

PERCEPTION OF EMPLOYEES ON THE INFLUENCE OF INTERNATIONAL HUMAN RESOURCE MANAGEMENT POLICIES ON THE PERFORMANCE OF COCA- COLA COMPANY LIMITED IN KENYA

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**PERCEPTION OF EMPLOYEES ⁵ ON THE INFLUENCE OF
INTERNATIONAL HUMAN RESOURCE MANAGEMENT
POLICIES ON THE PERFORMANCE OF COCA-COLA
COMPANY LIMITED IN KENYA**

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**²
A RESEARCH PROJECT SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD
OF THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION, SCHOOL OF BUSINESS, UNIVERSITY OF
NAIROBI**

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DECLARATION

This research project is my original work and has not been submitted for examination to any other university.

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

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DEDICATION

I dedicate this project to my family.

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ABBREVIATIONS

CSR	Corporate social responsibilities
HRM	Human Resource Management
ILO	International Labor Organization
MNCs	Multinational Corporations

ABSTRACT

The management of human resource practices, regulating policies and institution operational performance has been a widely researched topic over the past decades. However, little has been done to determine the relationship between International Human Resource Management policies and practices in Kenya, Africa and other developing economies. This paper addresses the main concern that dominates research in International HRM which is the local-global question. The questions addresses the issues that multinational companies face when trying to balance the pressures to standardize their policies to conform globally while at the same time addressing the particular/ specific needs of the society/ community in the nations they operate in locally. Contemporary businesses are facing a lot of force to internationalize and in response many HR departments' mandates are shifting to enable the firms conform and remain relevant and competitive. Firms need to focus on developing policies that attract and retain human capital rather than directing all efforts on raising financial capital. International HRM concentrates on finding talent retaining that talent in a diverse work environment and managing diversity in the firm to enable integrate different employees with diverse cultures and language skills and achieve efficiency and effectiveness in the firms that enables the organization remain competitive. Multinational Corporations that have aligned their HRM policies to the changing universal trends, events, and international labor market conditions are the only ones that are able to attract and retain high talent that delivers on its corporate goals. Firms that are able to forecast their business needs and forecast staffing requirements in advance will gain a competitive edge over their competition and will be able to address the constant changes without altering business stability. The aim of the research was to identify perception of employees on the influence of international HRM policies on the operational performance of Coca-Cola Company Limited in Kenya. Several theories form the basis of HRM policies, practices and procedures and they are Resource-based View, Agency Theory and Social Exchange theories just to mention but a few. These theories appear as the most relevant when defining the link between HRM and organizational performance. The study adopted descriptive design with study population was the managers and non-managerial employees of Coca-Cola Sabco in Kenya. According to Coca-Cola Company, there are 1355 in its Embaka and Umoja branches and 135 respondents that is 10% of selected population. The random sampling technique was used to establish the sample and study data was primary and collected using questionnaire. In order to address the study objectives, the data was analyzed using SPSS and presented using tables. From the study, it is revealed that for a company to be able to achieve its set goals and performance targets, it needs an exemplary workforce that can be able to deliver. To attract and retain high skilled workforce that will be able to deliver a firm needs to have sound HRM policies that integrate the wishes of the workforce and have a work environment where the employees feel valued by the organization. Firms can achieve good performance with the incorporation of sound HRM policies in their operations.

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Recently, the biggest challenge that faces all firms irrespective of their capacities, operations, nature, or control is in respect to the procurement, strategic utilization, continuous development and effective reward of a firm's largest and most unique resource- the human capital which affects operational functionality and performance of the company (Bjorkman & Fan, 2002). Effective organizational performance is well-defined as the increase in productivity, profitability or output per unit of input, (Kenaly, 2013), hence is a critical and key factor in any organization's profitability. Human Resource Management policies advocate for fair and just treatment for human capital in order to eliminate or subsidize the grounds for employee discontentment. Caution must be observed when making strategic policies and decisions that impact on the security, dignity and safety of employees (Cosmato, 2011).

Theories regarding human capital management have evolved and transformed in various stages. Very many scholars have been attributed in forming the various stages of people management and shaping different perspectives. Of the theories range from bureaucratic theory, theory X and Y and Hawthorne studies that founded the phase of human relations (Evans, Pucik & Björkman, 2010). The time of personnel management has mutated and transformed into the current Human Capital Management which recognizes employees as the most important, rare and unique asset that the companies have that give them competitive advantage when they are well utilized. HRM has caught the attention of many researchers and studies and as a result generating a lot of studies that most often than not generate debates and disagreements. There are a few theories supporting the act of HRM. Some of these theories; **23** Resource-based View,

Agency Theory and Social Exchange theories have all the earmarks of being the most famous hypothetical systems connected in the studies that connect human resource and authoritative execution institution operational performance (Wright et al, 1994).

An organization with a sound HRM system is efficient and effective. There has been commendable advancement in research in a bid to understand the connection between International human resource policies, practices, and operational performance. That notwithstanding, there are still crucial gaps remaining in our comprehension with reference to the sequencing of bundles and elements involve in defining the HRM - performance relationship (Wright, Gardner, Moyniham & Allen, 2005). Most of the scholars considers human resource model linkage which gives the relationship between the performance and the guidelines in employment, promotion and retrenchment of employees (Alcazar, Fernandez & Gardey, 2005).

The resources administration and management guidelines from a global perspective embrace myriad activities that entail the internationalization of economy. The constant and rapid changes in the environment, growing innovations and shifts in global patterns are the challenges companies today face and have to readjust accordingly to enable them enhance their competitiveness, (Wangithi & Elegwa, 2011). The challenges are even greater for beverage companies due to their economies of scale and insufficient resources. However, what compensates for these weaknesses is the fact that Coca Cola Company limited, may enjoy greater flexibility because of the simplicity of their HRM organizational policies and strategies. A crucial drawback that recent studies and literature highlights is that the performance of human resource is believed to be a key aspect of the how an institution maintains its operational targets (Gerhart, 2005). This precarious situation and circumstances exposes the necessity to propose or identify

more efficient and effective HRM policies that a firm can apply that will ensure that the firm achieves enhance performance (Kahiri, 2012).

1.1.1 Concept of International Business

International business can be simply explained as the situation where production and or distribution of goods or services are transacted across borders. It includes all transactions between individuals, enterprises and other entities that happen beyond the political boundaries of the nations. In most cases private owned companies engage in international business for profits while governments' engage in order to provide solutions for its citizens and for economic growth of partners it engages with (Daniels, Radebaugh & Villarreal, 2007). Globalization, which refers to the integration and interdependency of world economies, has provided larger opportunities for international business (Joshi & Rakesh, 2009).

Today, commerce is accepted and recognized to be global and this shift is predicted to continue in the future (Joshi & Rakesh, 2009). In a universe that has shifted from traditional focus on industrial production that did not focus on individual needs of consumers, international business is now serving a much broader definition as its now serves consumers' both professional and personal needs. These trades go further than the exchange of physical products in exchange for tender to include the global transfer of human capital, intellectual property such as patents, and transfer of assets and liabilities from one region to another (Maidment, 2007). This wide definition of international business widens its role in developing of countries. The parties involved in this trade vary from large MNCs with huge resource base in terms of financial capital, assets, and human resources that transacts in many nations across the globe to SMEs that are owned ⁵⁵ by an individual or a group of people who have limited resources that

import or export what they have to offer across borders. These different entities and individuals are motivated to do international business by the need to earn profits across borders or have nonfinancial gains for example CSR which have impact on the operations of the firms (Daniels, Radebaugh & Villarreal, 2007).

There is a critical peculiarity that can help in the better comprehension of international business and enable firms transact. The difference is between multi-domestic operations, with autonomous affiliates which act fundamentally as local businesses, and international setups, with assimilated holdings which are meticulously allied and organized. This may be seen as two ends of a scale with many prospects and odds in between. Organizations are improbable to be at either end of the scale, as the like having a mixture of both global and domestic aspects in their operations (Maidment, 2007).

1.1.2 International Human Resource Management

Usually people say that the people make the business. Companies that have businesses in multiple nations are able to easily reach and access the finest and brightest staff from around the globe since talent isn't restricted by national borders, which gives them an added edge over other firms. According to (Briscoe, Schuler & Tarique, 2012), international ⁴⁴ human resource management (IHRM) comprises of all human resource management activities of enterprises in the global environment. It is the way toward sourcing, dispensing, and successfully using HR in a multinational organization. The era of internationalization and innovations alongside advancements in information technology (IT) has been the new order of business and has shaped the environment and society in which businesses operate in. It has emphasized to all and brought attention to the significance of HRM, like never before (Evans, Pucik & Björkman, 2010). The motivation behind international human resource management (IHRM) is to

empower fitting position of human capital so that the quality culture can be the new norm to enable satisfaction of the clients in both national level as well as in a worldwide level. International human resource administration is the premise of achievement of any worldwide multinational organization (Mahapatro, 2010).

Effective application of HRM has become indispensable owed to the rising competition and the main obligation for companies is to creatively procure, develop, channel competent human capital into their business to increase the efficiency in production and effective operation. Global HRM improves staff effectiveness in attaining and maintain the institution core objectives, work on the laid down procedures, time limits and the social responsibility within the organisation (Punnett, 2013).

