

REWARD MANAGEMENT

ASSIGNMENT

READ THE CASE GIVEN AND ANSWER ALL QUESTIONS

A “Day Off” Request

Doreen Maya was employed for nine years as a room attendant for the Tamarind Hotel. Her work and attendance during that period were considered excellent. The hotel was moderately busy during the week, and then typically filled with tourists on the weekends. In accordance with a hotel policy requiring two weeks’ notification, Doreen submitted a “day off” request on May 1, 2003 for time off on Saturday, May 15, 2003 to attend a university graduation ceremony of her only daughter at 10am. The hotel was expected to be extremely short of staff on the weekend of May 15 due to some staff resignations and terminations, as well as a forecasted sell-out of guest rooms. Doreen’s supervisor, Maureen, denied Doreen’s request for the day off, stating the housekeeping department needed her to work that entire weekend. Doreen was visibly upset when the schedule was posted and she learned that her request had been denied. She confronted Maureen and stated, “I will be attending my daughter’s function. I’ve been a single parent to my daughter for 17 years, and there’s no way I am going to miss that day!” Maureen replied that she was very sorry, but all employee requests for that weekend off had been denied, and Doreen was to report to work as scheduled. On the Saturday of the function, Doreen, in accordance with written hotel policy, called in “sick” four hours before her shift was to begin. The hotel was extremely busy and, due in part to Doreen’s absence, each room attendant who did show up at work was assigned a heavier than average workload, causing a great deal of departmental tension. Maureen, who was angry at what she saw as willful disregard for supervisory authority, and recalling the earlier conversation with Doreen, recorded the employee’s call-in as an “unacceptable excuse” and completed a form stating that Doreen had, in fact, quit her job voluntarily by refusing to work her assigned shift. Maureen referred to the portion of the employee manual that Doreen signed when joining the hotel. The manual read, in part: “Employees shall be considered to have voluntarily quit or abandoned their employment upon any of the following occurrences; 1. Absence from work for one (1) or more consecutive days without excuse acceptable to the company 2. Habitual tardiness 3. Failure to report to work within 24 hours of a request to report. Doreen returned to work the next day to find that she had been removed from the schedule. She was also informed that she was no longer an employee of the hotel. Doreen filed for unemployment compensation. In her state, workers who voluntarily quit their jobs were not typically eligible for unemployment compensation. Those who are terminated do typically receive the benefit (which is ultimately paid for by the hotel).

1. ‘The hotel was expected to be extremely short of staff on the weekend of May 15 due to some staff resignations and terminations, as well as a forecasted sell-out of guest rooms’
 - a. Advise this hotel how they can use non-financial rewards to reduce resignations of employees. (10mks)
 - b. Discuss how the hotel management can use reward strategy to retain employees(10mks)

2. 'The hotel was extremely busy and due in part to Doreen's absence, each room attendant who did show up at work was assigned a heavier than average workload, causing a great deal of departmental tension' Explain how the hotel can motivate these staff for over working through recognition schemes(10mks)
3. Imagine you were invited by the hotel management to help the improve their compensation strategy and plan. Discuss key aspects of compensation that they need to consider (10mks)
4. Advise the hotel how they can use financial and non-financial rewards effectively to achieve the hotels goals and objectives. (10mks)