

**THE INFLUENCE OF SOCIO-CULTURAL FACTORS ON EMPLOYEE  
PERFORMANCE IN MULTINATIONAL COMPANIES IN NAIROBI, KENYA**

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FOR THE DEGREE OF MASTER OF COMMERCE AT STRATHMORE  
UNIVERSITY**

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## **DECLARATION**

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I hereby certify that the above thesis has not been presented elsewhere nor published in any form or, in any other university for the award of a degree. To the best of my knowledge and belief this thesis does not contain any material that has been published or written by me except where the research project itself has provided references to the materials.

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## **ABSTRACT**

Sociocultural factors such as communication styles, gender roles, and power distance influence how employees interact, make decisions, and pursue organizational goals. However, empirical evidence on their combined effect on employee performance remains limited. This study examined the influence of socio-cultural factors on employee performance in multinational companies (MNCs) in Kenya. Specifically, it assessed the effects of communication styles, gender roles, and power distance on employee performance. The study was guided by Hofstede's Cultural Dimensions Model and Social Role Theory and adopted a positivist research philosophy with a descriptive cross-sectional design. The target population for this study were the 238 MNCs operating within Nairobi, Kenya. The sample size for the study was 150 multinational companies. The respondents comprised of four employees consisting of two senior people and two middle-level people in each selected MNCs. Therefore, selecting 600 employees. Data were collected using a structured questionnaire based on a five-point Likert scale and analyzed using descriptive statistics and multiple linear regression in SPSS version 28. The findings revealed that communication styles, gender roles, and power distance have a positive and significant influence on employee performance. Collectively, these socio-cultural factors explained a substantial variation in employee performance. The study concludes that socio-cultural factors play a significant role in shaping employee performance in multinational companies. It recommends that policymakers review labour policies to reduce hierarchical barriers and that organizations promote inclusive communication and equitable workplace practices. Future research should explore additional socio-cultural factors, such as ethnicity and religion, to further understand their influence on employee performance in multinational contexts.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

Worldwide the business ecosystem is increasingly characterized by the operations of multinational corporations (MNCs), which must deal with different socio-cultural dynamics in their host countries (Byrd, 2022). Studies across various global regions have demonstrated how socio-cultural factors affect the performance of workers. For instance, in the US, studies have brought communication styles to center stage as main drivers of employee performance (Bakker & Albrecht, 2018). Similarly, in Europe, gender role and power distance have emerged as key drivers of employee performance (Brewster et al., 2019). Hierarchical workplace structures influence employee performance in Asia (Hofstede, 2020).

Across Africa, countries share similar socio-cultural factors that influence employee performance with studies from USA, Europe and Asia. In Nigeria, power distance is heavily linked to socio-cultural factors that influence employee performance (Kareem et al., 2020). In South Africa, high power-distance organizations emphasize power and clear-cut instructions, while low power-distance organizations foster participative decision-making and independence that improves employee's performance (Deloitte, 2018). In Zimbabwe the socio-cultural factors which are gender roles and societal norms have a huge impact on women leaders' performance (Mauchi, 2021).

In Uganda, socio-cultural factors like work-family balance and gender roles limit the women career growth (Nduhura et al., 2022). These studies from Nigeria, South Africa, Zimbabwe, and Uganda emphasize the importance of socio-cultural factors in influencing employee performance across African nations. Studies have shown that these factors account for up to 50% of employee performance variability in the region (Ali & Adan, 2021). In Tanzania and Ethiopia, larger firms exhibit higher employee performance, but socio-cultural factors have a greater influence in smaller firms (Diao et al., 2021). These regional insights underscore the relevance of understanding socio-cultural dynamics in shaping employee performance in Africa.

Kenya, like many African countries, is characterized by a rich tapestry of cultural diversity, with more than 40 ethnic groups, each with its distinct values, traditions, and languages (Wamalwa, 2023). This diversity presents both opportunities and challenges for MNCs operating in Kenya, as employees from different cultural backgrounds may have varying expectations regarding leadership, communication, and performance (Njoki et al., 2023). The rapid growth of Kenya's economy has led to increased interaction

between people from diverse ethnic backgrounds, further intensifying the need for MNCs to navigate these sociocultural differences effectively (Onyango & Wanyoike, 2020). The rapid expansion of multinational corporations into culturally distinct environments has been associated with declines in employee performance when organizational practices conflict with local socio-cultural expectations in Kenya (Miheso & Mukanzi, 2020).

Empirical evidence suggests that misalignment between organizational culture and local sociocultural dynamics can reduce employee performance by up to 35% (Akwei & Nwachukwu, 2023). Similarly, Wanjala and Awuor (2021) report that tensions between indirect communication norms and participatory management styles weaken employee performance in several multinational corporations in Kenya. Despite these findings, existing studies do not sufficiently explain how multiple sociocultural factors interact simultaneously to produce these performance outcomes.

### **1.1.1 Socio-Cultural Factors**

Socio-cultural factors broadly refer to the norms, values, beliefs, traditions, and social expectations that shape individuals' behavior within a society and influence how they interact in organizational environments (Westby, 2022). In workplace contexts, these factors influence communication patterns, authority relationships, gender expectations, and collaborative behaviors among employees. Particularly in multinational companies (MNCs), employees often come from diverse cultural backgrounds, making socio-cultural dynamics critical in shaping workplace interactions, decision-making processes, and ultimately employee performance (Byrd, 2022).

Literature identifies numerous socio-cultural factors that may influence employee behavior and organizational outcomes. These include language, ethnicity, religion, communication styles, gender roles, power distance, collectivism, and social norms (Kareem et al., 2020; Miheso & Mukanzi, 2020). However, examining all socio-cultural dimensions simultaneously is often impractical in a single study. Therefore, researchers typically focus on specific cultural dimensions that are most relevant to the organizational context under investigation. In the context of multinational corporations operating in Kenya, communication styles, gender roles, and power distance have been frequently cited as critical socio-cultural determinants of workplace interactions and employee outcomes (Muriithi, 2020; Gachoki & Mulu, 2023). In this study, socio-cultural factors were conceptualized as workplace cultural influences that shape employee interactions, authority relations, and gender-based expectations within organizations.

Specifically, the study focused on communication styles, power distance, and gender roles as the key socio-cultural dimensions influencing employee performance

Communication style refers to the patterns of information exchange within an organization, including formal and informal channels as well as hierarchical and lateral flows measured by openness, clarity, and frequency (Christian, 2023). According to Chłopick (2017), communication styles describe the typical ways individuals convey messages and interact with others during information exchange. These styles can vary based on cultural background, personality, and organizational norms, and are typically classified as assertive, passive, aggressive, and passive-aggressive (Park et al., 2019).

Wamalwa (2023) has shown that communication styles influenced by cultural norms are closely linked to variations in collaboration, and clarity in the workplace which influence employee performance. These communication patterns, shaped by societal expectations and cultural values, affect how employees interpret messages, interact with colleagues, and respond to authority, ultimately influencing organizational efficiency and team dynamics. This study adopted the definition and operationalization by Christian (2023) because many organizations use formal/informal channels and hierarchical/lateral flows in communication.

Power distance is defined by Hofstede (2013) as a cultural concept that describes how much inequality in power is accepted within a society or organization. It reflects how comfortable people are with hierarchy. In high power-distance cultures, hierarchy is accepted, leaders make decisions independently, and subordinates rarely question authority (Hofstede, 2013). In contrast, low power distance cultures value equality, open communication, and shared decision-making, with leaders seen more as equals than superiors (Hofstede, 2013). Studies done on Kenya's workforce dynamics reveals that employee performance is significantly influenced by power distance (Njoki et al., 2023). Zhang et al. (2023) defined power distance as the extent to which employees accept and expect unequal distribution of authority, hierarchical structures, and centralized decision-making within an organization. Zhang et al. (2023) operationalized power distance by emphasizing hierarchical relationships and decision-making processes as key indicators of power distance.

Muriithi (2020) notes that Kenya exhibits diverse organizational structures, with traditional public-sector organizations typically reflecting high power-distance cultures, where authority is emphasized. In contrast,

private-sector organizations, influenced by globalization and Western management practices, increasingly adopt low power-distance structures, where decision-making is more participatory (Wamalwa, 2023). This study adopted the definition and operationalization of Zhang et al. (2023) because their framework identifies hierarchical structures and decision-making processes as key indicators of power distance. This alignment allowed the study to effectively measure how variations in power distance influence employee performance in multinational companies in Nairobi, Kenya.

Gender roles are defined by Eisend (2019) as social and cultural expectations about how individuals should behave, appear, and engage in a workplace based on their gender. According to Eagly & Sczesny (2019), gender roles are socially constructed expectations and norms that affect employees' output. Further, Shikuku (2023) described gender roles as socially constructed workplace expectations and responsibilities based on gender identity, affecting task allocation and career advancement. Gender roles in Kenya present unique challenges such as biased task allocation, limited career advancement opportunities for women, tension with inclusive policies, and potential impacts on employee participation and retention (Gachoki & Mulu, 2023). Gender roles are also rooted in traditional cultural norms and societal expectations that often dictate the roles of men and women both at home and professionally (Kelemba, 2019).

These entrenched beliefs influence how women are perceived in the workplace (Bullock & Crane, 2021). Many organizations in Kenya have made significant strides toward promoting gender roles through supporting women's career choices, division of labor based on skills, and gender sensitive recruitment practices (Ek & Mukuru, 2018). This study adopted Shikuku's (2023) definition and operationalization of gender roles because it closely aligns with the specific measures used in the research, namely task allocation, career advancement, and recruitment practices. Using this definition ensured conceptual clarity and consistency between the theoretical framework and the operationalization of gender roles in the study.

Recent research has indicated the significant role of culture-related factors such as power distance, gender roles, and communication styles in influencing organizational performance in Kenya (Muriithi, 2020; Gachoki & Mulu, 2023; Miheso & Mukanzi, 2020; Kalemba, 2019; Onyango & Wanyoike, 2020). Miheso & Mukanzi (2020) have shown that high power distance may hinder participatory decision-making, while traditional gender roles can limit women's career advancement and affect team diversity. Additionally, studies by Kalemba (2019) and Onyango & Wanyoike (2020) confirm that socio-cultural factors, including

language, gender expectations, and hierarchical structures, play a major role in affecting employee performance in Kenya, particularly within the public sector.

However, significant gaps remain in the literature. Most of the existing research (Miheso & Mukanzi, 2020; Kalemba, 2019; Onyango & Wanyoike, 2020) examined the effects of individual cultural dimensions on employee performance. In reality, these cultural dimensions occur concurrently, hence it is important to investigate their joint effect because in organizational settings, communication styles, gender roles, and power distance do not operate in isolation; they interact and influence employee behavior and performance simultaneously (Azegele et al., 2021). This study determined the joint effect of communication styles, power distance, and gender roles on employee performance in multinational companies in Nairobi, Kenya.

Additionally, there is scarce empirical evidence on how these socio-cultural factors specifically affect employee performance within multinational companies operating in Kenya. Most studies have focused on local or public-sector organizations (Ek & Mukuru, 2018; Gachoki & Mulu, 2023; Kelemba, 2019; Miheso & Mukanzi, 2020), leaving a gap in understanding how multinational companies' practices intersect with local cultural expectations. This study addressed this gap by examining the influence of socio-cultural factors on employees' performance in MNCs operating in Kenya.

### **1.1.2 Employee Performance**

Employee performance encompasses task performance (meeting quality standards), contextual performance (organizational social contributions), and adaptive performance (handling workplace change), (Rahman, 2022). According to Utin & Yosepha (2019), employee performance refers to both the quality of work and the quantity of completed duties by employees. The execution area corresponds to the real accomplishments that fall within the tasks assigned to employees. Al Mehrzi and Singh (2016) explain that performance generates quantified outcomes from individual work activities during defined periods within set benchmarks or target milestones.

According to Irenita et al. (2024), employee performance in companies is measured through indicators such as task completion, quality of work, efficiency, performance, and goal achievement, reflecting alignment with organizational objectives. Further Pattnaik & Pattnaik (2021) states that attendance, punctuality, professional behavior, and engagement indicate reliability and commitment, with participation in development initiatives being qualitative indicators of employee performance. Irenita et

al. (2024) stress indicators like task completion, efficiency, and goal achievement, and Pattnaik and Pattnaik (2021) add qualitative factors like attendance, punctuality, and professional behavior.

While employee performance is widely discussed, there is no universally accepted definition (Rahman, 2022; Utin & Yosepha, 2019; Al Mehrzi & Singh, 2016). Existing literature primarily focuses on task completion, work quality, and goal achievement (Irenita et al., 2024; Pattnaik & Pattnaik, 2021), often treating performance in isolation without examining how socio-cultural factors such as communication styles, gender roles, and power distance jointly influence performance in multinational workplaces. The knowledge gap lies in understanding the interactive effect of these socio-cultural factors on employee performance, particularly in the context of multinational companies in Nairobi, where cultural diversity and organizational hierarchies may shape quantitative performance outcomes (Shmailan, 2020).

This study addressed this gap by adopting the definition of Utin & Yosepha (2019), employee performance is defined as both the quality of work and the quantity of completed duties by employees. This is because the study assessed performance using quantitative measures like task completion, work quality, productivity and goal attainment (Shmailan, 2020; Irenita et al., 2024; Pattnaik & Pattnaik, 2021). These indicators were considered appropriate because they provide measurable outcomes that reflect employees' contributions to organizational performance. They provide objective and quantifiable indicators that are suitable for statistical analysis within a positivist research approach.

Although employee performance has been widely studied, limited research has examined how socio-cultural factors jointly influence performance outcomes in multinational workplace settings. Existing literature often focuses on individual determinants of performance without adequately considering how cultural dimensions such as communication styles, gender roles, and power distance interact to shape employees' productivity and work outcomes (Shmailan, 2020). This study therefore addressed this gap by examining the combined influence of selected socio-cultural factors on employee performance in multinational companies operating in Nairobi, Kenya.

### **1.1.3 Multinational Corporations in Kenya**

Kenya is home to a large number of multinational corporations (MNCs), in sectors such as technology, finance, and manufacturing, which continue to attract substantial foreign direct investment (Gachoki & Mulu, 2023). According to the KNBS (2024), there are currently 238 MNCs operating within the country. 150 MNCs from the 238 MNCs operating within the country took part in the study. These organizations

are crucial to Kenya's economy, acting as major contributors to the GDP and creating thousands of employment opportunities across diverse skill levels (KNBS, 2024). Beyond their economic impact, MNCs have significantly influenced Kenya's socio-economic development (Singh et al., 2022). They have introduced advanced business practices and systems that promote innovation, skills development, and operational efficiency. Moreover, MNCs serve as important channels for the transfer of technology and expertise to the local workforce, enhancing local capacity and raising professional standards in various industries (Wamalwa, 2023).

Importantly, MNCs in Kenya are characterized by highly diverse workforce that bring together employees from different socio-cultural backgrounds including Kenyan nationals from varied ethnic groups, regional expatriates from across Africa, and international professionals from Europe, Asia, and the Americas (Ali et al., 2023). This blend extends across all organizational levels, from executive management to operational staff, and forms the backbone of MNC operations in the country. While such diversity enriches workplace creativity and innovation, it also introduces complexities in communication, leadership expectations, and power relations (Byrd, 2022). For instance, managers from low-context, egalitarian cultures may struggle to align with employees from high-context or high-power-distance backgrounds who value indirect communication and hierarchical decision-making (Onyango & Wanyoike, 2020). The interplay between these contrasting cultural orientations often determines how effectively teams collaborate and, ultimately, how employees perform.

Kenya's cultural heterogeneity, encompassing over 42 ethnic groups with distinct languages, traditions, and worldviews, further deepens this complexity (Ek & Mukuru, 2018). These cultural differences influence workplace practices, communication preferences, and perceptions of authority and teamwork (Gachoki & Mulu, 2023). Some employees prefer indirect, relational communication styles, while others value direct and explicit exchanges (Miheho & Mukanzi, 2020). Similarly, power distance varies across groups, with some ethnic and cultural communities emphasizing respect for hierarchy, while others encourage participative management and consultative decision-making (Azegela et al., 2021).