One of the major forces that drive news trends in the world is constant and continuous innovations in technology and other trends that are empowering people globally. Firms at the same time are able to discover and leverage human resources from any part of the globe. This capability to arbitrage and attract HR universally is a major pusher and shaper in the battle for talent, which in itself depicts the strategic significance of attracting the right people who have the right attitudes to work for your organization (Briscoe, Schuler & Tarique, 2012). In today's fast paced and constant shifting business setting, firms require staff that comprehend the firm's business strategy and goals and have the ability to enable the organization achieve its purpose. For MNCs to achieve this, they need to develop and incorporate policies for managing its diverse workforce, enabling them to integrate well and cooperate towards achieving common corporate goals.

The human resource development is based on the staff training on the organization strategies in order to remain profitable and within its objectives. The additional

professional skills are attributed to the training slots and availability of funds through the budget allocation. Institutions that value human resource development have established learning facilities within the organization that ensures quality and reliable professional growth. The core aim of HRM in international perspective is to promote the organizational efficiency in product manufacturing and service delivery by streamlining effective operation of its multi-national and promoting the welfare of the staff, which regards all the staff as profitable assets since they are key aspects of the financial performance. However, the human resource promotes employee satisfaction, confidence, and all legal frameworks (Beardwell & Claydon, 2010).

1.1.3 International Human Resource Management Policies

Globalization has rapidly changed the way firms operate and in a bid to achieve decent work for all in the internationalized economy, the global society develops global legal regulations on financing, trading, human rights and labour. According to ILO, international labour ethics purpose to ensure that economic development go hand in hand with the creation of decent work. Multinational enterprises formulate policies which govern their human capital that assist them have efficient and effective operations to ensure business profitability. According to Jones and Martain (2013), international HRM policies are the formal guidelines and regulations that multinational firms develop to enable them procure, assess, develop, compensate and retain their human capital.

Policies when organized and used in a logical and clear manner can prevent misunderstandings and misgivings about the rights and responsibilities of both the employees and employers in the workplace (Ongori & Agolla, 2009). Many SMEs' find it tasking to develop HRM policies and opt to instead to concentrate on the issues of

the business at hand. Business analysts' and labor experts usually recommend to entrepreneurs or enterprise owner to have policies written down on paper, in simple language and models that would easily be accurately be interpreted by both the owner and employees. These written policies are critical to a firm as they enable standardization of practices and processes to ensure that the firm has fairness, equity consistency and transparency in business operations (Jones & Martain, 2013). Companies are better off having written policies and procedures that apply in regards to business operations and employee responsibilities to avoid disputes between the employer and the employee. In case of such disputes and the issues are taken to court, the company will be at defending their actions when written and documented procedures in place (Bebenroth & Kanai, 2010).

According to Cho, Johanson and Guchait (2009) the most important factor to put into consideration while developing HRM policies, procedures and guidelines is ensuring that the top management and the HRM department are coordinating and co-operating and working towards a common goal. Every so often, HR is viewed as an administration function rather than a business partner that can help the firm steer growth and development. Companies should focus on developing highly skilled and performing staff which enables the firms remain competitive and successful.

To ensure proper functioning of firms, small firms should ensure that someone in their leadership understands the functioning of HRM. According to Inc. magazine, it strongly advocates for small enterprises to develop, document and implement HRM policies, guidelines and procedures for two major reasons. Such policies moderate and reduce the company's risk of legal liability for decisions made that are not reinforced by workplace policy. Also, developing a policy onset of operations saves management a lot of time and resources that would be used to settle employee dissatisfaction. These

resources are in turn channelled to other projects that increase the firm's operational productivity and overall profitability (Shoab, Noor, Tirmizi & Bashir, 2009).

1.1.4 Organizational Performance

Productivity is defined in broad senses by different authors. Productivity adds value to the process of creation and ensures that available resources are used in an effective and efficient way that ultimately enables firms achieve continued growth and success. It is the measure of how resources/ inputs are utilized to create output in the most efficient and effective way and the value/ benefit that the consumer of these products obtains (EANPC, 2015).

Labour productivity and/or organizational performance execution are emphatically identified with different elements of HR administration techniques, for example, enlistment and determination (Kochy & McGrath, 1996). Ichniowski *et al.* (1997) contended that impacts on the performance of the organizational are much more noteworthy when HRM practices are joined in various structures as compared to when they are investigated exclusively. Moreover, International proof supports the existence of linkages that are positive between the greater part of ⁵⁴ these HRM practices and organizational performance (Brewster & Mayrhofer, 2012).

Kaplan and Norton (2006) found out that organizational performance parameters ought to incorporate and adjust of financial and non-financial performance markers. This infers financial results and info/yield proportions ought to be adjusted against measures of business development, and advancement promotion and skills development (Gopalakrishnan, 2000). The institution financial performance additionally will rely on upon the qualified personnel with the required skills and academic qualification which ensures positive conduct and attitude towards the goals (Größler & Zock, 2010). Katou

(2008) noticed that HRM rehearses directly affect the staff characteristics with human resource abilities and professional conduct which guarantees positive human resource hence improves organization performance. A study by Pfeffer (2000) understood that HR has been the key in supporting organization performance. Organization have developed staff skills and knowledge within a span of period hence promoting technology and reducing operational costs.

The current institution culture, the organization's kin are its most essential asset (Sohail *et al.*, 2011). They watched progressively that HR turns into a wellspring of authoritative magnificence when they enhance the productivity or viability of the organization and that esteem is expanded when employees discover approaches to abatement costs, give something special to clients, or some mix of the two. In such manner along these lines, HR administration must guarantee that all representatives are dealt with even-handedly and there is no reason for uneasiness. Special care must be practiced when settling on vital choices which influence the prosperity and sense of pride of employees (Cosmato, 2011).

1.1.5 Beverage Industry in Kenya

According to Katsigris and Thomas (2012), the industry that produces drinks both soft and hard is referred as beverage business. The industry produces both finished product and raw materials to other business that produces drinks, specifically prepared to drink beverages. Beverage production can differ enormously relying upon the beverage being made. Production of the drinks is classified according to the process of production, packaging and the targeted population group. Production process includes distillation which is packed in plastic or glass canning through a hot-fill or icy-fill. In the industry, many innovative processes have taken place specifically production of non-alcoholic

drinks which are ensured that they meet the international standard (Katsigris & Thomas, 2012).

In Kenya, according to Euro monitor International Report (2015) the high food inflation filed in 2015 notwithstanding, combined with monetary difficulties, for example, the declining conversion scale, esteem deals for on-off trades which had a significant positive growth. Multinational production plants have faced health market competition from local companies, which have recorded improvement since 2013. The great operational and financial performance is as a result of proper marketing which ensured the popularity of the product in the market.

However, the firms are targeting the middle-income earners as compared to international companies, which concentrate on the rich community. The product distribution method of the local brands has covered almost 90% of the country through innovative marketing and supply channels, fair product costing and packaging. According to Euro monitor International Report (2015) the beverage industry has experience new participants in the market especially for production of drinking water , fruit juices, carbonates has negative impact on the dominated companies. The production volumes of the international companies has significant drop in terms of production volumes and distribution volumes.

The new participants in the market have relatively low prices, many packaging sizes and target to different levels of population considering age limits and gender. For the last one decade, the non-alcoholic company has experienced product innovation, product development and product differentiation as compared to the dominated drinks product in Kenya. Kenya companies have maximised the distribution channels like supermarkets, shops and traditional groceries which are accessible to all middle income

earners which don't move to expensive hotels where the international drinks a found (Euro monitor International Report, 2015).

1.1.6 ⁵³ Coca-Cola Company Limited

The ³⁴ Coca-Cola Company Limited was established in year 1886 by John S. Pemberton in Atlanta, Georgia (The Coca-Cola Company, 2014). The company is a champion beverage production channels in Kenya and the world. The company has licensed not less than 500 soft drinks brands that are produced and distributed across the globe (MintGlobal, 2014). The firm has devoted huge amounts of capital in product innovation as well as development more so in water production, juices, tea, coffee, and sport drinks, which are sold in international sports events like world cup and Olympics.

For the last 127 years, the company has experienced significant growth in production and distribution of products as the largest beverage company in the world. The company have developed from product generation to other through marketing and promotional events on the products. However, the company is listed in ¹⁶ New York Stock Exchange (NYSE) and the Dow Jones Industrial Average (DJIA) which recorded a share price of 38.17 Us Dolars in the stock markets (MintGlobal, 2014).

According to Coca-Cola Company (2016), the beverage industry in the world is controlled by Coca-Cola with not less than 3500 items which are produced and distributed in not less than 200 contries in the world. The main ¹⁹ brands include Coca-Cola, Sprite, Fanta, Diet Coke, Dasani, Minute Maid, Power Ride, Simply Orange, Fresca, and Vitamin Water. The definite success of the company is contributed by the production alliance with more than 250 packaging companies operating around the world were the Coca-Cola product are available. The companies operational regions includes the ¹⁶ Eurasia and Africa, Europe, Latin America, North America and

Pacificareas (Mars, Laura. (2012). The company has involved many product distribution agents and promotional companies which ensures that the product knowledge is all over the world (MintGlobal, 2014).

1.2 Research Problem

The performance strategies have stimulated both the organization team work performance and individuals working together within the envelope of organizational objectives. Human resource management policies have many international companies be efficient in their operation and remain profitable. However, many studies have criticized the HRM approach and methods used and the association with high performance. According to Cooke (2000), the beverage companies in developed countries established that lack of production space, poor training, and low global economic growth. The mix of measures which an international organization should use to assess its performance should be based around international human resource polices which develop customer channels measures, financial measures, technology measures and innovation, (Kaplan, 2006).

