

# THE ASSESSMENT OF WORKFORCE DIVERSITY IN THE HOSPITALITY INDUSTRY: A CASE STUDY IN THE WESTERN CAPE, SOUTH AFRICA

Thesis submitted in fulfilment of the requirements for the degree Master of  
Technology: Business Administration in the Faculty of Business and Management  
Sciences at the Cape Peninsula University of Technology

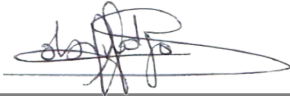
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## DECLARATION

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**Signed**

16/11/2018

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**Date**

## **ABSTRACT**

Diversity management was developed in the 1980s in response to demographic changes within the labour force and commercial competition in the US. This context establishes the fundamental point that organisations stand to profit from having a diversified workforce (Naik, 2012). However, the integration of immigrants within South African businesses is a process characterised by intense challenges. The reasons for this are unclear, as are the benefits of having a diverse workforce in the South African labour market. In order to explore and better understand the phenomenon, this study adopts a qualitative research approach and makes use of semi-structured interviews. Such a process is appropriate for gaining insight into complex issues concerning the research problem (East et al., 2010; Monette et al., 2014). According to several sources, immigrants face challenges linked to the degree of their language proficiency, educational level, lack of experience, ethnicity and country of origin. This notwithstanding, immigrants bring to organisations new ideas, a sustainable competitive edge, productivity and profits, and much more. This study provides an understanding of how the hospitality industry value immigrants and how they can accommodate them in their organisations. This will add to the existing body of knowledge and contribute to improvement in the quality of social relationships in organisations, bringing about returns on investment.

The researcher adopted the ten ethical guidelines of Bryman and Bell (2007) in carrying out this study. Specifically, the participants' consent was sought and they were informed that they could exit the project at will, and would not be subjected to any harm. The data collection process was also clearly explained (Bryman & Bell, 2007).

The findings of this study were that not only immigrants find it difficult to find a job in the Western Cape Province: South Africans, the majority semi-skilled and under-qualified, are also trying to find a job in their own country. In short, South Africa is in a crisis of high unemployment, and there is an urgent need for more infrastructure to address this. But those who are most disadvantaged in this crisis are immigrants with formidable and remarkable qualifications. They have left their home countries with the sole desire to get work, to succeed, and to enjoy a good life in the host country. Unfortunately, certain destructive circumstances, such as discrimination, obstructive situations in the Department of Home Affairs, etc., prevent them from even obtaining a suitable job offer. At the end of their job search, some remain unemployed while others have to work in hazardous jobs, or in jobs not related to their qualifications, just to have an income.

The study concluded that although workforce diversity has some inherent challenges, it has benefits for business organisations and so, should be supported by the government and business owners.

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## ABBREVIATIONS

CA	Competitive Advantage	<i>Page 05</i>
CPUT	Cape Peninsula University of Technology	<i>Page 09</i>
ESA	Employment Services Act	<i>Page 18</i>
EU	European union	<i>Page 01</i>
GDP	Gross Domestic Product	<i>Page 21</i>
IELTS	International English Language Testing System	<i>Page 12</i>
IET	Integrated Education and Training	<i>Page 15</i>
NASA'S	The National Aeronautics and Space Administration	<i>Page 05</i>
NDP	National Development Plan	<i>Page 64</i>
NEAC	new emerging African communities	<i>Page 14</i>
NESB	non-English Speaking Background	<i>Page 23</i>
OIA	Office of International Affairs	<i>Page 20</i>
RBV	Resource Based View	<i>Page 25</i>
SA	South Africa	<i>Page 04</i>
UK	United Kingdom	<i>Page 22</i>
US	United States	<i>Page 03</i>
USA	United States of America	<i>Page 04</i>

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# CHAPTER ONE

## INTRODUCTION

### 1.1. OVERVIEW

This study assesses the integration of immigrants into South African businesses, investigating the challenges they face in the process of workplace accommodation and the benefits they bring to these organisations. “Immigrants” refers to foreign citizens who remain in another country for longer than three (3) months, with the intention of taking up permanent residence (Martiniello & Rath, 2010:56). At the present time, many companies are turning into zones where different cultural groups of workers interact with each other daily. It is therefore crucial to understand the challenges immigrant employees have encountered in the process of taking up positions in the host country, and how these relate to the work-outcomes of the organisations concerned (Oerlemans & Peeters, 2010:460).

Mahmud et al. (2014:1) observe that immigrants are sometimes unable to meet the requirements of certain employers and do their jobs effectively, although they possess skills. This study thus focuses on skilled immigrants, whether Africans or non-Africans, looking for opportunities in South African organisations. Skilled immigrants are basically people with qualifications, potential and talent from other countries. The word “skilled” implies persons within traditional professional, technical and investor categories (Bernstein & Weiner, 2002:244). Some EU workplaces and national observers have acknowledged that the integration of foreign nationals into organisations can play a significant role in terms of economic progress and human capital accumulation (Wiesbrock, 2011:48). “Integration” means the inclusion of people of different groups as equals with full access to opportunities, rights and services (Mui Teng et al., 2015:65)

According to Hattingh (2013), the foremost challenge facing South African businesses remains the creation of environments that make use of the strengths and differences among individuals in the company, leading to mutual appreciation of the various contributions they make in promoting organisational objectives.

Pursuing this research will help not only readers interested in diversity theory, but also readers motivated to embark on further research, to investigate the challenges faced by immigrant workers and to support businesses in revising their ways of dealing with diversity so as to eliminate cultural conflict in the workplace.

### **1.1.1. Background to the Research Problem**

According to Naik (2012), “workforce diversity is concerned with a labour force consisting of a broad mix of employees from diverse racial and ethnic backgrounds; of distinct age and gender, different domestic and national cultures”. In other words, workforce diversity is concerned with organisations that are made up of individuals with different characteristics or traits that appertain to other cultural groups, maybe not common to the nation (Daft, 2007:333).

The shortage of skills caused by globalisation has led top businesses to realise the importance of cultural diversity in the workplace, since it helps them to achieve their organisational objectives without worrying about gender, race or ethnic discrimination, in accordance with legal regulations (Daft, 2007:333).

Central to the notion of workforce diversity is the belief that businesses stand to benefit from having a diverse workforce and that it is therefore in their interest to recognise and accommodate the needs of individual workers. However, many entities in South Africa fail to acquire diversity by including immigrants in their corporate bodies (Robbins et al. 2009:423). This study therefore seeks to address issues pertaining to immigrants’ integration in South African organisations and the benefits that these organisations can acquire from a culturally diversified workforce.

### **1.1.2. Problem Statement**

In Africa, South Africa’s global posture as a country with the most progressive constitution continues to attract both skilled and unskilled persons from other parts of Africa including Europe and Asia. Owing to the gross absence of a skilled workforce, this influx seems welcome. This is because a major structural challenge to the growth of the South African economy is severe skills shortage (The Centre for Development and Enterprise (CDE) 2010; Botha and Rasool, 2011). As far back as 2008, a Grant Thurston survey revealed shockingly that business growth in South Africa was threatened by the unavailability of a skilled workforce (Heyns and Luke, 2012). Lewis, in (2002), even warned that without an adequate pool of skilled people, South Africa would not be able to overcome its most pressing problem, namely sustaining economic growth, and job creation (Mateus et al. 2014).

As buoyant as the South African economy seems in comparison to other African countries, and its continued attraction to other nationals, South Africa continues to experience high unemployment levels. The recent Stats’ (2018) report suggests that the unemployment rate has remained almost unchanged at 26.7% (IOL Business Report, 2018). Given the dearth of skilled professionals in South Africa, immigrants present opportunities for South African firms which have been in dire need of skilled workforce. The hospitality industry is one that enjoys massive numbers of workforce - skilled and unskilled. Therefore, the integration of foreigners

within South African businesses is one that may possess some advantages albeit it may be characterised by intense and complex challenges.

### 1.1.3. Research Questions and Objectives

To enable the researcher to direct the study and make sense of the problem statement, answers were sought for the following research questions:

- RQ1: How is the integration of immigrants conducted in South African organisations?
- RQ2: Are there challenges that immigrants face in the integration processes?
- RQ3: How do South African organisations perceive immigrants in their workplace?

These research questions will be used to unravel the phenomenon and empower the researcher to understand how South African organisations treat and value immigrants. The questions will also serve to enable the researcher to establish how South African organisations can better accommodate immigrants. The outcomes of this research will assist Human Resource managers in South African organisations to better know how and why to approach immigrants.

## 1.2. LITERATURE REVIEW

Siemiatycki and Triadafilopoulos (2010) affirm that the wellbeing and dynamism of Canada rely upon ensuring that the country's immigration programs are vital and work for future growth, prosperity and quality of life. It is assumed that only through this immigration system can skilled immigrants integrate into any working environment in Canada.

Table 1.1: Immigrants in certain nations, 2005

Nation	Number of Immigrants	Immigrant share of the population
Australia	4.335.800	21.3%
Canada	6.304.000	19.5%
United States	39.266.500	13%
Germany	10.597.900	12.9%
United Kingdom	5.837.800	9.7%

Sources:

United Nations. 2009. *Overcoming barriers: human mobility and development*:143.

The table above depicts Canada as having the second highest immigration share of the population. As Klugman (2009) reported, these immigrants originate from different parts of the world. In fact, between 1990 and 2004, over 75% of non-nationals arriving in Canada,

Germany, Australia and the US emanated from developing countries, while the United Kingdom received about 50% from developing countries. All five nations profited from integrating foreign nationals into their organisations (Siemiatycki & Triadafilopoulos, 2010:2).

However, Heilbrunn et al. (2010:251) report that immigrants face many barriers irrespective of their skills and educational levels. In fact, only five (5) countries in the world offer foreigners permanent settlement, citizenship and naturalisation, although would-be immigrants have to face certain challenges to acquire these benefits. The five countries are Israel, Canada, New Zealand, Australia, and the United States (Kalitanyi & Visser, 2010:377). Mahmud et al. (2014:13) note that foreigners, regardless of their level of skills, encounter complex confrontations in the process of integrating into Australian organisations. The challenges encountered are mainly due to the incompatibility between the English linguistic and communication skills of foreign nationals and those required by Australian companies. Immigrants from the USA, whose shared culture is comparable to Australia, come across little difficulty in joining the country's workforce. In the same way, foreign nationals from Denmark, Singapore, SA and the Netherlands encounter fewer complications in workplace integration than those coming from India, China, Bangladesh or the Philippines (Mahmud et al., 2014:12).

Furthermore, Australian employers tend to discredit the education and experiences of immigrants obtained in their countries of provenance, especially those from Asia and Africa (Mahmud et al., 2014), although these immigrants may represent a remarkable asset for the Australian company (Syed & Murray, 2009). Skilled immigrants reaching Australia obtain a very narrow access to employment in their professional disciplines because of their deficiency in the English language, their ethnicity and their country of origin (Syed & Murray, 2009).

Similarly to Australia, Canada requires immigrants to be competent in one of their official languages (English or French), which affects their economic integration, their level of occupation and their income. Official-language skills also influence how well foreign nationals are socially incorporated into companies and communities (Derwing & Waugh, 2012). Given the challenges they face in terms of gaining access to precisely suited occupations or industries caused by language deficiency, employer perspectives and assessments of their qualifications before their entry into the host country, foreigners are more responsive to adjustment in economic situation in terms of unemployment and employment risks (Carrasco & García-Pérez, 2011:1). They are willing to make every effort to survive economically in the host nation. The capital of Texas, Austin, is one of the major cities whose urban growth and construction depend on the labour of Latino immigrants (Torres et al., 2013:145). Some researchers contend that in South Africa, foreign employees are more active at work and usually work longer hours than South African nationals (Van Hooren, 2014:144). This confirms that immigrants are potentially hard workers willing to contribute to the organisation's return on investment.

SA has seen a growing surge of immigrants and refugees into the country since 1990. The majority of immigrants are from Somalia, Zimbabwe, Rwanda, Burundi, Angola, the Democratic Republic of Congo and other parts of the globe (Kalitanyi & Visser, 2010:377). The influx of immigrants can be associated with globalisation, and the economic crises, incessant conflicts and political insecurity that many African countries are facing (Maharaj, 2004). Most foreign nationals emigrate to South Africa with the aim of finding suitable employment, so as to improve the standard of living they enjoy in their country of origin (Lubbe, 2008). Zimbabweans, for instance, immigrate to South Africa on the shared basis of economic expectations. In fact, nearly 3.4 million Zimbabweans, which represents a quarter of the Zimbabwean population, have deserted their country, making it the most prolific supplier of foreign nationals in Southern Africa (Idemudia et al., 2013).

Youssef-Morgan and Hardy (2014) declare that the global economy is now authorising large and small organisations to compete in ways hitherto unheard-of. The competitive advantage (CA) of a company is no longer only measured in terms of owning better logistics, or reducing the cost of production, or acquiring new technologies. The USA has recognised diversity as a factor, and now its labour force is becoming more and more diverse. In view of the economic challenges of this era, workforce diversity is presently seen as a mainspring for variations in the way companies control human capital to achieve and preserve a durable competitive edge (Youssef-Morgan et al., 2014).

Legrain and Myers (2007) suggest that the biggest advantage of immigration stems from the variety and enthusiasm that immigrants bring to the host country's organisation. Immigrants are often remarkable people, filled with brilliant ideas. To sketch an example, when similar individuals within a group attempt to find a solution to a problem, their suggested solutions are likely to be the same. But when they all think in a different way, comparing ideas and strategies, they are more likely to find a remedy to the problem. America's greatest companies like Google, eBay and Yahoo, to name just a few, are clear examples of the successful integration of immigrants into the labour force. Moreover, on a political note, no one could have imagined decades ago that the son of a Kenyan immigrant would come to be President of the USA (Legrain & Myers, 2007). To mention another example, Cheikh Modibo Diarra, a US citizen born in Mali in 1953, went to continue his studies in France. Once he obtained his diploma (Master's degree), he faced significant discrimination in the French labour market. The difficulties he experienced in finding adequate employment led him to move to the USA. There, he managed to become the head of NASA's Mars Exploration Education and Public Outreach programme. Thanks to his hard work and dedication, Diarra was appointed by Bill Gates as the Africa and Middle East chairman for computer software giant Microsoft in 2006, pursuing the American dream. He is undoubtedly an outstanding example of immigrant integration into United States business (Al Jazeera & agencies, 2012). Immigrants looking for employment or

working in any host country's organisations should not be underestimated, since they can prove to be valuable assets for any business in the world.

Several researchers have emphasised the significance of managing cultural diversity in the workplace in order to increase organisational productivity, without paying attention to the benefits that foreign labour brings to the company. Steyn (2010:2) is typical in focusing on the management of a diversified workforce rather than highlighting its value. Separate from appreciation of the value that immigrants add, managing diversity is a way of doing business and should be associated with the other strategic plans of the company (Baskerville et al., 2009). Concern with the diversity of labour should be based on an understanding of how a diverse workforce can effectively achieve organisational goals rather than on how it might best be managed. In this study, the researcher seeks to explore the benefits of workforce diversity, so as to determine whether there is any connection between a culturally diversified workforce and organisational performance. The first step in this direction is to scrutinise the literature on diversity in order to glean a conceptual framework to bring together diversity with organisational performance and effectiveness (Baskerville et al., 2009:14).

In the US, it has been proven that businesses will be recognised as successful organisations simply because they are capable of embracing and encouraging a diversified labour force. Public and private organisations can leverage the collective knowledge of their staff while valuing, respecting and appreciating minority groups such as immigrants (Okoro & Washington, 2012:59). Therefore, making the most of diversity is perceived as a useful strategy in business, using the complementarity of skills to fulfil organisational goals such as productivity and profit (Steyn, 2010:12). From their research, Trax and Brunow (2013:86) find that a more diversified environment with immigrants from different backgrounds brings about considerable productivity gains for local industries, both manufacturing as well as service.

The US Department of Commerce perceives diversity as being a fundamental remedy to help enable the American government to achieve efficiency and effectiveness, and to meet the needs of Americans citizens. Organisations need to rely on such a workforce in order to succeed and have a competitive edge in the global market (Al Gore & National Partnership for reinventing Government, 2000).

Moreover, Al Gore and National Partnership for reinventing Government (2000) recommends that both leaders (managers) and employees are responsible for taking an active role in introducing diversity and implementing diversity practices so to align with the objectives and goals of the company and achieve success. Leaders and managers must integrate effective diversity policies into all the functions and objectives the organisation. They might, for instance, implement mentoring programmes, ensuring that there are enough people to serve as

mentors. The implementation of such programs can help the immigrant workforce to understand organisational culture and assist mentors in challenging inaccurate stereotypes, prejudices and ethnocentrism within the company (Nataatmadia & Dyson, 2005).

Lastly, failure to integrate immigrants into the host country's organisations will force them to create their own jobs by opening small businesses in socioeconomic activities such as petty trading, swap meet, and street selling (Gebre et al., 2010). In fact, many foreign nationals have made remarkable use of their entrepreneurial flair in starting small businesses and hiring South Africans, despite the resentment of their local counterparts. In various ways, thus, immigrants make a positive contribution to the South African economy (Rogerson, 1997).

### 1.3. RESEARCH DESIGN

Bryman (2004:543) defines research design as a blueprint for gathering and analysing data. The study is informed by the epistemology of interpretivism, in terms of which knowledge and reality are to be understood through subjective interpretation (Iofrida, De Luca, Strano, & Gulisano, 2014). The investigation will therefore follow an exploratory research design so as to gain insight into a relatively unknown field (Babbie & Mouton, 2001:79). As indicated earlier, most facets of immigrants' integration in South African organisations are obscure and unknown, which suggests that there is a need for exploratory and descriptive research. Exploratory research is thus conducted to find out how the integration of immigrants is achieved in South African organisations, and descriptive research is conducted to analyse the immigrants' inputs into private organisations in SA.

In order to gather information about immigrant workers and the contribution they are making within a selected private organisation in the Western Cape, the study follows a qualitative research approach, using semi-structured interviews. This is an appropriate method for tackling complex issues and acquiring an in-depth understanding of a particular phenomenon through narrative explanation (Monette et al., 2014:39). A storytelling approach is adopted, for it can best disclose the differences and similarities between individuals' experiences and yield profound insights into the research problem (East et al. 2010:17). Stories were collected through in-depth face-to-face interviews with foreign nationals from a specific private company in the Western Cape. Face-to-face interviews with individuals are crucial for gathering valid and reliable data, relevant to the research objectives.

The researcher uses an inductive approach, which begins with the collection of data and ends up with a theory (Hayes, 2000:789). The research will be based on non-probability sampling, since the researcher did not know the total size of the study population and the individuality of each respondent was significant and initially non-generalisable (Bryman, 2004:100). The snowball method of non-probability sampling was used to gather data.

Immigrant employees constitute the target population of this investigation, both African and non-African, working for a specific private South African organisation. A few South African employees were also interviewed.

This approach is typical of qualitative research in which the researcher cannot predict the number of participants in advance but rather chooses them progressively until the data reaches saturation (Kumar, 2011:188). In this case, the researcher reached a smaller number of employees (25) selected from departments in the specific company and of whom 18 immigrants, 6 are South Africans and one is a South African HR manager. The sample size therefore depended on the relevance of the information obtained from participants.

As the study focused on qualitative research only, the researcher employed judgemental or purposive sampling to identify respondents from whom to collect qualitative data. Purposive sampling helped the researcher to obtain appropriate information and achieve the goals of the research study, by identifying interviewees likely to possess information about something that is little known (Kumar, 2011:188).

#### 1.4. CONTRIBUTION OF THE RESEARCH

The findings of this study will hopefully not only add value to cultural diversity practitioners by adding to their understanding of cultural diversity, but also deepen their theoretical knowledge, assess the positive effects of migration and support businesses in revising their ways of dealing with diversity so as to eliminate possible cultural contentions in the workplace. The outcome of this research will thus possibly enable human resource managers of South African organisations to better know how and why to approach immigrants as potential employees. The researcher also believes that this study will help both practitioners and the government to start examining other ways of curbing xenophobia within South African townships and possibly bring about new ways of looking at diversity within the workplace. This research will also facilitate the formulation of policies that will enhance successful integration of immigrant workers in business organisations within the Western Cape.

#### 1.5. DELINEATION OF THE RESEARCH

Delineation is concerned with portraying the exact position of a border or boundary (English Oxford living dictionaries, 2015). This research was conducted using a number of privately owned companies within the hospitality sector, in the Western Cape Province of the Republic of South Africa. The study only explored workforce diversity in terms of foreigners' integration in the private sector. The major part of the study involved working closely with the Human Resources Department and not the other departments in the company. Furthermore, the main focus on diversity in term of employees' differences only addresses the situation of immigrant



employees in the workplace. The researcher therefore concentrates on the experiences, skills and talents of immigrant workers and their actual and possible contributions to the business.

## 1.6. RESEARCH PLAN AND TIMELINE

Table 1.2: Timeline of the research

The table below outlines the period spanned by the research, from September 2015 to April 2018.

Research Action Plan from 2015-2018	Sep-Jan 2015-2016	Feb-Jul 2016	Aug- Dec 2016	Jan-May 2017	Jun-Oct 2017	Nov-Apr 2017-2018
Research Proposal done	X					
Literature review		X				
Research design and methodology			X			
Data collection, analysis and interpretation						
Conclusions and recommendations				X		
Thesis Submission for examination					X	

## 1.7. ETHICAL CONSIDERATIONS

Permission to conduct this study was obtained from the Ethics Committee of the Faculty of Business at CPUT. The aims of the study include acquiring full information from individuals. In order to realise these, the ethical considerations identified by Bryman and Bell (2007) were used as a guideline:

- ✓ The participants in the study will not be subjected to injury in any manner whatsoever
- ✓ Consideration will be shown for the dignity of the research participants
- ✓ Participants' consent will be obtained before proceeding with the investigation
- ✓ The privacy of the research participants will be protected
- ✓ The confidentiality of research data will be carefully preserved
- ✓ Any information about the study will be obtained honestly and transparently

- ✓ There will be no misinformation or falsification of results based on the primary data
- ✓ The research participants will be provided with information regarding the purpose, methods and intended uses of the study
- ✓ All the respondents will be interviewed with their full consent
- ✓ Respondents will have the right to withdraw from the interview before and during the interview process
- ✓ Respondents will be selected from randomly chosen occupational sectors in the company.

All the interviewees will have brief sight of the semi-structured and storytelling questionnaires prior to the beginning of the interview session.

## CHAPTER TWO

### LITERATURE REVIEW AND THEORETICAL FRAMEWORK

#### INTRODUCTION

The search for better security, suitable employment or career opportunities, improved economic conditions, or the desire to pursue a course of study, are among the main reasons for emigration (Publishers, 1998:1). Connell and Burgess (2009) suggest that people move overseas to look for work, to escape from oppression in their homeland and to enjoy a better lifestyle. Thus the pursuit of a safer socio-economic climate is often the principal motive for migrating to a new country. Immigrants try to make the best returns on their individual skills by moving from their country to another country (De Vroome & Verkuyten, 2017).

Others may be more desperate, migrating as a result of war, poverty, or a lack of access to transport and information, especially in the world's least developed countries (Schmidt, 1997). Among all the reasons for migration cited here, the common ground is people's quest for a satisfactory environment and a better life than that available in their homeland. This desire for improved conditions of living can be fulfilled by securing a paid job in the host country. But the search for a job often does not unfold as anticipated. In fact, there may be imperceptible parameters that are beyond the understanding of immigrants when it comes to securing employment within the host nation.

Recently, we have witnessed huge movements of immigrants from Eastern to Western Europe; from Latin America and South America to the United States, and from South-East Asia to the Middle East. The propensity of competitive economies to absorb large volumes of foreign employees from nations at less developed stages of demographic and economic transition has marked labour migration management as a salient problem in policy debates. Therefore, although it is clear that migration is still prominent today, it is very frequently downplayed or referred to in terms of controversies about the smooth running of labour markets, the organisation of labour markets within international companies, and questions about employees' voice and training within companies (Connell & Burgess, 2009). It is in this context that the researcher first highlights the different processes followed by immigrants looking for jobs in the receiving nation, and then describes the various events that marked their path to find work in South Africa, more specifically in Cape Town. Finally, there is a description of the added value that they bring to the company that recruits them. In order to

cover these three elements, it is important to examine the literature that explains the way in which immigrants have confronted challenges in order to obtain an acceptable economic situation in the host country.

## 2.1 EMPLOYMENT PROSPECTS OF IMMIGRANTS

The employment of immigrants within a company abroad depends on their level of education and technical skills, and on their ability to communicate as required in the receiving country. Language skills are important for economic and social advancement in nearly all businesses (McHugh & Challinor, 2011). Technical, managerial and professional positions sometimes necessitate a higher level of language proficiency, which can make it difficult for immigrants to achieve a professional status condign with their qualifications (Sinacore, Park-Saltzman, Mikhail, & Wada, 2011). For instance, in Quebec (Canada), bilingualism in English and French is often a requirement in the workplace. McHugh and Challinor (2011) maintain that an important path to recruitment for foreigners in the host country is for them to acquire proficiency in the language of the host country. According to research into the relationship between language proficiency and economic integration, it has been found that immigrants with greater proficiency in the host country's language(s) gain more work and enjoy access to a greater diversity of skilled occupations than those with low host-language proficiency (McHugh & Challinor, 2011). For skilled immigrants, being fluent in the language of the host country allows them to practise the profession for which they were trained, rather than occupying a more lowly position less in keeping with their qualifications (McHugh & Challinor, 2011). The lack of such language skills makes it hard for immigrants to find employment (Sinacore et al., 2011). This is the reason why nowadays governments are keen to expand work-focused language training for the successful integration of immigrants within the workplace (McHugh & Challinor, 2011).

This study focuses on immigrants who are already conversant in the language of the host country. They might have learned the language while completing their studies in the host country, or with relatives, family, and friends living in the host country, or from those who come from another English country. In several English-speaking countries such as South Africa, New Zealand, England and Australia, an academic language test organised by the British Council, also called IELTS, is recommended for all immigrants who wish to study either undergraduate or post-graduate programmes, as well as for those seeking professional employment in the host country ([www.ielts.org](http://www.ielts.org), 2017).

The recruitment of immigrants also depends on the employer's recognition of their credentials (Friesen, 2011). In fact, many countries, such as Canada, attract foreign nationals with a high

level of foreign education and skills, only for these qualifications to be dismissed as insufficient or not on a par with the local equivalent (Sinacore et al., 2011).

In Canada, for instance, the assessment of overseas credentials varies between provinces – unlike England and South Africa, where foreign credential valuation is the responsibility of the national professional regulator. Despite the fact that these procedures can respond to local demand, certain professional bodies are requesting universal measures to determine standards and practices at the transnational level (Beddoe & Duke, 2009, cited in Pullen-Sansfacon et al., 2012).

For immigrants with professional qualifications seeking employment in the receiving country, certification is usually the first step toward resuming their careers. Many countries face shortages of qualified personnel in critical fields such as engineering, medicine, education and nursing. However, even in the face of a surplus of qualified international staff, host countries seemingly have little interest in helping these professionals to obtain certification and employment. Certain companies in Canada, for instance, acquired international teachers, but were not able to adjust their certification requirements accordingly (Schmidt et al., 2010).

## 2.2 CONSTRAINTS AFFECTING THE INTEGRATION OF IMMIGRANTS INTO THE WORKPLACE

Foreign nationals, even if they are qualified and/or have professional experience, still find it hard to find a job in a credible organisation in which they can utilise their qualifications. Migration is in that case not without its complexities – political, ethical and professional (Pullen-Sansfacon et al., 2012). The following sections discuss the difficulties that most immigrants face in searching for work in the host country.

### **2.2.1 Lack of English proficiency**

The inability of immigrants to speak the official languages of the host country fluently constitutes a hindrance to the process of them into a company. Connell and Burgess (2009) argue that language ability is a major disadvantage in the recruitment of immigrants, especially if they do not speak the official language of the receiving country. In fact, English language aptitude plays a crucial role in many countries in the world. Non-English speaking immigrants, especially from Spanish-speaking nations, often report lower levels of English proficiency on arrival in host countries (United States , European Union & Department of labour of the USA, 2004).

In Canada (Quebec) for instance, failure to speak and understand English and French is a significant barrier to the economic development of immigrants in the receiving country

(Sinacore et al., 2011). But Abdelkerim and Grace (2012) point out that even with good (English) language proficiency, skilled immigrants still face prolonged unemployment. This is the case with members of NEAC (new emerging African communities) in Australia. Some countries set up mainstream agencies for teaching language to immigrants in order the more easily to integrate them into the host society. The Canadian government has introduced a system of language training for immigrants: since 1994, when immigrants arrive in Canada they first have access to social and health facilities in which, for example, Cantonese is spoken and English is taught (Sakamoto, Wei, & Truong, 2008). These measures are being taken to benefit skilled immigrants, so that they can make full use of their education and experience (Chao & Levine, 2004). However, in most cases the language training is only intended to provide immigrants with a useful knowledge of English or French, and does not stretch to precise occupational or professional labour market language needs (Chao & Levine, 2004).

### **2.2.2 Poor recognition of foreign credentials and work experiences**

In some English-speaking countries such as Canada and England, foreign nationals find it difficult to achieve successful integration into the workplace owing to the reluctance of some employers to recognise their distinctive qualifications and experiences (Friesen, 2011). Harvey (2012) notes that in order to protect the company, some employers have a duty to refuse employment to foreign labour if they cannot verify their skills and qualifications, which can lead to occupational downgrading. Some employers and professional accreditation bodies incorrectly assess immigrants' qualifications and work experience earned in countries located in remote regions of the world (Grant, 2008). Many qualified foreigners have difficulty accessing transcripts and registrations from their country of origin. In Canada, for example, a considerable number of foreign nationals encounter complications when trying to get their social work qualifications recognised. The non-recognition of qualifications is thus a major obstruction to the incorporation of immigrant labour, particularly for those who clearly belong to ethnic minorities (Danso, 2009, cited in Pullen-Sansfacon et al., 2012). As a result, they find themselves confined within the spinning doors of the credential assessment agency, professional associations, and regulators (Sakamoto et al., 2008). Many highly skilled immigrants leave their country of provenance to settle in Canada with the intention of practising their preferred occupation, only for their credentials to be rejected by potential employers and accreditation agencies (Grant, 2008). For example, it is said that teacher shortages in several Canadian institutions has induced the Canadian school system to turn towards international recruitment. But in times of surplus supply, the Canadian educational system has shown little interest in promoting the acknowledgment of international credentials or the incorporation of immigrant teachers into Canadian school schemes (Schmidt et al.,

2010). Although the Canadian government has taken initiatives to integrate immigrants by facilitating access to funds for courses similar to the IET pilot programme, education is still associated with professions facing shortages like nursing, engineering, and medicine (Schmidt et al., 2010).

Australia, one of the few nations that embraces thousands of refugees from different regions every year, also faces difficulties in integrating foreign labour into local companies. In fact, members of the new emerging African communities (NEAC), although educated, skilled and experienced in several fields, have difficulty integrating into Australian businesses owing to a reluctance to recognise their qualifications (Abdelkerim & Grace, 2012).

### **2.2.3 Labour market discrimination**

Discrimination is also seen as one of the factors hindering the integration of immigrants into the workplace. According to Binggelli and Dietz (2013), cited in Krings et al. (2014), when it comes to the employment of qualified and experienced personnel, foreign nationals receive little attention. There are several forms of discrimination in the workplace that can affect the integration of immigrants into a company in the host country.

#### *a. Higher education discrimination*

Skilled immigrants often face difficulties in finding employment although they are highly educated. In 2006, Ontario (Canada) received a large number of skilled immigrants, of whom 25% of whom had a university degree in engineering, while only 6% of Canadians have such a qualification. Despite their numbers, only a few have found employment in the field of engineering, even though they are older and better educated than their Canadian counterparts (Sakamoto et al., 2008). Schmidt et al. (2010) contend that denying access to highly skilled and educated immigrants in Canada once they arrive not only makes no economic sense but also raises problems of discrimination. As a result, many immigrants who are qualified as doctors find themselves unemployed. For example, some highly skilled members of the NEAC in Australia are working as taxi drivers or doing unskilled jobs well below their level of qualifications (Abdelkerim & Grace, 2012).

#### *b. Discrimination practices in the hiring process*

Although recruitment often occurs through agencies, discrimination in hiring practices is also seen as a barrier to international training services such as IETs, in order to provide employment for skilled immigrants (Schmidt et al., 2010). These hiring practices can prevent immigrants from resuming their professional careers by failing to grant them the certification

that will allow them to apply for work in the host country. Although IETs finalise the courses needed for certification, finding employment remains a major challenge (Schmidt et al., 2010).

*c. Prejudice and discriminatory behaviours*

The literature suggests that international employees often encounter discriminatory behaviour. Indeed, it is highly skilled immigrants who are perceived as capable competitors in the labour market who tend to be most exposed to discriminatory practices.

*d. Racial and ethnic discrimination*

Some studies have found that immigrants are often exposed to several types of discrimination in the workplace, together with racial discrimination in the search for work (Pullen-Sansfacon et al., 2012). In the United States, for example, minority immigrant groups often encounter difficulties in accessing professions for which they are skilled, and also earn less than their white colleagues simply for the reason that they are most prone to be subject to professional discrimination (De Jong & Madamba, 2001). Blacks and Hispanics are given fewer opportunities than whites and Asians and have the highest rates of unemployment and poverty in the United States (De Jong & Madamba, 2001). They are more likely to work part-time or to practise sub-trades not related to their skills and qualifications (De Jong & Madamba, 2001). The same goes for Canada, where skilled immigrants, especially non-Caucasian immigrants (non-whites), suffer substantial downward mobility upon their arrival in the country and struggle to achieve economic integration (Grant, 2008). Similarly, in Europe, those most unemployed include Turks, Asians, Balkans, Eastern Europeans and Latin Americans (Chao & Levine, 2004).

*e. Gender discrimination*

In some countries, such as England, qualified women are often discriminated against when it comes to finding suitable employment. Harvey (2012), for example, found that although they are qualified, these women encounter additional barriers because of their family structures, family responsibilities and other obligations. This delays their accreditation process and inevitably hampers their ability to find employment or secure promotion.

By the same token, female immigrants from Asia, Turkey, Africa and the Middle East have typically low employment rates in European countries (Chao & Levine, 2004). But in the US, the economic integration of women is more advanced. In fact, researchers have found that it is more often easier for women than men to integrate into American organisations. This enables them to enjoy more individual autonomy (Chao & Levine, 2004).



#### *f. International stereotypes*

The global stereotype of foreign nationals as a group suggests that immigrants are unreliable and therefore incompetent. But these stereotypes differ remarkably between groups from different countries of origin. For instance, people from Germany and France in Switzerland are compared to Asians residing in the United States. Asians are a very competent and competitive group in the market place, but have a reputation for not being sociable. Because of this stereotype, Asians' lack of sociability can be a barrier to their employability, even though they have the necessary qualifications. Cortina (2008) cited in Krings et al. (2014) points out that female immigrants and successful black professionals are more likely to experience discriminating incivility in Switzerland since they are perceived as competent and ambitious.

#### **2.2.4 Lack of local work experience**

In several countries, companies require immigrants to have local work experience to be suitable for recruitment. Indeed, many firms have predispositions with regard to who should hold key positions in their organisations. Some prefer to recruit internally first, or recruit only those foreigners who have gained work experience in the host country. Such factors serve to limit immigrants' employability (Dowling, Festing, & Engle, 2008).

#### **2.2.5 Lack of specialist employment services**

Some countries do not have international recruitment agencies to facilitate recruitment procedures to help those in need to find more suitable employment in the country in which they are located (Dowling et al., 2008).

#### **2.2.6 Political constraints and policy limitations**

Despite governments' efforts to fight against barriers relating to race, ethnicity and gender, immigrants still face difficulties in accessing employment (Sakamoto et al., 2008). Although some governments have introduced policies to facilitate the recognition of foreigners' skills and qualifications, many find it difficult to obtain the additional training required. This is often an obstacle to the integration of immigrant workers in Quebec (Canada) for example (Pullen-Sansfacon et al., 2012).

The United States of America does not have any explicit immigrant integration policies or programmes, with the exception of refugee programmes, unlike other major immigration countries such as Canada and Australia. Many immigrants are sponsored by family members or employers, however, who play an important part in securing their adaptation to the host country (Chao & Levine, 2004).

In many countries, accredited organisations specialising in the certification of immigrant skills not only take time to recognise the validity of immigrants' diplomas and transcripts, but also fail to deliver them with long-awaited certifications. This stands in the way of their employability in some companies within the host country, and they can find themselves lost between credential assessment agencies, professional associations and regulators (Sakamoto et al., 2008). In Australia, immigration issues, especially problems linked to the integration of immigrants into Australian organisations, are often criticised. Economic debates on the recent financial crisis, unemployment of foreign labour, etc., become a subject of public and political interest. When economic crisis hits any society, minority groups are more likely to be threatened with job losses (Abdelkerim & Grace, 2012).

## 2.3 IMMIGRANTS' INTEGRATION IN SOUTH AFRICA

Over the past twenty years, South Africa has become one of the most culturally diverse countries in the world, especially as a result of the numbers of foreign communities that have gained access to the country. South Africa has consequently become the desired destination country for migrants from several neighbouring countries and beyond (Hammerstad, 2012). Most foreign nationals leave their homeland and move to South Africa for reasons of (relative) safety, stability and peace, but above all to improve their economic situation by finding employment. Some of them believe that post-apartheid is a propitious time for the improvement of living conditions because of the democratic constitution, open economy and comparatively abundant resources. For example, the sustained political and economic crisis in Zimbabwe has resulted in a considerable number of citizens leaving for South Africa. In fact about one to two million Zimbabweans have been residing in South Africa since the early 2000s. Highly qualified Zimbabweans have been granted work permits and legal residence in South Africa. Many of them have applied for asylum, which today has made South Africa their principal destination of choice (Hammerstad, 2012).

### **2.3.1 Immigrants' employment process in South Africa**

According to South African Labour guide (2017), the South African government has introduced laws to regulate the employment of immigrants in South Africa. These laws include the Immigration Act, no. 13 of 2002, which is responsible for the admission of foreign nationals for residence in and departure from South Africa, and the entitlement of immigrants to work within the country. There is also the Employment Services Act (ESA) of 2014, which promotes the employment of immigrants, productivity, the reduction of unemployment rates and the training of unskilled workers. One of the specific goals of the ESA is to simplify the employment of immigrants in order to meet the objectives of the Immigration Act. It is important to emphasise

that these laws are measures taken to fill the skills gap in commerce and industry and facilitate the transfer of skills. Employers are therefore required to ensure that a skills transfer plan is ready to convey the relevant skills to a South African citizen, and that the relevant time and resources are invested in the handover and the retention of such skills in South Africa. It is the responsibility of companies registered in South Africa to ensure the application of these laws.

Another condition for the integration of immigrants into South African businesses is for them to be of crucial importance to the host country. South Africa is looking for investors and entrepreneurs who can create jobs for South Africans in order to fight unemployment. The South African government actively supports this initiative, as well as the acquisition of skills that South Africa lacks (AV Associates Publishers, 1998:80).

The above laws and policies stipulate that, in order to facilitate the recruitment of immigrants into a company, they are first required to possess a work permit, the various types of which are listed below.

### **2.3.2 Types of work permits in South Africa**

In order to work in a South African organisation, foreign nationals must possess a work permit appropriate to the jobs for which they are qualified. These permits include the following:

#### *a. General Work Visa*

This visa is issued to an immigrant who obtains a specific position which no South African national was found to fill. The employer is therefore required to prove that national job recruitment efforts in the local media were unsuccessful. The credentials of the would-be employee are then screened by the Department of Labour to make sure that this immigrant indeed, possesses the relevant qualifications and experience for that position (Hirji et al., 2016).

#### *b. Critical Skills Work Visa*

Immigrants with "exceptional" skills have the right to apply for a work visa for critical skills (3 years of visa, plus possible extension), enabling them to work in any South African organisation. Each year, the Minister of Labour and the Minister of Trade and Industry publish a list of critical competencies. Foreign nationals who find their qualifications on this list can apply for the Critical Skills permit. To do so, they must register with a South African professional unit to have their qualifications assessed in accordance with South African standards. Applicants are not obliged to find a position before applying for the Critical Skills permit. In that event, these unemployed immigrants are eligible for a one-year critical skills permit (Hirji et al., 2016). The employment of skilled immigrants is connected to a mechanism

that assures an absolute transfer of skills to South African citizens (Department of Home Affairs, 2016).

*c. Intra-Company Transfer Work Visa*

Immigrants from the main company abroad, seeking intra-company transfer work visa are entitled to work within a subsidiary or affiliate company located in South Africa. Applicants must have been employed in the main company for at least 6 months in order to apply for the permit (Hirji et al., 2016).

*d. Business Visa*

Foreign employees with a business visa are entitled to limited work for a designated time. This visa is intended to satisfy South African interests (Hirji et al., 2016). Applicants who possess substantial funds and intend to invest in a new South African or existing business are welcome to apply for this type of visa (AV Associates Publishers, 1998).

*e. Student Visa*

Immigrant students living in South Africa are only entitled to work part-time for up to twenty hours a week. This restriction is not applied during academic vacations. A student must therefore supply the Office of International Affairs (OIA) with an agreement letter from an employer, after which a letter consenting to occupational engagement will be issued. (Hirji et al., 2016).

At Cape Peninsula University of Technology, for instance, international students have to apply for a CPUT study visa prior to leaving their homelands. In fact, without a study visa, students will be refused entry into South Africa and CPUT will be unable to register them. The study visa is thus a university-specific statutory prerequisite. Students who are presently studying at institutions within South Africa must first apply to the Department of Home Affairs to have their visa's status changed if they would like to change universities (Cape Peninsula University of Technology, 2013).

*f. Asylum seekers*

According to the refugee white paper and the Refugee Act of 1998, refugees with asylum seekers' papers have the right to employment and education in South Africa (Department of Home Affairs, 2016).

In brief, there are several conditions governing if and how a South African employer can employ an immigrant worker. Being acquainted with which visas permit employment, and understanding the prerequisites of such visas, will authorise managers to enlarge their employment base (Hirji et al., 2016).

### **2.3.3 Challenges encountered in workplace integration**

South Africa is no different from the countries cited above when it comes to the integration of immigrants in the workplace. Like the USA, there is no clear and coherent integration policy that facilitates the integration of immigrants into the nation's value system and population (Department of Home Affairs, 2016). This could be due to a lack of perspective on the value of global immigration, for at the time the legislation was being formulated, South Africa was still in many respects a country in the process of formation. South Africans were not only not prepared to cope with the influx of immigrants into the country, but they have also had difficulty accommodating them. This has led to widespread discrimination and attacks against immigrants, which are still happening today. Foreign nationals have had to struggle to adapt and integrate in South Africa (Department of Home Affairs, 2016).

Furthermore, according to Chapter Ten of the South African Constitution, public organisations need to broadly represent South African citizens impartially and fairly (Jain, Sloane, & Horwitz, 2003). This appears to function as a form of employment restriction with respect to qualified immigrants in the public sector.

Many companies are afraid to recruit immigrants simply on the basis of some doubtful stereotypes. Indeed, immigrants are perceived by nationals as a menace to the security and economic integrity of the nation. They are blamed for inflating the labour pool, removing South Africans from the labour market and depressing salaries. Consequently, the South African authorities have pursued stringent immigration policies ever since the transition in 1994. Immigrants are accused of imposing a burden on South Africa's health and education services. They are also accused of having brought about a rise in crime and violence in the country (McDonald, 2000; Soami, 2013).

### **2.3.4 The value of skilled immigrants in South African organisations**

Studies on skilled immigrants in South Africa have shown that they play a crucial role in the labour market. In the absence of adequate employment within South African companies, they create their own businesses and create jobs for many. As a result such interventions, unemployed nationals find employment and the rate of unemployment decreases. In short, the brain gain adds to the SA GDP (Gross Domestic Product). Moreover, immigrants fill vacancies in areas such as communication, health, hospitality and many other sectors, thereby improving productivity. Also, the integration of foreign nationals within companies in South Africa enables the country to save on training costs and reduce commitments to long-term training. The presence of foreign labour also allows for the mentoring of South Africans (Soami, 2013).

To summarise, the host country benefits from a skilled foreign workforce. It receives what is known as brain gain through the use of exceptional immigrants who bring with them innovative ideas (Soami, 2013).

## 2.4 SKILLED IMMIGRANTS' CONTRIBUTION TO HOST SOCIETIES

It has been noted above that, despite the often remarkable abilities and skills that they have, immigrants are typically confronted with major challenges in their search for jobs in host societies. It is very important to consider how these international skills can benefit the host country. Indeed, nations such as Canada, Australia, New Zealand, the UK and the US, as well as some prominent nations in the Middle East and Europe, are places where economic growth was founded on massive movements of immigrants over a lengthy period of time. Some of these were and still are sponsored by the host nation's government (Connell & Burgess, 2009).

Canada, for instance, contributes actively and globally to its skilled workforce due to the economic benefits that immigration affords. In fact, with increased globalisation in the last two decades, competition is becoming more intense (Schmidt et al., 2010). In the engineering sector, Canada relies on foreign national engineers to make up for engineering labour market scarcities. A study of the integration and development of the careers of immigrant engineers has proved that they contribute to many types of capital and habitus for the country (Friesen, 2011).

Australia, Canada and the United Kingdom have undertaken phases to increase the number of skilled immigrants, mostly due to skill shortages. The Australian Productivity Commission predicted that the Australian economy would increase by 3.5% if the government agreed to boost its actual supply of skilled immigrants by 20%. As a result, the migration program for 2008 to 2009 set a target of a 20% increase in immigrants in the fiscal year. Even the United States has updated its immigration policies so as to authorise more skilled foreigners to work there (Connell & Burgess, 2009).

Especially over the past two decades, the "war for talent" has become an important concept in several countries, including England. Many debates have focused on the knowledge-based economy, and on how companies should put more resources into attracting and retaining high-quality employees. This suggests that the economic power of a country depends in part on the acquisition of a skilled foreign workforce (Harvey, 2012). The (Chao & Levine, 2004) endorse the notion that foreign nationals make an important contribution to the national economy of the receiving country, a consideration that helps to facilitate their integration process.

After the Second World War, Germany experienced a very intense influx of immigrants. Millions of individuals had left Europe. As the war ended, the industrialised European economies needed qualified labour to help with manual labour for reconstruction. A second movement of migration started in the 1960s, from southern Europe and beyond Europe's southern frontiers to the north. Germany alone has hired millions of immigrants from Italy, Portugal, Greece, Spain, Yugoslavia and Turkey (Schmidt, 1997).

As soon as Switzerland granted autonomy to individuals to migrate from other EU Member States in 2002, a considerable number of French and German immigrants have arrived. Unlike immigrants from other countries, German and French immigrants in Switzerland have a resilient competitive advantage. They are not only able to speak one of the two main Swiss languages (German and French) but are also highly educated. They are equivalent to the Asians in the US, a group that is also highly effective in the labour market whilst also stereotyped as being overly competitive and extremely skilled (Krings et al., 2014).

While migration can meet a short-term skill shortage, it can equally cause a reduction in long-term training and development spending (De Vroome & Verkuyten, 2017). Indeed, the integration of professional and qualified immigrants, such as doctors, eliminates the need to obtain interpreters or expensive services that are often unavailable (Abdelkerim & Grace, 2012). Accordingly, Harvey (2012) acknowledges that skilled foreign labour can boost the economy of the receiving country without incurring any training costs.

Some have argued that the diversity of the workforce within a host company is an advantage, in the sense that it endows the company with greater creativity in terms of linguistic competence, styles of communication, international networks, life experience and geographical knowledge. For instance, the outcome of the employment of immigrants with NESB (non-English speaking background) in Australia has showed that they can actually be more effective. They were able to respond more effectively to the needs of clients, generating cultural creativity in offering unusual solutions and deploying capacities. (Hawthorne, 2005).

In addition, Australian companies prefer to offer jobs to international workers to facilitate export work. The fact that they have at least bilingual linguistic skills is perceived as a crucial element in world trade and international affairs. Nearly 2000 Australian export companies have confirmed that a foreign professional workforce is of great value to them (Hawthorne, 2005).

In addition to their professional skills, immigrants are perceived by many companies as being more hard-working, reliable, productive, focused, and more likely to hold positions longer than national employees (Pullen-Sansfacon et al., 2012).

Moreover, the year 2012 marked the arrival of large numbers of immigrants from Asia in the United States. Compared to the Hispanics who migrated in numbers in the early 2000s, Asians had higher levels of education and higher socio-economic status, thus helping to meet the growing demand for highly skilled labour (Krings et al., 2014).

In short, the diversity of the workforce has many benefits for host countries, including creativity, innovation, productivity, organisational commitment and team contribution (De Vroome & Verkuyten, 2017).

