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**Interview\_3[1]**

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**SUMMARY KEYWORDS**

rewardemployeesassociateshotelhospitalityofferfineinterviewtipsguestteammotivatedrecognizeculturebonusesqualificationfinancial rewardsworkstructuredmentioned

Rematching speakers...

**SPEAKERS**

Interviewee, Mzukisi

M

Mzukisi

0:00

I haves some consent form and the interview guide. I don't know if you received it. If you didn't, I can just read the consent form for you before we start our meeting.

I

Interviewee

0:08

Yes, do you need me to sign it for you.

M

Mzukisi

0:11

Yes, you can just sign down here that you understand everything and just to add more our interviews are anonymous, and I would like to use this recording, in order for me to remember everything that is being said since I can't just absorb every information.

I

Interviewee

0:34

Okay, that’s perfectly fine.

M

Mzukisi

0:35

but then everything is encrypted and saved to my file as well.

I

Interviewee

0:39

Ok cool.

I

Interviewee

0:44

Before we even start, how is your day? How is your day?

I

Interviewee

0:46

it’s fantastic. I mean the business is looking for better day by day. we moving to the right direction hospitality is not where it used to be. And identity as reaching those levels anytime soon. But we're moving in the right direction every day from a business perspective is a little bit better. And then from a personal perspective, it's Friday I love cold rainy weather. So, for me, it's been absolutely fantastic.

I

Interviewee

1:11

Well, that's good news to hear. I'm having a good time now. I just recently, just good news that I'm going to do other interviews tomorrow. So, everything is perfectly fine. So, everything I think now I have a positive direction towards my studies. So, I have a good day today. So, everything is perfectly fine.

I

Interviewee

1:32

Fantastic.

M

Mzukisi

1:34

Can I kindly ask that we start our interview? If you are fine Sir?

I

Interviewee

1:38

100% fine. That's okay.

M

Mzukisi

1:39

The first question is just, it's just a tick box. So, I'm going to just tick because I can see you a male or maybe I can just ask you. Okay, the second question is, what is the highest level of education that you have obtained?

I

Interviewee

1:56

I have obtained a diploma in hospitality management? at CPUT, same as you.

I

Interviewee

2:03

Okay. Well interesting

I

Interviewee

2:03

I went through a block release period where I've been in service training through this hotel. And then, every year for four years, they would send me to university for two months at a time to do my blog to release, write my exams and then turn to the working environment and work.

I

Interviewee

2:23

That's fantastic. Is there any qualification that you have obtained through industry, or just you just you mentioned that you did a training here at this hotel, and then they will send you to other universities to do two months? Is there any qualification through the hotel that you have obtained except the diploma that you have obtained from CPUT?

I

Interviewee

2:47

So my professional qualification is my diploma, which I did through CPUT II have other than that, there's a lot of courses that I done in this, their online training platform, but it is not recognized as a form of qualification. Its additional skill set development within the industry and specifically within this hotel group.

I

Interviewee

3:10

Okay. Could you please tell me about your role in this hotel in terms of your position, your responsibilty, just your role in this hotel.

I

Interviewee

3:22

So first and foremost, that doesn't tell it's a very small property, we only offer apartments, not standard the hotel rooms. So, everyone plays an integral role in all the vitamins basically, we like to think of ourselves as all our office, when it comes to my portfolio. My title is that of rooms division manager. So, within the responsibilities that I will receive is everything from the front office team, the reservations, team revenue on site sales and marketing. housekeeping is my responsibility. Engineering is my responsibility, loss prevention, and then a little bit of the beverage operations.

I

Interviewee

4:01

That’s a lot of responsibilities, are you copying very well?

I

Interviewee

4:04

Yes, in fact its time management.

I

Interviewee

4:07

wow time management hahaha. Okay, so I'll just like to try to give some background on the reward system. I understand you might know the reward systems just to have like a little background of reward system. Reward system is just incentives given to employees to recognize them based on their performance, it could be individual performance, team performance or organizational performance. And then we have financial rewards and non-financial rewards. So financial rewards include like bonuses, your salary, commissions, retirement benefit, tips, everything that is financially in the non-financial it could be training, coaching, mentoring, mentoring, praising, positive feedback, working environment. So, something like that, I just want to give you some background, I know you know these things just to give you so that we can have clear understanding. Okay, that's fine. Could you please explain the employee reward systems that are currently used at this hotel?

