FACTORS INFLUENCING WOMEN MOBILITY TO OCCUPY SENIOR MANAGERIAL POSITIONS IN MULTINATIONAL CORPORATIONS: A CASE OF COCA COLA COMPANY IN KENYA

KENNEDY ONYANGO RAMBO

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DECLARATION

This research project is my original work and has not been presented for a degree in any other University.

Signature _____ Date _____

D61/62694/2010 Kennedy Onyango Rambo

This research project has been submitted for examination with my approval as university supervisor.

Signature _____ Date _____

Lecture School of Business, University of Nairobi Dr. John Yabs

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DEDICATION

I dedicate my Research Paper work to my Lord and Savior, Jesus Christ for His grace, to my family and many friends. A special feeling of gratitude to my loving parents, Dr Charles and Margaret Rambo whose words of encouragement and push for tenacity ring in my ears. My sisters Winnie, Pauline, Stella, Anne and Janet have never left my side and are very special. My brothers George and Samuel have given me the drive and discipline to tackle any task with enthusiasm and determination. I also dedicate this dissertation to my many friends who have supported me throughout the process. I will always appreciate all they have done. Without their love and support this project would not have been made possible.

ABSTRACT

This research set out to fill the gap of knowledge concerning the role of women in the business world as a whole by zeroing in on the realm of International Business, specifically Multinational corporations. The researcher undertook a case study of Coca-Cola in Kenya, where the incidence of women labor force participation in senior managerial positions is very low. The objective of the research was to analyze the determinants of women's ability to participate in corporate governance, specifically, to determine the role, if any, women play in International Business, specifically in MNC and shed light to the inquiry why women seem not to par with men in international business. Data for the research was collected through the use of an interview guide, which was composed of both structured and unstructured questions relating to the field of study. After the data was collected, it was categorized into two groups namely, quantitative and qualitative data and, two types of statistical analysis were used, with the qualitative data will be analyzed through the use of content analysis, while quantitative data was analyzed using descriptive statistics, including percentages. After analyzing the data, the research came up with findings, such as that the very culture of the organization has greatly contributed to the low level of women involvement in senior managerial positions, because the organization culture is male dominated, and greatly influenced by the internal informal structures created by the male employees, making it difficult for women to adapt to the culture and effectively perform their duties. Another finding was that, the role of women in the company's (Coca-Cola) day to day operations is focused on implementation roles and less on decision making. Finally, the research came up with conclusions, such as that women mobility and career advancement to occupy senior managerial positions in an organization is influenced by varied factors that emanates within the organization and within its environment of operation. Further, the research concluded that there was need to spend extra time and energy improving the leadership skills of the management staff to ensure that they understand, can communicate about, and support women empowerment process in the organization. Having made conclusions, the research recommended that there is an urgent need to have managerial policies and strategies within organizations that successfully empowers women involvement in business, while keeping focus on the organizational objective.

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LIST OF ACRONYMS

BSK – Beverage Services Kenya

CCS – Coca Cola Sabco

EKBL – East Kenya Bottlers Limited

FDI – Foreign Direct Investment

HCN – Host country National

IBM – International Business Machines Corporation

IFC – International Finance Corporation

MNC – Multinational Corporation

NBL – Nairobi Bottlers limited

TCN – Third Country National

PCN – Parent Company National

CHAPTER ONE

INTRODUCTION

1.1: Background of the Study

Policy and technological developments of the past few decades have spurred increases in cross-border trade, investment, and migration so large that many observers believe the world has entered a qualitatively new phase in its economic development. These policies have opened economies domestically and internationally. A defining feature of globalization, therefore, is an international industrial and financial business structure. International business refers to all those business activities which involve cross border transactions of goods, services, resources between two or more nations. Transaction of economic resources include capital, skills, people etc. for international production of physical goods and services such as finance, banking, insurance, construction etc. An international business or global business has many options for doing business, these includes; Exporting goods and services, giving license to produce goods in the host country, starting a joint venture with a company, opening a branch for producing & distributing goods in the host country, Providing managerial services to companies in the host country. The nature and characteristics or features of international business are; Large scale operations, Integration of economies, Dominated by developed countries and MNCs, Benefits to participating countries, Keen competition, Special role of science and technology, International restrictions, Sensitive nature.

The theoretical concept for Resources and Capabilities is based on the resource-based view. Resource-based view theory is a way of viewing a company, primarily application of the bundle

of valuable resources of the company. By analysing the resource-based view theory, a company can determine it strategic capability that will leads to it competitive advantage. (Wernerfelt, 1984; Rumelt, 1984) Resources consist of tangible and intangible resources. Tangible resources include physical, financial and human resources. Intangible resources are the intellectual capital. Resources are important for a company, but how a company uses their resources and what it does with it resources matters. It would be pointless if having such resources, or valuable knowledge or valuable brand if a company does not use them effectively. 'The efficiency and effectiveness of physical or financial resources, or the people in a company, depends on not just their existence but how they are managed, the cooperation between people, their adaptability, their innovatory capacity, the relationship with customers and suppliers, and the experience and learning about what works well and what does not.' (Johnson, Scholes and Whittington, 2008,)

The above explains how resources of Coca-Cola Company lead to achieving competitive advantage and with the explanation of threshold and strategic capability and core competencies; it helps to understand how capabilities can achieve sustainable competitive advantage. Hence, by using VRIN model the sustainable competitive advantage of Coca-Cola had been determined. Overall, it is shown that the intangible asset is actually the most important resource of a company as capabilities, core competencies and VRIN model have stated mostly about the intangible asset, which will lead to achieving sustainable competitive advantage.

1.1.1: Concept of International Business

The concept of international business focuses on the international business environment and its influence on the activities of international business. The international business environment can be defined as the environment in different sovereign countries, with factors exogenous to the

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home environment of the organisation that influences decision making on resource use and capabilities. This includes the socio-cultural, political and legal, and economic environments. The coca cola company is American multinational beverage syrups operating a subsidiary in Kenya, is faced with the factors above in its day to day operations.

The political environment in a country influences the legislation and government rules and regulations under which a foreign firm operates. Every country in the world follows its own system of law and abides by international laws set to govern relations between two different countries. A foreign company operating within it has to abide by these laws for as long as it continues to operate there. Zimbabwe, through its political leadership and policies has seen multinational companies from the west close down as a result of political differences between the host and the home country. These multinationals include Nestle Subsidiary of Unilever, Barclays Bank a subsidiary of Barclays PLC London among others.

Socio-cultural environment in a country describes various elements of culture vary in different societies. Different countries have different ideologies and beliefs on what is acceptable and not acceptable. This refers to the ethics of the society and what defines how they conduct their day to day activities. The cultural influence in a country has a great influence on the activities of international business. Residents of a particular country will have a different opinion of how particular business activities influence the society and cultural values. In Germany, 1972 Wal-Mart introduce the one stop shop for house hold, gardening, bookshop, butcher, hardware equipments all available under one roof. Due to the cultural differences between the USA and the Germans, the Company subsidiary in Germany collapsed as many did not find it okay with there cultural practices. This clearly indicates that socio-cultural practices have a great impact on

international business globally. Coca cola in it growth plan in different region have managed to grow the company brand name and product diversity through adopting the cultural aspect of different countries they operate in. ethical issues that have been a subject of debate among international mangers in recent years are human rights, safety and environmental issues, corruption and so. It is debated whether an international firm should move to a country, say, China where human rights are found violated or the employment of child labour in most developing countries. The position taken by the society in such cases, influence the involvement of firms in international business in the country. The technological environment comprises factors related to the materials and machines used in manufacturing goods and services. The willingness of a country to adapt to new technology and trend will be decided upon how it affects the activities of business and the socio-cultural environment in the country of operation.