According to Kenya Institute of Management (2009) unbalanced human resource management policies, strategies, remuneration, and experience may lead to challenges in any organization hence directors and managers have to participate in operational performance. Beverage companies that have largely maintained profitable operations need to pursue and achieve further growth to enhance shareholder value, and cab the backdrop of rising competition, (Coca-Cola Company, 2012).

Dimba and Kobonyo (2009) investigated what effects of HRM practices had on the performance of multinational institution operational. The study was based on the key human resource practices in the modern world which included the vacancy

advertisements which is done either internally or in the media. However, staff recruitment is done in a very fair manner considering all aspects of the human resource policies. The study established that the practices had significant impact on the employee motivation, social welfare and staff training.

In their study of sixteen assembling firms, Pucik, and Bjorkrkman (2010) reasoned that a wide assortment of policies and practices existed crosswise over firms and couple of organizations had embraced a vital way to deal with human resource management portrayed by a coordinated arrangement of approaches. The requirement for incorporated companies where policies of human resource management are practiced has been perceived in various late investigations of bigger organizations. According to Gofee and Jones (2008), organizational practices and culture are categorized into four principle sorts in light of two measurements of either friendliness or solidarity. Sociability can be characterized as neighbourliness seeing someone between individuals in an organization. It is esteemed for its own particular purpose and independent of its effect on the performance of the organization. All earlier studies concentrated on the employee motivation, effect of human resource management strategies and alignment of the HRM operations towards company operational performance hence left the research gap on the influence of international HRM policies on the performance. Therefore the question that was addressed by this research is what perception do employees have in regards to the influence of international HRM policies on the performance of the Coca-Cola Company in Kenya?

2 **1.3 Research Objective**

The objective of this research was to establish the perception of employees on the influence of international human resource management policies on the performance of Coca-Cola Company Limited in Kenya.

3

1.4 Value of the study

The findings of this study will be used by the Coca-Cola and other beverage companies operating in Kenya to address the issue of human resource practices within the companies. The practices affect the operation and motivation of the employees of the beverage companies from production, distribution and management.

The study findings will be used by the government beverage regulators who ensures that all the employees of the company are working up to the international level of human resource practices. Nevertheless, the conclusions may also be useful to workers union who involve in day-to-day welfare management of the staff within the companies.

The results will act as additional literature review and basis of future research by the researchers and scholars. Further, this research will contribute to the pool of knowledge into the ⁴³ influence of international human resource management policies on the performance of firms and therefore contribute to academic reference materials

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This section gives the discussion of the previous literature whereby the objective is linked with past scholarly work. The chapter gives the study theoretical framework which gives the relationship between the study and theories. It concludes by discussion of human resource management practices, Conceptual framework and the critique of the literature review.

2.2 Theoretical Foundation

The theoretical literature review focuses on the past human resource theories, which included the Resource-Based View (RBV) theory, Agency Theory and Social Exchange Theory

2.2.1 Resource-Based View (RBV) theory

This theory originated from Barney (1991) and the resource-based perspective of the firm is concerned with the relationship that exists between inner assets, methodology, and performance of the firm. Focus is directed on how the competitive advantage of the firm can be improved through the improving the human capital instead of the simple adjustment of HR to present key objectives. HR can give an upper hand as they are one of a kind and can't be replicated or substituted for by contending associations. The concentration is not to merely on the conduct of the HR but on their capacities, information they bear, their states of mind as well as skills.

Wright, exhibit how human capital can be organized and utilized in order to maintain an edge over competitors. The asset must be significant that distinctive firms are in need of abilities that are diverse and for different parts of the firm and where work supply involves people who possess various capabilities. The asset ought to be uncommon

(rare); - a supposition is made that the most vital skill for representatives is the intellectual capacity for the reason that the future requires versatility as well as adaptability (Wright et al, 1994). The asset should be supreme; Wright et al contends that contenders will think that its' hard to distinguish the correct wellspring of upper hand from inside the organizations human asset pool and they can't copy precisely this asset. Asset should be non-substitutable; - it contends that even though in the short run it might make sense to substitute human asset with different assets like innovation in the long run the human asset is varied because it doesn't age and can be replaced crosswise over different items, markets, and technologies.

2.2.2 Agency Theory

Human resource management (HRM) has entered a time where it is endeavoring to end up as a "key accomplice" inside the organization, helping organizations to change and turn out to be more focused (Dyer & Kochan, 1994). Accordingly, various researches examined have developed that concentrate on either the coordination amongst HRM and vital procedures or the impacts of HRM exercises on results (MacDuffie, 1995).

Organization or central operator theory shows that principals (chiefs) need to create specialists (staff). It proposes that standards may have organizational issues in guaranteeing that operators do what they mind told. It is in this manner important to clear up ambiguities by setting goals and observing performance to guarantee that destinations are accomplished (Scot, 1994).

2.2.3 Social Exchange Theory

For quite a while, organizational researchers have been employing social exchange theory (Blau, 1964) and the levels of communication (Gouldner, 1960) to depict motivations that drive the practices as well as states of mind of managers (Settoon,

Bennett & Liden, 1996). Social exchange theory includes an advancement of collaborations that are rely upon the actions of various colleagues in the social network, and create commitments. Feeling a commitment at work is imperative since it constrains representatives to reimburse invaluable treatment got from their bosses (Eisenberger, Armeli, Rexwinkel, Lynch & Rhoades, 2001) gives direction in self-administration, and regularly goes before assuming responsibility at work.

This theory embarks to clarify organization conduct as far as prizes and expenses acquired amid communication amongst employers and employees. For ideas of exchange theory would be prizes for Fatigue, stretch, uneasiness, disciplines and estimations of prizes that individuals have lost in view of absence of chance, Costs for Fatigue, push, nervousness, disciplines and estimations of prizes that individuals have lost on account of absence of chance. Results - Rewards short expenses would be for positive, the association yields a "benefit" and this is attractive the length of it surpasses the base level of desires. Levels of comparisons of People are to assess the result of a communication against the benefit they are previous themselves (Bratton & Gold, 1999).

2.3 Human Resource Management Policies

Organization's HRM policies can cultivate an aggregate level of responsibility in its workforce. In the first place, the underlying effect of HRM policies on employees' commitment towards the organization begins with purpose and staffing. When organizations employ resources to select the best and exceptionally talented persons, as well as furnishing them with limitless abilities through continuous growth and progressive openings, employees realize a working atmosphere that is full workers that are competent and all round. This ensures that the employees enjoy a positive workplace

which empowers them and encourages them to concentrate on effectively serving their particular customers, thus performing their duties well (Brewster & Mayrhofer, 2012).

Furthermore, by utilizing substantial performance management frameworks and monetary incentives motivations to evoke elite, employees are able to vision a pathway that brings out the relationship between conduct and outcomes. This ensures that employees feel decently and evenhandedly compensated for their actions. Ultimately, ensuring open interchanges and frameworks that encourage participations from all levels encourages representatives to know as well as understand the target position of organization and also build on the capability to take part in actions aimed at improving it. This therefore creates a productive workplace whereby persons have the impression that their opinions matter and that they are regarded (Bratton & Gold 2007).

Virtanen contends that the social way of duty incorporates such issues as reliability of discernible conduct as well as faithfulness, and also belief system, belief and esteem frameworks. Therefore, duty impacts a representative's perspective of commitments, utilities and feelings in any work circumstance, and hence affects the conduct of employees. Thus, representatives who are focused on an organization ought to be persuaded to display higher quality in-part conduct, show a more noteworthy volume of positive additional part conduct and participate in less counterproductive conduct with respect to the individuals who are not dedicated. This part conduct is probably going to affect various operational performance measures. For example, submitted representatives taking after wellbeing rules (in-part) are more averse to be harmed and are probably not going to abuse minor wounds or make unauthentic or invented damage assertions (counter-gainful), bringing about less workers' compensation claims, (Virtanen, 2000).

Organizations with conferred employees ought to likewise encounter higher profitability as their representatives look to improved ways of implementation methods, go beyond profession to come up with more proficient methods for performing tasks (additional part) and are not liable to evade (counter-beneficial) (Ongori & Agolla, 2009). Such organizations ought to likewise encounter higher quality execution as workers will probably execute work conduct well (in-part) and more averse to harm arrange conveyances (counter-beneficial). At last, dedicated workers are far less inclined to take or harm merchandise (counter-beneficial) bringing about stock reduction for the venture.

Since payment claims, profitability, quality and shrinkage all affect expense levels directly, impacting the commitment levels of workers leads to impacting working costs. Productivity is to a great extent decided as the contrast amongst income and costs, prompting to the conclusion that, if responsibility affects working execution, which, thusly, affects costs, then it ought to hence be identified with gainfulness (Dimba & K'óbonyo, 2009). The concentrate likewise exhibited the link that exists between HRM practices and commitment to the organizational, with various operational and financial performance measures.

2.4 Conceptual Framework

HRM policies are claimed to bring about an exchange relationship that is positive more so when employees feel that there is a consideration and concern for their needs (Williams, 2007). No agreement exists regarding what constitutes HRM policies. Researchers have recommended various outlines of policies and practices over the years; there however has been no consensus on what qualifies to be ¹an aspect of HRM.

