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**SUMMARY KEYWORDS**

employeeshotelrewardsworkcompanymanagertrainingsalariessupervisorsquarterlydepartmentpaidquestionofferrecognizeattractingcertificatebenefitscurrentstudy

**SPEAKERS**

Interviewee, Interviewer

I

Interviewer

0:03

Good afternoon Sir.

I

Interviewee

0:03

Yebo, Good afternoon.

I

Interviewer

0:06

How are you today? How is your shift so far?

I

Interviewee

0:09

I’m good thank you.

I

Interviewer

0:03

Okay, my name is Mzukisi, I'm a student from CPUT studying for M-tech degree in Tourism and Hospitality. The purpose of this study is to explore the management perceptions based on the effective employee reward system in selected hotels in Cape Town. So I would like to invite you to participate in this depth interview. The interview is approximately to 45 minutes to an hour. Please note that the participation of this study is strictly voluntary and anonymous. You don't mention the name of the establishment, you don't mention your name. All I want is your understanding opinions and perceptions based on this, however, Sir I'm going to use this just for me to remind myself what you were saying. Otherwise, I'm the only one who has access to this is going to be encrypt, kept in a safe file is that fine with you Sir.

I

Interviewee

0:17

No problem.

I

Interviewer

1:16

So the first question is just demographic information I'm just going to tick on the tick box. And then the second question is, what is your highest level of education that you have obtained?

I

Interviewee

1:29

Okay, so it's my Matric, but I did. I did the hotel management with the company.

I

Interviewee

1:39

Okay. So you have already answered the second question, which is, is there any qualification that you have attained through the hotel industry? Then I think we should move to the third question. So, I just want to give you a brief back about the study, study is about the rewards which are benefits or incentives given to an employee based on individuality, could be team or on organizational performance. These benefits can be financially which include salary, bonus ,commission, provident fund, medical aid, transport allowance, Sunday, holiday or night allowance promotion as well those are based to monetary incentives. And then there are those rewards which are non-financial, which include training, coaching, mentoring, praises, participation, positive feedback, career growth, delegation, and work environment. And then for financial, we have those rewards which are formal and normally are included in the contract of employees like salaries, your medical aid, your provident fund, your transport allowance, your night shift allowance and holiday allowance. And then there are those that are informer just like to say thank you, you've done a great job I’m happy with you or some staff meal if you have or lunch offer someone if they have birthday’s, like oh, it's your birthday today here's a gift, go and enjoy yourself or discount maybe in a hotel, if it's your birthday day or discount on a meal. Based on that. I'm just trying to give some background. Yes, sir, could you please tell me about your role in this hotel?

I

Interviewee

3:45

Okay, so, I’m in front office, the front office manager but also helping other departments like marketing. I have been with the hotel for the past two years. It's basically that the dynamic of the hotel is 2 hotels in one and its 202 bedroom, hotel and 300 in two bedrooms combined together.

I

Interviewer

4:10

And then what is your responsibility as a front office manager?

I

Interviewee

4:14

Okay, my responsibility as a front office manager is to making sure that we you know, our rooms are ready when we check in our customers. I deal mostly with housekeeping. To make sure that the rooms are clean. We check in customers on time. Check out mostly all guests dependent front offices, if they need anything, even if it's other department related. They basically call the front office then we liaise with other departments.

I

Interviewer

4:42

Ok could you please explain the employee reward systems that are currently used in this hotel?

I

Interviewee

4:51

So what we do with our employees, obviously, all employees have got their own contracts, they get paid. According to what they've worked. We've got permanent employee Yes, and we've got operational employees that are paid according to the hour that they've worked. They come to us when we need them. We give all of our employees meal vouchers on a date for the day that you work, you get a meal voucher for you to be able to eat, obviously pay salaries. For our receptionists, we also do a click, if you need training, according to what you want, you can go and do training in other departments. So interdepartmental training is encouraged. So if you want to go into food and beverage can go into food and beverage, you're going to go to housekeeping. You can go into housekeeping, it depends what you are. So we all we give all our stuff, incentives to go and do other departments can whatever, so that they can broaden their horizon. Okay. And also, obviously, payment wise, it depends this entry level salaries, and each and every year, you get an increase, but at the moment, you know, because of COVID, things are a bit different. But during normal times, each year people get an annual increase.