Economic factors exert huge impacts on firms working in an international business environment. The economic environment relates to all the factors that contribute to countries attractiveness for foreign business. Businesses rely on a predictable and stable mechanism. A monetary system that acknowledges countries and economies interdependence and that fosters growth, stability and fairness at a global level is important for prosperity, and the operation and growth of companies. Inflation, interest rates and the borrowing costs of companies also contribute to a country's attractiveness. If a country has high rate of inflation, its central bank will raise the interest rates, which increases the cost of borrowing for firms. High inflation also makes the value of domestic currency fall, and this exposes the firm to foreign exchange risks.

Absolute purchasing power parity posits that the exchange rate between two countries will be identical to the ratio of the price levels for those two countries. This concept is derived from a

basic idea known as the law of one price, which states that the real price of a good must be the same across all countries. As the currency of a country depreciates, its competitiveness is improved since its goods are cheaper than other countries', helping companies export more. Relative Purchasing Power Parity (PPP) is an economic theory used to determine the relative value of currencies, estimating the amount of adjustment needed on the exchange rate between countries in order for the exchange to be equivalent to (or on par with) each currency purchasing power. It asks how much money would be needed to purchase the same goods and services in two countries and uses that to calculate an implicit foreign exchange rate. PPP rates facilitate international comparisons of income, as market exchange rates are often volatile; affected by political and financial factors that do not lead to immediate Changes in income, and that tend to systematically understand of living in poor countries. As firms have no control on the external environment, their successes depend upon how well they adapt to it. A firm's ability to design and adjust to its internal variables to take advantage of opportunities offered by the external environment, and its ability to control threats posed by the same environment, determines its success.

1.1.2: International Business Approaches in Recruiting Senior Personnel

According to Gertrude Nafula study on Approaches for recruiting senior personnel by multinational corporations in Kenya (2012), she noted that Global management strategies in multinational companies vary greatly. The processes, practices, systems and structures developed to implement those strategies also vary. Developing global strategies can be difficult, given the conflicting demands the global environment places on MNCs. There is no gainsaying the fact that international human resource management has several challenges owing to several

differences in the milieu of operations. These challenges notwithstanding, multinational companies must operate and are left with no choice than to on balance select the model and/or strategies that will maximally impact on their ability to realise their corporate objectives. Bernadine (2003:26) identifies four possible models/ strategic approaches in international Human resource management.

Ethnocentric model: this model works within the assumption that management and human resource practises are critical core competence to a firm's competitive advantage and as such should not be trifled with nor compromised Bird et al (1998:159). Under this model, the foreign subsidiaries tend to have little autonomy and operations and decisions are typically centralized at the headquarters. The bulk of the management staffs are usually sent from the headquarters and comprise mainly the Parent Company National (PCNs). Most Japanese and American organisations are to use this approach in recruiting and deploying international staff. There is usually pay disparity between the management staff which are paid in foreign currency and the rest of the staff usually members of the Host Country National (HCNs) that receive their pay in local currency and according to local market trend. This could be problematic if not properly managed. Firms that use this model usually have the onerous task of ensuring that local personnel acquire the necessary competencies and skills to help them perform optimally.

Polycentric model: Compared with the ethnocentric model, the Polycentric model lies at the polar end of the continuum. This model treats subsidiary as a distinct entity with some level of decision making authority. The essential thrust of this model is that international subsidiaries operate in a different environment (legal, socio-economic, political and cultural) conditions from that of the parent company and as such should be allowed to evolve its own HR management

systems unique to it. Under this model both the management and the supporting staff are usually selected competitively from the local labour market. The only challenge is that in most cases, these local personnel are hardly ever promoted to work outside their local environment either in other countries where the company has subsidiaries or in the headquarters. This model is cheaper in addition to being more adaptable to local conditions.

Geocentric model this model tries to remove the boundaries and separating lines between the parent company and the subsidiaries scattered all over the globe. It strives to integrate its businesses with the relationships based on collaboration and mutual reciprocity. Under this model, the organisation begin to see itself as having a global workforce that can be deployed and utilized in a variety of ways throughout the world. Key positions tend to be filled by the most qualified individuals regardless of nationality. For cost effective purposes, among others, most of the lower and middle level personnel could be source from the HCN, key management positions are sourced from anywhere-PCNs HCNs and Third-Country National (TCNs). Staff remunerations in companies that are geocentric are generally based on global market rates and standards. Pay and work considerations are solely based on individual contributions to the organisation rather than country of origin.

Regiocentric Model: this is a modified version of geocentric model. The main difference is in scope; while the latter is global in scope and the former is regional. In other words, African subsidiaries will be managed by Africans, just as European subsidiaries will be managed by Europeans. To function properly, there is usually a strong regional headquarters that is vested with the power and authority to manage its operations in the particular region. These regional headquarters integrate and collaboratively manage the subsidiaries within its region. The only

challenge is that there is usually limited flow between the regional the global headquarters. In some cases it is important to note that within the contextual needs of developing countries any model chosen must strike a balance between maximizing its huge labour potential and providing opportunities for technology transfer.

A critical look at the models presented above shows a clear trade-off between the twin goals of maximizing labour potentials of the host countries and technology transfer while minimizing the changes of utilizing local labour. While the Regiocentric and polycentric models maximize the use of labour and reduce chances of technology transfer. The best strategy is for developing countries to initiate policies that will achieve a proper mix between the two goals, The Handbook of Strategic Recruitment and Selection: A Systems Approach, O'Meara, Dr Bernard (2013) the global international recruitment approach has seen most organisation apply a combination of the approaches, polycentric, regiocentric and geocentric strategy to recruit individuals to senior managerial positions as a result of the complex international environment.

1.1.3: Multinational Corporations in Kenya

Multinational corporations have existed since the beginning of overseas trade. They have remained a part of the business scene throughout history, entering their modern form in the 17th and 18th centuries with the creation of large, European-based monopolistic concerns such as the British East India Company during the age of colonization. Multinational concerns were viewed at that time as agents of civilization and played a pivotal role in the commercial and industrial development of Asia, South America, and Africa. By the end of the 19th century, advances in communications had more closely linked world markets, and multinational corporations retained their favourable image as instruments of improved global relations through commercial ties.

According to Moore & Lewis (1999, P. 21) stated that "an enterprise that engages in foreign direct investment (FDI) and own or controls value – adding activities in more than one country is known as multinational enterprise". As Jones (1996, p.4) says "An MNE is usually defined as firm that controls operations or income generating assets in more than one country." Nearly all major multinationals are American, Japanese or Western European, such as Nike, Coca-Cola, Wal-Mart, AOL, Toshiba, Honda and BMW. Advocates of multinationals say they create jobs and wealth and improve technology in countries that are in need of such development. On the other hand, critics say multinationals can have undue political influence over governments, can exploit developing nations as well as create job losses in their own home countries. Multinational firms arise because capital is much more mobile than labor. Since cheap labor and raw material inputs are located in other countries, multinational firms establish subsidiaries there.

Kenya has incubated three multinational corporations that rank among the most successful in black Africa, says a new report by a global alliance of business leaders. Kenol Kobil is listed in the study as the second-largest sub-Saharan multinational outside of South Africa. Kenya Airways and Kenya Commercial Bank, ranked 6th and 30th, respectively. Multinational drive growth in Kenya has seen a number of companies set up regional operations in Nairobi over the past year but this is not entirely due to the attractions of the Kenyan economy. In the Knight Frank Africa Report 2013, the managing director of Knight Frank Kenya, Ben Woodhams, says: "A significant proportion of the recent take-up has been due to large corporations setting up regional headquarters in Nairobi, in preference to the traditional regional hub of Johannesburg, mainly because of new routes opened up by Kenya Airways which enable direct flights to Central and West Africa."