MNCs in Kenya generally perform well, particularly in sectors such as telecommunications, finance, and fast-moving consumer goods (FMCG) (Gouthro, 2022). Many continue to record above-average profitability, operational efficiency, and market expansion relative to domestic firms (Gachoki & Mulu, 2023). Their sustained performance is largely attributed to the adoption of global best practices, effective talent management systems, and integration of multicultural leadership approaches (Chłopicki, 2017).

However, studies indicate that performance outcomes are not uniform across all MNCs; firms that fail to effectively manage socio-cultural diversity often experience communication breakdowns, interpersonal conflicts, and reduced employee productivity (Byrd, 2022; Ek & Mukuru, 2018). Emphasizing open communication, equitable gender representation, and reduced hierarchical barriers remains central to achieving sustainable employee performance in Kenya's multicultural corporate environment (Gachoki & Mulu, 2023).

## **1.2 Statement of the Problem**

This study was motivated by the rapid expansion of multinational corporations into culturally distinct environments which has been associated with declines in employee performance when organizational practices conflict with local socio-cultural expectations in Kenya (Miheho & Mukanzi, 2020). Empirical evidence suggests that misalignment between organizational culture and local sociocultural dynamics can reduce employee performance by up to 35% (Akwei & Nwachukwu, 2023). Similarly, Wanjala and Awuor (2021) report that tensions between indirect communication norms and participatory management styles weaken employee performance in several multinational corporations in Kenya.

Additionally, Research emphasizes work-life balance in Europe (Brewster et al., 2019) and hierarchical structures in Asia (Hofstede, 2020), The studies from Nigeria and South Africa underscore the role of sociocultural factors like power distance, family, and community relationships (Kareem et al., 2020) and organizational dynamics shaped by authority or participative decision-making (Deloitte, 2018) in influencing employee well-being and engagement. Studies from Zimbabwe and Uganda have highlighted the significant impact of socio-cultural factors on women's work performance and leadership potential.

In Zimbabwe, women in leadership face barriers such as gender roles, stereotyping, societal norms, and workplace discrimination, despite often performing as well as or better than men. Similarly, in Uganda, gender roles and family-work balance complexities hinder women's performance in the public health sector, with systemic biases confining them to support roles. There are limited empirical studies in Kenya (Kelemba, 2019) thus presenting a contextual research gap. The proposed study addresses the contextual gaps by assessing how communication styles, gender roles, and power distance uniquely influence employee performance in Kenya's MNCs, offering context-specific.

In Kenya, Kelemba (2019) has examined the effect of social-cultural factors on employee performance in public service in Kenya through indicators specifically change of management and embracing transformational leadership but lacks insight into individual social-cultural elements. This study used communication styles, gender roles and power distance as the indicators of socio-economic factors to show their collective influence on the employee performance of multinationals in Kenya. Sociocultural factors such as communication styles, gender roles, and power distance significantly influence employee interactions, decision-making processes, and workplace performance outcomes (Evangelia & Barbara, 2023).

However, existing studies have largely examined these sociocultural dimensions separately rather than as interrelated factors. This has created a conceptual gap, because the existing literature does not adequately explain how communication styles, gender roles, and power distance collectively interact to influence employee performance within organizational settings (Miheho & Mukanzi, 2020; Kalemba, 2019; Onyango & Wanyoike, 2020). In practice, these sociocultural factors operate simultaneously and reinforce one another in shaping workplace relations, collaboration, motivation, and employee behaviour (Bullock & Crane, 2021). Therefore, examining them independently provides only a partial understanding of their influence on employee performance.

An empirical gap also exists because few empirical studies have investigated the combined effect of communication styles, gender roles, and power distance on employee performance, particularly within multinational corporations (Davidson, 2023). Most previous studies have focused on single sociocultural variables, resulting in fragmented empirical findings and limited evidence on the interactional influence of these factors on employee performance outcomes.

Further, a contextual gap exists because much of the available evidence has been generated from Western and non-African settings, whose sociocultural and organizational environments differ significantly from Kenya's context (Davidson, 2023). Multinational corporations operating in Kenya employ culturally diverse local and expatriate employees whose differing cultural orientations often create tensions between global corporate practices and local cultural norms (Diao et al., 2021). For instance, direct communication approaches commonly used in Western-based MNCs may conflict with Kenya's relatively high power-distance culture, while performance systems emphasizing individual self-promotion may disadvantage employees from collectivist backgrounds (Byrd, 2022; Ek & Mukuru, 2018). Despite these realities, limited studies have specifically examined how these sociocultural dynamics influence employee

performance within multinational corporations in Kenya. Therefore, this study sought to address the conceptual, empirical, and contextual gaps by examining the collective influence of communication styles, gender roles, and power distance on employee performance in multinational corporations in Nairobi City County, Kenya.

### **1.3 Research Objectives**

This study aimed to determine the influence of socio-cultural factors on employee performance in multinational companies in Nairobi, Kenya.

The study was guided by the following specific objectives:

- i. To establish the influence of communication styles on employee performance in multinational companies in Nairobi, Kenya.
- ii. To determine the influence of gender roles on employee performance in multinational companies in Nairobi, Kenya.
- iii. To establish the effect of power distance on employee performance in multinational companies in Nairobi, Kenya.
- iv. To determine the combined influence of socio-cultural factors (communication styles, gender roles and power distance) on employee performance in multinational companies in Nairobi, Kenya.

### **1.4 Research Questions**

- i. What is the influence of communication styles on employee performance in multinational companies in Nairobi, Kenya?
- ii. What is the influence of gender roles on employee performance in multinational companies in Nairobi, Kenya?
- iii. What is the effect of power distance on employee performance in multinational companies in Nairobi, Kenya?
- iv. What is the combined influence of socio-cultural factors (communication styles, gender roles and power distance) on employee performance in multinational companies in Nairobi, Kenya?

### **1.5 Scope of the Study**

This study was limited to multinational companies (MNCs) operating within Nairobi County, Kenya, which constituted the contextual scope of the study. Nairobi hosts the largest concentration of multinational corporations in Kenya and serves as the country's main commercial and administrative hub,

making it an appropriate setting for examining organizational and cultural dynamics within multinational workplaces.

The conceptual scope of the study focused on the influence of selected socio-cultural factors on employee performance. Specifically, the study examined communication styles, gender roles, and power distance as the independent variables representing socio-cultural factors, while employee performance constituted the dependent variable. Employee performance was assessed in terms of task completion, work quality, productivity, and goal attainment.

The methodological scope of the study involved the adoption of a positivist research philosophy and a descriptive cross-sectional research design. Data was collected using a structured questionnaire administered online, which enabled the collection of quantifiable data suitable for statistical analysis. The time scope of the study covered the period from the first week of July 2025 to the first week of August 2025, during which data was collected from respondents within the selected multinational companies in Nairobi County.

### **1.6 Significance of the Study**

The findings of this study may provide useful insights to policymakers and organizational managers on how sociocultural factors influence employee performance within multinational corporations in Kenya. Specifically, the study may help organizations understand how communication styles, gender roles, and power distance affect workplace interactions, employee engagement, collaboration, and overall performance. The findings may also support the development of workplace practices that promote effective communication, inclusive work environments, and participatory leadership structures within multinational corporations.

The study may further be useful to human resource practitioners, managers, and organizational leaders in multinational corporations by providing evidence-based insights on sociocultural practices associated with employee performance. The findings may guide organizations in improving communication systems, promoting fair task allocation and career advancement opportunities, and adopting leadership approaches that encourage employee participation and motivation. These insights may contribute to improved workplace relations and organizational effectiveness within culturally diverse work environments.

The study also contributes to academic knowledge by providing empirical evidence on the relationship between communication styles, gender roles, power distance, and employee performance within

multinational corporations in Kenya. The study applies Hofstede's Cultural Dimensions Theory and Social Role Theory as frameworks for understanding sociocultural influences on employee performance within the Kenyan context. In doing so, the study adds contextual evidence to existing literature on sociocultural factors and organizational performance, particularly within developing economies and multicultural organizational settings.

Additionally, the study may serve as a reference point for future researchers interested in sociocultural dynamics and employee performance. The findings may provide a basis for further studies on other sociocultural factors, sectors, or geographical contexts beyond multinational corporations in Nairobi City County, Kenya.

### **1.7 Chapter Summary**

This chapter introduced the study by presenting the background to the study, problem statement, and research objectives. It also discussed the significance of the study and defined the scope of the study, including the conceptual, contextual, methodological, and time boundaries. In addition, key operational definitions of terms used in the study were provided. The chapter concluded by outlining the structure of the subsequent chapters. The next chapter presents the theoretical and empirical literature relevant to the study and develops the conceptual framework guiding the research.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter presents a review of literature relevant to the study. It is organized into five main sections. The first section discusses the theoretical frameworks that underpin the study. The second section reviews empirical literature on communication styles and employee performance, gender roles and employee performance, and power distance and employee performance. The third section identifies research gaps arising from the reviewed literature. The fourth section outlines the operationalization of the study variables. The final section presents the conceptual framework, illustrating the relationships between the socio-cultural variables and employee performance in multinational companies in Kenya.

#### **2.2 Theoretical Review**

This study is anchored on Hofstede's Cultural Dimensions Theory and supported by Social Role Theory. Hofstede's model explains how cultural values such as power distance and masculinity versus femininity shape workplace behavior and employee performance (Hofstede, 2013). The masculinity femininity dimension reflects societal preferences for competitiveness versus cooperation. However, it does not adequately explain gender as a social construct or how gendered expectations influence individual behavior in organizations (Eagly & Sczesny, 2019). To address this limitation, Social Role Theory is used to explain how socially constructed gender roles shape behavior, expectations, and performance in the workplace (West & Zimmerman, 2022).

While a single theory may be sufficient in some studies, the complexity of socio-cultural variables in this study requires multiple perspectives. Prior studies (Azegele et al., 2021; Ali & Adan, 2021; Okumu et al., 2018) similarly support the integration of a model and a theory to explain multidimensional variables. Therefore, combining Hofstede's model and Social Role Theory provides a more comprehensive explanation of employee performance in multinational companies in Kenya.

##### **2.2.1 Hofstede's Cultural Dimensions Model**

This model was developed by Geert Hofstede in 1980. He presented cultural dimensions model as a tool to understand how national cultures affect work behavior, together with decision processes and leadership methods, plus employee interactions (Hofstede, 1980). The model explains national cultures through six fundamental dimensions, including power distance and individualism-collectivism, together with

masculinity-femininity and long-term versus short-term orientation, and indulgence versus restraint (Hofstede, 1980).

Among the six cultural dimensions proposed by Hofstede, this study focuses specifically on power distance and individualism-collectivism. These two dimensions are selected because they most directly align with the study's objectives, which are to examine how communication styles and power distance influence employee performance in multinational companies (MNCs) operating in Nairobi, Kenya. Power distance was especially relevant to this study because it addresses how employees perceive and respond to hierarchical structures, a critical issue in MNCs where parent companies may operate with flatter organizational structures than those traditionally accepted in Kenyan workplaces (Hofstede, 2013). This dimension helps explain whether employees are likely to challenge authority, participate in decision-making, or simply follow orders without input. In a multicultural environment like that of MNCs, differences in power distance expectations between expatriate managers and local employees can significantly impact communication ultimately influencing performance (Ali & Adan, 2021).

Similarly, the individualism-collectivism dimension is integral to the study's focus on communication styles. In collectivist societies, communication is often indirect, group-oriented, and context-dependent (Westby, 2022). In contrast, many multinational parent companies based in individualist societies value direct and explicit communication (Gouthro, 2022). This cultural difference can create misunderstandings, reduce efficiency, and increase conflict in the workplace (Wamalwa, 2023). By analyzing communication styles through individualism and collectivism, the study aims to uncover how communication styles influence employee performance.

Several studies validate the applicability of Hofstede's cultural dimensions in organizational research. Hofstede (2020) found that high power-distance cultures are associated with rigid hierarchical structures that discourage open communication, employee participation, and innovation. In the Kenyan context, such hierarchical tendencies have been shown to limit employee autonomy and decision-making, thereby negatively affecting workplace outcomes (Kelemba, 2019). Nduru (2024) examined the influence of socio-cultural factors on employee retention in foreign-owned banks in Kenya. The study found that high power distance reduced employee voice and participation. These findings demonstrate that socio-cultural dimensions significantly shape employee outcomes within highly regulated, financially driven organizations such as banks. However, the context of foreign-owned banks differs markedly from that of multinational corporations (MNCs) operating across diverse sectors.

Despite its applicability, Hofstede's Cultural Dimensions model has been criticized by several scholars. Zhang et al. (2023) show that in collectivist settings such as China, South Korea, and many African countries team harmony and relationship preservation shape how feedback is given and received. While Hofstede's model explains the emphasis on group cohesion, it overlooks how indirect communication and conflict avoidance can limit honest feedback and hinder individual performance, revealing a key limitation. Additionally, Brewster et al. (2019) noted that while collectivist cultures foster workplace harmony, they may also discourage individual accountability, potentially affecting performance evaluation mechanisms in Kenyan MNCs.

Several limitations affect the application of Hofstede's Cultural Dimensions model. The model makes an incorrect assumption of cultural uniformity, thus ignoring diverse traits existing between different regions and organizations within one nation (Ali et al., 2023). The model separates cultural dimensions into distinct entities, even though their effects interact to reproduce masculine leader norms among high power distance cultures (Davidson, 2023). This approach assumes cultural elements are unchanging despite present-day workplace changes in MNCs in Kenya following globalization (Adeoye et al., 2023). To address the limitations of Hofstede's Cultural Dimensions model, this study focused on variations within MNCs in Nairobi by collecting data from diverse organizational levels. It also acknowledges the interaction between dimensions such as power distance and communication styles rather than treating them as isolated traits.

### **2.2.2 Social Role Theory**

This theory was developed by Alice Eagly in 1987. It posits that gender roles are socially constructed and shape individuals' behavior, expectations, and career opportunities (Eagly, 2022). This theory emphasizes how societal norms dictate the roles men and women are expected to perform, often perpetuating workplace stereotypes that affect leadership, task distribution, and career advancement (Eagly & Wood, 2012). Gender roles refer to the expectations and behaviors society assigns to individuals based on their perceived gender (Lindsey, 2020). Organizational expectations rooted in gender roles can restrict behavioral choices and professional trajectories for both men and women. These stereotypes influence workers' self-perception and affect how their contributions and skills are evaluated by managers and colleagues (Eagly, 2022).

This study applied Social Role Theory to examine how gender roles in particular how expectations and behaviors society assigns to individuals influence their performance within multinational companies

(MNCs) in Nairobi, Kenya. Gender roles, as defined by societal expectations regarding how men and women should behave, often shape workplace dynamics such as career advancement opportunities, gender-sensitive recruitment practices and task allocation (Shikuku, 2023; Eagly & Wood, 2012). In many cultural settings, including Kenya, women may be expected to exhibit communal traits such as empathy and supportiveness, while men are often encouraged to display agency and assertiveness (Lindsey, 2020). These expectations can lead to biased task allocation and unequal access to career advancement opportunities (Shikuku, 2023). By applying Social Role Theory, the study investigated how such culturally influenced roles impact individual performance outcomes in MNCs. The theory was chosen because it highlights the interplay between societal norms and employee performance, enabling a contextual analysis of how multinational organizations must navigate gender norms while striving to balance between gender roles and employee performance (Eagly & Wood, 2012).

Social Role Theory shows capability for practical application in work environments. According to Evurulobi et al. (2024) women who work in multinational companies most often change their tasks allocated to fulfil cultural demands. Zhang et al. (2023) found that multinational corporation managers use gender stereotypes when they assign responsibilities, which leads to performance differences while blocking career advancement for both genders. Research by Qasim et al. (2024) revealed the Pygmalion effect occurs in workplace settings when supervisors' gender-based performance expectations determine employee performance and self-assurance, and work output levels.

The essential contributions of Social Role Theory come with numerous deficiencies. The theory prioritizes gender over other socio-cultural elements such as ethnicity and age and socio-economic status because they influence professional opportunities and workplace dynamics (Bullock & Crane, 2021). The multilevel nature of career development within global organizations exceeds the analytical capacity of the theory because various social factors intersect throughout career journeys (Westby, 2022). Social Role Theory adopts the perspective that traditional gender roles exist in every society even though some people as well as institutions actively defy these norms (Lindsey, 2020).