## 2.5 IMMIGRANTS' ALTERNATIVE EMPLOYMENT

Failing to find employment adequate to their skills, to survive economically in the host country skilled immigrants are instead obliged to offer their services to organisations that have no need for their specialist skills. Foreigners speaking languages other than English have relatively easy access to sectors such as agriculture, hospitality, retail, clothing, catering and construction. In the United Kingdom, for example, many immigrants are forced to do unskilled and semi-skilled work, which is better than soliciting informal labor networks. Though competent, skilled and even brilliant, immigrants have no choice but to access employment opportunities in the small business sector. In South Asia, for instance, many immigrant women work as domestic employees although they have qualifications (Young, 2004:28, cited in Connell & Burgess, 2009).

In addition to this, immigrant students in the United Kingdom often combine study and full-time work. In most cases, British employers recruit foreign workers to work in precarious positions, at low skill levels and often for low wages. Recruitment of these immigrants is done through national recruitment agencies. Although the attitudes of immigrants, their tolerance for working conditions, and their assiduity endear them to recruitment firms, they often end up occupying positions with minimum wages and outside their career paths. As Connell and Burgess (2009) point out, the most important immigration flows for advanced economies are into low-skilled and low-paying jobs, often with small firms.

On the other hand, instead of engaging in precarious jobs that do not match their talents, some skilled immigrants prefer to venture into entrepreneurship. In Australia, for example, skilled refugees and immigrants who do not find traditional jobs move towards independent work that has been called "Ethnic Entrepreneurship" (Abdelkerim & Grace, 2012). In Canada, too, while many professions are low paid, higher freedom of movement is possible and foreign nationals can start their own companies (Chao & Levine, 2004).



## 2.6 THEORETICAL FRAMEWORK

This study is informed by two theories, the ethnic-disadvantage perspective and the resource-based view (RBV).

### **2.6.1 Ethnic-disadvantage theory**

The ethnic-disadvantage principle was introduced by Nathan Glazier and Daniel Moynihan in 1963, carried on by Gerald Suttles in 1968, then adopted by Andrew Greeley in 1971 and developed by Alejandro Portes, Robert Bach and Rubén Rumbaut from 1985 to 2001. This model emphasises that the integration of immigrants regularly remains blocked due to institutional barriers in host countries (Brown & Bean, 2006). Familiarity with the language and culture of the host country is not necessarily sufficient for increased integration of immigrants within the foreign country. There are other factors or parameters such as discrimination, government policies, institutional constraints and other factors that hamper the full assimilation of skilled immigrants. Brown and Bean (2006) note that the main theoretical insight of the model is that greater familiarity and economic success allow foreign nationals to acquire a truthful apprehension of the inequalities and discrimination affecting them as they strive for resources. The theory forecasts that immigrants who are not facing economic and/ or cultural barriers lean towards lower levels of involvement than those who do, since lower socioeconomic status results from an “oppositional” model that entails “downward” assimilation (Schmidt, 1997, cited in Xie & Greenman, 2005).

The model allows that people from the same generation might not all perceive discrimination, which means they may not all experience the same difficulties in the host nation (Brown & Bean, 2006). For example, in the 19<sup>th</sup> and 20<sup>th</sup> centuries, Native Americans identified Irish and Italians as being below the average of the national origin group. So, they treated them according to their race or provenance. But, as soon as they realised they were not to be compared to black groups, they radically re-defined them as white and separated from African Americans both residentially and occupationally (Brown & Bean, 2006).

Assessing the level of racialisation is essential in order to arrive at conclusions regarding the integration of immigrants into a foreign organisation, but this is not an easy task for researchers. Political decision makers often want to see how well immigrants can integrate into education or employment. They want to see if they are experiencing discriminatory behaviour in these areas cited above. However, a definitive answer on the progress of immigrant integration cannot be provided, and research can simply highlight the particular problems that political decision-makers have to solve (Brown & Bean, 2006).

The model being considered maintains that the incorporation of foreign nationals into the labour market is successful only when these immigrants are able to achieve the same rate of employment and earnings as nationals, or even to do better than them. However, this is unfortunately not the case in several countries. A significant discrepancy in earnings reflects negatively on immigrants' workplace integration (Schmidt, 1997).

### **2.6.2 Resource-based view (RBV) theory**

In view of the many challenges faced by skilled immigrants, it is important to ask what they can bring to an organisation as an added value. Resource-based view theory is a philosophy maintaining that the resources of an organisation are its determinants when it comes to competitive advantage and performance (Bridoux, 2004). Introducing RBV theory in 1959, Penrose perceived the company as comprising a set of indispensable resources. He maintained that it is the heterogeneity of these resources that gives each organisation its unique character. In 1984 Wernerfelt proposed that the assessment of businesses based on their resources might result in an entirely different perspective. In the same vein, Barney (1991 as cited by Kostopoulos et al., 2002) added that such resources provide sustainable competitive advantage and have value (exploiting the opportunities and neutralising negative factors that surround the company), and are, rare inimitable or irreplaceable (Kostopoulos et al., 2002).

The resources that these authors talk about include physical, financial, human, and corporate capital (Kamaara, Ph, Orwa, & Ph, 2016). However, this study only concentrate on human capital as a critical tool to enable any company to attain a competitive edge.

Therefore, to reach a sustained competitive advantage, the company needs to make use of its scarce, unique and valuable human resources. Such capacity and potential most often dwells in the diversity of its workforce (Kamaara et al., 2016). These resources not only determine the level of performance of a company but also promote it. They are therefore essential to the company in that they allow it to execute its strategies. The execution of the company's strategies constitutes a basis for competitive parity (Kamaara et al., 2016).

Companies that have the ability to recruit and retain skilled immigrants, and that remain faithful to them by affording them reasonable treatment at work, earn a competitive advantage through high quality human resources (Ahira et al., 2007). Volery (2007) notes that most foreign national employees are endowed with culturally determined characteristics such as commitment to hard work, openness to risk taking, loyalty, a sense of unity, a strong ethic toward community, and an orientation towards self-employment (Mazur, 2010). Moreover, a company that encourages the work of teams composed of members with different origins

allows these groups to contribute differing points of view that can lead to significant creativity and improve the performance of the company (Ehimare & Ogaga-Oghene, 2011). Multicultural enterprises are found to be better at solving problems. They are more prone to countenance different perspectives and interpretations in order to solve problems. They have greater organisational flexibility and are more easily adaptable to change (Mazur, 2010).

## 2.7 SUMMARY

In sum, this study incorporates two theories, the perspective of ethnic disadvantage and resource-based viewing theory (RBV). On the one hand, the effect of ethnic disadvantage means that the integration of immigrants into enterprises in the host country remains restricted because of the country's institutional barriers. This theory will help the researcher understand parameters such as discrimination, government policies, institutional constraints and other factors that impede the full assimilation of skilled immigrants into host country organisations. On the other hand, RBV will enable the investigator to explore the value of the competitiveness, including linguistic ability, the contribution of new ideas and other facets that skilled immigrants can bring to businesses of the host country. If immigrants who are qualified and competent still do not find adequate work in the host country, they are more likely to accept job offers from companies that do not need their skills, or even open their own businesses.

## CHAPTER THREE:

### METHODOLOGY

#### 3.1 AIMS AND SIGNIFICANCE

This study aims to assess the integration of immigrants in the hospitality industry, the challenges they encounter in that integration process, and the value they bring to the businesses. The study intends to canvass the views not only of immigrant employees, but also of a few nationals and HR managers. The research has been undertaken so to highlight the problem of unemployment among foreigners in South Africa, especially in Cape Town, despite the fact that they have the required knowledge, qualifications and experience to perform a specific job.

It is hoped that this research will assist companies to revisit their recruitment and selection policies, so as to raise their organisational effectiveness and achieve a competitive edge. It is also hoped that new methods of conducting business will emerge, ones evincing a greater sensitivity toward the necessity of including different cultural practices in order to succeed internally and globally. This research will obviously also add to the existing body of knowledge about immigrant integration in the workplace.

With these goals in view, the following research questions were posed:

- RQ1: How is the integration of immigrants conducted in South African organisations?
- RQ2: Are there challenges that immigrants face in the integration processes?
- RQ3: How do South African organisations perceive immigrants in their workplace?

The above research questions empowered the researcher to understand how and to what extent South African organisations value immigrants. Furthermore, the research questions enabled the researcher to establish how South African organisations might better accommodate immigrants. Finally, it is hoped that the outcomes of this research will enable human resource managers of South African businesses to have a better understanding of how to treat and integrate immigrants into the workplace.

### 3.2 RESEARCH METHODS AND INSTRUMENTS

The methodology adopted to answer the research questions was qualitative data collection through semi-structured interviews and storytelling. The qualitative approach enables the researcher to acquire new knowledge about a specific phenomenon (Leedy & Ormrod, 2010:136). The researcher wanted to acquire new insight into the manner in which the recruitment of immigrants occurs in South African organisations, as well as to understand the various challenges they might have faced before joining a particular company. The virtue of semi-structured interviews is that they enable the researcher to obtain several detailed answers to a standard set of questions (Struwig & Stead 2013:90). The responses collected should offer a comprehensive overview of the subject concerned. The key strength of semi-structured interviews is their ability to assist respondents to be flexible and free in answering questions in ways that are meaningful to them (Fontana & Frey, 2005, and Hesse-Biber & Leavy, 2006:125, as cited by Razak et al., 2002).

The researcher set up an interview programme with the participants in the research. Participants then chose a date and time that suited them. As the appointed date of each interview approached, the interviewer made sure that the candidates received a reminder (through email) one day before the interview session. This email contained a guide to familiarise respondents with the questions that the interviewer would raise on the day of the interview. This initiative was intended not only to eliminate any stress that might have been caused uncertainty about the questions, but also to grant the participants time to reflect on them, so as to provide full and appropriate answers (Razak et al., 2002).

For each interview session, with the permission of the participant, the researcher made use of a voice recording device. Ten minutes before the interview began, the researcher produced a written letter of authorisation which the interviewee had to sign and return at the end of the session. They were given a second chance to read the interview schedule, just to make sure that they were familiar with the questions. This was necessary, especially for the respondents who did not provide an email address on the letter of consent. This letter explained the nature and purpose of the study, and for what purpose the results would be used. The reason behind the choice of tape recording was for the investigator to acquire a thorough understanding of what the respondents had to say and also of the manner in which they said it. As the material was to be carefully analysed, it was necessary to have a full account of the interaction in the interview sessions (Wells, 2012). Tape recording is also important in that it allows researchers to devote their full attention to the interview process. It also ensures that participants are not distracted by note taking (Bryman, 2012).

The researcher included 54 questions in the interview guide. These were divided into three categories. The first category (A) applied to owners (20 questions). The second category (B) was for national workers (9 questions), and the last category (C) was addressed to foreign workers (25 questions assigned to them). All the questions addressed the same points of interest, relating to the purpose and objectives of the research, although the main focus of the questionnaire was the last section, section C.

### 3.3 UNIT OF ANALYSIS

The unit of analysis refers to the main object or subject upon which the researcher bases a consequent analysis (Trochim, 2006). In this research, individuals were considered the unit of analysis.

#### **3.3.1 Population and sample design**

The population for this study consists of a community that had captured the researcher's attention. A population is defined as a large assembly of persons or objects that is the primary target of a scientific investigation (Bret et al., 2011). The word population is also used to describe a precise subset of individuals or units known to have the same characteristics. In other words, it refers to all individuals or objects in the population who have a common trait or characteristic (Explorable, 2009).

In this study, the designated population comprises immigrant workers, whether women or men, but all coming from countries other than South Africa. Because of the large size of such a population, it is almost impossible for a researcher to test every member, simply because it is expensive and takes a lot of time (Explorable, 2009). This is why researchers rely upon a sample to represent the population.

A sample represents any subsection of the population (Bret et al., 2011). In this study the sample consisted of immigrants currently working in the hospitality industry within the Western Cape, South Africa, more precisely in Cape Town. It involved 18 immigrant employees, as a subset of the entire population of immigrant employees. Four local employees (South Africans) were interviewed, as well as three owners (two South Africans and one foreigner).

This study is purely qualitative, in terms of which researchers generally focus on fewer participants, but place more emphasis on individuals, contexts, subcultures and scenes, in the hope of developing subjective understanding of how participants perceive, reflect, interpret and interact (Baker & Edward, 2012).

### **3.3.2 Sampling techniques**

The sampling techniques used in this study are the non-probabilistic techniques of purposive and snowball sampling. The researcher first made use of purposive sampling to intentionally select respondents for the study, on account of their belonging to the study population (Measures, 2004). The study focuses on immigrant workers, and it was easy to identify non-South Africans.

The researcher then resorted to the snowballing technique, in terms of which the initial respondents suggested additional participants (Struwig & Stead, 2013:118). This technique was useful for locating participants belonging to a comparatively rare population via a referral process (Struwig & Stead, 2013:118). The process of identifying additional respondents was carried out until the researcher had reached the number needed for the sample (Du Plooy-Cilliers et al., 2014:144).

### **3.3.3 Criteria of selection**

The (inclusion) criteria for selecting the sample included the following characteristics (Robergs, 2004):

- Adult employees between the ages of 21 and 50. The researcher wanted to know what employees of varying ages thought about the problems addressed in the survey.
- Females as well as males, to avoid gender bias.
- Workers in the hospitality industry, because the researcher was interested in knowing the points of view of those who were already working in that sector. Basically, the researcher wanted to find out about the respondents' personal experiences in searching for employment.

## **3.4 DATA COLLECTION PROCESS**

The interview sessions were held twice a week from the 10 February until 02 August 2017, with 1 to 2 participants being interviewed weekly. An appropriate time to conduct the interview was chosen by the interviewee. They sometimes chose to be interviewed after 13h00, which is during lunch break, and at 15h00 or 16h30, after working hours; some preferred during the weekend. There were cases where interviewees asked for a telephone interview due to their unavailability to meet with the researcher. Interviews took place outside the company premises at a place convenient to the interviewee.

At the beginning of the interview, the researcher first welcomed the participant and again explained the nature and scope of the survey. After that, the researcher stated the intention of the study and the different ethical requirements which had to be observed in detail for the

completion of the study. The researcher then requested authorisation from the respondents to tape record the session. All participants in the study gave this authorisation were willing to express themselves fully with no constraints. The meetings were pleasant and went smoothly.

### 3.5 DATA VERIFICATION MEASURES

In qualitative research, one reduces the risk of error by ensuring that the findings obtained from the participants are credible, transferable, dependable or confirmable (Leedy & Ormrod, 2010:100). In this study, the researcher focused on the credibility of the data by insisting on rich or thick description, which served to represent in credible detail the experiences of the respondents (Leedy & Ormrod, 2010:100). It also provided scope for highlighting the feelings and reactions of the participants.

### 3.6 DATA ANALYSIS

According to Struwig and Stead (2013:169), data analysis methods aid the research to organise and derive meaning from a large quantity of data. This study using the data coding method for qualitative data analysis. The researcher essentially searched for themes – identifiable from repeated words, phrases or segments of discourse relating to a single idea – appearing in the participants' transcripts (Fox & Saheed, 2007:105). Certain similarities of response in the interviews conducted to their being categorised into themes for the purpose of thorough analysis. The codes were a set of short-hand descriptors for the information obtained (Struwig & Stead, 2013:169). Struwig and Stead (2013:169) add that codes are a suitable tool to use for studying brief actions as well as more long-lasting activities, especially the transcripts of respondents, as was the case in this study. The type of coding technique used is known as content analysis. Content analysis is concerned with the assembly and analysis of textual content (Struwig & Stead, 2013:14).

### 3.7 ETHICS

During the entire process of data collection and analysis, the researcher made sure that the anonymity of the participants was preserved – an especially important consideration because of the sensitivity of the topic. The ten ethical principles proposed by Bryman and Bell (2007) were used as a guideline in this research. They are listed in Chapter 1, Section 7, above, and all were scrupulously observed.



### 3.8 SUMMARY

This chapter focused on the methods of data collection used. In order to assess the integration of immigrants into South African enterprises, to address the challenges encountered during the integration process and to highlight the values that immigrants bring to these organisations, the researcher adopted qualitative data collection methodology, using semi-structured interviews and storytelling. Non-probabilistic techniques of purposive and snowball sampling were used to determine the sample for the study. The researcher focused on immigrant men and women from 21 to 50 years old, working in the hospitality industry within the Western Cape. In order to enhance the credibility of the data gathered from interviewees, the researcher solicited from them rich or thick description of their experiences. Finally, the researcher analysed the data gathered by using the data coding method for the descriptive analysis of qualitative data, a method that works by the thematic grouping of words and phrases from the participants' transcripts relating to a similar idea or theme.

## CHAPTER FOUR:

### PRESENTATION AND DISCUSSION OF RESULTS

#### INTRODUCTION

This chapter analyses the data and presents the findings of the study. The research sought to answer the following research questions:

- RQ1: How is the integration of immigrants conducted in South African organisations?
- RQ2: Are there challenges that immigrants face in the integration processes?
- RQ3: How do South African organisations perceive immigrants in their workplace?

Several themes emerge from the answers to these questions. These are:

- Online job application, values, attitudes of perfectionism and optimism, learning and education
- Discrimination, limited right to work, language deficiency
- Creativity, adaptability, learning and personal growth, employee moral performance and productivity.

The results of the research will be presented in three parts. The first part is for business owners or business managers. In this section, the researcher talks about how the recruiting of immigrants takes place in the company, and what selection criteria might guarantee their recruitment within local companies. The second part is the heart of the study, the survey of immigrants' experience. It describes the various difficulties they have encountered when looking for work. The third and last part presents local responses on the topic of immigrant integration. In this section, the researcher highlights the perceptions of South Africans in relation to the tasks performed by their immigrant colleagues.

There were 25 respondents, consisting of 3 business owners, 18 immigrants and 4 South African citizens.

## 4.1 PARTICIPANTS' DEMOGRAPHICS

Table 4.1: Participants' demographics

PARTICIPANTS	GENDER M/F	AGE	COUNTRY OF ORIGIN	MARITAL STATUS M/S	WORKPLACE	LEVEL OF EDUCATION/ EXPERIENCE	OCCUPATION	DURATION OF WORK IN SA	DURATION IN SA
<b>IMMIGRANTS</b>									
I1	F	31	Germany	M	Safari Online	Matric	Bookkeeper	8 years	10 years
I2	F	28	Burundi	S	Tsogo sun Southern Cullinan Hotel	Matric	Room service assistant	5 Years	12 years
I3	M	31	Congo RDC	M	God's Army coffee shop	Bachelor: IT & ND: HRM	Graphic Designer & Web administrator	3 months	10 years
I4	M	27	Kenya	S	God's Army coffee shop	Matric + Financial Management short courses	Manager	2 years	7 years
I5	M	35	Gabon	S	Domino's Pizza	ND: Mechatronics	Motor driver	2 years	8 years
I6	F	33	Germany	M	Lufthansa In Touch	MBA	Customer service Manager	4 years	9 years
I7	F	27	Italy	M	Yovita Café	ND: Graphic Design + hospitality service experience	Manager	4 Years	5 years
I8	F	31	Gabon	M	Go Tourism	BTech: Tourism and Hospitality Management + 2 years' Experience in the sector	Senior Consultant	5 years	11 years
I9	M	24	Eritrea	S	Maharaj Hotel	Matric + experience in customer service and Business management	Waiter & Bar tender	9 months	9 years

I10	F	26	Congo RDC	S	KAUA	Matric + work experience in cyber café and worked as secretary	Casher	1 year	2,5 years
I11	F	32	Gabon	S	Domino's Pizza	BTech: Anatomy and physiology + health & safety management + project Management short courses	Assistant Manager	2 years	9 years
I12	M	31	Congo RDC	S	Fraiche Ayres	Bachelor: Culinary artistic + 6 years' experience as a Chef	Sous Chef	6 months	7 years
I13	F	31	Kenya	M	Mindpearl	Bachelor: Foreign education and international relations + Diploma: IT+ French language qualification	Ranked call Customer sales and service	5 Years	5 years
I14	M	29	Gabon	S	Mindpearl	ND: Management + Experience in a Book store company	Customer sale and service representative	4 years	7 years
I15	F	27	Gabon	S	Go Tourism	ND: Tourism + experience as Marketing assistant and FIT assistant consultant	Group Consultant	7 months	6 years
I16	F	32	Gabon	S	Mindpearl	BTech: Quality management + tutoring experience	Customer representative of sale	7 months	10 years
I17	F	27	Gabon	S	Vista Marina Restaurant	BTech: Chemical engineering + private tutor of physical science, mathematics & chemistry + coffee shop experience	Waitress	5 months	6 years
I18	M	25	Zimbabwe	S	Domino's Pizza	Matric + experience in construction	Insider	1 year	4 Years
<b>NATIONALS</b>									

N1	F	35	South Africa	S	Tsogo sun Southern Cullinan Hotel	N/A	Waitress	10 years	N/A
N2	M	25	South Africa	S	Taj Hotel	N/A	waiter	5,5 years	N/A
N3	F	31	South Africa	M	God's Army coffee shop	N/A	Waitress, Chef & Casher	2 years	N/A
N4	M	32	South Africa	M	God's Army coffee shop	N/A	Web developer	2 years	N/A
<b>OWNERS</b>									
O1	M	40	South Africa	M	Safari Online	N/A	Manager & Consultant	13 years	N/A
O2	M	31	Gabon	M	Global Travel Chest	N/A	Managing Director & Chairman of the Company	2 years	8 years
O3	F	39	South Africa	M	God's Army coffee shop	N/A	Owner & Partner Holder of the Company	11 years	N/A

It is evident from the table above that the participants come a range of disciplines with varying roles and responsibilities in the various workplaces. This table buttresses the concerns of Johnston, Khattab, and Manley (2015) who decry the rather under-utilisation of immigrant qualifications in their host countries (Johnston, Khattab and Manley, 2015). It also validates the argument that immigrants, especially African immigrants settle for any job as long as they get paid. Thus, “low-wage employers will ... view migrants more favourably than non-migrants...” (Matthews & Ruhs, 2007; *cited in* McCollum & Findlay, 2015).

## 4.2 ABBREVIATIONS

The following is a list of abbreviations used in this section. This will help the reader make sense of the figures.

Table 4.2: Abbreviations and meanings

Abbreviations	Meaning
O1 to O3	Owner number 1 to 3
I1 to I18	Immigrant number 1 to 18
L1 to L4	Local employees number 1 to 4
<u>Underlined words</u>	Words that matter the most
Ellipsis [...]	Indicates words omitted because irrelevant to the point being made.

## 4.3 PRESENTATION

### 4.3.1 OWNERS' REPORT

#### 4.3.1.1 Owners' perceptions of the problems that immigrants face in Cape Town

Quite a number of problems were identified from the owners' perspectives. They included the language barrier, tensions with locals, accommodation, employment scarcity, and the Home Affairs dilemma.

##### *a. Unemployment and Home Affairs impotence*

The overall responses from owners concurred that: "Home Affairs [was] a problem" (O<sub>1</sub>). O<sub>1</sub> stated that "getting the work permit and being able to work for organisations ... is a little bit difficult in Cape Town". He added "I've been struggling with Home Affairs for a number of years ... even just getting the permit on time". O<sub>1</sub> also ventured that for companies to employ a foreigner, they have to "prove or demonstrate why you would need an immigrant to work for you" which is "Always challenging".

Another owner agreed that a tough challenge faced by immigrants would be "the papers...applying for visas, a temporary or permanent visa, Home Affairs can be quite a mission...it can take time...there is no accountability from Home Affairs as to when papers can be available" (O<sub>2</sub>). O<sub>2</sub> added: "there is so little knowledge among companies as to what to do to employ people ... they don't wanna go through the hard process of sponsoring the application at Home Affairs", where "they don't even consider their applications". This excludes immigrants from being offered certain jobs.

O<sub>3</sub> also mentioned that “getting work is getting harder ... there are not many jobs available in SA ... employment rate is quite high”.

In sum, owners felt that the scarcity of jobs for immigrants was due at least in part to the incapability of Home Affairs to produce visas or work permits on time for suitable applicants. The high rate of unemployment in SA was also mentioned. In addition, companies are reluctant to embark on some long process in order to justify the employment of an immigrant over nationals.

*b. Accommodation problems*

The majority of owners maintained that immigrants encounter accommodation problems. O<sub>3</sub> said: “it’s hard to find in the city centre ... accommodation” which is “cost effective in the city centre”. Therefore, “those who are working in the city have to travel from far each day to get in a city”. O<sub>2</sub> expanded on O<sub>3</sub>’s viewpoint by stating that “finding accommodation is a mission because the prices are soaring up at the moment ... if you want to live in Cape Town, you have to live further from the city, where most of the business is taking place”.

In this section, the researcher understands that most business activities take place in the downtown city core. But unfortunately, many people are not able to live in the city because of exorbitant housing costs, and not living in the city could prevent immigrants from access to certain job opportunities.

#### **4.3.1.2 Criteria for the selection of national and International applicants**

*a. Whom to recruit*

A large percentage (66%) of owners indicated that they had no preference as to whom they wished to recruit, immigrants or citizens. O<sub>3</sub> for instance, said that the issue “is not what nationality our staff would be”. O<sub>2</sub>, who is supported by O<sub>3</sub>, rationalised this by saying “I don’t care where you’re from ... you can be from Antarctica, you can be from Mars, it’s not my problem” since “you are not here because you are from this country or from this other country”. Therefore, all job applicants, whether locals or internationals, should “have the skills and knowledge that the company needs to move forward”, O<sub>2</sub> affirmed.

Selection criteria are thus not based on interviewees’ background, nationality etc., but rather on the values, skills and knowledge they can bring to a specific organisation.

#### b. Values

All the business owners indicated that the main criteria for selecting and recruiting both nationals and internationals are based on the values they can bring to the organisation. O<sub>2</sub> reported that: “I select people to work for me based on the values they can bring to the business”. He even would like to see if applicants are “able to show commitment” or are “capable of handling themselves” or if they “are able to show that I can trust you”. The same owner also highlighted that applicants for any specific position need to “understand more or less our vision, where we are, what we’re trying to do, where we are trying to go, and the people we’re trying to reach”.

O<sub>3</sub> expanded on O<sub>2</sub>'s views by stating that a suitable candidate for a vacant position would be the one “having the same heart and vision for our company”, “having the same desire for the product that we are selling”; or someone with “the same enthusiasm and motivation for” the business. O<sub>3</sub> truly believed that “integrity would be first of the most important”, especially “when it comes to honesty, hard work”, simply because “if you hire someone that has the same love and passion, the same vision that we have, we don't have to motivate them to be good employees.”

O<sub>1</sub> also insisted that all applicants for the vacant position must in the first place “understand the culture and what we are selling, which products we are selling”.

In summary, the researcher understands that the particular traits that business owners would like to see in all applicants for a vacant position, whether national or international, are based on values. Owners would like to employ people with integrity, people who share the vision of the company with love and enthusiasm, people who are trustworthy and loyal to the company.

#### c. Skills and knowledge

Another criterion for selection and recruitment that owners rely on comprises the skills and knowledge of job applicants. O<sub>1</sub> stated that: “Knowledge would definitely be a great big criterion”. Therefore all his job aspirants should have some “knowledge about Southern and Eastern Africa”, but also have “German skills, writing and communication skills”, so to be “able to sell Safari”.

O<sub>3</sub> confirmed that “obviously skills are one thing”.

O<sub>2</sub> explained that “we recruit people based on their skills, based on what value they can bring to the business. This same owner mentioned that “it's all about the skills and knowledge that the company needs to move forward ... it's about what you are capable to achieve... what



people are able to achieve...it's about what you bring". He added that "if you can deliver as to what is expected of you, you are the best fit for my company".

In short, the owners were looking at the ability or capacity, skills and knowledge that candidates could add to the organisation, to enable it to move forward and gain advantage over its competitors.

#### **4.3.1.3 Benefits owners acquired from immigrants**

##### *a. Cultural advantages*

- Language

Most of the respondents (67%) identified language as one of the most important benefits they acquired from immigrants. In fact, O<sub>3</sub> correctly stated that "foreigners coming and be part of our staff, of our labour force ... does add a lot of cultural flavour" because they "bring another language"; for instance, "foreigners ... have added French to a language that our company is able to communicate with ... clients into the company". This new "language skill" allowed the company to be "able to communicate with our customers ... translate and communicate in a very welcome language in our country", added O<sub>3</sub>. O<sub>1</sub> is also of the opinion that language "is a big advantage ... that's a big asset ... an extra bonus to sell Safaris to people, especially to Germans ... because we deal with international clientele".

Both O<sub>1</sub> and O<sub>3</sub> emphasised that immigrants are of great importance in their business, especially in terms of translation and communication. Employers encouraged and implemented changes relating to the diversity of the workforce. In that regard, O<sub>3</sub> observed that: "we would certainly encourage them by "stocking and supplying some French resources within our store". O<sub>3</sub> declared they were "able to cater to that market".

O<sub>1</sub> also reported that "realising that changes are necessary, we implemented them and started valuing also hearing ... from the interns or from whoever would be employed".

Therefore, incorporating immigrants in companies constitutes "a benefit and a change that we must welcome", acknowledged O<sub>3</sub>.

- Attitude: Perfectionism and Optimism

Two of the three owners (67%) pointed out that the perfectionist attitude and optimism of immigrants is a competitive advantage for the company. O<sub>2</sub> claimed that immigrants "know more or less what they want to achieve in their lives ... they understand more or less the vision, where we are, what we're trying to do, where we're trying to go, the people we're trying to reach". O<sub>1</sub> maintained that immigrants bring to the business an attitude of perfectionism ...

which helps to reach out to those type of clientele”. Indeed, “they can communicate a lot better ... to their own nationals ... the mind-set of the culture make a huge difference”.

In summary, the majority of business owners have considered hiring immigrants because of the cultural input and benefits they bring to the business and the attitude of perfectionism that they exhibit.

*b. Other advantages*

Two owners (67%) distinguished other benefits that foreign labour supplies to the company. These advantages include excellent service delivery, productivity and work ethic.

- Excellent service delivery

O<sub>1</sub> affirmed that the integration of immigrants within the business created change. In fact the company improved “to deliver excellent services and just better products”. This, “simply because their (immigrants) standard is a lot higher than ever South Africans’ standard would be”.

- Productivity and work ethic

O<sub>2</sub> declared that “we recruit people based on the skills that they have, based on the value they can bring to the company, and based on their productivity”. O<sub>2</sub> elaborated by saying that “I tend to always lean towards immigrants ... for some reason in terms of productivity and work ethic ... (more commitment, more responsibility) ... and it’s always good to work with people who understand the importance of running a business”. O<sub>1</sub> also confirmed that “the people coming here also have very high ethical or moral values ... and I think that plays a large part in actually employing the foreigners”.

Thus besides additional cultural values and positive attitudes, immigrants also provide the company with excellent service delivery, productivity and a work ethic based on commitment and responsibility.

*c. Report on reaction to the statement*

**“Successful organisations are simply those that are capable of embracing and encouraging a diversified labour force”?** (Okoro & Washington, 2012:59).

- Agreement

All of the business owners (100%) strongly agreed with the above statement. O<sub>3</sub> supported it by saying “This statement is correct”. O<sub>2</sub> also agreed with O<sub>3</sub> by exclaiming “Absolutely ... I would definitely agree with that statement”. O<sub>1</sub> concluded by declaring “it’s definitely true ... a diversified labour force is definitely a good part in the company”.

- Motivation

All the owners explained how diversity made a positive impact on their business. O<sub>2</sub> claimed that diversity is “what makes a country strong ... diversity can really make us strong because we learn from the good habits of others and the bad habits of others”. O<sub>2</sub> concluded that “diversity can help to improve ourselves in the process”. In fact, countries with a “diversified culture in terms of where people come from” are among the most developed and powerful countries today. This is the case for “the United States of America ... guys from Asia (China, India) ... guys from Europe ... even guys from Africa and South America” (O<sub>2</sub>).

O<sub>3</sub> agreed that “the company would be more successful because it would give them fine points ... forces and a true understanding of the market they try to serve and obey to”. According to O<sub>3</sub>, “any company needs to reflect the economy that they are serving” because “if a company doesn’t truly reflect in its staff, the diversity of the economy and the current social status, ... the business will be a little bit out of tune as to the needs and effective wants of the community or the society, or nation they are serving”. Also, O<sub>1</sub> supported this notion, saying: “if the company is not diversified ... I don’t think it would be healthy for the company”. O<sub>1</sub> continued: “if we look in our rainbow nation (South Africa), I think a diversified labour force is definitely something that should ... be represented in the company so that it also exemplified ... what the country is about”.

The above comments all suggest that diversity in the workforce is essential because it brings health, strength, development and success to an organisation.

#### **4.3.1.4 Methods of recruitment and selection**

Several methods of recruitment and selection were reported. These included campus recruitment, advertising bulletins, internship programs, probation periods and internet advertising.

The most common platform for recruitment and selection identified by all the owners (100%) is the internet, which includes email and online jobs sites.

##### *a. Internet advertising*

O<sub>1</sub> said: “the only way to achieve this ... would be by advertising in the German market and possibly over the internet”. O<sub>2</sub> noted that “people with an active internet connection at home” would be most likely to fill a vacant position.

O<sub>3</sub> indicated that they “do advertise first ... in outside media, maybe via online job application site”, for “official posts ... via email to our churches, since we are a network of churches”.

The most common media used to advertise vacancies are the internet, email, and online sites. As a result, candidates without internet connectivity may not be able to access advertisements regarding vacancies.

*b. Probation period*

Most respondents (67%) made use of probation periods to finally recruit the best and most suitable candidate to fill a vacancy. O<sub>3</sub> claimed that his firm ran “intensive interviews” prior to recruitment, to select someone who could “be a good fit to the work in our company”. O<sub>2</sub> also affirmed the need to “test his/her ability to be self-driven ... handle prior problem solving”.

To summarise, some business owners prefer to pre-test and interview several candidates for the vacancy. The test results would determine the appropriate candidates for the vacancy. However, some owners (33%) have other unusual methods of recruitment that are concerned with campus recruitment, advertising bulletins and internship programs:

*c. Other methods of recruitment*

O<sub>1</sub> stated that “the best way of integrating them into the company ... with internships ... sending them on Safari, to actually experience Southern Africa ... understand the culture and what we are selling, which products we are selling ... understand what the company is about”. In addition to offering internship programs, they were also doing campus recruitment because “universities ... knew that we’re recruiting” (O<sub>1</sub>). O<sub>3</sub> said that his organisation made use of a church newsletter to advertise vacancies: “we would possibly advertise in our church bulletin”.

#### **4.3.1.5 Report on Government employment restrictions**

The majority of owners (67%) affirmed that while every country should have restrictions governing the influx and employment of immigrants, there should be a measure of moderation in these. Thus according to O<sub>1</sub>, “I do think it is wise ... to have certain restrictions in place ... otherwise our country will be flooded by immigrants and nobody would get a job”. Having restrictions “is healthier” and “protects the local labour force” (O<sub>1</sub>).

O<sub>3</sub> introduced another perspective by stating that “laws are put in place ... to regulate us, to regulate the inflow and the outflow of people into and out of our country”. Therefore “not having restrictions on how many skilled workers we allow in the country” would give rise to a “high unemployment rate ... not enough jobs to balance those coming in”; “which is worse, a lot harder for them than being in their own country”, added O<sub>3</sub>.

However, the owners said, it is important that these restrictions not be too stringent, and that some kind of balance be struck. O<sub>3</sub> stated that “I think often it’s good to have a balance ...

anything that becomes an excess and not controlled can give way to chaos". O<sub>1</sub> agreed that "there needs to be flexibility to every organisation and company". Therefore, according to O<sub>1</sub>, "those restrictions shouldn't be too harsh" that "individuals, companies can also decide who might be better suited for the job".

O<sub>1</sub> further explained that "I do think one has to give an immigrant a chance too in South Africa ... if they are better suited for a position than locals". In fact, O<sub>1</sub> believes that "I do think obviously ... one should employ the immigrant ... because at the end of the day ... you want to have the best labour force for the organisation".

The researcher concluded that the consensus was that, while it was important for a country to have certain restrictions on immigration, such restrictions should not be too harsh on immigrants.

#### **4.3.1.6. Immigrant recruitment remedies**

##### *a. Quality attributes*

All the owners suggested that immigrants have to possess a quality distinct from the local workforce in order to be recruited by SA organisations. This is discussed below as "signs of superiority". Other relevant factors are language proficiency, and learning and education.

- Signs of superiority

The business owners (100%) agreed that immigrants need to display signs of superiority over nationals in order to fill vacant positions in a company. O<sub>1</sub> affirmed "their labour has to be more skilled than every South African's, because otherwise companies would just have to employ South Africans". O<sub>1</sub> maintained that "a remedy to help immigrants get recruited ... should really need to be high skilled labour"; with a "very high ethical or moral" standard. Immigrants therefore "have to be better than the rest", proposed O<sub>1</sub>.

O<sub>3</sub> even expressed the opinion that an immigrant needs to be "that hard worker ... putting in that extra effort ... very important to a new employee coming to our country". And O<sub>2</sub> added that "if the immigrant is up to the task ... you must be willing to do whatever it takes" to recruit that person.

- Learning and Education

The majority of owners (67%) indicated that they needed to see more learning and education on the subject of cultural diversity in order to secure jobs for immigrants in their companies.

For that regard, South Africans citizens and business owners needed to be more opened and sensitive to diversity, thus through learning.

O<sub>2</sub> stipulated that “there must be really more education ... as to diversity in this country”.

O<sub>3</sub> ventured that a willingness “to learn the culture of those that are around you” can be also considered as a remedy for immigrants’ integration into a working environment.

- Language proficiency

Only 33% of owners proposed fluency in English language as a solution to the recruitment of immigrants. O<sub>3</sub> stated: “I think obviously being fluent in English as our main language ... being fluent in English ... being fluent in conversations in English is important”. This point was perhaps taken for granted by the other owners.

In conclusion, the researcher learned that immigrants must be able to speak English fluently, know the cultural diversity that abounds in the country, and especially, be more advanced than locals in terms of experience and knowledge, in order to fill vacant positions in South African companies.

#### *b. Home Affairs amendments*

Two (67%) of the business owners suggested that there was a need for the Department of Home Affairs to be more efficient and effective. O<sub>2</sub> stipulated that: “there must be a better effort ... as to finalising applications in manners of weeks instead of months like it’s actually the case”. O<sub>2</sub> also emphasised that “Home Affairs must be accountable for people’s applications”. Moreover, O<sub>2</sub> encouraged “people, companies” to “consider applications even if they do not have the relevant visa ... they must be willing to sponsor ... willing to do whatever it takes” to recruit the best candidate for the position.

We have come to the end of this section, devoted to the views of business owners. We have seen that owners recognised that immigrants brought at least one extra language to the company, an attitude of perfectionism, excellent service delivery, a quality work ethic and a commitment to productivity. The owners also maintained that immigrants are indispensable to an organisation, infusing it with strength, health and success.

The owners explained how they select and recruit immigrants, involving pre-tests, interviews, job offers on campus and media adverts. They also offered internship programs, which helped ensure that the best candidate was chosen for the vacant position. However, in the face of the restrictions imposed by the South African government, the owners recognised that immigrants needed to possess elevated and/or distinctive characteristics in comparison with nationals in

order to be appointed to any position. As a result, immigrants should display typical signs of superiority, they should be acquainted with the cultural diversity around them and be fluent in English. The owners felt that the Department of Home Affairs should review and, in appropriate circumstance, relax the work permit and visa policies to enable immigrants to increase their chances of finding employment.

#### 4.3.2 IMMIGRANTS' REPORT

##### 4.3.2.1 Statistics on difficulties vs speed in finding suitable jobs

###### *a. Difficulties in finding suitable jobs*

Of the 18 immigrants surveyed, 12 (67%) said they had difficulty finding work for which they were qualified in Cape Town. To cite a few responses: I<sub>5</sub> stated that "it was difficult to find a job ... until now I didn't have any company who hire me" for a suitable or qualified job. I<sub>16</sub> also said "yes, I did struggle, it wasn't easy ... I've tried twice or three times and it was my fourth time that was successful". I<sub>6</sub> explained: "I applied at other companies ... that was also, actually a struggle just to get an interview based and the work permit".

I<sub>8</sub> mentioned that: "It was a struggle ... companies don't necessarily hire people that don't have experience ... They rather employ two or three that don't have experience and the 80% of the companies has experience". I<sub>14</sub> confirmed that "it was definitely difficult ... it depends on what you do ... according to what you study". Another immigrant voiced his frustration: "I struggled ... you can even give your CV ... they will not call you" (I<sub>10</sub>). I<sub>3</sub> expanded on I<sub>10</sub>'s remark, saying: "when you send your CV out and maybe people realise you are foreigner, you don't really have much experience cause you just get out of college they are not willing to give you a chance, people don't really even get back to you or email you after you have applied".

Others, like I<sub>9</sub>, thought: "even if you're qualified for it, it's South African first who got the job ... no matter how qualified you are, it's very hard to get the job".

From these remarks the researcher noted that some of the respondents were employed but were not doing the sort of job for which they were qualified and were still waiting for a suitable new job offer.

Secondly, it appeared that some companies do not give feedback or even acknowledge applications, let alone schedule interviews. Candidates don't know whether their application will be successful or not.

Thirdly, but not least, the researcher gathered that, while getting a job may depend on what you studied at university and the relevance of the latter on the South African market, immigrants had to be more patient and persistent than locals in order to find a job.

#### *b. Speed in finding jobs*

The rest of the respondents (33%) did not really struggle to find jobs in Cape Town. Some reasons for this are family connections, the corporate representation of applicants, the fact that tourism jobs offer are more accessible in Cape Town, or simply that these immigrants did not really look for a job relating to their qualifications or education. I<sub>1</sub> for instance stated: “it was not difficult for me because it was family reason”. In fact this immigrant left Germany to come and live in Cape Town with her spouse.

Contrary to I<sub>1</sub>, I<sub>15</sub> mentioned: “it was so easy for me to get a job, maybe because I study tourism and tourism is in SA is a big industry”. Therefore, a qualification in the field of one of Cape Town’s busiest industries was the ticket to a job.

Unlike I<sub>1</sub> and I<sub>15</sub>, I<sub>2</sub> said: “for me to really no, I never found it difficult to find the job ... that agency sent me here ... after I went to College”. This immigrant didn't look for a job on her own but was placed by an agency.

Lastly, I<sub>13</sub> reported “I can't really say that it was difficult or it was easy. I didn't look for another job related to my qualifications ... I never look for a teaching job in Cape Town I was ok with of hospitality one”.

Respondents who experienced difficulty in finding a qualified job and those who had no difficulty finding a job have one thing in common. They all have friends, relatives or acquaintances who have experienced or are currently experiencing these difficulties. Thus, 100% of the respondents had friends, relatives and acquaintances who have struggled or are struggling to find a suitable job in Cape Town.

#### **4.3.2.2 Immigrants’ difficulties in getting jobs**

The overall problems that the immigrants identified concern language, the limited right to work, temporary contract discrimination, their qualifications, no legal job, personal constraint.



Table 4.3: Challenges immigrants face when searching for employment

%	CHALLENGES	%	CHALLENGES
56%	Language	16,67%	Temporary contract
11.11%	No legal Job	56%	Limited right to work
50%	Discrimination	5,56%	Personal constraint
39%	Qualification	0%	Other

*a. Language*

From the table above, it can be seen that a significant majority of immigrants (10/18 or 56%) claimed that immigrants in Cape Town face language problems and have a limited right to work.

Two distinct finding emerged regarding the question of language. One concerns the necessity of speaking local languages such as Xhosa or Afrikaans, and the other, the problem of not being able to speak fluent English.

- Knowing local languages

I<sub>3</sub> addressed the issue that “for some jobs that you applied for, it’s required that you speaks maybe Afrikaans, or you speak German, or you speak the local language like Xhosa or Zulu”. I<sub>16</sub> even expressed the opinion that “some of the jobs that I have found, they were asking people if they can speaks Afrikaans”. In fact, “most of the time their requirements are just to be able to speak like Afrikaans for example, or English and Xhosa”, added I<sub>14</sub>.

I<sub>9</sub> further explained that “some jobs, they want you to speaks more than two languages or more than three languages ... some of the work, they need to speaks more than two, three languages at the same time, which is a bit downing”.

Therefore, in order to meet job requirements in Cape Town, immigrant applicants should ideally learn and master one or two local languages.

- English deficiency

I<sub>15</sub> introduced a further view of language by stating “I need to be fluent in English and I know some people that are not ... so it’s make it difficult to get the job”. Indeed, according to I<sub>12</sub>, “so many people wanna try to speak English, but sometimes it’s difficult for them to speaks it properly”.

Lack of fluency in the language could result in miscommunication and misunderstanding, which would lead to inefficiency at work. I<sub>18</sub> confirmed this by adding that “language, for

instance my English and yours are different, which cannot facilitate communication and can lead to misunderstanding". Hence, "we need to get each other", suggested I<sub>10</sub>.

Therefore, to be able to find a qualified job, an immigrant must be proficient in speaking at least one of the local languages and be fluent in English to facilitate communication and avoid misunderstandings that can lead to error and inefficiency.

*b. Limited right to work*

A large majority of immigrants said that one of the most difficult aspects of finding a job stems from the limitations imposed on one's right to work as an immigrant to South Africa. In fact, more than half the respondents (about 56%) mentioned this.

There were two elements here: the admissibility of immigrants to work in the country, according to the South African government, and the restrictions placed by organisations themselves on the employment of immigrants.

- Home Affairs' Regulations

I<sub>18</sub> highlighted the "limited right to work simply because the law prohibit you to work in South Africa under certain condition, such as a student can only work part time". I<sub>4</sub> is also of the opinion that, according to the law a student can't perform a full time job. I<sub>4</sub>'s response was "I will say limited right to work because I am a student ... I can't formally hold a proper job".

According to I<sub>18</sub> and I<sub>4</sub>, there are certain conditions under which an immigrant is not allowed to hold a suitable, full-time job, such as when he or she is a student. In addition, if immigrants do not have the appropriate documents to apply for a job, they will not be employed. The documents in question refer to the work permit, the critical permit, or the permit allowing an immigrant to hold a suitable job.

Illustrating this statement, I<sub>11</sub> confirmed that "when you're a foreigner, then you understand how difficult it is to integrate yourself, to have papers". In addition, I<sub>13</sub> reported that "I have many friends coming over just to make a living, but ... they do not have the proper papers to work from when they're coming ... so they have limited right to work ... so it's quite a struggle ... it's a bit challenging for them". I<sub>8</sub> further explained that "if you don't have papers (or if there's a qualification that you need) ... I'll say maybe that one would be the most difficult in terms of finding a job".

In addition, an immigrant must have a work permit to access any employment. The challenge is to find a company that is willing to sponsor that candidate to get a work permit as quickly as possible. I<sub>11</sub> even asserted "they also require a certain, a specific work permit or visa to access

some facilities ... I have a critical skills permit, even if I have a job offer, they would want me to have like a proper work permit". It appears that having a critical skilled work permit by no means guarantees one a job.

Furthermore, "South Africa system requires that you only employ a foreigner who has different qualifications than local South African citizens" inserted I<sub>13</sub>. Therefore, one way to qualify for a job offer in SA would be to have a more advanced or rare qualification.

In conclusion, the researcher found that immigrants are unable to find suitable jobs simply because they do not meet the standards imposed by the South African government in terms of acquiring all the necessary documents. Most immigrants did not have a work permit when they applied for work. Also, some permits limit access to a full-time or satisfactory job. On the other hand, having an advanced qualification or more experience compared to the local workforce can constitute an opportunity for integration within a company.

- Certain companies' restrictions

Apart from the regulations imposed by the Government through Home Affairs, it was found that some companies have internal regulations regarding the recruitment of immigrants. I<sub>3</sub> stated that "if a company ... hasn't reached that 40% or 60% of local citizens who work for the company already, and you are a foreigner who wants to work there, they won't employ you". This simply means that South Africans will enjoy priority in getting jobs and immigrants will have less chance of finding reasonable jobs.

I<sub>18</sub> even alleged that "most companies are afraid to provide for you ... with work permit ... coz you are foreigner". Most often, companies choose to hire local workers simply because they do not want to go through a lengthy work permit process, which costs money and takes time to complete and deliver.

Moreover, I<sub>1</sub> maintained that "there is no work for them (immigrants) or companies don't really want foreigners". In fact, "you can have experience ... and qualifications to work for that position ... but they will not give you that chance to work there". Therefore, being qualified and having experience are no guarantee of a decent job. In the present circumstances, it seems, however qualified, immigrants will always find themselves unemployed.

Finally, the researcher found that companies had also set a standard for the number of foreigners they were able to recruit, in accordance with the Home Affairs regulations. Thus even if immigrants are better qualified than locals, companies still do not want to recruit them, probably because they are afraid to do so.