Kenya, Nairobi is fast becoming the Africa home of choice for multinational companies. Some of the multinationals that have recently set up shop in Nairobi include General Electric, Google, IBM, Visa International, Pepsi, Nestle, Foton Automobiles, World Bank's International Finance Corporation (IFC) and South Africa's FirstRand Bank. The IFC's office in Nairobi has been elevated to a regional hub that will serve 26 countries in Eastern and Southern Africa, according to the regional director, Jean Philippe Prosper. "IFC's choice of Kenya highlights our commitment to the region," Mr Prosper said. US-based General Electric Company, the world's leading producer of large and small jet engines for commercial and military aircraft, has announced plans to move its Africa corporate headquarters from South Africa to Nairobi. Pepsi-Cola, the world's second largest food and Beverage Company, has also announced plans to build a Sh2.4 billion manufacturing plant at Nairobi's Ruaraka area to serve the region. Other companies taking on the cue to set up shop in Nairobi include Nestlé and Dow Chemicals. Pfizer, the US-based pharmaceutical company, and Posterscope, an outdoor advertising firm, have unveiled plans to establish Nairobi as their regional hub.

Wolfgang Fengler, the World Bank's lead economist for the country, says Kenya has in the last decade continued to attract multinational companies, thanks to an expanding population of working age, access to the sea and the hinterland, a developing education system andbetter macroeconomic policies. The past three years have seen other global heavyweights in the service industry such as Google, PwC, advertising agency WPP, BhartiAirtel, Huawei and Procter & Gamble among others announce plans to make Nairobi their headquarters for Africa. Unlike in manufacturing – where cheap power, water and raw materials are key for business – the global services industry thrives on extensive and reliable airline connections, a comfortable but

affordable location, fast Internet connection and a deep pool of skilled talent which Nairobi can provide.

FirstRand is now the fourth bank from South Africa to open offices in Nairobi in the past four years. The bank's head of Africa operations JabuKhethe said they believe there was a gateway of business that exists between India and Africa coming through Kenya. The services industry needs fast Internet connectivity. This has seen Visa, the global payments company, opening a new regional office in Nairobi. Visa Group President of Asia Pacific, Central Europe, Middle East and Africa Elizabeth Buse says the hub will serve as a platform to coordinate its financial services to clients in the region. Visa's Nairobi office is expected to serve 20 countries in sub-Saharan Africa. Multinational firms like Google are also finding it easier to recruit in Nairobi where they say there is a deep and broad pool of talent from banking to technology.

1.1.4: Coca Cola in Kenya

Since its beginning in the spring of 1886, Coca-Cola has grown to become the most recognized trademark in history. Operating out of more than 195 countries worldwide, Coca-Cola is the most popular beverage on earth and is enjoyed over 773,000,000 times daily.

The Coca-Cola Company is the world's leading manufacturer, marketer, and distributor of non-alcoholic beverage concentrates and syrups, with world headquarters in Atlanta, Georgia. The Company and its subsidiaries employ nearly 31,000 people around the world. Syrups, concentrates and beverage bases for Coca-Cola, the Company's flagship brand, and over 230 other Company soft-drink brands are manufactured and sold by The Coca-Cola Company and its subsidiaries in nearly 200 countries around the world. Most bottling plants are locally owned and operated by independent business people who are native to the nations in which they are located.

Bottlers provide the required capital for investments in land, buildings, machinery, equipment, trucks, bottles and cases. Most supplies are purchased from local sources, often creating new supply industries and areas of employment within local economies. The Company supplies the concentrates and beverage bases used to make its products and provide management assistance to help its bottlers ensure the profitable growth of their businesses.

Kenya, situated on the equator along Africa's east coast, is best known for its mountains, deserts, colourful tribal culture, beaches, coral reefs and some of Africa's best wildlife attractions. Kenya also rates as one of the top five bird-watching destinations in the world. It is bordered by Ethiopia, Somalia, Tanzania, Uganda and Sudan. Coca-Cola started operations in Kenya in 1948, on a Nairobi plot measuring just a quarter of an acre. The new beverage proved so popular that another production line was commissioned almost immediately in the coastal town of Mombasa. CCS acquired NBL in 1995. Coca-Cola Sabco's Kenyan plant in Embakasi, Nairobi, employs approximately 825 people. It is one of the biggest bottling plants in the group. This state-of- the-art facility was officially opened by Kenyan president Mwai Kibaki in 2005. The establishment of the Embakasi plant was made possible by the tremendous success of its predecessors, Nairobi Bottlers Ltd (NBL) and Flamingo Bottlers Ltd in Nakuru, which together contributed almost 50% of the country's total volume. The two joined forces with East Kenya Bottlers Limited (EKBL) in 2002 and, in 2003, entered an exciting joint venture, Beverage Services Kenya Ltd (BSK) to boost their business further.

1.2: Research Problem

Although a whole gamut of studies have focused on the status of women in the business community, limited studies, if any, have traversed the boundaries of International businesses.

This writer deems it necessary to fill this wide gap of knowledge concerning the role of women in the business world as a whole by zeroing in on the realm of International Business, specifically Multinational corporations This writer feels that the marginalized status of women in international business will be reflected, if not magnified all the more in International Business, an arena more powerful and multifaceted.

The incidence of women labour force participation in senior managerial positions is very low in Kenya. According to the Labour Force Survey, The labor force participation rate in Kenya has been constant from 1997 to 2010 for both women and men. In 1997, 65% of women were employed in some type of labor and 76% of men were employed. In 2005, 60% of women and 70% of men were in the labor force, and in 2010, 61% of women and 72% of men were a part of the labor force [World Bank (2002)]. Even though average annual growth rate of female labour force participation has been increasing slightly in Kenya; majority of the women work in informal sector, agribusiness and low level positions in organisations.

Bello (1992) regards sociocultural beliefs as the major Barriers in this regard. These beliefs emphasize the superiority of men and the inferiority of women. They form an integral part of the socialization process and the gender education and training most men and women are exposed to from childhood. Based on the concept of role expectancy, an individual develops through the years his or her own set of internalized values, beliefs, attitudes, ideals and aspirations. Another barrier is the institutional framework guiding the gender division of labour, recruitment and upward mobility. Olojede (1990) noted that since men dominate public decision–making bodies, it is the male values that are reflected in these decision-making bodies.

Kariuki, (2010), Women constitute over 50% of Kenya's population, but the majority of them are illiterate and poor. A number of them are still affected by customs and traditions that have long since been declared as harmful cultural practices. This has greatly affected the ability of women mobility and career advancement within the work place. Kariuki noted that the social-cultural practices developed by our fore fathers have created a male dominated society, and such practices have found their way in the management of organisations that are mainly male dominated.

The legal system and laws set up to govern employment is also a contributing factor in the low involvement of women in economic activities. According to Fagenson (1990), the Labor laws that govern employment in many parts of the world exposes women to discrimination as the laws does not specifically provide employment rights. Kenya employment law is provided by the Employment Act (Cap 226), which does not specifically provide employment rights. Bearing in mind that the constitution condones sex discrimination, one can see that the gender neutrality of employment law may be undermined by such a provision. The legal frameworks expose women to discrimination in the work place hence influencing women involvement in economic activities and seek high profile positions in the work place

1.3: Research Objectives

The general objective of this study was to analyze the determinants of women's ability to participate in corporate governance.

The specific objectives are;

i. The role, if any, women play in International Business, specifically in MNC and shed light to the inquiry why women seem not to par with men in the territory that is international business.

ii. The points at which women seemed to be on a disadvantage will be discovered and considered and carefully examined.

1.4: Value of Study

The study on enhancing women participation in corporate governance is beneficial to a number of parties as follows;

Policy makers; this refers to human resource managers, departmental heads, general managers, I developing of policies that empower women both socially and economically to enable women attain their potential at the work place. Development of policies in relations to human resource management and develop informal organization culture and practices that creates an environment that empowers women mobility within the organization.