Several multinational corporations utilize gender-inclusive policies together with leadership development initiatives which reduce the influence of established gender norms (Gouthro, 2022). The theory lacks sufficient mechanisms for describing how progressive organizational approaches should be handled (Lindsey, 2020). The theory lacks a complete understanding of how workplace behaviors were

transformed as globalization and modifications in gender norms continue to shape workplaces throughout time (Westby, 2022). Kenya's growing interaction with worldwide role and inclusion schemes leads to changes in how employees perceive gender roles at work. The theory lacks explicit measurement of changing cultural dynamics, so it becomes less effective when workplace environments need adjustments (Westby, 2022).

This study addresses these limitations by adopting a broader socio-cultural perspective that considers communication styles, power distance, and gender roles collectively, rather than focusing solely on gender. It also situates the analysis within multinational corporations in Kenya, where exposure to global inclusion policies and cross-cultural interactions transforms traditional gender expectations. Social Role Theory remains a valuable framework for understanding how deeply ingrained gender norms shape workplace interactions and employee performance (Lindsey, 2020). By applying this theory, organisations can develop more effective gender-inclusive policies, address unconscious biases in performance evaluations, and create more equitable career advancement opportunities for all employees.

## **2.3 Empirical Review**

This section examines existing research on the influence of socio-cultural factors on employee performance within multinational companies (MNCs). Understanding these factors is crucial for MNCs aiming to optimize their human resource strategies in the Kenyan context.

### **2.3.1 Communication Styles and Employee Performance**

Communication style refers to the patterns of information exchange within an organization, including formal and informal channels as well as hierarchical and lateral flows measured by openness, clarity, and frequency (Christian, 2023). Christian (2023) used a sequential mixed-methods approach to explore how communication styles and gender roles influence employee performance in MNCs in the U.S.A. The findings revealed that communication styles and gender roles influenced employee performance; women favored rapport-building, while men preferred task-oriented styles. These differences affected clarity, trust, and perceived performance. The study focused solely on the U.S.A, limiting its relevance to Kenya which has different cultures. It also emphasized digital communication, overlooking face-to-face interactions common in Kenya. The reviewed study examined gender roles in isolation, without considering how they interact with other cultural factors like power distance. This study addressed these

gaps by exploring the combined effects of gender roles, communication styles, and power distance on employee performance in Kenyan multinational companies.

Alshemmari (2023) did an empirical study in Canada to investigate the role of communication styles in influencing employee performance, using a quantitative research design based on structured questionnaires. The study examined variables such as communication styles, managerial support, and participative decision-making as key indicators of empowerment. The findings revealed that communication style negatively contributes to employee performance by delaying decision-making due to a participative approach. However, several gaps emerged from the study. First, it focused mainly on Western organizational contexts, which limits the generalizability of the findings to more culturally diverse environments like Kenya. Second, it evaluated communication broadly, without differentiating between communication styles shaped by cultural or gender expectations. This study addressed these gaps by examining the influence of communication styles alongside gender roles and power distance on employee performance of multinational companies in Nairobi, Kenya.

Jiang and Shen (2023) did a study in China examining how communication authenticity and transparency affect employee engagement and performance using mixed-methods. The findings revealed that open communication characterised by honesty, clarity, and mutual respect significantly improves employee engagement. Jiang and Shen's (2023) study, based on surveys and interviews from a single cultural context (China) did not examine communication style variations in diverse MNC settings. This study addressed this by integrating power distance, gender roles, and communication styles to explore their influence on employee performance in Nairobi-based MNCs, offering a cultural perspective.

Nkosi (2019) undertook a study in South Africa examining the effect of communication mismatches within culturally diverse teams on employee performance. The study revealed that misalignments in communication styles, often resulting from differing cultural backgrounds, expectations, and hierarchical norms, lead to a reduction in employee performance. This reduction was attributed to misunderstandings, reduced collaboration, and poor clarity in task execution. This study focused solely on the effect of communication mismatches without exploring the role of specific socio-cultural dimensions.

Evangelia and Barbara (2023) carried out a comparative study investigating the effect of culturally adaptive communication styles on employee performance. Their findings showed that organizations which intentionally implemented communication strategies aligned with employees' cultural expectations achieved significant employee performance. Specifically, these organizations saw a 45% increase in

project completion rates and a 35% reduction in missed deadlines, attributed to improved clarity, mutual respect, and team cohesion. Evangelia and Barbara (2023) emphasized the benefits of cultural adaptive communication styles but did not investigate how particular socio-cultural factors influence employee performance within multinational organizations. This study addressed this by integrating power distance, gender roles, and communication styles to explore their influence on employee performance in Nairobi-based MNCs, offering a cultural perspective.

Okora (2021) did a study on the effect of communication styles on the employee performance of telecommunication firms in Kenya. The research adopted mixed-methods. The findings revealed that a communication style that integrates formal and informal channels, encourages feedback, and promotes clarity significantly enhances employee performance. Okora's (2021) study's focus was limited to the telecommunications sector, thus the findings cannot be generalized to multinational corporations. This study focused on multinational corporations with more culturally diverse workforces in Kenya.

Similarly, Oronje (2019) investigated the role of organizational communication in influencing employee performance at the KEMRI-Wellcome Trust Research Programme in Kenya. The study employed a qualitative approach. Their findings revealed that the use of effective communication channels, structured feedback mechanisms, and the presence of a positive communication culture significantly enhanced employee performance. The reviewed study used a qualitative approach which may be subject to bias. Further, the reviewed study focused on a single research institution, which limits the generalizability of the findings. This study used a quantitative approach through questionnaires with closed-ended with employees working in multinational companies (MNCs) in Kenya as the target population.

In summary, empirical evidence shows that communication styles significantly affect employee performance, though findings vary across contexts. Studies in China and Kenya indicate that open, transparent, and feedback-oriented communication enhances engagement and performance by improving clarity and coordination (Jiang & Shen, 2023; Okora, 2021). Similarly, culturally adaptive communication has been linked to improved team cohesion and efficiency (Evangelia & Barbara, 2023).

However, Western-based evidence suggests that participative communication may slow decision-making and reduce efficiency (Alshemmari, 2023), while communication mismatches in diverse teams can negatively affect performance (Nkosi, 2019). These mixed findings suggest that communication effectiveness is context-dependent and shaped by socio-cultural conditions such as hierarchy and cultural expectations.

Methodologically, most studies rely on cross-sectional designs and self-reported data, limiting causal inference and increasing the risk of common method bias. In addition, many studies are context- or sector-specific (Okora,2019; Nkosi, 2019; Oronje, 2019), restricting generalizability to multinational and culturally diverse settings. Collectively, the literature shows a clear gap in integrating communication styles with other socio-cultural variables such as gender roles and power distance in explaining employee performance in Kenyan MNCs.

### **2.3.2 Gender Roles and Employee Performance**

Shikuku (2023) described gender roles as socially constructed workplace expectations and responsibilities based on gender identity, affecting task allocation and career advancement. Lindsey (2020) did a comprehensive qualitative study in the United Kingdom to examine the effect of gender roles on employee performance. Using in-depth interviews and thematic analysis. The findings revealed that traditional gender roles continue to shape employee performance. However, the study's focus on the UK limits its generalizability to different cultural contexts, such as Kenya. Additionally, the study did not explore how gender roles interact with other socio-cultural dimensions. This study addressed these gaps by examining the influence of gender roles, communication styles and power distance on employee performance in multinational companies in Nairobi, Kenya.

Tabassum and Nayak (2021) employed a qualitative methodology, utilizing in-depth interviews and focus group discussions to investigate the influence of gender roles on employee performance in South Asian. Their study highlighted how societal and cultural expectations regarding gender-appropriate behaviors, responsibilities, and opportunities contribute to decreased employee performance. However, their research primarily focused on a single geographic context. Furthermore, the study did not quantitatively assess the extent of these disparities or their direct impact on organizational performance, creating a methodological gap.

Choi (2024) did a qualitative study to investigate the role of gender in enhancing problem-solving, creativity, and employee performance in Ghana. The findings revealed that companies adopting gender-inclusive policies are more likely to attract and retain employees, promote teamwork, and achieve higher employee performance levels. However, the study identified entrenched stereotypes as significant barriers that perpetuate workplace inequalities, limiting the full potential of gender inclusivity. The study was contextually limited to Ghana, hence lacking generality. Additionally, the study used qualitative data,

which can be biased and difficult to verify, making it challenging to draw definitive conclusions. This study assumed a quantitative approach.

Young et al., (2025) utilized qualitative methods to examine how societal expectations influence employee performance among men in South Africa. The study found that societal pressures often compel men to embody traits such as assertiveness and competitiveness, which, while beneficial in some contexts, may discourage collaboration and emotional intelligence, thus negatively affecting employee performance. This dynamic can create challenges in fostering inclusive and cohesive workplace cultures. However, the research is limited to male professionals in urban South African settings, leaving a contextual gap regarding how these pressures vary across different socioeconomic groups. Moreover, the study does not quantify the societal expectations that influence employee performance, highlighting a methodological gap that the current study addressed by integrating quantitative measures and also including all the genders in the study.

Chepkemai et al., (2022) employed a quantitative approach, using surveys and regression analysis to explore gender roles and employee performance in Bomet, Kenya. Their findings revealed a significant positive correlation ( $r=0.689$ ;  $p<0.05$ ), with gender roles accounting for 72.3% of the variation in employee performance, highlighting the critical influence of gender roles on employee performance. However, the study is contextually limited to one public institution. This study covered employees of MNCs in Nairobi, Kenya.

Odhiambo et al. (2018) did a study using cross-sectional data on the effect of gender roles on employee performance in public universities in Western Kenya and found that the absence of gender-sensitive roles and policies hampers organizations' capacity to attract and retain a diverse workforce, resulting in a substantial decline in employee performance. The reviewed study exhibits contextual gaps, as it focuses on public institutions while neglecting the private sector or employment settings. Furthermore, methodological limitations arise from their reliance on cross-sectional data, which fails to capture the evolving nature of gender dynamics and their long-term impacts on performance and economic outcomes. This study integrated quantitative measures.

In summary, the literature generally agrees that gender roles significantly influence employee performance through their impact on workplace behavior, leadership access, and collaboration. Studies show that

traditional gender norms may restrict participation and reinforce inequalities, reducing performance outcomes (Lindsey, 2020; Tabassum & Nayak, 2021), while gender inclusivity enhances creativity, teamwork, and productivity (Choi, 2024). Kenyan evidence also confirms a strong positive relationship between gender roles and performance (Chepkemai et al., 2022).

However, findings vary across contexts, indicating that gender roles are shaped by organizational culture and interact with other socio-cultural factors. Methodologically, the literature is dominated by qualitative and cross-sectional studies, with limited quantitative measurement of performance outcomes (Young et al., 2025; Odhiambo et al., 2018). This limits generalizability and the ability to establish causal relationships. Kenyan evidence also remains largely confined to public-sector settings (Chepkemai et al., 2022), leaving multinational corporations underexplored. This highlights a gap in integrated quantitative analysis of gender roles alongside communication styles and power distance in influencing employee performance in MNCs.

### **2.3.3 Power Distance and Employee Performance**

Power distance is the extent to which employees accept and expect unequal distribution of authority, hierarchical structures, and centralized decision-making within an organization (Zhang et al. 2023). Davidson (2023) did a study on multinational corporations in the UK to explore the influence of power distance on employee performance. The study utilized qualitative methods. The findings established that power distance has a significant effect on employee performance. Davidson's (2023) study is contextually limited to multinational corporations operating in the UK, leaving a gap regarding how power distance dynamics might differ in smaller, domestic firms or organizations operating in less hierarchical cultural contexts like Kenya. Further, the study used a qualitative approach which may be subject to bias. This study addressed these gaps by examining the influence of gender roles, communication styles and power distance on employee performance in the multicultural context of multinational companies in Nairobi, Kenya. This study used a quantitative approach.

Farh et al. (2022) undertook a study in Germany to examine power distance and employee performance. Employing qualitative interviews to capture in-depth insights. The findings established a positive and significant relationship between power distance and employee performance. However, the study's reliance on qualitative interviews without quantitative validation presents a methodological gap, as the lack of statistical analysis limits the generalizability of the findings. This study used a quantitative approach

through questionnaires with closed-ended questions with employees working in multinational companies (MNCs) in Kenya as the target population.

Korkmazyurek and Ocak (2024) investigated the prevalence and implications of high-power distance structures in organizations, focusing on centralized decision-making and authoritative leadership styles using qualitative observations. Their findings reveal that such hierarchical frameworks, while providing clarity in roles and authority, often result in inefficiencies in communication and decision-making processes, which in turn negatively impact employee performance. However, the study's reliance on cross-sectional data and qualitative observations without quantitative testing highlights a methodological gap, as it does not offer empirical evidence to measure the scale of these impacts or the long-term consequences. To address this, this study assumed a quantitative approach.

Nasra and Nanda (2023) did a comprehensive study in Indonesia to investigate the effects of low power-distance cultures on employee performance, focusing on participative leadership and flat organizational structures using case studies and employee surveys. Their findings reveal that low power distance significantly enhances employee performance. However, while the study used a combination of case studies and employee surveys, the reliance on self-reported data introduces potential biases. To minimize bias, this study used a quantitative approach.

Njoki et al. (2023) did a study using qualitative method to examine the influence of power distance on employee performance within Kenyan organizations. The study established that high power distance significantly affects communication, motivation, and decision-making processes, thus negatively influences employee performance. While low power distance can enhance efficiency in task delegation and ensure a structured chain of command, it thus positively influences employee performance. Njoki et al., (2023) research employs qualitative methods, which lack quantitative validation to measure the broader impact of deference to authority on performance. To address this, this study assumed a quantitative approach.

Azegele et al. (2021) examined the organizational structures of multinational corporations (MNCs) in Kenya. Focusing on the effect of hierarchical frameworks on employee performance using a qualitative approach. Their findings reveal that these structures, characterized by centralized decision-making and clear authority lines, are often preferred for providing operational stability and ensuring employee performance. While Azegele et al., (2021) research sheds light on the trade-offs of hierarchical structures

in Kenyan MNCs, it is contextually limited to organizational structures only. This study examined the influence of gender roles, communication styles and power distance on employee performance in multinational companies in Nairobi, Kenya, using a quantitative approach.

In summary, the reviewed studies show that power distance significantly influences employee performance, but with mixed outcomes. High power distance is associated with restricted communication and reduced participation, negatively affecting performance (Korkmazyurek & Ocak, 2024; Njoki et al., 2023), while low power distance enhances engagement and efficiency through participative decision-making (Nasra & Nanda, 2023). Some studies also note that hierarchical structures may improve role clarity and operational stability (Farh et al., 2022). These findings suggest that power distance effects are context-dependent and shaped by organizational culture and communication systems.

Methodologically, the literature is largely based on qualitative designs, cross-sectional surveys, and self-reported data, which limits statistical validation and causal interpretation (Davidson, 2023; Farh et al., 2022). Many studies are also context-specific, focusing on single countries or institutions, which restricts their applicability to multinational corporations. In Kenya, existing studies remain fragmented and do not integrate power distance with other socio-cultural variables. This creates a gap for a comprehensive quantitative analysis of power distance, communication styles, and gender roles in relation to employee performance in Kenyan MNCs.