It is important to point out that some policies form the core of the numerous suggested outline of practices. The study was guided by the following conceptual framework

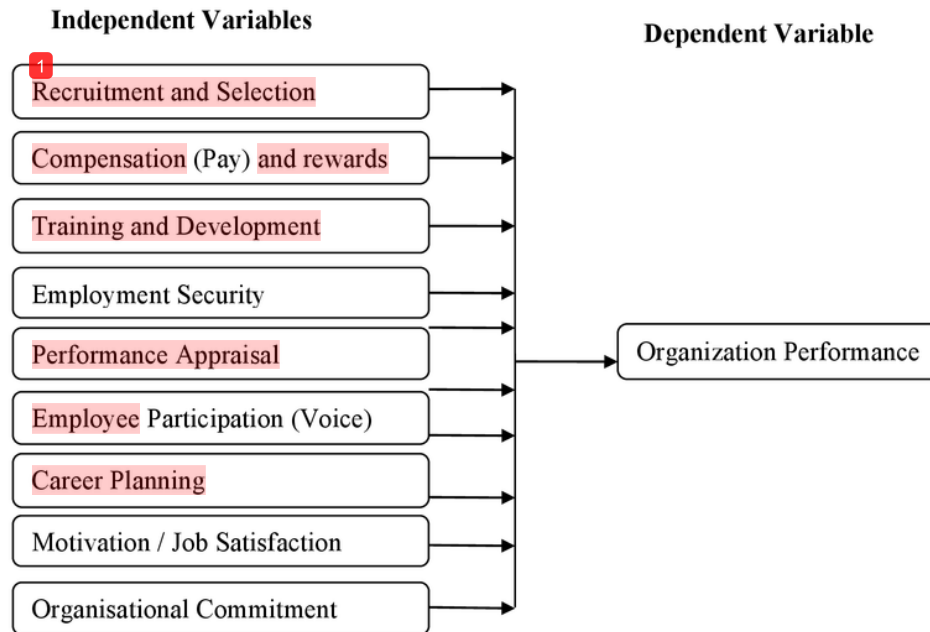


Figure 2.1: Conceptual Framework

2.5 Critique of the literature

A study by Chien (2004) found that there were five main considerations deciding authoritative execution, in particular; Leadership styles and environment, Job outline, Organizational culture, Model of rationale and, Human asset arrangements. Organizational performance fringes on goal accomplishment as well as the process which was followed to achieve it. Authoritative execution can be calculated in several distinctive ways. The clearest method to enumerate the target achieved and the process that has been employed as part of numerous researches is by referring to Key Performance indicators (KPIs) whereby considerations are mostly given to monetary achievement or profitability. Measurement of "how" is more difficult reason being that it depends widely on subjective evaluations of hierarchical capacity or viability.

The changing attributes of the work drive, which is however one critical ecological variable, make the requirement for arranging obvious. A late study looking at the work estimations of those more than 40 years of age with those under 40 years of age recommended different sorts of changes for which associations must pre-prepare (Jenkins, 2007). The more youthful era thinks work ought to be fun, while the more seasoned era considers work to be an obligation and vehicle for money related support. More youthful employees trust individuals ought to progress as fast as their capability grants, though more established labourers trust that experience is the important street to advancement. At long last, this study found that for the more youthful era, decency implies permitting individuals to appear as something else, yet for the more established era it implies treating individuals similarly.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The aim of this research was to establish what perception employees had on the international HRM policies and their influence on the performance of Coca-Cola Company Ltd in Kenya. The study methodology explained the research design employed, the population targeted for the study, the technique used to sample the population, data collection procedures, the sources of the data as well as data analysis.

3.2 Research Design

The research design adopted for this study is the descriptive research design in nature to establish how employees perceive the international HRM policies as well as their influence on performance of Coca-Cola Company Ltd in Kenya. This research design was appropriate due to the research objective which required the establishment of degree of relationship existing between the variables of the study.

Moreover, the design does not attempt to control or manipulate variables but determine current status of phenomena (Clive, 2006) hence concentrates on the establishment, formulation, testing and discussion within and between the variables (Best & Khan 2007). The research study adopted quantitative ways in conducting the study. Quantitative involves the use of mathematical calculation in finding mean, standard deviation and regression analysis. (Creswell, 2009).

4

3.3 Target Population

A population is the net number of items in which an inference is made (Cooper & Schindler, 2006). However, the population is the groups of individuals in which study sample will be derived. The population targeted was 1350 employees of the Coca-Cola Company who work in the there.

This study's target population was the managers and non-managerial employees of Coca-Cola Company Kenya.

3.4 Sample Design

A study sample is the representative of any population in a given activity in which all attributes and characters are presented in the sample. ¹² According to Cooper & Schindler (2003), the sampling frame explains the members of the population which the sample will be obtained. The frame is a physical mapping of the of the study population and consist of all specific units that are potential members of the sample (Kothari, 2008). The extend of establishing the sample size, it all depends on the objective of the study and credibility of the information to be obtained from the respondents (Mugenda & Mugenda, 2003).

The study sample was 10% of the total population of 1350 which resulted to 135 employees who were selected at random. Mugenda and Mugenda (2003), suggested that in very large population only 10% is used provided that it presents all the population, has a reliable data analysis concept and finally gives the room of significance testing of difference between and within the estimates.

²**3.5 Data Collection**

The researcher utilized primary data, gathered by use of questionnaires that were structured with questions designed to ensure consistency with the study objectives and research questions. These tools were administered by the researcher to ensure accuracy and completeness. The questionnaire was a structured and unstructured and likert scale for more expansive responses to capture information from the respondents. For each independent variable, data concerning several aspects of the human resource management characteristic was obtained. This data was latter be analyzed for purposes

of finding out how employees perceived international HRM policies and their influence on the performance of Coca-Cola Company Ltd in Kenya.

3.6 Data Analysis

The returned questionnaires formed the basis for the analysis hence they were cross-checked for completeness, verified, coded and entered into the SPSS software. The software assisted in carrying out the quantitative data analysis and the analysis results were presented using tables. The study objectives, a scale-linked methods was considered to establish extend in which the respondents agree to certain statement. Descriptive statistics was performed to obtain the means and standard deviation hence presented using tables

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \beta_6X_6 + \beta_7X_7 + e$$

Where

Y = Performance

X₁ = Recruitment and Selection

X₂ = Compensation and rewards

X₃ = Employment Security

X₄ = Performance Appraisal

X₃ = Employee Participation

(Voice)

X₅=Career Planning

X₆=Motivation/Job Satisfaction

X₇ = Organisation Commitment

β₀= constant,

β_i= coefficients of regression, i

= 1, 2, 3, 4 ,5,6,7,

e = error term

DISCUSSIONS

4.1 Introduction

The section represents data analysis according to the objectives of the research, interpretation of findings and the discussion. The study objective was to investigate the perception of employees on the influence of international human resource management policies on the performance of Coca-Cola Company Limited in Kenya.

4.2 Response Rate

The rates show the extent in which the targeted sample respondent to the distributed questionnaires by filling them and returning them in time.

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Table 4. 1 Response rate

Response Rate	Frequency	Percentage
Response	95	70 %
Non Response	40	30 %
Total	135	100

Source: Research Data

From the study, the response rate was 95 respondents out of 135 which presented 70% of the total sample targeted. As per Mugenda and Mugenda (2003), a rate of response of below 50% is believed to be invalid, 50%-59% is said to be adequate, 60%-69% is good and 70% and above is said to be very good.

4.3 Demographic Data

The researcher sought to investigate the demographic data from the targeted respondents. This targeted sample was 135 staff working within Coca-Cola Company

and are actively tasked with day-day management of human resources and are fully aware of the international policies and procedures.

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4.3.1 Gender Distribution

The table 4.2 presents the respondents genders in the company. From the study the ration of males to female human resource staff is 3:2 which presents the gender rule in the country.

4
Table 4.2 Gender Distribution

Gender	Frequency	Percentage
Male	57	60%
Female	38	40%
Total	95	100%

Source: Research Data

The study established that the respondents gender male were the majority to their female counterparts in which 60% of the respondents were male and 40 % were females.

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4.3.2 Age Distribution

The table 4.3 presents the age limits of the human resource employees in Coca-Cola Company.

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Table 4.3 Age Distribution

Age (in years)	Frequency	Percentage
20 – 30	34	36
41 – 50	33	35
31 – 40	18	19
51 – 60	10	10
61 and above	0	-
Total	95	100

Source: Research Data

The findings indicate that majority of the respondents employed by Coca-Cola are staff at the age of between 20-30 at 36% and 41-50 years at 35%. The highest age limit at between 51-60 years

4.3.3 Marital Status

This question was to investigate the marital status of the staffs of multinational companies. The finding shows that the respondents at 65% are married, single at 31% and divorced at 4%.

Table 4.4 Marital Status

Marital Status	Frequency	Percentage
Married	62	65
Single	30	31
Divorced	3	4
Total	95	100

Source: Research Data

4.3.4 Level of Education

The table 4.5 indicates the highest level of education attained by the respondents who participated in the study.

Table 4.5 Level of Education

Level of Education	Frequency	Percentage
First Degree	60	63
Master's Degree	23	24
HND	12	13
Total	95	100

Source: Research Data

From the study, the education qualification of the respondents ranged between other degree, Master's degree and undergraduate degree. The education level indicate that

the first degree at 63% followed by Master's Degree at 24% while the least with HND at 13%.

4.3.5 Employment Type

The table 4.6 presents the employment type of the respondents with their employer according to the study objective.