The study will also be beneficial to law makers as the research study and other related studies will provide a road map to enable them develop laws and regulations that focus on empowering women and enable them be competitive to in the work place. This is mainly the legislature crating laws that provide social empowerment to enable mobility of women in the business world both locally and internationally

To the management team at Coca Cola Kenya and other organizations, the research study will provide an insight of how well the organization can achieve its goals and objectives through development of policies that focus on an individual's contribution. Development of policies and

an environment within the organization that will foster mobility and high involvement of women within the organizations day to day operations,

The research work will contribute to knowledge to the existing literature which will be a useful reference point to scholars, academicians and researchers. This will help them identify areas of future research study and the development of policies and environment that empowers women socially and economically to enhance their mobility in the work place.

CHAPTER TWO

LITERATURE REVIEW

2.1: Introduction

This chapter presents the literature review during this study. Its main purpose is to acknowledge the contribution of others on the study area and to deepen the researchers understanding of the study which was to establish the factors influencing women mobility to occupy senior managerial positions. The chapter is therefore divided into Theoretical foundations of the study, Multinational Corporations and International business, a summary and a conclusion of the chapter.

2.2: Theoretical Foundation of the Study

Across cultures, managers consistently perceive differences in leadership behaviour and effectiveness of women and men, even though prior research shows that leadership traits of men and women are similar and that gender is not a good predictor of leadership performance Catalyst (2006). Data analyses from four different cultural clusters in Western Europe, revealed striking consensus around stereotypical beliefs that women are better at taking care, i.e., supporting others, and men are better at taking charge, i.e. influencing superiors. Managers in Western European businesses subscribe to stereotypical beliefs about men's and women's leadership abilities regardless of actual aptitude and performance Catalyst (2006). The study confirmed that stereotyping knows no borders, therefore, eliminating stereotypes was not an easy feat; and that stereotyping clearly undermines and undervalues women's leadership capabilities.

There are some striking and important differences between men and women executives; while both groups have overcome barriers on the way to their current positions, women report facing a host of stereotypes and environmental challenges that their male colleagues do not. Although women faced the same barriers as men cited, which include; lack of line experience, displaying Style different from the organizational form and lack of awareness of the prevailing politics, women faced additional barriers that men neither experienced nor perceived. These included; exclusion from informal networks, pervasive gender-based stereotypes and a lack of role models; a hesitancy to consider women for the toughest posts and women's own struggles to balance careers and families sometimes leading them to settle for less demanding roles at work Catalyst (2006).

Women's advancement in management career can be influenced by the individual factors within the person, organizational factors which are located within the organization, and societal and systemic factors Fagenson (1990). Cultural and social attitudes towards what constitutes male or female jobs result in occupational segregation, although the extent of the problem varies from country to country and from job to job. It is important to keep in mind that there are important institutional differences between countries, notably regarding their educational and academic systems. Women in management (2004)

Women face greater barriers and rely on strategies for advancement that are different from those of their male counterparts (Lyness and Thompson, 2000). Discrimination against women manifests itself in various forms, including: job segregation, wage gaps, sexual harassment, the denial of career development opportunities (including mentoring and poor performance evaluations), and a lack of promotion opportunities. Being a woman and working outside of the

home calls for additional education about sex and gender biases and alertness to the reality of workplace inequity. Additionally, working mothers are stereotyped as not being serious or reliable enough to take positions as managers because their priorities lean more towards raising a family; this is often presented as an either/or argument, effectively advancing the myth that successful executives are unable to manage multiple priorities.

2.3: Multinational Corporations and International Business

Women are significantly low percentage of the total number of employed person in Kenya. Between the years 1970 and 1983, the number of female employees increased from 14% to 20% of the total number of persons engaged in any form of employment. Although this shows some improvement by women in engaging in business, the number of women who are involved in senior managerial positions is still low. The Kenyan government that has the sole responsibility in ensuring women are actively involved in business and given an opportunity to occupy senior managerial positions, is yet to realise the goal. The employment patterns from the Kenyan government shows that men still dominate in government jobs as women occupy low positions. Most senior government positions are dominated by men as women are provided with low profile jobs within government. The employment patterns in the private sector provides no relief to women, as they trend remains the same with some private companies having no female employees in senior positions mainly management and board of directors.

According to Women participation in the Kenyan society, Claris Gatwiri Kariuki, (2010), Women constitute over 50% of Kenya's population, but the majority of them are illiterate and poor. A number of them are still affected by customs and traditions that have long since been declared as harmful cultural practices. Gatwiri Kariuki notes that the role of women in business

and economic activities is mainly concentrated in low level management positions, informal sector and a few appointed to senior managerial positions. He further notes that the political class in Kenya is male dominated and this has had a great influence on the role of women in governance and ability to secure top government jobs. Appointments by the government are always faced with criticism as a result of the employment patterns used. Most cases the appointments will be challenged in court by civil societies group as lacking merits and not being gender sensitive.

Grant Thornton International Business Report 2012 shows that Women are best represented in finance and human resources positions. In terms of finance, 13% of businesses have female Chief Financial Officers (CFO), and a further 13% of businesses employ women in other senior finance roles such as Corporate Controller. A further 21% of businesses employ women in senior HR roles. A further 12% of businesses have a female Chief Operating Officer, whilst just 8% of businesses employ women as their head of sales or head of marketing. According to International Labour Organisation (2011) study on the positions women occupy within organisations, focusing on 20 multinational corporations of Coca cola worldwide, his findings showed that women in senior managerial positions were mainly appointed as human resource managers, Chief Financial Officers, and Chief Operating Officer and marketing roles. Note that out of the 20 studied corporations, 15 of the corporations had 2 female employees in senior managerial position and 5 of the corporations had 1 female employee in senior managerial position. This is as a result of the ethnocentric mode of operations that the MNC has adopted.

A study by the Institute of Economic Affairs-Kenya, on Profile of Women Socio Economic Status in Kenya 2008, holds a bleak future for Kenyan women in economic activity. The study is

focused on both local private and public businesses, and 5 five multinationals corporations operating in Kenya. According to the study, men dominate in senior managerial positions with women accounting for 15% of senior managerial positions in Kenya. Women involvement in senior managerial positions in MNC's is significantly low, accounting for 10% of the senior managerial positions in MNC's. The research shows that almost 95% of multinationals Chief Executive Officers (CEO) is men with women accounting for 5% of the share. The results showed that both the home grown and international multinational corporations had more men representation in there senior management team as compared to the women. Other organisations under study had male representation in their senior management and board of directors.

According to various studies conducted by researchers, they identify decisions to raise family, reticence and discrimination as the factors that are the barriers to women corporate advancement. According to a research carried out in Romania, in 2010 by Stanton Chase International, a large number of the women surveyed were of the opinion that the decision to start a family can be an impediment for further career development prospects for women senior executives. The majority of the respondents agreed that prioritizing the things that matter in career and excelling at work leaves them limited time to start a family, as, reconciling the time and commitment needed to pursue a career with the role in a family could be a limiting factor in achieving further professional development.

According to Dr Colleen Chesterman et al (2004), women often undervalued their own skills and are not as good at self-promotion as men. They often need to be encouraged to seek more senior positions and cannot apply without specific endorsement. More so, women are more likely to overvalue the qualifications of their colleagues. The researchers described this as 'reticence'. The

research (2004) provided evidence of this, where, one senior woman in the public sector described the phenomenon of women not applying for more senior positions in this way: 'I think it's a gender thing, girl disease as we call it here. They don't know how good they are.'

According to the Corporate Leadership Council, another barrier to women's corporate advancement is discrimination in the form of organizational structures and policies, as well as, informal networks and cultures that are male-dominated often become barriers to women's progression. Further, the council argues that corporate inequities in advancement opportunities and rewards discourage women from seeking top management positions.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1: Introduction

This chapter discusses the methodology that the researchers used in the study. It gives the research design, data collection methods and how the data collected was analysed to enable the realisation of the research objectives.

