

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.