

Transcript 1 (coded)

16/09/2020

Interviewer: How many people have you employed? Are they all Kenyans or Tanzanians?

Respondent: I have **five people** who help me in running the restaurant. **Two of these are Tanzanians and they are the chefs or the cooks and the other three are Kenyans.** The Kenyans play role of waiters and cashier even though I am mostly at the restaurant to oversee how things run. When I started as a small stall I used to cook and had one guy to help me serve but now our boundaries have expanded to where we are now. I also usually have casuals who help with the cleaning and clearing of dishes.

Interviewer: What do you look at before hiring these people?

Respondent: For the chefs **they have to know how to cook a number of Swahili and Tanzanian dishes** and especially chapati because that is what we still identify with as our brand dish. The others, waiters and cashiers, you have to know how to do **basic record keeping and accounting** and can work in a busy environment because this place gets very busy especially over meal hours like lunch hour. The casuals **need only be fast and people who can take instruction.** I don't think that is too much. They all also have to be fit hygienically because you know the food industry requires at most hygiene or otherwise you can easily cause a pandemic.

Interviewer: How do the wages between your staff the Kenyans and Tanzanians compare?

Respondent: I pay salaries based on how we negotiate before we start. So that means that **salaries are paid based on the bargaining power of an individual.** The pays are not the same even though I have a range beyond which I cannot afford. The **salaries are not based on the nationality it is purely how you negotiate and how well you deliver.** When I hire I usually put the employees on a one month top six week probation period after which the salary is either reviewed or other terms are taken care of.

Interviewer: What do you mean when you say other terms?

Respondent: Okay, I as the employer have to facilitate my staff to deliver on their tasks. Other than the salaries I try as much as I can to **get them the food handling certificate at my cost, the necessary uniform and get at my cost and I also pay for them to be checked for fitness to work in the event they have any diseases or conditions that may hinder them from delivering at work.** I also **pay for them monthly NSSF and NHIF after hiring [editor note: National Social Security Fund (NSSF), National Hospital Insurance Fund (NHIF)].** All my staff are **entitled to leave and off days.** I believe in **empowering** and I have done this job myself that is why I know what it means and what it takes for an employee to effectively deliver. I also encourage cross training where it is possible on the roles so

that in case of leaves and offs the gaps are taken care of. For the chefs I am always ready to get in and work when either of them is not available.