3.2: Research Design

This study adopted a case study research design. This method allows researchers to gain in depth understanding and insight into the topic as well as allowing a detailed and intense study of the case. A case study allows the researcher to observe the study subject under special conditions that make it possible to capture the particular characteristics that are being sought by the researcher. The aim of the case study was to establish the factors influencing women mobility to occupy senior managerial positions in Coca Cola Kenya.

3.3: Data Collection

Data was collected using in-depth interview technique on the available executives who serve at Coca Cola Kenya. The interview guide contained open-ended questions to gather qualitative data. The interview guide enabled the researcher to obtain up to date information as well as bring-up information that could otherwise not been obtained through other data collection techniques. The interview method of data collection was also preferred because it allowed for greater flexibility and control of the interview situation by the interviewer, as well as gave an

opportunity for the data collector to use probes and obtain a high response rate. The researcher obtained secondary data and materials from published journals and other sources.

The executives who were interviewed included the Company Secretary, Marketing and Sales Manger, Human Resources Manager, Chief Financial Officer, Country Manufacturing Manager:, Public Relations Manager and Customer Services Manager. Depending on the time and availability, other executives who had not been mentioned above were also interviewed. The above executives were to be interviewed for the study because they lead and manage the day to day operations of the company.

3.4: Data Analysis

The data collected was analysed using content analysis. According to Cooper and Schindler (2006), content analysis has been described as a research technique for the objective, systematic and quantitative description of the manifest content of communication. Content analysis was used to make inferences by systematically and objectively identifying specific themes from the data representing factors influencing women mobility to occupy senior managerial positions at Coca Cola Kenya. It guarded against selective perception of content analysis and ensured the strict application of reliability and validity criteria though the conducting of a pilot study so as to ascertain the appropriateness of the data collection instruments and hence the validity and reliability of the data collected. Content analysis involves systematic analysis as well as observation to identify the specific information content and characteristics of the data collected.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSION

4.1 Introduction

This chapter presents the data findings, analysis and interpretation of factors influencing women mobility to senior managerial positions at Coca Cola Kenya. The chapter also presents the discussions that relate the findings of this study to previous studies that have been conducted on women mobility in business and the work place. A case study research design was used. To achieve its objectives, this study was carried out using an interview guide. Five senior managers of coca Cola Kenya were interviewed. Their responses were written down and this data was subjected to content analysis. Secondary data was also used during analysis. The use of secondary data was necessary to support the data received from the interviews with brewer's management team.

This chapter is divided into three sections. The first section deals with the role of women in Coca Cola Kenya. It presents the findings of the study on the role of women and positions they occupy within the company studied. The second sections deals with effectiveness of the management in promoting women mobility in Coca Cola Kenya. It discusses the various factors influencing women mobility, and policies and strategies implemented to address the issues raised. The last section is a discussion of the findings in view of other researchers that have been conducted on similar studies on women mobility to senior positions in other organisations.

4.2: Role of women in Coca Cola Company

According to findings, the interviewees were of the opinion that the Coca Cola management have not acted as successful change agents in promoting women mobility and participation in decision making at the company. The interviewees further emphasise that the management style, informal organisations and company policies has greatly contributed to the managements in ability to provide an environment that empowers women engagement in business activity.

The Company Secretary indicated that the success of any change effort depends heavily on the quality and workability of the relationship between the change agents and the key decision makers within the organisation. In this front, Coca Cola Kenya as an innovation-driven company needs to develop policies that would promote women empowerment and high involvement in key senior managerial positions in the company. She explains that this is as a result of the company borrowing heavily its operations and management style from the mother company, undermining efforts of implementing policies that would have a direct impact on women involvement in business formulated in relation to the environment it operates in. At the same time, she noted that Kenya employment law is provided by the Employment Act (Cap 226), which does not specifically provide employment rights. Bearing in mind that the constitution condones sex discrimination, one can see that the gender neutrality of employment law may be undermined by such a provision. The legal frameworks expose women to discrimination in the work place hence influencing women involvement in economic activities and seek high profile positions in the work place

The interview with the Human Resource Manager revealed that the company's policies with respect to recruitment and management policies contributed largely to the low level of women involved in senior managerial positions of the company. She explains that the appointment to senior managerial positions is manly over seen by the headquarters in Atlanta Georgia, USA. This is as a result of the ethnocentric model approach used by the organisation worldwide in recruitment of senior managers. Although the human resource policy complies with the host country Kenya, the level of control is heavily vested at the mother company at the headquarters. She notes that the role of women in the company is basically in lower level management and in clerical duties. She noted that internal informal organisation structure and organisation culture is more male dominated, hence proving difficult for women to penetrate the so called "old boys club" to realise their potential in business.

The interviewees agreed that the role of women in the company's day to day operations is focused on implementation roles and less on decision making. The interviewees noted that women dominate roles in various selected departments with specific roles that do not enhance their career growth within the company. The interviewees noted that these areas include; sales representatives and marketing manager, human resource manager, administrative support staff and support staff at the industrial plants. Their male counterparts occupy majority of the senior managerial positions with women having a representation of less than 5% of the positions.

When asked about the leadership roles women have within the organisation, the interviewees noted that with the appointment of a woman a as President of The Coca-Cola Africa Foundation and currently Coca-Cola's Group Director for Women's Economic Empowerment for Eurasia & Africa, shows commitment by the company in a achieving its goal to oversee the rollout of the

Company's 5 By 20 program launched in 2010, which aims to enable the economic empowerment of five million women in the Coca-Cola value chain by 2020. According to the interviewees, this provides hope and relief to women in Coca Cola Kenya and its environs the opportunity to see their efforts appreciated in order of merit. The interviewees note with concern that although the program to empower women has been in existence for the last two years, its effect is yet to be seen as the leadership roles given to women within the organisation is low and their male counterparts dominate majority of the decision making positions and women mainly responsible for positions that require implementation of policies developed by the organisation.

According to findings, the interviewees were of the opinion that currently, a review of the roles women play in the day to day operations of the company is mainly concentrated on lower level management positions and in administration support staff. They argue that although women have a single member present at different levels of senior management, there leadership roles and contribution to the company is shadowed by their male counterparts. The organisation has two female employees featuring in the management team and the board of directors. The interviewees advise that because resistance is so common, learning to overcome it is crucial through ensuring that the internal organisation structure and culture is not male dominated and allows for women empowerment. This will enable women have more roles and responsibilities in the day to day running of the company's operations.

4.3: Factors influencing women mobility

The study sought to establish the factors that influence women mobility to occupy senior managerial positions in Coca Cola Kenya. Women mobility in business has in the past been a tall order to be achieved within organisations. The need for a clear understanding of the factors that

influence this is important. Thus an organisation becomes effectively organised when activities within the organisation are established for the purpose of moving the organisation towards accomplishing its goals and objectives. It was established that the company's leadership had identified the need to empower women to get involved in business and economic activities to help boost the organisations performance. The interviewees reported that although the company has taken measures to see the level of women involvement and mobility within the organisations top management increase, there are factors that still undermine the process.

The interviewees explained that the very culture of the organisation has greatly contributed to the low level of women involvement in senior managerial positions. The interviewees noted that the organisation culture is male dominated, and greatly influenced by the internal informal structures created by the male employees, making it difficult for women to adapt to the culture and effectively perform their duties. The company borrows it organisation culture from the headquarters which since inception of the company has been a male dominated organisation. The male dominated culture within the organisation exposes the women to various forms of unethical practices. The interviewees were of the opinion that women in the organisation are exposed to discrimination at work mostly from their male counterparts. The acts of discrimination as explained by the employees range from the opinion that their male counterparts have against them as the weaker sex hence not to be allowed in a position that requires decision making. The interviewees noted that the level of discrimination within the organisation is also manifested in the recruitment of employees as certain positions in the company are mainly reserved for men. This refers to technical jobs that are more male dominated within the organisation.