## 2.4 Summary of Research Gaps

**Table 2.1: Summary of Research Gaps.**

| Author(s)         | Focus of the Study                                                                   | Key Findings                                                                                                                           | Research Gaps                  | How the Current Study Addresses the Gap                                                |
|-------------------|--------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|----------------------------------------------------------------------------------------|
| Christian (2023)  | Influence of technology-mediated communication on employee performance in MNCs (USA) | Gender roles and communication styles influenced performance; women favored rapport-building while men preferred task-oriented styles. | Contextual gap; conceptual gap | Examines communication styles and gender roles together within the Kenyan MNC context. |
| Alshemmari (2023) | Role of employee empowerment on performance in Canadian MNCs                         | Participative communication delayed decision-making and negatively affected performance.                                               | Contextual gap; conceptual gap | Investigates communication styles within MNCs operating in Nairobi, Kenya.             |
| Nkosi (2019)      | Communication mismatches in                                                          | Misaligned communication styles                                                                                                        | Conceptual gap                 | Examines communication styles alongside other socio-                                   |

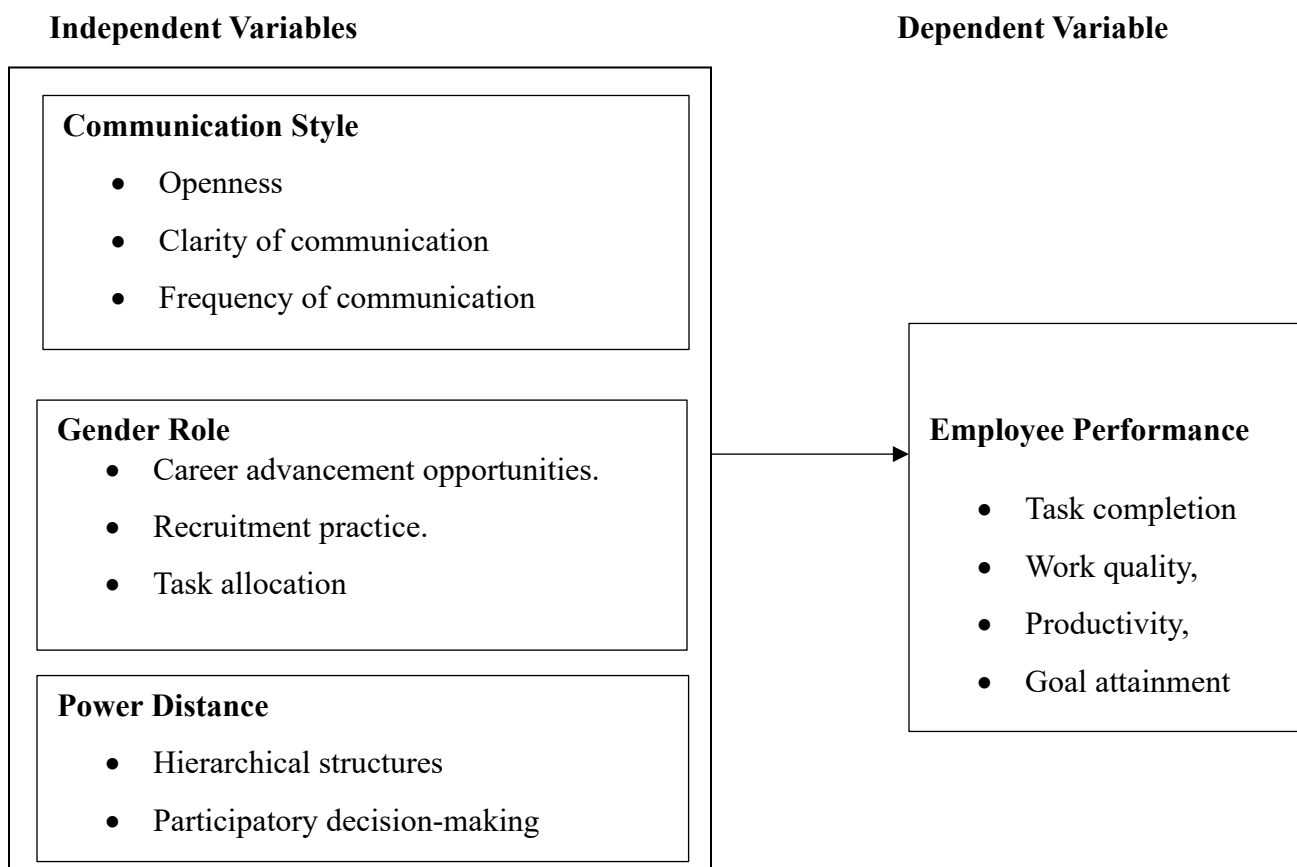
|                            |                                                                              |                                                                      |                                    |                                                                                                |
|----------------------------|------------------------------------------------------------------------------|----------------------------------------------------------------------|------------------------------------|------------------------------------------------------------------------------------------------|
|                            | culturally diverse teams in South Africa                                     | reduced collaboration, clarity, and performance.                     |                                    | cultural factors influencing performance.                                                      |
| Evangelia & Barbara (2023) | Effect of culturally adaptive communication on employee performance globally | Cultural adaptation improved clarity, respect, and team cohesion.    | Conceptual gap                     | Investigates communication styles together with gender roles and power distance.               |
| Oronje (2019)              | Role of organisational communication at KEMRI-Wellcome Trust, Kenya          | Effective communication culture improved employee performance.       | Contextual gap; methodological gap | Uses a cross-sectional design and regression analysis to examine communication styles in MNCs. |
| Lindsey (2020)             | Effect of gender roles on employee performance in the UK                     | Traditional gender roles shaped employee performance outcomes.       | Contextual gap; conceptual gap     | Examines gender roles within MNCs in Nairobi.                                                  |
| Tabassum & Nayak (2021)    | Influence of gender roles on employee performance in South Asia              | Societal expectations reduced employee performance.                  | Contextual gap; methodological gap | Investigates gender roles using quantitative methods in Kenyan MNCs.                           |
| Choi (2024)                | Gender-inclusive policies and employee performance in Ghana                  | Inclusive practices improved teamwork and performance.               | Contextual gap; methodological gap | Examines gender roles and performance within Kenyan multinational corporations.                |
| Young et al. (2025)        | Societal expectations and male employee performance in South Africa          | Masculinity norms discouraged collaboration and performance.         | Conceptual gap; methodological gap | Explores gender roles as a socio-cultural determinant of employee performance.                 |
| Chepkemioi et al. (2022)   | Gender roles and performance in County Government of Bomet, Kenya            | Positive relationship between gender roles and employee performance. | Sectoral gap; contextual gap       | Focuses on multinational corporations rather than county government institutions.              |
| Davidson (2023)            | High power-distance environments in UK MNCs                                  | High power distance reduced employee expression and innovation.      | Contextual gap; methodological gap | Examines power distance within Kenyan multinational corporations using quantitative analysis.  |
| Farh et al. (2022)         | High power-distance cultures and employee performance in Germany             | Limited employee autonomy reduced performance.                       | Contextual gap; methodological gap | Tests the influence of power distance in a different cultural context (Kenya).                 |
| Korkmazyurek & Ocak (2024) | Implications of high power-distance structures in organizations              | Centralized decision-making reduced engagement and performance.      | Methodological gap; conceptual gap | Investigates power distance alongside other socio-cultural factors influencing performance.    |

|                       |                                                                             |                                                                           |                                    |                                                                                                        |
|-----------------------|-----------------------------------------------------------------------------|---------------------------------------------------------------------------|------------------------------------|--------------------------------------------------------------------------------------------------------|
| Nasra & Nanda (2023)  | Effects of low power-distance cultures on employee performance in Indonesia | Participative leadership improved inclusion and performance.              | Contextual gap; methodological gap | Examines power distance dynamics within Kenyan MNCs.                                                   |
| Njoki et al. (2023)   | Power-distance influence on employee performance in Kenyan organizations    | High power distance reduced motivation and decision-making participation. | Methodological gap                 | Applies regression analysis to assess power distance effects in multinational corporations.            |
| Azegele et al. (2021) | Effect of hierarchical structures on employee performance in Kenyan MNCs    | Hierarchies ensured stability but limited creativity.                     | Conceptual gap; methodological gap | Examines power distance jointly with communication styles and gender roles using quantitative methods. |

*Source: Researcher (2026).*

## 2.5 Conceptual Framework

A conceptual framework outlines the study variables and their expected relationships, guiding analysis and interpretation (Mariani et al., 2023). This study examines the relationship between communication styles, gender roles, and power distance and employee performance in multinational companies (MNCs) in Nairobi, Kenya. It assumes that these socio-cultural factors directly influence employee performance. Although these constructs may involve mediating or moderating effects, a simplified linear model is adopted to focus on establishing baseline relationships within the Kenyan MNC context and due to scope limitations. While indirect and contextual effects are acknowledged, they are not explicitly modelled in this study to ensure analytical clarity and empirical focus. Figure 2.1 shows the conceptual framework of this study.



**Figure 2.1: Conceptual Framework**

Source: (Muriithi, 2020; Gachoki & Mulu, 2023; Utin & Yosepha, 2019)

## 2.6 Operationalization of Study Variables

**Table 2.2: Operationalization of Study Variables**

| <b>Variables</b>            | <b>Parameter</b>                                                         | <b>Measurement Scale</b>                                                                                         | <b>Source of the Construct</b> |
|-----------------------------|--------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|--------------------------------|
| <b>Communication Style</b>  | Openness, clarity, and frequency of communication                        | <u>Ordinal</u><br>Likert Scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree) | Christian (2023)               |
| <b>Power Distance</b>       | Hierarchical structures, Participatory decision-making,                  | <u>Ordinal</u><br>Likert Scale(1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)  | Zhang et al. (2023)            |
| <b>Gender Role</b>          | Career advancement opportunities, Recruitment practice, Task allocation, | <u>Ordinal</u><br>Likert Scale(1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)  | Shikuku's (2023)               |
| <b>Employee Performance</b> | Task completion<br>Work quality,<br>Productivity,<br>Goal attainment,    | <u>Ordinal</u><br>Likert Scale(1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)  | Utin & Yosepha (2019)          |

Source: Researcher (2026).

## 2.7 Chapter Summary

This chapter reviewed the theoretical and empirical literature relevant to the study. It discussed the theoretical framework, focusing on Hofstede's Cultural Dimensions Model and Social Role Theory, which underpin the study. The chapter also reviewed empirical studies on socio-cultural factors, specifically communication styles, gender roles, and power distance, and their influence on employee performance. In addition, it identified conceptual, contextual, and methodological research gaps from previous studies. The chapter concluded by presenting the conceptual framework that guided the study. The next chapter presents the research methodology adopted for the study.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter outlined the methodological approach adopted in the study. It explains the research philosophy guiding the inquiry and the research design applied. The chapter further described the target population and sampling procedures, as well as the methods used for data collection and data analysis. Issues of validity and reliability were also addressed to ensure the credibility of the findings. The chapter concluded by discussing the ethical considerations observed throughout the research process.

#### **3.2 Research Philosophy**

Research philosophy concerns the underlying assumptions about how knowledge is generated and the nature of what is considered valid knowledge in a study. It guides the researcher's understanding of reality and influences the choice of research design, data collection methods, and data analysis approaches (Longwe, 2010). Four primary research philosophies are typically considered: pragmatism, interpretivism, post-positivism, and positivism. Creswell (2013) states that pragmatic researchers are "concerned with 'what' and 'how' to study since they are interested in the practical purposes that the research aims to fulfil." Pragmatism does not belong to a specific system of reality, and as such, researchers can employ mixed methods, combining quantitative and qualitative methods. Rather than adhering to a pre-set strategy, pragmatists select the most appropriate tools for data collection and analysis (Christensen, 2022).

Interpretivism, however, aims at understanding subjective realities, particularly in social existence. Interpretivism focuses on human experience and the meanings individuals place upon their experiences. Rather than searching for universal principles, interpretivism seeks to grasp the richness of social phenomena by reaching out to the different perspectives of the actors involved (Pervin & Mokhtar, 2022). Post-positivism is a mixture of positivism and interpretivism. Post-positivists do subscribe to an objective reality but acknowledge that human knowledge is fallible and bounded. They are critical realists, accepting that while we try to grasp the world by way of quantifiable data, our conclusions are always at risk of revision and refinement (Alharahsheh & Pius, 2020).

This study was grounded in the positivist research philosophy, which posits that reality is objective and can be understood through systematic observation and empirical analysis (Ryan, 2018). Positivism emphasizes the use of measurable and observable data to test hypotheses and derive conclusions (Troster,

2018). This study recognises that socio-cultural phenomena are inherently complex, context-dependent, and partially shaped by human interpretation. However, for the purposes of this research, key socio-cultural constructs were operationalised into measurable variables that allow for systematic comparison and statistical analysis. Further, the justification for this position is grounded in the study's aim, which is to identify patterns, prevalence, and relationships among variables rather than to generate deep interpretive accounts of lived experience. A structured quantitative approach is therefore appropriate for examining how selected socio-cultural factors are distributed across a defined population and how they relate to the outcome variables of interest.

### **3.3 Research Design**

Research design refers to the structured and logical framework used to investigate a research problem in a systematic manner, guided by the nature and objectives of the study (Rezigalla, 2020). The choice of research design depends on the purpose of the research and the type of questions being addressed. Common designs include experimental, descriptive, correlational, survey, and mixed methods approaches. An experimental research design seeks to establish cause-and-effect relationships by deliberately manipulating independent variables and observing their impact on dependent variables while controlling for extraneous influences (Huntington-Klein, 2021).

A correlational design examines the association between variables without manipulation, focusing on the direction and strength of their relationships (Huntington-Klein, 2021). Survey research design involves the collection of standardized data from a defined population through structured tools such as questionnaires, with the aim of describing attitudes, perceptions, and behaviors (Creswell et al., 2018). Mixed research design integrates both quantitative and qualitative methods, allowing for a more comprehensive understanding of a phenomenon by combining in-depth qualitative insights, such as case studies, with quantitative statistical analysis (Silver, 2016).

This study adopted a descriptive cross-sectional survey design. A descriptive design is appropriate when the aim is to describe characteristics, behaviours, or conditions of a population as they exist at a single point in time without manipulation of variables (Longwe, 2010). The cross-sectional nature of the design allows data to be collected from respondents at one specific point in time, providing a "snapshot" of the phenomenon under investigation. The choice of this design is justified by the study's objective to examine patterns and relationships among socio-cultural variables within a defined population. Survey methods using structured questionnaires with closed-ended questions were employed to ensure standardisation of

responses, enhance comparability across participants, and facilitate quantitative statistical analysis (Creswell et al., 2018). This approach is particularly useful where the study seeks to generalise findings from a sample to a broader population.

However, it is acknowledged that the descriptive cross-sectional design has inherent limitations. First, because data are collected at a single point in time, the design does not allow for the analysis of change over time or the establishment of causal relationships between variables. Second, while the use of structured questionnaires enables measurement efficiency and comparability, it restricts the ability to capture deeper contextual meanings and subjective interpretations that may be central to socio-cultural phenomena. Despite these limitations, the design remains appropriate for the current study because it aligns with the study's quantitative objectives and allows for systematic examination of relationships among variables within a real-world context. The findings were therefore interpreted as indicative of associations and patterns rather than causal relationships.

### **3.4 Target Population**

The target population for this study were the MNCs operating within Nairobi, Kenya. According to the KNBS (2024), there are currently 238 MNCs operating within Nairobi, Kenya (Appendix III). This study adopted a multistage approach in which MNCs constituted the primary sampling units (clusters), while employees within these firms formed the unit of analysis. The study specifically focused on employees at two managerial levels, namely senior-level and mid-level staff, as they are directly involved in organizational decision-making and implementation processes.

### **3.5 Sample Size Determination and Sampling Design**

#### **3.5.1 Sample Size Determination**

The study determined the sample size using Yamane's formula, a parametric approach that accounts for a specified level of precision, confidence, and margin of error (Kumar & Kothari, 2018). The calculation assumes a 95% confidence level and an alpha of 0.05.

$$n = N / [ 1 + N (e)^2 ]$$

Where:

n is the sample size

N is the study population

e is the margin of error i.e. 0.05.

Hence;  $n = 238 / [1 + 238 (0.05)^2]$

$n = 149.22 \approx 150$  multi-national companies.

### **3.5.2 Sampling Design**

The study employed a multistage sampling design. In the first stage, simple random sampling was used to select 150 MNCs from the population of 238 firms, ensuring that each organization had an equal chance of inclusion. In the second stage, stratified sampling was applied within each selected MNC. Employees were stratified into two distinct categories: senior-level management and mid-level management. From each stratum, respondents were selected to ensure representation of both managerial levels. Specifically, two respondents were drawn from senior-level management and two from mid-level management in each firm. Where feasible, selection within each stratum was conducted randomly to minimize bias.

This approach ensured representation across organizational hierarchies, reduced sampling bias, and improved the precision of estimates. By combining cluster (firm-level) and stratified (employee-level) techniques, the study enhanced the reliability of findings and their applicability to the broader population of MNC employees in Nairobi (Pham, 2020). While equal allocation of respondents across firms supported comparability, it is acknowledged that variations in firm size may limit proportional representation (Yamashita, 2022). However, this limitation is acceptable within the scope of the study. The stratification by managerial level further strengthens internal consistency by ensuring that key hierarchical perspectives are included across all organisations (Clark & Watson, 2019). Accordingly, while the design prioritises cross-organisational comparability over proportional employee representation, it remains methodologically appropriate for identifying patterns across MNCs and supporting statistically comparable firm-level analysis. Nonetheless, the design was appropriate for the study's quantitative objectives and allowed for meaningful statistical analysis.