I

Interviewer

6:17

That's interesting. Do you also offer like non- financial, otherwise, you mentioned that there is a training official for the non-financial way? You can do cross training, you will also have those are non-financial, just to say okay, positive feedback, oh, coaching or mentoring employees as well, or delegation? Or I'm currently busy now, can you do this work for me for now to also offer like non-financial or is it only based on financially?

I

Interviewee

6:50

No, no, we do stuff that is that has nothing to do with money as well. So mentoring is part of our day to day work environment. So I will do mentoring, we have something called Lobster ink that we use to make sure the staff gets trained and they get like certificate from that as well. So you do Lobster Ink, whatever after you're done your course you get a certificate, that certificate is yours to keep you can use it anywhere in the world, because lobster Ink is part of ...it's used all over the world. So whatever certificate that you get, it's recognized the whole world in whatever environment you work in, in the hospitality industry. We do one on one coaching. So whichever, if you we encourage our employees to see if they need help from our management, if they need coaching, they can come or you as a manager, if you see somebody that you want to you feel like you need to coach, you can develop them, you can sit down with them and try it and talk to them and develop them to go to the next level.

I

Interviewer

7:56

Okay, since now, you mentioned that you also offer a certificate based on training, you also perhaps offer some certificate based on years of like we have been working for the water for quite long. And then you get the certificate for a long service as well.

I

Interviewee

8:14

You get the certificate to when you leave the employment of the company, that's when you get the certificate of how many years you've been with the company. And so you don't get a certificate because you have been..... Like with the company not going to get a certificate, but once you leave the company, they will give you a certificate to say you've been to the company for five years, 10 years or however many years you've been at the company.

I

Interviewer

8:37

Okay, based on financially, do you also offer like some kind of canteen or meal staff? Or discount? Or if someone is working like on Sundays or Saturdays or on holidays? Is there any extra benefits that is being offered to that employee?

I

Interviewee

8:57

So how it works with meals? Like I said, you if you're on shift to get paid if you have a get a voucher to pick and pay by Voucher that you can use to go and buy your own meal or do whatever you want with it. You get a certain amount for each employee as long as you're in shift to get that and what was other question?

I

Interviewer

9:18

I was asking about transport allowance....

I

Interviewee

9:21

So yes its apart of employees’ part contracts if you're working like at night, you're going to get paid a night shift allowance. You're also going to get paid for transport allowance if you working,, if you're working on public holidays you will get paid double the amount of money that you earn on the day and if you work on Sundays you get what you earn plus half of the day that you're working as well.

I

Interviewer

9:47

Okay. Now that you mentioned something about the contract, how are the rewards system is communicated to employees? Are they are communicating through contract or emails or Face to face? Or is it some kind of a manager and how that was communicated to the employees.

I

Interviewee

10:06

So when you get hired as an employee, we do an induction. So when that induction, you will sit with your head of department, after you've gone through all the other departments for the day. Once you're done with the other department, you'll sit with your head of department and then they will explain everything from A to Z to talk about they talk about your hours, what is expected from you the hours of work, you're supposed to be working, and how payment is done. How does salaries work? What happens when you work on a public holiday? What happens when you work at night? What happens when you work on Sundays? That is explained to you by your head of department before you commence with your work, when you're still new

I

Interviewer

10:54

Does the hotel offer the same range of rewards to all employees or does it differ from department to department or does it have some certain kinds of criteria?

I

Interviewee

11:08

So basically, as far as your salaries are concerned, it depends on what level you are. So if you are another manager, you will get all that it depends on the salary that you add, it depends on the thresholds. So if you earn a certain amount of money will not be paid. Do you like working on Sundays or public holidays? But if you are.... unless, if you are a receptionist or a supervisor, you will get paid for the Sunday Times and your public holidays and staff. But once you're a manager and you earn a certain amount of money, those fall away you don't get paid for that?

I

Interviewer

11:49

Okay, so how often the hotel does recognized good performance or achievements? Is it something that is done daily? Or is it something that is done monthly or quarterly or annually?

I

Interviewee

12:03

So during on our normal circumstances like quarterly we used to do a road trip or a roadshow, that everybody will come in, in where the management.... even for birthdays and for whatever employees have done and then you go and we call them sit in the front, the manager will call somebody to recognize them for whatever they've done and staff and whatever. Like I said, if it is lobster ink they will print out their certificates and issues during that roadshow to say, well done to this employee for achieving this title the other like quarterly?