I

Interviewee

5:14

So, I think you basically answered yourself, but we make use of all of them to an extent. from a financial perspective, it's obviously the COVID-19 at this point in time, things like bonuses, or financial incentives are not or does not work the way that they used to, because everyone is trying to save as much money as possible in order to survive this pandemic. More focus is placed on interpersonal developments, specific recognition for jobs well done, we do a daily lunchtime talks where you will praise something that's associated with that for the day that really stood out. Then we'll also do a monthly town hall meeting where associates will receive certificates for new courses that they completed or skills that they've developed, or even as a best practice that they had invented into the workplace. Or another note that we offer our team with a weekly lunch on Fridays, where we get everyone together, and we say thank you for all your hard work during the week, and now is an opportunity for us as a team to sit down together, to brainstorm, to debrief and to enjoy something to eat. And then of course, on every associate birthday, they get a voucher to come and stay in five-star hotel.

M

Mzukisi

6:38

Wow, that's interesting.

I

Interviewee

6:39

And worth mentioning as well as we do a monthly newsletter, we do go highlight those associates that have gone above and beyond that it exceeded certain matrix. So, they, they each receive the monthly newsletter as well.

M

Mzukisi

6:51

Wow, that's very interesting. So, as you mentioned, I just picked up something now that you also offer formal and informal because you mentioned like birthday, or lunch. That's kind of informal. It's not like highly structured. But also, is something that's motivating employees to have any other informal reward system that are not structured as compared like to your retirements funds and your bonuses.

I

Interviewee

7:21

Informal reward system is a difficult one to explain. I think our culture is of such way everyone tries to support one another. And what we as management do is we provide associates with everything and more than they could want in order for them to want to be good and give their best. So, what I'm referring to is for instance, access to the gym on Fridays, they are allowed to utilize the gifts gym on a Fridays for their own use. And we offer them access to a canteen where there's a fridge, a microwave, a kettle, the shower facilities, there's lots of facilities, those basic things are offered to them. So, it's very much of a motivational structure, if you wish. We provide them with platforms and access to whatever it is that they can want. And in return, they want to do better for the company, and they work harder, they work more diligently and they do their best on a daily basis.

M

Mzukisi

8:19

Okay, just one more question before we move on, are the tips part of your rewards system.

I

Interviewee

8:25

yes indeed. but keep in mind for someone like myself, you're a senior management role. That sucks but I would make on my site, my ship, if it is that I'm working in the restaurant or in front of house. Those tips I have. All of the managers are told the human resources department that those tips specifically need to be given back to the waiters, the team in the kitchen, the housekeeping staff. So, it's only your front line workers that received subs yet everyone has the ability to make tips on facts as managers we give it back to the staff.

M

Mzukisi

8:58

Ok since tips mostly are the from the guest mostly, is there any guest review maybe guest mentioned someone and then is that part of the reward systems?

I

Interviewee

9:10

We have is something called guest voice which is an online platform. And whenever a guest checks out of the hotel, they receive a survey from our general manager's office. On that email or survey, the guest has the ability to rate various metrics that relate to their stay as well as to provide feedback which is not structured it's a three-line feedback loop where they can write associates names, and if the associate is reviewed or a positive by process that of course contributes to them featuring the monthly newsletter, the monthly town hall meeting will receive a certificate

M

Mzukisi

9:46

Oh, that's wonderful. How are the rewards communicated to employees? Well,

I

Interviewee

9:52

rewards would be your financial rewards would be based or included in your contract. That is something that can be changed, if you wish, I mean, when it comes to money, there must be a structured vote. And the non-financial rewards will be communicated via means of a memo or a, an announcement, an official announcement from the executive team’s office.

M

Mzukisi

10:20

Okay, so then who is responsible for that?