The Human Resource manager pointed out that the recruitment policies and procedures followed by the company are directly borrowed from the mother company. This she noted has greatly affected the role of women and their involvement in senior managerial roles. The host country management has little or no control on issues with respect to recruitment and remuneration hence the inability of the company's management in the host country to effectively implement and empower women. She adds on that women within the organisation miss out opportunities for career advancement as a result of reticence. Reticence is a situation where an individual lacks the self-confidence of his abilities in achieving or commanding over a situation. Women are mostly affected by this as they expect to be praised and encouraged to take over certain roles, she explains this as the reason why few women take up roles in senior managerial positions.

When asking about the social-cultural influence, the researcher gathered that the organisation has a long way in managing the social-cultural aspects that influence the operations of the company. Coca Cola Kenya operates in a male dominated society that basically views women as helpers and care takers, while men are viewed as the fixer and provider. The interviewees noted that the role played by women in the company is mainly influenced by cultural values and restricted based on social and cultural practices within the environment of operation. Kenya being an African country, certain social practices is borrowed by the company in developing its internal policies which has a negative influence on women. Women mobility within the organisation according to the interviewees is mainly influenced by their role in society as care takers of family. Their responsibility towards their families (raising of kids and taking care of the home) has contributed greatly to their low involvement in senior managerial positions. The Human Resource Manager supports this stating that men are preferred more in senior managerial positions as they are viewed to be flexible to travel, work longer hours, ready to work in different

regions as compared to women who are tied down with respect to family responsibilities. She admits that there is low progress on formulating policies and providing an environment that can empower women socially and enable them be competitive in the work place as the companies top management is male dominated hence facing opposition as this affects their so called " old boys club". The interviewees were of the opinion that society's cultural values and practices is a major hindrance to realising women mobility to senior positions. They argue that the practices are more favourable to men and undermine the woman with respect to equal opportunity in business and economic activities.

Lack of clear legal structures and representation of the needs of women in society and mostly in the work place was cited by the interviewees as a barrier to achieving growth and involvement by women in senior positions. According to the Marketing Manager, she states that the Kenya employment law is provided by the Employment Act (Cap 226), which does not specifically provide employment rights. Bearing in mind that the constitution condones sex discrimination, one can see that the gender neutrality of employment law may be undermined by such a provision. The legal frameworks expose women to discrimination in the work place hence influencing women involvement in economic activities and seek high profile positions in the work place. The interviewees agreed that the need for clear legislation that supports women involvement in business is necessary as this will force various organisations to comply with the requirement that will see women involvement increase.

The interviewees noted that the organisation has taken steps to ensure that women involvement increases. They do appreciate the efforts taken by the management to set up a functioning unit that will oversee the empowerment of women both socially and economical to be in a position to

occupy more senior managerial positions. They organisation is also developing in house day care centre for employees with young children that will enable the women to be more actively involved in business and provide room for career advancement.

4.4: Discussions of findings

The study established that factors influencing women mobility to occupy senior managerial positions within the organisation cannot be an afterthought. Indeed, it requires a comprehensive effort involving all levels of the organisation, driven by top management. It was revealed that in order to succeed and see an increase in women mobility at the work place, the company realises the need for a re-evaluation of the organisations policies with respect to the human resource policies, the informal internal structures and the organisation culture. This is similar to the findings of Kariuki (2010) who was of the view that for organisations to achieve mobility of women within their workforce requires the organisations management to re-evaluate the policies and organisation culture and informal structures that is majorly viewed as the barriers to women involvement in business and career advancement. This view was found to be in line with the organisations strategy in increasing the level of women involvement in business and mobility. The study established that although the need for a re-evaluation of the organisations policies is important in achieving the desired goals, the organisation human resource policies and administrative practices borrows heavily from the mother company at the headquarters hence posing a challenge to the organisations in the host country. This is because the company in the host country operations are dependent directly on the directives of the headquarters. This view is in tandem with observations made by Daniels (2011) who noted that the ethnocentric approach used by coca Cola in recruitment is a major barrier for its subsidiaries to implement the various

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needed policies that would see the local management teams develops policies that encourage women mobility. He also noted that if the headquarters controls the entire aspect of the subsidiaries operations then it will be impossible for the subsidiaries to initiate policies on their own as this will be conflicting with the mother company's policies. Therefore it is not possible to achieve consistency in management

This study found that transformational leadership model was an important factor in the management of change within the organisation. The transformational model of leadership is viewed to be an alternative approach in management that will enable the company focus on various aspects of its operations and assist in implementing changes that will influence women mobility. The study revealed that the leadership style at Coca Cola was based on management by objectives model as opposed to the transformational model with the headquarters dominating in major decision making. This according to the study finding has contributed greatly to the low level of women involvement in business and their mobility at the work place. The need for change in leadership style that focuses the employee needs is necessary as the style adopted has a direct influence on the entire organisation performance. This is consistent with the findings of Mwendwa (2011) in a study of strategic planning practices at Coca Cola Kenya. In her study, she explained that the company's leadership role in encouraging and motivating staff as well as ensuring the smooth transition of the organisation during the change process was wanting as the internal informal organisation structure among the leaders was threatening the various aspects of change within the organisation. The study established that the Chief Executive Officer, among other top leaders have not been able to shift the values, beliefs and needs of the companies employees especially women, the organisation is male dominated and women given little room to participate in the decision making within the company.

The study also found that the leadership style was promoting and enhancing discrimination against female employees. The study reveals that women were mainly employed in positions that mainly required implementation of policies and very few in top decision making positions and their decisions are subjected to approval by other senior managers. The Human resource manager acknowledgment of employment positions mainly segregated with respect to sexes is a clear practice of discrimination that limits the women mobility and career advancement. This was consistent with the findings of Grant Thornton International Business Report 2012 that show that women have been marginalised within organisations with their appointment to senior positions is mainly in human resource, marketing, public relations and very few appointed as financial managers. This finding is the same as the findings of Chesterman, Rose-Smith and Peters (2004), who observed that discrimination as a result of cultural and social practices, affects and influences the ability of women to advance their careers and mobility within the organisation. They argue that women are mostly looked down upon by their male colleagues as helpers and emotional beings not being in a position to tackle difficult situations. This is in tandem with the findings of Shenkar (2010) who noted that male dominance in an organisation was as a result of the organisation having more men or no female in the top leadership exposing the organisations to informal structures and organisation culture that undermine the involvement of women in decision making, among other aspects of the organisations operations.

The study found out that women also face criticism in the work place as a result of their responsibilities at home. Their responsibility in raising kids and taking care of the home has mainly been used against them to advance their careers. Women appointments within the organisation have also been influenced with respect to their roles at the home; this has seen many women appointed at low level positions that influence their ability to advance their careers

negatively. This finding was consistent with the findings of Stanton Chase International (2010) who observed that the decision to start a family can be an impediment for further career development prospects for women senior executives. The majority of the respondents agreed that prioritizing the things that matter in career and excelling at work leaves them limited time to start a family, as, reconciling the time and commitment needed to pursue a career with the role in a family could be a limiting factor in achieving further professional development.