- Discrimination

Half the respondents (50%) argued that the reason they were unable to obtain qualified employment was discrimination. The most common points of discrimination that stood out concerned qualifications, race and language.

- ✓ *Underestimation of qualifications*

Some immigrants like I<sub>17</sub> believed that “choosing a citizen who has less experiences or who is less qualified than a foreigner who is more qualified, with more experiences, it is discrimination because the foreigner is the one who should be chosen instead of the Citizen”.

I<sub>18</sub> supported I<sub>17</sub>'s viewpoint, observing that “even if you have the diploma and experiences required, you could be the suitable candidate for the position but you won't have the position coz you are not a South African citizen”. I<sub>9</sub> also thought of “discrimination too, even if you are qualified for it ... they said you unfit in doing that job”. Therefore, “there is discrimination about the way you can have some qualifications some level, some higher levels and you go to a research for a work they will not give you that opportunity to work”, maintained I<sub>10</sub>.

However, given the problems they had experienced in finding work, some of them proposed that the South African government should be more flexible in allowing them to open their own businesses. But even here, the government imposes rigid laws that get in the way. I<sub>7</sub> observed that “it's very difficult, they are making life difficult because if the South Africans citizen can't open up their businesses and take on locals, then at least immigrants could possibly take over some local's people and give them a job, so they are really discriminating against immigrants too much”.

Thus, immigrants consider that offering a job to a non-qualified or less qualified South African is a proof of discrimination. Furthermore, government regulations do not make it easy for immigrants to open their own businesses, even if they recruit local labour in the process. This remains a form of discrimination.

- ✓ *Race and unfair treatment*

This section reports on discrimination against immigrants because of their race, the colour of their skin, background, and so on.

In this regard, I<sub>5</sub> stipulated that “the race has been a barrier for him” to “not being able to find a suitable job”. I<sub>9</sub> also affirmed that “it is much worse here ... they see the skin's colour, the backgrounds check, you come from a rich family or poor family ... for me that's unnecessary”. I<sub>11</sub> even expressed the opinion that “there's still racism, there's still I mean xenophobia ... you can go to some place even though you're qualified, they also look at your citizenship, and they

also look at your skin colour". "Sometimes you even go to places, due to your skin colour, you might be received in a different way that others that you could see have been assisted before you" added I<sub>11</sub>.

I<sub>10</sub> supported the above statements by declaring: "I'm black and I go find a job where there are white people, they will look at me like you are black and with which qualification you have even ... they will look just to complicate me". The same scenario also applied to black owners or managers: "even if you go to the black people as a foreigner, you will see the way they will treat you ... you are not South African, so why do you want this position?"

I<sub>10</sub> further testified to have seen "those ... using the asylum papers, I saw the way they were treated in the hospital, they don't have even a word to say, because it's something like free and something like free ... you don't have a word to say...you won't even say I want this because ... no-no-no shut up. You have to take this one because you're refugee".

However, according to I<sub>7</sub> black people are the most helped in term of finding employment. In fact, I<sub>7</sub>'s view was that: "they try to help out black people a little bit more (which is a great idea) ... it's just that the problem is that there is no opportunities for whites people because I just feel like there is more needs for black people to have a job".

From what the respondents had to say, the researcher concluded that skin colour and race are significant factors in finding employment in Cape Town. Most immigrants believe that they struggle to find work because they are black, while a few of them think otherwise. Some even maintain that refugees with asylum papers are treated roughly by locals just because of a few advantages they enjoy, like having free medicines.

#### ✓ *Language*

Another form of workplace discrimination is associated with language. I<sub>5</sub> stated "the language has been a barrier for him" in term of finding a job, while I<sub>3</sub> claimed that "language goes hand and hand a little bit with discrimination".

So there are immigrants who think they are being discriminated against because of their language. A few argued that this is related to the fact that some immigrants are not fluent in English and/or one of the local languages.

The other challenges that immigrants are facing are concerned with qualifications (39% of respondents), temporary contract (17%), no legal job (11%) and personal constraints (6%).

#### 4.3.2.3 Staying in the host country or returning to home country

Of the 12 immigrants who reported having difficulty finding employment, 6 (50%) would like to return to their home country, while the other 6 are undecided because both options are acceptable for them: they could go back to their countries of origin or stay in South Africa, depending on other important considerations.

##### a. Those who have struggled and want to return home

On the subject of staying in SA and applying for permanent residence or citizenship, or else returning to their home countries, I<sub>8</sub> preferred “going home, because applying for the citizenship will take me 10, 15 years, which is not even guaranteed”. In fact, “I think I felt well the best to go and that I would actually advise all my, my below brothers if you can work and then do something back home, like build the house home for you ... when you go back that’s will be the best option for you. But staying in South Africa no, that is not an option for me”.

Staying in SA is not a secure decision because even with a South African ID document one’s foreign status is recorded with the words “not South African”. “So what the point of having a South African ID, if you’re not gonna have the similar ID as the South African, you better go home”, declared I<sub>8</sub>.

Another source of insecurity relates to the payment of retirement funds you are entitled to in the host country. “Would that money be enough? Would you even get it because here in South Africa it’s not guaranteed, the pension is not guaranteed? Where do you get it from? You never know” (I<sub>8</sub>). Therefore, I<sub>8</sub> thought that “the best way is always to go back before, to do something”.

Although, I<sub>8</sub> also mentioned that “in terms of segregation ... It’s the same everywhere. Actually, “back in my country we don’t like foreigners, South African don’t necessary love foreigner. So it’s quite the same ... locals don’t usually necessary like it, and that is everywhere in the world”. I<sub>8</sub> reported that “When I came to South Africa as a foreigner, I was able to relate to them (immigrants from Gabon)”. He recognised that: “someone who has not experiencing that would treat the foreigners as harsh as they can because it’s kind of the threat to them”. “Gabon is home ... for me personally it’s better”, concluded I<sub>8</sub>.

I<sub>16</sub> also said “I intend to return to Gabon ... I think that in Gabon, it’s better than here (SA) ... because you can find too many foreigners working, even in high school. And integration is easier in Gabon than here.” However, “it is only when I came here that I realise that, we are also, we are not nice ... we are not nice as we supposed to be for foreigners in Gabon. And, integration is not also easy there. They are asking a lot of things in Gabon as well” (I<sub>16</sub>).

I<sub>10</sub> expressed a desire to “go back in my country ... because my country also wants to benefit from my knowledge, my experience that I get here. “The difference is that in my country as a foreigner or immigrant you can get a work easily”.

I<sub>3</sub> also felt that “we have to return home, home is home”. In fact, “in my homeland ... people integrate easily ... if you are qualified for that job ... they give you a chance. In Gabon, “when you come from another country ... they give you priority, they give you some kind of priority, coz they know that you’ve studied, you’ve got a certain level of education and qualifications.” However, according to I<sub>3</sub>, “in SA, it’s a bit hard like, a lot of foreigners are not really welcomed here, but some do get into the right hands and the right companies”. Therefore, concluded I<sub>3</sub>, “it’s complicated here” in South Africa.

I<sub>14</sub> indicated his intention to return home after completing his studies. He said “my main purpose just like day one was to study and go back home”. In fact, back home, there are still some plans, some projects, the country itself do not “have the people with the right skills to implement those plans or those. That’s why ... most of the manpower that we have come from Europe, France, those countries in Europe”, specified I<sub>14</sub>. However, I<sub>14</sub> did not think that “as a foreigner you will have the opportunity ... unless you know people”. Therefore, contrary to what the others had said, I<sub>14</sub> believed that it is “tougher” in Gabon than in SA.

Lastly, I<sub>5</sub> closed the discussion by declaring that he too would like to return to his native country. “I’m intended to go back, if things don’t change, he said. I<sub>5</sub> is eager to rebuild his own country. He said that he would like “to bring [his] contribution to ... [his homeland’s] economy”, believing that every “country needs their own child to move forward in the economy”. Moreover, I<sub>5</sub> believed that immigrants integrate fully in his country. He stated that “back home I don’t think ... it will be difficult for foreigners, coz actually back home, there is many foreigners who are employed more than locals”. “I can give you the warranty that back home there is more foreigners employed than local ones”, concluded I<sub>5</sub>.

From the above, it appears that some immigrants do indeed want to retreat to their home country, not only because it is hard to find a job in South Africa, but also because they love their country and would like to help rebuild its economy and contribute to its development. Indeed, it seems that most immigrants go abroad to acquire knowledge that will enable them to make such a contribution. Half of those who had had difficulty finding a job recognised that currently, a similar problem of foreign integration is posed in many countries in the world. They believed that citizens would normally be the first to be served, in terms of getting jobs. They also thought that immigrants were not welcome and that they had received unfair treatment compared to locals. The other half thought that foreigners were well integrated in their country,

because most of them had jobs and were best placed to carry out the plans and projects of the society. Or if they had studied abroad, they had gained foreign knowledge and experience that could benefit their country of origin.

b. Those who have struggled and yet want to stay on in a foreign country

As to whether immigrants in South Africa were planning to return home or stay in the host country, half of those who found a job chose to stay in South Africa and, if possible, apply for a residence permit. The reasons for this decision are as follows:

I<sub>9</sub> stated: “I think I find my roots in here. It’s been almost 10 years in South Africa and now South Africa is like a home to me now so ... for now I will probably apply for citizenship”. But in term of immigrants’ integration in the host country, I<sub>9</sub> mentioned that “It’s much worse here ... Here they see the skin’s colour, the backgrounds check, you come from a rich family or poor family, whatever”.

I<sub>11</sub> also considered “to apply for citizenship here ... We would always have to go on holidays or maybe we can go like, for good one day, but not for now”. The fact of staying in South Africa “would actually make things easier. Easier in terms of work ... facilities, renting, finding place to stay ...it’s going to be a very smooth way for me to settle myself”.

The integration of immigrants in I<sub>9</sub>’s home country is also similar to the situation in South Africa. In fact I<sub>9</sub> reported that “in Gabon, it would be a bit difficult because actually ... I only realised some areas of that immigration part, when I came here ... when you’re foreigner then you understand how difficult it is to integrate yourself, to have papers and stuff like that ... I’ve seen some people swearing at them because they are foreigners, discrimination as well, and xenophobia in a sense as well”. “It will be difficult for them as well to renew permit and stuff like that” concluded I<sub>9</sub>.

I<sub>6</sub> was also inclined to stay in South Africa and “apply for permanent residency once I can ... because my husband is South African and my children are South African”. I<sub>6</sub> believed that “when you are in a more international places, like you’re in a big cities or something ... you’re still more and more welcomed than, maybe in small areas.

In addition, some immigrants would like to remain in the same host country for a certain period of time, but have no interest in applying for residency or nationality. This is the case with I<sub>4</sub>, who clearly stated: “I don’t necessarily intend to go back to Kenya for a long period of time, but neither do I intend to become a citizen or permanent resident here”. Thus I<sub>4</sub> would rather “stay here for few years and then move on somewhere else”.



I<sub>12</sub> also indicated “I’m not ... planning to return to Congo, I’m not planning to apply for citizenship. I<sub>12</sub> would rather “stay and live my life ... if time comes for me to go back, I will go back but not now ... I’m trying to move forward ... see another country, see how it goes”. Concerning the integration of immigrants in I<sub>12</sub>’s country of origin, he remarked: “you need to have some contacts around” so to be able to find a suitable work. In fact, “If you don’t have a contact it’s difficult for you to, to get something”, added I<sub>12</sub>. Therefore the integration of immigrants in South Africa is “better ... coz things are a bit easier here than in our side”. In Congo, it “is very complicated ... It’s very difficult ... you are struggling to do what you want”. But in South Africa “everything is easy ... you can do whatever you wanna do”, assumed I<sub>12</sub>.

Lastly, I<sub>7</sub> attested: “I don’t really have any problem in staying here. But I must be honest I was considering going back to Italy. But I don’t think that the economy is at the point that improves enough for me to go back. Euh but I still love this country ... it’s gonna be a hard question to answer”. Contrary to what the others said, I<sub>7</sub> thought that “it’s becoming difficult here, where life is getting very, very expensive here. But in Italy, it’s just impossible to live at the moment. In Italy, “there just no comparison between the salary to the cost of life ... (because) salaries are much lower to the cost of life”. But in South Africa, “you can still live a bit with even a lower salary” (I<sub>7</sub>).

In summary, there are two categories of immigrant who wish to remain in the host country rather than returning home. The first group of immigrants comprises those who would like to settle here and apply for permanent residency and/or South African citizenship. The second group consists of immigrants who would like to stay for a certain time, but do not contemplate, under any circumstances, applying for residence or nationality. Some of the first group have already lived in SA for a considerable number of years, to the point where they have already taken root in the host country. Others of the same group would like to remain, as long as conditions in the host country continue to be better than those in their country of origin. Others are still in South Africa simply because they have married South African citizens. The second group, on the other hand, includes some who would like to stay for the time being, before moving to other countries and new horizons. This is why they do not want to seek residence or nationality.

Regarding the subject of the integration of immigrants into the receiving country, compared to their country of provenance, half of them suggested that South Africa is better because of its economy, which makes the cost of living affordable. Even earning a minimum wage, people can still live. However, the other half of the immigrants think that their country is better than South Africa in terms of immigrant integration, although conditions of employment are just as difficult in those countries. They claimed that most immigrants are subject to exclusionary

practices on the part of businesses because of their racial preferences in recruitment, regardless of which country is concerned. In such circumstances, said the respondents, obtaining a suitable job is only achievable through the contacts and acquaintances of the job seeker.

#### **4.3.2.5 Remedies for immigrants' unemployment**

Immigrants proposed three ways of solving the problem of unemployment affecting them. These necessary initiatives have to do with the rules of Home Affairs, with South African organisations, and with the creation of new recruitment services.

##### **a. Home Affairs efforts/ the government's intervention**

The overwhelming majority of immigrants (80%) thought that there should be some amendments to the legislation, which sometimes seems to exacerbate rather than address the unemployment problem that many immigrants face. I<sub>13</sub> thought that "the Immigration Department ... the country actually is changing rules so much and it's becoming so much strict on immigrants." Faced with this indignation, I<sub>5</sub> suggested that Home Affairs should "drop some laws". Another immigrant was of the view that "The Department of Home Affairs should be more lenient into providing for immigrants those concerning, before refugees Statutes on time, or provide Asylum papers and permanent residences", stated I<sub>18</sub>.

I<sub>4</sub> that the regulations could "be less undermined and a lot easier for immigrants ... just by making the visa application processes a lot simpler." In fact, as I<sub>1</sub> proposed, "the country in general could do a little bit better in the legal papers to make it easier to receive work permit, to receive maybe a permit to work even temporary ... refugees here or student or whatever they cannot work because they don't have that extra permit of working ... maybe if it will be possible to just get like a half a year work permit". Similarly, I<sub>11</sub> suggested that "they should extend permit like they give... a time frame of a year and half or 2 years ... for critical skills permit ... because in one year and half ... you might not obviously find a work in your field or study even if you are competent".

I<sub>3</sub> was also of the opinion that the government should "facilitate them (immigrants) to get work visas, coz some companies required you to have a visa before you get work. But you cannot really get a visa before you get work ...so you're stuck somewhere". According to I<sub>6</sub>, "for me it's all about the visa ... to get a job in your work field ... and I'm afraid there is not really that much that can be done because it's getting more and more strict actually". As a matter of fact, "it is harder based on the visa restriction ... to work your way up, if you're good at something" (I<sub>6</sub>). Therefore, according to I<sub>13</sub>, the South African Government should "just not make really strict laws concerning immigrants".

On the other hand, according to I<sub>8</sub>, “opening more doors to foreigners would kill the country ... locals will have more and more anger ... probably the government has to find a fine balance as to how to avoid taking foreigners”.

I<sub>13</sub> further proposed that the government “discourage ... the xenophobia thing whereby South Africans wanna kick other black immigrants ... the government can do something to regulate that and maybe sensitise people not to engage in really harsh treatment like that”.

Therefore, “they ought to create some policies also for immigrants ... they should implement also some policies regarding, for foreigners regarding their integration, how they should be treated...equally” (I<sub>17</sub>).

Thus the overwhelming majority of immigrants believe that there must be a flexible and indulgent arrangement for laws relating to the integration of foreign nationals within South African organisations. Some of the respondents believe that there should be more of a balance in the recruitment of immigrants and nationals, so to avoid any kind of friction and brutal confrontations on the part of the latter.

b. Setting up an immigrant recruitment agency

Some immigrants indicated that one way to try to facilitate the recruitment of immigrants would be to create an expat recruitment firm. I<sub>12</sub> suggested that “the best way is to try to open like an agency, something that can help foreigners to get something around”. I<sub>14</sub> expanded on I<sub>12</sub>'s viewpoint by stating that the government should “build like an organisation (where) ... that will consist of a kind of support for those immigrants ... So those immigrants can just give their CVs and that particular organisation would maybe network with other companies to advise in term of what skills they need”.

I<sub>12</sub> elaborated on the above by saying that “if you wanna find a job” the agency will help you as a foreigner by “contacting people that are looking for a job”, and then the company should set aside any adverts for relevant vacant positions, so that “it is easy for the other guys to find people that are looking for jobs because communication ... is killing people in South Africa”. What is needed is “just an agency to open and help people trying to find a job especially for foreigners”, added I<sub>12</sub>.

Finally, immigrants proposed the establishment of a business facilitating relationships between organisations and immigrants. The immigrant will be in direct contact with the expatriate recruiting firm, which will in turn correspond with internal South African organisations in search of a diverse and skilled workforce.

c. Organisational flexibility

After improving the laws concerning the incorporation of foreign nationals in the workforce, and having created an expatriate recruitment company, it would also be helpful if companies themselves could be more flexible with regard to immigrant job applications.

A significant majority of immigrants (60%) proposed a greater flexibility on the part of businesses toward the job applications of immigrants. I<sub>13</sub> mentioned that South Africans “need to have that kind of open, openness and oneness to other countries. They shouldn't make people feel like they are not wanted. The SA government ... maybe can use enact a bit of more flexible laws allows when it comes to immigrants who are living in South Africa”. I<sub>16</sub> thought that “if there are no citizens qualified for that job, then I think that we should give a chance to a foreigner”.

I<sub>15</sub> was also of the opinion that “we all need to start somewhere: they (organisations) need to be a little bit flexible” with students who have completed school or university and are looking for a job. More precisely, as I<sub>5</sub> demanded, when “a student is coming out, he just finished his studies and then you guys (businesses), you are requiring let's say 2 years or 3 years of experiences, where that guy is gonna find out experiences?” In most cases, exclaimed I<sub>14</sub>, “those students, once they're done studying and they go out there, they don't get jobs. That's the problem”.

South African firms should also examine the situation and analyse the various benefits they might receive from immigrants, before rejecting their job applications. In fact, surely “they also should try to be opened more to foreigners because, I believe not a single country in the world can survive without foreigners”; otherwise the South African “economy is going to go down and tourism as well”, testified I<sub>11</sub>. Immigrants could “make their (companies') strength actually”.

I<sub>10</sub> also believed that organisations should “know first the value of immigrants ... (meaning) their experience, qualifications, high-level high, knowledge.” So basically, “they have ... something to bring to this country. Something that can help this country to get a development or to get something new”. I<sub>10</sub> concluded that enterprises should “give them a chance to get a work and the position that they deserved”.

In summary, at the organisational level, immigrants suggested that companies should be flexible and understanding in recruiting graduate students entering the professional environment, without having had many years of experience. Moreover, companies should institute flexible regulations concerning the integration of immigrants, so that they feel comfortable and not rejected in the host country. Finally, while first examining and analysing the benefits that immigrants could bring to the organisation if recruited, they should give these immigrants a chance to work for them and show what they are capable of.

d. Training and Education programs

The last remedy for immigrant employment is the provision of training programs, which was proposed by 30% of respondents. For instance, I<sub>1</sub> proposed that the Government of South Africa offer “more English courses or some programs where immigrants and foreigners can learn a little bit better English and the language ... maybe some cultural programs”. I<sub>9</sub> agreed that the country should “train them (immigrants) first with language ... train them and see the culture of South Africa ... coz most immigrants don't know it ... there is culture in South Africa that should be known ... the way people act and behave in South Africa”. I<sub>7</sub> was also of the opinion that there needed to be “more like trainings” for immigrants, whereby they would “learn a job in order to be even able to open up their own activities”.

The majority of immigrants agreed that the South African government or companies should be more lenient and flexible in their treatment of them. There was a need for language training courses to help immigrants become fluent in English and/or another local language, and at the same time become conversant with the culture of the country in which they had decided to settle. As a consequence, immigrants would gain greater access to decent and well paid work.

#### 4.3.3 LOCALS' REPORT

##### 4.3.3.1 The perception of South African employees concerning the attitudes of immigrants towards work

a. Benefits and experiences acquired from immigrants

All the South African interviewees (100%) indicated that they had worked with immigrants and that they had all had good relationships and positive experiences while working with them.

N<sub>3</sub> revealed that “I worked with different immigrants before”. He said that he had had “good experiences” with immigrants. N<sub>3</sub> elaborated, saying that he got “to know different people ... different cultures, different experiences in the way we do thing in South Africa and how to handle things in different ways”; he discovered that they are good at “problem solving” as well.

N<sub>4</sub> had also worked with immigrants, finding it “really useful for working with people with different ... backgrounds”. N<sub>4</sub> also mentioned that with immigrants “you see different ways of doing things, different sort of ways”. He concluded with the observation that “diversity is really great in the sense of getting different viewpoints, different ways of looking at things, different ways of working”.

N<sub>2</sub> remarked that “foreigners have really taught me to appreciate my job... and what I have like family, friends etc.” N<sub>2</sub> also said: “I have also learned a lot about different cultural backgrounds and enjoyed to hear different types of languages”; “you learn a lot from them and from the way they do things”; “you get to know something from them”. Further, N<sub>2</sub> also continued by saying that “they are not players, but ambitious ... they really work, they are hard workers”.

Lastly, N<sub>1</sub> also said that he had “worked with immigrants”. According to him, “they are good people ... hard workers ... friendly”. In sum, “I never experienced anything wrong with them”.

From the above, it appears that South Africans working with immigrants not only recognised their positive traits, but also learnt from them. These positive traits include their willingness to work hard, their encouragement and their usefulness.

b. Important aspects to consider in recruiting immigrants

The table below lists the various benefits that immigrants can bring to an organisation. The South African nationals interviewed had to choose 2 or 3 elements that they would like to see in an immigrant, if they were a manager out to recruit the most suitable candidate for a vacant position. The percentages in box, simply explain why South Africans would be interested in recruiting an immigrant into the business.

Table 4.4: Benefits that a company can derive from a foreign workforce

<b>%</b>	<b>BENEFITS</b>	<b>%</b>	<b>BENEFITS</b>
<b>50%</b>	Adaptability	25%	Language & Culture
<b>75%</b>	Creativity	50%	Effective communication
<b>25%</b>	Diverse Experience	0%	More Effective execution
<b>50%</b>	Learning & Personal growth	0%	Retention & Cost reductions
<b>25%</b>	Variety of viewpoints	75%	Employee morale, performance & productivity
<b>25%</b>	Ability to attract & recruit top talent	25%	Reduced risk of discrimination lawsuits
<b>25%</b>	Marketing, Customer service & Broader service range	0%	Others...

On the list above, the overwhelming majority of nationals selected creativity and employee morale, performance and productivity as the most important aspects or skills to be gained from recruiting immigrants. Half the respondents also pointed to effective communication, adaptability, learning and personal growth, as other qualities they would hope to gain from recruiting foreign labour.

c. Reason for relevant choices

The highest score was attributed to creativity. As N<sub>4</sub> declared, “creativity would be the highest score that would be very important” for the reason that “different points of view, different ways at looking of things ... creativity really helps marketing, customer service and broader service range as well”. In line with this, N<sub>3</sub> reported: “I always put high on the list ... just thinking outside of the box and also being visual ... add a lot to your company”. Moreover, the quality of creativity was identified simply because “they are passionate toward what they are doing, and they are more free to do what they have learnt ... where they’re from”; “they’ve a broader platform to bring that out, and to bring productivity”.

In addition, “employee morale, performance and productivity is also quite important” confirmed N<sub>4</sub>. As a matter of fact, immigrants “are a benefit to the company. They are more productive than local people, because they ... come here to work, they come here for a certain goal. And that’s what they want to achieve”.

From the above, the researcher was able to note that the nationals interviewed would like to see evidence of creativity among immigrants, prior to their recruitment. The aim would be to reassure oneself that the recruitment of this foreign workforce will allow the company to acquire new perspectives, a broader platform, new learning, various ways of doing business and the idea of thinking outside the box. In addition, South Africans would like to look at the morale, performance and productivity of employees in order to recruit the best candidate for the vacancy. According to them, the reason behind this statement is that immigrants are more productive than locals, more determined and goal-oriented.

#### 4.3.3.2 Choice of employers: Locals or immigrants

Regarding the choice of the best candidate for a vacant post, South Africans had no racial preference, nor did they make any similar distinctions among candidates. They rather said: “I would definitely go to the person who has the qualification ... someone ... more qualified ... is perfect” (N<sub>4</sub>). Another stated: “It would be based on skills” (N<sub>1</sub>). On the other hand, N<sub>3</sub> maintained: “I would just go with the person that is suitable for the job”.

N<sub>2</sub> partially supported N<sub>4</sub>, N<sub>1</sub> and N<sub>3</sub> by stating that the matter “would be weighed up” so as not to “have too much conflicts ... among local people”. N<sub>2</sub> suggested possibly “employing like 50/50 just also to allow full immigrants to have opportunities and for locals to learn from them”.

Thus the SA national respondents had no leaning towards any particular group of people when it came to placement within a company. Neither did they take into account racial or gender differences when looking for the best candidate for the vacant post. Their overall response

and interest was based on equal opportunity, and the skills and qualifications of the candidate, whether local or immigrant.

#### **4.4 DISCUSSION OF RESULTS**

Immigrants are not the only people concerned about unemployment in the Western Cape Province. In fact the whole country is affected by this crisis. According to Peyper (2016), South Africa's official unemployment rate was 26.7% in the first quarter of 2016, an increase of 2.2 percentage points from the last quarter of 2015. This basically indicates that 5.7 million out of 36.4 million individuals of working age were unemployed in the first four months of 2016. Peyper (2016) explains that the increase reflects the fact that many people have lost their jobs, especially those working in the construction, manufacturing, and trade sectors.

Other researchers such as Von Fintel (2009) suggest that a pattern of long-term unemployment began in the 1970s, but escalated in the post-apartheid period. Unemployment in South Africa is not a new thing. Yet some researchers and policymakers have tried to solve the problem by proposing the evolution of the labour market and industrial relations reforms. However, such proposals have not been successful, because the government has delayed the implementation of structural reforms recommended by the NDP (National Development Plan) for economic growth, and businesses have lost their confidence (Peyper, 2016).

While there is no doubt that South Africa as a whole is in crisis owing to the high unemployment rate, the most disadvantaged in this crisis are the immigrants. They have left their respective nations with the sole desire of succeeding, by finding work and a pleasant life in the host country. Unfortunately, negative factors have intervened. They have had to endure strikes, rejected job applications, or work in hazardous jobs unrelated to their qualifications.

For the sake of the unemployed, the South African government must redouble its efforts to implement the structural reforms proposed in the NDP. Indeed, as recommended by the majority of immigrants questioned, there should be an organisation responsible for immigration that is more efficient than the Department of Home Affairs. There should also be a state organisation responsible for the orientation and training of immigrants, because diversity in the workforce provides health, strength, development and success to any company. Additionally, some restrictions imposed by the government should be revised because they are excessively harsh on immigrants. The restrictions should be lighter and more balanced. Lastly, organisations should be flexible in considering and even sponsoring immigrants, whether integrating them into the business or helping them acquire the relevant visa for work.



## CHAPTER FIVE:

### CONCLUSION, IMPLICATIONS AND LIMITATIONS

This chapter concludes the study and suggests some of its implications for theory and practice, as well as for future research.

#### 5.1.1. Recruitment techniques

The researcher examined the various ways of integrating immigrants into South African companies. According to the respondents, most organisations base their selection of foreign workers on the different values and benefits they can bring to the business. They schedule interviews in order to find out in depth what the candidates' importance will be in the company if they are recruited. Most of the interviewees had distinctive characteristics, such as the mastery of international languages. Most of them have higher education, while others bring with them a wealth of experience that could also be beneficial to the company. However, even with these several valuable attributes, the majority of them struggled to find work in the Western Cape.

On the other hand, according to the answers provided by business leaders, most organisations look for attitudes of perfectionism and optimism among jobseekers during the recruitment process. Companies would like to differentiate themselves from their competitors by having a formidable staff that is both efficient and effective. This is the perspective that all organisations should adopt, in order to obtain a competitive advantage. But will all employers be able to discern the perfectionist and optimistic character of the candidates from their curriculum vitae or interviews alone?

In fact, it is not easy to gauge the qualities of a job candidate from their certificates or from an interview. Thus to avoid misjudgment and discord with job applicants, companies should set up trial periods of two to three months. They will be able to tell a lot about prospective employees from their conduct during the probation period. At present, there are not enough companies offering trial periods of this kind to unemployed people. As a result, many people, including some with impressive qualifications and experience, remain unemployed for many months.

Finally, some organisations focus their attention on online job applications only, and correspond directly with their online applicants. But candidates who do not have daily access to the internet are thereby deprived of information about the fate of their application. Others,

hampered by lack of knowledge about online recruitment, prefer to go around to all the organisations where they are likely to find work, in order to apply for a job or just to file job applications without having been invited beforehand by the company. Those who do not have internet connectivity and those who have no information about jobs available on the market, are likely to remain unemployed.

### **5.1.2. Immigrants' challenges in finding jobs**

Secondly, the researcher explored the various challenges that immigrants faced during their quest for work. The immigrant respondents reported encountering a number of challenges they encountered before they finally landed a job. These difficulties revolved around three essential themes: discrimination, the limited right to work, and deficiency in the vernacular languages. On the subject of discrimination, the majority of respondents said that they had been discriminated against because a less qualified SA national was selected for the vacancy in place of immigrants simply because of their national affiliation. In addition, they said they faced racial discrimination and unfair treatment, where the colour of their skin was at issue. Linguistic discrimination has been a further factor standing in the way of their gaining employment. It helps enormously to be fluent in local languages such as Xhosa, Afrikaans, Zulu, etc. So some immigrants in South Africa are doomed to unemployment just because they are "international". This is clearly understandable because a country must first secure and protect the rights of its citizens, and that includes granting them the right to work. Nonetheless, as some business managers suggested, a prosperous country needs foreign labour to grow its economy so that it flourishes. Developed countries such as the United States of America, New Zealand, France, etc., owe their prosperity, at least in part, to the foreign labour force that has participated massively in the formation of their economies.

Moreover, if South Africa still has racial discrimination that favours the white race and disadvantages the black races (Africans), this demonstrates that apartheid is still alive in this society. Finally, unknowingly, organisations soliciting only people who speak local languages discriminate against immigrants. It seems to immigrants that all job offers are only addressed to locals. What happens to the international workforce in this case? They unfortunately remain unemployed.

### **5.1.3. South African perception of immigrants' performance**

Finally, evidence emerged of the impressions of nationals (South Africans) about the performance of their immigrant colleagues in the company concerned. In this respect, South Africans have admitted that they have had no confrontations or disagreements with immigrant colleagues. In fact all the interviewees reported only remarkable and admirable qualities. The

most prominent such qualities are: creativity, adaptability, productivity, employee morale, as well as learning and personal growth. All of these qualities relate to the theme of competitive advantage, the theme that drives many companies in the marketplace today. Why, then, are there still so many highly skilled immigrants with desirable qualities unemployed? Although this study has ventured some aspects of an answer to this question, it would probably have to be the subject of further research.

In conclusion, the interviewees clearly indicated that recruitment should not be focused on the local workforce only. Rather, the recruitment and selection of qualified personnel for a company should be based on equal opportunity and the recognition of outstanding skills and qualifications, whether of locals or immigrants, in line with the requirements of the job.

## 5.2 IMPLICATIONS

Many immigrants continue to face serious problems of economic integration in South Africa. Many of them, although qualified and endowed with laudable competencies, are unemployed. Unlike other major immigration states like, for instance, Canada and Australia, South Africa does not have explicit policies or programmes for immigrant integration supported by its government, with the exception of a limited number of programs for refugees. Moreover, work is not facilitated by a flexible labour market that might make it easier for immigrants to find employment. In addition, many jobs are poorly paid, and entrepreneurship is difficult to undertake because of all the government restrictions. These constitute an obstacle for many, resulting in the stagnation or deterioration of the living conditions of both immigrants and South Africans of the middle and lower classes.

From the findings, it seems essential that employers focus not on candidates' origins, or their background, but rather on the values, skills and knowledge that they can bring to an organisation, to help it become competitive. The values in question are essentially ethical, and include integrity, enthusiasm, loyalty and trust. The skills that owners need to see are based on would-be employees' knowledge and proficiency in performing the job at hand.

Moreover, the most popular method used to select and recruit the appropriate candidate for the job is the internet, through e-mail and online job sites. All job seekers must therefore be able to access the internet to search for job vacancies online. Applicants who do not have access to the internet will therefore have a reduced chance of getting a job.

There are other important inducements for business leaders to give work to an immigrant. These include knowledge of other languages, the demonstration of signs of superiority, and the level of education. According to all business owners, immigrants with characteristics distinct from or superior to nationals would be suitable candidates for employment. The

addition of a new language, of cultural diversity and of different and intelligent ways of thinking, may just be what a company is looking for in terms of competitive advantage.

Secondly, the results indicate that many immigrant job seekers are confronted with occasional barriers that do not allow them to obtain the vacant position they want. Many were struggling to obtain a decent permanent job, others even a temporary work situation, especially one that corresponds with their qualifications and experience. The most common barriers faced by immigrants include language skills, discrimination and the limited right to work. Regarding English, immigrant job seekers must be fluent in English and also able to speak one or two local languages, in order to match the job description. This appears to be essential for many opportunities in Cape Town, especially in the hospitality industry. Those who are not fluent in English and know no local languages were limiting the possibilities of finding useful and satisfying work.

In addition, most of the immigrants interviewed encountered some discrimination in their search for employment, despite being well qualified. Indeed, most South African companies appeared to underestimate the qualifications and achievements of immigrants. The latter were also victims of seemingly racially-motivated unjust treatment. Offering a job to a less qualified South African citizen rather than to a more skilled immigrant is in itself a form of discrimination. In order to defend themselves against this allegation, however, some companies will tell immigrants that they are either unsuitable for the position offered, or will not give any reason for their decision.

Moreover, considering the situations in which immigrants have found themselves, most of them finally attributed their difficulties to the colour of their skin, their origins or their refugee status. This, together with not being fluent in English or not being bilingual in local languages comprises the main barrier to immigrant integration in some companies within the Western Cape Province.

Thirdly, in answer to research question 3 concerning the perceptions of nationals based on the involvement of immigrants at work, the results allow the researcher to deduce that immigrants make an undeniable contribution, not only to the company, but also to their South African colleagues. Indeed, their hard work, their determination, their encouragement, as well as their cultural contribution, constitute a formidable resource both for their colleagues and for the company.

Indeed, from the responses of the South African citizens (local's employees) interviewed, it emerged that immigrants evince creativity, common sense, performance and productivity. These skills are indispensable when a firm is recruiting a skilled workforce. One might also add to the list effective communication, a high level of adaptability and a desire to learn and grow personally, as particular qualities that an immigrant brings to a job. Recruiting an immigrant

into a company allows the latter to gain new perspectives, and learn new and different ways of doing business, “thinking outside the box”, as a result.

Finally, on the question of choosing between an immigrant and a SA citizen to access to a vacant position in an organisation, the answers revealed that, as long as it depends on the company, the latter must recruit the candidate most suitable for the job. The decision must be based on the qualifications and experience best corresponding to the job offer, regardless of whether the candidate is an immigrant or a South African. But sometimes the company is obliged rather to follow the guidelines and requirements imposed by the South African Department of Labour. These requirements include giving priority to nationals in the filling of vacant positions.

### 5.3 LIMITATIONS

This study of the integration of immigrants into local businesses in the Western Cape has been limited to those located in Cape Town, specifically in the tourism industry. The following companies were approached: Go Tourism, Lufthansa InTouch, Safari Online, Tsogo Sun Southern Sun Cullinan Hotel, God’s Army coffee shop, Dominos and Yovita Coffee.

Moreover, not all immigrants’ countries have been represented in the sample, because the data collection was based on a purposive sampling approach, also known as selective sampling. The respondents interviewed were originally from Congo DRC, Eritrea, Gabon, Burundi, Kenya, Zimbabwe, Italy and Germany. They had all left their home country to come to South Africa to study, work or simply visit. Native “immigrants” to the Western Cape Province from other parts of South Africa were thus not involved in the study. Finally, all those interviewed were working, though the majority of them had faced difficulties prior to finding their current employment.

### 5.4 SUGGESTIONS FOR FURTHER RESEARCH

This study was concerned mainly with the challenges and benefits derivable from the integration of immigrants, but did not extend to the difficulties they may have encountered after being recruited by a company, and this could well be the subject of a future study.

A future study could also look at a larger population comprising more managers and immigrant workers in the hospitality industry.

### 5.5 SUMMARY

Diversity management was developed in the 1980s in response to demographic changes within the labour force and competition in the US. The notion evokes a fundamental point, which is that organisations stand to profit from having a diversified workforce (Naik, 2012).

However, the integration of immigrants within South African businesses is a process characterised by intense challenges. The reasons for this include the restrictions on employment imposed by the government, the inability of organisations to sponsor a qualified immigrant employee, the incompetence of Home Affairs in delivering the relevant visas on time, the lack of immigration and training structures, the limited right to work due to contingent circumstances, and discrimination. Despite the strong values that immigrants can bring to a company, despite their charisma, dynamism and commitment to working effectively, and despite their qualifications, skills and experience, they are either unemployed, or occupy unpleasant positions that have nothing to do with their qualifications, earning a pittance. They agree to do such work simply to survive in the host country.

The study followed a qualitative research approach, making use of semi-structured interviews. Such a method is appropriate for complex issues requiring in-depth understanding and a storytelling approach, enabling the acquisition of profound insight into the research problem (East et al., 2010; Monette et al., 2014).

The immigrants surveyed by the researcher faced challenges relating to their degree of fluency in English and other local languages, the level of education, the lack of required experience, their ethnic background and their country of origin.

Immigrants are nevertheless capable of bringing to organisations a sustainable competitive edge, productivity and profits, new ideas and much more. Conducting this research gave the researcher an understanding of how and why South African businesses value immigrants, and how business owners recruit and accommodate suitable candidates in their organisations. The study should add to the existing body of knowledge in the field and perhaps contribute to improvement of the quality of social relationships in organisations, encouraging them to take appropriate steps to help reduce the unemployment rate in South Africa today.

The study respected throughout the ten ethical guidelines proposed Bryman and Bell (2007) and discussed in Section 7 of Chapter One.

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# APPENDICES

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# A

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Introductory letter for the collection of  
Research data



## **Introductory letter for the collection of research data**

Lyne Sarah Obindja Bayari is registered for the M Tech: business Administration degree at CPUT 211014575. The thesis is titled: The Assessment of workforce diversity in a selected private organisation: a case study in the Western Cape, South Africa. The purpose of this investigation is to understand how South African organisations value immigrants and to establish how can accommodate immigrants in their units. The outcome of this research will enable Human Resource managers of South African organisations to better know how and why to approach immigrants.

This research project is conducted under the supervision of Dr Chux Gervase Iwu, Head of Department Entrepreneurship and Business Management, Faculty of Business and Management Sciences at CPUT.

In order to meet the requirements of the university's Higher Degrees Committee (HDC) the student must get consent to collect data from organisations which they have identified as potential sources of data. In this case the student will use personal interviews to gather data.

If you agree to this, you are requested to complete the attached form (an electronic version will be made available to you if you so desire) and print it on your organisation's letterhead.

For further clarification on this matter please contact either myself (0614187020) or the supervisor mentioned above at 021 460 9038 or [iwuC@cput.ac.za](mailto:iwuC@cput.ac.za).

Regards

Dr. Chux Gervase Iwu

Head of Department Entrepreneurship and Business Management

Faculty of Business and Management Sciences

Tel: 021 460 9038

Email: [iwuC@cput.ac.za](mailto:iwuC@cput.ac.za)

20 July 2016

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# B

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Ethical clearance

P.O. Box 1906 • Bellville 7535 South Africa • Tel: +27 21 4603534 • Email: majamanin@cput.ac.za  
Symphony Road Bellville 7535

Office of the Chairperson Research Ethics Committee	Faculty: <b>BUSINESS</b>
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At a meeting of the Research Ethics Committee on 21 November 2016, Ethics Approval  
was granted to Lyne Sarah Obindja Bayari (211014575) for research activities

Related to the MTech/DTech: MTECH: Business Administration at the Cape Peninsula University of  
Technology

Title of dissertation/thesis/project:	<p>THE ASSESSMENT OF WORKFORCE DIVERSITY IN A PRIVATE ORGANISATION: A CASE STUDY IN THE WESTERN CAPE, SOUTH AFRICA</p> <p>Lead Researcher/Supervisor: Prof. Chux Gervase Iwu</p>
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Comments:

**Decision: APPROVED**

 <hr/> Signed: Chairperson: Research Ethics Committee	<p>21 NOVEMBER 2016</p> <hr/> Date
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# C

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Research study approval: Safari Online



# SAFARI-ONLINE

An unforgettable experience!

SAFARI ONLINE CC  
WJ Kohrs  
17 D Libertas Ave  
The Vineyards  
Table View  
7441

To whom it may concern,

I Walter Kohrs in my capacity as Manager/Owner of Safari Online give consent in principle to allow Lyne Sarah Obindja Bayari, a student at the Cape Peninsula University of Technology, to collect data in this company as part of his/her M Tech (Business Administration) research. The student has explained to me the nature of his/her research and the nature of the data to be collected.

This consents in no way commits any individual staff member to participate in the research, and it is expected that the student will get explicit consent from any participants. I reserve the right to withdraw this permission at some future time.

In addition, the company's name may or may not be used as indicated below. (Tick as appropriate)

Thesis	Conference paper	Journal article	Research poster
Yes	#	#	#
No			

We look forward to assisting Lyne with her research.

Kind Regards,

Signature:  Date: 25.08.2016

Walter Kohrs (Manager/ CC Member)

**Safari Online CC** - Your African Safari & Travel Specialists

**Tel:** + 27 21 556 2412

**Tel:** + 27 83 378 3575 (Emergency)

**Fax:** + 27 21 556 2704

**Postal Address:** Unit D The Vineyard, 17 Libertas Ave, Tableview, 7441, Cape Town

**E-Mail:** [walter@safarionline.co.za](mailto:walter@safarionline.co.za)

**Website:** [www.safarionline.co.za](http://www.safarionline.co.za)

**Membership:** ASTA - American Society of Travel Agents

"The heavens declare the glory of God; the skies proclaim the work of His hands." Ps 19:1

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# D

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## Research questionnaire guide

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## Part 1: IMMIGRANTS

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Q1. What is your name again?

Q2. Which country do you come from?

Q3. What is the official language of the country?

Q4. Is there any other languages you speak fluently?

Q5. How long have you been here in South Africa?

Q6. What reasons let you decide to come in South Africa?

Q7. And what was your state of mind with regard to immigrants finding occupations here in South Africa?

Q8. So has this perspective changed though?

.....

Q9. What is your current immigration status in South Africa?

- ✓ Permanent resident
- ✓ Temporary foreign worker
- ✓ Refugee
- ✓ Other \_\_\_\_\_

Q10. What is the name of the company you are currently working for?

Q11. What is your occupation within the company?

Q12. Are you a

- ✓ Full time employee?
- ✓ Part time employee?
- ✓ Casual employee?
- ✓ Permanent employee?

Q13. How long have you occupied that position?

Q14. How did you know that this position was vacant at the time you were probably searching for work?

Q15. Which procedure have you followed to finally occupy this current position? In other words, what were the requirements that guaranteed you this occupation?

.....

Q16. What qualifications/experiences did you have, when you started looking for work in Cape Town? And where did you obtain these?

Q17. How long have you been working in Cape Town, since your arrival?

Q18. What were your previous occupations since your arrival in Cape Town and what were the names of these companies?

Q19. Did you really struggle to find a qualified job here in Cape Town?

Do you have some friends who are also experiencing the same difficulties?

Here I have listed some struggles or Difficulties that immigrant are facing here in Cape Town, which one will you choose.

- Language
- Temporary contracts
- Qualification
- Discrimination
- No legal job
- Personal constraints
- Limited right to work
- Others.....

Q20. Do you intend returning to your home country or applying for citizenship or permanent residence? Please motivate your answer.

Q21. Can you tell me about the integration process of skilled Immigrants in your homeland? How do immigrants get hired there?

Q22. If you had to compare the integration in the workplace as a foreigner here in SA and that of your home country, how would you describe the differences?

Q23. In your opinion, what can we do to help immigrants get hired in a SA company, basically in Cape Town companies? Or which solution can you bring to the table?

Q24. What do you think are the major problems immigrants face in Cape Town, as broadly?

Q25. Is there anything else you would like to add?



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## Part 2: NATIONALS (SOUTH AFRICANS)

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Q1. What is your name?

Q2. What is the name of the company you are currently working for?

Q3. How long have you been working in that company and in South Africa

Q4. Have you ever worked with immigrants?

Q5. What experience have you gained while working with immigrants? In order word what characteristics can you attribute to their responsibilities?

Q6. What contribution do you think immigrants can bring in the organisation's effectiveness? Please motivate.

Q7. If you were a HR manager of any organisation, would you recruit more qualified immigrant employees than nationals? Please motivate

Q8. In this following list, you out to choose 3 to 5 advantages that immigrants can bring to an organisation. On the scale of 10, would you rank the skills and competencies accordingly from the highest score to the lowest? Then justify the highest score.

- ✓ Adaptability
- ✓ Marketing, Customer service & Broader service range
- ✓ Variety of viewpoints
- ✓ More Effective execution
- ✓ Creativity
- ✓ Employee morale, Performance & Productivity
- ✓ Language & Culture
- ✓ Retention & Cost reductions
- ✓ Ability to attract & Recruit top talent
- ✓ Reduced risk of discrimination lawsuits
- ✓ Learning & Personal growth
- ✓ Effective communication
- ✓ Diverse Experience

Q9. Is there anything else you would like to add?

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### Part 3: BUSINESS OWNERS

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- Q1. What is your name?
- Q2. Which country do you come from?
- Q3. What is the name of the company you currently working for?.
- Q4. How did the organisation start and what was the aim of the organisation?
- Q5. What is your occupation within the company?
- Q6. Can you describe your core duties (responsibilities) with the business?
- Q7. How long have you been working for that company?
- Q8. What do you think are the major problems immigrants face in Cape Town?
- Q9. How do you lean towards recruiting and selecting both nationals and foreign nationals into the organisation? In other words what are the criteria for selection of nationals and international applicants?
- Q10. Can you describe the role being played by the organisation (HR manager) in the integration of immigrants in the company?
- Q11. On what basis (Why) do you recruit skilled immigrants?
- Q12. How was the organisation able to achieve it?
- Q13. Do you think your organisation promotes immigrants attraction and/ or retention? Please motivate your answer.
- Q14. Why you would even considered recruited immigrants in your business?
- Q15. What do you think of this statement “successful organisations are simply those that are capable of embracing and encouraging a diversified labour force”? (Okoro & Washington, 2012:59).
- Q16. Can you describe the changes that might have occurred since the integration of immigrants in this organisation?
- Q17. What did you do about these changes?
- Q18. What do you suggest as remedies to help immigrants get recruited by SA organisations?
- Q19. As an owner, HR manager, what do you think about the employment restrictions imposed on immigrants by the South African government?
- Q20. Is there anything else you would like to add, any last word?

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# E

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Transcription of semi-structured  
interviews: Immigrants

# IMMIGRANTS: Semi Structured interviews

## Interview Transcript n.1

Good afternoon

Hello, good afternoon

My name is lyne sarah obindja Bayari

Thank you so much for taking part in this research which is a semi structured interview.

So it's all about investigating on the integration of immigrants inside South African companies and the purpose of the study is to understand and explore how this process of integrating immigrants in companies is done here in South Africa, euh especially here in the Western Cape.

Okay.so this study is intended to benefit only...not only me but also you, it'll also benefit to South Africa and also to the body of knowledge.

So, if you feel uncomfortable when answering one question, so please don't answer and then if you would like to withdraw from this conversation, you may do so.

So do you want me to continue interviewing you?

Yes

Okay So it's will only take about 15 to 20 min okay

Do you have any question to ask me so far?