Table 4.6 Employment Type

Employment Contract	Frequency	Percentage
Permanent Full Time	43	45
Contract	27	29
Part-time	15	16
Temporal	10	10
Total	95	100

Source: Research Data

The findings reveal that the employees have a permanent full time employment at 45%, 29% on contract terms, 16% on part-time contract and 10% as temporal contract.

4.3.6 Recruitment and Selection

The research was seeking to determine the degree ⁷ to which the respondents agree/disagree with the indicators of recruitment and selection. According to the likert scale, one point was assigned to the variable strongly agree, 2 points to agree, 3 points to don't know, 4 points to disagree and 5 points to strongly disagree. Using these point allocation as the variable values and absolute frequencies, weighted mean and standard deviation (to determine the response dispersion from the mean) were computed. Given that there were five variables and a range of 5 points from the lowest to the highest possible mean translating to a variable-by-variable range of 0.8, the following key was established:

Strongly agree indicated (1.0 – 1.80), agree was represented by (1.81 – 2.6), do not know represented by (2.61 – 3.4), disagree represented by (3.41 – 4.2) and strongly disagree represented by (4.21 – 5.0).

Table 4.7 Recruitment and Selection Policies

Recruitment and Selection	Mean	StDev
The company open vacancy are first considered internally.	1.12	0.496
The Human resource office selection is based on the qualification and work experience.	1.26	0.458
The Company advises the open-vacancy in the media.	2.41	0.487
The company HRM gives orientation and training to the newly employed staff.	3.85	0.317

The results above shows that the strongly agreed statement on recruitment and selection was that company open vacancy are first considered internally with mean of 1.12, the Human resource office selection is based on the qualification and work experience with mean of 1.26. However, the company HRM gives orientation and training to the newly employed staff with 3.85 and finally Company advises the open-vacancy in the media at mean of 2.41.

4.3.7 Compensation and Rewards

The researcher further inquired the level ⁷ to which the respondents agree/disagree with indicators of compensation and rewards. According to the likert scale, one point was assigned to the variable strongly agree, 2 points to agree, 3 points to don't know, 4 points to disagree and 5 points to strongly disagree. Using these point allocation as the variable values and absolute frequencies, weighted mean and standard deviation (to determine the response dispersion from the mean) were computed. Given that there were five variables and a range of 5 points from the lowest to the highest possible mean

translating to a variable by variable range of 0.8, the following key was established that strongly agree indicated (1.0 – 1.80), agree was represented by (1.81 – 2.6), do not know represented by (2.61 – 3.4), disagree represented by (3.41 – 4.2) and strongly disagree represented by (4.21 – 5.0).

Table 4. 8 Compensation and Rewards Policies

Compensation (Pay) and rewards	Mean	StDev
The company gives proper remuneration and other benefits.	1.35	1.18
The employees are contended with the remuneration system	1.23	1.30
The salary of the staff is much different depending of job group	2.24	1.31
Good job is noticed and rewarded	3.68	1.94
The remuneration is based on the ones performance within the company.	4.21	1.86
The company remuneration system is mostly alike s compared to other beverage companies	4.29	1.08

Source: Research Data

The findings established that the company gives proper remuneration and other benefits with a mean of 1.35 and SD of 1.18, the employees are contended with the remuneration system indicated by a mean of 1.23 and SD of 1.30. The salary of the staff is much different depending of job group indicated by a mean of 2.24 and SD of 1.31, good job is noticed and rewarded indicated by a mean of 3.68 and SD of 1.94. The remuneration is based on the ones performance within the company indicated by a mean of 4.21 and SD of 1.86, the company remuneration system is mostly alike s compared to other beverage companies indicated by a mean of 4.29 and SD of 1.08.

4.3.8 Training and Development

The study sought to establish the level of agreement that the respondents agreed/disagreed with the indicators of training and development. According to the

likert scale, one point was assigned to the variable strongly agree, 2 points to agree, 3 points to don't know, 4 points to disagree and 5 points to strongly disagree. Using these point allocation as the variable values and absolute frequencies, weighted mean and standard deviation (to determine the response dispersion from the mean) were computed. Given that there were five variables and a range of 5 points from the lowest to the highest possible mean translating to a variable by variable range of 0.8, the following key was established that strongly agree indicated (1.0 – 1.80), agree was represented by (1.81 – 2.6), do not know represented by (2.61 – 3.4), disagree represented by (3.41 – 4.2) and strongly disagree represented by (4.21 – 5.0).

Table 4.9 Training and Development Policies

Training and Development	Mean	StDev
The company decision skills have improved due to training.	1.12	0.496
The company staff are trained in all areas of the departments.	1.18	1.20
The employees to be trained are identified from previous year performance appraisals.	1.23	1.30
The company has many available training for the staff.	2.24	1.31
The relationship between the employer and employee, employee to employees has improved.	2.26	0.458
The training gives employees work confidence by introducing new skills in management.	3.22	2.5
The training is based on the department and individual work related need.	3.68	1.94

Source: Research Data

The study established that employees agree strongly to the company decision skills have improved due to training indicated by a mean of 1.12 and SD of 0.496, the company staff are trained in all areas of the departments indicated by mean of 1.18 and SD of 1.20, the employees to be trained are identified from previous year performance appraisals indicated by mean of 1.23 and SD of 1.30. The company has many available

training for the staff indicated by mean of 2.24 and SD of 1.31, the relationship between the employer and employee, employee to employees has improved indicated by mean of 2.26 and SD of 0.458, the training gives employees work confidence by introducing new skills in management indicated by mean of 3.22 and SD of 2.50, the training is based on the department and individual work related need indicated by mean of 3.68 and SD of 1.94.

4.3.9 Employment Security

The study objective was to determine the level of agreement ⁷ to which the respondents agree/disagree with the indicators of employment security. According to the likert scale, one point was assigned to the variable strongly agree, 2 points to agree, 3 points to don't know, 4 points to disagree and 5 points to strongly disagree. Using these point allocation as the variable values and absolute frequencies, weighted mean and standard deviation (to determine the response dispersion from the mean) were computed. Given that there were five variables and a range of 5 points from the lowest to the highest possible mean translating to a variable by variable range of 0.8, the following key was established strongly agree indicated (1.0 – 1.80), agree was represented by (1.81 – 2.6), do not know represented by (2.61 – 3.4), disagree represented by (3.41 – 4.2) and strongly disagree represented by (4.21 – 5.0). Table 4.10 Employment Securities Policies

Employment Security	Mean	StDev
The company employee are no affected by the economic shift and financial stress of the company.	2.56	1.2
The company management treats all employee with equality regardless of the race and position.	3.54	1.2
Employee are employed in permanent basis from beginning.	3.67	1.1
The HRM section has a trusted process of dealing with complains.	3.93	2.5

The company secures the position of the employees with the company.	4.43	1.2
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Source: Research Data

The study established the respondents neutrally agreed to the statement that the company employee are no affected by the economic shift and financial stress of the company indicated by a mean of 2.56 and SD of 1.20, the company management treats all employee with equality regardless of the race and position indicated by a mean of 3.54 and SD of 1.20. Employee are employed in permanent basis from beginning indicated by a mean of 3.67 and SD of 1.10, the HRM section has a trusted process of dealing with complains indicated by a mean of 3.39 and SD of 2.5. The company secures the position of the employees with the company indicated by a mean of 4.43 and SD of 1.2.

4.5 Performance Appraisal

The ⁴⁹aim of the study was to ascertain ⁷the level of agreement to which the respondents agree/disagree with the indicators of performance appraisal. According to the likert scale, one point was assigned to the variable strongly agree, 2 points to agree, 3 points to don't know, 4 points to disagree and 5 points to strongly disagree. Using these point allocation as the variable values and absolute frequencies, weighted mean and standard deviation (to determine the response dispersion from the mean) were computed. Given that there were five variables and a range of 5 points from the lowest to the highest possible mean translating to a variable by variable range of 0.8, the following key was established that strongly agree indicated (1.0 – 1.80), agree was represented by (1.81 – 2.6), do not know represented by (2.61 – 3.4), disagree represented by (3.41 – 4.2) and strongly disagree represented by (4.21 – 5.0).

Table 4.11 Performance Appraisal Policies

Performance Appraisal	Mean	StDev
The employee appraisal within the company it's just a formality	1.61	1.1
The employee appraisal is based on the performance feedback and motivation	1.98	1.2
The employee are aware of the evaluation process and procedures.	2.67	1.3
The evaluation system give motivation on employee career growth and development	2.72	1.2
The evaluation of employee performance is based on the job specification and targets.	2.8	1.2
The company conducts fair and free staff appraisals.	3.0	3.1
The company employees are fully aware of the appraisal objectives.	3.41	1.2
The system has significant impact on the company performance and individual performance.	3.56	1.2
There is an official and documented performance appraisal system	3.77	1.2

Source: Research Data

The above table shows that respondents indicated from the statement that employee appraisal within the company it's just a formality indicated by a mean of 1.61 and SD of 1.10, the employee appraisal is based on the performance feedback and motivation indicated by a mean of 1.98 and SD of 1.20, the employee are aware of the evaluation process and procedures indicated by a mean of 2.67 and SD of 1.30. The evaluation system give motivation on employee career growth and development indicated by a mean of 2.72 and SD of 1.2, the evaluation of employee performance is based on the job specification and targets indicated by a mean of 2.8 and SD of 1.2.

