoy that more.

Interviewer

16:30

Oh, apart from the money that is being like the most, which rewards are least or not preferred, mostly by employees? If you just observe employees? Which one would you say no, these are not most preferred by the employees.

I

Interviewee

16:46

I'm going to take it back to where I work now. So previously, before COVID, right. So when people get a reward, employee of the month or so forth, they used to get rewarded with monetary. So now you see this because of COVID. There is a bit of financial strains on the company. So what we can do, what are we doing now, just to appreciate that, we are still giving them the acknowledgement that they deserve. But we give them a chocolate instead, we give them a chocolate or just a thank you. And I feel that they don't like it as much as the money. So just a thank you sometimes doesn't always work. Yeah, compared to what they used to give or Yeah.

I

Interviewer

17:41

Okay. What kind or type of rewards do you consider to be more effective to motivate your employees?

I

Interviewee

17:47

mhhh effective....... besides because already mentioned monetary, I think monetary is effective and play a huge role but as you said, like your training and development, right? I think also, they are more effective, because a person when they cross train, go to another department, they increase their knowledge and so forth. And it also opens the eyes on what other departments are doing on probably, for example, if a person housekeeper wants to come into front office, and they concentrate, it developed the knowledge and it gets them thinking about what's next and how to better their life, I think. So training and development, I think it's more effective. Because it's also for the long run, because money will not last you so long.

I

Interviewer

17:58

Does the current rewards system you are offering improve job performance, growth or employment behavior?

I

Interviewee

18:56

Yes, it does. It does as it improved job performance, people are encouraged, but just the acknowledgement that they get, the money they get, they want to push even more. Like for example commission, you see, you've made so much X amount of sales, and this is the amount of money you get. So the next month you're going to want to push and so forth. And also when it comes to skills and development, people have tried to work harder to improve themselves so they can move into another department. For example, if, as you said, people are cross training and so they in housekeeping, they're going to work hard. So that front office can see all this is a hard worker, they have been coming this side developing skills that means we can take them on. So yeah.

Interviewer

19:52

So in terms of attracting and retaining employees, which type of rewards would you consider to be more effective? In terms of attracting new employees, also in keeping the ones that you have, which one would you consider to be more effective in that regards

I

Interviewee

20:09

That will both suit them? In my opinion, I would say skills and development. i think skills and development, so a person can grow, move from one level to another, because also when you move from one level to another monetary value, monetary value also comes with that. So more money, so, yeah, so think skills and develop.

Interviewer

20:36

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

I

Interviewee

20:43

I think pre-COVID, they were very satisfied. Unlike now yeah. But even like lobster Ink. That's also another thing initiative that we had in the company that in order for staff to increase their knowledge, or just better their knowledge about certain things. So because of financial constraints, we had to take that away. Yeah, the budget is tight now. So yeah.

I

Interviewer

21:14

Okay. Just to check their satisfaction do you have any employee survey? Or is just a personal observation?

I

Interviewee

21:23

I think it's a personal observation, yheah personal observation.

I

Interviewer

21:30

What do you think will be the impact of the absence of reward system? If like your hotel or your establishment didn’t have any kinds of rewards, what would be the impact of that?

I

Interviewee

21:41

Any at all? There will be people quitting, people won't be putting much effort, there will be also a high turnover in the country, obviously, people won't necessarily take the job as serious because they will feel that the company doesn't acknowledge them, doesn't appreciate them, Because a company cannot do small little things you know like just saying thank you, or sending them through training and development to grow themselves. So there'll be a high turnover in simple terms.

interviewer

22:20

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

I

Interviewee

22:27

More effectively, so I think my company at the moment is really, I mean like before COVID was really doing a good job and stuff like that. But I think one thing that they can just necessarily improve on, is encourage people like on lower levels to take them through training of management trainees, you know, training. Yeah, I think that will motivate people more. Yeah, I think just better training and development. If we see somebody with potential, don't just say thank you or say to them, we can see we you see, we see that you do have potential you wanted to put you through this management call you when management positions become open and let them consider them first. So that is what the company lacking at the moment

I

Interviewer

23:33

What adjustments would you like, or what adjustments would you to make in the current reward policy or practice that hotel has?

I

Interviewee

23:33

What adjustments would I make? mhmmmm. That’s a difficult one, but as I mentioned the hotel is doing well. Let me let me think about it, just go to the next question.