I

Interviewee

10:23

That could be the executive team, executive team, or

M

Mzukisi

10:26

That is perfect, Does the hotel offer the same range of the rewards to all employees, or it depends to the department, or you have some certain kinds of criteria.

I

Interviewee

10:37

So, rewards are offered to all staff members on an equal basis. But as I said, the senior managers at the site in themselves that they do not wish to participate in the financial aspect when it comes to tips, we rather give that fact to our front line workers.

M

Mzukisi

10:54

How often Oh, you mentioned that I think it was 1.1 that you said, it is done daily, or monthly? So, is it only daily or monthly? Or is it also done quarterly as well as annually?

I

Interviewee

11:10

So, we have what we call performance reviews, that happens on a monthly basis or quarterly basis, annual basis.

M

Mzukisi

11:17

Okay, thank you very much Sir. What role has reward system played in motivating employees?

I

Interviewee

11:23

it has played a significant role, especially during these trying times, when you look at financial rewards, it gives people the sense of an additional income, it motivates them to work harder, to do better, to look better. And to just go out of their way to assist our guests that we have the same way. Which goes as follows. If we take care of the associates, the associates will take care of the guests and the guests leave on coming back. So that's all that's on top-of-mind awareness, we work towards looking after our team day in and day out, because our team members, they will automatically take care of our guest.

M

Mzukisi

11:58

That's interesting. does the current reward system have impact on employee’s behavior, Loyalty trust, or attitude?

I

Interviewee

12:08

As I said, when you look at finances, during these times, it's an additional income. So yes, associates are motivated to be more to be less absent from work because there is a financial component that rewards them in that regard. So yes, most definitely in a positive manner.

M

Mzukisi

12:29

What do you think are the kinds of type of rewards that are most preferred by the employees? And why do you think so

I

Interviewee

12:36

I think it's a mixture of both a financial reward stimulates the need for the objective to low in your personal capacity, it provides you with a resource that makes it easier to live in the circumstances, whereas your informal rewards, provide more recognition and provide a morale boost. So, both of them are very important. They work in conjunction with one another.

M

Mzukisi

13:01

okay. when you mentioned that the financially stimulates the need, does it apply to all employees or it goes with the age, or the culture as well, or it depends, if we're you are at an entry level, maybe want to learn or to grow or is it all

I

Interviewee

13:16

I don’t believe that you can differentiate in that regard, I think both types of rewards are equally appreciated and respected by any type of culture, any type of race, any type and age. The reward is there to make someone feel like they're benefiting and to feel like you are benefiting or that you are doing an exceptionally good job does not get differentiated by anything that comes down to the human spirit and who you are as a human being. So, I think it's important to summarize it, there's nothing that differentiates. It affects everyone in the same manner. It might be that some people are more appreciative, versus other but that is a component in themselves. That is not something that is the brain shaped by any other component.

M

Mzukisi

14:12

Does the current reward system that you're offering improve job performance, career growth, or employee behavior?

I

Interviewee

14:19

100% we have spoken about this a little bit.

M

Mzukisi

14:22

yes, and I just want to go over it, and how does improve?

I

Interviewee

14:28

So, think about it if you if you know that you have a platform where you can be recognized and there's a prize for instance involved or doing the very best recent job. And of course, you've got to be motivated to come to work every day and do your absolute best to be the number one person in that regard because you know that there's an award in place and if you've learned it touches or improves your personal circumstances, so yes, it definitely does motivate. It allows employees to see also that there is an opportunity outside the current scope of duties, and it's also almost like an eye opener. If they drive themselves hard enough to get to a certain level of recognition, they've already proven to themselves that they could do more, they could do better. So, it's a very positive cycle.

M

Mzukisi

15:17

Okay, I do understand, also you said, since both your rewards are non-financially and financial, are they are both effective? Are there any specific rewards that people that are so interested when you try to attract them or to keep them?

I

Interviewee

15:36

I think when it comes down to the culture, and micro culture, instilled in it, it's not just someone, for instance, that has a job of cleaning a table. There's a micro culture, and so it's always everyone wants to love one another, everyone wants to do better. So irrespective of what their reward is, or what type of reward it is, there is micro culture and so that our team is motivated, they want to be proactive, they want to be productive. That reward is almost like a an additional something.