The company conducts fair and free staff appraisals with indicated by a mean of 3.0 and SD of 3.1, the company employees are fully aware of the appraisal objectives indicated by a mean of 3.41 and SD of 1.2. The system has significant impact on the

company performance and individual performance indicated by a mean of 3.56 and SD of 1.20, there is an official and documented performance appraisal system indicated by a mean of 3.77 and SD of 1.2.

4.6 Employee Participation (Voice)

The aim of the study⁴ sought to ascertain the level of agreement that the respondents agree/disagree with the indicators of employee participation. According to the likert scale, one point was assigned to the variable strongly agree, 2 points to agree, 3 points to don't know, 4 points to disagree and 5 points to strongly disagree. Using these point allocation as the variable values and absolute frequencies, weighted mean and standard deviation (to determine the response dispersion from the mean) were computed. Given that there were five variables and a range of 5 points from the lowest to the highest possible mean translating to a variable by variable range of 0.8, the following key was established that strongly agree indicated (1.0 – 1.80), agree was represented by (1.81 – 2.6), do not know represented by (2.61 – 3.4), disagree represented by (3.41 – 4.2) and strongly disagree represented by (4.21 – 5.0).

Table 4.12: Employee Participation Policies

Employee Participation (Voice)	Mean	StDev
The company appreciates the employee inputs in the operational management	2.52	1.3
The employees gives their supervisors decision making participation always.	2.73	1.2
Company employees give there inputs every quarter of the year.	3.52	3.1
The Employees timely contributions are implemented and evaluated by the management.	3.83	1.2
The company management have clear communication between them and the employees.	4.21	1.0

Source: Research Data

The research shows that respondents were neutral to the statement that the company appreciates the employee inputs in the operational management as indicated by a mean of 2.52 and SD of 1.3, the employees gives their supervisors decision making participation always as indicated by a mean of 2.73 and SD of 1.20, company employees give there inputs every quarter of the year as indicated by a mean of 3.52 and SD of 3.1. The Employees timely contributions are implemented and evaluated by the management as indicated by a mean of 3.83 and SD of 1.20, the company management have clear communication between them and the employees as indicated by a mean of 4.21 and SD of 1.0.

4.7 Career Planning

The objective of the ¹³ study sought to determine the level of agreement to which the respondents agree/disagree with the indicators of career planning. According to the likert scale, one point was assigned to the variable strongly agree, 2 points to agree, 3 points to don't know, 4 points to disagree and 5 points to strongly disagree. Using these point allocation as the variable values and absolute frequencies, weighted mean and standard deviation (to determine the response dispersion from the mean) were computed. Given that there were five variables and a range of 5 points from the lowest to the highest possible mean translating to a variable by variable range of 0.8, the following key was established that strongly agree indicated (1.0 – 1.80), agree was represented by (1.81 – 2.6), do not know represented by (2.61 – 3.4), disagree represented by (3.41 – 4.2) and strongly disagree represented by (4.21 – 5.0)

Table 4.13 Career Planning Policies

Career Planning	Mean	StDev
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The employees are educated on the required career path required by the company	1.48	1.23
The company supervisors have career development forums within the departments which is in-charge of the supervisors. .	1.57	1.15
The company employees have several promotion position.	3.28	1.38
The company matches and balance the employee-employer career growth and development.	4.29	1.27
All company employees have a clear career path depending on their profession	4.44	1.38

Source: Research Data

The table above shows that the respondents strongly agreed to the following statement that all employees are educated on the required career path required by the company V mean of 1.48 and SD of 1.23, the company supervisors have career development forums within the departments which is in-charge of the supervisors as indicated by a mean of 1.57 and SD of 1.15. The company employees have several promotion position as indicated by a mean of 3.28 and SD of 1.38, the company matches and balance the employee-employer career growth and development as indicated by a mean of 4.29 and SD of 1.27. All company employees have a clear career path depending on their profession as indicated by a mean of 4.44 and SD of 1.38.

4.8 Motivation / Job Satisfaction

The study purposed to ascertain the level of agreement the respondents agree/disagree with the indicators of audit tenure. According to the likert scale, one point was assigned to the variable strongly agree, 2 points to agree, 3 points to don't know, 4 points to disagree and 5 points to strongly disagree. Using these point allocation as the variable values and absolute frequencies, weighted mean and standard deviation (to determine the response dispersion from the mean) were computed. Given that there were five variables and a range of 5 points from the lowest to the highest possible mean

translating to a variable by variable range of 0.8, the following key was established that strongly agree indicated (1.0 – 1.80), agree was represented by (1.81 – 2.6), do not know represented by (2.61 – 3.4), disagree represented by (3.41 – 4.2) and strongly disagree represented by (4.21 – 5.0)

Table 4.14 Motivation/ job Satisfaction Policies

Motivation / Job Satisfaction	Mean	StDev
The company gives employees freedom of choice to initiate necessary changes within departments.	1.34	1.05
The management always recognise the employee contribution when the set targets are achieved.	1.35	1.18
The company has fully motivated all employees to work harder	1.45	1.2
All employees jobs are safeguarded by the company	1.49	1.35
The company offers good salary and benefits package to all employees.	1.86	1.4
The company offers conducive working environment which allows more product innovation and development.	1.94	1.26
All employees apply there independent innovation and development to the company products.	2.77	1.2

Source: Research Data

As found out above the respondents indicated they strongly agree to the company gives employees freedom of choice to initiate necessary changes within departments as indicated by mean of 1.34 and SD of 1.05, the management always recognise the employee contribution when the set targets are achieved as indicated by mean of 1.35 and SD of 1.18. The company has fully motivated all employees to work harder as indicated by mean of 1.45 and SD of 1.2, all employees' jobs are safeguarded by the company as indicated by mean of 1.49 and SD of 1.35. The company offers good salary and benefits package to all employees as indicated by mean of 1.86 and SD of 1.4, the company offers conducive working environment which allows more product

innovation and development as indicated by mean of 1.94 and SD of 1.26. All employees apply there independent innovation and development to the company products as indicated by a mean of 2.77 and SD of 1.2.

4.9 Organizational Commitment

The study purposed to ascertain the level of agreement the respondents agree/disagree with the indicators of audit tenure. According to the likert scale, one point was assigned to the variable strongly agree, 2 points to agree, 3 points to don't know, 4 points to disagree and 5 points to strongly disagree. Using these point allocation as the variable values and absolute frequencies, weighted mean and standard deviation (to determine the response dispersion from the mean) were computed. Given that there were five variables and a range of 5 points from the lowest to the highest possible mean translating to a variable by variable range of 0.8, the following key was established that strongly agree indicated (1.0 – 1.80), agree was represented by (1.81 – 2.6), do not know represented by (2.61 – 3.4), disagree represented by (3.41 – 4.2) and strongly disagree represented by (4.21 – 5.0)

Table 4.15 Organizational Commitment

Organisational Commitment	Mean	StDev
The company staff have bright future in career development if they stick on their jobs.	1.35	1.18
The employees are fully committed to the company mission and objectives of operational performance.	1.45	1.2
The company appreciates the staff who perform very well according to their targets.	1.53	1.8
The company employees can work in any department within the organization premises.	1.68	1.9
The company employees are trust with the current management hence can work for more time.	1.77	1.2

The employees are very loyal to the company management.	1.86	1.4
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Source: Research Data

From the study, the company staff have bright future in career development if they stick on their jobs as indicated by mean of 1.35 and SD of 1.18, the employees are fully committed to the company mission and objectives of operational performance as indicated by mean of 1.45 and SD of 1.2, the company appreciates the staff who perform very well according to their targets as indicated by mean of 1.53 and SD of 1.8. The company employees can work in any department within the organization premises as indicated by mean of 1.68 and SD of 1.9, the company employees are trust with the current management hence can work for more time as indicated by mean of 1.77 and SD of 1.2, the employees are very loyal to the company management as indicated by mean of 1.86 and SD of 1.4.

4.10 Regression Analysis

The study purposed to ascertain the perception of employees on the significant impact of international Human Resource Management policies on the performance of Coca-Cola Company limited in Kenya. The factors investigated were; employment procedures and guidelines, compensation and rewards, job security, employee appraisal of targets, participation of employees in the company, career planning, motivation / job satisfaction and organisational commitment

The regression model was:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \beta_6X_6 + \beta_7X_7 + e$$

Whereby Y represent performance, X₁ is recruitment and selection, X₂ is compensation and rewards, X₃ employment security, X₄ performance appraisal, X₅employee

participation (voice), X₆ career planning, X₇ motivation / job satisfaction. β_0 is the equation constant, and $\beta_1 - \beta_7$ are the regression coefficients, e is standard error.

The table 4.16 indicates the strength of the link between the dependent and the independent variables of the study.

Table 4.16 Model's Goodness of Fit Statistics

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
.861 ^a	.741	.692	.19610	1.874

Source: Research Data

The study findings ascertained that the variables had significant linear relationship which is showed by the correlation coefficient (R) =0.861. The R² which measure the determination of the coefficient proved are relationship of 74.1% of the dependent and independent variable. However, the regression model fits at 69.2% of the net observations hence only 30.8% of the observation remains unexplained on the model. The Durbin Watson test established the test of autocorrelation within the study variables hence was 1.874 that is close to 2 proved that no autocorrelation exists in the model's residuals.