I

Interviewer

12:45

What role has the reward system played in motivating employees?

I

Interviewee

12:51

It does motivate them because once they see the other person has been rewarded in when we do our roadshows shows. They also motivate other employees to also want to do more. So there's this friendly competition that happens if you say, you know this, I did this. So I also want to be recognized by my management team.

I

Interviewer

13:17

And does the current reward systems has an impact on employee behavior, trust, Loyalty or attitude?

I

Interviewee

13:26

I think it does. Because you have you have employees that are excited about coming to work. So the attitudes obviously changing because they have to want to do more than what the work requires. So they do a bit extra, which pleases the managers as well. So they do extra, the managers happy everybody's happy. So it does actually improve the work environment in general.

I

Interviewer

13:54

Moving to the next question, which is on the 3rd page, what do you think are the kinds or types of rewards or benefits that are preferred mostly by new employees?

I

Interviewee

14:12

Okay, employees most of the time, they like something to do with like, that's physically that you get immediate, Like you see it, like, like winning it. Let's say we do the competition, and then they're like, Okay, there you go, you've got a trip or a trip to go to another hotel or to do whatever. That's what they liked the most. That, that instant gratification, but what for me, the most important that don't get it if they do like your training courses, those are important for that because that helps you in the future. Even if after you leave the company, we can use those as part of your training to say this is what I've learned from this company. I've done this training and this training and training. So I'm actually I've led more than one I came into the company, those are the most important for me. But most, most employees, they just want dinner. Oh, no, can I get a lunch? Or whatever, you know, but that's what they like. But for me, the training the most important thing that I think they should fall into,

I

Interviewer

15:18

Okay, since now you mentioned that they prefer mostly to go to other hotels to get discount or whatever and what would you say this is the least or not preferred reward by employees?

I

Interviewee

15:36

The one does not preferred I think there is no one because the reward is a reward. Why would you? Because the company doesn't have to give you anything. So if they giving you something, it did something. So I don't think there's something that employees don't prefer, they prefer. They prefer instantly, like I said, something that is instantly that you feel okay, this is what I need, I'm going to sleep at another hotel, or I'm going to have a free lunch day, or whatever. But I don't think there's any reward that they don't like.

I

Interviewer

16:14

Which kinds of rewards or benefits do you consider to be more effective to motivate your employees?

I

Interviewee

16:23

Rewards? I think I'm going to repeat myself with that one as well, but like I said, today, the training for me training is very important. Because it opens up your mind as well, you learn a bit more than what you used to before. And if you, if you train, if the company knows, like it, you it will give you, you will get more promotions, if you train within the company, because they know what they've trained you. And if you pass those training, they're happier to say, okay, we've trained this person, we know what to expect from him. If we say there's a position, the next position of a supervisor position of whatever position that comes along, can take this person because we know we've trained them personally as a company.

I

Interviewer

17:08

Does the current what system you're offering improve job performance or career growth?

I

Interviewee

17:15

It definitely does. I just said it now. Yeah, definitely does, because most of our current managers, now, they all came through the same system, because they came in most of them started start at this reception, or they came as supervisors, and now their managers, because they went through to our academy for, for learning, and get training for that. And after you did, so it is called the leadership pipeline. So this point, if once you get put in that leadership pipeline, your chances of getting promoted are much higher than if you're not doing those training.

I

Interviewer

17:59

Okay, now, in terms of attracting, because you have explained about the training, because it helps you in the future and is more effective, but not in terms of attracting the new employees and also keeping, that the employees that you have, which type of reward system is more effective in terms of attracting, while you're attracting and keeping the ones that are already in the establishment. Which one do you think is more effective based on attracting and keeping the employees?

I

Interviewee

18:38

So what happens with our rewards, the company itself, So we, as a company, we pride ourselves and say, We are a good company, so people are automatically attracted to the company. So it's not I mean, it's not even a matter of saying we, for you to join, we've got this rewards and whatever. So as we are a good company, automatically, people would like to come to us. So we don't go out there to say we are going to offer you this and this and this automatically as part of the brand of the hotel that we are a lot of people just want to work for this brand. So that helps a lot. And while you're in the while you get hired after you get hired, it's up to you as an employee to say this is what I wanted, and then the company will help you to get whatever you want. But we don't really say to the employees, you must do this, you must do this. It's up to you. You're the one who needs to motivate yourself to say this is what I need to do that as a company that the company will support that.