No

Ok So let us start!

Q1. What is your name?

My name is .....

Q2. Where are from?

I'm from Germany

Q3. What is the official language there?

German

Q4. Is there any languages you speak fluently?

Only German and English

Q5. How long have you been here in South Africa?

10 years

[Smiling]

Q6. What reasons let you decide to come in South Africa?

Uhm first after school I wanted to learn English so I chose Cape Town to come here to do an internship and then after 6 months of internship I uhm married to South African citizen so I returned then.

Q7. What was your prior state of mind with regard to immigrants finding occupations in South African?

Uhm, Since I didn't really apply for work and my work was the result of the internship I didn't really have a mind-set about it, but thinking of it now I would think it's not an easy uhm task to do for immigrant I mean...even for citizens it is not always easy to find work so and immigrant there is many more challenges so I think it might euh it's a very difficult process.

Q8. Has this perspective changed?

.....

Q9. What is your current immigration status in South Africa?

- ✓ Permanent resident
- ✓ Temporary foreign worker
- ✓ Refugee
- ✓ Other \_\_\_\_\_

Umm I'm in the process of getting my permanent residence but it hasn't been approved yet so it's in the pending.

Q10. What is the name of the company you are currently working for?

It's called safari online, it's a tour operator.

Q11. What is your occupation within the company?

I'm the bookkeeper of the company I also do admin and a bit of website work.

Q12. Are you a

- ✓ Full time employee?
- ✓ Part time employee?
- ✓ Casual employee?
- ✓ Permanent employee?

Part time

Q13. How long have you occupied that position?

For almost nine years, between 8 and 9 years yeah something like that

Q14. How did you know that this position was vacant at the time you were probably searching for work?

Uhm the owner of the company is my husband. [Smile]

Q15. Which procedure have you followed to finally occupy this current position? In other words, what were the requirements that guaranteed you this occupation?

Uhm because uhm I'm the wife of the owner, there was no really official process that I went through but the bookkeeping was also part of my studies that I did here in South Africa so uhm it helps the...the work but there was nothing officially needed

.....

Q16. What qualifications/experiences did you have, when you started looking for work in Cape Town? And where did you obtain these?

I just had the umh my school euh matric.

Q17. How long have you been working in Cape Town, since your arrival?

Yeah the same, like between 8 and 9 years yeah

Q18. What were your previous occupations since your arrival in Cape Town and what were the names of these companies?

I didn't have any previous occupation this job was my only and first job here or beside that other part time gymnastic job [smile].

Q19. Was it difficult to find a qualified job in Cape Town? Please motivate your answer.

Uhm because it was family uhm reason, it was not difficult for me yeah, but if I would have had to apply for something in another company I'm sure it would have been difficult yeah.

Do you have any friends that may have experienced those difficulties?

Yeah yeah I do actually have that either have euh don't have the right euh papers to work here or the euh there is no work for them or companies euh don't really want foreigners yeah

• Difficulties in term of

- ✓ Language
- ✓ Temporary contracts
- ✓ Qualification
- ✓ Discrimination
- ✓ No legal job
- ✓ Personal constraints
- ✓ Limited right to work
- ✓ Others.....the struggle with permit and visas.....

Q20. Do you intend returning to your home country or applying for citizenship? Please motivate your answer.

Yeah I applied already for euh for the permanent residence, not apply for the citizenship but I don't plan to return to Germany any time soon.

Why not?

Yes Because I'm married to a South African citizenship

Q21. Can you tell me about the integration process of skilled Immigrants in your homeland?

Euh, I'm not so sure at the moment because I have been here for such a long time but euh what I have read and heard is that it's a bit more euh there is more paper work or euh a better way of playing for it there is more paper work that is in place and courses that are getting offered so that immigrants can learn the language, learn the culture and be more integrated in the country.

Q22. If you had to compare the integration in the workplace as a foreigner here in SA and that of your home country, how would you describe the differences?

Euh I can only again just guess or think what it might be because I never had work experience in Germany beside like a temporary job, but I think in general euh because there is not so many foreigners in Germany than here, euh companies try and do better job of integrating the few immigrant that they have. So it's easier for them, where I think may be South Africa are not so, don't care that much about it to integrate them in the company, in the country here in the way of living because there is so many different nationalities and nations.

What would it be the reason?

Euh I don't ...I think it's just because there is too many here and the South African don't care so much where in Germany there is not so many foreigners, so it's easier for them to integrate, they're few. Although at the moment there is a lot of refugees and I don't know how they getting integrated but just reading about it, they have euh certain tests and programs to integrate them yeah.

What kind of programs?

Euh the one was just learning the ways in Germany, what to do and learning the language, and then they have to apply for a test, and if they pass the pass the test, they can work and can apply for housing, and can apply for euh, for the social benefits like euh medical aid and things like that yeah.

And what if they don't pass the test?

Euh I don't really know but I guess they have another chance to do it again

Q23. In your opinion, what can we do to help immigrants get hired in a SA company?

Euh I think the country in general could do a little bit better in the legal papers to make it easier to receive work permit, to receive euh maybe a permit to work even temporary but, yeah like refugee here or students or whatever they cannot work because they don't have that extra euh permit of working where maybe it would be possible to just get like a half a year work permit or something like that and then they can at least do a job or something. I think also maybe euh companies can be a bit more euh offering more English courses or some programs

where immigrants and foreigners can learn a little bit better English and the language and euh yeah, maybe also some cultural programs I don't know, yeah something like that?

Q24. What do you think are the major problems immigrants face in Cape Town, in general?

In general. I think first of all euh is to get papers to come here and to be here legally then to euh, there is always euh not enough workplaces here. I think there is not...like even South Africans struggle to find work. So I think there is a shortage of that which would be a problem. Then Languages barrier, cultural barriers euh yeah I think those are the things. That they had to face which are difficult .And even I think like social programs, there is not many social organisational programs to help integrate euh immigrants or where they can even go first if they don't even know where to turn, don't have family here, don't have friends, but like in Germany there is an organisation for that where they can go to find help and shelter yeah.

Q25. Is there anything else you would like to add?

Euh no I don't think so, I think it is all so good

Thank you so much for taking part in this research

Yeah, you're welcome

Bye!



## Interview Transcript n.2 (Immigrant)

Good afternoon

My name is lyne sarah obindja Bayari

Thank you so much for taking part in this research and it's about investigating on the integration of immigrants inside the company. So the purpose of this research is to understand and explore like the process of integrating immigrants in South African organisations

So it's intended to benefit not only me, but you as well, also the body of knowledge, as well as South Africa.

So, if you feel uncomfortable when answering one question, please do not answer.

And then if you feel like you would like to withdraw from this conversation during or before, you may do so.

And then please bear in mind that this is confidential. So what....everything we're doing here is confidential and anonymity is guaranteed. So I won't go and use our name there by my committee and staff. Okay!

So do you mind if I can record this conversation?

No, you go ahead.

Okay, so it will only take about 20min, let say 15min to 20min and you would have to answer 25 questions. Ok

So do you agree to have this interview with me? Do you agree?

Yes!

I have no problem

So, do you have any question so far?

No, not really. I'm just curious that's all.

Ok shall we start then!

So the first question is

Q1. What is your name?

My name is .....

Q2. Which country do you come from?

I'm from Burundi

Q3. What is the official language there?

[smile] it's Kirundi yes, obviously Swahili as the 2<sup>nd</sup> language and French but French we only learn it like at school and stuff but when we are home we just speak euh our mother tongue.

Q4. Okay so what are the other languages you speak fluently beside English?

Oh like Here, Xhosa, I can peak very well

Oh you speak Xhosa, oh nice! So English and Xhosa. Ok good

Q5. And then how long have you been here in South Africa?

I've been here for about late 12 years

12 years Wouah! a lot! Okay.

Q6. So what were the reasons that and you decide to come here?

I came here, it wasn't my decision, it was my father. He just took me to South...he was here in South Africa and then for a while then when he came back home to visit then he just decided to bring me in South Africa. That's how I got here.

Were you happy when you come here?

I was, I was still young. I couldn't decide, so it's was fine, not a bad time. [Smile]

Q7. And then, what was your prior state of mind with regard to immigrants finding occupations in South African organisation?

Not really, I really ... I'm really mature cause, When I got here, I didn't have to go through things cause I was young, everything just went forwards.

Q8. Has this perspective changed?

.....

Q9. So what is your current immigration status in South Africa?

It's temporary, refugee papers that's what I'm busy with

So you are busy with refugee papers

Yes

- ✓ Permanent resident
- ✓ Temporary foreign worker
- ✓ Refugee
- ✓ Other\_\_\_\_\_

Q10. So what is the name of the company you are currently working for?

I work for Tsogo sun southern sun Cullinan hotel

Q11. What is your occupation within the company?

There I'm working in the room service

Q12. Are you a

I'm full, I work with a contract so probably when my... my status expire, my refugee paper expire that's when like they stop me until I get to renew it again. so my contract goes with my work permit.

And when will they expire?

So maybe after 4 years. I just renew it last year. That's when I renew it

- ✓ Full time employee?

- ✓ Part time employee?
- ✓ Casual employee?
- ✓ Permanent employee?

Q13. So, how long have you occupied that position?

It's been now for 5 years. But at the first I wasn't working in the room service, I was working in another department, I was working in there restaurant and then from there they just change me to the room service. It's okay. [Smile]

Q14. How did you know that this position was vacant at the time you were probably searching for work?

I was working for the agency called HPR .so what they do is like they train you how to work in the hotels. And then if it is like when they need, when the hotels need people then they ask them to send some people. That's how I get the job.so then I just then got lucky. They just see through my hardworking and then they chose me. That's the way I got that job.

So you didn't apply for yourself?

The company, I brought my CV and I found a job [smile]

It's more like lucky I guess.

Were there many people?

They were, but they just... I think at the time it's was okay because like...they check like more hardworking, but now, now it's totally different. It's not the same.

Q15. Which procedure have you followed to finally occupy this current position? In other words, what were the requirements that guaranteed you this occupation?

Just if you like... I think more with the way you speak English. So like the language, if you know how to speak English properly, if you communicate, more with communication the rest is just easy automatically.

.....

Q16. What qualifications/experiences did you have, when you started looking for work in Cape Town? And where did you obtain these?

I have finished my high school, but I failed my grate 12. So I had to go and rewrite it, which I didn't do. So yeah and then from there I then decided to go to... start looking for a job

When was that?

That's was long back, also I was only like 15, I was 16 yeah, then I used to go to work and school at the same time.

At the same time, I how did you manage it?

Yeah it was because I to go to school in the morning and then in the afternoon, I've got like, where I was working like for a restaurant, so it was like excuse me start being busy around 4-5 I think. But it was hard because I had to come home with my homework, studying. So I didn't

have enough time to rest. But it was okay until... that's the way learn about hotels and restaurants, so more about hospitality

And when did you learn about hospitality?

That was like after 3 years being in South Africa, yes

So I got here in 2003, at the end. No 2004 at the end yeah. So I started work in 2006 yeah

Where did you have your matric?

Hum? Here in South Africa

So what did you do after the matric? Nothing?

I've been trying like I'm just...even now, I think like to go back to rewrite but eiyee! It's been a while seen I've been out of school. So it's like really gonna

You didn't want to go?

I want to, but by thinking, it's been a while seen I've been out to school so long. I started suggesting something that will really help, I have to concentrate and I've got kids I have to take care of and stuff. So good far. I was like thinking maybe I must just take receptionist for like maybe how many days. It's only one year course

One year receptionist?

There is one year service like... maybe we can do one year, 8 months I think. I just heard but I'm not, I didn't really follow up. So to just upgrade myself instead of being a waiter where there is... I rather just stay...

And then you prefer this position here?

I love hospitality, but not the position that I'm doing. I would prefer something better. Something more descent.

Like what?

Like receptionist it's okay, management probably. Even terminate school is better than that

But don't you have to go back to school for that?

I would love too, but thank I don't know, I don't know

Q17. How long have you been working in Cape Town, since your arrival?

Yo, I really [smile] let me see, 2006. It's been a while. I don't know exactly the day I started to work.

Let say I came here 2014, no 2004 and then when did you start like working?

After 3 years, so it's 2007 until 2017 and now we are, so it's almost 10 years

Q18. And then, what were your previous occupations since your arrival in Cape Town and what were the names of these companies?

Nothing much, it's was school school, work work

Q19. Was it difficult to find a qualified job in Cape Town? Please motivate your answer.

For me really no, I never, I never find difficult to find the job. It's like now even if I'm leaving. I think like maybe because I've been in this industry a lot, so that I know how to get there, where

to start. It's was like the last time when I just when I, before I got here, I was working in Constantia, then I just left it, and that's when I went to that agency then they sent me here, after like few days I went to college.

Okay, because you didn't look for a job

The company does.... But I'm sure it's hard sometimes coz I'm seeing my sister she is still looking for a job. Sometimes I felt sorry for her

Q19a. Do you have any friends that may have experienced those difficulties?

My sister, my own sister

• Difficulties in term of

- ✓ Language
- ✓ Temporary contracts
- ✓ Qualification
- ✓ Discrimination
- ✓ No legal job
- ✓ Personal constraints
- ✓ Limited right to work
- ✓ Others .....

With her the 1st thing is the language. Band the second is limited right to work, because she is qualified, she did IT back home like until she finished so I don't know, maybe it's just something being lucky I guess. I don't know if it luck, I don't know if it's luck, coz looking, she is really looking.

But can you say that she is qualified?

She is qualified, that's because even like her stuff, she changed it like from French to English. So her diploma is just waouh.

And the English, it was for her to speak English, but now she can speak.

Q20. Do you intend returning to your home country or applying for citizenship? Please motivate your answer.

Yes, I Do. That's a dream I really, it's like believe me even now if the things were just fine back home, I'll jump. I'm tired of being here.

Q20a Why not?

Just tired. Home is always home.

So you're not considering applying for permanent residence, citizenship?

No no! All of my friends did, but I'm like no.

Q21. Can you tell me about the integration process of skilled Immigrants in your homeland?

At the moment I know that they' re not doing well with their thing, the government thing. But I'm really not sure about all things.

Q22. If you had to compare the integration in the workplace as a foreigner here in SA and that of your home country, how would you describe the differences?

It's hard to say it [smile]

Can I tell you something? With Things of financial here they are better, that side.

How, like banking?

Yeah like with money jobs so South Africa is far better than that side. But when it comes to love eih, they don't have enough love for people.

Love, okay, why are you saying that?

No when it comes to really think, like with the job they trying all that. From back home to get a job it's not easy and stuff. Even now we having a problem with the president who doesn't wanna to step down. It's just small tiny country but the way the president is going on and on. So for that question I think South Africa is still better.

Q23. In your opinion, what can we do to help immigrants get hired in a SA company?

Probably I'm sure they got enough education, they are like educated enough but no I really don't know [smile].

Q24. What do you think are the major problems immigrants face in Cape Town, in general?

I'm not facing those problems that are why it even like hard to like, I don't know what is going all around if. I'm really not sure about that as well

So you mean that immigrants that you know they're well integrated, they're not facing any challenge here in South Africa?

No like for me, I know they are some of them like you know. Like if we have to talk about those who do not have a job, some even who do not have a place to sleep.

Maybe some they wanna work, maybe some can't find a job, maybe some they just want to be naughty people, doing wrong things. So yeah.

Q25. Is there anything else you would like to add?

No, I don't have

Thank you so much for taking part in this research

Thanks to you

## Interview Transcript n.3 (Immigrant)

Alright good afternoon

Good afternoon

My name is Lyne and you

Euh my name is .....

How are you?

I'm doing fine thanks

Euh first of all I want to thank you for taking part in this research, which is a semi structured interview. So it's about investigating on the integration of immigrants inside South African organisations. And the purpose of that is to understand and explore how the immigrants are integrated in South African organisations, basically here in Cape Town. So it's intended to benefits not only me but also you as a foreigner, South Africa and also the body of knowledge. So feel free to answer questions and then if you feel uncomfortable when answering one question, just don't answer. And then if you would like to withdraw from this conversation, you may do so any time you want.

And then, yeah do you mind if I can record you?

Euh no problem it's fine

Okay, and then it's will only take about 15 to 20 min

Okay

Yeah, so do you agree to have this interview with me?

Yes

Okay cool, do you have any questions so far

Euh no, not so far.

Okay, let us start then

So you're already answer the first question

Q1. What is your name?

My name is .....

Q2. Where are from?

I'm from euh the Democratic Republic of Congo

Q3. Okay and what is the official language of the country?

We speak French. French is the main language

I though Swahili?

And Swahili

Q4. Ok and what are the other languages you speak fluently?

English

So you said English, French and Swahili?

Yes

Right

Q5. Ok, how long have you been here in South Africa?

I've been here for more...almost 10 years

Q6. And then what reasons let you decide to come to South Africa?

Euh I came to South Africa euh for the first time to study, yes

What did you study?

I did bachelor in information technology and a diploma in human resources

Q7. What was your prior state of mind with regard to immigrants finding occupations in South African organisation?

Euh I always thought it's was hard but I really didn't euh experienced it until I started looking for work

Did you have ever imagine that after your studies you had to work here in South Africa? Did you planned it, like after your studies to work here?

Euh I didn't planned initially to start working here but I think with the need arising, getting married, then having a child, and else, you will feel that need to start of working

Q8. Has this perspective changed?

Euh it's hasn't really changed, as you can, I can hear about a lot of people struggling to find work, and even myself I've looked for a long time before finding one

Q9. What is your current immigration status in South Africa?

Euh I'm a temporary foreign worker

- ✓ Permanent resident
- ✓ Temporary foreign worker
- ✓ Refugee
- ✓ Other\_\_\_\_\_

Q10. What is the name of the company you are currently working for?

Euh the name of the company I'm working for. It's called God's army it's a Christian book store and a coffee shop.

Q11. What is your occupation within the company?

Euh I do graphic design for the, for the shop and euh web administration, I administer the online shop of the, of God's army.

Q12. Are you a



- ✓ Full time employee?

Yes

- ✓ Part time employee?
- ✓ Casual employee?
- ✓ Permanent employee?

Q13. How long have you occupied that position?

Euh I have occupied that position for three months now

Q14. How did you know that this position was vacant at the time you were probably searching for work?

Euh I started doing some part time for the shop and then euh the person who occupied the full position euh found something else. So they left so the job was made available to me and then yeah I just took it.

And before your part time job at that company, what did you do?

Euh before the part time job, I was just studying and finishing my studies and then yeah I was just, I was unemployed.

Q15. Which procedure have you followed to finally occupy this current position? In other words, what were the requirements that guaranteed you this occupation?

Euh, they wasn't really much requirements. But I think one requirement was euh that of euh, maybe being, being a Christian yeah being part of the church, since God's army is a ministry of euh a church in Cape Town, Calvary chapel Cape Town. Yeah so I think one of the requirement was that you are a member already of that euh church.

Ok, so you just a member you don't have to like know some skills

Obviously you have to know, you have to have the skill you know. I've got a background of programing and euh web design and graphic design euh and all that euh yeah with euh coral draw, landscape and all those euh designing firework euh macro media designing 's tools so yeah

Q16. What qualifications/experiences did you have, when you started looking for work in Cape Town? And where did you obtain these?

Euh experience, I don't have much experience but euh like for qualifications, I'm qualified as a, I've got a bachelor degree in information technology, a diploma in Human Resources and I also did some training euh Microsoft training euh yeah with C sharp, programing language and euh HCML mail euh like web design and all that yeah

Q17. How long have you been working in Cape Town, since your arrival?

Euh I've only been working for 3 months full time, but like before that I've been like for the past 2, 3 years I've been working part time with the same company already yeah.

Q18. What were your previous occupations since your arrival in Cape Town and what were the names of these companies

Euh previous occupations just I've been euh I studied and then I did an internship with Canisa Real System, which is based in euh Rondebosh yeah. We worked there for 2, 3 months and then that's about it yeah.

Do you love your job right now?

Yeah, yeah, yeah it's good, it's flexible euh it's flexible you don't necessary need to be euh in the office, euh so I only go to the office like three times a week, yeah and the rest of the week euh I work from home, wherever I can find internet I just work from there, yeah

Q19. Was it difficult to find a qualified job in Cape Town? Please motivate your answer.

Euh yeah it's was

You said you've been looking for job like 2 years ago really?

Yeah

And why was it difficult to find a job?

I'm not, I'm not sure why it was so difficult. But I think like mostly when you send your cv out and maybe people realise you, you are foreigner, they don't euh, you don't really have that much experience but you just get out of college euh they did not willing to give you a chance. yeah so I think that was euh, I think a difficulty euh facing that euh people don't really even get back to your email after you have apply?

So you've been applying online, Right?

Yeah I've been applying on line

• Difficulties in term of

- ✓ Language
- ✓ Temporary contracts
- ✓ Qualification
- ✓ Discrimination
- ✓ No legal job
- ✓ Personal constraints
- ✓ Limited right to work
- ✓ Others.....

Can I choose more than one?

Yes

Euh I think language at times as you euh, for some jobs that you, you applied for, it's required that you speak maybe euh Afrikaans, or you speak German, or you speak euh the local language like Xhosa or euh zulu euh and then maybe euh also euh I think that language goes hand and hand a little bit with discrimination sometimes euh and then euh yeah Limited right to work, I think at times like with the regulations and maybe if a company has already euh

hasn't reached that 40% or 60% of local euh local citizens who work in that company and you are foreigner want to work there, they won't really employ you, so yeah.

Q20. Do you intend returning to your home country or applying for citizenship? Please motivate your answer.

Yeah maybe in the future permanent residence [laugh] but I think, they may euh, yeah what's in my mind is just we have to return home, home is home [Laugh].yeah

Oh you want to return home

Yeah

Ok, Like when

Euh not sure yet, maybe when the visa expires

Q21. Can you tell me about the integration process of skilled Immigrants in your homeland?

What's that?!?

Question 21

Oh in my homeland! Euh I think people integrate easily euh like if you if, if you are qualified for that job umm! Yeah they, they give you a chance, I mean yeah there is euh...yeah people integrate easily.

So you mean that there in Congo it's easier to be recruited by any company you want unless that you have skills

Yeah unless you have skills, and but euh as it's not really euh...it's a bit of euh... there is a lot of corruption... there is a lot of corruption, so in somewhere you have to know somebody. But like for immigrants mostly they... like when you come from another country, they...they give you priority, they give you some kind of priority, cause yeah they know that you've studied, you've got a certain level of education and qualifications. But for the locals there, they need to know somebody [Laugh]

Q22. If you had to compare the integration in the workplace as a foreigner here in SA and that of your home country, how would you describe the differences?

Umm, euh I think the differences are just in immigration and how people embrace the foreign euh, the foreign citizen that is coming into the country. Like back home, they, they welcome them you know, and here it's a bit euh euh...it's a bit hard like a lot of foreigners are not really welcomed here, but some do get into the right hands and the right companies yeah.

Is it complicated here than in Congo to get hire by an organisation?

Yeah it's complicated here.

Q23. In your opinion, what can we do to help immigrants get hired in a SA company?

Umm, euh...I think euh maybe just change the mind-set of euh South Africans toward foreigners and also euh...maybe I don't know, I think regulations from foreigners euh when they can work, euh like also facilitate them to get work visas yeah, cause some companies

required you to have a visa before you get work but you cannot really get a visa before you get work. So you're stuck somewhere.

Q24. What do you think are the major problems immigrants face in Cape Town, in general?

Umm, accommodation, yeah accommodation, it's hard to find euh accommodation and the ones that are available are quiet expensive euh yeah, so I'll say accommodation is the other big problem

Q25. Is there anything else you would like to add?

Euh no, not really thank you!

Thank you!

## Interview Transcript n.4 (Immigrant)

Good afternoon

Euh good Afternoon to you

How are you?

Euh I'm doing okay I think, not too bad.

Okay, my name is Lyne Sarah Obindja Bayari, you can call me Lyne if you want

Sure

Euh thank you so much for taking part in this research, which is a semi structured interview.

Hmm hmm

So it's about investigating on the integration of immigrants inside South African organisations. And it's about, yeah and it's intended to benefit not only me, but also you as immigrant, also South Africa and the body of knowledge.

Sure

Okay so if you feel uncomfortable when answering one question, you don't have to answer. And then just feel free to answer questions. And then yeah if you would like to withdraw from this conversation, you can do it, and please bear in mind that everything we're doing here is confidential as well and anonymity is guaranteed.

So do you mind if I can record you?

Oh no, I don't mind, you're welcome to

Ok, do you agree to have this interview with me?

Yes I do

Okay, and it will take about 15min to 20min and you will have to answer about 25 questions ok.

Okay

So do you have any question or worry so far?

No no. it's ok

Okay so shall we start then?

Yes please

Q1. So what is your name again?

Euh my name is .....

Q2. Which country do you come from?

I come from Kenya

Q3. What is the official language of the country?

So we have English as the official language, Swahili is the national language

Q4. Is there any other languages you speak fluently?

Yes I, I'm almost fluent, completely fluent in French apart from English and Swahili

Q5. How long have you been here in South Africa?

Euh Just a little bit of 7<sup>th</sup> years now

Q6. What reasons let you decide to come in South Africa?

Ok, you wanted to study English?

I came to study.

Q7. What was your prior state of mind with regard to immigrants finding occupations here in South Africa?

Hmmm euh I didn't have an opinion back then because I wasn't euh, I wasn't in the workforce yet. I was just a student, I had nothing in mind.

Ok, but since you've been here in Cape Town what is your state of mind with immigrants finding jobs in Cape Town?

I think it has been, it has been difficult hmm as an immigrant to find hmm any kind of work.

Q8. So has this perspective changed though?

No, I think it is still the same. It's, it's still quite hard for immigrant to find a job

.....  
Q9. What is your current immigration status in South Africa?

Euh so I'm here on a student visa. So still studying,

- ✓ Permanent resident
- ✓ Temporary foreign worker
- ✓ Refugee
- ✓ Other \_\_\_\_\_

Q10. What is the name of the company you are currently working for?

So I work for a small Christian book, sorry a coffee shop in Cape Town knows as God's Army Christian books coffee shop,yeah.

Q11. What is your occupation within the company?

I'm the shop manager

Q12. Are you a

- ✓ Full time employee?
- ✓ Casual employee?
- ✓ Permanent employee?

I'm a part time employee

Do you love you job?

Yes I do. I love my job

Are you satisfy with your earnings?

Yes I am

Q13. How long have you occupied that position?

Hmm, hmm maybe over one or two years I can't remember. 2015 and 2016. 2 years exactly

Q14. How did you know that this position was vacant at the time you were probably searching for work?

Euh Actually I wasn't looking for a job at the time but I had nothing else to do so I just offered to help out and hmm the, the people who own the shop accepted like that, so I helped out. So that's how it started.

Who offered that job to you?

The church, the people on the store, yeah

Q15. Which procedure have you followed to finally occupy this current position? In other words, what were the requirements that guaranteed you this occupation?

Well, because this is a faith based organisation, so the first one was that I was definitely a Christian, and that I was definitely serving at the church that owns this books store. So I've been serving at the church for a time, and then I came here also just to serve faithfully and I worked hmm just cleaning the shelves ,the books ,just doing minimal tasks and I was trusted over time and I got more responsibilities from that on .

So did you have to possess like a specification, skills or a qualification in a certain filed to get that job?

Euh I think a matric education is kind like a basic. So it's probably what, what is needed. But apart from that, no I do not think so.

So why did you decide to work in the hospitality environment?

Euh not applicable

.....

Q16. What qualifications/experiences did you have, when you started looking for work in Cape Town? And where did you obtain these?

Euh I just had a Matric pretty much yeah

Where did you obtain it?

In South Africa at Rosebank Progress College and Damelin or Rondebosh, here in Cape Town

Are you currently exercising the qualifications you acquired?

Yes I am. I'm, after I finished my matric I also did a short financial course last year, financial management course. So it's pretty much what I'm doing at the moment. I manage the store, I manage the shop's finances. So yes I am.

Q17. How long have you been working in Cape Town, since your arrival?

From February 2013 so 4 years I will say.

Q18. What were your previous occupations since your arrival in Cape Town and what were the names of these companies?

I was just a student

Q19. Did you really struggle to find a qualified job here in Cape Town?

At the moment looking for a job other than the profession I currently hold yes. Hmm yah

So did you try looking for work?

Yes I, I did actually yeah

Did you even have like a reply, a feedback from them?

Euh I got one reply. Hum for filling up somewhere but after that nothing happen. It's just euh conversation that not going anywhere.

Do you have some friends that also are struggling to find employment here?

Euh I did have one friend, hmm who had some difficulties but I, I think he got a job now ya.

Here I have listed some struggles or Difficulties that immigrant are facing here in Cape Town, which one will you choose.

- Language
- Temporary contracts
- Qualification
- Discrimination
- No legal job
- Personal constraints
- Limited right to work .
- Others.....

I will say limited right to work because I am on a student visa. So I can't formally hold a proper job yeah.

Q20. Do you intend returning to your home country or applying for citizenship or permanent residence? Please motivate your answer.

Hmmm I don't necessarily attend to go back to Kenya for a, for a long period of time, but neither do I attend to become a citizen or permanent resident here. So maybe I will be here for few years and then move on somewhere else yeah.

Q21. Can you tell me about the integration process of skilled Immigrants in your homeland?



How do immigrants get hired there?

Hum Unfortunately I'm not able to answer that just because I haven't been there in so many years. I haven't been there in over 7 years and hmm, when I was there, I was nothing but a youth so those things don't really emphasize me or bother me at the time.

So you don't know what is actually happening in your country?

I have no idea.

Q22. If you had to compare the integration in the workplace as a foreigner here in SA and that of your home country, how would you describe the differences?

So would you say that Gabon is better than South Africa, regarding to immigrants finding occupations?

At the moment again because the previous question doesn't applied, I cannot really answer yeah.

Q23. In your opinion, what can we do to help immigrants get hired in a SA company, basically in Cape Town companies? Or which solution can you bring to the table?

Euh I think just making the visa application processes a lot simpler. Hmm so I just think if we do have qualifications and hmm they have been here for a while, and they've shown the euh, Just the need and the want of a better South African economy and just to give something to the country, I think if the regulations can be less undermined and a lot easier for yeah for immigrants. That would definitely go, go a long way.

Q24. What do you think are the major problems immigrants face in Cape Town, as broadly?

I think the first one euh I think I mentioned it before is just the visa status. So just the lack of proper papers yah, that is pretty much hmm.

I think also with hmm what I do understand to the greater extend is just for the local employers to employ someone who is foreign hmm is almost, it's quite capital intensive hmm for them because they do have to as employers take on responsibilities of the immigrants that they are willing to employ yah.

Q25. Is there anything else you would like to add?

Euh No, thanks for the interview it was really good and I enjoyed it

Okay, thank you so much .....

Oh cool. Thank you so much Lyne.

## Interview Transcript n.5 (Immigrant)

Good afternoon

Good afternoon

How are you?

I'm fine thank you, and yourself?

I'm good my name is lyne sarah obindja Bayari, you can call me Lyne if you want,

It's up to you

Nice to meet you

Thank you so much for taking part in this research

You're welcome

Which is a semi structured interview.

Alright!

So it's all about investigating on the integration of immigrants in South African organisations, basically Cape Town's Organisations. So the purpose of that is to understand and explore the process of integrating immigrants in organisations.

Allright

Is it easy, is it not? So we want to find out how it is.

So it is intended to benefit not only me but also you as an immigrant, South Africa and also the body of knowledge.

So, if you feel uncomfortable when answering one question, please don't answer.

Allright

And then if you would like to withdraw from this conversation, you may do it before or I don't know when, it's up to you.

Allright

You are free to do so.

So, please bear in mind that anything doing here is confidential and anonymity is guaranteed

So do you mind if I can record you?

No I don't mind

Okay, do you agree to have this interview with me?

Come again

Do you agree to have this interview?

Yes I do

Ok, so it's will only take about 15 to 20 min

Allright

And then you will have to answer 25 questions

Okay, I will try to answer all those questions

Okay, do you have any question in mind before we start?

Euh maybe one, euh at the end of the interview, I mean as you said that it's confidential, it gonna help you to... I mean to integrate immigrants in work society, something like that?

I'm just trying to understand and explore what the immigrant are facing in South Africa and if I can do something to bring out the recommendations or solutions euh to this interviews or to this study.

Okay

So this is my purpose.

And then so, shall we start then?

Okay, we can start

Q1. Ok my first question is what is your name?

My name is .....

Q2. Which country do you come from?

I come from Gabon

Q3. What is the official language of the country?

Euh we speak French

Q4. Ok, what other languages you speak fluently?

English Yeah

Q5. How long have you been here in South Africa?

Since 2009, so 8 years

Q6. What reasons let you decide to come in South Africa?

For the studies, only studies yeah

Q7. What was your prior state of mind with regard to immigrants finding occupations in South Africa?

No comment

But since you've been here for almost 9 years, so what is your state of mind in regard to finding jobs here.

Euh, it's not easy for immigrants to got a job here because there's, there's many laws who have been actually set for immigrants and when you read euh, it I can go further, when you read those laws you can see and discover that there's something wrong because actually immigrants are bringing money in the country. They are participating for the economy of the country. So when they put too much laws in the count..., I mean for immigrants the money as well in is taking apart, I mean is going away. Yeah this is my point of view.

Q8. So has this perspective changed?

For the moment no, for my side I didn't see any change

.....

Q9. What is your current immigration status in South Africa?

- ✓ Permanent resident
- ✓ Temporary foreign worker
- ✓ Refugee
- ✓ Other\_\_\_\_\_

I'm umm, I'm a worker but not permanent

So a temporary foreign worker?

Yeah

Q10. What is the name of the company you are currently working for?

I'm working for Dominos

What is it?

It a company delivering pizzas

Q11. What is your occupation within the company?

I'm a driver

Q12. Are you a

- ✓ Full time employee?
- ✓ Part time employee?
- ✓ Casual employee?
- ✓ Permanent employee?

Do you love you work?

Loving is too much to say, I like some part of the work that I'm doing yeah

Okay, and are you satisfy with your earnings?

No

Ok, but why are you doing this job still?

I'm doing this job because, to survive, because I have applied for jobs, they didn't answer me, so I need to survive as well, I need to eat and you know, to fulfil the human being needs.

Q13. How long have you occupied that position?

Dominos opened at euh September 2015, so almost 2 years now, almost 2 years.

Q14. How did you know that this position was vacant at the time you were probably searching for work?

Euh I didn't know, but I was looking for jobs as I say in the previous question and euh one of my friends discovered that I was looking for a job. He said that instead of waiting for a company to answer since you didn't have anything why not coming there and then try and you will see maybe after that you gonna find out something else. And then I went there, still now I'm there.

Q15. Which procedure have you followed to finally occupy this current position? In other words, what were the requirements that guaranteed you this occupation?

I mean to have euh, I mean?

To be a driver there

Having a driving license, either for car or bike.

Euh your details, I mean your name and surname, if your document are All right with the status yeah

.....

Q16. What qualifications/experiences did you have, when you started looking for work in Cape Town? And where did you obtain these?

Euh I have experience in mechatronics for 4 years, then at the moment I didn't have anything. And do you have any degree?

I have a national diploma

Q17. How long have you been working in Cape Town, since your arrival?

Since September 2015 till now, only 2 years. My brother was supplying, I mean was sending me with, he was sending me some money for living until now yeah, only for, almost 2 years now, almost 2 years.

Q18. What were your previous occupations since your arrival in Cape Town and what were the names of these companies?

Can you say that you are currently exercising your qualifications?

Not at all, I cannot, I cannot said that I'm exercising my qualifications because I'm not employed for the field that I've studied

What were the previous occupations since you arrive her in Cape Town?

Euh before coming in Cape Town, I was in Johannesburg, I was working in the coffee shop, I was a bar tender there just for a couple of months in then I came to Cape Town.

Q19. Was it difficult to find a qualified job in Cape Town? Please motivate your answer.

Yes

Why if you can motivate your answer

I was difficult to find a job cause until now I didn't have any company who hire me. I'm not saying that I'm perfect, or I'm super... I mean I have big knowledge but at least for the minimum that I do have, I can apply it and then euh it's gonna be profitable for the company that's gonna hire me for them to make money.

So you didn't even have like an interview session with them?

Euh I have some interviews, but I'm not hired, I'm not sss euh I mean I don't know why, I'm not saying that I'm perfect but, let say you have 5 interviews, you cannot fail all the 5 interviews

So what do you think are the reasons behind this failure, if you can say?

Euh ss

Cause you said that you do have the qualifications, so why?

Yeah I do have the qualifications, maybe...just, I just saying just like that, maybe the language or the race yeah.

Do you have any friends that may have experienced those difficulties?

Definitely have some, many friends even though who are struggling to... in this area.

• Difficulties in term of

- ✓ Language
- ✓ Temporary contracts
- ✓ Qualification
- ✓ Discrimination
- ✓ No legal job
- ✓ Personal constraints
- ✓ Limited right to work
- ✓ Others.....

Euh temporary job I can say yeah.

Q20. Do you intend returning to your home country or applying for citizenship? Please motivate your answer.

I'm intended to go back, if things, things don't change. I'm intended to go back yeah

So if you can maybe give me the reason, why do you want to go back?

Why I want to go back because when you live your country you go to another country you want to learn I mean about the technology because actually I'm in the field of technology. I went here to increase my knowledge in technologies and then why not having an experience, let say 5 years, 6 years working in the company where your, your knowledge will increase and then at the end going back home to put your, I mean to bring your contribution to your eco... to your economy as well because every countries needs their own child to move forward in the economy but if I mean I came here I mean. I learnt okay in your school, I mean in your university and then at the end of that I cannot have experience about the field that I've studied, what is the point to go to the university? Because if you are coming he her it's because we discover that you guys you are more advanced in some fields, that's why we came here.

Q21. Can you tell me about the integration process of skilled Immigrants in your homeland?

Back home I don't think that you'll be...it will be difficult for foreigners cause actually back home there is many foreigners who are employed more than locals. Why? Because I don't know what to say may be because of the politic reasons, maybe because of others reasons I don't know. But actually I can tell you, I can give you the warranty that back home there is more foreigners employed than locals one.

Okay, But how do immigrant get integrated to the company, how?

I mean there is one or two. The first one they're filling up the requirements by giving the papers, the right one and filling up the requirements of the company or else they can bribe some

people because we know that thing cannot be avoid in our minds. If for example that ss I'm a foreigner, I want to work, if I know someone who's working there and then I will try to figure it out 'my men how did you get there?' and then if I can bribe him for him to present me to the boss of the company so I can be hire.

Isn't it the same process here, isn't it also kind of similar?

It can be, it can be similar, it can be similar

Q22. If you had to compare the integration in the workplace as a foreigner here in SA and that of your home country, how would you describe the differences?

How would I describe the differences?

Is there differences?

Yeah

So how will you describe this?

First of all, I would like to clarify something, I'm a black guy, I'm coming from a black country, when you see a white guy coming from wherever he's coming from in black countries any papers that he brings they take it easily, they accept it, so it automatically contrary to the black guy coming from another country, coming to I mean a black country bringing his papers, it's gonna be difficult for him to get hire compare to the white guy. I don't know why it's like that but is it...this is what I've noticed

In Gabon or in South Africa?

In Gabon, even here in South Africa, yeah this is what I noticed

But about the differences as I was asking, is it easier to get hired here than in Gabon?

Okay, euh I think here it is, it will be easier to integrated, why because I experienced, I mean a friend experienced something. He was euh...working in the field that he didn't study and then euh the boss of the company noticed the way he was working and then he asked him some questions 'what did you do? Which field did you study?' and then he was answering obviously and he was interested about that. And then at the end of... couple of month, he has been hired in the company of the boss. So actually he's working in the field of the company, that guy did electrical...electrical engineering and that guy who hired him was doing, I mean in the same field yeah so he has been hired there. You know sometimes we can apply for a job and the company doesn't answer you, but by working in another place where maybe there is a club or...something that doesn't have euh, any relationship with the thing that you studied, you can meet some people, and those people, there are many people inside there. There is bosses, there is engineers and what what, by talking you can discover each other and this is how my friend actually got that...his luck

Oh you say it luck?

Yeah I can say it luck because

Q23. In your opinion, what can we do to help immigrants get hired in a SA company?

To drop some laws in home affairs

Which laws?

Euh there is many laws, I don't know, I don't have actually in mind [Laugh] but, they have to drop, to drop some laws because when you put too much laws about immigrants the money cannot come in your country, this is one. The second point is euh I was thinking about something else euh but basically is that that yeah. And in the company as well, in some some companies here in South Africa, don't ask, I mean when you say for example that a student is coming out, he just finishes his studies and then he's looking for a job and then you guys you are requiring let say 2 years or 3 years of experiences, where that guy is gonna find out experiences? Because he is looking for a job. Why you, where he's gonna find experiences yeah.

Q24. What do you think are the major problems immigrants face in Cape Town, in general?

I think the rent as well, the renting

What about the renting, is it too much money on renting monthly?

Yeah

Renting and the transport as well

The transport!?

Transport, everything goes high

The price of the transport?

The price yeah, everything goes high and the food, the groceries yeah.

I mean I know that people are looking for money, it's true but let say if you are selling an apple at 1.50, R 1,50 cents and then tomorrow that same apple is R 3, I mean the increase is too high, it's too high because we need to think about the the the domestic work as well, because when she's going to the, to the, to a shop to make some groceries, she need to fill up her basket but if if, let said she goes with R5 and the basket is not even full, how she gonna feed that family? How she gonna feed herself? How she is gonna provide for her child and everything?

Q25. Is there anything else you would like to add?

Umm maybe just but, the thing that I can add it's euh change the way, I will ask for those guys from the government if they can change the way they are doing things. It's gonna help the community, yeah.

Thank you so much completing this interview with me

You're welcome!



## Interview Transcript n.6 (Immigrant)

Good morning

Morning

How are you?

Well right, how are you? [Laugh]

I'm good, thank you so much for coming and completing this thesis with me

Umm, pleasure!

And my name is Lyne Sarah Obindja Bayari, you can call me Lyne if you want

Umm

It's up to you.

So this thesis or this interview is about investigating on the integration of immigrants inside South African organisations. So the purpose of that is to understand and even to explore the difficulties or the benefits that their encounter in that process of integrating immigrants in the companies.

So it's intended to benefit not only me, you as well as an immigrant, and the body of knowledge, South Africa as well yeah.

And then, if you feel uncomfortable when answering one question, please do not answer.

Umm

And then if you would like to withdraw from this conversation, you can do it

Okay

And then yeah. Do you agree to have this interview with me? Do you agree?

Yes, Yes

So do you mind if I can record this conversation?

Yeah, that's fine

Okay good. So it's will only take about 15 to 20 min

And then you will have to answer about 23 questions.

Umm

Yeah

Okay

So do you have any question so far?

No

Ok, let us start.

Q1. What is your name?

My name is .....

Q2. Which country do you come from?

I'm from Germany originally

Q3. What is the official language of the country?

Euh German

Q4. Ok, what other languages you speak fluently?

Euh English, French and a little bit of Spanish, but that's very basic

Q5. How long have you been here in South Africa?

Euh I lived here before and then I move back to Germany euh

When was that?

That was 2008-2009 on the company transfer and before that then I finished university in 2006, I actually did an internship in euh in Joburg for 3 months and that the last time I moved back was in February 2011.

Okay so you went back for?

For, for my work. But then, the, the first time I work in South Africa was just for a year on a...to help build up a branch here with the company I work for back then. So yeah

So now it's since February 2011, so 6 years and 2 months

Q6. What reasons let you decide to come in South Africa?

That was also with work. I actually started a job in Germany and euh in the key canteen and they had euh, the client was looking after had their services mainly done here on South Africa. So they send...it made more sense to be loc...yeah located at euh Cape Town Branch because we've got 8 branches worldwide. So

Q7. So you didn't look for a work cause the next question is what was your prior state of mind with regard to immigrants finding occupations in South Africa?

Euh no, I didn't look for work here

Q8. So has this perspective changed?

.....

Q9. What is your current immigration status in South Africa?

- ✓ Permanent resident
- ✓ Temporary foreign worker
- ✓ Refugee
- ✓ Other \_\_\_\_\_

Euh I've got a critical skills visa...before that I had a corporate visa. It's very hard now, the laws changed, so it very hard actually to get unto corporate visas.

Why is it hard?

Because the company has to apply for them and to justify why exactly they need to have you and for me my job actually is classified as critical skill, so I could do the test and go through get all my paper work euh qualified and accepted and euh get SAQA certified to actually get the critical skills visas.

Q10. What is the name of the company you are currently working for?

Lufthansa InTouch

Q11. What is your occupation within the company?

I'm euh customer service manager yeah

Q12. Are you a

✓ Full time employee?

Yes

✓ Casual employee?

✓ Permanent employee?

So, do you love you work?

Yes

Are you satisfy with your earnings?

Euh it's alright, I think it's euh market related in South Africa currency yeah. The service at industries I think it market related yeah

Q13. How long have you occupied that position?

Euh now 4 years 2 months

Q14. How did you know that this position was vacant at the time you were probably searching for work?

Euh so the job I came here with was moved back to Germany, and euh I went through the retrenchment process and it that process the euh, the job came available, so I applied for it and went through the recruitment process there, euh because I had already work with them euh yeah, I guess I stood out at the interview and I luckily get that job and could stay on.

Q15. Which procedure have you followed to finally occupy this current position? In other words, what were the requirements that guaranteed you this occupation?

Off, I think in particular for that, oh there's...it's a whole list of requirements in the, in the job description. I mean, I mean it would be like euh knowing the industry and also the tertiary degree euh experience in leading euh and managing people euh the language skill it's also beneficial euh yeah there was a whole catalogue of actually requirements euh ya.

.....

Q16. What qualifications/experiences did you have, when you started looking for work in Cape Town? And where did you obtain these?

Euh well I've got, I've got euh an MBA university degree yeah and then euh I had experience euh wor, working for other companies in similar roads euh and then I had been previously working for... the company ,the service euh the structure euh yeah

Where did you obtain your MBA?

Sorry, in Germany

And experiences?

It's there and then here yeah. So I worked in Germany for a couple of years then I work here for, well the 2 years with them and then the one year of exchange and yeah

So, can you say that you are currently exercising your qualifications that you acquired?

No

Why?

I think it's quite a high degree to have euh, I mean not many people do have a master in Business. I think it's quite, quite an advanced degree and euh I would not necessarily need for the role I'm currently occupying. So I could actually have a different job or a different goal that is more link to what I actually studied yeah.

But why then did you choose to work for this organisation?

Well at that point it's was, I really like my company and it's was euh, it's was at that point that I chose to actually apply for that role and also to gain experience in different fields that I hadn't gain that much experience in. for instance euh I didn't have that much experience in euh, in having direct report or at least not that many people reporting into me, so to get additional euh experience euh different areas and euh, and then also euh because at that point I actually wanted to stay on in South Africa and euh with euh with status of non-South African nor no permanent residence and not having a work permit, it's quite tricky to actually find a job despite having a certain euh education you know.

Q17. How long have you been working in Cape Town, since your arrival?

From the start, so that could be 7, what is it, no 6 years 2 months something like that

Q18. What were your previous occupations since your arrival in Cape Town and what were the names of these companies?

Before that it was a key card manager

Or what do you mean?

Before customer manager?

Yeah okay it was key card manager yeah

Where was that, which company?

The same company and then euh, and then yeah yeah exactly yeah

Q19. Did you really struggle to find a qualified that match your criteria in Cape Town?

Well I was fortunate that during the retrenchment process the job came available in my company and euh that I succeeded and got it, but euh I applied with other companies and, and yeah that was also actually a struggle just to get an interview based on the work permit yeah.

Do you have other friends who may experience the same struggles, finding a job?

In the field of euh, of studies yes, euh yeah. Or international in general yes. I'm working with a lot of euh internationals, so euh that's why I know what their, you know what their background is and what their euh yeah.

Here I have listed some struggles or Difficulties that immigrant are facing here in Cape Town, which one will you choose.

- Language
- Temporary contracts
- Qualification
- Discrimination
- No legal job
- Personal constraints
- Limited right to work
- Others.....

Limited right to work is the majority yeah, euh I think

Do I need just to give you a second one or?

You can give a second one, or third one it's up to you.

I think the yeah the majority is limited right to work euh....yes

Q20. Do you intend returning to your home country or applying for citizenship? Please motivate your answer.

Yes, euh I will apply for permanent residency [Laugh] once I can.

Why?

Cause my husband is South African and my children are South African [Laugh]. I actually want to be able to [laugh] not have to renew [laugh] visa every 5 or whatever years. So yeah

Q21. Can you tell me about the integration process of skilled Immigrants in your homeland?