The study established that social-cultural practices influences women involvement in business and has an influence their career advancement. The study found that women involvement in business and mainly in senior managerial positions within the organisations is greatly influenced by cultural practices. African cultural practices mainly views women as subordinates to men hence, there in ability to compete with their male counterparts in the organisation is mainly derailed as most organisations are male dominated hence women are mostly underprivileged and their ability to progress their careers is also hindered. This finding was consistent with the findings of Institute of Economic Affairs-Kenya (2008) who noted that women's career advancement in Kenya is mainly influenced by cultural practices that mainly position the women as caretakers of the home. Such cultural practices according to the study by the institute of Economic Affairs- Kenya has seen most women employed in informal sectors and women who engage in senior managerial positions are viewed to be competitors to the male and deserters of their cultural practices. This view is in tandem with the observation made by Katsioloudes and Hadjidakis (2007) who noted that cultural practices and influences has greatly influenced the level of women involvement in business and the mobility in advancing their career. Globally, different communities have different ideologies as to what is the position of a woman is society, thus having a limiting factor as to what business or economic activities one will engage in. He

also noted that majority of the cultures were developed and established by men as a way of creating separation between the roles of the sexes and to establish male dominance in society.

On the issue of decision making process at the company, the study found out that women involvement in the decision making process was low as their representation in senior managerial positions is low. The study established that decisions making process in the company is mainly centralised at the headquarters with the host country management basically involved in implementation. This view is in tandem with the observations made by Bird et al (1998) who noted that management by objectives model adopted by the company gives no room for the employees to take part in decision making but rather focuses on the leadership in achieving the stated company objectives. Management by objectives is a process of management that emphasises the role of leadership and communications in the organisation and control of the business. Coca Cola is managed by the three basic elements in management objectives; the identification of agreed goals by a manager and a subordinate, the definition of the subordinate's responsibilities in terms of agreed results, the use of agreed goals and responsibilities to control the progress of the business. The management approach adopted by coca cola is inconsistent with the findings of studies conducted by Warwick, (1975) and Denhardt and Denhardt (1999), whose empirical studies have supported the involvement of employees in decision making, as this reduces the resistance by employees on new strategies focused at improving their efficiency at the work place. This study concurs with this view, advising organisations that the involvement of employees should be widespread and span all phases of the change process, but also emphasising the importance of a supportive and engaged management team.

The study also revealed that lack of opportunity to advance their education is a barrier to majority of the women working at Coca Cola. The interviewees noted that the organisation encourages their staff to seek more education qualifications to advance their career within the organisation. The study revealed that men take such opportunities when they are available as compared to women who argue that raising a family and social responsibilities hinder them from exploiting the opportunity to advance their careers. Stanton Chase International (2010) noted that the decision to start a family can be an impediment for further career development prospects for women senior executives. The role in a family could be a limiting factor in achieving further professional development and seek advancement in education.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses the findings of the research and draws conclusions from the major findings while providing conclusions, recommendations and way forward with regard to the factors influencing women mobility to occupy senior managerial position in Coca cola Kenya and further research in the area.

5.2 Summary of the Findings

This study revealed that factors influencing women mobility to occupy senior managerial positions is mainly based on the concept of international business. This refers to the internal and external environment that the business operates in. How the management handles the issues that influence women involvement in business and career advancement within their environment of operation is important in achieving the organisations goals and objectives. The leaders are responsible for setting the desired enviroment within the organisation and undertake a critical analysis of external factors that influences the performance of women. In a male dominated organisaion, the level of acceptance of change focused on women empowerment within the organization is measured by how the leaders of the organization embrace and implement the change. The organisations culture, informal internal structures and vision must be cultivated that can support the planned changes, and deal with expected resistance to change. Envisioning,

energizing, and enabling are all important strategies for rallying support for change initiatives. The researcher noted that the management by objectives approach adopted by the organisation needs to be reviewed to a transformational model, which focuses on the entire contribution of the company employes rather than focusig on the leadership. Transformational leaders influence their followers by developing and communicating a collective vision and inspiring them to look beyond self interests for the good of the team and the organisation. Leaders must be able to counsel, teach, coach, and reward employees as they adopt and move through the changeprocess. For lasting change to occur, habits, attitudes, and values at all levels of an organization must be congruent with the vision and goals inherent in empowering women.

Most of the interviewees acknowledged that women mobility is mainly influenced by the social cultural factors that manifest in different aspects within the work place. This refers to discriminatory practices in job placement, promotions, performance review and responsibilities to family. The study reveals that despite Coca Cola Kenya efforts in empoewring women through an initiative to promote women involvement in business, women representation in senior managerial positions is low. This is a result of the challanges women continue to face in the work place. Organizational change management processes required in place including techniques for creating a change management strategy, engaging women as change leaders, building awareness of the need for change, developing skills and knowledge to support the change and helping employees to move through the change process while sustaining their enthusiasm for it.

Coca Cola Kenya has taken steps to empower women and enhance career advancement to occupy senior managerial positions. This the interviewees acknowledge, but notes that the effect

of the strategies and policies set up are yet to bear fruit. They revealed that although the processes are underway, the internal organisation politics has played a big role as a barrier to full implementation of the policies. Women representation and involvement in decision making and day to day operations of the company is low. This is as a result of the positions that are mainly held by women within the organisation, which are viewed to be more of an implementation role

5.3 Conclusions of the Study

From the research findings some conclusions that can be drawn from the study are that women mobility and career advancement to occupy senior managerial positions in an organisation is influenced by varied factors that emanates within the organisation and within its environment of operation. Women mobility in organisations is a challenge that is faced by women globally irrespective of their occupation. Strategies formulation, policies development and managements understanding of the women's needs and contribution to the organisation is critical in ensuring women mobility and career advancement in the organisation

Based on the findings, successful empowerment of women can only be possible in organizations that traditionally value each employee and respect their potential contribution. Coca Cola Kenya Limited finds women mobility to occupy senior managerial positions difficult since the organisation is male dominated, having the policies and internal decisions skewed to favour male employees. The organisation can achieve women mobility and promote career advancement through creating an internal environment that socially empowers women within the organisation. Social empowerment of the women within the organisation enables the management to develop

an environment that promotes team work and appreciation of the women's contribution to the organisation. Social empowerment also enables the women to be competitive in the work place and reduces the criticism based on social-cultural issues.

The study further concluded that there was need to spend extra time and energy improving the leadership skills of the management staff to ensure that they understand, can communicate about, and support women empowerment process in the organization. This is because their actions and communications are critical in moulding the opinion of the rest of the organization's workforce. The managers and leaders are also required to have an analysis of the internal and external environment that has a direct influence on women involvement in business and mobility within the organisation

Finally, the study concluded that organizations needed to align the organizational systems to support women mobility. These include the performance management system, rewards and recognition, disciplinary approaches, compensation, promotions, and hiring. This should be done in order to support faster change as well as help employees feel as if they are involved in management process that is larger than them by taking these actions to effectively involve women employees in management. Organisation culture has a direct influence as to how the employees view the company, hence the company management need to develop a culture that encourages women to be proactive and highly involved in business activities. This creates room for career advancement and will see women employees seeking more senior managerial roles within the organisation

5.4 Recommendations of the Study

Recommendations were divided into two major sections namely, implications for theory and knowledge and implications for managerial policy and practice.

5.4.1 Implications for managerial policy and practice

The study found that women mobility to occupy senior managerial positions is low and requires a systematic approach to achieving an increase women representation in senior managerial positions. They therefore need to have managerial policies and strategies within the organization that successfully empowers women involvement in business, while keeping focus on the organizational objective. Development of an organisation culture that promotes women empowerment to enable women employees achieve their goals and contribute to the realisation of the organisation objectives. It is recommended that there is need for Coca Cola Kenya Limited to incorporate greater emphasis on values, ethical philosophy, and moral reasoning as key components of leadership and a platform to promote women mobility to occupy senior managerial positions. Through effective communication channels between employees and management, leaders are able to understand the needs of women and the challenges they face while performing their duties in order to address the challenges and promote their mobility in the work place. The leaders and managers need to manage the process of empowerment effectively through transformation of the system from one state to another within a given time frame and resources that is essential for the organization's long term survival and profitability.