I

Interviewer

19:38

As a front office manager. If you observe and how satisfied are the employees feel about the current reward system that the hotel is offering?

I

Interviewee

19:50

Mhmm I think our employees are satisfied because most of our employees that We've had like if we have new positions available, that, like supervisor positions and management positions will take from the current pool of employees that we have, like our current supervisors used to be receptionist, but because they went through our leadership pipeline, and now they were promoted to become supervisors. And some of our duty managers used to work as supervisors from other properties, but with the same company, but now they're hired as duty managers with us here, because they are all on the same leadership pipeline. So I think that's, that should be attractive enough for everybody, because actually, you see the growth from where they started to where they are now.

I

Interviewer

20:44

Okay. If like the hotel didn't have any rewards, what do you think could be the impact in the absence of the rewards or benefits?

I

Interviewee

20:54

If there's no such thing? Obviously, other companies lose their employees to other companies. will have to or take those people? Because is this whatever the rewards, especially our training program, is what attracts most people to our company as well, because if we don't have that, then that means we'll lose most of our talent to other companies.

I

Interviewer

21:19

Do you have any recommendations on how the hotel can recognize hardworking employees more effectively?

I

Interviewee

21:27

Recommendations on how to recognize hardworking employees. Let's see. I think instead of doing instead of doing like a quarterly thing of recognizing employee we can do like a monthly one. We can do employees of the month per department and have them all employee of the month, like when we do our quarterly one, then you have people or departments 14 for the employee of the for the company for the quarter. If you understand what I'm saying is, that would be that should be nice.

I

Interviewer

22:05

Okay. Like is the Okay, I heard the recommendation, is there any adjustment that you would like to make with current reward police or practice?

I

Interviewee

22:20

Is there any adjustments?

I

Interviewee

22:22

With the current rewards system that you have what adjustments would make so that you can recognize hardworking employees more effectively?

I

Interviewee

22:31

So what adjustment would I make?

I

Interviewer

22:33

Yes.

I

Interviewee

22:39

No, I don't think there's any adjustment that's needed to take. Apart from what I said, like I said, we can really we can do it more often. Instead of doing it quarterly. We can do it more like on a monthly basis. And then we can do that per department for the hotel that that's where we could do it quarterly.

I

Interviewer

22:59

Okay, moving to the last question, the last question. Okay. The COVID 19 pandemic is reported to have severely affected the organizations globally, not only just in South Africa, but however, include other organisation. What impact has COVID19 had on the current reward policy or practice? Were there any retrenchments, were there any layoffs or some reduced hours? Even the one that you do quarterly do still offer them the existing rewards?

Interviewee

Currently no we do not have all those things. Most of our employees at moment are not working since the hotel is like not busy. We no longer doing any of those quarterly rewards. One of our hotel is closed and is due to open again at the end of the year, our current numbers now at the hotel are very low, we not doing any rewards for staff anymore but we still doing training and training is done through online with zoom and you can do them anywhere like home. Our lobster ink is still available I’m not sure if our employees are still doing them, they have been not to work for quite some time now.

Interviewer

Since COVID 19 has affected the hotel industry and some of the establishment were closed obviously some employees lost some jobs. What was the impression of employees after this Covid 19, how did they feel about this?

Interviewee

They somewhere understood that you know, mhmmm it has nothing to do with the company it’s a global pandemic. We still have most of our employees obviously some were retrenched it’s a public knowledge but some were kept but the one were kept also still not working so we not even sure when we open we still going to have those employees available or not. At the moment I’m not too sure as well.

Interviewer

Ok. Before we close our interview is there anything that you would like to add or to say?

Interviewee

Yheah I would say currently our companies are really under immense stress because of Covid 19 but we hope that as we get vaccinated we are going back to normal. When things go back to normal we hope to get at least half of what we used to have as a starter I think is going to take us a while for things to go back to normal. It’s going to take years for the hospitality as whole to get back to normal because people are still scared to travelling, people do not have money, because hospitality has been affected the hotel industry is been hinted too hard by COVID. Hopefully when we open we will see how it goes but it will be like starting fresh again we will have to come up with better plans and new things.

Interviewer

Ok. Thank you Sir for your time and participation in this study. Enjoy your day.

Interviewee

Ok thank you.