Euh boh, you need to euh prove the language skill euh. So it's all depends which status you enter in the country so it's yeah, depend on the status, but for instance now let say you were to apply for a job euh, in our com, company for instance or like with the company euh and you successful with the process then you will have to prove euh that euh your education is, is in line with the job requirements and also euh you need to prove that you have certain degree that qualifies you for like let say the work permit and euh that will, that will be the one thing euh when I look at the people applying, but then there it's like, I means it depends on the visa

you're going on. I means if you go for like a family reunion then you need to prove that within a year times you can euh actually have basic knowledge of the German language. And there's integration courses as well, that makes it easier for you that you can sign up for and make it easier for you to, to, to gain the language skill. But I think the big difference is euh that you with your visa to stay you get also the work permit in one goal. I think that's the big difference to, to here.

Q22. If you had to compare the integration in the workplace as a foreigner here in SA and that of your home country, how would you describe the differences?

I think it really is...difference from company to company euh yeah. I think it's differ from company to company and whe...and what status euh internationals play within the company. For instance, I mean the company I'm working for now we actually have, because of different language service that we offer euh we euh we've got very international team. So it's very euh open minded. And I think it depends on, on the company you work for in general regardless of the company that you are in. I think it, it about the people you know, who run the company and where the company is located as well. I think it, it's like when you are in a more international place, like you're in a big cities or something it's, if you still I think you, you're still euh more and more welcomed than, maybe in small areas. The people don't necessary understand why you would live your country to go and work there because they wouldn't do it.

Can you say that in Germany it more easy to a job than immigrants that are coming here in Cape Town? So Germany and Cape Town?

Euh... no

Which one is difficult?

I think it's always, I think it's, when you have the right qualifications. I think it easier to justify there to get the job. And it's, you'll be regarded more equal to get the job. If you have the visa and you've got the euh, it's more about the qualifications than what it is about your, your visa. I think companies struggle to, actually they have to justify in South Africa very often why they have to take you over South African. In, in Germany they don't necessarily have to do that yeah. I think that's, I mean by that it's now looking by the company, at the country itself I mean with such a high unemployment rate in the history of South Africa, they basically protect themselves, trying to protect the South Africans by actually supporting all these rules into play that are not necessarily helping the company finding, making it easy for a company to find a person because there is maybe someone whose got the all the right qualifications but they can't really take because of visa restrictions or other restrictions.

In Germany, how long does the justifications of your qualifications takes?

I don't know, it depends I think where you're coming from, the visa you are applying for and so on. But I think it, it would be easier if you, if you succeed and the company says yes we

want you to I think. Possibly if you've got the right qualifications and you've got euh, then especially the bigger companies where it's, it's about the job that need to be done you know, I think then it's, it's more about what on paper than, than where you from.

Q23. In your opinion, what can we do to help immigrants get hired in a SA company, basically in Cape Town companies? Or which solution can you bring to the table?

For me it's all about the, it's about the visa. The majority of yeah. To to get euh to get a job in your, in your work field, it is about the visa and I'm affray there is not really that much can be done because it getting more and more strict actually euh but everything that's happening in the world at the moment euh that's yeah. I think for, if you choose to be in Cape Town, then that is your chose and then you have to make queue with other things that are not necessarily euh maybe in line with your degree or your, you know what you studied or what you wanna do. I still believe that if you good at something that you're doing and if you, you know, you can work your way up. But I still think that it is harder based on the, the visa restriction.

Q24. What do you think are the major problems immigrants face in Cape Town, in general?

I think cost of living versus cost of euh like euh versus your income. It is an international city so you actually pay international prices for you Rand and everything. So, I think one of the biggest challenges is actually that you don't necessarily have such euh like euh tick safety net so to speak and then euh public transport is a big, one of the biggest euh I think challenges.

Q25. Is there anything else you would like to add?

No, no [Laugh]

Thank you so much .....

Thank Lyne

## Interview Transcript n.7 (Immigrant)

Good Afternoon

Good afternoon

My name is Lyne Sarah, you can call me Lyne if you want

Thank you so much for taking part in this research, which is a semi structured interview.

So it's about investigating on the integration of immigrants inside South African organisations and also the purpose of that is to explore and understand how immigrants integrated in the company here in Cape Town do.

Okay

So it's intended to benefit not only me, but also you as an immigrant, and also South Africa and the body of knowledge.

So if you feel uncomfortable when answering one question, please do not answer.

And if you feel like you would like to withdraw from this study or interview, you may do so, during or before it's up to you. And t I just want to ask you one question do you mind if I can record this conversation?

No I don't

Do you agree to have this interview with me?

Yes I do

Okay, so it's gonna take about 15 to 20 min

So you will have to answer about 25 questions.

So do you have any question so far?

No

Ok, cool, so let us proceed then.

Q1. What is your name?

My name is Stephanie

Ok, nice to meet you Stephany,

Nice to meet you too

Q2. Which country do you come from?

I come from Italy

Q3. What is the official language of the country?

Italian

Q4. Is there any other languages you speak fluently?

English yes

Q5. How long have you been here in South Africa?

Euh since November 2012



Q6. What reasons let you decide to come in South Africa?

Okay so euh basically I've got double citizenship. So it was the easiest country to, to go without having a working permit and I also have euh, part of my family here, so it enough coming visit them too.

Q7. What was your prior state of mind with regard to immigrants finding occupations here in South Africa?

I thought it was euh easier for me to find out job out job in South Africa rather than in Italy euh just for my qualifications and for just the fact that I thought euh that this the, the schools in Italy were much better than South Africa, so I could have more knowledge about things euh which didn't work out that way in any case.

Q8. So has this perspective changed?

It's changed in the sense that I know now that euh it's not by being Italian that you [Laugh], that you got more knowledge but in any case it's, it's still difficult to find a job here

.....

Q9. What is your current immigration status in South Africa?

Well I am euh, a permanent resident

- ✓ Permanent resident
- ✓ Temporary foreign worker
- ✓ Refugee
- ✓ Other \_\_\_\_\_

Q10. What is the name of the company you are currently working for?

It's called Yovita café

Q11. What is your occupation within the company?

I'm the owner

Q12. Are you a

I'm a full time employee

- ✓ Full time employee?
- ✓ Casual employee?
- ✓ Permanent employee?

So, tell me do you love you work?

I do, I really love my work

Are you satisfy with your earnings?

It's could be better [laugh]

Q13. How long have you occupied that position?

Euh since July 2013

Q14. How did you know that this position was vacant at the time you were probably searching for work?

Euh because I found the premises euh while I was looking for euh a place to open up, the premises just came out.

Okay why did you decide to look for a premise rather than go and look for jobs?

Because euh I've applied for different jobs and the salary was very very low and I still have to pay into for the transportation. So I decided with the money that I had set aside to invest it in a, in a coffee shop and start my own business.

Why will the reason be regarding to the salary that was low. Do you have any reasons?

I think the reason is still about euh euh the difference between black people and white people. I still think that people take advantage and try pay less black people. So euh yeah. So the salary they were offering me with the rent that, that we have, it was just impossible for me to survive. So I have to, euh probably a black person would have been accepted it or I don't know. That's, that's my idea about it.

But you are white, so why do they try to offer you a job since?

I don't know, like probably black people are more euh, I don't know more in need, I don't know what what the problem is. But, probably they got other jobs that they can, they can have it at the same time that would make up the final price for them to pay rent unto euh, even the shops that they go to there are a bit more reasonable I don't know why there's still some difference between black and white. Coming from Italy I don't have any problem with blacks or whites or yellow whatever, euh but in this country since I've been it still an issue.

Was it an answer from the companies you were looking for?

No, it was just that was the amount that they were gonna offer and there was no, there were no gonna euh negotiate the salary. And I just could afford it at that time.

Q15. Which procedure did you follow to finally open your own business?

Okay, so I had to euh after buying the coffee shop, I had to euh apply for a permit to have euh, to euh work with food euh inside this premises, and then once I obtained this permit euh I was able to open up and start a business.

.....

Q16. What qualifications/experiences did you have, when you started looking for work in Cape Town? And where did you obtain these?

Okay, so the qualifications I got a diploma in graphic designing and euh I'd a job experiences of, in hospitality so in coffee shop restaurants, in also as a graphic designing work. So a lot.

So, why did you choose to work in the hospitality environment?

Euh I think it's was just the one that I had more experience and the one that I was feeling more comfortable and euh budget wise, I could afford, euh opening up a coffee shop rather than euh a graphic designer studio. There were more money involve in opening up a graphic design studio.

Q17. How long have you been working in Cape Town, since your arrival?

In Cape Town since March 2013

Q18. What were your previous occupations since your arrival in Cape Town and what were the names of these companies?

Euh now, when I arrived here I only have the, the coffee shop.

So what did you do before?

Euh when I was in Italy?

Oh in Italy what did you do there?

I was working in restaurants, coffee shops and in a graphic designing studio and in an ice cream shop and in a pizzeria take away. I'd like 5 jobs in, to try other proper decent salary.

So you said you arrive here in South Africa in 2013?

Euh it was in November 2012 in Johannesburg, and then I move to Cape Town in March 2013?

And then when exactly did you start the job as an owner?

As an owner in July 2013

So march till July, so what did you do between March and July 2013?

Euh I was applying for jobs, yes and then in euh, I think it was May 2013 that I find the premises and then it just took like 2 months or 3 months to get it started.

Q19. Did you really struggle to find a qualified job here in Cape Town?

Yes

Are currently exercising your qualifications you acquired?

No I'm not

Why not?

Euh, it's something that I would like to look into, starting up again but euh I would probably not apply for that job outside. I would do a freelance.

Here I have listed some struggles or Difficulties that immigrant are facing here in Cape Town, which one will you choose.

- Language
- Temporary contracts
- Qualification

- Discrimination
- No legal job
- Personal constraints
- Limited right to work
- Others.....

I would probably euh, yeah use at least 2 of them, so the discrimination and there is no legal job.

Can you explain further, why did you choose discrimination and no legal job?

Euh discrimination because I think what is happening in this country is the opposite now so euh they, because you are white, probably there's more, they they try to help out black people a little bit more, which is a great idea. It's just that the problem is that euh there is no opportunities for white people because I just feel like there is more needs for black people to have euh a job. Euh so probably that is the reason. But yeah, I don't wanna yeah say like too much [laugh].

And no legal job is just because there's euh, I think there's no security in a job. There's, there is no proper contract that you can just sign and know that euh your position is safe for a, for a, for a period. I think there's more like euh probably they not gonna call you for one day to another, that is the feeling that I'm getting when I apply for a job. So yeah.

Q20. Do you intend returning to your home country or applying for citizenship? Please motivate your answer.

Euh, well I've got euh double citizenship. So don't really have any problem in applying here. Euh but I must be honest I was considering going back to Italy. But I don't think that the economy is at the point of euh that improve enough for me to go back. Euh but I still love this country so it's gonna be hard question [Laugh] to answer.

If you had to compare the economy there in Italy and this one here in in South Africa, which one is better?

It's still much better here yeah. It's still, it's it's still, it's becoming difficult here where life is getting very, very expensive here. Euh but in Italy it's just impossible to live at the moment. The, the if you compare the salary to the cost of life, there's just no comparison. The salaries are much lower to, for the cost of life instead here you can still euh live a bit with, with even a lower salary.

Q21. Can you tell me about the integration process of skilled Immigrants in your homeland?

What do you mean but that sorry?

Like how do immigrants get integrated in companies there in Italy?

Oh, euh [Laugh] euh there is a visa now to go back to Italy euh yeah, I can't remember Schengen or something like that.

Schengen?

Schengen, here you go euh so there is a visa to go back there, but euh the immigrants euh I'm not too sure about the legal immigrants, but the non-legal immigrants are just actually getting pay euh from what I've heard 3 euro a day euh to survive there, which is, it's a very good to think about it without even working. So I think that cause Italy to go down so much. So the immigrants are basically taking over other occupations euh that are normally talents would get, because they getting hire illegally. They call it black labour, not because of the colour of the skin but just the name of it's called "black labour" where the, you don't have to pay contract but they still working for you illegally.

Oh does the law allow it?

No, it doesn't allow it, that's why it's illegal, but it's still getting down, because you can pay them less euh without having to pay taxes

But you can go to prison if they catch you?

Yes you can go to prison, but people are willing to suffer that because the economy is so bad. Euh they can't afford to pay a salary of, of a person. So they try and get illegal people to, to work for them.

But what if you are qualified, you are talented, you got your degrees and stuff, will it be easier for you to integrate the company as an immigrant?

No, no because they would have to pay you a descent salary in which they don't have the money to pay it. So that's why whether you are super qualified or, or not they actually take the one that is not really qualified, because they can pay less.

Q22. If you had to compare the integration in the workplace as a foreigner here in SA and that of your home country, how would you describe the differences?

Umm, euh euh I actually wouldn't know. Euh I actually wouldn't know. I probably would think that was the euh, the same problem euh. I mean I'm talking about being citizenship euh as citizen in both countries and I honestly find difficulty with both cases to find a job euh so yeah probably because it was a newer country to me, south Africa, I just found it more difficult to euh manage more jobs at the time euh where in Italy I was able to do 5 jobs in, at the time and, and it was just easier for me to cover and do all these things, which in this country I'd to learn how to drive in opposite direction and learn where the differences was. So it was more challenging for me in that aspect but yeah I wouldn't know there was difference.

Okay. Would you say it was better here than Italy?

Euh, I can't say that it's better in, in neither country because it's, it's was probably very difficult that's why I left Italy. Euh but I still find difficulty also here. So euh I can't say one is easier than the other. I think just polity of love it's easier here, it's better here. Yes definitely it much better.

Q23. In your opinion, what can we do to help immigrants get hired in a SA company, basically in Cape Town companies? Or which solution can you bring to the table?

Euh, I think probably to just euh do more like training, euh that wo, would probably helping in the matter of aligning people even without qualifications, you just learn out euh, learn a job in order to be euh even able to open up their own activities euh I think the the, actually there is a very big issue in this country in that if you are an immigrant, like let say I'm not a south African citizen euh citizen, it an, as an Italian I had to open a coffee shop here, I had to at least take on five euh black people to work for me or even though I didn't, I wasn't able to pay them a salary, I had to do that euh and then I had to to that in my bank account there are at least 5 million of euh yeah. So that is something that actually it's very hard. So I'm very glad that I was double citizen. So I didn't have to apply for this since because I didn't have the money to do it. Euh but yeah so I think it's very difficult, they making life difficult because if the South African can't open up a business and take on South Africans, then at least immigrants could possibly take over euh some, some South African people give them a job. So they're really discriminating [Laugh] immigrants too much in my opinion. Euh so yeah, probably training them and just allow them to have more freedom in opening up businesses or yeah exercising their activities.

Q24. What do you think are the major problems immigrants face in Cape Town, as broadly?

Euh, I think just the problem they ignorant. The fact that there is not tolerance and Italian things that, think that only Italian can live in Italy and south African think that only south African can live in, that's always been euh the issue of, of human being, of just wanting everything for, for themselves. So, not not being able to accommodate other people.

Q25. Is there anything else you would like to add?

No, no

So this is it then, thank you so much

Thank you

## Interview Transcript n.8 (Immigrant)

Good Afternoon

Good afternoon

My name is Lyne Sarah, you can call me Lyne if you want

Nice to meet you

Nice to meet you?

Thank you so much for taking part in this research, which is a semi structured interview.

So it's about investigating on the integration of immigrants inside South African organisations

So it's intended to benefit not only me, but also you as an immigrant, South Africa and the body of knowledge.

So the purpose of that is basically to understand and to explore how do immigrants are integrated in the company here in Cape Town.

So if you feel uncomfortable when answering one question, please do not answer.

And then if you feel like you would like to withdraw from this study or interview, you can do it, during or before it's up to you. And please bear in mind that everything we're doing here is anonymous. So there is confidential and anonymity is guaranteed.

So do you mind if I can record you?

No

Do you agree to have this interview with me?

Yes

Okay, so it's will take about 15 to 20 min

And then you will have to answer about 25 questions.

So do you have any question you want to ask before?

No I don't have any questions, 25 questions, that's cool

Alright so let's start

Q1. What is your name again?

My name is .....

Hello grace

Hello

Q2. Which country do you come from?

I come from Gabon

Q3. What is the official language of the country?

The official language of the country is French

Q4. Is there any other languages you speak fluently?

Yes English and a little bit of Spanish. The langue, the love language

Q5. How long have you been here in South Africa?

11 years, I came in March 20... 2006, March 2006

Q6. What reasons let you decide to come in South Africa?

Studies

My parents wanted me to study in an English Environment and South Africa was the closest compare to England and America and the cheapest also. So I came to South Africa.

Q7. What was your prior state of mind with regard to immigrants finding occupations here in South Africa?

It was impossible to, to get a job. When I, came in 2006, I heard from others immigrants that it's was completely impossible to get a job. They had to have a study permit and go back home to get a job. Then the longer line, 2 years later euh some of my colleagues got jobs legally and I found out oh there is a possibility. We found out that we, we could actually change our study permit into work permit having the right documents and if companies wanted to employ you. So yeah.

Q8. So has this perspective changed though?

No it hasn't change, you can still find a job but you'd just have to be patient and persevere. Yeah but there's possibi, there is jobs possibilities.

.....

Q9. What is your current immigration status in South Africa?

I've got a work permit

- ✓ Permanent resident
- ✓ Temporary foreign worker
- ✓ Refugee
- ✓ Other\_\_\_\_\_

Q10. What is the name of the company you are currently working for?

Go tourism

Q11. What is your occupation within the company?

I'm a senior consultant in the group's department

The group?

The group's department, cause there are 3 departments. Yeah 3 departments. There's a group dep euh, the group department, there is a FIT department and the INCENTIVE department. So I'm in the Group department like the department that takes some groups from 15 to 80 people or 100 people per departure.

Q12. Are you a

- ✓ Full time employee?



Yes

- ✓ Casual employee?
- ✓ Permanent employee?

Do you love you job?

Yes I do love my job. A... a couple of month I found it being bored already because it's was euh the same tax, task that I was, that I was performing every single day. I be...I became bored eventually but I like, I like tourism. I like tourism, I like everything involve in tourism. It's just that performing the same task, after a while you kind of become bored. But at the moment, euh management is reviewing the position and everything to, to give more like new task or add euh new responsibilities to, to consultants so that they can develop more like doing other things than just doing the same thing over and over.

Are you satisfy with your earnings?

No, we're way below the line. But for the amount of of work that I do, it's very euh very low in the sense where people say that with the, with the amount of work that I do, I should be probably earning R 35000 or 40000, which I'm not at the moment. It's very very low, below the line. But yah, euh I think what keeps me going, it because I love, I love the industry. That's all.

So why did you chose to work in the hospitality environment?

Because I study hospitality in tourism

Q13. How long have you occupied that position?

5 years

Q14. How did you know that this position was vacant at the time you were probably searching for work?

I knew it through an agency I applied for, and couple of months before, I think 6 months or 7 months before I sent, I started sending my CV euh to agencies in Cape Town. And 6 months after euh there was, there was one agency that was ad... advertising euh advertising a job vacancy for that company I'm working for and because I sent the CV they selected me and then I went to an interview and I got the job.

Q15. Which procedure have you followed to finally occupy this current position? In other words, what were the requirements that guaranteed you this occupation?

Procedures, you have to apply for the job, send your CV, Send your motivation letter, send your diplomas and then you wait. You send it as much as you can and you uh wait yeah. So what makes me get the job is my qualifications and my diplomas and my previous experience cause I already had a year and half experience at euh other companies before join Go tourism yeah.

.....

Q16. What qualifications/experiences did you have, when you started looking for work in Cape Town? And where did you obtain these?

A bachelor euh degree in euh a BTech degree in tourism and hospitality management yeah. And I already had almost 2 years experiences back at the company I was working for and also I got the French, it's a French Company.

And where did you get all those qualifications and experiences?

In South Africa I got my degree in euh, the national diploma in 2009 and the BTech in 2010. And right after that I got a job at the previous company which is also a French company and then yeah, from there I move to Go tourism.

Q17. How long have you been working in Cape Town, since your arrival?

7 years

Can you said that you actually exercising the qualifications you've been trained for?

Yeah, I am definitively in tourism not not not necessarily all the, all the sectors. I'll say I'm not that much into a travel. If you are a fly attendance you have to do, to work with Galileo and Amadeus to book the flat and everything. I'm not doing that part of the sector, or I'm not in the, in the hotel like making sure that the room is ready and making the breakfast but I kind of having an idea of how it run, because I have done it during my internship and euh yeah. Now I'm actually booking the stuff for people to go to. Yeah that's it.

Q18. What were your previous occupations since your arrival in Cape Town and what were the names of these companies?

So before this one

Yes

I was at the previous company called BEWAKWANGO. It's still euh, it's still open but now in Durban they're not anymore in Cape Town. But yeah

Q19. Did you really struggle to find a qualified job here in Cape Town?

Yeah, it's was euh a struggle. I'll said that I got lucky , one of the lucky ones because my previous job it was a friend of mine that recommended me to the person that was looking for an assistant for euh a consultant. And then euh yeah form there, I'll say that help me to build up to get the new job that I got because company is necessa, they don't necessarily hire people that don't have experience. The rather employ 2 or 3 that don't have experience and then the 80% of the company has experience. Because it's not easy euh companies don't, they don't like high turnover. So when there is high turnover, there's a high chance that your business doesn't grow. Euh, but yeah, I got a chance with BEWAKWANGO and I performed very well, that's euh, that's how euh I move to Go tourism. But previously I worked, the place I did my internship with euh called me back to assist. So yeah that's where I got my experience and I think because both companies also were, were on the same street. I mean the guest house that we used to do the internship with and the new, the company I'm working for when

when it was still, still in Cape Town yeah, they were on the same street. So it was just a phone call away and the people will talk between managers and yeah it worked out.

Do you have some friends that also are struggling to find employment here?

Yeah, there's euh, I've got friends euh not struggling I think fr... from my country, I would said yes. It is a struggling because of the papers like you have to have a work permit, a valid work permit and some advertisements euh are strictly either South African or require a permanent ID or require a South African ID, it's either. It's not, nowadays it's not that easy to find a position where they're willing to do the work permit for you. There, there are positions like that, but it's not quite easy to get them so euh yeah. I would say Congolese are much euh much more or Cameroonians or other euh destinations like other countries are more euh have got more chances, especially when you're refugees or if you already have a permanent residence. It depends on the contract with the country you're coming from. But I think for Gabonese, because originally euh the agreement was not that much for Gabonese to work in South Africa. So makes it difficult to have a work permit first and the pre, the procedure seems heavy and longer than a Congolese who's got a refugee pa euh paper and then can get a job anywhere. He does need to. They've got more chances of getting the job because it's quite open. The work permit euh there is a possibility to get to the general one without a name on it but it quite expensive. So when you get a work permit it's under the company name you're working for and when you change the company you have to change your permit to the new company. It's not the general permit that allows you to go where you want no. it's with the name of the company you're working with. So when you change, you change for the other, other companies. But when you have a permanent residence, you've got a South African ID, you free to go anywhere you want yeah.

Do you know how much is the general work permit?

Like the general one, not with the name?

Yes

I think it's around, last time I heard about that was around R30, 000. 00 plus raise fee. It's quite expensive yeah. Because then you can move any time. You don't need to go, like when you change the job, you don't need to, to change the papers yeah.

Here I have listed some struggles or Difficulties that immigrant are facing here in Cape Town, which one will you choose.

- Language
- Temporary contracts
- Qualification
- Discrimination
- No legal job
- Personal constraints

- Limited right to work
- Others.....

I don't know euh, I don't know which one is the, the high, like highest over all, in term of, of difficulties. I'll say there is a percentage for all of them. Language you don't speak your language you speak English. If you lucky like euh us who speak French, French companies can hire you because you've got the French. So that's a plus, like that's an advantage for you because you've got that already and the clientele is French. So that's a plus for you even though you don't have the papers, they can always go euh an extra mile. If you've got the qualifications and euh the experience they can hire you. So that's, that's a plus.

But the temporary contract makes it quite difficult because you have to change it every time. They are, it has to be approved by the state then yeah.

Qualifications obviously if you don't have the qualification you can't be hired and that's euh that is everywhere around the world.

Discrimination euh I won't say, I won't say a mind about discrimination because every country should focus on their population first and South Africa is not an exception. It's South Africa first and then if there's no South African that can help the company, then they can look at foreigners. So that's every, everywhere.

In term of gender I won't know because there's some sectors were males are, perform better than women. And in the tourism company, what I've seen women perform better than men because women are multitasks and the industry is kind of a multitask industry. And men are, are not wild. And some men can do the job but there're not as multitask as women. So that's why the tourism industry is more emp, employs more women than men. So there as well can't say that it's, it's discrimination.

No legal job, I'll say it more easy, it's easier to find euh euh job like being a security euh looking after the garage of someone. That's easier to find because you don't necessary need to apply for papers and stuff like that. You can have your study permit and then do that in the meantime. But yeah.

Personal constraints maybe I'm not sure.

Euh limited right to work, yeah that could, that could be euh euh a difficulty because yeah if you don't, if you don't have the papers or if there's a qualification that you need that yeah. I'll, I'll say maybe that's one would be the most euh difficult in term of finding a job. But the rest is just normal stuff like everywhere in the world.

Q20. Do you intend returning to your home country or applying for citizenship or permanent residence? Please motivate your answer.

Going home, because applying for the citizenship will take me 10, 15 years, which euh, which is not even guaranteed. And what I've seen on most of my colleagues that are Cameroonians, Congolese and everything but, on their ID, it says South African ID. But it's always mentioned not South African. So what the point of having a South African ID if you're not gonna have the similar ID as the South African, you better go home. Because yes you'll be able to have any job you want, but I doubt you'll be able to have a business here. You can have a house obviously but you'll have to have a certain euh amount of money, which foreigners not no, not necessary earn. Or you ought to have 10 years or use a company or someone to loan it for you and you know, it's all that trouble around. So no. I think I felt well the best to do and that I would actually advise all my, my below brothers is yeah if you can work and then do something back home, like build the house home for you. When you go back that's will be the best euh option for you. But staying in South Africa no that is not an option for me. Uh uh, I won't stay. It doesn't, e e, we e, le euh I'll say that our country is also, because the people that stay in foreign countries are those who can do a job. Like if there's someone that work in a, in a foreigner country, it's mean that, that person is actually good at what they're doing. But the country they're coming from is losing on that person working for another company, and then like, euh working overseas. And also when retired, who pays you the country or the country you work for? If you decide to go back home, where do you get your pension from? You never worked in your country. You worked in the retie, in euh euh a foreign country. And would that money be enough? Or would you even get it because here in South Africa it's not guaranteed, the pension is not guaranteed. Where do you get it from? You never know. So I think the best way is always to go back before to do something yeah.

Q21. Can you tell me about the integration process of skilled Immigrants in your homeland?  
How do immigrants get hired there?

I think it's the same system as euh I've never try myself, but I think it's the same system as in South Africa. Like you've got to know someone otherwise, you'll you'll have to be doing, you know those jobs like being a security. Those jobs where they, they don't necessary require to check euh what qualifications you've got, any stuff like that, yeah I think that. I've, I have someone you know would be euh your best pet.

Q22. If you had to compare the integration in the workplace as a foreigner here in SA and that of your home country, how would you describe the differences?

I haven't work in Gabon so far, but I'll say the same terms are the same. Like euh in terms of segregation, in terms of. It's the same everywhere. It's like back in my country we don't like foreigners, South African don't necessary love foreigner. So it's quite the same. It's like, especially if a foreigner is euh promoted over euh a local, it becomes a problem. Locals don't

usually necessary al, like it, and that's is everywhere in the world. It's not only, it's not South Africa only. It's everywhere in the world that it's like that. So yeah it's practically the same.

So would you say that Gabon is better than South Africa, regarding to immigrants finding occupations?

Gabon is home. So for me personally, I'll say it's better. But in term of immigrants euh I will say, I don't see the difference because population react the same way. They react the same way and what I've, what I ss euh saw when I was going out is euh, I was among the people developing a certain attitude toward foreigner, which when I came to South Africa as a foreigner, I, I was able to relate to them. Like going back now I won't treat them like that because I have been a friend knowing what they go through. But still someone who has not experiencing that would treat the foreigners as harsh as they can because it's kind of the threat to them, especially if he has a position where he's well paid and stuff like that. It's usually euh like locals don't make it easier for foreigners to fit in, unless that foreigner has skills to actually got through the process and beat them up. But if you don't have the skills and you're not strong enough you gonna quit because they, they're not gonna help you, yeah.

Q23. In your opinion, what can we do to help immigrants get hired in a SA company, basically in Cape Town companies? Or which solution can you bring to the table?

It's not easy, especially with euh South Africans. The problem that they facing, the, the level of unemployment. It's, I will say opening more doors to foreigners would kill euh the country in the sense where locals will feel more euh, will have more and more anger, because being a foreigner away from your home you worked twice as much as the South Africans and you won't mind getting a low salary. So euh but I think the, probably the government has to find a fine balance as to how euh euh avoid making foreigners as as, probably euh I don't know euh do a research or something on look up the people that actually producing something for the country, because remember when they work for euh, for a foreign country, the country is benefiting as well. So it's not, it's not necessarily the foreigners, it's actually the country benefiting.

So probably highlight those spots where euh they don't see much South Africans applying for jobs and probably allocate that sector to foreigners because euh there's a least South African working in that field for instance. We don't, we don't, the demand on that sector is less than other sectors. Maybe in that case open that sector to foreigners to help the country develop and probably give 5 or 6 of employment only and then they have to go home. You know those kinds, just to get a, an experience so start of somewhere, not, not necessarily a lifetime but maybe just kind of the, I don't a 10 years contract or something like that, and then, they can go back home. at least they they had the job, they had the experience and the 5 or 10 years give them enough time to look for the next position, home or wherever they feel they can be.

Q24. What do you think are the major problems immigrants face in Cape Town, as broadly?

There's a lot of problems neh. It's like, it's like I said it's like in a country, you've got segregation, you've got euh crime, especially the, the, the some areas in Cape Town yeah you face crime, you face segregation sometimes euh its' quite frustrating when you've got the qualify euh the qualifications for a job and you see South African only, or you want a bursary, south African only, yeah it's frustrating, but it's the right of the country to first serve their citizens before they can actually serves any euh anybody else. But yeah. I would said level of and crime and segregation which is quite hard euh in Cape, in some areas in Cape Town. It's not everywhere, not every areas of Cape Town where it is. Again, I'll say that it is, every country has its own problem and, and foreigners are not welcomed anywhere, anywhere.

Q25. Is there anything else you would like to add?

No

Okay, thank you so much .....

You're welcome

## Interview Transcript n.9 (Immigrant)

Good afternoon

Good Afternoon

How are you doing?

I'm good and you how are you doing?

I'm good, I'm feeling well, good a bit cold.

Good. Well, my name is Lyne Sarah Obindja Bayari, you can call me Lyne if you want

Okay

So, thank you so much for taking part in this research

No problem

Which is a semi structured interview.

Okay eh yeah yeah [Laugh]

Ok, so it's about investigating on the integration of immigrants inside South African organisations.

Okay

And the purpose of that is to understand how immigrants get integrated in the companies here.

Okay

Ok, so it's intended to benefit not only me, but also you as an immigrant, South Africa and the body of knowledge.

Yeah

So if you feel uncomfortable when answering one question, please do not answer.

And then if you feel like you would like to withdraw from this conversation or study, you may do it, when you want.

So do you mind if I can record you?

No no problem, you can record.

Ok, and do you agree to have this interview with me?

Yes I did

Okay, good so it's going to take about 15 to 20 min so,

Yeah, no problem

So do you have any question so far?

No not yet

Okay so shall we start then?

Yeah, no problem

Q1. So what is your name again?



My name is .....

Q2. Which country do you come from?

Eritrea

Q3. What is the official language of the country?

Tigrinya

Q4. Is there any other languages you speak fluently?

English

Q5. How long have you been here in South Africa?

Euh it's going to 9 years yeah

Q6. What reasons let you decide to come in South Africa?

Well, I wanted to find a better education for myself, for, for my brothers and sisters. So it's very that.

Ok, you wanted to study English?

Oh no just euh higher education. Euh yeah the education system in South Africa was better than the other countries. So yeah

Q7. What was your prior state of mind with regard to immigrants finding occupations here in South Africa?

Well, when I arrived here I saw all the people I met already had jobs and qualifications, good jobs though. So I thought it, it wasn't gonna be hard for everyone. But then when I saw from myself when I was push into it, then I saw how hard it was for immigrants to get a job in South Africa no matter of what kind of qualifications they get.

Q8. So has this perspective changed though?

Euh not yet, not yet [Laugh] not yet.

.....

Q9. What is your current immigration status in South Africa?

Refugee, yes

- ✓ Permanent resident
- ✓ Temporary foreign worker
- ✓ Refugee
- ✓ Other \_\_\_\_\_

Q10. What is the name of the company you are currently working for?

It's called Maharaj. Yeah, It's an Indian restaurant.

Ok, you gonna give me the writing after.

No problem [Laugh]

Q11. What is your occupation within the company?

Euh, I am a waiter and a bar tender in euh in euh the restaurant full time

Q12. Are you a

Euh I'm a full time employee yes

- ✓ Full time employee?
- ✓ Casual employee?
- ✓ Permanent employee?

Do you love you job?

I love what I do. But the job I, I, I love mixing stuff, bar ten, bar tending. So I enjoy it. But you know you, you, they pay the bills, that's why I go there. But not really, I wanted, I want to do something better than that.

Okay, why don't you do something better?

Of course you gonna have to study for it. I love to, I love Biochemistry. So then I'll have to study. And in other to study, I got to have the money. So the only way that the money is gonna come is through your work, and save the money for that.

Are you satisfy with your earnings?

At the moment I am a little bit. But I, when I started working they had some problems with my boss and my manager. But now since I'm full time employee, I fine yeah for now yeah.

Q13. How long have you occupied that position?

I have been working there for around 8 to 9 months.

Q14. How did you know that this position was vacant at the time you were probably searching for work?

Well I, I knew Marahaj for a long time. It's euh, It's one of the oldest restaurant in Cape Town. So all of my friend used to go there. But I don't know they had a vacant place available until I went to, on line only. Yeah I was looking for jobs, then I saw Marahaj, so I called them. They said "yeah you're taken, come for an interview". And I went for interview, I got the job.

Q15. Which procedure have you followed to finally occupy this current position? In other words, what were the requirements that guaranteed you this occupation?

The requirement was euh I had to know my alcohol. I had to have euh well a minimum of 6 months experience in the position, which I did. Then I have to have customer service. I had to be able to be available at any time for work. So yeah.

So why did you chose to work in the hospitality environment?

Euh hospitality was something I have been doing since I was young. Yeah for the business family we have, it's still hospitality. I was kind of born into it. So for me it's came naturally so.

.....

Q16. What qualifications/experiences did you have, when you started looking for work in Cape Town? And where did you obtain these?

Euh I had, I worked in the family business. So I had the euh couple of years' experience in the hospi, hospitality with customer service and euh managing the place. I was a manager before

and, and I had a little bit of experience and how things work around in the business so. Yeah I think those things came together yeah.

Can you say that you're actually exercising the qualifications you acquired in that specific job?

I am. Currently yes I am, I am.

Q17. How long have you been working in Cape Town, since your arrival?

It's been about 4 years now.

Q18. So what were your previous occupations since your arrival in Cape Town and what were the names of these companies?

Previous occupations, I was a student at first. I finished my matric. And then I went straight into the working business, because I needed some financial stability. Oh, I went straight to the hospitality. I worked in the small internet café for a while, for some times. And then yeah. All the occupations I had had to do with customer service, and hospitality, so café, a small café especially, yeah.

Q19. So, did you really struggle to find a qualified job here in Cape Town?

Yes you do, you do. But euh, the kind of specifications they have, even if you're qualified for it, it's South African first who get the job. So for immigrants, no matter how qualified you are it's very hard the get the job. So yes.

So do you have any reason on why it is hard for immigrants to find work although they are super qualified?

Oh, I mean they wanna empower their own people, I get it. They wanna empower their own people. But sometimes it's just, you know it doesn't make sense when you know, the job is there, and the, the people are there but they're not getting the opportunity while you wait. The opportunity is there for you but you can't take it. But other people are sitting down there and waiting for the opportunity to come again. So it's kind of frustrated so yeah.

Do you have some friends that also are struggling to find employment here?

Yes. I've got a couple of friends that are still looking for job for a long time. Yeah for a long.

Here I have listed some struggles or Difficulties that immigrant are facing here in Cape Town, which one will you choose.

Okay

- Language
- Temporary contracts
- Qualification
- Discrimination
- No legal job
- Personal constraints
- Limited right to work
- Others.....

Oh there is language the first. Some jobs they, they, they want you to speak more than 2 languages, or more than 3 languages. Euh so they, euh yeah you find you, some, some of the work they need you to speak more than 2, 3 languages at the same time, which is a bit downing. And there's discrimination too. At least you, even if you qualify for it, but they said you unfit in doing that job yes. Umm

Q20. Do you intend returning to your home country or applying for citizenship or permanent residence? Please motivate your answer.

At the moment no, I think I find my roots in here. It's been almost 10 years in South Africa and now South Africa is like a home to me now so. Maybe in a, maybe on a long run, I will probably consider that. But for now I will probably apply for citizenship.

Oh so you don't wanna go home

[Laugh]

Q21. Okay can you tell me about the integration process of skilled Immigrants in your homeland?

Excuse me?

Can you tell me about the integration process of skilled Immigrants in your country?

Skilled immigrants!!?

It's like how do immigrants get recruited there?

Oh. I mean in my country, qualification comes first. Quali come, euh yeah no matter who you are, if you qualified, well we don't get a lot of immigrants that side. But yeah, but I mean at all matter it's qualifications, if you got, if you qualified for it, then you get to get the job. No background check, no nothing. So, if you really qualified for the job, then you get it. That's how we work there.

But if you also speak the language or not?

Euh well you have to speak the language. But mostly is speaking the language. And euh, and the national language is speaking by euh everyone. 90% of the people. So it's not a problem

Q22. If you had to compare the integration in the workplace as a foreigner here in SA and that of your home country, how would you describe the differences?

It's much worse here, it's much, it's much worse here. Here they see the skin's colour, the backgrounds check, you come from a rich family or poor family, whatever. I mean that, for me that's unnecessary. If you got the qualifications to work here, you know, if I work for in a, in a position for 5 years, I've got experience for 5 years, someone got euh experience for 2 years, the guy who's been experienced 5 years should have that job. Qualifications and experience matters when it comes to job. And here, I don't think they see that [Laugh] yeah.

Q23. In your opinion, what can we do to help immigrants get hired in a SA company, basically in Cape Town companies? Or which solution can you bring to the table?

I think to train them first with the languages. Train them and see the culture of South Africa that most important cause most immigrants don't know it. There is culture in South Africa that should be known. And the way people act and behave in South Africa. You should know that. In the customer service especially know should know how to interact with them. So I think immigrants need training on that and to know about South Africa.

Q24. What do you think are the major problems immigrants face in Cape Town, as broadly?  
In Cape Town, euh finding euh jobs, any jobs, finding any job in Cape Town is hard. I mean there is a lot of jobs out there in Cape Town, but finding the one that can sustain you and help you to be stable, it's, it's hard. Especially, just in the working place discrimination like especially if you work, if you were the only immigrant in the workplace, there is a lot of discrimination, even if it's not direct, or it can be indirect. Yeah

Q25. Is there anything else you would like to add?

Oh Not really [Laugh]. I think I said everything yeah.

Okay, thank you so much .....

No problem, no problem

## Interview Transcript n.10 (Immigrant)

Hello, good Afternoon

Afternoon

How are you?

I'm great thank and you?

I'm good

My name is Lyne Sarah, you can call me Lyne if you want

Okay thank you Lyne

Thank you so much for taking part in this research

You're welcome

And then the purpose of that is to explore and to understand how immigrants are integrated in the company here in South Africa.

It's intended to benefit not only me, but also you as an immigrant, South Africa and the body of knowledge.

So if you feel uncomfortable when answering one question, please do not answer.

And if you would like to withdraw from this conversation, you can do it, whenever you want.

And please bear in mind that anonymity and confidentiality are guaranteed actually.

Okay

Do you mind if I can record you?

No problem

Do you agree to have this interview with me?

Yes

It's going to take about 15 to 20 min

You will have to answer about 25 questions.

Do you have any question you want to ask before?

No

Alright so let's start

Q1. What is your name again?

My name is ..... yeah

Ok nice to meet you .....

Nice to meet you Lyne

Q2. Which country do you come from?

I'm from DRC yes

Q3. What is the official language of the country?

Euh it's French yes

Q4. Is there any other languages you speak fluently?

Yes there is Swahili, there is Lingala and English also yeah

Q5. How long have you been here in South Africa?

Euh something like euh 2 years and half

Q6. What reasons let you decide to come in South Africa?

It was for studying yes, for studying

Q7. Since you've been here for couple of years now, what is your state of mind with regard to immigrants finding occupations here in South Africa?

Ah it's very difficult, yah it's very difficult. It's not too easy to get a job as an immigrant or foreigner yes.

Q8. So has this perspective changed though?

Yes, yes it changed, yes, yes because, you know when I was in my country they were telling me that it's very easy to get a job in South Africa rather if you finish your studies and you have some qualifications directly they will transfer you to get a job, you would have to many chances to, to get a job. So and, once I arrived here, I found that, the, the things have changed already. Yeah it's not like the, the last time yes.

Is it easier to find a job now than before?

Hum more difficult I can say. It's more difficult now to find a job yes.

.....  
Q9. What is your current immigration status in South Africa?

I have a study permit yeah

- ✓ Permanent resident
- ✓ Temporary foreign worker
- ✓ Refugee
- ✓ Other \_\_\_\_\_

Q10. What is the name of the company you are currently working for?

Euh the name of the company that I work for is KAUA, it's a restaurant yes.

Q11. What is your occupation within the company?

I'm a cashier and I can also work in the kitchen also. I can help them also because I know something about kitchen also yeah

Q12. Are you a

I'm a part time employee

- ✓ Full time employee?
- ✓ Part time employee?
- ✓ Casual employee?
- ✓ Permanent employee?

Do you love you job?

Yeah I love my work, I love it

Are you satisfy with your earnings?

Yeah...hmm not, not too much but yah. Not really yes, not really yeah

Ok, but why are you still working for that company is you're not satisfy with your earnings?

Yeah I'm still going because firstly for this moment I need it and I have to be there and euh also you know I love to take care about people also. That's why I'm still there.

Q13. How long have you occupied that position?

Euh it's something like one year. One year now, one year now yes.

Q14. How did you know that this position was vacant at the time you were probably searching for work?

Euh yeah it's was throughout euh through euh one brother, we are praying with him in the same church and I asked him about is gonna be available the work, I was looking for the work and he said to me "yah I'm working somewhere and I'm the manager. So once the opportunity, the opportunity I would let you known and you can also come and work there yah"

Q15. Which procedure have you followed to finally occupy this current position? In other words, what were the requirements that guaranteed you this occupation?

Hmm only my matric, my matric certificate yes and some experiences of work from my country yah.

Why did you chose to work in the hospitality environment?

As I said before, because I love to take care about people. That's why.

.....

Q16. What qualifications/experiences did you have, when you started looking for work in Cape Town? And where did you obtain these?

I was working euh, in my country I was working in the internet café and I was also like something like secretary and I was typing also something like that yes.

Are you currently exercising the qualification or experiences you acquired in the past?

No I'm not, I'm not. I'm not.

Don't you want to look for a job were you can exercise your qualifications or experiences?

No, I'm still, I'm still studying. So once I'm gonna finish I will search the work for mine yes.

Q17. How long have you been working in Cape Town, since your arrival?

Just one year yeah

Q18. What were your previous occupations since your arrival in Cape Town and what were the names of these companies?

I'd nothing.

Q19. Did you really struggle to find a qualified job here in Cape Town?



Yes I struggled. Yes I struggled because I was looking, I was looking you know like you can see even in Gumtree, they said that we need people, you can see somewhere they write euh we need people, we need people and when you are, you, you go there, there is no opportunity. You can even give your CV, and they will not call you yeah something like that yeah.

Do you have some friends who are also experiencing the same difficulties?

Yes a lot, a lot yeah. Euh some of them they, they have euh skills, experiences. They studied, example they studied, I have some they studied as a chief but they don't have a work. Yeah they don't, they don't have the work. They, they, there're some also they, they finished in the engineering you see, something like that and they don't have a work. Yeah

Here I have listed some struggles or Difficulties that immigrant are facing here in Cape Town, which one will you choose.

- Language
- Temporary contracts
- Qualification
- Discrimination
- No legal job
- Personal constraints
- Limited right to work
- Others.....

Euh, I can choose only one or?

Yeah you more welcome to choose more than one

The first one I can say language

The second one euh discrimination

And the third one I can say euh limited right to work yeah, yeah

Can you explain further please?

Yeah the first thing is language. Why I said language it's because you know euh there is no communication about language. So we need language, we need to get each other you know. So euh through language, through speaking you know. So why I said that language. Why I chose language because you know it's difficult if you speak for example Xhosa and they speak English how can I, I, I, how can I give you an idea in English because you can't get me and also you, you can have an idea or an experience in Xhosa, how can I get you also. We can see the difficulty there.

Euh discrimination, firstly I can say about character, the way they treat people you know. So they treat people not very nicely. They have to know how to treat people. The way, the way to talk, the way to, to, to reproach someone about mistakes, about something wrong indeed. You have to know the way you can, you can talk to, to that person you know. So also there is discrimination about the way you can have some qualifications, some level, some higher level,

and you go to research for a work, they will not give you that, that opportunity to work. For example I'm a black and I go to find a job euh where there is white people, they will look at me like you are black and which qualification do you have even if I have a, a, a qualification they will look just to complicate me you know. It's not nice. Even if you go to euh the black people also, as I'm a foreigner, you will see the way they will treat you, "you are not South African, you are not, you are not, so why do you want this position?" you know. There's discrimination also there.

And limited right to work, is as u said in the discrimination you know, you can have the, the experience you know, you can have the experience and the qualification [coughing] to work for euh, for, for that position or for some, I don't know for one position, but they will not give you that chance to work there. It's something like that.

Q20. Do you intend returning to your home country or applying for citizenship or permanent residence? Please motivate your answer.

Yeah, why not to go back in my country. I can go back in my country if for one reason you know because my country also wants to benefit about my knowledge, about my experience that I get here. They need, they need it also. So I can go there also with if there is euh a nice condition you know, a nice condition, the way they will pay me because I, I, I spend a lot of money in South Africa. So I cannot accept something like R2000 per month as a salary, you know, it's impossible for me.

Q21. Can you tell me about the integration process of skilled Immigrants in your homeland? How do immigrants get hired there?

Oh they are very considerate you know. They know how to, to they, I can say they had an impact in my country. If they see someone from London, South Africa oh, they will look that like euh here look. They look at that person and said ah yes something superior than us, something like that and they will a chance to get a work easily yes

Q22. If you had to compare the integration in the workplace as a foreigner here in SA and that of your home country, how would you describe the differences?

Hmm, the difference is that in my country as a euh a foreigner or immigrant you can get a work easily. But in South Africa the things changed as I said before, the things changed. It's not the same euh, you know the same like before you could get a work easily if you finish to study or you have some qualifications you want to exercise or to practice yeah. Yeah it's not the same again.

Q23. In your opinion, what can we do to help immigrants get hired in a SA company, basically in Cape Town companies? Or which solution can you bring to the table?

They must know first the, the values of the immigrants. When I'm talking about value, it's talking about also experience qualifications high level, euh high knowledge, you know. Immigrants, they have also something to bring to this country. Something that can help this

country to, to get euh a development or to get something new also. So they have to, to know that and to, to give, to give them a chance to get a work and the position that they deserved also. I can say that yeah.

Q24. What do you think are the major problems immigrants face in Cape Town, as broadly?

Ah they are, a, a lot of problems that they face. For example, I can say for the hospital you can see you know beside those one, they're using the passport you know, those one they're using the, I don't know how they call it an Asylum refugee something like that. I saw the way they were treating in the hospital, they don't have even a word to say, because it's something like free and something like free so you don't have a word to say. Even you won't say "I want this because..." "no no no no shut up you have to take this one because you refugee you know you are not you know" something like that.

And for the accommodation also you can be there, you are looking for the house. You are going there, they see firstly you are black and see firstly you are foreigner, they will not give you a chance to get that house because they will see that how you 'll gonna get this money. They, they, they will treat you something like you are not serious you know. It's something like that.

Q25. Is there anything else you would like to add?

Yeah, firstly hmmm firstly I would thank you, I would thank you euh for this opportunity you know, for this opportunity that you gave me also. So I also learn euh through your questions and I think euh this interview and this euh, this idea will help us and South Africa also to get changed you know yeah. That's all I can say.

Okay, thank you so much .....

Thank you Lyne, thank you so much.

## Interview Transcript n.11 (Immigrant)

Good Morning

Good morning

How are you?