### **3.6 Data Collection Methods**

Data collection refers to the systematic and organized process of obtaining information from relevant sources in order to answer the research questions under investigation (Creswell & Creswell, 2020). In this study, data was collected using a structured questionnaire as the main research instrument. The questionnaire was organized into five distinct sections. The first section captured respondents'

demographic characteristics, while Sections Two, Three, and Four focused on questions related to the specific objectives of the study. The final section addressed issues relating to employee performance. The questionnaire consisted of closed-ended items measured using a five-point Likert scale. This scale was selected because it allows responses to be easily quantified, making it suitable for statistical analysis and the identification of trends and relationships within the data (Yamashita, 2022). In addition, the use of a standardized response format helps minimize response bias and ensures consistency across participants, while still enabling respondents to indicate different levels of agreement or disagreement with each statement (Robinson, 2024). Thus, the Likert scale enabled the researcher to measure the degree of agreement or disagreement with the questions. Its structure consisted of 5-strongly agree, 4 agree, 3-neutral, 2 disagree, and 1-strongly disagree.

The questionnaire was administered online using Google Forms. Prior to data collection, the researcher sought and obtained permission from the Human Resource (HR) departments of selected multinational companies in Nairobi County. HR Officers gave the researcher access to employees. Then the researcher talked to the employees and shared the questionnaire link with them. Respondents accessed the questionnaire through the shared link and completed it electronically at their convenience. The use of Google Forms ensured efficient data collection, as responses were automatically captured and organized in a format suitable for analysis, while also enhancing accessibility across devices and locations (Byrd, 2022; Chłopicki, 2017). Data collection was conducted over a one-month period, from the first week of July 2025 to the first week of August 2025. During this time, the researcher sent periodic follow-up reminders via email to improve response rates and ensure adequate participation.

### **3.7 Research Quality**

In this study, research quality was determined by research validity and reliability.

#### **3.7.1 Research Validity**

In quantitative research, validity is concerned with how precisely a research instrument captures the concept it is designed to measure (Heale & Twycross, 2015). Commonly recognized forms of validity include content validity, which assesses whether the instrument adequately covers all aspects of the concept, and construct validity, which examines how well the measurement aligns with the theoretical construct being studied (Clark & Watson, 2019). This study adopted both construct and content validity. To ensure content validity, the research supervisor evaluated the questionnaire and her feedback was

incorporated to ensure that the instrument adequately covers all aspects of the variables under study (Hossan et al., 2025). To enhance construct validity a pilot study was conducted with 10% of the respondents (Kumar & Kothari, 2018). The pilot study targeted employees from multinational companies operating in Nairobi County who possessed similar characteristics to the actual respondents but were not included in the final sample of the study. Specifically, the pilot respondents were drawn from multinational companies that were not selected for the main study, ensuring that participation in the pilot did not influence the final results. The pilot assessed clarity, relevance, and consistency of the research tools.

### 3.7.2 Reliability

The reliability of the research instrument was evaluated through a pilot study carried out before the main data collection exercise. The pilot involved 10% of the intended sample, drawn from respondents who shared similar characteristics with the main study population. These respondents were selected from multinational companies that were not part of the 150 firms included in the final study, and their data were therefore excluded from the main analysis. The purpose of the pilot study was to assess the clarity of the questionnaire items and to determine their internal consistency. Reliability was tested using Cronbach's alpha coefficient, with values of 0.7 or higher regarded as acceptable levels of internal consistency (Taber, 2018). The results for the reliability test are shown in Table 3.3 below.

**Table 3.3: Reliability Results**

| Variable             | Components                                                                 | Cronbach's Alpha Coefficient | Interpretation |
|----------------------|----------------------------------------------------------------------------|------------------------------|----------------|
| Communication Style  | Openness; Clarity of communication<br>Frequency of communication           | 0.762                        | Reliable       |
| Gender Role          | Career advancement opportunities;<br>Recruitment practice; Task allocation | 0.792                        | Reliable       |
| Power Distance       | Hierarchical structures; Participatory<br>decision-making                  | 0.821                        | Reliable       |
| Employee Performance | Task completion; Work quality;<br>Productivity; Goal attainment            | 0.813                        | Reliable       |

Cronbach Alpha coefficients showed that all variables met the reliability threshold: Communication Style (0.762), Gender Role (0.792), Power Distance (0.821), and Employee Performance (0.813). These results confirmed that the instrument was reliable and suitable for the main quantitative study.

### **3.8 Diagnostic Tests**

Diagnostic tests were applied to review the methods used for analyzing data collected in the study. The normality test, heteroskedasticity test, multicollinearity and autocorrelation tests were employed.

#### **3.8.1 Normality Test**

Normality describes the pattern of data distribution and indicates how well sample values reflect the characteristics of the population from which they are drawn (Prabhakar Mishra, 2019). In this study, normality was assessed using the Shapiro–Wilk test, which examined whether the sample data followed a normal distribution. The test determined the extent to which the observed data deviated from the expected normal distribution pattern. A significance value greater than 0.05 ( $p > 0.05$ ) suggested that the data do not significantly depart from normality and are therefore suitable for analyses that assume a normal distribution.

#### **3.8.2 Heteroscedasticity Test**

Heteroscedasticity arises when the variance of the error terms is not constant across different levels of the independent variables (Munir, 2023). It may manifest in either conditional or unconditional forms. Conditional heteroscedasticity occurs when variations in volatility are influenced by past periods, whereas unconditional heteroscedasticity is associated with structural shifts that are independent of prior observations (Munir, 2023). In this study, heteroscedasticity was examined using the Modified Wald test. A probability value greater than the 0.05 significance level ( $p > 0.05$ ) indicated the absence of heteroscedasticity, implying that the error variance remained stable across observations.

#### **3.8.3 Multicollinearity Test**

Multicollinearity occurs when two or more independent variables are highly correlated, which can distort the estimation of regression coefficients (Lindner et al., 2022). The Variance Inflation Factor (VIF) is a widely used measure for detecting multicollinearity (Pandey & Pandey, 2021). Typically, a VIF value above 10 indicated severe multicollinearity, values between 5 and 10 suggest moderate multicollinearity that may need attention, and values below 5 were generally considered acceptable (Pandey & Pandey, 2021). In this study, multicollinearity was evaluated by computing VIF values using SPSS version 28 (Bandekar et al., 2022).

### 3.9 Data Analysis

The study employed a quantitative approach for data analysis using the latest version of the Statistical Package for Social Sciences (SPSS V28). This software was suitable for the study as it allows for the analysis of complex datasets and the application of various statistical techniques (Ali et al., 2023). Descriptive statistics, including means and standard deviations, were computed for each specific objective to summarize the data. The mean provides an average value, offering an overall picture of typical responses or trends for each variable, while the standard deviation measures the degree of variability or dispersion, highlighting consistency or differences within the responses (Creswell & Creswell, 2018).

For inferential analysis, Pearson correlation and multiple linear regression were applied. Pearson correlation assessed the strength and direction of the linear relationships between the independent variables and the dependent variable (Mukherjee & Laha, 2019). Multiple linear regression was employed to determine the influence of independent variables on the dependent variable (Silver, 2016). Additionally, stepwise regression analysis was conducted to examine the joint effect of communication styles, gender roles, and power distance on employee performance in multinational companies operating in Nairobi, Kenya. The results and findings were presented in tables and charts. The regression equation was as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where: Y is the dependent variable (Employee performance)

$\beta_0$  was constant

$\beta_1$ ,  $\beta_2$ ,  $\beta_3$  and  $\beta_4$  are the slopes of the regression equations,

$X_1$  was the Communication Style,

$X_2$  was the Gender Roles

$X_3$  was the Power Distance

$e$  was the error term.

### 3.10 Ethical Consideration

Ethical considerations were a fundamental part of both the design and implementation of this study to ensure the protection of participants' rights and maintain the integrity and credibility of the research process (Greenwood, 2016). Before data collection, all participants received informed consent forms

detailing the purpose of the study, the nature of their involvement, the data collection procedures, and any potential risks or benefits associated with participation. Respondents were clearly informed that their participation was entirely voluntary and that they could choose to skip any question or withdraw from the study at any point without facing any penalties or negative consequences.

To ensure confidentiality and anonymity, no personal identifiers were collected, and responses were coded to prevent tracing data back to individual participants. The study also respected participants' privacy by collecting only information that was directly relevant to the research objectives and by conducting data collection in a manner that minimized disruption. All ethical procedures adhered strictly to the guidelines and requirements of the Strathmore University Institutional Scientific Ethics Review Committee (SU-ISERC), and the study received all requisite approvals prior to commencement, including authorization and research permits from the National Commission for Science, Technology and Innovation (NACOSTI). Data security was given high priority throughout the study. Data was securely stored in a hard drive with access restricted solely to the researcher. Upon completion of the study, data that was retained was disposed of in line with institutional ethical guidelines. Furthermore, the study upheld principles of academic honesty and integrity by ensuring that all published and unpublished sources were properly acknowledged and cited, thereby avoiding plagiarism.

### **3.11 Chapter Summary**

This chapter outlined the research methodology adopted in the study. It discussed the research philosophy, research design, target population, and sampling procedures. The chapter also explained the data collection methods, validity and reliability tests, diagnostic tests, and data analysis techniques used in the study, as well as the ethical considerations observed during the research process. The next chapter presents the data analysis and findings.

## CHAPTER FOUR

### PRESENTATION OF RESULTS/FINDINGS

#### 4.1 Introduction

This study aimed to investigate the influence of socio-cultural factors on employee performance in multinational companies in Nairobi, Kenya.

#### 4.2 Response Rate

The study respondents returned 576 out of 600 distributed questionnaires, leading to a response rate of 96%.

#### 4.3 Demographic Information

Table 4.4 shows the demographic information of the respondents.

**Table 4.4: Demographic Information of the Respondents**

| Category                       | Option             | Number of Respondents | Percentage of Total (576) |
|--------------------------------|--------------------|-----------------------|---------------------------|
| Gender                         | Male               | 329                   | 57.1%                     |
|                                | Female             | 247                   | 42.9%                     |
| Age Group                      | 18–27              | 114                   | 19.8%                     |
|                                | 28–37              | 222                   | 38.5%                     |
|                                | 38–47              | 149                   | 25.8%                     |
|                                | 48–57              | 66                    | 11.5%                     |
|                                | 58–65              | 25                    | 4.4%                      |
| Duration Worked in the Company | Less than 1 year   | 54                    | 9.3%                      |
|                                | 1–3 years          | 162                   | 28.0%                     |
|                                | 4–6 years          | 139                   | 24.2%                     |
|                                | 7–10 years         | 120                   | 20.9%                     |
|                                | More than 10 years | 101                   | 17.6%                     |
| Job Level                      | Mid-level          | 301                   | 52.2%                     |
|                                | Senior-level       | 275                   | 47.8%                     |
| Education Level                | Diploma            | 101                   | 17.6%                     |
|                                | Degree             | 275                   | 47.8%                     |
|                                | Masters            | 147                   | 25.3%                     |
|                                | PhD                | 28                    | 4.9%                      |
|                                | Others             | 25                    | 4.4%                      |

Source: Researcher (2026).

Table 4.4 shows the demographic profile of the respondents. The study found that 329 of the respondents were male, compared to 247 females. This demonstrates a slight gender disparity in the workforce, with male workers forming the majority.

The age range of 28 – 37 was most represented with 222 respondents, followed by 149 respondents aged 38 – 47 and 114 respondents aged 18–27. Workers in the age groups of 48 – 57 and 58 – 65 years accounted for 66 and 25 respondents, respectively. The age structure shows that the company has a young and mid-career workforce, which can be beneficial for innovation, receptiveness to change, and digital adaptability.

The majority of employees had between 1 – 3 years (162 respondents) and 4 – 6 years (139 respondents) of service, indicating that a large proportion of the workforce is still in the early to middle stages of tenure. Those who had been with the company for more than 10 years numbered 101, while 54 respondents had been with the company for less than one year. These results suggest a stable and moderately experienced workforce with growth potential.

Mid-level staff made up the larger group with 301 respondents, while senior-level staff accounted for 275 respondents. This indicates a well-organised company with a solid talent pipeline. The strong mid-level presence suggests an effective management layer capable of executing company strategy. However, with fewer senior-level positions, the company may need to provide more leadership opportunities and clearer paths for upward mobility.

In terms of education, 275 respondents held bachelor's degrees, followed by 147 with master's degrees. Diploma holders numbered 101, while 28 respondents held PhDs and 25 had other qualifications. This highly educated workforce suggests that the organisation values academic qualifications and likely operates in a knowledge-based or professional sector.

## 4.4 Descriptive Findings

### 4.4.1 Communication Styles

Table 4.5 presented the descriptive findings on communication styles.

**Table 4.5: Descriptive Findings Communication Styles**

| <i>Statements</i>                                                                      | <i>Mean Likert Score</i> | <i>SD</i> |
|----------------------------------------------------------------------------------------|--------------------------|-----------|
| I feel that communication within our company is open.                                  | 3.97                     | 0.12      |
| In our company, open communication is transparent and authentic, where we feel valued. | 3.84                     | 0.16      |
| Clear communication in the company improves mutual respect and team cohesion.          | 3.21                     | 0.13      |
| Clarity of communication in the company supports a feedback mechanism.                 | 3.19                     | 0.16      |
| There is frequent communication between ranks in our company.                          | 3.02                     | 0.14      |
| Overall                                                                                | 3.446                    | 0.143     |

Source: Researcher (2026).

The results in Table 4.5 indicate an overall mean score of 3.446 (SD = 0.143), suggesting that respondents generally perceived communication practices within their organisations positively. However, although the mean is above the midpoint of the Likert scale, the interpretation should be made cautiously. The scores do not necessarily imply highly effective communication systems, but rather indicate a moderate tendency toward agreement among respondents. Further, the consistently high mean scores combined with extremely low standard deviations across the 44 firms suggest a high level of response uniformity among participants. While this may reflect genuinely shared organisational experiences within multinational corporations, it may also indicate the influence of social desirability bias, where respondents tended to provide institutionally favourable responses rather than highly critical assessments. In addition, the structured nature of the questionnaire and the use of positively framed statements may have encouraged agreement-oriented responses, thereby limiting variability across participants.

The relatively low standard deviations across all items suggest limited variation in responses. While this may indicate shared organisational experiences, it may also reflect possible social desirability bias or organisational response norms, particularly given that respondents were employees reporting on their own

institutions. In organisational contexts, employees may be reluctant to express strongly critical views regarding internal communication structures, especially within hierarchical environments.

The highest-rated statement, “I feel that communication within our company is open” ( $M = 3.97$ ,  $SD = 0.12$ ), indicates that respondents generally perceived communication channels as accessible and transparent. Nevertheless, this finding should not be interpreted as evidence that communication barriers are absent. Prior literature on multinational organisations suggests that communication openness may coexist with informal hierarchies, selective information flow, and unequal participation in decision-making processes.

The lowest-rated item, “There is frequent communication between ranks in our company” ( $M = 3.02$ ,  $SD = 0.14$ ), is particularly important because it falls only marginally above the scale midpoint. Although technically reflecting slight agreement, the score also suggests that communication across hierarchical levels may not be consistently strong. This may indicate the persistence of vertical communication barriers despite generally favourable perceptions of openness.

In general, the findings suggest that employees perceive communication styles relatively positively, but the narrow spread of responses and generally favourable ratings warrant cautious interpretation, particularly in light of existing literature that identifies communication asymmetries and hierarchical filtering within organisational settings.

#### 4.4.2 Gender Roles

Table 4.6 presented the descriptive findings on gender roles.

**Table 4.6: Descriptive Findings on Gender Roles**

| <i>Statement</i>                                                                                           | <i>Mean Likert Score</i> | <i>SD</i> |
|------------------------------------------------------------------------------------------------------------|--------------------------|-----------|
| I believe there are equal opportunities for both men and women for career advancement in our company.      | 3.76                     | 0.17      |
| The gender-inclusive recruitment policies in our company are more likely to attract and retain top talent. | 3.62                     | 0.19      |
| Our company ensures fair career advancement opportunities regardless of gender.                            | 3.56                     | 0.12      |

|                                                                                |       |       |
|--------------------------------------------------------------------------------|-------|-------|
| Work allocation in our company is highly based on Gender                       | 1.27  | 0.16  |
| Our company has entrenched stereotypes that perpetuate unfair task allocation. | 1.12  | 0.12  |
| Overall                                                                        | 2.670 | 0.155 |

Source: Researcher (2026).