M

Mzukisi

16:11

How satisfied that the employee feels about the current system that you're using?

I

Interviewee

16:15

I think our employees are very happy with what we do for them. And what it is available for them. we can achieve more if they play their part.

M

Mzukisi

16:21

Is there any way that you measure the satisfaction?

I

Interviewee

16:26

Yes. So, we have something called an engagement associate engagement survey that takes place a pulse check on that survey takes place every quarter. And then the full survey takes place one once a year. And this specifically measures the employees while being in the workplace.

M

Mzukisi

16:48

What do think would be the impact of the absence of the reward system? If you didn't have any in this hotel? What would be the impact of that?

I

Interviewee

16:55

I personally think you will have a dull working environment with unmotivated associates, you'll have high staff turnover, excessive expenditure in the recruiting and training. So, I think it will be I think it'll be very negative and you don't have to start after all, we need to say thank you. We need to praise with possible. Yes, it will have serious negative impact.

M

Mzukisi

17:24

Okay, that's fine. Do you have any recommendations on how the hotel can recognize hardworking employees more effectively?

I

Interviewee

17:33

There's always more than one can do. I can give you examples and say that, you know, we can give them a 500 Rand voucher. Yeah, and this and that. But that's not what it's about. I think we're done is doing more than what is expected for IT staff members to recognize them and to praise them. And I think we're we as a property are currently standing near neutral ground, where we find a balance between what is given what is received, what is perceived and what is expected. so, I think there is others’ running the line.

M

Mzukisi

18:08

And then what adjustments would you make in the current rewards policy or practice that the hotel has already has?

I

Interviewee

18:18

None.

M

Mzukisi

18:19

No adjustments. Okay, that's fine. You mentioned before that due to COVID. So, you don't have the annual bonus anymore. I'm not, I'm not quite sure about the other benefits, including retirement and medical aid and the transport allowance and other. So due to COVID, it is said that the COVID-19 has reportedly severely affected the organization globally, not just only in South Africa, more especially in the hotel industry. What impact has COVID-19 had on this current what policy that you have?

I

Interviewee

18:58

unfortunately. I can’t comment on that.

M

Mzukisi

19:04

Okay, thank you very much for your time in participation and your willingness to participate. This is our end of our interviews.

I

Interviewee

19:14

And as I said, you know what, I'm going to send you details through to the rest of my team. If there's anyone that wants to take part of the interview, they will reach out to you schedule accordingly.

M

Mzukisi

19:24

and that would be very helpful. Thank you very much Sir.

I

Interviewee

19:30

It's my pleasure. Is there anything else you need to know?

I

Interviewee

19:31

No. I was going to ask you Is there anything that you need to add, some suggestion or any additional information that you need to ask?

I

Interviewee

19:42

look I think it's very it's a very cool process what you guys are doing what is it that you want out of it? Are you wanting to work in hospitality? So, is it drive for you?

I

Interviewee

19:57

So, I just want to check what are the current reward system used? And then what are the existing rewards that are offered to employees?

I

Interviewee

20:07

What are you studying?

M

Mzukisi

20:09

I'm studying towards a master's degree in tourism and hospitality. Basically, I want to do more research in hospitality industry because there hasnt been quite a lot of research that has been done in hospitality, mostly people when they get their first qualification they just go for a job, so there isn't done more research in the industry. So, I want to find that gap, get new knowledge on the hospitality industry, then I can share the knowledge to the hospitality industry.

M

Mzukisi

20:40

I think you're on the right track.

M

Mzukisi

20:42

I'm just trying just to do more research in hospitality because there is a little research done in the hospitality industry as compared to other industries, hospitality has literature.

I

Interviewee

20:55

Well, I wish you all the best and I thank you for your time. Anything else that you do need down the line, you have my details give a call or send me an email.

M

Mzukisi

21:04

Thank you very much Sir. And thank you very much for your time,

I

Interviewee

21:10

pleasure be as comfortable as possible. And I'll see you again, all the best.

M

Mzukisi

21:14

Okay, thank you for the pleasure.