I'm fine thank and yourself?

I'm fine. Thank you so much for taking part in this research which is a semi structured interview  
it's a pleasure

You already know all it is about through the consent letter you have signed.

Yes

Then we are going to go directly through the questions if you don't mind

Okay, I don't mind.

Q1. What is your name?

My name is .....

Q2. Which country do you come from?

I come from Gabon

Q3. What is the official language of the country?

The official language of my country is French

Q4. Is there any other languages you speak fluently?

Euh I do speak actually French, English. I did a little bit of Spanish in the high school, but I  
can't say I can fluently speak Spanish. But I have some knowledge.

Q5. How long have you been here in South Africa?

Euh I have been in South Africa for almost 10 years. I arrived here on the 6<sup>th</sup> of December  
2007.

Q6. What reasons let you decide to come in South Africa?

Euh the reason that let me decide to come to South Africa is stu...studies yes.

Q7. And what was your state of mind with regard to immigrants finding occupations here in  
South Africa?

Euh from back home we actually got a very negative mind-set of South Africa regarding to  
what is happening on TV and apartheid stories and yah. Some people are actually kind of  
affray of coming here. But once we here, then we realise that something might be true, but it's  
all different stories.

Okay, so regarding to the employment of immigrants inside South African' companies, what  
were your mind-set about this subject before being in SA?

Euh, it's yes and no. yes because you cannot have work qualification, it doesn't, it doesn't  
mean, you gonna go, you're going to have something straight in your field of study. But even

though euh you might be going through interviews but there is, there is also other euh, other criteria that they are regarding. Like you can be competent but euh they are going to give euh jobs to citizenship first. So which's another part that is quit tricky for foreigners and immigrants. So you might be hired, sometimes you get to a company and sometimes they want to take you but they, they first have to, to satisfy South Africans.

Q8. So has this perspective changed though?

Euh I think it hasn't changed that much. It's hasn't changed that much, otherwise I would have get a job in my field of study. Yeah

.....

Q9. What is your current immigration status in South Africa?

Permanent resident

- ✓ Temporary foreign worker
- ✓ Refugee
- ✓ Other \_\_\_\_\_

My current immigration status in SA is critical skill permit, euh a kind of work permit.

Q10. What is the name of the company you are currently working for?

I'm currently working for Dominos Pizzas

Q11. What is your occupation within the company?

Euh, within the company my occupation is euh assistant manager.

Q12. Are you a

I'm a full time employee in Dominos Pizzas

- ✓ Full time employee?
- ✓ Part time employee?
- ✓ Casual employee?
- ✓ Permanent employee?

Do you love you job?

Yes I do, even though I would like to be more in my field of study. But I still enjoy what I'm doing there.

Are you satisfy with your earnings?

Hmm not really but we always have to start somewhere to, build our, ourselves up.

Q13. How long have you occupied that position?

I've been occupying that position for I think for a year, but I've been working for them for 2 years now.

Q14. How did you know that this position was vacant at the time you were probably searching for work?

I actually did, ok I can't say I knew but I actually was not that much interested. I was like "Ok I'm taking the opportunity and meanwhile I'm still applying and going through interviews". Then

I think they saw euh competency in me. That's how they appointed me ant then I went, they told me I have to go through trainings and stuff. I also taught to myself "ok I still have something that I would like to do, like in my field of study as I said, but I would still take the opportunity to go higher in the company.

How did you find this job?

Oh, I found the job through euh through a brother at church actually yeah. He was working for the company already and euh he knew that I was looking for a job and then yeah. One day he ask me to give him, to give him my CV and then I gave him the CV yah.

Q15. Which procedure have you followed to finally occupy this current position? In other words, what were the requirements that guaranteed you this occupation?

Euh behaviour, they also look at your skills like English. Do you speak English properly how do you interact with people euh yeah? Mostly behaviour, English and yeah. Education I, I also think education. But I'm asking myself did they really know I have a degree. But I think if they went through my CV, then they knew I would make it, I would make it.

Why did you decide to work in the hospitality environment?

Ok, I actually never said, and then I say I'm going to work in the hospitality environment. As I said it was an opportunity for me. And then I taught myself "ok, I'm going to take the opportunity actually, instead of sitting home. So we always have to start somewhere to go somewhere else after". Yeah

Q16. What qualifications/experiences did you have, when you started looking for work in Cape Town? And where did you obtain these?

Before working for Dominos Pizzas I was tutoring 1 and 2 years anatomy and physiology by university of the Western Cape. Yah

And what qualifications did you have before?

Euh another one, another are health and safety euh certificate and project management.

Are you currently exercising the qualification or experiences you acquired in the past?

Euh I would say not really because it is not a lab environment. But In another stand I say, I would say yes because euh, my management, my project management short course that I did actually falls inside the work that I'm doing as well as health and safety management. So I would say yeah kind of yeah.

Q17. How long have you been working in Cape Town, since your arrival?

Euh since I arrived in Cape Town, I've been working for 2 years.

Q18. What were your previous occupations since your arrival in Cape Town and what were the names of these companies?

Oh ever since I arrived in Cape Town my previous occupations was only studying, studding and studying. I never had a proper job euh beside Dominos, only lab's tutoring yeah.

Q19. Did you really struggle to find a qualified job here in Cape Town?

Yes I did because ever since...ok ever since I've been working for Dominos, I've been going through interviews and I'm, I still euh I'm like euh I'm still sending my CV and then euh I don't have something relevant. I wouldn't say I have something relevant, cause euh my previous, like my original field will be laboratory or something like this. And then I'm still struggling to have, to, to find it.

Do you have some friends who are also experiencing the same difficulties?

Yes. Euh if I can put it in that way euh small jobs are easily offered but qualified, properly qualified jobs, they are more difficult to, to get yeah.

Here I have listed some struggles or Difficulties that immigrant are facing here in Cape Town, which one will you choose. Yeah you more welcome to choose more than one

- Language
- Temporary contracts
- Qualification
- Discrimination
- No legal job
- Personal constraints
- Limited right to work
- Others.....

Ok. I will choose euh limited right to work and then you mentioned something like racial, something like this...

Discrimination?

Yes that discrimination.

Then discrimination and limited right to work

Ok, can you explain further why do you say limited right to work and discrimination?

I would say discrimination because there is still euh, if I can put it in the right words, there's still racism, there's still I mean xenophobia. You can go to some places even though you qualified, they also look at your citizenship, and they also look at your skin colour, sometimes you even go to places euh due to your skin colour you might be received euh in a different way euh than others that you, you can see been or been assisted before you.

And limited right to work, because euh they also require a certain, a specific euh work permit or visa to access euh to access some faci...facilities. For instance I have a critical skill permit. Euh, some critical per...skills permit, even if I have a job offer, they would, they would want me to have like a proper work permit. So they will either take me or give me an employment letter to go and apply by Home Affairs or they would ask me ask me to solve myself out and then to come back to them. That is, these are the, the, the problems that I've been, the issues that I've been encountering so far. Yeah

I thought that having a critical skill permit is almost easier to find a qualified job in South Africa?!

Yeah. But then it's till for one year and to me, one year is not enough. I mean, in one year you might find a job in your field of study or you might not find. and euh if you don't have a, a, a job in your field of study, even though you're working somewhere else, unless you're the general manager, which falls under critical skills renewal by Home affairs, you, yeah you won't be able to renew your permit and stuff like that yeah.

Q20. Do you intend returning to your home country or applying for citizenship or permanent residence? Please motivate your answer.

I'm intended to apply for citizenship here. I would still go back to my country. I mean we always come from somewhere. So the background, the family and everyone is there. So we would always have to go on holidays or maybe we can go like for good one day, but not for now. Yeah not now.

Why do you want to apply for citizenship even here?

Because it would actually make things easier. Easier in terms of work, in terms of, I mean all facilities, renting finding place to stay. Almost in every area it's going to be a very, a very euh smooth way for me to, to settle myself yeah.

Q21. Can you tell me about the integration process of skilled Immigrants in your homeland?

In Gabon euh it would be a bit difficult because euh actually it's only, I only realise some, some, some areas of that immigration part, when I came here. I mean when you foreigner then you, you, you understand how difficult it is to integrate yourself, to have papers and stuff like that. I wouldn't say I know that much back home, but the reality might be not 100% but in some areas yes, like the way we treat people back home. I've seen some people swearing at, swearing them because they are foreigners, discrimination as well, euh xenophobia in, in a sense as well yeah. It will be difficult for them as well to renew permit and stuff like that.

Q22. If you had to compare the integration in the workplace as a foreigner here in SA and that of your home country, how would you describe the differences?

I would say euh, we are more open to the world than they are here in South Africa. They don't tend to experiment, they don't tend to want to discover more or learn another language or go overseas even, even though everything is fine, even if they have a good salary, I've hardly seen people say ok I went to visit let say France or England or stuff like that. Or later I'm going to discover somewhere like that. I've been studying with South Africans, they never show interest in euh, in knowing more about Gabon, like where is Gabon, what language do you speak, like a population and stuff like that. We tend to, we tend to know more about them than they tend to know more about people actually and the world yeah, and the world in general yeah.



Q23. In your opinion, what can we do to help immigrants get hired in a SA company, basically in Cape Town companies? Or which solution can you bring to the table?

Euh to me hmm hmm, euh when they give a permit like ok. If you're studying for a bachelor degree, they give you 3 years, which is fine, which is fine. But for critical skills permit, I'm not only talking on my behalf, but I can say I know a lot of people as well in this situation. They should, they should extend permit like they give euh a frame range, a timeframe of in don't know, a year and a half or 2 years. Because in one year and a half or in one year or somehow you might not obviously find a work in your field of study even if you are competent because yeah there're some other aspects as well they are looking at. They also should try to open more to foreigners because I, I believe no, not a single country in the world can survive without foreigners. Let say you take up all foreigners from, from south Africa, who's going to pay rent?, I mean the, the economy is going to go down and then tourism as well, tourism as...everything regarding , mostly about, mostly the economy, tourism. If they don't, if they're not attracting people to come there, how would they survive like if, not only for them, but for the all country in general? Let look at the USA today. They, they are open to the world. So, this, this makes their strength actually yah.

Q24. What do you think are the major problems immigrants face in Cape Town, as broadly? In Cape Town I think euh, I think racial problems, yeah racial. Mostly racial, racial issues yeah. Yeah, I've encounter a lot, a lot, a lot racial yes.

Q25. Is there anything else you would like to add?

Euh hmm not really. They should, they should open their mind to, to the world. I mean I'm not asking to embrace everyone, but they should at least, when people come they should at least take their case and then study and all about it. Or they can do like some other country, like euh select immigrants you, you know. Like someone who has studied and euh who's competent, then would come in your country to be, for, for your country to benefit from his cleverness or his inputs actually. Not that we must euh leave other, other aside. But like some other country like France. I think France is doing it. Selection, select euh selecting immigrants regarding euh based on their euh, on their marks at school and stuff like that yes. I think they should do more about it yeah.

Okay, thank you so much ..... for taking this interview with me.

It's a pleasure

## Interview Transcript n.12 (Immigrant)

Good morning

Yeah, how are you?

How are you?

Euh I'm good and you and you?

I'm fine

Thank you so much for taking part in this research, which is a semi structured interview

Okay

So it's about investigating on the integration of immigrants inside South African organisations

Okay

And then the purpose of that is to understand and to explore how immigrants integrate in South Africa's organisations.

Okay

So, it's intended to benefit not only me, but also you as an immigrant,

Yeah

South Africa and the body of knowledge.

Alright

Ok, so if you feel uncomfortable when answering one question, please do not answer.

Okay

And then if you would like to withdraw from this conversation or this study, you can do it, whenever you want.

Okay

So, please bear in mind that anonymity and confidentiality are guaranteed as well.

Alright

Do you mind if I can record you?

No, I don't mind you can do it.

Ok, do you agree to have this interview with me?

Yes

Okay, it's going to take about 20 to 25 min, and then, you're entitled to answer about 25 questions

Okay, I don't mind

Ok, do you have any question so far?

No, no, I don't have any question

Okay, so let us start.

Q1. What is your name again?

My name is .....

Q2. Which country do you come from?

I come from Congo

Q3. What is the official language of the country?

French

Q4. Is there any other languages you speak fluently?

Hmm both, there is French and there is Lingala

Q5. How long have you been here in South Africa?

I've been in South Africa for more than 6 years

Q6. What reasons let you decide to come in South Africa?

I decide, I decided to come to South Africa because euh I wanted to, to, to, to know all about South Africa. Not only know all about South Africa, to find opportunities. The reason why I came because my mother asked me to come here. That's why I came to South Africa.

Ok, but why did your mother wanted you to come to South Africa?

So that I can have more opportunities to see how is going on. If I can euh try to find euh my own way. Yeah.

Q7. And what was your state of mind with regard to immigrants finding occupations here in South Africa?

What do you means by that?

It's like what did you think about immigrants finding occupations here in SA. Was it easy or difficult for them to find employment?

I think, I think it depends, it depends on the, on the way or it depends on the, on the area that you are. But I can say sometimes it's difficult, and sometimes not difficult. But for some people it's difficult to find euh, occupations in South Africa. But there are some cases that are asking for papers, so if your papers are not euh, are not been uploaded or, or don't require to, to work in South Africa, you can't work. And, and sometimes, it's difficult to find occupations in South Africa. But, it depends, it depends.

Q8. So has this perspective changed though?

Actually, no, no, it's not

.....

Q9. What is your current immigration status in South Africa?

You mean by that, my the documents I'm using

Yes

Yeah I'm, I'm a refugee

- ✓ Permanent resident
- ✓ Temporary foreign worker
- ✓ Refugee

✓ Other \_\_\_\_\_

Q10. What is the name of the company you are currently working for?

I'm working, I'm working actually in euh Fraiche Ayres. I'm, I'm gonna write it for you.

Okay, but after you gonna give me the writing.

Okay

Q11. What is your occupation within the company?

I'm a senior sous chef yes

Q12. Are you a

- ✓ Full time employee?
- ✓ Part time employee?
- ✓ Casual employee?
- ✓ Permanent employee?

Full, full time employee

Do you love you job?

Of course yes, I love it [Smile]. Of course

Are you satisfy with your earnings?

Yes I do, I am. I'm very satisfy with my earnings because we, we dis...discussed about it. So I'm okay.

Q13. How long have you occupied that position?

Euh, I've been occupying that position, I've been occupying that position since euh I signed my contract. Because once you sign the contract and then you start working in that position. So, I can say it's almost now 6 months yes.

Q14. How did you know that this position was vacant at the time you were probably searching for work?

I, I didn't find the job, the job found me actually. That means they were looking for someone to work in that position and they heard about, of me about someone. So they contacted me and they asked me to work for them. And I came, I try, I do my try day, my fist, my second try day, then I signed the contract on my third day.

Q15. Which procedure have you followed to finally occupy this current position? In other words, what were the requirements that guaranteed you this occupation?

The requirements, it was. You need to get experiences. For many year I was working in the culinary, in that position. And there was also a certificate that they were asking. But on my, on my case it's wasn't really a certificate, but just the experience and to do the job.

.....

Q16. What qualifications/experiences did you have, when you started looking for work in Cape Town? And where did you obtain these?

Euh the experiences I had before, I wanna, I wanna, I wanna know you are asking about the years?

No the work you did before that one you are currently busy with

The work I did, my experience, I've been a, a chef for almost like six, 6 years, yes. So all my stay in South Africa it was just working as a chef. So I've been jumping section by section, jumping side by side and trying to move forward on my job. Meaning when I started working, I was a griller, a griller kitchen, kitchen bake, griller- griller. Chef, chef, sous-chef, sous-chef, then I move forward. And kitchen manager as well.

And the qualification, did you have any qualification before?

Yes I did, I did have a, a qualification in the culinary artistic.

Why did you decide to work in the hospitality environment?

I decided to work in the hospitality environment because it was the easiest way to find something better in South Africa. It was one of the easy job, not easy but one of the euh it's one of the job you can find anywhere in South Africa, coz not only in South Africa, anywhere in the world, people like eating, people like shopping. So if there is no food, can't survive. So if you're working in the culinary, you're obviously going to find someone, something around South Africa or around another country. So if you work as a chef, trust me if you stay for 2 months, or little months, you'd find a job, especially when you got experience. Yeah

Are you currently exercising the qualification or experiences you acquired in the past?

Euh no, no, no, no, from school that qualification was just to give me the euh , to give me some tools, that can help me to work in the kitchen. It wasn't that, my qualification I wasn't euh the four years qualifications. It was the part time qualification that gave me the tools to move, that showed me how to work in the kitchen. But actually I'm not really working with that qualification, I working more than that qualification. It's like when I'm working in the kitchen, it's the position that, gives euh, it's the position that's my qual...my qualification can't stand on it because as working as senior sous chef, that a status, the meaning of that, that certificate won't stand for it okay. But, if you wanna work as a senior sous chef, you need to get experiences, you need to get a certificate as a senior, a senior sous chef. But if you got experiences, you can, it would be like as a senior sous chef. But if you got a qualification as a senior sous chef, you need to get euh, ex...experience. When you got experience, then they'll give you that position. But I'm not working following my experien...oh sorry following my, my certificate.

What did you study actually at university?

I studied, culi...culinary art. The meaning of culinary art is how to design a plat, how to plate, how to, to do sausage, how to do everything about cooking.

Where was that?

Euh it was in Port Elisabeth. Coz when I came I was in Johannesburg. Johannesburg I went to Port- Elisabeth. Port- Elisabeth, I went to Pretoria. Pretoria, then I came her in Cape, Cape Town.

Q17. How long have you been working in Cape Town, since your arrival?

Euh I've been working in Cape Town for almost 2 and a half years. Yes

Q18. What were your previous occupations since your arrival in Cape Town and what were the names of these companies?

It was the same position. It was, I was euh hmm a chef departure, meaning I was taking a position, working just on one position. Yeah

What was the company where you worked as Chef Departure?

The company was Be, Beluga. I don't know if you know Beluga. It's here in Green Point. It's one of the restaurant who brought me from Pretoria to Cape Town. Yeah

Q19. Did you really struggle to find a qualified job here in Cape Town?

In Cape Town yes I did struggle, that was after I quit in, in Beluga. When I quit in Beluga I decided to, to look for another job. It was difficult, it was almost like two months or one month at home without having any jobs because it was difficult and the period wasn't a good period, coz it was in winter. When it winter, especially here in Cape Town, it a bit difficult for you to find any internship around. But when it's summer, you will find it easier to find one.

And why did you quit?

Oh I quit because it wasn't, it wasn't euh worthy for me

Do you have some friends who are also experiencing the same difficulties?

In my knowledge no. no, no I don't, I don't, I don't have any, any of them. But, maybe, maybe around. There're always got to have something.

Here I have listed some struggles or Difficulties that immigrant are facing here in Cape Town, which one will you choose.

- Language
- Temporary contracts
- Qualification
- Discrimination
- No legal job
- Personal constraints
- Limited right to work
- Others.....

Yeah you more welcome to choose more than one

The first one would be language and euh qualification, because language, language is, is the main problem. So many people wanna try to speak English, but sometimes it's difficult for, for them to speak it properly. So I'm, I can say language is the main problem. Yeah

And what about qualification?

Qualification, sometimes you can look for something that you already learned in your country, and when you arrived here, they can say you need to study it again, but you are not qualified about it, you're, you are need to qualified on where you're from. But not qualified for that on here in South Africa. So, you go forward again and come back. That's why it's taking another year or two years.

Q20. Do you intend returning to your home country or applying for citizenship or permanent residence? Please motivate your answer. .

I'm not intended, I'm not euh euh planning to return to Congo I'm not planning to apply for citizenship. I'm just gonna stay and live my, my life. If it's time come for me to go back, I will go back but not now. And if time, but applying for citizenship here, I'm not interested on that. I'm trying to move forward. It's time to jump, jump and try to see in another country, see how it goes.

Q21. Can you tell me about the integration process of skilled Immigrants in your homeland?

Euh it's, it's, it's difficult.

Where, in Congo?

Yeah sometimes it is. Sometimes it's difficult, it's difficult to. It's like let say you need to have some contacts around. If you don't have a contact it's difficult for you to, to get something. But it's not so easy. Not do easy.

Q22. If you had to compare the integration in the workplace as a foreigner here in SA and that of your home country, how would you describe the differences?

It's like you saying, it's like euuuuh, let me try to say in French it's like "le fleuve Congo et puis la mer". Yeah that's the difference because there's a big difference between both of them. There's really a big difference.

Okay. But can you please explain it in English, so that people understand properly?

[Laugh] Oh euh, between South Africa, between, between South Africa euh and euh Congo, there're a really big difference from South Africa and Congo. A very big difference.

Why? Is it better here or better in Congo? Where do you find the differences?

The difference is because, I can say it's better her coz things are a bit easy here than in, in our side. Our side is very complicated. It's very euh difficult okay. But here everything is easy. You can, you can do whatever you wanna do here. But that side, our side, you can't do it. You are struggling to do what you want.

Q23. In your opinion, what can we do to help immigrants get hired in a SA company, basically in Cape Town companies? Or which solution can you bring to the table?

I think the best way is to try to open like euh, how can I call it again? Like an agency, something that can help foreigners to get something around. Let say something, euh you wanna find a job. You got a contact. Then contacting people that are looking for a job. You go, let say you

put that add outside, it's easy for other guys to find people that are looking for job in that euh premise, you understand. Because communication is the most thing that is killing people in South Africa. There is communication. Nowadays agencies are looking for people who could be a chef. There are 3 or four, four chefs, Congolese chefs or foreigners' chefs around. How are they going to find them? They don't know how to find them. It's not easy to find them. Why because there is no communication. So I think it's just, just an agency to open and help people trying to find a job, especially for foreigners, especially for foreigners. Yeah

Q24. What do you think are the major problems immigrants face in Cape Town, as broadly?

Euh but I can say it euh, how can I say it again? Especially visa papers, that is, that is the main problem for my side neih. That is what I think. I think it's euh, it's a visa paper coz, there is not all of us can get a visa paper okay. And I can't say, really say a word about it, because all I almost think is about visa paper. It's the main issue, the main problem.

Ok and why is it like that?

Euh, I really don't know. I can't say a word on that. I really don't know. Because at a normal life, surround, surround South Africa, with foreigners, immi, immigrants, I'm not too. How don't know how I can said that. That one would be difficult to describe, difficult to describe.

Q25. Is there anything else you would like to add?

If, if I had to ask something, I will say for us foreigners, foreigners, we don't just here to think about the easiest stuff here in South Africa. What we need to do is trying to to, to, to, to, be opened. To try to fight for what we want, we wanna do. Trying to go forward, to move forward. Trying to push ourselves and see what it's going to happen tomorrow because of that. Oh I can give you an example, I got my little sister that is staying around here, who is looking for a job, it's difficult for her to find a, to find a better job. But she's working for someone. But, the only problem with her is because she's now trying to giving up, you see. So, before start trying to give up, they must, they must keep pushing themselves until they have it. They must still keep pushing themselves until they reach their target. Otherwise, most of them like prefer to giving up and it's still gonna be very difficult. They must keep pushing up until they reach their target. That the best adv... oh advice I can give to them.

Okay, thank you so much ..... for participating in this interview

Thank you, thank you, thank you, thank you.



## Interview Transcript n.13 (Immigrant)

Good Afternoon

Good afternoon, how are you

My name is Lyne Sarah Obindja Bayari, you can call me if you want, how are you?

Ok, yeah Lyne it's fine by me

Okay, thank you so much for taking part in this research which is a semi structured interview.

Yeah

So, it's all about investigating on the integration of immigrants inside South African organisations.

Yes

And then, the purpose of that is to understand and explore how immigrants get recruited by South African's organisations.

Okay yeah it's fine.

Ok, it's intended to benefit not only me, but also you as an immigrant, South Africa and the body of knowledge.

Okay

So if you feel uncomfortable when answering one question, please do not answer.

Hmm

And if you would like to withdraw from this conversation, you can do it, when you want.

Okay

And then, please bear in mind that anonymity and confidentiality are guaranteed

Okay

Okay, do you mind if I can record you?

Euh that's fine

Ok, do you agree to have this interview with me?

Yes

Okay, it's going to take about 15 to 20 min and then you will have to answer about 25 questions

Euh euh that's fine

Okay, do you have any question so far to start?

No no it's quite clear. I'm good to go.

Okay so the first question

Q1. So what is your name again?

Oh my name is .....

Q2. Which country do you come from?

Euh I come from Kenya

Q3. What is the official language of the country?

Sorry...Oh the official language spoken in Kenya is euhh English yeah.

Q4. Is there any other languages you speak fluently?

Yes euh well I speak French and I speak Swahili, which is Kenyan national language as well and my maternal language from my tribe which is called Kikisi

Q5. How long have you been here in South Africa?

Euh 5 years now

Q6. What reasons let you decide to come in South Africa?

Ouh well because I have some spirit of adventure. I like visiting new places. So when I decided to come, it was my first time coming here and euh, euh my fiancé at the time were staying here. So I opted to after my degree course I decided to come stay with him and start my life here with him. So it was more of the personal and family reasons and my adventure for travel and just to discover new place. Yes

Q7. What was your prior state of mind with regard to immigrants finding occupations here in South Africa?

Oh well I trust I never thought about it, cause I wasn't coming for work initially. Euh it wasn't my intention to stay here for long cause I came to visit and stay and be on and off. So euh I didn't think it was truly hard to get a job here because it might been take a long time to..., it didn't take me a long time to find work here. So I thought it was something quite easy for for any foreigner here. Yes

Q8. Okay, so since you've been here for 5 years now is that perspective changed regarding to immigrants finding occupations?

Euh yes, it has actually changed because when I came here initially, I didn't have to start straight. I didn't know much about South Africa, I didn't know much about work. But euh, during my stay here as well, things changed to the Immigration Department. So I was meant to believe that it's was very hard for a foreign, for foreigners here to find a job, especially when we could see the xenophobia thing happening and the Immigration Department the neuh, the country actually changing rules so much and becoming so much strict on immigrants. So it was quite euh, I changed my perception a lot during the 5 years here and I thought that, that things were easy at first but then I realised they were so tuff and I didn't think it was euh easy for any foreigner to be here yeah yeah.

.....  
Q9. What is your current immigration status in South Africa?

- ✓ Permanent resident
- ✓ Temporary foreign worker

- ✓ Refugee
- ✓ Other \_\_\_\_\_

Euh, I'm a temporary foreign worker oh with the euh permit that is given to me for five years.

Yes

Q10. What is the name of the company you are currently working for?

Euh the name of the company is called Mindpearl. It's based in Cape Town, South Africa

Q11. What is your occupation within the company?

Euh well I, it's a ranked call customer sell and service representative and we mostly deal with euh reservations and ticketing for the, for the airlines that are customers to the company. Yes

Q12. Are you a

Euh I'm a full time employee and I worked from Monday to Friday. It's quite flexible, you can choose your shift. But I'm a full time employee there. Yes

- ✓ Full time employee?
- ✓ Casual employee?
- ✓ Permanent employee?

Do you love you job?

Euh yes, I enjoy my work a lot. Euh either there's euh discrepancies that happen at management level of the company. But the work itself dealing with the clients is quite interesting, talking to new person every day, new people, many of them. And they come from all over the world so it's quite interesting. Euh It's an interesting job in the field of Hospitality... I enjoy my work here euh despite the tuff euh management euh rules, the work is quite interesting. it's not, it's fun actually. Yes

Okay, so are you satisfy with your earnings?

Euh the earnings are fine yes, but I feel that as years go by, we should get a promotion or an increment, you know euh the condition, the cost of living keeps going higher so I trust I was okay, with what I was getting but as I got more responsibilities I feel like I'm not satisfy with what I'm getting and for the work I'm doing right now cause I have experience, I feel like it not much with the cost of living going up, I feel that I need more. So I'm not satisfied.

Q13. How long have you occupied that position?

Euh 5 years since I started there I just had a few promotion not much, but it's euh pretty much the same thing.

Q14. How did you know that this position was vacant at the time you were probably searching for work?

Oh well, when I was coming to South Africa, I went to an interview, I told you I came to visit and stay just a while with my fiancé. So when my fiancé was going to work, I, I kept just looking online and checking for French consultant, consultancies in South Africa. And that's how I came to learn about placement agency which is called Jam and placements, I don't know if

it's still here. But euh they just called... I wrote an email to them, tell them I was interested after visiting Cape Town and I liked it there. So I decided to just keep checking and the euh the one who put me in touch with the company and got me the job, it's was quite easy .

Q15. Which procedure have you followed to finally occupy this current position? In other words, what were the requirements that guaranteed you this occupation?

Euh just speaking French as a foreign language because there were servicing the European market mostly. They were interested in finding of fluent French speakers' euh with English and French. So I told them, that was my qualification plus my degree. So that's guaranteed me the position. Yes

So why did you chose to work in the hospitality environment?

Oh well because it's always my pleasure to be hospitable and to welcome people and give customer service. It is euh something I actually, I didn't study for this. But it is what came euh first. So I just took it up. Euh I studied euh euh, I'm professionally a teacher, that's what I studied in campus. But then euh this hospitality opening came up and I just grabbed it. So it's a country lenient and said that euh I was planning to be her mate. But I enjoyed it actually. Yes

.....

Q16. What qualifications/experiences did you have, when you started looking for work in Cape Town? And where did you obtain these?

Oh oh well I have a bachelor's degree from the Osborn university, that is in Paris, France and I also have a diploma from one of the Kenyan colleges in IT that does computer programing and software packages and I just had qualification about the French language, euh which I did in Kenya and in France. But apart from that, I think it's euh, it's about everything I have. Those are the qualifications I had. Yes

And did you have any experiences before?

Euh No that was the first experience I had. It was my first job. Yes

Are you actually exercising the qualifications you acquired in that specific job?

Euh no. at the moment no because I euh I'm still at the same level, doing the same thing, so I haven't. And I got into another filed, which is completely different, so I haven't been able to exercise my qualifications as I got into something completely different. Maybe next euh, I'm, I don't think I'll be moving now. Yes

Q17. How long have you been working in Cape Town, since your arrival?

N/A

Q18. So what were your previous occupations since your arrival in Cape Town and what were the names of these companies?

N/A

Q19. So, did you really struggle to find a qualified job here in Cape Town?

Oh well euh what do you mean by qualified job?

When I say a qualified job, I mean the relationship between the qualifications and qualifications you have obtained and the relevance of the work you are currently doing.

Well, I, I, I never tried it. As, as I told you I studied foreign education and international relations and when I got my first job I didn't look for another job related to my qualifications. So I can really say that it was difficult or it was easy, I don't know. I never looked for a teaching job in Cape Town. I was okay with the hospitality one.

Okay I why didn't you want to study teaching and staff?

Euh because euh my passion euh shifted more to customer service than teaching. I do not express myself very well I think. And if I'm given like a detail thing to teach to children, I'm not sure I...ah it really my thing. So I rather do something else apart from teaching, it's it's euh...those I studied, I didn't do like really thinking about them, sorry to say. So euh eh eh eh it was like it would get something and I haven't ever thought about it since then, not even now.

Yeah

Do you have some friends that also are struggling to find employment here?

Where, in Cape Town you meant?

Yes in Cape Town yeah

Euh, well I have a few friends, but I, I do not have any relatives. I just came alone for my Family euh and I didn't have any close euh family or even extended family.so I only made a few friends here where I got here. Yes

Are they struggling to find employment, are they already found placements?

Euh they still struggling many of them euh it's not very easy for them to get a qualified job here. And euh, because the South African system requires that you employ, you only employ a foreigner who, who has different qualifications than the local South African citizens. So it's quite tuff because they did similar courses, what South Africans offer here. So it's quite tuff for them to get jobs, they're really struggling. Yeah

Here I have listed some struggles or Difficulties that immigrant are facing here in Cape Town, which one will you choose.

- Language
- Temporary contracts
- Qualification
- Discrimination
- No legal job
- Personal constraints
- Limited right to work
- Others.....

Could you please go through the list again?

Euh, I would go with the euh euh limited, euh what was limited again,

Limited right to work

Yeah that one I'd take it and euh per...personal constraints too and which one again. I think I should pick the list as you read, like you read each one of them and I'll say yes or no.

Yes ill pick qualification as well

No legal job, euh I'll say yes partly.

So can you explain why do you chose them?

Euh limited right to work, euh it's whereby I've given an example of my friends, coz it didn't really affect me personally. But euh I have many friends coming over just to make a living but then maybe they do not have the proper paper work from when they're coming. Maybe some come as tourism and they decide to stay. So they have limited right to work. And they can do anything much and if they do the small jobs they don't earn much. So it's quite a struggle, then it's a bit challenge for them.

And euh with the introduction of the critical skilled visa, it requires that if you have given a job in SA you need to have euh a convincing status or something, that euh South Africa doesn't offer to the locals e.g. the speaking of foreign languages it's a guarantee, m'euh at some point that you can find the job there, but without that it's really difficult. That's why I chose the limited right to work. I think many people are suffering due to this.

And personal constraint euh that one I picked it because euh for personal constraint euh someone could maybe get a job offer in, in Cape Town, when they're living in different area like Johannesburg, which is quite far. And they, they might not have the means to come and make their living before they start earning in Cape Town, so it become really tuff for them to, for someone to, to be comfortable in that environment. Yeah

The qualification is mostly linked to what I've explained before about critical skills euh whereby even if you have the qualification, if for example a lawyer is coming from Kenya to come work in South Africa euh law is something that is offered in the local universities and locals do it, which means if I, if I have the qualifications right I get there, but I still don't find the job because it not considered like a critical skill. So many people come with euh high qualifications but they're still limited to what they can do. So they, they just go to the law paying jobs I think. So qualifications are challenge because they have to equate your qualification from your home country or wherever you studied. They have to equate it to the South African euh equivalent and then see where they can place you. But if it not considered a critical skill, then you, your qualifications don't help you at all.

No legal jobs euh this a given an example... euh I don't know what example I could give here. Euh but the jobs you can do, I wouldn't wanna get into details. I don't wanna be in trouble. But a given example of the babysitting jobs, some jobs that don't really need euh legal status to be there which will euh take so many people to do these jobs. But then euh wi without a

requiring the legal status here, so it's some petal fighting, euh the other example, I wouldn't wanna talk a lot about this one, but I feel euh that there are jobs that people can do without the legal status here. Yeah

Q20. Do you intend returning to your home country or applying for citizenship or permanent residence? Please motivate your answer.

Euh no, returning home definitely

Why do you choose to return home?

Ooh be, because home is always best you know [laugh]. Yeah home is always best despite euh being out there I always miss home, I miss my people, I miss my language, I miss ah ah I miss many things about home when whenever, whenever I'm out here. I've been euh to other countries as well but it was always feel like I need to be home sometimes. So yes for many personal reasons, I will return.

Q21. Okay can you tell me about the integration process of skilled Immigrants in your homeland?

Oh I don't know much about that. I haven't really done like a, a study to know how immigrant are treated here. But I, I've only interacted with expatriates, who normally come for the NGO jobs and the embassy jobs from abroad and they're treated quite well. Euh for, people coming from the western world are treated very well there. So I haven't see them struggling with papers, struggling to find a job, struggling for this and that. It actually make their life easier because the cost of living there is not as higher than their home countries. Euh I don't know, I don't know about the African immigrants' euh Asians or the other one, I haven't interacted with them. But euh

Q22. If you had to compare the integration in the workplace as a foreigner here in SA and that of your home country, how would you describe the differences?

Oh that one I'm not quite comfortable to answer as well because I do not have about immigration in Kenya. As a matter of fact actually after my high school I left Kenya long time ago so I hadn't like really got a grasp of what was happening around my county before I even left. So I can't say, I can't compare immigration in Kenya and here in South Africa. I actually know better of much of South Africa than Kenya. So that one I'm not comfortable answering. So you don't know if the immigrants' integration here in South Africa is better than the one in Kenya?

Euh I don't know, I need to integrate with the immigrants. So there, and get some information about them. But euh thinking like coming to Kenya isn't as complicated, but as I explained earlier just, I've only interacted with the Western people, the European, to them it very easy euh and it wasn't as complicated for them as well in South Africa. So I do not have a clear euh comparison here. Yes

Q23. In your opinion, what can we do to help immigrants get hired in a SA company, basically in Cape Town companies? Or which solution can you bring to the table?

Euh I don't know, maybe, maybe just not make really strict laws concerning immigrants here. And maybe to discourage or what I didn't like here about, for the euh I have to be specific here sorry for the black immigrants, the xenophobia thing euh whereby euh South African wanna quick other black Africans out, if the government can do something to regulate that and maybe sensitize people not to engage in really high treatment like that, that would be a plus. And to euh, not to tackle the strict close, they have, the immigration euh have put so far. Euh I feel that when other people are coming to Kenya or when even the South African they're coming there, we do not have like a very strict immigration system restraining them to come there. So I think they need to have that kind of open, openness and oneness to other countries. They shouldn't make people feel like they're not wanted there. So I don't know what the government can do about it, maybe they can just euh enact a bit of more flexible laws when it comes to, to the immigrants who're living in South Africa. Yeah

Q24. What do you think are the major problems immigrants face in Cape Town, as broadly?

Oh major problems just euh I think the paperwork euh with getting little status to be there in the first place and getting jobs. Euh those are the major problems, just getting a job and getting, getting legal status. If that is made easy, then I think foreigners would make it there and they would be quite comfortable. Yes

Q25. Is there anything else you would like to add?

Oh well, not really I just like that. If you find any other, I don't know if, if the any other regulations that would be done concerning the immigrants' status that you would be made aware of please let me know, cause you doing this study maybe you have access to more information euh if we share the information when things are better, then we can help others, the one who're in need. Yeah

And I hope the study help. If the study get to the right department and they get to hear this from other people I hope they work on them sometimes. I don't know when you're handing yours to people who can work on it and forward the views I, I really like that to happen. They need to hear the voices about immigrants, what they feel or how they live here. They need to know so that they can maybe made the condition better for them.

Okay, thank you so much for taking part in this research, I really appreciate it.

Yeah



## Interview Transcript n.14 (Immigrant)

Good Afternoon.....

Afternoon Lyne

How are you?

I'm good thank and you and you?

I'm good

Thank you so much for taking part in this research, which is a semi structured interview

It's a pleasure

Ok, so it's about investigating on the integration of immigrants inside South African organisations

Alright

And then the purpose of that is to understand and explore how immigrants are integrated in the companies here in South Africa.

Okay

So, it's intended to benefit not only me, but also you as an immigrant, South Africa and the body of knowledge.

Alright

So if you feel uncomfortable when answering one question, please do not answer.

Okay

And then if you feel like you would like to withdraw from this conversation, you can do it, whenever you want.

Okay, we will try [laugh]

Ok, please bear in mind that anonymity and confidentiality are guaranteed as well.

Alright

And then, do you mind if I can record you?

I don't mind so, it's euh, recording is not bad because you can keep it and listen over and over and do whatever you want to do. As long as it confidential it's fine.

Yeah, thank you.

And then we will talk about 15 to 20 min

Okay

You will have to answer about 25 questions

Okay

Ok, do you agree to have this interview with me?

Yeah I do

And do you have any question so far?

Euh so far no, because I have to see how the questions go and what I'm gonna, I gonna have to say.

Ok shall we start then?

Let start

Okay

Q1. What is your name again?

My name is .....

Q2. Which country do you come from?

I come from Gabon

Q3. What is the official language of the country?

It's French actually yeah

Q4. Is there any other languages you speak fluently?

I speak English fluently and yeah. My mother tongue a little bit, I'm trying [laugh] because of English, it's overpowering but a limit. But I'm, I speak fluent, English and French internationally

Q5. How long have you been here in South Africa?

I came in 2009. I think it's been 6 or 7 years now

Q6. What reasons let you decide to come in South Africa?

I came to South Africa euh for studies. That was the main purpose. And then I decided to start working because I needed experience. I was kind of bored at school, because it was my last year euh before graduated.

Q7. And what was your state of mind with regard to immigrants finding occupations here in South Africa?

Okay, actually euh, I didn't really think about it. For me it wasn't a barrier. My main aim was to get a job euh. esp, especially in Cape Town where, it, it's quite cool to be in Cape Town, it's like we don't see any offences, any violence activities, and demonstration, we don't have the, that kind of stuff. So I didn't have any fear before euh making up my mind.

Well since you've been here for almost 8 years right?

Almost yeah 7 8 years yeah

How were immigrants integrated in Cape Town's organisations? Like are recruited by South African organisations? How have you seen that?

Yes, I have seen that a lot and it's not, it's I means in every, every field euh in every kind of industries because I mean the main reason is the skills and what people, and the positions. That's the main point because foreigners have different skills or sometimes they have higher diplomas, higher grad... degrees or better skills if I may say or some skills that some citizen don't have. So for us it's also an opportunity to fill the gap and get employed.

Q8. So has this perspective changed though?

I mean yes because I don't know maybe because some citizen start feeling that we are getting the jobs but they don't have those jobs. But the big question is what, is to ask, "What are they doing that we cannot do", so if we're doing what we can't do, they try to fi..., they have to find, they must find out what we're doing.my job, I got my job because the fe, the fe, the main reason was because I was speaking French, I could speak French. So if a South African can speak, can speak French, I don't see any other reason for them to not get that same position. Yeah

.....  
Q9. What is your current immigration status in South Africa?

Euh, I've got a work permit. Euh a temporary 5 years permit.

- ✓ Permanent resident
- ✓ Temporary foreign worker
- ✓ Refugee
- ✓ Other \_\_\_\_\_

Q10. What is the name of the company you are currently working for?

I work for the company called Mindpearl. It's euh, it is based in Cape Town and euh, it's a call centre, dealing with the mainly airlines. We deal with euh service centre of different euh some European airlines like euh British airlines euh Suisse, international American airlines, Qantas from Australia. We're dealing with calls, we do, we make bookings, we change bookings, just like when you go to a travel agency and ask for them to do whatever you want to do on your ticket. We also deal with claims, passengers claims and yeah. This what we're doing.

Q11. What is your occupation within the company?

Ahhh I'm actually a customer sales and service representative. So I've been in a lot of departments within the, the, the company. I work for the British airlines in Europe, so I've been occupying a lot of positions within the...currently I work for the claims. I deal with claims.

Q12. Are you a

- ✓ Full time employee?
- ✓ Part time employee?
- ✓ Casual employee?
- ✓ Permanent employee?

I'm a full time employee

Do you love you job?

Ah, love and like are two different things [laugh]. But I mean it depend on what you're doing. When the, the condition that you're working under. Euh I like my job. I wouldn't say I love it because I, it's not what I wanted to do. But I'm trying to... everyday on a daily basis with the experience you...I have to, I had to like it or I started liking it if I can say in this way. Because you learn every day you learn different things. I've never thought in my life that I would be dealing with bookings, I deal... I would be able to read a ticket. I never pictured that in my, in my head. but I like it, I wouldn't, I won't, I won't say I love it, but I like it.

But why did you choose to work in that organisation?

Because I needed to start working and I needed to start earning money and stop asking my parents' money [laugh]. I mean it's also good for me for self-development. That's the reason.

Are you satisfy with your earnings?

I'm not actually. Because I'm fully skilled, I can do everything, in this company. So with what I'm doing, I don't think that I earn as much as I work but it a bit sad. But I have to do it until I find, I find something better.

So you're still applying for others job?

Right now, no because, I study part time. I still need to complete my degree. Once I I'm done with that, I'm gonna start euh start looking for something else, or just go home.

Ok, but why are you still working for that company is you're not satisfy with your earnings?

Q13. How long have you occupied that position?

Euh, it's been...I started in December 2013. So it's like 4 years now yeah. And as I said I've been occupying different position, I used to take calls, I used to be the help desk, now I'm dealing with claims, I don't take calls, I just deal with customers 'claims. That's what I'm doing.

Q14. How did you know that this position was vacant at the time you were probably searching for work?

Yes I was looking for for for for a place yeah, for employment and I was spreading the words, I was applying and luckily a friend of mine was working in there. And she say "we recruiting and we need people who can, can speak French like you, so try your luck, just send your CV there and we will go for the interview" so this is what I did and it's was successful.

Q15. Which procedure have you followed to finally occupy this current position? In other words, what were the requirements that guaranteed you this occupation?

Euh, you mean for euh on my work, like works...

Yah the requirements they wanted you to have so to give you that position

Oh the requirements euh, euh I had to be able to speak 2 languages, English and something else. Euh I had to be available euh from Monday to Sat, Sunday, obviously working for, forty

(40) hours per week, 8 hours per day. And I had to be available if they can call me....I have to flexible also yeah. This is basically everything.

Why did you chose to work in the hospitality environment?

Hmm, I mean I didn't choose it to, to, I didn't chose to work in this environment it's just euh... the main purpose was to, to get a job. But as I said, I, I liked it because you, it's part of experience, you learn a lot of new things that you never expect to learn. Hmm I learned every day, I, I, I know a lot in, of the aviation. I never picture that in my life. But it fine euh I'm not complaining actually.

.....

Q16. What qualifications/experiences did you have, when you started looking for work in Cape Town? And where did you obtain these?

Euh I had a national diploma in Management. That's was the only thing that I had. So yeah

Did you have any experiences before?

Yes I had. I had a part time job euh in another company in Cape Town. They used to sell, I think they're still existing. They, they sell books, textbooks for students. So it was my part time job euh my part time job. I was earning not enough, just for transport's money as I called it. But I was cool. I was also part of the experience because I had the opportunity to exchange with other people not over the phone but like face to face. So it's was interesting.

Are you currently exercising the qualification or experiences you acquired in the past?

Euh, I'm not occupying that position, but while working, I had that opportunity to put it into practice. Because I did a little bit of management and it's really helping me in term of customers' claims and yeah. Because into management, we do marketing, we do a lot of stuff, but it's really helping me. And I also had a degree in quality, it's is also helping me to do the quality of what I'm doing and I'm, I'm also helping euh some colleagues because as I see the way they're working and the contribution, the act of their work in the global picture of the company. So euh, it's really, I'm not the quality practitioner and in the company but through my work, I can do what I studied and yeah it's like this. If you want an example, for example euh I had euh, we had a situation where, because I'm working for a new account, there was not any structure, so one of my requirements was to address that. And this is what I did. And they took that into consideration and now we working on the quality thing because actually, the quality thing, the quality side our work was a big issue with the contract we had with that airline company In Europe. So it's really, I was really helpful.

Q17. How long have you been working in Cape Town, since your arrival?

Euh, let say if I add the four years that I have now with Mindpearl, and I add the year of the part time job, we gonna say 5 years

Q18. What were your previous occupations since your arrival in Cape Town and what were the names of these companies?

N/A

Q19. Did you really struggle to find a qualified job here in Cape Town?

You mean, with euh, according to what I studied

Yes

Yeah it was definitely difficult. And I mean it depend on what you do because I have friends who studied different things, but they managed to get those position on, euh according to what they study. I have example, a friend of mine studied euh mechatronics, he managed to get a job, a full time job in Cape Town and it's paying yeah, he earns a lot of money, because it's skill, not everybody can study mechatronics. It's like me, I studied management, how many people study management in Cape Town yes. But now my safety is quality, because quality is also something new, not only in Cape Town but also globally especially back home, and it's really, it's a new side of things. If you are the, the manager or the owner of the company you want to euh outclass other competitors, you have to take that into consideration because you have to be on the safe side and give customers what they want so that you don't go bankrupt.

Do you have some friends who are also experiencing the same difficulties?

Here I have listed some struggles or Difficulties that immigrant are facing here in Cape Town, which one will you choose.

- Language
- Temporary contracts
- Qualification
- Discrimination
- No legal job
- Personal constraints
- Limited right to work
- Others.....

Yeah you more welcome to choose more than one

Hmm I'm gonna say euh what they study, the qualification, yes that's the main issue. Another one is also the, let say the language barrier because South Africa is a diverse country. The diversity in Cape, in South Africa is huge and most of the time they requirements are just to, to be able to speak like English and Afrikaans for example, or English and euh Xhosa. But as a foreigner your [Laugh] only chance to get that job is only if you speak English. So I don't know if you would be able to start, to speak Afrikaans so quickly and so well as the citizens. And the third one will be maybe euh the fear from other, from the locals because euh with what's, with what's happening euh today sometimes, some people just go out and complain that we taking their jobs while we not really taking their jobs and that's the only, the 3 points that I would take into consideration to, to address that.

Can you please elaborate further please when you talk about qualification, what do you mean?

Qualification just like as I said euh, it depends on what you do. If you studied marketing, as a foreigner, looking for marketing position, but locals also have, also are looking for marketing position and with higher degree than yours so your chances are less that you get that position unless they want that language thing, which is an advantage for you unless I don't know because locals are the priority you came into, you came second so you cannot go before unless there is also that salary issue because some company they prefer hiring people and pay less because as a foreigner your, I don't think that you will earn as a locale you have that same position, I don't think it's gonna happen yeah. They will try to match that but it's not, it's never gonna be 100%.