The study found that employees identified themselves with the process of empowering women to see their mobility to senior managerial positions if they were given an opportunity to participate

in coming up with the change strategy for the organization. The study recommends that there is need for the organization to develop policies that are focused on empowering women and encourage women to take up senior managerial roles within the organisation. Engage the employees in development of the policies and strategies that would see the planned change successfully implemented.

The study found that women employees were better empowered to make decisions affecting the organization if they felt equipped with the necessary skills needed to oversee their mobility in the organization. The study recommends that there is need for training and development of women employees through on the job training as well as providing them with opportunities to seek higher education. This is because the importance leaders place on the employees' knowledge and capability is reflected in how much they are willing to provide them with opportunities to grow through training and development. Leaders should also provide good working conditions for their subordinates to enable them to perform better on the job. Typically, employees are better at the functions they carry out day in day out and it becomes the responsibility of the manager to provide the right working conditions that facilitate productive work.

5.4.2 Implications for theory and knowledge

The study found that the woman mobility in Coca Cola Kenya is mainly influenced by the leadership style adopted. Management by objectives approach adopted by the company has a negative influence on women mobility to occupy senior managerial positions as focus is mainly

on the leadership and not the entire employees of the organization. The researcher recommends that the organization should employ flexibility in the leadership styles adopted to achieve the desired change. This is because different styles of leadership have been found to be successful in bringing about efficient change in organizations.

A point emerging from the review is that the literature is consistent in indicating that factors influencing women mobility to senior managerial positions is a global issue and organization leader are looking for possible solutions to reverse the low numbers of women occupying senior managerial positions. The significance of this is that managers will need to consider what strategies, in terms of communication, training, reinforcement are appropriate for the different stages, rather than decide on a single approach that can be applied throughout the process, and at the same time remain flexible and reactive to women empowerment as they happen. This of course will require more effort and preparation time, but the reward is likely to be that change happens more smoothly and efficiently. While planning these strategies, managers need to consider the nature of the psychological contract the organization has with employees and how the changes they are introducing might alter its balance. Crucially, if the balance is altered, managers need to consider how to rebalance it if they want to avoid resistance that could undermine the process and generally affect the organizations performance. However, the situation is further complicated by an awareness that even where employees are not personally resistant to change, a wide range of other factors can prevent the change from taking place or being sustained, and these too need to be taken into account.

Nevertheless, managers thinking of initiating a substantial program of organizational change would be advised to become more acquainted with the literature as this would undoubtedly provide more in-depth and focused guidance. In addition, it is important that managers have a really thorough grasp of the issues facing their women employees before attempting change. Gathering this knowledge should be seen as a separate process to the type of engagement and consultation work that the literature recommends, as it should happen before the change process begins so that it informs strategic planning.

5.5 Limitation of the Study

The findings presented in this study must be viewed in the context of several limitations. The problem of inaccessibility of the managers as well as conflicting time schedules have been the major challenges encountered in this study. The study encountered difficulties in securing face to face interviews with some of the senior managers mainly due to their busy schedules. Similarly, the researcher had a difficult time convincing the organisation's management to allow the study to be conducted in the organization.

The study was also limited by follower response bias due to leaders being allowed to identify the personnel who participated in the study. The company's leaders may have selected only those interviewees likely to offer positive ratings of their leadership behaviour. The company's leaders selected top personnel in their departments to participate in the study when they were themselves not able to attend the interviews. The study was also limited by the confidential nature of some

of the company's strategies especially concerning women empowerment on leadership and hence getting some information from the interviewees was a challenge.

5.6 Suggestions for Further Research

The study was limited to Coca Cola Kenya Limited where the researcher sought to examine the factors influencing women mobility to occupy senior managerial positions. A similar research could be conducted in a different context in order to affirm the findings of this research as well as many other researchers who have done the same research. The research recommends the need for further research to establish the factors influencing women mobility for managing change efficiently in organisations.

While the numerous studies have been conducted in relation to women mobility and the factor that influence their ability for career advancement, there is need to examine and research on the possible solutions to enhance women empowerment and their involvement in business. The literature remains surprisingly deficient in studies that examine the strategies and policies that have been implemented to see women mobility increase globally and locally. Leadership research is also needed to link the specific styles of leadership that promotes women involvement in business.

Finally, future research is needed to further clarify the specific moral and ethical qualities that influence women mobility, such as integrity, self-transcendent values and compassion which may offer stronger explanatory power of leadership style, follower attitudes and consequential

behaviours. Overall, the future study of factor influencing women mobility stands much to gain from continuing empirical efforts to better understand how specific behavioural styles are linked to successful management of change.

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APPENDICES

APPENDIX I: INTRODUCTION LETTER

UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
MBA PROGRAMME

Telephone: 020-2059162
Telegrams: "Varsity", Nairobi
Telex: 22095 Varsity

P.O. Box 30197
Nairobi, Kenya

DATE 11/10/2013

TO WHOM IT MAY CONCERN

The bearer of this letter _RAMBO KENNEDY ONYANGO_

Registration No _D61/62694/2010_

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you

UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
11 OCT 2013
MBA OFFICE
P.O. Box 30197 - 00100, NAIROBI

PATRICK NYABUTO
MBA ADMINISTRATOR
SCHOOL OF BUSINESS

APPENDIX II: INTERVIEW GUIDE

Part One: Personal Information

1. What's your current position? How long have you been in this position? Can you give me a brief overview of what it is you do in your work?

2. What would you say most motivates you to do what you do? What are you most excited or passionate about? What are the goals you most want to accomplish in your work? Not so much the goals that are in your job description, but the goals you hold personally?

3. I want to understand how and why you ended up here working as_____ and, what led you to this job? What were you doing before you came here? What attracted you to work for _____?

4. Now if we can, I'd like to go way back for a little while. Where did you grow up? What was it like to grow up in _____? Did you go to college? If yes what education qualifications did you attain? Where did you go, and what was that like?

5. Did you have any key mentors or people who deeply influenced who you are, what you believe in and what you're committed to in your work and life? Tell me about them.

6. Did you have any life-changing experiences that put you on the path that led you to be doing what you're doing today? Tell me about them.

Part Two: The Work Environment

1. So let's move on now to your working environment.   Give us a brief overview of it.

2. Tell us about your specific role and contributions in this organisation. Let's start with the first thing you did. What was it? What are the challenges you face carrying out your duties?

3. Were there any key turning points in your employment experience with the organisation?

4. Were there any surprises?

5. What were the key relationships that mattered most? What were the key sources of support or resistance you encountered?

6. Tell me about some of the organisation policies, structure and its influence on your roles and responsibilities.

7. What is your personal opinion about the company human resource policies, and do you believe that they promote growth for you and other employees in the company?

8. Do you believe the organisation provide an equal opportunity to both men and women? What are the challenges women faces in your company?

9. What was most difficult or challenging? What did you do to deal with these challenges?

10. What was most rewarding?

Part Three: Reflections and Lessons

1. What did you learn from the people you worked with in this organisation?

2. What do you think you taught them?

3. Do you view your contributions as successful? In what ways? What specifically was accomplished?

4. Do any metaphors come to mind to describe the kind of work you do, especially in this organisation? (If needed, give examples like "Managing director," etc.)

5. What were the skills you had to have to do the work you just told me about? Where and how did you learn those skills?

6. When you think of the future of the kind of work you've talked about here and your organisation, what gives you a sense of hope? What makes you concerned or worried?

7. What's next for you in your work? What are you looking forward to?

APPENDIX III: LIST OF MULTINATIONAL CORPORATIONS IN KENYA

Barclays bank

Bank of China

Bharti Airtel

Cisco Systems

Chartis

China Central Television

Citibank

Coca Cola

Google

International Business Machines Corporation (IBM)

Intel Corporation

MasterCard

Nokia

Pfizer

Pricewaterhouse Coopers

Sony

Standard Chartered Bank

Toyota