The results in Table 4.6 show the overall mean score for gender roles was 2.670 (SD = 0.155), indicating mixed perceptions regarding gender-related organisational practices. While several positively framed statements received agreement, the overall score remains relatively close to the midpoint, suggesting that perceptions of gender inclusivity are not uniformly strong. Further, the consistently high mean scores combined with extremely low standard deviations across the 44 firms suggest a high level of response uniformity among participants. While this may reflect genuinely shared organisational experiences within multinational corporations, it may also indicate the influence of social desirability bias, where respondents tended to provide institutionally favourable responses rather than highly critical assessments. In addition, the structured nature of the questionnaire and the use of positively framed statements may have encouraged agreement-oriented responses, thereby limiting variability across participants.

Respondents generally agreed that there are equal opportunities for career advancement ( $M = 3.76$ ,  $SD = 0.17$ ) and that recruitment policies are gender-inclusive ( $M = 3.62$ ,  $SD = 0.19$ ). These findings may reflect organisational efforts toward formal equality and diversity policies within multinational corporations. However, the interpretation of these findings requires caution. Existing literature on workplace gender relations frequently highlights that formal equality policies do not necessarily eliminate subtle forms of exclusion, occupational segregation, or implicit gender bias. Therefore, favourable responses may reflect perceptions of official organisational policy rather than the complete absence of gendered power dynamics in practice.

The negatively worded items recorded very low mean scores, particularly the statement “Our company has entrenched stereotypes that perpetuate unfair task allocation” ( $M = 1.12$ ,  $SD = 0.12$ ). While this indicates strong disagreement with overt gender stereotyping, it may also suggest limitations in respondents’ willingness or ability to identify embedded organisational inequalities. In many institutional settings, gendered practices may operate subtly through informal norms, leadership expectations, or role allocation patterns that are not always consciously recognised by employees.

Similarly, the low mean for “Work allocation in our company is highly based on gender” ( $M = 1.27$ ,  $SD = 0.16$ ) should not automatically be interpreted as definitive evidence that gender bias is absent. Rather, the findings suggest that respondents do not overtly perceive gender-based task allocation within their organisations. This distinction is important because perceptions of equality may coexist with structural inequalities that remain normalised or institutionally embedded. The low variability in responses further suggests considerable consensus among respondents. While this may indicate shared organisational experiences, it may also point to construct sensitivity limitations, where questionnaire items may not have fully captured more nuanced or indirect forms of gender inequality.

#### 4.4.3 Power Distance

Table 4.7 presented the descriptive findings on power distance.

**Table 4.7: Descriptive Findings on Power Distance.**

| <i>Statement</i>                                                                                                                                      | <i>Mean Likert Score</i> | <i>SD</i> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-----------|
| Participative decision making promotes a sense of inclusion and empowerment in the company.                                                           | 3.57                     | 0.13      |
| I feel that lower power distance improves communication and teamwork within the company.                                                              | 3.19                     | 0.11      |
| A hierarchical organisational structure influences the level of power distance within the company.                                                    | 3.12                     | 0.12      |
| I feel that decision-making in my company is concentrated at higher management levels.                                                                | 1.48                     | 0.12      |
| I find limited autonomy, constrained decision-making opportunities, and a lack of participatory decision-making limit my ability to contribute ideas. | 1.34                     | 0.15      |
| Overall                                                                                                                                               | 2.540                    | 0.127     |

Source: Researcher (2026).

The results in Table 4.7 indicate that the overall mean score for power distance was 2.540 ( $SD = 0.127$ ), suggesting relatively mixed perceptions regarding organisational hierarchy and authority relations. Although the aggregate score falls slightly below the midpoint, the interpretation should remain cautious because several item responses reveal potentially contradictory organisational dynamics. Further, the

consistently high mean scores combined with extremely low standard deviations across the 44 firms suggest a high level of response uniformity among participants. While this may reflect genuinely shared organisational experiences within multinational corporations, it may also indicate the influence of social desirability bias, where respondents tended to provide institutionally favourable responses rather than highly critical assessments. In addition, the structured nature of the questionnaire and the use of positively framed statements may have encouraged agreement-oriented responses, thereby limiting variability across participants.

Respondents agreed that participative decision-making promotes inclusion and empowerment ( $M = 3.57$ ,  $SD = 0.13$ ), indicating recognition of the value of collaborative organisational practices. However, agreement with this statement does not necessarily imply that participative decision-making is consistently practiced within the organisations studied. The negatively worded items produced notably low mean scores. For example, respondents strongly disagreed that decision-making is concentrated at higher management levels ( $M = 1.48$ ,  $SD = 0.12$ ) and that limited autonomy constrains their contribution of ideas ( $M = 1.34$ ,  $SD = 0.15$ ). On the surface, these findings suggest low perceived power distance and relatively inclusive organisational environments.

Nevertheless, these findings require critical interpretation. Research on organisational culture and hierarchy frequently demonstrates that power inequalities may become institutionalised and normalised, making them less visible to organisational members. Employees operating within hierarchical systems may perceive existing authority structures as routine or legitimate rather than restrictive. Consequently, low agreement with statements describing concentrated power should not be interpreted as conclusive evidence that hierarchical inequalities are absent.

Additionally, the low variability across responses may indicate convergence in organisational narratives regarding participation and empowerment. Given that multinational corporations often formally promote participatory management practices, employees may align their responses with dominant organisational discourse even where informal power asymmetries persist. In general, the findings suggest that respondents perceive their organisations as relatively participatory and low in power distance, although the possibility of subtle hierarchical controls and culturally normalised authority relations cannot be discounted.

#### 4.4.4 Employee Performance

Table 4.8 presented the descriptive findings on employee performance.

**Table 4.8: Descriptive Findings on Employee Performance.**

| <i>Statement</i>                                                                     | <i>Mean Likert Score</i> | <i>S.D</i> |
|--------------------------------------------------------------------------------------|--------------------------|------------|
| My company's communication style enhances goal attainment.                           | 3.62                     | 0.12       |
| Gender roles in my company contribute to higher productivity.                        | 3.17                     | 0.13       |
| The hierarchical structure of my company affects the quality of my work.             | 3.12                     | 0.16       |
| Effective workplace communication enhances task completion.                          | 3.48                     | 0.17       |
| My overall job performance is influenced by my company's socio-cultural environment. | 3.52                     | 0.11       |
| Overall                                                                              | 3.38                     | 0.14       |

Source: Researcher (2026).

The results in Table 4.8 The findings indicate an overall mean score of 3.38 (SD = 0.14), suggesting moderately positive perceptions regarding employee performance and its relationship with the socio-cultural environment. However, most item means remain only moderately above the midpoint of the scale, indicating cautious rather than strongly affirmative responses. Further, the consistently high mean scores combined with extremely low standard deviations across the 44 firms suggest a high level of response uniformity among participants. While this may reflect genuinely shared organisational experiences within multinational corporations, it may also indicate the influence of social desirability bias, where respondents tended to provide institutionally favourable responses rather than highly critical assessments. In addition, the structured nature of the questionnaire and the use of positively framed statements may have encouraged agreement-oriented responses, thereby limiting variability across participants.

The highest-rated item, “My company’s communication style enhances goal attainment” (M = 3.62, SD = 0.12), reinforces the importance respondents attach to communication practices in shaping performance outcomes. Nevertheless, the relatively narrow dispersion of responses again raises the possibility of socially patterned responses or shared organisational narratives. The statement “The hierarchical structure of my company affects the quality of my work” recorded the lowest mean (M = 3.12, SD = 0.16). Although slightly above the midpoint, the score is not sufficiently high to suggest a strong perceived effect. This

indicates that while hierarchy may influence employee performance, respondents do not perceive its impact as overwhelmingly pronounced.

Overall, the descriptive findings across all variables reveal generally favourable organisational perceptions. However, the consistency and positivity of responses across multiple socio-cultural dimensions should be interpreted critically, particularly given the extensive literature documenting persistent organisational inequalities, hierarchical controls, and gendered workplace dynamics. The findings therefore reflect respondents' perceptions of organisational realities rather than definitive evidence that such structural challenges are absent within the studied organisations.

## 4.5 Inferential Findings

### 4.5.1 Diagnostic Tests

#### 4.5.1.1 Normality Test

The results of the Shapiro-Wilk test, with a p-value exceeding 0.05, indicated that the independent variables exhibited a skewness of 0.310 (standard error = 0.122) and a kurtosis of 0.513 (standard error = 0.124). The dependent variable showed a skewness of -0.013 (standard error = 0.182). Based on these findings, the study concluded that the data are approximately normally distributed.

#### 4.5.1.2 Heteroscedasticity Test

The heteroscedasticity was tested using the Modified Wald test. The null hypothesis for this test was that the error variance was homoscedastic. Table 4.8 below shows the results.

**Table 4.8: Heteroscedasticity Results**

| Test               | Chi Square | Sig. (2-tailed) |
|--------------------|------------|-----------------|
| Modified Wald Test | 8200.220   | .732            |

The results of the Modified Wald test yielded a chi-square statistic of 8,200.220 with an associated p-value of 0.732. Since this p-value is substantially higher than the 1% significance threshold (0.01), this indicates that heteroscedasticity is not present in the model, implying that the error terms exhibit constant variance across the observations. Thus, the findings of the Modified Wald test are in support of the conclusion that there is no heteroscedasticity within the model.

#### 4.5.1.3 Multicollinearity Test

VIF values exceeding 10 were taken to indicate serious multicollinearity, while values ranging between 5 and 10 suggested moderate multicollinearity that could warrant further investigation. VIF values below 5 were regarded as acceptable, implying that multicollinearity was not a concern. Table 4.9 shows the VIF results.

**Table 4.9: Variance Inflation Factor (VIF) Results**

| Predictor Variable   | Tolerance | VIF  |
|----------------------|-----------|------|
| Communication Styles | .312      | 3.20 |
| Gender Roles         | .343      | 2.91 |
| Power Distance       | .322      | 3.11 |

Table 4.9 presents the VIF results used to assess the extent of multicollinearity among the independent variables in the study, namely, communication styles, gender roles, and power distance. In this study, the VIF results for all the predictor variables fall comfortably below the threshold of 5. Communication styles recorded a VIF of 3.20, Gender roles recorded a VIF of 2.91, while Power distance recorded a VIF of 3.11. These results suggest that multicollinearity is not a significant issue among the variables. Each predictor makes an independent contribution to explaining variations in employee performance, with minimal overlap in the variance accounted for by the explanatory variables. The results suggest that the independent variables are sufficiently distinct in their conceptual and empirical measurement, which supports the robustness and credibility of the regression analysis conducted in this study. The absence of multicollinearity enhances confidence in the interpretability of the regression coefficients, meaning that any observed influence of communication styles, gender roles, or power distance on employee performance can be attributed to the unique effect of each factor rather than shared variance among them.

#### 4.5.2 Pearson Correlation Analysis

Table 4.11 below showed the Pearson correlation coefficients.

**Table 4.10: Pearson Correlation Coefficients**

|                      | Communication Styles | Gender Roles | Power Distance | Employee Performance |
|----------------------|----------------------|--------------|----------------|----------------------|
| Communication Styles | 1                    | -.268*       | .403**         | .417**               |
| Sig. (2-tailed)      | —                    | .000         | .000           | .000                 |
| Gender Roles         | -.268*               | 1            | -.210*         | .381**               |
| Sig. (2-tailed)      | .000                 | —            | .015           | .000                 |
| Power Distance       | .403**               | -.210*       | 1              | .481**               |
| Sig. (2-tailed)      | .000                 | .015         | —              | .000                 |
| Employee Performance | .417**               | .381**       | .481**         | 1                    |
| Sig. (2-tailed)      | .000                 | .000         | .000           | —                    |

The correlation results in Table 4.11 show that all three socio-cultural factors communication styles, gender roles, and power distance are significantly correlated to employee performance. Communication

styles have a moderate positive relationship with employee performance ( $r = .417, p < .01$ ), indicating that better communication improves performance. Gender roles also correlate positively with employee performance ( $r = .381, p < .01$ ), though they show negative relationships with both communication styles ( $r = -.268, p < .01$ ) and power distance ( $r = -.210, p < .05$ ), suggesting that traditional gender role expectations may hinder effective communication and reinforce hierarchical gaps. Power distance has the strongest positive correlation with employee performance ( $r = .481, p < .01$ ) and is also positively associated with communication styles ( $r = .403, p < .01$ ).

### 4.5.3 Regression Findings

#### 4.5.3.1 Communication Styles and Employee Performance

The study sought to establish the influence of communication styles on employee performance in multinational companies in Nairobi, Kenya.

**Table 4.11: Regression Results for Communication Styles and Employee Performance**

| Model                | R                       | R Square         | Adjusted Square | R                 | Std. Error of the Estimate |                   |  |
|----------------------|-------------------------|------------------|-----------------|-------------------|----------------------------|-------------------|--|
| <b>1</b>             | <b>.417<sup>a</sup></b> | <b>.174</b>      | <b>.165</b>     | <b>.011</b>       |                            |                   |  |
| Model                |                         | Sum of Squares   | df              | Mean Square       | F                          | Sig.              |  |
| Regression           |                         | 10.161           | 1               | 10.161            | 68.66                      | .000 <sup>b</sup> |  |
| Residual             |                         | 85.130           | 574             | 0.148             | —                          | —                 |  |
| Total                |                         | 95.291           | 575             | —                 | —                          | —                 |  |
| Model                |                         | Unstandardized B | Std. Error      | Standardized Beta | t                          | Sig.              |  |
| (Constant)           |                         | .371             | .061            | .328              | 6.082                      | .000              |  |
| Communication Styles |                         | .420             | .132            | .417              | 3.182                      | .002              |  |

The results presented in Table 4.12 indicates that communication styles are a significant predictor of employee performance. The correlation coefficient ( $R = 0.417$ ) reflects a moderate positive association between communication styles and employee performance. An R-square value of 0.174 shows that communication styles account for 17.4% of the variance in employee performance. Additionally, the low standard error of estimate (0.011) points to a small difference between the observed and predicted values, suggesting that the model fits the data well.

The ANOVA results showed an F-statistic of 65.66 with a significance value of 0.000, which was below the 0.05 threshold. This confirmed that the overall regression model was statistically significant. The regression coefficients showed the constant has a positive unstandardized coefficient of 0.371 which was also statistically significant ( $p = 0.000$ ). This represented the estimated level of employee performance when communication styles are held at zero. The findings suggest a moderate positive association between communication practices and employee performance. Specifically, the positive coefficient for communication styles ( $B = 0.420$ ,  $p = 0.002$ ) indicates that improved communication practices are associated with higher employee performance. This finding aligns with organisational research emphasizing that transparent communication, feedback mechanisms, and collaborative information sharing can improve coordination and task effectiveness.

However, the explanatory power of the model remains moderate, indicating that communication styles alone do not fully account for employee performance outcomes. Employee performance is likely shaped by additional organisational, institutional, and contextual factors not captured within the present regression model. Furthermore, the relatively favourable perceptions reported in the descriptive findings may partly reflect organisational response norms or socially desirable reporting patterns, which should be considered when interpreting the strength of the relationship. The statistically significant relationship therefore suggests association rather than definitive causation, particularly given the cross-sectional nature of the study. The resulting model was as shown below:

$$Y = 0.371 + 0.420X_1$$

Where:

$Y$  = Employee Performance

$X_1$  = Communication Styles

#### 4.5.3.2 Gender Roles and Employee Performance

The study sought to determine the influence of gender roles on employee performance in multinational companies in Nairobi, Kenya.