What do you think about this policy that say that locals first rather than immigrants?

Hmm, I mean it's not bad. It's not a bad idea because obviously as a company, as a corporate citizen you want to show that euh you're working for your, for the country you're operating in, you have to include the locals and do what you want. You want to do business, obviously you cannot just be there and leave people unemployed and take the hmm how do we say, most of the manpower outside the country or not look, not looking out for it, let just say foreigners. So I think as a company's owner or business operator I don't think it's a go idea. You definitely need locals' impact into the work you are doing because euh the cultural impact hmm, is, is very huge. So it's really different.

Q20. Do you intend returning to your home country or applying for citizenship or permanent residence? Please motivate your answer.

Yes I do, because I love my country. But it depends if I manage to get a, a better job and a better position after completing my degree, it's fine. But my main purpose just like day one was to study and go back home [Laugh]. But as long as, with the experiences that I have I'm really happy because I can job, I can get another job anywhere.

And if you get another job, then you can stay and applying for maybe permanent residency or?

I really don't know, I don't know. I know I can see the advantages but that's really, that is not really my purpose or my, my aim, my goal, no it's not that. But it depends on how life is going, will go.

Q21. Can you tell me about the integration process of skilled Immigrants in your homeland?

How do immigrants get hired there?

Gabon, in Gabon hmm, euh my dear country [Laugh] I don't know. We have a lot of foreigners in our country, seriously we have a lot of foreigners. But it's, it's almost the same things as here. It's also about qualification and experience because we're a little bit behind and that, that, this is our problem. Sometimes you don't have, we have plans, we have projects, but we don't have the necessary, you don't necessary have the people with the right skills to implement those, those plans or those things. So that's, that's our problem. That's why we,

most of the manpower that we have come from Europe, France euh yeah those countries in Europe. That's our problem. But we can go behind that. I think that maybe the reason why bursaries are given to locals to go study abroad and come back to the country to, to apply that. But, this is not that, what is been done. We doing it the wrong way because once those students, once they done studying and they go back there, they don't get jobs. That's the problem.

Q22. If you had to compare the integration in the workplace as a foreigner here in SA and that of your home country, how would you describe the differences?

Can you come again please?

Euh the differences I would say here it's euh, it's more open, because Gabon is a small country. South Africa is bigger than Gabon and South Africa is more advanced than euh, than Gabon. So I don't think that in Gabon you will have so many chances to get, to do euh to work in your field. I don't think that as a foreigner you will have the opportunity, unless you really, I don't know. Unless, unless you know people, yes that also a cri... a criteria but looking for yourself and get that job, that position as a foreigner, I don't think it's gonna work. Because most of the time people are, got euh, they got recruited from where they are first. You come to your country and they, they get that position in that, that field. But otherwise, I don't think it's gonna be, I think, I would say in Gabon it's stuffer hmm.

Q23. In your opinion, what can we do to help immigrants get hired in a SA company, basically in Cape Town companies? Or which solution can you bring to the table?

You know euh, I don't really, hmm I can't really tell you what to do because [Laugh] it depends, it depends, because locals are looking for jobs, foreigners are also looking for jobs. so what can we do for everybody to get the jobs. I would say, I can't tell you know because what's logically need to be done is that foreigners should come after depending on the skills that you're looking for. And or, depending on your requirements.

Okay, but here I'm talking about people or immigrants that have skills, like a lot of skills, qualifications and stuff. So what can we do to help them get hired by South African organisations or we mustn't do it?

Yes what we can do, I mean euh I don't know, maybe try to build like an organisation where immigrants, that would consist of a kind of support for those immigrants. So those immigrants can just give them CVs and that particular organisation would maybe network with other companies just to advise okay if you look for people with that skills, we can have those foreigners they try, they're looking...those foreigners or immigrants they're looking for that position or if we can have them just to, just to try their luck. But knowing the country, I won't say there is a particular formula to, to set them free, just like that.

Q24. What do you think are the major problems immigrants face in Cape Town, as broadly?



Euh the problem is in, in term of what employment?

Anything, it can be employment, accommodation, I don't know transport, anything that come in your mind. Like what are the major problems that immigrants face yah in general?

In general, I would just say discrimination as a foreigner because you're not home. So it's not your country euh especially if you have like a normal life because some people might not like it, seeing you like that and they're suffering you, you just fine. You get a job, you, you live your life normally, some people don't like it. But I would say that the only thing is just discrimination. Hmm.

Q25. Is there anything else you would like to add?

Euh in term of?

Last words?

No I mean, yeah your interview is not bad. Yeah, I hope it will, people will continue to do research about it because as euh, as human being we don't wanna go to a place where we don't fell home, where we feel rejected. Nobody what to experience that. Nobody wants that. So it's a good idea to have this king of research and I'm really happy for that, I'm really grateful that I shared my experience with you. Maybe you will share it with other people. And I would like to encourage people to keep on looking for jobs and, rather than staying home doing nothing because experience really help. Even if it's for 6 months, you earn R500 but at least try because you will learn a lot from what you're doing. So, I'll just said that yeah, people just have to keep pushing rather than just standing and waiting for jobs to come to them instead of them looking for those jobs.

Okay, thank you so much .....

Thank you Lyne, it's been a pleasure

Yeah I really appreciate it

That was quick, I wish you the best of luck

Thank you

Allright

## Interview Transcript n.15 (Immigrant)

Good evening

Good evening

How are you?

I'm fine and you?

I'm good

Thank you so much for taking part in this research,

Okay

Which is a semi structured interview and then it's about investigating on the integration of immigrants inside South African organisations

Okay

So the purpose of that is to understand and even explore how immigrants are integrated in South Africa's organisations.

So, it's intended to benefit not only me, but also you as an immigrant, South Africa and the body of knowledge.

Okay

So if you feel uncomfortable when answering one question, please do not answer.

And if you feel like you would like to withdraw from this conversation or from this study, you can do it, whenever you want.

Hmm

And also anonymity and confidentiality are guaranteed

Okay

Do you mind if I can record you, is that possible?

Yes you can

Okay, it's going to take about 15 to 20 min

And then you will have to answer about 25 questions

Okay

Do you agree to have this interview with me?

Yeah, sure

Okay, do you have any question so far?

Euh no [smile]

Okay, so let's start then?

Okay

Q1. What is your name again?

Euh my name is .....

Okay nice to meet you Lynn, I'm also Lyne

Q2. Which country do you come from?

Euh from Gabon

Q3. What is the official language of the country?

Euh French

Q4. Is there any other languages you speak fluently?

Euh English [Laugh]

Q5. How long have you been here in South Africa?

Euh 6 years now

Q6. What reasons let you decide to come in South Africa?

Euh normally it was my mum who decided to, who wanted me to come here and euh yeah. I think it's because of the English, she wanted me to speak English that's why. Yeah

Q7. And what was your state of mind with regard to immigrants finding occupations here in South Africa?

That euh it's gonna be difficult yeah. It could be easy yeah, not too hard.

Q8. So has this perspective changed though?

[Laugh] A little bit yes. Because euh yah. Euh, you need to have some qualifications, and also the work permit and it's not difficult to have it. Sorry it's euh a little bit, it's not that easy to have euh the wok permit. It's not simple yeah.

.....  
Q9. What is your current immigration status in South Africa?

Permanent resident

- ✓ Temporary foreign worker
- ✓ Refugee
- ✓ Other \_\_\_\_\_

I have a temporary resident student permit.

Q10. What is the name of the company you are currently working for?

Euh Go Tourism

Q11. What is your occupation within the company?

I'm a group consultant yeah.

Q12. Are you a

- ✓ Full time employee?
- ✓ Part time employee?
- ✓ Casual employee?
- ✓ Permanent employee?

I'm working part time yah

Do you love you job?

Hmm, Yes I do [Laugh] because it's what I studied. So yeah

Are you satisfy with your earnings?

Euh yeah,

Q13. How long have you occupied that position?

Seven months

Q14. How did you know that?

This position was vacant at the time you were probably searching for work?

Hum my friend working there told euh, told me about the position. Yeah

Q15. Which procedure have you followed to finally occupy this current position? In other words, what were the requirements that guaranteed you this occupation?

I just sent a cv and got contacted for the interview and then euh actually later I got the job and euh, normally they wanted someone with experience in that position, but I didn't really yeah, I didn't really have it but they also wanted someone who speaks French so yah. I speak French and then they gave me the position yah. Yah

Why did you chose to work in the hospitality environment?

Why!!!?Yeah Because I like people from all the countries. I'm interested in people from other cultures and yeah that's why. And that, in the business you meet certain people euh from diver's countries and yah, different people every day and then yeah

Q16. What qualifications/experiences did you have, when you started looking for work in Cape Town? And where did you obtain these?

Euh I have only had my diploma in Tourism and euh first experience as a marketing assistant and a second one as euh, also F hmm, FIT assistant consultant. Yeah

Where was that?

Here in Cape Town yeah.

Are you currently exercising the qualification or experiences you acquired in the past?

Yeah.

Q17. How long have you been working in Cape Town, since your arrival?

Euh, I think I'll say 2 years now, but I'm moving, moving from jobs, from work to work.

Ok, how's that? Why are you moving from jobs to jobs?

Because I only get part time jobs [Laugh] yeah. I keep looking for permanent position and then, it's not easy. Yeah that's why.

So you only moving from job to jobs because you're looking for permanent position?

Yeah, because they only propose me for a short period of time on a job and then yeah, I need to keep looking.

But how do you find this situation actually? Isn't it bothering to keep moving and never settle?

I think, because I know that, when I, when I see my CV, I don't really have position like one

year full position. It's always euh 7 month, 8 months something like that and yeah it's a little bit hard, difficult. But at least I, I gain experience, so it's fine. Yeah

Q18. What were your previous occupations since your arrival in Cape Town and what were the names of these companies?

I was a marking assistant, marketing assistant at euh Trade international, it is a very new company and I also was a FIT assistant consultant at euh Rhino Africa, it is a tour operator. Yeah

Q19. Did you really struggle to find a qualified job here in Cape Town?

Not really, it was like, even sometimes some friends are surprising myself, "ok I have a job now", but I don't know maybe because I studied tourism and tourism in South Africa is euh, it is a big industry. Maybe that's It was so, maybe that's why it was, it was so easy for me to, to get a job. That's what I believe. Yah

Do you have some friends who are also experiencing the same difficulties?

Euh yah I know some people. They are not a lot. I'm talking about my friends, my girlfriends yeah. I have a friend, she studied Human resources and now she, yah she is struggling. Yah

Here I have listed some struggles or Difficulties that immigrant are facing here in Cape Town, which one will you choose. Yeah you more welcome to choose more than one

- Language
- Temporary contracts
- Qualification
- Discrimination
- No legal job
- Personal constraints
- Limited right to work
- Others.....

Maybe language. Hmm maybe I need to be fluent in English and I know some people that are not so it's make it difficult to get the job.

And then also the qualification. Sometimes they want, yeah sometimes they want people with 2, from 2 to 3 years' experience and yeah, even if you have the diploma, you can't have the job, yeah.

Q20. Do you intend returning to your home country or applying for citizenship or permanent residence? Please motivate your answer.

(Laugh) I don't intend returning to Gabon now and I don't also want to apply for the citi... the citizenship here.

So what do you want?

I just want to travel. I want to stay in different countries yah. That's my, yeah that's my preference.

Q21. Can you tell me about the integration process of skilled Immigrants in your homeland?  
How do immigrants get hired there?

Hmm [Laugh], I don't know. Yeah, I can't answer that question. I don't know what to say here. No, I don't know, because euh yah, I don't know how to explain. I've never worked in Gabon. I don't know actually. I can't really say.

Q22. If you had to compare the integration in the workplace as a foreigner here in SA and that of your home country, how would you describe the differences?

I don't know. I don't know because I've never worked in Gabon. I don't know how Foreigners are working there I don't know.

Q23. In your opinion, what can we do to help immigrants get hired in a SA company, basically in Cape Town companies? Or which solution can you bring to the table?

Euuuh, maybe we can encourage some companies to be more flexible [Laugh], because most of the times they want you to have the work permit already when you apply for the position. But for me yeah, for me to get the work permit you need to have first the, the permanent job offer. And euh yeah, if you don't have it, you can't have it. And also, also the time they want people with a lot of experiences and to gain experience you need also to start somewhere. So they need to be a little bit flexible I think. Yah

Q24. What do you think are the major problems immigrants face in Cape Town, as broadly?

[Laugh] Getting a permanent job. Yeah

Q25. Is there anything else you would like to add?

Euuuh no I have nothing else to add

Okay, thank you so much ..... for taking part in this research.

You're welcome

## Interview Transcript n.16 (Immigrant)

Good evening.....

Good evening Lyne

How are you.....?

I'm fine and you?

I'm fine thanks.

Thank you so much for taking part in this research, which is a semi structured interview

Okay

Ok, so you already know all this research is all about right? Because you have read and sign the consent letter I sent you.

Yeah

So I'm just going straight into the questions if you don't mind.

Ok no problem

Okay

Q1. What is your name again?

My name is .....

Oh nice to meet you Josette

Q2. Which country do you come from?

I come, I'm from Gabon.

Q3. What is the official language of the country?

French.

Q4. Is there any other languages you speak fluently?

English, French, French and English.

Q5. How long have you been here in South Africa?

So this year, in March it's gonna be 10 years, yeah ten years. Yeah

Q6. What reasons let you decide to come in South Africa?

Euh, first it was English, and the, the second reason, to pursue my university' studies.

Q7. And what was your state of mind with regard to immigrants finding occupations here in South Africa?

Ok my mind-set, I thought that it would be easy like other countries to find a job. Like, you can't study and work as if it wasn't easy. It's very complicated and most of the time they always ask about the work permit or if you have a work permit and it's very difficult. How can you have a work permit if you are studying and working as well? So even though when you are, when you're done with your studies it's very difficult to find a job. Not easy at all.

Q8. So has this perspective changed though?

Not really. It's still the same thing.

Q9. What is your current immigration status in South Africa?

Permanent resident

- ✓ Temporary foreign worker
- ✓ Refugee
- ✓ Other

Eh euh, I'm still under my study permit, it's gonna expire the end of this year.

Q10. What is the name of the company you are currently working for?

I'm working for Mindpearl. It's a call centre.

What is it all about?

So it's all about selling product, it's depend, if most of the product are airline products. So I'm working for Mind, Mindpearl under British airline.

Q11. What is your occupation within the company?

So within the company I'm a customer representative seller, yeah I'm a customer representative seller yeah.

Q12. Are you a

- ✓ Full time employee?
- ✓ Part time employee?
- ✓ Casual employee?
- ✓ Permanent employee?

No with a study permit you can be a part time. Regarding the South African law you know. You're only allowed to work twenty hours per week. So, I'm under part time.

Do you love you job?

Yes I do love my job. Regardless it's not what I've studied at, at school, but it's not too late to learn something new. It's why I do love my job.

Are you satisfy with your earnings?

We can't complain, I'm satisfied.

Q13. How long have you occupied that position?

I've been working for Mindpearl since December, the 22<sup>nd</sup> December 2016.

Q14. How did you know that this position was vacant at the time you were probably searching for work?

Ok, first of all I did apply via Internet, but I wasn't receive. I did an interview but it didn't go well. So they had my CV and a friend of mine in December called me and she told me that they were looking for people to work but not euh permanent, as temporary. So I started as a, for six months. Then due to my quality, they renewed my contract.



Q15. Which procedure have you followed to finally occupy this current position? In other words, what were the requirements that guaranteed you this occupation?

So it was based on the quality and on your attendance and the efforts also.

Why did you decide to work in the hospitality environment?

Ok, first of all I decided to work in general because I was euh, I wanted to earn some money expect what, except the bursary and what my mum did send to me. Euh I first started to look in my field, but I couldn't find it. Then I decided to start something new.

Q16. What qualifications/experiences did you have, when you started looking for work in Cape Town? And where did you obtain these?

Where was that?

Yeah, I'm still, I'm still looking for work, and I hope that I'm gonna, I'm gonna find one very soon otherwise I'll be obliged to go back to Gabon.

So what qualification do you have?

Euh BTech in quality management.

And do you have any other experiences?

What do you mean by experiences, like work experiences?

Yes work experiences

Not really. I think that my secondary job. I did of marking. But I can't call it like euh, experiences. But marking is like, it's marks like tutoring. So I was a tutor at the university in 2013. I was part of the marking at U, UCT. But this is my, my real job yeah. Yeah

Are you currently exercising the qualification or experiences you acquired in the past?

No.

So you don't want to look for a job in your field of study?

As I told you, I'm still looking for it and I hope I'm gonna find one very soon.

Q17. How long have you been working in Cape Town, since your arrival?

Q18. What were your previous occupations since your arrival in Cape Town and what were the names of these companies?

Oh ok. When I came in Cape Town, it was first English, then University euh that's it. The previous year I was in high school. Yeah

Q19. Did you really struggle to find a qualified job here in Cape Town?

Yes, I did struggle, it wasn't easy because in Mindpearl, I think that I've tried twice or three times and it was my fourth times that I was, it was successful. Yeah

Do you have some friends who are also experiencing the same difficulties?

Yeah, I do have a, a lot of friends who are struggling to find a job.

How do you find this situation?

Seriously, It's a bit frustrating because I remember it was last year the government said that it would be possible for, because most of the time when you, you look for a job, they will ask a work permit. How can we have a work permit if we don't have a job? And last year the government said that "For those who obtained the qualification here, it would be possible for them, the foreigners, to apply for a residence but until now, until now we haven't heard anything from that. So it's really frustrating, I'm telling you.

Here I have listed some struggles or Difficulties that immigrant are facing here in Cape Town, which one will you choose. Yeah you more welcome to choose more than one2

- Language
- Temporary contracts
- Qualification
- Discrimination
- No legal job
- Personal constraints
- Limited right to work
- Others.....

Can I choose...Ah I'm free to choose more than one? Okay can you come again you said that the first one, it was language.

Yeah

So, Language is part of them because some of the job that I, I have found, they were asking people if they can speak Afrikaans. So language would be part of them.

Qualification I don't think so, if maybe if you said experience, because most of the time when you look for a job it'll be like "Ok you must have five to ten years". But, how can you have five to ten years if you've never worked in your life? Yeah

So, language and experience they ask. So, if they don't give us the opportunity to work, how can we gain experience? That's my point. Yeah, but qualification I don't think so. Yes so it will be language and experience.

Q20. Do you intend returning to your home country or applying for citizenship or permanent residence? Please motivate your answer.

I don't know it'll depend on what I will find but definitely I, I intend to return to Gabon.

Q21. Can you tell me about the integration process of skilled Immigrants in your homeland?

How do immigrants get hired there?

Hmm, it's true that, most of the time, most of the time they only speak in Afrikaans and Xhosa. Buts I think that my integration was not so difficult. We all, we all face what people are facing in foreigners countries. I don't think that integration is difficult. It's fine for me.

Okay. But now I'm talking more about Gabon like how do foreigners get recruited there?

Seriously, I, I don't know. It's true that. Ok in Gabon, it is only when I came here that I realise that, we are also, we are not nice. We are not suppose..., we are not nice as we supposed to be for foreigners in Gabon. And integration is not also easy there. They are asking a lot of things in Gabon as well. So, it's not bad, but it's not good. Yeah

Q22. If you had to compare the integration in the workplace as a foreigner here in SA and that of your home country, how would you describe the differences?

Ok. I think that in Gabon, it's better than here.

Oh okay how?

Because in Gabon, you can find too many foreigners working, even in high School. And integration is more easy in Gabon than here. That's my point of view. But my point of view from high school. But from work, I, won't be certify, because I've never worked in Gabon. Yeah that's the thing.

Q23. In your opinion, what can we do to help immigrants get hired in a SA company, basically in Cape Town companies? Or which solution can you bring to the table?

Ok, I think that, it start from the university' studies because oh my point of view. Most of foreigners just come here and study any field. We have to study something like, how can I say? For the need of the country. Let say that if they, the, the country is moving forward petroleum, it means that in that field they will provide jobs. You see what I mean?

Ok I see hmm

Yeah, they will provide...So I think that the starting point is the, the studies. Then from the studies I think that there would be more jobs. Now the immigration is supposed to, let say that if people decided to come here we have to advise, advise them that ok: when you come here this, these are the studies that you will easily find job. Not like ten people come here and we are all studying business. But in business the job are filled. So it's seem that at the end of the day it would be difficult for them to find job. You see what I mean?

Ok I see

Yeah.

But what if you study the right skill/field and profession, you are competent and you still don't find a job?

If you studied the right field, you are competent, you don't find a job...I don't know because in each country I believe that first of all they will serve the citizen before the foreigners. Yeah

So, I don't, I don't really know. I really don't.

How do you find it? Putting the citizens first, than the immigrants.

How do I find it, for me, for me it's right, because we, we, they should first serve their citizens. I know that the foreigners are also a part of the country but they should first serve the citizens so. But then if the citizens, there are no citizen qualified for that job, then I think that we should

give a chance to a foreigner. But it doesn't mean that, euh it doesn't mean that we must first serve the citizen then the foreigners, no. But most of the time that, this is what happen so.

Q24. What do you think are the major problems immigrants face in Cape Town, as broadly?

I don't know based on, I don't know.

Anything you can think of, it could be accommodation, it could be unemployment, and it could be anything?

Unemployment I can't seat on that because, based on what, based, based on what studies.

You see what I mean?

Yeah I get you

I don't know. But for me the language, yes. The language yeah. Employment I don't know. But what are the percentage of employment here in Cape Town? Maybe, if you say that it 70%, then I can say yes. But I can't just say like, something like that without any proof. Ok

Q25. Is there anything else you would like to add?

Oh no, that, no that's it. Is there anything else you would like to ask?

To ask, no, it's fine

Okay [Laugh]

Okay, thank you so much ..... for taking part in that research

You're welcome

## Interview Transcript n.17 (Immigrant)

Good evening .....

Good evening Lyne

How are you?

I'm fine thank and you?

I'm good

Thank you so much for taking part in this research,

Oh it's okay for me. It's, it's not a problem. It's a pleasure

It's about investigating on the integration of immigrants inside South African organisations

It's intended to benefit not only me, but also you as an immigrant, South Africa and the body of knowledge.

Ok

So the purpose of that is to understand and even explore how immigrants get recruited by South Africa's organisations.

So feel free to just answer the question. And then if you feel uncomfortable when answering one question, please do not answer.

And then if you would like to withdraw from this conversation or from this study, you may do it, whenever you want.

And then please bear in mind that confidentiality and anonymity are guaranteed

Ok

So, do you mind if I can record you?

Hum no it's not a problem

Do you agree to have this interview with me?

Yes I did

Okay, so it's gonna take about 15min to 20 min

And then you're about to answer about 25 questions

Ok

Okay, do you have any question so far?

Hum no I'm fine

So let's us start then?

Q1. What is your name again?

My name is .....

Q2. Which country do you come from?

I come from Gabon. It's a country in euh central Africa. So it's next to Congo and Cameroon.

Q3. What is the official language of the country?

We speak French in Gabon. It's a French speaking country

Q4. Is there any other languages you speak fluently?

Beside French and English, there is no, no other language. So, only English and French [Laugh].

Q5. How long have you been here in South Africa?

Euh, I've been here for euh more than 6 years now. So it's six years, until 6 years

Q6. What reasons let you decide to come in South Africa?

So I got my matric and euh, I wanted to euh study in an English speaking country. So I had a choice between euh USA and South Africa. And because I already have the relatives in South Africa and USA was a bit euh expensive. So I chose to euh study in South Africa that's why I came to South Africa and study here. That's why I'm here.

Q7. And what was your state of mind with regard to immigrants finding occupations here in South Africa?

Well euh, the first euh impression that I had is that it's not easy for immigrants to find jobs in South Africa. It's not easy. It's not easy.

Q8. So has this perspective changed though?

Euh not really. A little bit. I think, it's depends on the way you wanna work. So if there is a demand, and you correspond, you correspond to the demand of the company or of the field you can be hired as foreigners. But if there is a priority, apparently there is law, I heard that there is a law in South Africa euh which gives the priority to South Africans people to get a job over foreigners. So this is why it's not easy to find a job. It's still not easy. And for, euh some foreigners that I have met and also for me, according to what I've heard and also to my personal experience as I work in a restaurant for euh 3 to 4 months. So I just found out that it's still not easy coz it takes time to fit in, coz you know employees speak their languages, their mother's tongues and yoh. So it's creates some groups. So Afrikaans people speak in Afrikaans together. Xhosa people speak Xhosa together and foreigners also euh tend to divide themselves. So Zimbabweans are gonna speak Shonna, Congolese are gonna speak Lingala and euh because I'm Gabonese so where I'm currently working, in the restaurant, I was the only Gabonese. So I tend to feel alone. I was feeling alone. So I had to try my best to fit in. so I had to learn how to speak Xhosa, how to speak, I don't know Shonna or Lingala. So it's still difficult eh. It's still difficult.

.....

Q9. What is your current immigration status in South Africa?

Permanent resident

- ✓ Temporary foreign worker
- ✓ Refugee

✓ Other \_\_\_\_\_

Ah, so I'm under a study permit. So I'm a temporary resident at the moment.

Q10. What is the name of the company you are currently working for?

So euh, it's Vista Marina, it's a restaurant in the waterfront. It's inside the aquarium

Q11. What is your occupation within the company?

I'm a waitress

Q12. Are you a

✓ Full time employee?

✓ Casual employee?

✓ Part time employee?

✓ Permanent employee?

Euh part time

Do you love you job?

Hmm..., so I chose, I chose to work there cause euh, I needed some euh extra money. But euh my total target was to get extra money quicker by working in the restaurant. But euh, I, it's not easy in every restaurant. It's not easy and I love the idea of waitressing and working in restaurants. But, I, I have to admit I don't like my, my job, I just don't like it. The way euh bosses treat people, they treat them as they were I don't know five years old kids you know. Sometimes took the respect and, and there is just competition between euh employees, between waitress and waiters. You know everybody wants to perform, everybody wants to be the best, everybody wants to make money. So it's just the competition is hard you know and euh if you are not a shark, you're not gonna survive in this kind of industry, so because me, I'm more a team player. I'm not a shark, I'm not ready to beat anyone I'm not ready to put people down because they want to occupy or want to achieve something. I would rather help people. So I, I wasn't comfortable in this industry. So I don't really like this, I don't like this job.

Are you satisfy with your earnings?

No [Laugh]. It's very small. It's very small.

So why aren't you looking for another job instead?

Yeah I started looking for euh something else. Something maybe that suits me coz I'm studying chemical engineering. So I thought ok maybe, if I, I don't like the job, maybe I should find something that suits me. Euh and I started looking for another job actually. And it was easy. It was easy. It was very quick and easy. So I found another job, where I'm tutoring. I'm a tutors, I'm a private tutor. So it's was easy to, to, to get this job. It was easy to get this opportunity. It was very quick. And they don't care about where you are from and what you do. They care about what you can offer to the students and how you can perform, how you can give euh you know lessons, lectures, how you can teach the people. So they don't really care about where you are from. And euh I prefer this job. Oh I enjoy, I enjoy doing this. I enjoy teaching and students and I feel good about it. And the good thing about it is that I don't see

my boss. So you just come.., we communicate via emails. So we don't see each other. So there is no pressure. So I prefer this job. For me it's, it's. It's more comfortable, I, I like it. So this is the other job I perform finally.

Q13. How long have you occupied that position?

Euh I started in December 2016. So it's maybe 4 months or 5 months.

Q14. How did you know that this position was vacant at the time you were probably searching for work?

So I just, I just got up and I decided to go to the waterfront cause I was looking for job and euh I started dropping my CV and euh stay around the waterfront and ask them where I can drop my CV. So I went to drop my CV somewhere and I asked a lady if she was hiring. She said "No, a lady told me that there is a restaurant that was innovated and they are looking for some people." So she told me to go and just drop, drop my CV. So I wasn't, they were even, they were not expected me. They don't even know how I got the information that they were hiring. I was like a close, a very close euh circle. They knew each other from them, themselves and through the people that they are going to hire. And I just went there by myself, I drop my CV and I told them that I wanted to work there. At the beginning they didn't really want to hire me. But because of my look and euh they thought that it was well drawn and euh they just wanted to hire me because of that. So I started as runner. I started as a runner. So it's a position below waitressing. So I wasn't waitressing when I started. So it was way very difficult. And I had to work hard in order to become a waitress. You see, so it's wasn't easy for me. It wasn't easy because nobody knew me there you know. If somebody knew me already, it would have been, it would be, maybe it would have been easier. But I was just like a no body, a stranger. So they didn't know me and they didn't even wanna to take me. So I started as a runner and worked hard and then they saw that I was performing very well and it's how they decided to put me as waitress. That's why I got the job.

Q15. Which procedure have you followed to finally occupy this current position? In other words, what were the requirements that guaranteed you this occupation?

Euh they wanted me to euh be confident with the menu. To know the menu, to know the food operation. So be confident with the wine Littre. Also I had to hmm have a knowledge of the varieties of wine and grapes and euh brands of wine and also the cocktails and beers. So I had to euh know a lot about foods, gastronomy and euh also drinks and beverages. Yeah that's it.

Ok so they didn't you to have like a skill or qualification regarding to hospitality environment?

Oh, they, they look my CV. So yeah they required euh they, they, they wanted to see my experience. So because I worked in a coffee shop but it was maybe 2 years before or 2 years ago, so I worked it a coffee shop so this was the experience that I had. And also before that I worked in euh, as a hostess, an extra in a company. So that's how, that's why they they, they,



they, they, they hired me because they saw these euh little experience that I had. I think that yah it was required. Some experiences were required.

Why did you chose to work in the hospitality environment?

Because it something that I've always euh wanted to explore. I always wanted to know how euh hospitality and the euh, the field and just to work and euh if, if, if God gives me the opportunity to have a restaurant, I'm gonna, gonna get my restaurant, I'm gonna have and run it. And that's why I went to work here. I wanted to work in a restaurant I wanted to see how it works, how to manage a restaurant how somebody can euh manage employees and also financial aspect I want to be. So I had to admit that euh working here in this restaurant euh helps me too, a lot about hospitality. So if tomorrow I will open a business in hospitality I know how to euh, I know how to start, I know where to start, what to do and what not to do cause I've seen, I've seen the mistakes that, that most of euh the bosses do and I've also seen stuffs that euh, they do which are good also for the business. So this is why I wanted to work there. Also because I wanted to have a mind on the, on the kitchen stuff and also on how the food they are done because I like euh cooking euh yeah that's also why I wanted to go there 1900?

Q16. What qualifications/experiences did you have, when you started looking for work in Cape Town? And where did you obtain these?

Oh, I, I, I, just went to drop my CV and I just, I went as a student, as a student hmm

Yeah but I'm asking about the qualifications you had before even looking for work

Chemical engineering, Chemical engineering euh BTech Chemical engineering

Okay and what experiences did you have before working there in this restaurant?

Is it only on hospitality or somewhere else?

No, somewhere else as well

Yeah so I was saying that I also worked, I also done my in service training at CPUT in South Africa. And euh, it wasn't easy for foreigners to find a position or to find a place in compa..., in South Africa's companies for in service training. There's, even when we were putting our names on a list for the training request it wasn't easy for foreigners to find a job, because most of the companies wanted a non, a citizen, a South African. Euh it was the first condition actually. Most of the time it was the first condition. So it was difficult for us to find a job. So what we would do, we could do best go to some lecturers and ask them if we could work for them. If they were having euh research project or something similar. So this is also the other experience that I had. So euh I shared this just to euh put the stress on the fact that it difficult for foreigners to find jobs in South Africa.

So besides working in euh, in restaurants,

Are you currently exercising the qualification or experiences you acquired in the past?

No, I'm not. I'm still a student

Q17. How long have you been working in Cape Town, since your arrival?

Euh I've been in Cape Town for 6 years now.

Q18. What were your previous occupations since your arrival in Cape Town and what were the names of these companies?

Euh I've always been a student, I've worked in the restaurant. Euh I've been a tutor, private tutor, where I was teaching euh physical science, mathematics and also a little bit of chemistry. So that's what I was euh teaching. I was also teaching French. So euh, I also worked euh at the university euh as a research assistant. I was helping my lecturers' euh and international students doing research for chemical engineering Department. I also, I worked for one month in a coffee shop as a waitress and a cook. I also euh hmm work in my country as a hostess and waitress and euh medical company. I also worked as a sale agent in a book shop. Yeah, I think this's it, the experiences that I had.

Q19. Did you really struggle to find a qualified job here in Cape Town?

No. it is not difficult. By difficult eh eush, I would, I would not said that I didn't find it difficult or not because I'm not, I'm not looking for a job in South Africa, a qualified one. But I have, I know people who found jobs. But, But most of them struggled a lot, so they even ended up working in the field that they didn't study you know.

Do you have some friends who are also experiencing the same difficulties?

Here I have listed some struggles or Difficulties that immigrant are facing here in Cape Town, which one will you choose. Yeah you more welcome to choose more than one

- |                       |                         |
|-----------------------|-------------------------|
| ▪ Language            | ▪ No legal job          |
| ▪ Temporary contracts | ▪ Personal constraints  |
| ▪ Qualification       | ▪ Limited right to work |
| ▪ Discrimination      | ▪ Others.....           |

There is language barrier, there is euh discrimination. That's all. Yeah I will say the discrimination eh. Yes

Can you further elaborate please?

Well euh as I said before, most of the companies will rather choose a South African person over a foreigner. So that's why it's, it's a type of discrimination also. It's true that they want to create euh you know euh employment for the citizens but by choosing a citizen who has less experiences or who is less qualified than a foreigner who is more qualified with more experiences, it's a discrimination because the foreigner is the one who should be chosen instead of the citizen. So that's why I said that there is discrimination. And also in the company when the foreigner are, is in the company, it's eas... it's not easy for him to euh grow you know in position cause, because of competition with South Africans and the company. And euh discrimination yes because of that it's not easy, it's not easy.

And you also talked about language, what about language?

Yes language is euh well for language it's because in companies, I've noticed that, I have noticed that the companies, the companies, even in restaurants were I worked. The companies or even in the buses, anywhere, it's just like that in South Africa. Even in, on the streets, they just speak their mother's tongues. And they don't care about the English you know. So this is what they do. They just speak their mother's tongue and they don't care about English. If you don't understand their mother's tongues, they don't care. So this happen also in some companies here, most of the companies actually. So they gonna speak Afrikaans, if you don't understand Afrikaans, you lost. They gonna speak Xhosa, if you don't understand Xhosa, you lost. And your performance is gonna be slow, it's gonna slow your performance because you don't understand what they want to say, what they tell you. And sometimes they do it, they do it on purpose because you are not from the country. And they gonna do it to slow your performance, knowing you will not understand. So it's a language barrier also.

Q20. Do you intend returning to your home country or applying for citizenship or permanent residence? Please motivate your answer.

Well euh I don't really, no I don't really want to euh stay here and apply for permanent residence. I want to go back in Gabon and build my country and up, build up my country and my family. Euh but if I was alone, without a family, without a kid, I wouldn't mind staying in South Africa and try to euh settle here. But none of this because it's best to be at home you know. Home is where you don't struggle with visa, you can work, you can walk on the street on nobody is gonna stop you and check your visa. It's very easy and you feel at home. So I don't really want to, to stay in South Africa.

Q21. Can you tell me about the integration process of skilled Immigrants in your homeland? How do immigrants get hired there?

Well, euh euh there are a lot of immigrants there in Gabon, quite a lot of immigrants. And euh we are quit open minded, euh as Gabonese, we are quite open minded. Euh a lot of immigrants euh have jobs that Gabonese do not have. And euh I would say that it's quit unfair sometimes. It's quit unfair. But we are, compare to South Africa, a bit too opened. And when I look at the way South Africa is treating immigrants, thus make me wanna be also like that in my country. And I just realise that we are too opened. We are too nice with immigrants and they al...they, they, they, they, they, they, they come to Gabon and they, and then they trust it. So I will say in my country we are more open to immigrants than South Africa.

Q22. If you had to compare the integration in the workplace as a foreigner here in SA and that of your home country, how would you describe the differences?

Wow, euhm, I would say that in Gabon, we are more welcoming compare to South Africa. Euh in South Africa well, I don't know. Euh Can we skip that question [Laugh]?

Yeah we can. It's up to you

Yah I'm euh, ah yah I don't know what to say. For this one I'm a bit blank.

Okay it's fine

Q23. In your opinion, what can we do to help immigrants get hired in a SA company, basically in Cape Town companies? Or which solution can you bring to the table?

Well. I think they ought to create some policies eh also for immigrants you know. Because they've got rules and regulations for the companies and for employment equity and everything. But also, they should create, they should implement also some policies regarding foreigners, regarding their integration, how they should be treated. And they, they, I think they should treat them euh equally you know. They should treat them the same way they treat South Africans you know. I think that's it.

Q24. What do you think are the major problems immigrants face in Cape Town, as broadly?

Integration neh, integration. Euh especially the visa. Visa problem is a big issue. Visa is the big issue in South Africa. Even if you have all the documents, you have everything you need. You have everything ready. This doesn't guarantee that you would get your permit. And if you don't have your permit, you cannot do anything like legally. But if you don't have this permit you cannot find anything, you cannot get any proper jobs, you cannot get this, you cannot get money, you cannot get into your bank account. And this and that. And I think they should really, really try to sort out this problem of euh visa application, visa processing. And if they have to, euh if they have to expose some people, they can. But I think they should do their work, and they should do it well you know because I know a lot of people who had problems with visa. And also I, myself had so many problems with visa. It's wasn't cause I do not have my papers or either this or that. I applied, I applied and they rejected it for no reason you understand. So a lot of people experience that. This is the biggest problem for me. It's integration and the visa. Yeah to be legal in South Africa.

Q25. Is there anything else you would like to add?

Euh well, besides being legal, besides being legal in South Africa, I will say that it's not easy because of the language barrier you know. Euh they should try to communicate in English you know, with people. Because this is very difficult where foreigners' euh work in companies you know. It's not easy for them to fit in the company. So there is also this some. What else, is there something else?! No I think I'm fine. That's all.

Okay, thank you so much ..... for taking part in this research

It was a pleasure

## Interview Transcript n.18 (Immigrant)

Good Afternoon

Good afternoon

Thank you so much for taking part in this research which is a semi structured interview.

It's a pleasure

So, it's all about investigating on the integration of immigrants inside South African organisations.

Okay

And then, the purpose of that is to understand and explore how immigrants get recruited by South African's organisations.

It's intended to benefit not only me, but also you as an immigrant, South Africa and the body of knowledge.

Okay

So if you feel uncomfortable when answering one question, please do not answer.

And if you would like to withdraw from this conversation, you can do it, when you want.

Okay

And then, please bear in mind that anonymity and confidentiality are guaranteed

Okay

Do you mind if I can record you?

It's okay, I don't mind at all.

Ok, do you agree to have this interview with me?

Yes I do

Okay, it's going to take about 15 to 20 min and you are entitled to answer about 25 questions

Allright

Okay, do you have any question so far to start?

No

So let us start.

Q1. So what is your name again?

Oh my name is .....

Q2. Which country do you come from?

I come from Zimbabwe

Q3. What is the official language of the country?

The official language of Zimbabwe is Shona

Q4. Is there any other languages you speak fluently?

Yes, English

Q5. How long have you been here in South Africa?

Euh 4 years now

Q6. What reasons let you decide to come in South Africa?

I came to South Africa for educational and economical reasons

Q7. What was your prior state of mind with regard to immigrants finding occupations here in South Africa?

That it was hard for immigrants to find jobs in South Africa

Q8. Has that perspective changed regarding to immigrants finding occupations?

It's has partly changed. But still a way difficult.

.....

Q9. What is your current immigration status in South Africa?

- ✓ Permanent resident
- ✓ Temporary foreign worker
- ✓ Refugee
- ✓ Other \_\_\_\_\_

Euh, I'm using Refugee's papers

Q10. What is the name of the company you are currently working for?

Dominos' pizza

Q11. What is your occupation within the company?

I'm an insider

Q12. Are you a

I'm a full time employee

- ✓ Full time employee?
- ✓ Casual employee?
- ✓ Permanent employee

Do you love you job?

No, I don't love my job

Okay, so are you satisfy with your earnings?

Never, I'm not satisfy with what I earn here.

Q13. How long have you occupied that position?

A year now

Q14. How did you know that this position was vacant at the time you were probably searching for work?

I didn't know.

Q15. Which procedure have you followed to finally occupy this current position? In other words, what were the requirements that guaranteed you this occupation?

I just applied online, then I came for an interview and got the job.

So why did you chose to work in the hospitality environment?

Simply because we take what is there, already prepared for you to come and work.

.....

Q16. What qualifications/experiences did you have, when you started looking for work in Cape Town? And where did you obtain these?

0 level, just the matric

Are you actually exercising the qualifications you acquired in that specific job?

Yes, a bit

Q17. How long have you been working in Cape Town, since your arrival?

It's almost 4 years now, yes

Q18. So what were your previous occupations since your arrival in Cape Town and what were the names of these companies?

My previous jobs focused on construction

Q19. So, did you really struggle to find a qualified job here in Cape Town?

Not very much

Do you have some friends that also are struggling to find employment here?

Yes I do have some friends who are struggling to find jobs even now.

Here I have listed some struggles or Difficulties that immigrant are facing here in Cape Town, which one will you choose.

- Language
- Temporary contracts
- Qualification
- Discrimination
- No legal job
- Personal constraints
- Limited right to work
- Others.....

We got the language, then we also got qualification, discrimination and limited right to work can all be categorised as factors that hamper the employment of immigrant here in Cape Town.

Language for instance my English and yours are different, which cannot facilitate communication and can lead to misunderstanding.

Qualification, you need to have certain higher qualification so to have the job. If you only have a lower level, you aren't qualified enough for the position.

Discrimination, even if you have the diploma and experiences required, you could be the suitable candidate for the position, but you won't have the position coz you're not a South African citizen. And

Limited right to work simply because the law prohibit you to work in South Africa under certain condition such as a student can only work part time and to have a full time position you need to have the work permit which most of companies are afraid to provide to you coz you're foreigner.

Q20. Do you intend returning to your home country or applying for citizenship or permanent residence? Please motivate your answer.

Euh yes, I'll rather stay here and perhaps apply for citizenship

Q21. Okay can you tell me about the integration process of skilled Immigrants in your homeland?

It is not that easy to find work as an immigrant in Zimbabwe. In fact it is difficult

Q22. If you had to compare the integration in the workplace as a foreigner here in SA and that of your home country, how would you describe the differences?

They are very different. Zimbabwe is not a stable nation as South Africa economically and politically.

Q23. In your opinion, what can we do to help immigrants get hired in a SA company, basically in Cape Town companies? Or which solution can you bring to the table?

The department of Home Affairs should be more lenient into providing immigrants, those concerning refugee statutes on time, or provide Asylum papers and permanent residence.

Q24. What do you think are the major problems immigrants face in Cape Town, as broadly?

Most of the time, immigrants encounter Racial problems in Cape Town.

Q25. Is there anything else you would like to add?

No

Okay, thank you so much for taking part in this research.

It's my pleasure.



Do you love you job?

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Are you actually exercising the qualifications you acquired in that specific job?

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Most of the time, immigrants encounter Racial problems in Cape Town.

Q25. Is there anything else you would like to add?

No

Okay, thank you so much for taking part in this research.

It's my pleasure.

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# F

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Transcription of semi-structured  
interviews: Nationals

# NATIONALS: Semi Structured interviews

## Interview Transcript n.1

Thank you so much for taking part in this semi structured interview.

The integration of foreign nationals within South African businesses is a process characterised by intense challenges. The reasons behind this complex integration however, are unclear, as are the benefits of having a diverse workforce in the South African labour market. Conducting this interview will help to understand how South African organisations value immigrants and how they can accommodate them in their units. This study is intended to benefit not only immigrants but the South African Nation as well.

If you feel uncomfortable in answering a specific question, do not hesitate to report. Everything you will be saying is strictly confidential and anonymity is guaranteed. The interview will only take between 20 to 25 minutes.

---

Good afternoon

Good afternoon

How are you?

I'm fine thank you and you?

Well I'm good thanks.

Thank you so much for taking part in this research, which is a semi structured interview. I really appreciate it. It's about investigating on the integration of immigrants inside South African Organisations.

Yeah

And the purpose of that is to understand and explore how immigrants integrate in here, in Cape Town's organisations. So, it's intended to benefit not only me but also you as local.

So if you feel uncomfortable when answering one question, please do not answer. And if you would like to withdraw from this conversation, you can do it whenever you want my dear.

Ok

Ok so is that okay if I can record you?

Yes, it's okay

Ok, please bear in mind that confidentiality and anonymity are guaranteed.

Okay, you are going to answer about 6 questions only

Okay

So it will probably take about 10 min

Shall we start then?

Yes, I think we can start

Q1. What is your name?

My name is .....

Nice to meet you .....

Thank you, nice to meet you

Q2. What is the name of the company you are currently working for?

I'm currently working for Tsogo Sun Southern sun Cullinan Hotel

Q3. How long have you been working in that company and in South Africa

I've been working for them for almost 10 years now

Q4. Have you ever worked with immigrants?

Yes I did work with immigrants, yes

Q5. What experience have you gained while working with immigrants? In order word what characteristics can you attribute to their responsibilities?

Oh they are good people, they are hard workers. So, there's nothing wrong with them. Really?

Yes,

How was it to work with a person from another country?

Ah eh for me it, personally it's okay because they work as I work, they do the same thing as I'm doing and euh, I never experienced anything wrong with them. You know there are friendly, so they're fine. Yeah

Q6. What contribution do you think immigrants can bring in the organisation's effectiveness? Please motivate!

Oh they, some they, they can bring their skills yes, if they have. Yeah. Yeah, I think it's what they can. Yeah, but it' not everyone who have got the skills. Some they are learning the skills in the organisation. They, they come without their, without skills. So they got their skills there. Yeah

Q7. If you were a HR manager of any organisation, would you recruit more qualified immigrant employees than nationals? Please motivate

Neuh han, it would euh, I will base on skills yes. Euh I doesn't matter that you are an immigrant or you are a national. So for me it doesn't matter as long as you can do the job. Yeah

Okay, so you don't categorise people or who shall come/enter first into your business?

No, no.

Q8. And then on what basis will you recruit them?

In this following list, you out to choose 3 to 5 advantages that immigrants can bring to an organisation. On the scale of 10, would you rank the skills and competencies accordingly from the highest score to the lowest? Then justify the highest score.

- ✓ Adaptability
- ✓ Marketing, Customer service & Broader service range
- ✓ Variety of viewpoints
- ✓ More Effective execution
- ✓ Creativity
- ✓ Employee morale, Performance & Productivity
- ✓ Language & Culture
- ✓ Retention & Cost reductions
- ✓ Ability to attract & Recruit top talent
- ✓ Reduced risk of discrimination lawsuits
- ✓ Learning & Personal growth
- ✓ Effective communication
- ✓ Diverse Experience

Oh okay, hmm yeah yeah I understand

Ok hmm Employee morale, Performance & Productivity

On the scale of 10, how much would you give to Employee morale, Performance & Productivity?

Ah euh I can say may be 5/10 yeah. So and then euh ok hmm

You can take your time to think don't worry.

And then Ability to attract & Recruit top talent yes, and then...

How much would you give to that?

Hmm I will give euh, I would, I would give 6/10 yeah, and then euh Learning & Personal growth yes, and then I can give it maybe, maybe 5, even this one. Then I think it would be that hmm.

Okay. So the highest one is Ability to attract & Recruit top talent

Hmm, hmm

Why are you saying that?

Can I keep saying that?

Yes you can

Oh I don't know why [Laugh]

I don't know exactly like how can I, I ex, euh I explain this one. Like, I won't say that. It's, it's the way I see it. I don't know how that...yeah. So that's it.

Okay that's fine

Q9. Is there anything else you would like to add?

No, no. I don't think of anything.

## Interview Transcript n.2 (National SA citizen)

Thank you so much for taking part in this semi structured interview.

The integration of foreign nationals within South African businesses is a process characterised by intense challenges. The reasons behind this complex integration however, are unclear, as are the benefits of having a diverse workforce in the South African labour market. Conducting this interview will help to understand how South African organisations value immigrants and how they can accommodate them in their units. This study is intended to benefit not only immigrants but the South African Nation as well.

If you feel uncomfortable in answering a specific question, do not hesitate to report. Everything you will be saying is strictly confidential and anonymity is guaranteed. The interview will only take about 10 minutes.

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Good afternoon,

Hi

How are you doing?

I'm awesome and yourself?

I'm good, thank. My name is Lyne Sarah Obindja Bayari

My name is .....

Thank you so much for taking part in this research, which is a semi structured interview.