4.10.1 Analysis of Variance (ANOVA)

Analysis of Variance is used when comparing means for two groups and more. It is used to test general rather than specific differences among means. In this study, the predictors and dependent variables were as follows;

Table 4.17 Analysis of Variance

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.389	3	.463	12.043	.043 ^a
	Residual	3.458	91	.038		
	Total	4.847	94			

Source: Research Data

The ANOVA analysis results, the f-significance value of $p = 0.043$ illustrated that a probability of 4.3% of the study model presented untrue information hence the regression model is significant.

4.11 Discussion

The study's aim was to explore the perception of employees on the influence of international human resource management policies on the performance of Coca-Cola Company Limited in Kenya. From the study, the response rate was 70%, which was considered as enough rate to go on with the study. According Bailey (2000) a response rate of above 50% is considered adequate; more than 70% is very good hence, the study response rate was good. The respondent's demographic information revealed that the ration of male to female is 3:2, which indicated that more males are employed in the beverage company as compared to females.

From the study, it was established that the respondents age limits in the human resource office were 20-30 representing 36%, 31-40 representing 35%, 41-50 representing 19%, 51-60 representing 10% and no one had more than 60 years. This question was to investigate the marital status of the staffs of multinational companies. The finding shows that the respondents at 65% are married, single at 31% and divorced at 4%. From the study, the education qualification of the respondents ranged between other degree, Master's degree and undergraduate degree. The education level indicate that the first degree at 63% followed by Master's Degree at 24% while the least with HND at 13%.

The findings reveal that the employees have a permanent full time employment at 45%, 29% on contract terms, 16% on part-time contract and 10% as temporal contract.

The ⁴ study sought to determine the level of agreement to which the respondents supported the indicators of recruitment and selection within the company. From the study, it was established that any available vacancies in the company are first considered internally then externally through the media. The media involves the daily newspaper and online job marketing specifically in the company website hence ensures the most qualified persons in company are promoted as a way of motivation.

According to Purcel et al. (2003), the company Human resource office employment selection is based on the academic qualification and related work experience in the beverage industry. The study established that after recruitment and selection, the company HRM gives orientation and training to the newly employed staff. The training give the staff a rough idea on the company objectives, operational target and the management hierarchy.

From the study compensation and rewards aspect, the company gives proper remuneration and other benefits hence employees are contended with the remuneration system. The study concurred with Dimba and K'obonyo (2009) who indicated that salary of the staff is much different depending of job group and is based on the ones performance within the company and comparable to other beverage companies

²⁰ The objective of the study was to determine the level of agreement to which the respondents indicated on staff training and development. From the study, the company employee knowledge and skills have improved due to time-to-time training. The trainings are organized by the company through an external trainer of internal who are fully qualified in the company operational lines. According to Purcell and Hutchinson

(2007), staffs are trained in all areas of the departments since the appraisal system has identified the weak areas. The department allocates the training depending on the staff needs and areas of weakness and trained are identified from previous year performance appraisals. However, the relationship between the employer and employee, employee to employees has improved and increased employees work confidence by introducing new skills in management.

The study objective was to determine the level of agreement ⁷ to which the respondents agree/disagree with the indicators of employment security. From the study, the company employees are not affected by the economic shift and financial stress of the company hence management treats all employee with equality regardless of the race and position which the results reflected the study of Lepak et al., (2006). Employee are employed in permanent basis from beginning since there is available process to deal with complains from staff hence minimize retrenchment.

The objective of ¹³ the study was to determine the level of agreement to which the respondents agree/disagree with the indicators of performance appraisal. From the study, the employee appraisal within the company it's just a formality and is based on the performance feedback and motivation. The study concurred with Boselie et al., (2005) who stated that employee are aware of the evaluation process and procedures hence gives motivation on employee career growth and development and is based on the job specification and targets. However, the process is fair and free since employees are fully aware of the appraisal objectives hence the system has significant impact on the company performance and individual performance.

The objective of ¹³ the study was to determine the level of agreement to which the respondents agree/disagree with the indicators of employee participation. From the

study, the company appreciates the employee inputs in the operational management and gives their supervisors decision-making participation in every quarter of the year. The study of Katou and Budhwar, (2006), employees timely contributions are implemented and evaluated by the management with clear communication between them and the employees.

The research objective was to determine the level of agreement to which the respondents agree/disagree with the indicators of career planning. From the study, all employees are educated on the required career path required by the company and supervisors have career development forums within the departments, which is in-charge of the supervisors. The result were supported by Boselie et al., (2005) who stated that company matches and balance the employee-employer career growth and development with clear career path depending on their profession.

The aim of the study was to determine the level of agreement to which the respondents agree/disagree with the indicators of audit tenure. From the study, the company gives employees freedom of choice to initiate necessary changes within departments hence management always recognize the employee contribution when the set targets are achieved. The results concurred with study of Katou and Budhwar, (2006), which concluded that company offers good salary and benefits package to all employees which ensures that staff don't leave jobs to other companies and the company offers conducive working environment which allows more product innovation and development. All employees apply there independent innovation and development to the company products.

The aim of the study was to determine the level of agreement to which the respondents agree/disagree with the indicators of audit tenure. From the study, the company staff

have bright future in career development if they stick on their jobs and employees are fully committed to the company mission and objectives of operational performance. The study of Katou and Budhwar, (2006) study indicated that the company appreciates the staff who perform very well according to their targets and employees can work in any department within the organization premises. However, the company employees are trust with the current management hence can work for more time.

From the study findings, the regression analysis established that the variables had significant linear relationship which is showed by the correlation coefficient (R) =0.861. The R² which measure the determination of the coefficient proved are relationship of 74.1% of the dependent and independent variable. However, the regression model fits at 69.2% of the net observations hence only 30.8% of the observation remains unexplained on the model.

The Durbin Watson test established the test of autocorrelation within the study variables hence was 1.874 which is close to 2 proved ⁴⁸ that there exist no autocorrelation in the model's residuals. The ANOVA analysis results, the f-significance value of p = 0.043 illustrated that a probability of 4.3% of the study model presented untrue information hence the regression model is significant.

8 CHAPTER FIVE: SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 Introduction

The study's aim sought to investigate the perception of employees on ²¹ influence of international human resource management policies on the performance of Coca-Cola Company Limited in Kenya. ¹² The section presents the summary of findings based on the analysis of data, conclusion and study recommendation. However, the chapter concludes by suggestion ⁴¹ for further studies within the field of human resource management.

2 5.2 Summary of the Findings

The research ²¹ objective was to investigate how employees perceived the influence of international human resource management policies on the performance of Coca-Cola Company Limited in Kenya. From the study, the response rate was 70%, which was considered as enough rate to go on with the study. The respondent's demographic information revealed that the ration of male to female is 3:2, which indicated that more males are employed in the beverage company as compared to females.

From the study, it was established that the respondents age limits in the human resource office were mostly between 31-40 years, which they are very active, and no one had more than 60 years. This marital status of the staffs of in Coca-Cola Company indicated that more that 65% had families and dependents. On the education qualification of the respondents ranged between other degree, Master's degree and undergraduate degree with more have undergraduate degrees hence most of the employees have a permanent full time employment.

From the study, it was established that any available vacancies in the company are first considered internally then externally through the media and the employment selection is based on the academic qualification and related work experience in the beverage industry. The study established that after recruitment and selection, the company HRM gives orientation and training to the newly employed staff. The training give the staff a rough idea on the company objectives, operational target and the management hierarchy.

The study established that the company gives proper remuneration and other benefits like allowances and loans, which ensures that the staff are contended with the remuneration system. The system categorizes the staff according to the job groups and individual performance and is compared to other beverage companies, which have proper appraisal system. From the study, the company employee knowledge and skills have improved due to time-to-time training.

The study established that all staff are trained in all areas of the departments since the appraisal system has identified the weak areas. The department allocates the training depending on the staff needs and areas of weekends. The employees to be trained are identified from previous year performance appraisals. The system has improved the relationship between the employer and employee, employee to employees due to the introduction of new skills which guarantees work confidence. The staff training is based on the department and individual work related need.

The study established that company employee are no affected by the economic shift and financial stress of the company and the staff are treated equally recognized by the

management. However, the company considered permanent basis to the staff and has process to deal with the complains and the welfare of the staff.

From the company appraisal system, the study indicated that the employee appraisal within the company it is just a formality and based on the performance feedback and motivation. However, all staff are aware of the evaluation process and procedures which ensures significant career growth and development since is based on the job specification and targets. The appraisals are conducted on fair and free process since employees are fully aware of the appraisal objectives. The system has significant impact on the company performance and individual performance.

The study established that employee participation that the company appreciates the employee inputs in the operational management and employees gives their supervisors decision making participation and give there inputs every quarter of the year. The contributions are implemented and evaluated by the management with clear communication between them and the employees. The study indicated that career planning, the employees are educated on the required career path required by the company and supervisors have career development forums within the departments which is in-charge of the supervisors.

The study indicated that company employees have several promotion position which matches and balance the employee-employer career growth and development. All company employees have a clear career path depending on their profession. From the study, the company gives employees freedom of choice to initiate necessary changes within departments and always recognize the employee contribution when the set targets are achieved. Employees jobs are safeguarded by the company hence offers good salary and benefits package to all employees. However, the company offers

conducive working environment which allows more product innovation and development hence staff apply their independent innovation and development to the company products.

From the study, the company staff have bright future in career development if they stick on their jobs hence fully committed to the company mission and objectives of operational performance. The company appreciates the staff who perform very well according to their targets and can work in any department within the organization premises. However, the company employees have trust with the current management hence can work for more time hence loyal to the company management.