**Table 4.12: Regression Results for Gender Role and Employee Performance**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |  |  |
|-------|-------------------|----------|-------------------|----------------------------|--|--|
| 1     | .381 <sup>a</sup> | .145     | .139              | .013                       |  |  |

| Model      | Sum of Squares | Df  | Mean Square | F      | Sig.              |
|------------|----------------|-----|-------------|--------|-------------------|
| Regression | 23.171         | 1   | 23.171      | 183.90 | .000 <sup>b</sup> |
| Residual   | 72.120         | 574 | 0.126       | —      | —                 |
| Total      | 95.291         | 575 | —           | —      | —                 |

| Model        | Unstandardized B | Std. Error | Standardized Beta | t     | Sig. |
|--------------|------------------|------------|-------------------|-------|------|
| (Constant)   | .314             | .071       |                   | 4.423 | .000 |
| Gender Roles | .390             | .102       | .381              | 3.824 | .000 |

The results in Table 4.13 showed that gender roles significantly predict employee performance. The correlation coefficient ( $R = 0.381$ ) indicated a moderate positive relationship between gender roles and employee performance. The R Square value of 0.145 showed that gender roles explained 14.5% of the variation in employee performance. The standard error of estimate (0.013) suggested that the model's predictions are close to the actual observed values, indicating a good model fit.

The ANOVA results showed that the regression model was statistically significant, with an F-statistic of 183.90 and a p-value of 0.000, which is less than the 0.05 significance level. This confirmed that gender roles have a significant effect on employee performance. The positive regression coefficient ( $B = 0.390$ ,  $p < 0.05$ ) indicates that perceptions of gender inclusivity and fairness are associated with improved employee performance. This may suggest that organisational environments perceived as equitable contribute positively to employee motivation, participation, and workplace engagement.

Nevertheless, the interpretation of this finding requires caution. The positive relationship should not be interpreted to mean that gender inequalities are absent within the organisations studied. Rather, the

findings reflect respondents' perceptions of organisational gender practices. Existing literature demonstrates that formal equality measures may coexist with subtle forms of exclusion, unequal access to informal networks, or culturally embedded gender expectations that are not always readily observable through structured survey responses. In addition, the relatively modest  $R^2$  value indicates that gender-related organisational practices explain only part of the variation in employee performance. Other structural and organisational factors may interact with gender dynamics in shaping workplace outcomes. The resulting model was as shown below:

$$Y = 0.314 + 0.390X_2$$

Where:

Y = Employee Performance

$X_2$  = Gender Role

#### 4.5.3.3 Power Distance and Employee Performance

The researcher sought to establish the effect of power distance on employee performance in multinational companies in Nairobi, Kenya.

**Table 4.13: Regression Results for Power Distance and Employee Performance**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |  |  |
|-------|-------------------|----------|-------------------|----------------------------|--|--|
| 1     | .481 <sup>a</sup> | .231     | .211              | .025                       |  |  |

| Model      | Sum of Squares | df  | Mean Square | F      | Sig.              |
|------------|----------------|-----|-------------|--------|-------------------|
| Regression | 16.181         | 1   | 16.181      | 117.25 | .000 <sup>b</sup> |
| Residual   | 79.110         | 574 | .138        | —      | —                 |
| Total      | 95.291         | 575 | —           | —      | —                 |

| Model          | Unstandardized B | Std. Error | Standardized Beta | t     | Sig. |
|----------------|------------------|------------|-------------------|-------|------|
| (Constant)     | .203             | .051       |                   | 3.980 | .000 |
| Power Distance | .485             | .129       | .481              | 3.760 | .000 |

The results presented in Table 4.14 revealed that power distance significantly influences employee performance. The correlation coefficient ( $R = 0.481$ ) indicated a moderate positive relationship between

power distance and employee performance. The R Square value of 0.231 showed that power distance explained 23.1% of the variation in employee performance. The standard error of estimate (0.025) demonstrated that the predicted values are close to the observed data, reflecting a reliable model fit.

The ANOVA results in Table 4.14 showed that the regression model is statistically significant ( $F = 117.25$ ,  $p = 0.000$ ) confirming that power distance has a meaningful effect on employee performance. Table 4.20 presented the regression coefficients for power distance and employee performance. The regression coefficients showed the constant had a positive unstandardized coefficient of 0.203 which was also statistically significant ( $p = 0.000$ ). This represented the expected level of employee performance when power distance is held at zero. Power distance had a positive unstandardized coefficient of 0.485 which was also statistically significant. The positive coefficient for power distance ( $B=0.485$ ,  $p<0.05$ ) suggests that respondents who perceived clearer authority structures and organisational hierarchy also reported relatively higher levels of employee performance. At face value, this finding appears to support the view that structured authority relationships may contribute to organisational coordination and role clarity within multinational corporations.

However, this finding should be interpreted critically because it appears to differ from a substantial body of literature that associates high power distance with reduced participation, limited employee autonomy, constrained communication, and lower innovative capacity. Rather than treating this finding as universally beneficial, it may indicate that within the studied organisations, some hierarchical arrangements are perceived as providing order, accountability, and decision-making efficiency.

It is also possible that respondents interpreted “power distance” less as authoritarian control and more as structured managerial coordination. This distinction is important because the measurement items combined both participatory and hierarchical dimensions, which may influence how respondents conceptualised organisational authority. Additionally, employees operating within hierarchical organisational cultures may normalise existing authority relations and therefore perceive them less negatively. Consequently, the positive association identified in this study should not be interpreted as conclusive evidence that hierarchical organisational systems are inherently beneficial for employee performance. Instead, the finding highlights the contextual complexity of organisational power relations within multinational environments. The cross-sectional design further limits causal interpretation. While

the findings demonstrate statistical association, they do not establish that higher power distance directly causes improved employee performance. The resulting model was as shown below:

$$Y=0.203 + 0.485X_3$$

Where:

Y= Employee Performance

X<sub>3</sub> = Power Distance

#### **4.5.3.4 Combined Influence of (Communication Styles, Gender Role and Power Distance) and Employee Performance**

The study employed stepwise multiple regression analysis to examine the combined effect of communication styles, gender roles, and power distance on employee performance in multinational companies in Nairobi, Kenya. Stepwise regression was considered appropriate because it allows predictors to be entered into the model sequentially based on their statistical contribution to explaining variance in the dependent variable. At each step, the variable with the strongest partial correlation with employee performance and statistically significant effect ( $p < 0.05$ ) was entered, while variables that did not significantly improve the model were excluded.

In the first step, power distance was entered into the model because they demonstrated the highest explanatory power in relation to employee performance during the simple regression analysis. In the second step, communication styles were added, as it significantly improved the model by explaining additional variance in employee performance beyond that accounted for by power distance. Finally, gender roles were included in the third step, indicating a statistically significant incremental contribution to the model. Table 4.15 shows the stepwise regression results.

**Table 4.14: Stepwise Regression Results**

| Model | Predictors                                         | R    | R Square | Adjusted Square | R | Std. Error of the Estimate |
|-------|----------------------------------------------------|------|----------|-----------------|---|----------------------------|
| 1     | Power Distance                                     | .481 | .231     | .211            |   | .025                       |
| 2     | Power Distance, Communication Styles               | .713 | .491     | .482            |   | .019                       |
| 3     | Power Distance, Communication Styles, Gender Roles | .742 | .551     | .520            |   | .010                       |

| Model              | Sum of Squares | df  | Mean Square | F      | Sig. |
|--------------------|----------------|-----|-------------|--------|------|
| Model 1 Regression | 23.10          | 1   | 23.100      | 172.39 | .000 |
| Residual           | 76.90          | 574 | 0.134       | —      | —    |
| Model 2 Regression | 49.10          | 2   | 24.550      | 275.84 | .000 |
| Residual           | 50.90          | 573 | 0.089       | —      | —    |
| Model 3 Regression | 55.10          | 3   | 18.367      | 234.10 | .000 |
| Residual           | 44.90          | 572 | 0.0785      | —      | —    |

| Model           | Predictor            | B    | Std. Error | Beta | T     | Sig. |
|-----------------|----------------------|------|------------|------|-------|------|
| Model 1         | Constant             | .513 | .122       | —    | 4.21  | .000 |
|                 | Power Distance       | .392 | .129       | .312 | 3.039 | .001 |
| Model 2         | Constant             | .514 | .119       | —    | 4.31  | .000 |
|                 | Power Distance       | .392 | .129       | .301 | 3.04  | .001 |
|                 | Communication Styles | .469 | .112       | .397 | 4.18  | .000 |
| Model 3 (Final) | Constant             | .513 | .111       | —    | 4.62  | .000 |
|                 | Power Distance       | .392 | .129       | .312 | 3.04  | .001 |
|                 | Communication Styles | .469 | .112       | .397 | 4.18  | .000 |
|                 | Gender Roles         | .491 | .103       | .413 | 4.77  | .000 |

The stepwise regression results in Table 4.15 showed that in Step 1, power distance entered the model and accounted for 23.1% of the variance in employee performance. In Step 2, communication styles were added, increasing the explained variance to 49.1%. In Step 3, gender roles entered the model, resulting in a final  $R^2$  of 0.551, indicating that all three socio-cultural factors collectively explain 55.1% of the

variation in employee performance. All predictors remained significant ( $p < 0.05$ ), confirming their contribution to the predictive model.

The ANOVA results showed that the regression is statistically significant ( $F = 172.39$ ,  $p = .000$ ). This means that the predictor entered at Step 1 (power distance) explains a significant amount of variance in employee performance compared to a model with no predictors. After adding the second predictor (communication styles), the model remains statistically significant ( $F = 275.84$ ,  $p = .000$ ). This indicates that the combined effect of power distance and communication styles significantly improves the prediction of employee performance. With the addition of gender roles, the final model is also statistically significant ( $F = 234.10$ ,  $p = .000$ ). This confirms that the full set of predictors (gender roles, power distance, and communication styles) collectively contribute to predicting employee performance. Across all three steps, the  $p$ -values are below 0.05, demonstrating that each model provides a statistically significant improvement over the previous one. The significant  $F$ -statistics indicate that the predictors included at each stage meaningfully account for variation in employee performance.

Coefficient results for model 1 show that power distance positively and significantly predict employee performance. The significant  $t$ -value shows that model 1 has a meaningful and statistically significant contribution to predicting employee performance. Coefficient results for model 2 show that when communication styles were added to the model, power distance continued to significantly predict employee performance. Communication styles also showed a positive and significant effect. The significant  $t$ -value shows that model 2 has a meaningful and statistically significant contribution to predicting employee performance. Coefficient results for model 3 show that when gender roles were added to the model, all three predictors remained statistically significant. Gender roles showed a positive and significant effect ( $B = .491$ ,  $\beta = .413$ ,  $p = .000$ ). Power Distance remained significant ( $B = .392$ ,  $\beta = .129$ ,  $p < .000$ ). Communication styles also remained a strong predictor ( $B = .469$ ,  $\beta = .397$ ,  $p = .000$ ), maintaining its influence even with the addition of gender roles. This final model demonstrates that communication styles, gender roles, and power distance jointly make a positive and statistically significant contribution to employee performance. The final model equation was:

$$Y = 0.513 + 0.392X_1 + 0.469X_2 + 0.491X_3$$

Where:

$Y$  is Employee performance

$X_1$  is Power Distance,

X<sub>2</sub> are Communication Styles  
X<sub>3</sub> are Gender Roles

While Sections 4.5.3.1 to 4.5.3.3 examined the isolated effects of communication styles, gender roles, and power distance on employee performance, Section 4.5.3.4 assessed their combined effect using stepwise multiple regression. A comparison of the two sets of results provides insights into whether combining the predictors strengthens or weakens their explanatory power. From the individual regression models, communication styles explained 17.4% of the variance in employee performance ( $R^2 = 0.174$ ), gender roles explained 14.5% ( $R^2 = 0.145$ ), while power distance explained 23.1% ( $R^2 = 0.231$ ). Among the three, power distance had the strongest isolated explanatory power. When the predictors were combined in the combined stepwise regression model, the explained variance increased substantially to 55.1% ( $R^2 = 0.551$ ). This indicates that the combined model explains more than double the variance accounted for by any single predictor. The improvement in  $R^2$  demonstrates that the socio-cultural variables complement rather than substitute each other in explaining employee performance.

In terms of regression coefficients, all variables remained positive and statistically significant in the combined model, indicating that their effects were not diminished when considered together. Instead, the standardized beta coefficients suggest that gender roles ( $\beta = 0.413$ ) and communication styles ( $\beta = 0.397$ ) became stronger predictors in the combined model compared to their isolated models, while power distance ( $\beta = 0.312$ ) remained stable. This implies that the presence of inclusive gender roles and effective communication styles enhances the influence of power distance on employee performance in multinational companies. In summary, the combined effect model strengthened the explanatory power of the regression analysis and confirmed that employee performance is best understood through the combined influence of communication styles, gender roles, and power distance rather than through isolated effects. This is shown in Table 4.16 below.

**Table 4.15: Summary Comparison of Isolated and Combined Regression Effects on Employee Performance**

| Predictor Variable   | Isolated Model $R^2$ | Combined Model (Final Step) $\beta$ | Direction of Effect | Change in Effect   |
|----------------------|----------------------|-------------------------------------|---------------------|--------------------|
| Communication Styles | 0.174                | 0.397                               | Positive            | Increased          |
| Gender Roles         | 0.145                | 0.413                               | Positive            | Increased          |
| Power Distance       | 0.231                | 0.312                               | Positive            | Maintained         |
| Joint Model          | 0.551                |                                     | Positive            | Strongly Increased |

Table 4.16 shows that while each predictor had a meaningful effect on employee performance when examined independently, their combined inclusion substantially improved model performance. Communication styles and gender roles exhibited stronger effects in the combined model, suggesting interaction and reinforcement among socio-cultural factors. Although the standardized effect of power distance remained the same when combined with other variables, it remained statistically significant, indicating its continued relevance. This comparison confirms that the combined effect model enhances explanatory power.

#### **4.6 Chapter Summary**

This chapter presented the data analysis and findings of the study. It summarized the demographic characteristics of respondents and the descriptive analysis of the study variables, including communication styles, gender roles, power distance, and employee performance. The regression analysis showed that communication styles, gender roles, and power distance significantly influence employee performance in multinational companies.

## **CHAPTER FIVE**

### **DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter contained the summary of findings, the study's discussion, conclusion, and recommendations, presented according to the study objectives.

#### **5.2 Summary of Findings**

The descriptive findings on communication styles demonstrated a generally positive influence on employee performance. Regarding gender roles, the study found that employees perceive fair opportunities for both men and women and recognize inclusive recruitment practices. There was strong disagreement with the presence of gender-based stereotypes and biased division of labour. For power distance, the findings indicated that while hierarchical structures exist, they are not viewed as major barriers to employee performance. Employees valued participatory decision-making and recognized its positive impact on communication, teamwork, and empowerment.

The diagnostic tests confirmed that the data met the assumptions required for regression analysis. The normality test indicated that the data were approximately normally distributed. The Modified Wald test showed no evidence of heteroscedasticity, meaning the error terms had constant variance. The multicollinearity test revealed acceptable VIF values below 5 for all independent variables, indicating that communication styles, gender roles, and power distance were sufficiently independent predictors. The Pearson correlation analysis demonstrated that all three socio-cultural factors were positively and significantly related to employee performance. Regression analysis confirmed that communication styles, gender roles, and power distance positively and significantly influence employee performance.

Stepwise Regression analysis for the combined influence showed that while each predictor had a meaningful effect on employee performance when examined independently, their combined inclusion substantially improved model performance.

#### **5.3 Discussions**

##### **5.3.1 Communication Styles and Employee Performance.**

The findings indicate that communication styles play a significant role in shaping employee performance in multinational companies in Nairobi. From a theoretical perspective, these results align with Hofstede's

Cultural Dimensions Theory, particularly the individualism collectivism dimension, which explains how communication preferences vary across cultural contexts and influence workplace interactions (Hofstede, 2013). In collectivist-oriented settings, communication tends to be indirect and relationship-focused, whereas individualist-oriented organizational cultures emphasize directness and clarity. The observed positive influence of communication styles therefore reflects the importance of cultural alignment in enhancing understanding, coordination, and teamwork within diverse multinational environments (Sent & Kroese, 2022).

Empirically, the findings converge with studies that emphasize the role of transparent, structured, and culturally responsive communication in improving employee engagement and performance (Jiang and Shen, 2023; Evangelia and Barbara, 2023; Oronje, 2019). These studies consistently demonstrate that communication practices grounded in clarity, feedback, and cultural sensitivity enhance motivation and collaboration.