So it's all about investigating on the integration of immigrants inside South African Organisations. The purpose of the study is to understand and explore how do immigrants integrate South African's businesses. It's intended to benefit not only me but also you as local.

So if you feel uncomfortable when answering one question, please do not answer. If you would like to withdraw from this interview you can do it whenever you want.

Also, confidentiality and anonymity are guaranteed.

Do you mind if I can record you?

Yes, it's not a problem.

Okay, it's will take about 10 min

And you entitled to answer about 6 to 7 questions.

Okay. Shall we start then?

Yes

Q1. What is your name?

My name is .....

Q2. What is the name of the company you are currently working for?

I work in the Taj Hotel, in Town

What are you doing?

I'm a restaurant waiter

Q3. How long have you been working in that company and in South Africa

To be exact, I have been here for 5 and half years

Q4. Have you ever worked with immigrants?

Yes, I have. I do work with immigrants. But I have not worked as an immigrant.

Yeah I know, coz you are not immigrant right?

No

You're local.

Q5. What experience have you gained while working with immigrants? In order word what characteristics can you attribute to their responsibilities?

Euh, I think for them it's difficult to stay here long or to even find work here. If they, depending on the type of visa that they came here to work on. It's a closed or opened visa. So yeah. Like even the way people treat them sometimes, I think it's, it's different to people that's locals

Oh really

Yeah

How's that?

It's just I don't, I don't think I'm, sometimes there're some unfairness I think in the workplace as well just because they are not from this country. So they, they, they are sometime out casted in cert, in certain things. And yeah like I said, in the, in staying here for a long period of time as well. Coz they do get euh a visa that's euh limited.

How was it to work with a person from another country?

I think for me the euh, euh personally it's, it's a different experience than to work with people locally because you learn a lot from them and their culture and from the way they do things. And also, he can, he can teach you something that you can, let say for instance one day you travel to their country, you can use it there. So, it's a, it's a benefit and yeah, you get to know like something from them.

Q6. What contribution do you think immigrants can bring in the organisation's effectiveness?

Please motivate!

Euh like I say maybe their way of doing things. Like some of them are really euh, are really passionate for what they are doing and because they come from another country they don't



just come to play or whatever. They, they come to really work and I think they are, they are hard workers yeah.

Q7. If you were a HR manager of any organisation, would you recruit more qualified immigrant employees than nationals? Please motivate

I don't really know about that. I would say, it would be, it would be weight up be...because you know you don't have to have too much conflicts be euh among the, those people and among locals people. You will want to, to look at the bright side and just see how many you can actually employ. But if I have a personal opinion, I would employ like 50/ 50 just to, to also to, to allow full immigrants to, to have opportunities this side and for local people even to learn from them.

On what basis would you recruit immigrants?

I would say on, on the basis of the experience and euh their personality and if they can, if they can fit into the, the type of the environment and not just because we need another worker. But because we would like to keep people for a long period of time and also gain from them. Yeah

Q8. In this following list, you out to choose 3 to 5 advantages that immigrants can bring to an organisation. On the scale of 10, would you rank the skills and competencies accordingly from the highest score to the lowest? Then justify the highest score.

- ✓ Adaptability
- ✓ Marketing, Customer service & Broader service range
- ✓ Variety of viewpoints
- ✓ More Effective execution
- ✓ Creativity
- ✓ Employee morale, Performance & Productivity
- ✓ Language & Culture
- ✓ Retention & Cost reductions
- ✓ Ability to attract & Recruit top talent
- ✓ Reduced risk of discrimination lawsuits
- ✓ Learning & Personal growth
- ✓ Effective communication
- ✓ Diverse Experience

I'll say variety of view points

Creativity

Language and culture

Euh Reduced risk of discrimination lawsuits

And maybe Employee moral Performance & Productivity

Ok, if you have to grade them, which one come first, second and so on.

Euh I would say then language and culture

On a scale of 10 how much would you give then?

6/10

And then the second one

The second one would be creativity and I would say on the scale from 1 to 10 it would be 8/10  
And I said the other one was employee morale, yeah Employee moral Performance & Productivity. Euh I would say, that one would be 8/10 and reduced risk of discrimination lawsuits, I would say, I would say 7/10 as well. And effective, ah what...effective communication did I say yes. I would maybe say 6/10 yeah.

Ok I've noticed you have 2 highest points, creativity and reduced risk of discrimination lawsuits, would you please further elaborate the reason of choosing these two?

I would say creativity is that, when I, like when I say 8 is because they, they are more like as I said, they are passionate toward what they are doing and they are more free to, to do what they have learnt that side where they from and they can use it here. So they have a broader euh, they, they've a broader platform to bring that out and to bring the productivity out and to show the people locally what they can do.

Ok and the other high point you mentioned?

I think it was, was it language and culture? No.

Employee moral Performance & Productivity, yeah I think this one

Yeah so they're like, when I say Employee moral Performance & Productivity, when you, you would have these people, they can, they are, also like I can say passionate, they, they want to do this thing and they, they are benefit to the company. They, they are more productive than local people, because they, they come here to work, they come here for a certain euh goal. And that's what they want to achieve.

Q9. Is there anything else you would like to add?

I don't know. But I just think like personally regarding immigrants that, our, our country South Africa as a whole should maybe be more le...not lenient but more euh I think easier on the visa process, what people from other countries and maybe just prolong their stay here euh, other than I think five years is like a limit or whatever. But maybe just longer euh stay and more welcoming and friendlier. Yeah

Thank you so much ..... for taking part in this research

It's a pleasure.

## Interview Transcript n.3 (National SA citizen)

Thank you so much for taking part in this semi structured interview.

The integration of foreign nationals within South African businesses is a process characterised by intense challenges. The reasons behind this complex integration however, are unclear, as are the benefits of having a diverse workforce in the South African labour market. Conducting this interview will help to understand how South African organisations value immigrants and how they can accommodate them in their units. This study is intended to benefit not only immigrants but the South African Nation as well

If you feel uncomfortable in answering a specific question, do not hesitate to report. Everything you will be saying is strictly confidential and anonymity is guaranteed. The interview will only take between 20 to 25 minutes.

---

Q1. What is your name?

My name is .....

Q2. What is the name of the company you are currently working for?

I am working for God's army, this is a Christian bookstore, and we also got a coffee shop and a small restaurant.

Q3. How long have you been working in that company and in South Africa

Q4. Have you ever worked with immigrants?

Yes! At the moment I am working with two immigrants and also before I used to be in the full ministry and in some others restaurants I worked with different immigrants before

Q5. What experience have you gained while working with immigrants? In order word what characteristics can you attribute to their responsibilities?

Hum I think some good experiences, just getting to know different people, different cultures and also that they have just have different experiences the way we do things in South Africa how we handle things in different ways I think there is a lot we can learn from them

Q6. What contribution do you think immigrants can bring in the organisation's effectiveness? Please motivate!

Hum I think they, just with the experiences ,hum different things they have done with ,you know maybe we think in the certain way and maybe they have done something to a different way they ,just like problems solving things like that

Q7. If you were a HR manager of any organisation, would you recruit more qualified immigrant employees than nationals? Please motivate

Hum not necessary I would just go with the person that is suitable for the job and I mean of course if it is legal you know like ,this person for the job who that might be

Q8. In this following list, you out to choose 3 to 5 advantages that immigrants can bring to an organisation. On the scale of 10, would you rank the skills and competencies accordingly from the highest score to the lowest? Then justify the highest score.

- ✓ Adaptability
- ✓ Marketing, Customer service & Broader service range
- ✓ Variety of viewpoints
- ✓ More Effective execution
- ✓ Creativity
- ✓ Employee morale, Performance & Productivity
- ✓ Language & Culture
- ✓ Retention & Cost reductions
- ✓ Ability to attract & Recruit top talent
- ✓ Reduced risk of discrimination lawsuits
- ✓ Learning & Personal growth
- ✓ Effective communication
- ✓ Diverse Experience

Okay the highest one I would think effective communication is an important one because without communication you know it's gonna be very difficult so definitely I will rank like 9/10 and then so adaptability is also important do you want me to rank that also ? Maybe 6 or 7 Diverse experience is good because you know people have different experiences in different areas and you know it all add to your company and that is also important and then learning personal growth is very important as being a Christian company we will often that .... because we are also different from each other's we always sharpening each other's and growing in area we maybe haven't grown before so I think this is also an important one and creativity also like I am also a creative person so I always put that high on the list you know just thinking outside of the box and also being visual that add a lot to your company I think it was that 5

Q9. Is there anything else you would like to add?

Hum nothing I can think of in the moment

## Interview Transcript n.4 (National SA citizen)

Thank you so much for taking part in this semi structured interview.

The integration of foreign nationals within South African businesses is a process characterised by intense challenges. The reasons behind this complex integration however, are unclear, as are the benefits of having a diverse workforce in the South African labour market. Conducting this interview will help to understand how South African organisations value immigrants and how they can accommodate them in their units. This study is intended to benefit not only immigrants but the South African Nation as well.

If you feel uncomfortable in answering a specific question, do not hesitate to report. Everything you will be saying is strictly confidential and anonymity is guaranteed. The interview will only take between 20 to 25 minutes.

---

Q1. What is your name?

My name is .....

Q2. What is the name of the company you are currently working for?

I worked for Calvary Chapel in God's Army

Q3. How long have you been working in that company and in South Africa

I have been working here for 2 years

Q4. Have you ever worked with immigrants?

Yes

Q5. What experience have you gained while working with immigrants? In other words what characteristics can you attribute to their responsibilities?

Hum some actual I find it really useful for work with people with different point of view different backgrounds different things like because that is real diversity of empowering character diversity going through so there is certain thing in culture where you get stuck in certain ways when you deal with people from cross borders and cross cultures you see different ways of doing things different sort of ways different emotions different everything it really helps sometimes diversification

Q6. What contribution do you think immigrants can bring in the organisation's effectiveness?

Please motivate!

Once again going back to that I mean again diversity is really great. In the sense of Bringing different view point different way of looking things different ways of working hum ya it just thinking about people I've been working in the past bring real challenges that maybe the relations can't be unreached in the vision of the project that you work on it

Q7. If you were a HR manager of any organisation, would you recruit more qualified immigrant employees than nationals? Please motivate

Hum as much as it within the law I would definitely go to the person who has the qualifications I mean ya if someone is more qualified that is perfect

Q8. In this following list, you out to choose 3 to 5 advantages that immigrants can bring to an organisation. On the scale of 10, would you rank the skills and competencies accordingly from the highest score to the lowest? Then justify the highest score.

- ✓ Adaptability
- ✓ Marketing, Customer service & Broader service range
- ✓ Variety of viewpoints
- ✓ More Effective execution
- ✓ Creativity
- ✓ Employee morale, Performance & Productivity
- ✓ Language & Culture
- ✓ Retention & Cost reductions
- ✓ Ability to attract & Recruit top talent
- ✓ Reduced risk of discrimination lawsuits
- ✓ Learning & Personal growth
- ✓ Effective communication
- ✓ Diverse Experience

I think the creativity would be the highest score that would be very important 9/10 and again just I previously said from different framed of view different ways at looking of things, it really helps Marketing, Customer service & Broader service range as well I mean you get extra like someone time of creativity from of the outside of the national firm hum so creativity will be really important one and customer service marketing is also very important I will say maybe like 8/10 around hum mm having a look effective communication very important topic to have or very important thing to have I think Employee morale, Performance & Productivity is also quite important adaptability is also important

Q9. Is there anything else you would like to add?

(Laughing) thank you cool.

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# G

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Transcription of storytelling interviews:  
Owners

# OWNERS: Storytelling interviews

## Interview Transcript n.1

Good Afternoon .....

Good Afternoon

How are you?

Good thank you. How are you doing?

I'm good thank you.

Well you know my name already, which is Lyne.

Thank you so much for taking part in this research, which is basically a storytelling about your organisation.

So, the purpose of that is to investigate on the integration of immigrants inside your organisation.

It is intended to benefit not only me, but also you as a local employer, South Africa and the body of knowledge.

So, please feel free to answer questions, if you can. And then, if you feel uncomfortable when answering one question, you don't have to answer it. Please bear in mind that confidentiality and anonymity are guaranteed as well.

Do you mind if I can record you?

Not at all

Do you agree to have this interview with me?

I do

It's going to take about 20 min

You are entitled to answer about 20 questions.

Do you have any questions so far?

Euh not yet

So, shall we start then?

Yes

Q1. What is your name?

Ok my name is .....

Q2. Which country do you come from?

Euh, I'm South African

Q3. What is the name of the company you currently working for?



Euh, it's called Safari Online

Ok what is it all about?

It's euh a company that euh focuses on travel and tourism and euh we focus on tourists to Southern and Eastern Africa, mostly dealing with international clientele.

Q4. How did the organisation start and what was the aim of the organisation?

Euh the organisation started in 2005 and I was the founder of the company and simply euh after the guiding career in Southern Africa, being a tourism guide, and I wanted to settle down, start a company and allow foreigners to come to South Africa to see southern and Eastern Africa. So euh that's really how I started. The aim was just to bring foreigners to southern and Eastern Africa, to experience especially safaris, experience the, the wild life and the nature of South Africa.

Q5. What is your occupation within the company?

Euh since we're not a, a large company, I'm basically manager euh and obviously also consultant. So I deal with clients' direct euh and you can say I'm marketing manager, you can say I'm finance manager, you can say euh I, I do a lot of those things yeah.

Q6. Can you describe your core duties (responsibilities) with the business?

Euh euh, I, I probably that the absolute core will obviously be vision euh for the business, you know where the business is heading and planning. So, but then also directly dealing with consultants. Euh directly dealing with clients. Eum, as a consultant, euh since we're a small, we have a very personalised focus with clients. And so I still deal a lot with clients but euh I'd say 50% is probably the planning euh of websites, of new information, on how to reach the clients and etc.

Q7. How long have you been working for that company?

Euh this is my 13<sup>th</sup> year. So I've been here for, for a while.

Q8. What do you think are the major problems immigrants face in Cape Town?

Euh I'll probably say getting the work permit and being able to work for organisations euh is a little bit difficult euh in Cape Town or in South Africa. And that's always challenging unless you can prove or demonstrate why you would need an immigrant to work for you.

Q9. How do you lean towards recruiting and selecting both nationals and foreign nationals into the organisation? In other words what are the criteria for selection of nationals and international applicants?

Euh, it, it would obviously depend on the, on the specific euh position, that would be euh recruiting for. But euh I thinking about consultants, knowledge would definitely be a, a, a great big criteria knowledge about Southern and Eastern Africa. But euh, also depending on which market we are tend to for example if we are tend to the German Market euh, obviously the criteria would then be euh good German's skills, writing skills, communication skills, having the ability to euh not earn your own your right, but also to speak with the clients directly. To

be able to sell euh Safaris. So, euh just depending on, on euh which market we, we're focusing on, I'd say internationally would definitely be German. Euh so, euh we definitely would be focusing on, on those German's skills euh in that, on that case.

Q10. Can you describe the role being played by the organisation (HR manager) in the integration of immigrants in the company?

Euh I think probably that the way we've been doing it in the past, also with internships etc., euh simply being part of a company and also, euh sending them on, on safari to actually experience Southern Africa so euh that they just understand the culture and what we are selling, which product we are selling euh, I'd say probably that's euh that's the best way of integrated them into the company. As part of them understand what the company is about and then also doing some fun stuff with them euh so that they euh that they get to know South Africa, let say climb table mountain or something similar so that they just euh experience some of the local highlights euh with euh with me or with others in the company.

Q11. On what basis (Why) do you recruit skilled immigrants?

Well euh, if you speaking about immigrants specifically the, the main criteria, the main basis would basically be euh that they're German speaking. But then obviously euh, a knowledge of Southern and Eastern Africa would be vital, and otherwise it could not be possible. So that would probably be the basis.

Q12. How was the organisation able to achieve it?

Euh, in the past basically getting into contact with German clients, the only way able, ah with German euh with, with euh, with German workers or euh the people that would work for the company and the only way able, the only way to achieve this sorry would be by advertising the German market and possibly over the internet, euh and just making it, well even universities, we do that for, with universities and, and Austria euh for a stage that they knew that we're recruiting German speaking euh euh interns. So, that's basically how, how we were achieving in. So, you know, it's very difficult to achieve it otherwise we actually have to reach them in their market to be able to bring them to South Africa.

As I hear you, why do you specifically focus on the German market?

[Laugh] coz I'm also a German speaking. So euh because I'm German speaking it's a, it's an extra bonus to sell Safaris and people, especially Germany feel confident dealing with a German speaker. Euh I think euh one of our asset is that I'm German speaking, my heritage is German, and so my far fathers came from Germany. And I think that's always nice for German to know that this is, he's originally from Germany, but he speaks German, he got a German wife and, so that's a big asset. And that, that people want Germ... euh want to speak euh, want to book with the German agent in South Africa. Euh, yah so I'll think that's a bonus. Obviously also being situated in South Africa also makes a big, it is a big advantage in the

sense that people actually know that we know what we're speaking about because we live in the country. So, that's a big Asset.

Q13. Do you think your organisation promotes immigrants attraction and/ or retention? Please motivate your answer.

Euh, euh, you, you know euh I would said retention coz I keep my wife [Laugh] she stayed. She's been working for Safari online for 10 years now. Euh I can definitely say retention. Attraction euh would really only be euh to the extent that we advertise a position. But I think euh most Germans wanted to come to South Africa euh would be attracted to the tourism industry, the Safari industry specifically because euh it's, it's so unusual and Africa is really the only destination that has exceptional wild life and that euh that we can offer euh yeah. So I, I definitely do think the international market is euh attracted to the Safari industry.

Q14. Why would you even considered recruited immigrants in your business?

Euh well I think mostly because we deal with international clientele euh and you know thinking about Australia, thinking about US, thinking about UK, Germany, Austria, Switzerland etc. euh and, it's always good to have somebody from those countries dealing with your own nationality, because they understand them a lot better and they can communicate euh a lot better to the euh to their own national, simply because of the mind-set of the culture that may, already make a huge difference. Euh so that would definitely be a, be, be an advantage and or that's why I would consider euh recruiting euh immigrants. And but then again, especially because of the language barrier that we spoke about earlier euh being German, that's probably the biggest factor of why, why I would consider recruiting an immigrant.

Q15. What do you think of this statement "successful organisations are simply those that are capable of embracing and encouraging a diversified labour force"? (Okoro & Washington, 2012:59).

Euh what do I think about this statement

Euh I think it's definitely true. I mean you know, div...diversified labour force euh is definitely a, a good part in the company. I don't think euh if it not diverse euh, I don't think it would be healthy for the company specifically thinking about South Africa euh if we look in our euh rainbow nation, I think a diversified labour force is, is definitely something that should represent, be representative in the company so that euh it, it also exemplified what shows what the country is about. So I do think, I just think obviously the training would, would, would be necessary, even for somebody coming from Germany, they would obviously need to be trained in such a way that they euh give the, the, the service that we desire to the client.

Q16. Can you describe the changes that might have occurred since the integration of immigrants in this organisation?

Euh yes, I mean if I just think back of euh recruiting euh also just even euh interns coming into the company, being from Germany, being from Austria and, and their insight into, into their

own culture in sighted to euh how we can attract and maybe even their per.. per, you know having an attitude of perfectionism euh you know, which helps us as a company euh reach out to those type of clientele euh, which as a South African is not necessarily the norm. And so I think it's, it definitely made changes in the direction of the company to deliver excellent service and a just better product so euh, simply because their standard is, is a lot higher than, than ever South African's standard would be.

Q17. What did you do about these changes?

Eum well we basically just implemented them. So realising that changes are necessary, we implemented them and started valuing also euh hearing from euh you know, from the interns or from euh whoever would be employed, euh you know realising that what they have to say is actually very important because they know euh, their own countrymen euh so euh we definitely implemented those changes.

Q18. What do you suggest as remedies to help immigrants get recruited by SA organisations?

Sure euh, euh remedies, yah, yah, obviously that's euh, that's a quite difficult question. Euh specifically because we know that South Africa doesn't have a lot of jobs itself, so euh. But, I think a div...diversified labour force as we suggested earlier is, is healthy for the country. Euh as a remedy to help immigrants get recruited fff euh yah, I think I, I, I probably just think you know it would really need to be high skilled labour euh so I think you know thinking about immigrants coming to, to Southern Africa, or South Africa specifically, their labour has to be more skilled than every South African because otherwise I think companies would just have to employ South Africans. So one immediately have to say, I have to, I have to be better than, than the rest. And I think that what one sees here, specifically with the immigrants that come to South Africa, and their, their skills level is higher euh than even South Africans. And I think that's why they do get recruited and maybe not even, only their skills level that I think euh a lot of the people coming here also have very high ethical or moral, moral value. And, and I think that's, that a large, that plays a large part in actually employing euh, employing the foreigners, euh yah. The remedy, I don't know if there's a remedy as such but that what I ought to say you know.

Q19. As an owner, HR manager, what do you think about the employment restrictions imposed on immigrants by the South African government?

Euh look I, you know, I probably don't know all the restrictions that are imposed. Euh but euh I know, I know some of the restrictions and having, I'd to employ euh interns previously I always had to motivate why am I takings those interns, why am I not giving the South Africans the chance for that position. Euh so euh you know I do think, I do think it is wise you know to have certain restrictions in place because, I think, otherwise I think euh our country would be, just be floated by immigrants and nobody would get a job. So I think they have to be certain restrictions, I think that, that's healthier. I think that's normal for every country whether it'd be

South Africa, whether it'd be in Europe, where ever you go, they are those restrictions in place simply to protect local labour force. Euh but I do think euh one has to give an immigrant a chance euh in South Africa and euh you know I think they, if, if they are better suited for a position than a local, then I do think obviously you know one should employ the immigrant you know, because at the end a the day, euh you want to have the best labour force for the organisation. So, euh I do think that is a, a core factor. Euh, I do understand that the South African Government want to protect euh the jobs euh and I think that is wise, but I think at the same time there're need to be flexibility to every individual, euh organisations and companies. And euh I think companies can motivate why they're employing euh a foreigner. You know euh, you know then there's a specific reason for that you know euh. So euh, so I don't think those, those restrictions should be too harsh you know euh but that, that, euh that individual companies can also decide you know, who might be better suited for the job.

Q20. Is there anything else you would like to add, any last word?

Any last word, good luck to the immigrants [Laugh] yeah, it's, it's, it's not easy coming to a country. I think especially with home affairs being a problem. Euh you know, I've been struggling with home Affairs for a numbers of years with, with Melanie (my wife) and you know, and even just getting the permit on time, euh all those sort of thing. So I think euh, most, I, I, I really think that would be great to have, have better home affairs really, you know a better organisation euh or that could basically deal with the immigrants, to help them get euh, get their visa etc. in time you know, that they don't have to struggle through that you know. One doesn't want immigrants to only euh identify with South Africa as a just such a struggle to get your work permit you know. That's, that's quite a sad euh, that's quite sad for South Africa.

Thank you so much ..... for taking part in this research.

Thank you Lyne, thank you for, for interviewing me.

## Interview Transcript n.2 (Owner)

Good evening .....

Good evening

How are you?

I'm good thank and you?

I'm good thank you.

Thank you so much for taking part in this research, which is basically a storytelling about your organisation.

You're welcome

So, it's all about investigating on the integration of immigrants inside South African's organisations.

And then the purpose of that is to understand and even explore how immigrants are actually integrated in the South African's companies, here in Cape Town basically.

So, it's intended to benefit not only me, but also you as an immigrant employer, South Africa and the body of knowledge.

Ok, Allright

So, if you feel uncomfortable when answering one question, please do not answer. And if you would like to withdraw from this conversation or study, you may do so, whenever you want.

Okay

And then, please bear in mind that anonymity and confidentiality are guaranteed as well.

Okay

Do you mind if I can record you?

No, I don't mind

Do you agree to have this interview with me?

Yes I do

Ok, It's gonna take about 20 min

And then you are entitled to answer about 20 questions.

Do you have any questions so far?

No I don't

Shall we start then?

Yes we may start

Q1. What is your name?

My name is .....

Q2. Which country do you come from?

I come from the Gabonese Republic in central Africa

Q3. What is the name of the company you currently working for?

Euh, the company that I'm currently working for is called Global Travel Chest

Ok what is it all about?

Global travel Chest is a, a website that aims at providing its users, visitors with a comparison tool between all the various euh hotel room deals that are on many websites. So basically what we do, we compare what euh, in term of price, what is the best option for your accommodation. So, hmm if you want to book a room, for instance in Cape Town, instead of just looking for a price in one hotel, you're going to look for many prices for that same room on many websites and you gonna choose which price suits you best.

Q4. How did the organisation start and what was the aim of the organisation?

The idea to start Global Travel Chest just came from euh an investigation I made myself when I was trying to book a room for euh a trip and I was very limited in terms of options and I thought to myself what if I came up with a website that offers more than one option or two or three options for a price on your website, euh of your, of your accommodation for your trip. And euh, I de... I definitely thought that there was some opportunity for business to be conducted there. And euh, yeah I partnered up with a friend of mine and who decided to develop a website for it. Then euh, so far so good.

Q5. What is your occupation within the company?

I am the managing director of the company. I, I own the majority of shares, which makes me the chairman of the shareholders. And yeah, that's basically it.

Q6. Can you describe your core duties (responsibilities) with the business?

So as the Managing Director, euh I manage the business euh on a day-to-day basis. I make critical business decisions. Euh, I, I also oversee marketing advertisement and social media management as well. Euh hmm, yeah basically that's about it.

Q7. How long have you been working for that company?

This business has been going on for the past 2 years. So yes it's been two years so far.

Q8. What do you think are the major problems immigrants face in Cape Town?

Well, in Cape Town as an immigrant the first big problem is accommodation. Euh finding accommodation is a mission because the prices are soaring up at the moment. But euh, yeah if you want to live in Cape Town, you have to leave further from the city, where most of the business is taking place. And euh if you can afford to live in the city, well, you can afford to live in the city. But that's, that is one of the tough challenges that immigrants face. Then you would also have the papers of course. Applying for a, a visa, a temporary or permanent visa at home affairs can be quite a mission eh. It can take time and the problem that we often face is the fact that there is no accountability from home affairs as to when papers can be available. Euh, and if you run a business and you want your, you want to be legal, legally employed or

legally conduct... you want to be legally conducting the business, you can't just afford to waste time based on euh, to waste time on months of applications and papers, whereas in other country, these processes just take weeks. So, yeah this is one of the tough challenges.

Q9. How do you lean towards recruiting and selecting both nationals and foreign nationals into the organisation? In other words what are the criteria for selection of nationals and international applicants?

I select people to work for me based on the value they can bring to the business. I don't care where you're from. You can be from Antarctica, you can be from Mars, it's not my problem. If you can deliver euh as to what is expected of you, then you are the best fit for my company

Q10. Can you describe the role being played by the organisation (HR manager) in the integration of immigrants in the company?

We always make sure that euh immigrants understand that they are not just different people. I mean an engineer is an engineer. A developer is a developer. The nationality comes after. You're not, you're not here because you are from this country or from this other one country. You're here because it was determined that you have the skills and knowledge that the company needs to move forward. So, we, we really play euh, euh, a key role in unders...euh helping immigrants understand that when they, when they do euh, euh work with us. Yeah, so, we really empha...euh focus on the fact that it's not about nationality. It's not about where you come from. It's about what you are capable to achieve, it's about what you bring to the website.

Q11. On what basis (Why) do you recruit skilled immigrants?

Like I said, we, we recruit people based on euh the skills that they have based on the value they can bring to the company and based on their productivity. Euh, we, I, I, I, tend to always lean towards immigrants because euh for some reason in terms of productivity and work ethic, euh work ethics, euh there is a somehow more commitment, more responsibility and euh, it's always good to work with people who understand the importance of running a business. I mean, I, my business is part of my life and I want people to take it seriously and euh, and yeah. So, when it comes to immigrants, it's, it's, it's one of euh, the very good thing. But then again, if...no matter where you're from, if you are able to show commitment, if you are able to show that you are capable of handling yourself, if you are able to show that euh I can trust you with my business, then, then you are the man or the woman to work with me. Euh, it's simple as that.

Q12. How was the organisation able to achieve it?

We are a team of, I almost want to say immigrants ourselves. So, we, we more or less understand what challenges that immigrants face on a day-to-day basis here especially when looking for work and, and so we, having been there we are actually, euh we understand, my partners and I that there are some considerations to be made before deciding to hire someone



or before assigning someone to the task, euh if he is immigrant. Euh, so we are able to basically accommodate easily immigrants because of the fact that we ourselves are immigrants and we went through those process of paper work and application that are endless and, and, and so we, we, we definitely have more or less aware on how to accommodate immigrants euh because of that.

Q13. Do you think your organisation promotes immigrants attraction and/ or retention? Please motivate your answer.

We don't really promote immigrants' attraction or intention. All we promote in our company is euh, is the delivery as, as, the, the, the performance and the, the, the efficiency of our website. That is all we promote. Everything else is only euh, it's on the second plan. The first thing that we promote which is vital to our, to our company is our website. Euh, our performance is the website, our optimal is the website or are our visitors happy about the website? Is there things we can improve on? This is really where our Focus is. Now, oufff we don't have euh euh, a clear immigrants euh recruitment policy. We, we, we recruit people based in their skills, based on what value they can bring to the business, hmm. So, I, I could, I can really say it's not really one of our main focus. So, if you good, you good, you can work for. If you are not, not good, no matter where you are from, then euh maybe you better for someone else.

Q14. Why you would even considered recruited immigrants in your business?

Well, euh the only reason I would consider recruiting euh not only immigrants but someone in the business, will be based on their skills. Euh immigrants are also skilled in the sense that most immigrants that euh, I have met and dealt with come from very harsh environment. And so they have accommodated themselves to euh toughness, euh trials and, and, and euh and euh, and, and euh difficult period in their lives. And so they are more or less a custom to facing challenges. Which makes them a bit more productive. So, yeah. One can look at that and say euh, you know, they, they, they better. But, then at the same time, the locals also have a good euh understanding of the culture, understanding of euh, euh, euh, of how, how the customers locally would interact with the website. And, and so yeah. There, there is not really that better or that, that comparison to be made, in terms of who is better? Or what? I think the most important thing is just what each one bring to the business. And it always comes back to that. What do you bring to the business as an individual? If you are an immigrant can you do the job that is expected you? If you can do beyond that job, I will be more than happy. If you can just do the job, I also, I will also be more than happy because at the end of the day I want to satisfy my visitors and if you are able to do that euh then, you're welcome, whether you're a local or an immigrant. So, like I said, we don't really focus on immigrants or locals. All we focuses is on people, euh what people are able to achieve.

Q15. What do you think of this statement “successful organisations are simply those that are capable of embracing and encouraging a diversified labour force”? (Okoro & Washington, 2012:59).

Absolutely!

You, you must be able to, to have a diversified labour...workforce. That's, I, I, I if you look at countries like the United States of America you are looking at the country that are, that has diversified its culture in terms of euh where people come from. You've got, you have guys from Asia (China, India). You have guys from Europe. You, you even have guys from Africa and South America. This is what makes a country strong. Diversity can really make us strong because we learn from the, the, the good habits of others and, and, and we also learn from the bad habits of others. And we here to improve ourselves in the process. So, you can't just have the one ingredient in the one euh in the one recipe. You need a, a, a, a set of ingredients for your recipe to be euh, euh, euh special, o have that particular touch euh. So, this is why I believe workforce, diversity in the workforce is very, very crucial to our business. We believe in diversity, we believe in euh, in the differences of euh, of euh, of opinions. This is what we, we, we strive for. If, if we, if we have a divers, a diversity of opinions, a diversity of personalities, then we have more euh inputs into what our business becomes in the future. And, and, and, it can only be great, that I would definitely agree with that statement.

Q16. Can you describe the changes that might have occurred since the integration of immigrants in this organisation?

Well the organisation has al...has always euh, euh, euh has always have immigrants [Laugh] because the partners are immigrants. So, euh I couldn't really, I can't really say there's been any change so far because it's always been euh, euh the partners have always been immigrants. But euh it's, it's, it's, it's been fun. Euh I mean we know more or less what we want to achieve in our lives and the people that come work for us, also understand more or less our vision. Where we, what we try to do, where we trying to go, the people we're trying to reach out to. So euh yeah I can't really see any change euh. We've always been a, a company of diversity. There's, there is no “you come from this country”, “I come from this country”. There is just “we work for this company and we want to make it great”. And that's, that's the philosophy you run the company with every day.

Q17. What did you do about these changes?

Oh like I said, there was not, puff ah, ah, looking at the business, I can't really see any changes. Euh yeah we've always been immigrants [Laugh]. And euh we do work with immi...immigrants, we do work with locals. It's, it's a, it's a very smooth process. It's, it's oh euh, I can't really see any change [Laugh].

Q18. What do you suggest as remedies to help immigrants get recruited by SA organisations?

I think one of the most ridiculous thing I've seen euh, since I'm in this country is some organisations expect immigrants to just come with a work permit, without them sponsoring immigrants, which is, which is a very big misconception of euh immigration laws. Euh I mean in order for someone to be able to work for you, you must sponsor him and offer him a letter of employment so that he can apply for the relevant visa. And I think what I will suggest for businesses to truly understand that if you value the expertise and the knowledge of someone, and euh you, you, you're looking for a particular skill, you must be willing to euh really sponsor euh the person that is going to come work for you, if it happens to be an immigrant. And euh, and, euh, euh, euh, and there is, there is so little knowledge among companies as to what to do, to employ people, which is maybe due to the fact that people are so use to employ locals and basically when they see immigrants applying [Laugh] they don't even consider their application because they don't wanna go through the hard process of sponsoring the application at Home Affairs. So, look there is skill, if the skill is there, if the, the, the, the, the, the value is there and you need it for your business, you know it gonna assist you, you know it gonna help you succeed in your business, you must be willing to do whatever it takes. We're talking about your business. Euh, it must be that important you know. If, if, if that means recruiting an immigrant, if you know the immigrant is up to the task, then so be it. Euh, so they must really be more education euh as to euh diversity in this country I believe. I've been an immigrant looking for work in this country, I know it's a very difficult and tough thing because euh people just don't consider your applications, because you don't have euh, you don't have a, a visa. Or when you have the visa, you'll still need to change it because you, you are changing status. So yeah, that's what I would recommend for companies. And on the other hand for Home Affairs, I think the time it takes to process applications is ridiculous. Euh there must be a better effort euh as to euh finalising applications in a manner of weeks, instead of months like it's actually the case. And euh, they, they, they really need to come to a point where they really are accountable for people's application, which is not the, which is not the case at the moment. So yeah.

Q19. As an owner, HR manager, what do you think about the employment restrictions imposed on immigrants by the South African government?

Such as?

Such as for instance you need to give valid reason on why you have given a position to an immigrant rather than a local applicant.

Well, for a business like mine, I really don't get in to arguing as to why I need to employ X, Y, Z. I mean, it's my business. If I deem someone more reliable for my business, then I'll, I'll choose him. Well, if I have to justify why I've chose him, then I'll have to do it. Euh, I'll list all the competences, I will list the expertise, I will list everything I see that made me hire the

person. So yeah. The bottom line if I need him, if I know he's the guy for the job, I'm gonna fight mountains, tornadoes and seas to get him work for me. That's, that's it, because, I want my business to move forward. I want my business to keep making a, a profit and euh, I want to reach out to many people out there. And if an immigrant is gonna help me do that, then so be it. And no one is going to stop me from doing it, from having an immigrant [laugh] work for me. It's a, it's as simple as that. Euh, I care about my company, I care about its success and euh, it is all that matters. Everything else is secondary.

Q20. Is there anything else you would like to add, any last word?

Oh no I don't think so.

Thank you so much ..... for taking part in this research.

It is I who thank you.

## Interview Transcript n.3 (Owner)

Good morning .....

Morning Lyne

How are you?

I'm doing well thank you so much.

Thank you

Good

Thank you so much for taking part in this research, which is a storytelling about your organisation.

Okay

It's all about investigating on the integration of immigrants inside South African' organisation.

Okay good

And then the purpose of that is to understand and explore how immigrants are actually integrated in companies here in South Africa.

Okay, okay interesting subject!

Ok, so it's intended to benefit not only me, but also you as a local employer, South Africa and the body of knowledge.

If you feel uncomfortable when answering one question, please do not answer.

Okay

Please bear in mind that anonymity and confidentiality are guaranteed as well.

Do you mind if I can record you?

Yes, absolutely fine.

Do you agree to have this interview with me?

Absolutely yes thank you

It's going to take about 20 min

You are entitled to answer about 20 questions as well.

Ok thank

Do you have any questions so far?

No, I think you have enough questions for me so I'll try to answer them the best as I can

Ok then let proceed

Pleasure

Q1. What is your name?

.....

Q2. Which country do you come from?

Euh from South Africa

Q3. What is the name of the company you currently working for?

Euh the company I'm currently working for is Calvary Chapel Cape Town. That is trading as God's army Christian book store. So our registered name is under Calvary Chapel, but the main of our store, our bookshop and restaurant is God's army.

Q4. How did the organisation start and what was the aim of the organisation?

Euh the aim of starting a, a bookstore and coffee shop in the city, since we are a non-profit organisation, registered as a church in South Africa, we wanted to provide a, in the city centre, students 'supply, good Christian literature and other service at a reasonable price. As well as to facilitate euh a Christian environment euh where everyone of the city centre could come and find euh a good meal at a good price lunch hour, that's always a lucrative environment, just to enjoy during their lunch hour or any other hours of their working days.

Q5. What is your occupation within the company?

Euh was possibly one of the owners and partners holders of the company. Euh since the company itself is owned euh by the church. Therefore legally it transfers ownership to the person underneath the church. It will go to myself and my husband who are part of the church.

Q6. Can you describe your core duties (responsibilities) with the business?

Euh presently with the, the bookstore we start, I will oversee euh general management and running of God's army, which entails euh having hire stuffs over the last years and insuring their training and euh sufficient skills to be able to manage and run euh both, the bookstore side of the shop as well as the restaurant side. So, those stuffs who are involve in just managing the store book and in the retails side, they've been trained on the euh the compe...the software that we use in the store for sale, the retails' software. Euh their knowledge of the store as well as the customer's service skills and how to deal with customers, how to be a good sale dresser. And then from the catering side of the business euh obviously euh creating a menu and euh a, a standard for the restaurant. Euh part of the business, I'm ensuring that we maintain euh good meals with high standard quality of origin and service, euh time to the customer and the skills that are all required around producing food euh in a catering environment.

Q7. How long have you been working for that company?

Euh God's army, the bookstore was established euh just under 11 years ago. Yeah

Q8. What do you think are the major problems immigrants face in Cape Town?

Euh, if I just look, I think outside of our, of our stuff's environment euh probably speaking generally, it could possibly be first thing language. Euh it's obviously a big barrier for an immi...immigrants or foreigners coming into South Africa. Euh, not understanding the, the language spoken in the area that they've chosen to, to dwell in. So obviously getting work is been harder euh for those who don't have English as first language. And obviously it would become an issue. Euh but also other difficulty in Cape Town is also accommodation. Euh it's

hard to find in the city centre, so for those who are working in the city and then, them having to travel far each day to get in the city as accommodation isn't euh very cost effective in the city centre. So then, the distance are quite far that they had to travel. Euh then obviously this, euh, obviously the, the tension in the fact that there are not many jobs available in South Africa, euh already you know. Our unemployment rate is quite high, and so euh within the southern culture, people are citizen of the country. So now have to bring a large percentage of foreigners, obviously increases unemployment rates and within South Africa as well. And this would create, has unfortunately created in the past tensions between local culture and euh immigrants coming into South Africa, and Cape Town, euh seeking employment.

Q9. How do you lean towards recruiting and selecting both nationals and foreign nationals into the organisation? In other words what are the criteria for selection of nationals and international applicants?

Euh, our criteria for selection euh national and international applicants euh for us being with the bookstore obviously it's a task associated with Christian organisation. Our first requirement euh let me look at, it's not wha...what nationality that our stuff would be of. But obviously trust the Lord that they agree to us, and the Lord's view, euh having a Christian's view in the way they, they do business euh, in the way that they deal with life coz obviously we want to ensure a high standard of our stuff and integrity would be first of the most important one, euh that they, they hold to the same biblical word we, than we do. As the sort that it influence the quality of their work when it comes to honesty, hard work, and in labour we need to see the motivation behind the store as the same as ours. Euh, some others criteria would obviously be euh the legal euh, the legality of their being in South Africa with the valid clear and correct employment documents. Many immigrants come over euh, without accurate documentation are obviously seeking work and, and then for us as a, as a business to, to hire such applicant obviously would put us at a, a risk on not following legalities of our country, so we honour that. Also ensuring they have the correct visa and passport and they may be with us.

Euh we, we're really opened to euh and encouraging to employ both locals and non- South African on any employment of our company. Euh we really believe that a cross cultural diversity can really be a, a, add a lot of characters and euh skills to our store. Having a nice diverse euh stuff also enable us to be relevant to our current economy we're living in as our current eco...economic status is governed by regular cultural background and other that live in it

Q10. Can you describe the role being played by the organisation (HR manager) in the integration of immigrants in the company?

Euh if I understand that correct...correctly, perhaps you're meaning how we facilitate or assist those who immigrate wanted to come and be part of the company?

Yeah

Euh after intensive interviews, just to ensure that the applicant euh is truly one we would see euh that could be a good fit to the work in our company. we would gladly then assist with them euh in accumulating the correct documentation that they will need euh to currently be part of our company as well as assisting them with any task applicant and process that we need to be done euh for them to stay euh for the required period with us, and thus working in our company with us here in Cape Town.

Q11. On what basis (Why) do you recruit skilled immigrants?

Euh I think with any employee, hum employee that we would recruit to our company, we would like to see that they euh are not only skilled, but they're also have the same desire and euh, euh looking to that, the same desire for the products that we are selling, euh the same enthusiasm for, and motivation for the books of the church that we are selling as well for our customers. Euh, we certainly found that if you hired someone that has the same euh love and passion, the same vision that we have, it, it really euh that we won't have to motivate them to be good employee, coz they would automatically be good employees, coz they share the same heart and vision for the company as we already have. So I think above all euh obviously skills are one thing. But equal to skills would be having the same heart and vision euh for our company.

Q12. How was the organisation able to achieve it?

Euh over the years that we've had, euh we run our, our bookstore and restaurant, we've constantly had I'll perhaps say a time 50% to 70% of our stuff would have been immigrants coming over to South Africa euh for euh, to seek further studies and to seek employment. So we really enjoyed hum having the euh, our company euh extend through the, the shifts to our employee list euh in over the years, it's constantly been with that. We've also found that euh those who received job from God's Army are really high standard of work ethic and because they value often times valuing so the work that they do. And because they knows it's hard to find good employment, I'm adding good, good employees to euh to work under this country

Q13. Do you think your organisation promotes immigrants attraction and/ or retention? Please motivate your answer.

Euh I would like to think so. Euh we certainly would go out of our way to assist an immigrant with, that we have euh employ in our care in our company. Euh to assist them with any papers they might need. Euh, as well as obviously being understanding and flexible for when they need to travel, euh obviously understanding that for them to travel back to their country, to take leave, to go home would usually be more than the average 5 to 10 leave days they would need, a period of leave to be able to go home, to take care of, of their other duties and responsibilities back in their countries. Euh, and so we're very opened and understanding whenever needed extended leave period euh to make this possible.

Q14. Why would you even considered recruited immigrants in your business?



Euh I think for us as a company, since we have a biblical word view that we hold to, one of the things that stand out very strongly in the scripture is, is that we read and often God call us to, to care for the fatherless, the widow and the alien, being from those who are from another country, who've come to live in our country. Euh, and I think from the scripture, what we've seen as the reason for this, is that it's really, it is really hard for euh foreigners, an alien to, to live in another country, to find work, as they don't have euh a really established support structure. Euh and financial support in a foreign country. It's really, the reason why we found it so important because we see it as a biblical commandment euh that God has given to us to, to care for those, euhm that are foreigners in our country.

Q15. What do you think of this statement "successful organisations are simply those that are capable of embracing and encouraging a diversified labour force"? (Okoro & Washington, 2012:59).

I think in one aspect this statement is correct, is correct. Euh, I think any company need to add equity reflect, reflect the economy that they are serving. And so if a company doesn't truly reflect in its stuff the diversity of the economy, and the, the current euh, social economic status, then I think euh, the business will be a little bit out of tunes, as to the needs and the effective wants of the community or society or nation they are serving. So, it can truly be a correct statement. Euh, yes I think the company would be more successful because it would give them fine points obviously, their forces and even a truly understanding of the market that they try to serve and obey to.

Q16. Can you describe the changes that might have occurred since the integration of immigrants in this organisation?

Euh the changes! I think you know we have always, since the company started just out of the 10 years ago, we have always euh tried to keep a balance and to keep foreigners integrated into it. So there're never been a time where we haven't had foreigners integrated into our euh workforce. Euh, so I can't really say that there have been much changes coz it was always that way. Euh, I would just say that we, we have had additional euh foreigners coming and be part of our stuff, of our labour force that it does add euh a lot of cultural euh flavour and it's, it's a good thing euh to be able to help them in the company.

Cultural flavours such as? Can I please have an example?

Well I meant, what I meant about this changes I think euh often time having foreigners you're bringing in other language, euh you're bringing some other skills that euh our local euh the citizens of our country would wouldn't have had. Let say particularly French, to bring in the foreigners. Foreigners you know have had French added to euh a language that your company is not able to communicate with a, euh those who have their, their clients into the company. It would certainly be a benefit to us as a company. Euh language skill, euh to be able to communicate with our customers is an essential part of the business. So to have a foreigner,

and who's able to translate and communicate in a very welcome language in our country trust me it's a benefit and a change that we must welcome.

Q17. What did you do about these changes?

About the changes, we would certainly encourage them. Euh we would, noting that we have euh immigrants here and foreigners who speak language euh for example French euh, we then stock and supply some French resources within our store euh so that euh we able to cater to that market. Euh and that as well. Euh I'm just trying to think some of the others changes that might have occurred euh nothing else really come to mind, I'm sorry if I can't elaborate to much more on that, euh on that question regarding the changes.

Q18. What do you suggest as remedies to help immigrants get recruited by SA organisations?

Euh, I think obviously being English as our main language, that the first this that comes to mind, being fluent in English. I know it's difficult coz often for many it would be their third or fourth language. Euh, but I think being fluent in conversation in English is, is important. Euh also just being willing to learn euh being willing to learn the cultural differences with those around you in the company that you work for. And euh also just being that hard work, putting in that extra effect. Euh, it would be certainly very important to euh, to a new employee coming to our country.

Q19. As an owner, HR manager, what do you think about the employment restrictions imposed on immigrants by the South African government?

Euh, what do I think about the employment' restrictions, euh you know I think often it good to be balanced. I think if anything becomes an excess and not controlled, it really does give way to euh to chaos. Laws are put in place euh to regulate us, to regulate the inflow and outflow of people into and out of our country. Euh, as much as it is a risk for, euh many of our South African citizens as professionals, to leave the country and to go and seek employment, and offer their services, their school services in other countries, therefore us losing euh our skilled labour. Also in addition to that, it's also hard for us to not have restriction on how many skilled euh workers we allow into our country, euh for us we have too many skilled labour and not enough jobs to, to balance all those coming in. we're, again ending up with high unemployment rate euh whether they are skilled or not skilled. If the management of the amount euh of foreigners who moved I, have moved so find themselves in the same situation and unfortunately they would also find themselves perhaps if the worse of situation now they're in the foreign country and unemployed euh, which is worse, a lot harder euh for them than being in their own country unemployed

Q20. Is there anything else you would like to add, any last word?

Ah, it was a very comprehensive euh questions. I'm not too sure anything in addition to that. Euh perhaps just the, the importance of euh the quality of men in the company. I feel `very

sad in our, the Asians, sometimes and even in the culture in which we live, that equality euh is not euh highly esteemed euh where that, where the very biblical first view that we follow. Euh, we are clearly taught that every man is equal in the eyes of God and therefore should be treated equally and humanly, regardless of their culture, euh education, euh or upbringing. That euh too many companies sadly take advantage of foreigners just because they're desperate for work. And therefore they lower the, the standard of which they treat and pay an immigrant workers and this is clearly shouldn't be taken the case. For that case it would be equal to euh "trafficking" or even just "exploitation of the labour force" if this euh, if the high standards and unequal standard are maintained in a working environment. That would be all. One more time thank you so much ..... for taking part in this research. It's a pleasure Lyne.

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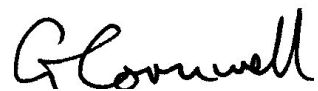
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### TO WHOM IT MAY CONCERN

This serves to confirm that the Master's thesis written by Lyne Obindja, "Workforce diversity in the hospitality industry: a case study in the Western Province, South Africa," has been edited to my satisfaction for language and presentation.



Professor David Gareth Cornwell (PhD)