⁴ 5.3 Conclusion

⁴ The study's aim was to determine the perception of employees on the influence of international human resource management policies on the performance of Coca-Cola Company Limited in Kenya. The study concluded that any available vacancies in the company are first considered internally then externally through the media. The company Human resource office employment selection is based on the academic qualification and related work experience in the beverage industry. The study concluded that after recruitment and selection, the company HRM gives orientation and training to the newly employed staff.

The study concludes that the company compensation and rewards are in line with the employee job description hence everyone is contented with the remuneration system, which is used in all beverage companies. The company gives staff motivation through rewards and bonuses since the remuneration is based on the ones performance within the company. The study concludes that staff training and development improves the

employee knowledge and skills specifically in areas of weak points and needs of the department of the company at large.

The study concludes that employees are trained are identified from previous year performance appraisals which has resulted to improved relationship between the employer and employee, employee to employees. However, the training gives employees work confidence by introducing new skills in management depending on the department and individual work related need. The study concludes that company employees are not affected by the economic shift and financial stress of the company and the company management treats all employee with equality regardless of the race and position.

The study concludes that employees are employed in permanent basis from beginning to the retirement age since the company secures the position of the employees with the company. The HRM section has a trusted process of dealing with complains while appraisal within the company it's just a formality and are based on the performance feedback. However, employees are aware of the evaluation process and procedures and evaluation system which gives motivation on employee career growth and development.

The study concluded that evaluation of employee performance is based on the job specification and targets and conducts fair and free staff appraisals in which they are fully aware of the appraisal objectives. The system has significant impact on the company performance and individual performance. The study concludes that the company appreciates the employee inputs in the operational management and supervisors' decision making participation by considering there inputs every quarter of

the year. The company management have clear communication between them and the employees.

The study concluded that employees are educated on the required career path and supervisors have career development forums within the departments which is in-charge of the supervisors hence employees have several promotion position. The company always balances the employee-employer career growth and development hence results to clear career path depending on their profession. The study concluded that the company gives employees freedom of choice to initiate necessary changes within departments and the management always recognize the employee contribution when the set targets are achieved. To achieve the targets, the company offers conducive working environment which allows more product innovation and development.

The study concludes that the company staff have bright future in career development if they stick on their jobs hence fully committed to the company mission and objectives of operational performance. However, the company appreciates the staff who perform very well according to their targets and can work in any department within the organization premises. Finally, the company employees are trust with the current management hence can work for more time hence very loyal to the company management.

5.4 Recommendations of the study

The research attempts to analyze the perception of employees on the impact of international HRM policies by focusing on correlation linking international ³⁷ Human Resource Management practices variables on organizational performance in the MNC. In this context, the following policy actions may be considered worthwhile.

For Coca-Cola Ltd to remain competitive and attain global standards, the firm needs to create an organizational environment that will have huge influence on the quality of organizational output.

The sample study organization has to attract the best talent from the market to maintain competitive edge and for this to happen, the management needs to develop and provide updated job descriptions and realistic job previews that will enable the firm attract and retain its most important resource- Human Capital.

The international HRM policies need to incorporate the needs of the diverse workforce that make the organization and should have appropriate training and development strategies and proper performance management systems that the human capital feels are fair and equitable to all of them. Rewards should be linked to performance so as to have equal pay for equal work done.

³ 5.5 Suggestions for further studies

The researcher recommends for further research on the effect of other determinants of human capital efficiency on the performance of multinational corporations.

Another study ⁴⁷ can be conducted over a longer period of time for example ten years to try and see the behavior of Kenya's international business and workforce multicultural diversity and its implications on the organizational culture and politics.

This study was carried out on the International HRM policies in the beverage sector in Kenya; further research could be done on other economic sectors within the country and even the broader county levels to find out the effect international HRM practices has on the profitability of companies.

The study focused on the international policies on HRM in MNCs, further research could be carried out to establish the influence of employee attitudes and behaviours towards globalization and how they affect business operations for firms both locally and globally.

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2 APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Eunice Kagwa

University of Nairobi

P. O. Box 50288-00200

NAIROBI, KENYA

Date: September 20, 2016

Dear Respondent,

RE: RESEARCH STUDY

8 I am a student at University of Nairobi, pursuing a Masters of Business Administration (MBA) degree in International Business Management.

3 In partial fulfillment for the award of the Masters in Business Administration degree, I am presently carrying out a study **THE PERCEPTION OF EMPLOYEES ON THE INFLUENCE OF INTERNATIONAL HUMAN RESOURCE MANAGEMENT POLICIES ON THE PERFORMANCE OF COCACOLA LIMITED COMPANY IN KENYA**. I would be thankful if you could set aside your time to respond to the questions attached herein. I will personally pick the completed questionnaire from your office.

9 Please be assured that the response from this survey will be treated with utmost confidentiality and be used for academic purposes only.

Thanking you in advance for taking your time to participate in this study.

Yours Sincerely

Eunice Kagwa N.

APPENDIX II: QUESTIONNAIRE

Questionnaire on the perception of employees ¹ on the Influence of International HRM Policies on Organisational Performance

This survey is meant to collect relevant information from selected staff to aid in the assessment of the perception of employees on the influence of ¹ HRM practices on organisational performance. The information required is strictly for academic purpose and any information provided would be treated with the utmost confidentiality and shall be used only for the intended purpose. Your candid opinion is highly solicited. It will be much appreciated if you could spare some minutes to complete this questionnaire.

¹
1. Gender: (a) Male (b) Female

2. Age (in years). Please tick (✓)

20 – 30 31 – 40 41 – 50 51 – 60 61 and above

3. Marital status: Single Married Divorced

4. Highest level of education. Please tick (✓)

Master's Degree First Degree HND

Others (specify)

5. What type of employment contract do you ¹ have? Please tick (✓)

Permanent Full Time Part-time Contract Temporal

1

Using the scale above (1 – 5) please tick (√) the levels of agreement in each of the items below with regards to the HRM policies of your organisation.

6. Recruitment and Selection	1	2	3	4	5
The company open vacancy are first considered internally.					
The Human resource office selection is based on the qualification and work experience.					
The Company advises the open-vacancy in the media.					
The company HRM gives orientation and training to the newly employed staff.					

7. Compensation (Pay) and rewards	1	2	3	4	5
The company gives proper remuneration and other benefits.					
The employees are contended with the remuneration system					
The salary of the staff is much different depending of job group					
Good job is noticed and rewarded					
The remuneration is based on the ones performance within the company.					
The company remuneration system is mostly alike s compared to other beverage companies					

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8. Training and Development	1	2	3	4	5
The company decision skills have improved due to training.					
The company staff are trained in all areas of the departments.					

The employees to be trained are identified from previous year performance appraisals.					
The company has many available training for the staff.					
The relationship between the employer and employee, employee to employees has improved.					
The training gives employees work confidence by introducing new skills in management.					
The training is based on the department and individual work related need.					

9. Employment Security	1	2	3	4	5
The company employee are no affected by the economic shift and financial stress of the company.					
The company management treats all employee with equality regardless of the race and position.					
Employee are employed in permanent basis from beginning.					
The HRM section has a trusted process of dealing with complains.					
The company secures the position of the employees with the company.					

46 10. Performance Appraisal	1	2	3	4	5
The employee appraisal within the company it's just a formality					
The employee appraisal is based on the performance feedback and motivation					
The employee are aware of the evaluation process and procedures.					
The evaluation system give motivation on employee career growth and development					

The evaluation of employee performance is based on the job specification and targets.					
The company conducts fair and free staff appraisals.					
The company employees are fully aware of the appraisal objectives.					
The system has significant impact on the company performance and individual performance.					
There is an official and documented performance appraisal system					

11. Employee Participation (Voice)	1	2	3	4	5
The company appreciates the employee inputs in the operational management					
The employees gives their supervisors decision making participation always.					
Company employees give there inputs every quarter of the year.					
The Employees timely contributions are implemented and evaluated by the management.					
The company management have clear communication between them and the employees.					
12. Career Planning	1	2	3	4	5
The employees are educated on the required career path required by the company					
The company supervisors have career development forums within the departments which is in-charge of the supervisors. .					
The company employees have several promotion position.					
The company matches and balance the employee-employer career growth and development.					
All company employees have a clear career path depending on their profession					

1

Using the same scale as above (1 – 5) please tick (✓) the levels of agreement in each of the items below with regards to the Motivation and commitment.

13. Motivation / Job Satisfaction	1	2	3	4	5
The company gives employees freedom of choice to initiate necessary changes within departments.					
The management always recognise the employee contribution when the set targets are achieved.					
The company has fully motivated all employees to work harder					
All employees jobs are safeguarded by the company					
The company offers good salary and benefits package to all employees.					
The company offers conducive working environment which allows more product innovation and development.					
All employees apply there independent innovation and development to the company products.					

14. Organisational Commitment	1	2	3	4	5
The company staff have bright future in career development if they stick on their jobs.					
The employees are fully committed to the company mission and objectives of operational performance.					
The company appreciates the staff who perform very well according to their targets.					
The company employees can work in any department within the organization premises.					
The company employees are trust with the current management hence can work for more time.					
The employees are very loyal to the company management.					

PERCEPTION OF EMPLOYEES ON THE INFLUENCE OF INTERNATIONAL HUMAN RESOURCE MANAGEMENT POLICIES ON THE PERFORMANCE OF COCA-COLA COMPANY LIMITED IN KENYA

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