Interviewer

24:09

I have noticed that in every question that I asked you say Pre- COVID and so forth. COVID 19 pandemic has been reportedly to have severely affected the organization globally, not only in South Africa. What impact has COVID 19 had on the current reward policy or practice?

I

Interviewee

24:29

mhhhmm...because the company last year in COVID we closed from March and we only opened up in July. So we are big brands we have 18 hotels around the world and all of the hotels were closed out. So there was no income coming from anywhere so how COVID number one affected us salaries were cut by 30% on all levels, even the directors all salaries were cut by 15%. Medical aid still continued that didn't affect. They stopped paying. Oh, okay. So also what the company did that was nice the pension was still contributed to our pension, but they were deducting from our salary and so forth. But how it affected the whole reward system is our salary cut as I mentioned, there's no more lobster ink. Training and development has reduced a bit as we don't have the extra money needed, or we don't have enough money to do those type of training. Normally, for example, if we had to take people from external places, we can't do that anymore. We are not giving R1000 that I did mention we are not doing anymore. So it has affected a lot in a sense that everything that was monetary involved, we had to cut it.

I

Interviewer

26:05

Were there any retrenchment or layoff?

I

Interviewee

26:07

No.

I

Interviewer

26:10

What was the impression of employees? How did they feel as you mentioned there were salary cuts and other benefits what was the impression of employees?

I

Interviewee

26:23

Everybody was devastated because you can already imagine that if people had other people have different responsibilities, and they have a lot of things to take care of so they were devastated. But the good thing about it is, I think everybody was just happy that they could leave a job. At the end of the day, it's better to have some type of money coming in than nothing Yeah.

Interviewer

26:48

So since you mentioned about your monthly meeting, where you recognise employees, and your Christmas party. Do you still continue to have those benefits? Your monthly meeting where someone is voted and given the rewards? Do you still have those kinds of benefits?

I

Interviewee

27:10

Yes, we still have that. We still acknowledge employees for employee of the month manager of the quarter and so forth. But management instead of giving them R1000 in the beginning, they didn't get anything at all. It's just acknowledgement. But now what we are doing is giving them a lunch at the hotel, or something that or a stay at the hotel and the manager of the hotel, something like that. The Christmas are normally also during those meetings previously, we used to have food heaven lined, nice little party, but not because of COVID. Budgets are tight we don't cater anymore during this period and the Europe, the London trip was canceled. We don't know when will it commence, but I'm sure after COVID. Ok.

I

Interviewee

28:06

You mentioned before something about giving lunch to your employees, do you have staff meal allowance or something like canteen

I

Interviewer

28:05

Yes, we do have a canteen for breakfast in the morning. We can go to the kitchen and get some porridge or oats. And then there is lunch. And there is dinner that is offered. So people in a way are entitled two meals a day. It's either a breakfast or lunch. Oh, well before breakfast or a lunch or a dinner. Oh, yes sorry about that. Yeah. So if you're working to 7-4 you can go for breakfast, which is just oats or porridge, then you get your lunch, then if you work in the late shift from 2- 11 from two then you also need to do that. Yeah.

Interviewer

28:55

So now since that you mentioned early shift and late shift. is there any staff transport for those who are working late like 2- 11.

I

Interviewee

29:05

Yes there is staff transport so if you're working early shift, for example, from seven to four, you get the transport from your place it takes you to the hotel, as it is a bit far away, then it brings you back after you shift to town. Then if you're working also a nine to six is the same thing. If you're working the late shift to 2 o'clock you get the transport then at 11 o'clock when you knock off it drops you off at home. Okay, it is graveyard also they pick you up.

Interviewer

29:41

Okay, I'm not sure if you have thought about that question before I close the interview like if do you have any adjustments that you would make in the current reward or practice that the has?

I

Interviewee

29:54

I think at the current moment, what adjustments? Because I’m thinking of budget wise, budget wise, it is very important. I would say, for employees of the month instead of just acknowledging them, probably we can give them an opportunity to cross train somebody develop these skills. Because when you are employee of the month that means the person hard worker, this person has potential. So, one thing probably we can adjust in that sense it's just give them more training and development, or if a person is employee of the month more than twice a year, or more than three times a year, take them on and just develop them to the next level. So yeah, totally. Okay.

I

Interviewer

30:57

Thank you very much for your time in participation. Is there any question that you would like to ask or any suggestion before I close the interview?

I

Interviewee

31:06

Not at all.

I

Interviewer

31:08

Okay. Thank you very much for your time.