However, a key divergence emerges when compared with studies suggesting that participatory or highly consultative communication may slow decision-making and reduce efficiency (Alshemmari, 2023). This tension highlights an important contextual nuance: while participatory communication may appear inefficient in rigid organizational settings, in multicultural MNC environments such approaches may enhance inclusion and long-term productivity. The current findings therefore challenge the assumption that participatory communication is inherently inefficient and instead suggest that its effectiveness is context-dependent.

A further theoretical insight is that Hofstede's model explains cultural variation but does not fully account for how organizational communication systems mediate between cultural expectations and performance outcomes. This indicates that communication styles operate not only as cultural expressions but also as managerial tools that can reshape cultural constraints within organizations.

### **5.3.2 Gender Roles and Employee Performance.**

The regression results show that gender roles have a positive and significant influence on employee performance. The findings show that gender roles influence employee performance within multinational companies, and this relationship is best interpreted through Social Role Theory (Eagly, 2022). This theory explains how socially constructed expectations about masculinity and femininity shape workplace behavior, task allocation, and perceptions of competence. The results suggest that gendered expectations

continue to structure workplace interactions in ways that influence performance outcomes (Eagly & Wood, 2012).

The findings are consistent with empirical studies indicating that gender-inclusive practices and role expectations can enhance teamwork, creativity, and organizational effectiveness (Lindsey, 2020; Chepkemai et al., 2022; Choi, 2024). These studies collectively suggest that when organizations reduce rigid gender role expectations, employees are more likely to participate fully and contribute to performance improvement.

Nonetheless, there are notable contradictions in the literature. Some studies highlight that traditional gender expectations may reinforce discipline and task focus, while others show that such expectations may restrict collaboration and emotional intelligence (Young et al., 2025). This contradiction suggests that gender roles are not uniformly beneficial or detrimental but produce mixed outcomes depending on how they are operationalized within organizational contexts.

From a theoretical standpoint, Social Role Theory explains these patterns but is limited in accounting for intersectional influences such as organizational culture, leadership style, and globalization effects. The findings therefore extend the theory by showing that gender roles interact with organizational systems rather than functioning as isolated determinants of performance.

### **5.3.3 Power Distance and Employee Performance.**

The results indicate that power distance significantly influences employee performance, and this relationship is best understood through Hofstede's Cultural Dimensions Theory. The theory suggests that high power distance cultures emphasize hierarchy, authority, and structured decision-making, which can provide clarity and coordination in organizational processes (Hofstede, 2013). The findings suggest that such structures may support performance by defining roles and reducing ambiguity in complex multinational environments (Sent & Kroese, 2022).

Empirical studies largely converge with this view, showing that hierarchical structures can enhance coordination and operational stability in organizations (Farh et al., 2022; Azegele et al., 2021; Nasra and Nanda, 2023). These studies suggest that clear authority lines can improve efficiency and task execution, particularly in structured organizational environments.

However, there is a significant theoretical and empirical contradiction in the literature. While some evidence suggests that high power distance supports order and performance, other studies indicate that it

may suppress employee voice, limit innovation, and reduce motivation (Davidson, 2023; Njoki et al., 2023; Korkmazyurek and Ocak, 2024). This contradiction is important because it reveals that power distance produces both enabling and constraining effects simultaneously.

The findings of this study align with this duality, suggesting that power distance is not inherently positive or negative but depends on how it is managed. Moderated hierarchical structures that combine authority with participatory mechanisms appear to reconcile this tension, allowing organizations to benefit from both stability and employee engagement.

#### **5.3.4 Combined Influence of (Communication Styles, Gender Role and Power Distance) and Employee Performance**

All variables remained positive and statistically significant in the combined model, indicating that their influence were not diminished when considered together. When examined jointly, communication styles, gender roles, and power distance collectively influence employee performance, indicating that socio-cultural and organizational factors are interdependent rather than isolated. This integrated outcome supports the combined application of Hofstede's Cultural Dimensions Theory and Social Role Theory, as neither framework alone sufficiently explains the complexity of workplace behavior in multinational environments (Sent & Kroese, 2022).

Empirical convergence is observed with studies that emphasize the interaction between cultural norms, leadership structures, and gendered expectations in shaping organizational outcomes (Christian, 2023; Azegele et al., 2021; Choi, 2024). These studies reinforce the argument that employee performance is multidimensional and influenced by overlapping socio-cultural systems.

However, a critical insight emerging from this study is that prior research often treats these variables independently, thereby overlooking their combined and interactive effects. The findings therefore contribute to literature by demonstrating that communication practices, gender norms, and hierarchical structures reinforce or moderate each other in shaping performance outcomes.

This integrated perspective challenges reductionist interpretations and highlights the importance of adopting a systems-oriented approach when analyzing employee performance in multicultural organizational settings.

## **5.4 Conclusion**

The study made the following conclusions regarding the study objectives:

The study concluded that communication styles have a positive and significant influence on employee performance. This means that improvements in communication, such as openness, clarity and frequency of communication styles lead to enhanced timely task completion, improved work quality, enhanced productivity and goal attainment thus improved employee performance.

The study concluded that gender roles have a positive and statistically significant influence on employee performance in multinational companies. This finding suggests that when employees perceive the existence of equitable career advancement opportunities, fair and transparent recruitment practices, and equal allocation of tasks regardless of gender, there is timely task completion, improved work quality, enhanced productivity and goal attainment thus improved employee performance.

The study concluded that power distance has a positive and significant effect on employee performance. This suggests that reducing power distance through participatory decision-making and well-defined hierarchy has a meaningful effect on enhancing task completion, improved work quality, enhanced productivity and goal attainment thus improved employee performance.

The study concluded that the socio-cultural factors have a combined effect that strengthened the explanatory power of the regression analysis and confirmed that employee performance is best understood through the combined influence of communication styles, gender roles, and power distance rather than through isolated effects. This implies that MNCs operating in Kenya can improve employee performance fostering effective communication styles, equitable gender roles, and balanced power distance.

## **5.5 Recommendation**

### **5.5.1 Policy Recommendations**

The study established that communication styles characterized by openness, clarity, and frequent feedback positively influenced employee performance in multinational companies in Nairobi. Based on this finding, policymakers should encourage organizations to institutionalize structured communication systems such as regular staff briefings, feedback mechanisms, and cross-departmental communication platforms. These interventions are particularly relevant in Nairobi's multicultural multinational work environment, where employees operate across diverse cultural and professional backgrounds.

The findings further revealed that gender roles contributed positively to employee performance. Therefore, policymakers should strengthen enforcement of workplace gender equity standards by promoting transparent recruitment, promotion, and task allocation procedures. Particular emphasis should be placed on ensuring equal participation of women in leadership and decision-making positions within multinational firms operating in Kenya.

The study also found that power distance had a positive influence on employee performance when clear leadership guidance and role coordination were maintained. However, excessively centralized decision-making limited employee participation and innovation. Consequently, multinational companies should maintain clear reporting structures while introducing participatory management practices that allow employees to contribute to operational decisions, problem-solving, and innovation processes. Rather than eliminating hierarchy altogether, organizations should adopt balanced leadership structures that combine managerial authority with employee involvement.

The study further recommends that government agencies such as the Ministry of Labour and the Federation of Kenya Employers collaborate with multinational companies through policy forums, training workshops, and industry dialogues to disseminate context-specific best practices on communication management, inclusive leadership, and culturally responsive workplace policies.

### **5.5.2 Recommendation for Theory**

This study applied Hofstede's Cultural Dimensions Theory and Social Role Theory to explain the influence of power distance, communication styles, and gender roles on employee performance in multinational companies in Nairobi, Kenya. The findings showed that all three socio-cultural factors have positive and statistically significant effects on employee performance, both individually and jointly.

Based on these findings, the study recommended that cultural and social role theories be applied in an integrated manner when explaining employee performance. The results indicate that power distance does not operate in isolation; its positive influence is strengthened when supported by effective communication and inclusive gender practices. This suggests that Hofstede's Cultural Dimensions Theory should be interpreted alongside organizational practices such as open communication and participatory decision-making.

The findings also confirm the relevance of Social Role Theory by showing that equitable gender roles enhance employee performance. However, the theory should be applied in ways that reflect contemporary

workplaces where gender equity, fair task allocation, and equal career opportunities directly contribute to performance outcomes.

Finally, since the combined model explained more variation in employee performance than individual models, the study recommends a combined socio-cultural theoretical approach that jointly applies cultural dimensions and social role constructs in analyzing employee performance in multinational organizations.

### **5.5.3 Recommendation for Practice**

CEOs, managers, and HR professionals in multinational companies operating in Nairobi should establish communication systems that encourage regular feedback, transparent information sharing, and employee engagement. Since communication styles were found to significantly enhance employee performance, organizations should prioritize manager employee interaction practices that reduce misunderstandings and strengthen collaboration in culturally diverse workplaces.

Organizations should operationalize gender-sensitive workplace practices by implementing transparent promotion criteria, equitable task allocation systems, and mentorship opportunities for underrepresented groups. These practices are important in maximizing diverse employee capabilities and improving workplace inclusion within multinational environments.

Leadership teams should avoid excessively rigid hierarchical structures that discourage employee participation. While the findings suggest that structured authority can support coordination and accountability, organizations should complement this structure with participatory leadership approaches such as consultative meetings, team-based decision-making, and employee suggestion systems to improve innovation and motivation.

Human resource departments should design continuous professional development programs focused on intercultural communication, inclusive leadership, and collaborative management practices. Such training is especially relevant for multinational companies in Nairobi where managers supervise employees from diverse cultural and professional backgrounds.

Organizations should also collaborate with professional associations and industry bodies to benchmark effective workplace practices and share practical experiences on managing communication, diversity, and leadership structures in multinational settings. This would support the wider adoption of evidence-based and contextually relevant management practices across sectors.

#### **5.5.4 Suggestions for Further Research**

Future studies should expand beyond communication styles, gender roles, and power distance to examine additional organisational and socio-cultural factors that may influence employee performance, such as leadership style, organisational culture, ethnicity, religious beliefs, reward systems, and institutional practices. Including a broader range of variables may provide a more comprehensive understanding of employee performance in multinational corporations.

Given that this study was limited to multinational companies in Nairobi, further research should also be conducted in different geographical and organisational contexts to enhance the generalisability and contextual applicability of the findings.

Future studies are further encouraged to adopt theory-driven analytical approaches rather than relying primarily on stepwise regression techniques. This would reduce the risk of overfitting and strengthen the theoretical stability of predictive models. Researchers may also examine potential interaction and mediation effects among socio-cultural variables to better understand the complex relationships influencing employee performance.

In addition, since this study employed a cross-sectional design and self-reported quantitative measures, future research could adopt longitudinal and mixed-methods approaches. Longitudinal studies would help assess how socio-cultural dynamics evolve over time, while qualitative methods such as interviews or case studies could provide deeper insight into organisational hierarchies, gender relations, and communication practices that may not be fully captured through structured questionnaires alone.

Finally, the positive association observed between power distance and employee performance warrants further investigation using more context-sensitive and interpretive approaches to determine whether hierarchical organisational structures genuinely enhance performance or whether such perceptions reflect culturally normalised authority relations within multinational corporations.

#### **5.6 Limitations of the Study**

This study had several limitations. It focused on multinational companies in Nairobi, Kenya, which limits the generalizability of the findings to other contexts. The study also examined only communication styles, gender roles, and power distance, excluding other factors that may influence employee performance.

The use of stepwise regression presents methodological limitations because the procedure is primarily data-driven rather than theory-driven, increasing the risk of model instability and overfitting. Consequently, some predictors retained in the model may reflect sample-specific patterns rather than stable theoretical relationships.

Additionally, the relatively high  $R^2$  value should not be interpreted as comprehensive explanatory power, since employee performance is influenced by many organisational and contextual factors not included in the study. Although all predictors were statistically significant, statistical significance does not necessarily imply causal dominance. The findings therefore indicate associations within the sampled organisations rather than universally applicable relationships.

The positive effect of power distance also requires cautious interpretation. While some hierarchical structures may enhance coordination and role clarity, they may simultaneously constrain participation, innovation, and employee autonomy in ways not fully captured by the quantitative measures used.

Further, although the combined model explained more variance than the isolated models, the study did not test interaction or mediation effects among variables. Therefore, the findings of this study were interpreted within the limitations of cross-sectional survey design, self-reported data, and stepwise regression analysis. Finally, the exclusive reliance on self-reported quantitative data limits the richness and explanatory power of the study, particularly given the cultural sensitivity of the constructs examined.

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## **APPENDICE**

### **APPENDIX I: LETTER OF INTRODUCTION**

#### **RE: Request to Participate in a Study and Data Collection**

My name is MITCHELL DALI AURA, pursuing a master's degree offered by Strathmore University. I am researching “THE INFLUENCE OF SOCIO-CULTURAL FACTORS ON EMPLOYEE PERFORMANCE IN MULTINATIONAL COMPANIES IN KENYA”. This letter is to request you to participate in the study by filling out the questionnaire. I pledge to you that the information gathered is for academic use only and that I will uphold confidentiality during and after the study.

Kind Regards,

**MITCHELL DALI AURA**

## **APPENDIX II: QUESTIONNAIRE**

### **Section A: Demographic Information**

1. What is your gender?
  - ☐ Male
  - ☐ Female
2. What is your age group?
  - ☐ 18–27
  - ☐ 28–37
  - ☐ 38–47
  - ☐ 48–57
  - ☐ 58–65
3. How long have you worked in this multinational company?
  - ☐ Less than 1 year
  - ☐ 1–3 years
  - ☐ 4–6 years
  - ☐ 7–10 years
  - ☐ More than 10 years
4. What is your job level?
  - ☐ Mid-level
  - ☐ Senior-level
5. What is your level of education?
  - ☐ Diploma
  - ☐ Degree
  - ☐ Masters
  - ☐ PhD
  - ☐ Others

### **Section B: Communication Style**

The questionnaire uses a 5-point Likert scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree). Please tick where appropriate.

| No. | Statement                                                                              | 1                        | 2                        | 3                        | 4                        | 5                        |
|-----|----------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1   | I feel that communication within our company is open.                                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2   | In our company, open communication is transparent and authentic, where we feel valued. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3   | Clear communication in the company improves mutual respect and team cohesion.          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4   | There is frequent communication between ranks in our company.                          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5   | Clarity of communication in the company supports a feedback mechanism.                 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

### Section C: Gender Roles

The questionnaire uses a 5-point Likert scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree). Please tick where appropriate.

| No. | Statement                                                                                                  | 1                        | 2                        | 3                        | 4                        | 5                        |
|-----|------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1.  | I believe there are equal opportunities for both men and women for career advancement in our company.      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2.  | Our company ensures fair career advancement opportunities regardless of gender.                            | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3.  | The gender-inclusive recruitment policies in our company are more likely to attract and retain top talent. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4.  | Division of labour in our company is highly based on Gender                                                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5.  | Our company has entrenched stereotypes that perpetuate unfair task allocation.                             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

### Section D: Power Distance

The questionnaire uses a 5-point Likert scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree). Please tick where appropriate.

| No. | Statement                                                                                                                                             | 1                        | 2                        | 3                        | 4                        | 5                        |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1.  | I feel that decision-making in my company is concentrated at higher management levels.                                                                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2.  | I find limited autonomy, constrained decision-making opportunities, and a lack of participatory decision-making limit my ability to contribute ideas. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3.  | I feel that lower power distance improves communication and teamwork within the company.                                                              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4.  | A hierarchical organisational structure influences the level of power distance within the company.                                                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5.  | Participative decision making promotes a sense of inclusion and empowerment in the company.                                                           | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

### Section E: Employee Performance

The questionnaire uses a 5-point Likert scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree). Please tick where in the box.

| No. | Statement                                                                            | 1                        | 2                        | 3                        | 4                        | 5                        |
|-----|--------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1.  | My company's communication style enhances goal attainment.                           | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2.  | Gender roles in my company contribute to higher productivity.                        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3.  | The hierarchical structure of my company affects the quality of my work.             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4.  | Effective workplace communication enhances task completion.                          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5.  | My overall job performance is influenced by my company's socio-cultural environment. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

### APPENDIX III: LIST OF FOREIGN MULTI-NATIONAL CORPORATIONS

| No. | Company                              | Home Country | Continent of origin |
|-----|--------------------------------------|--------------|---------------------|
| 1   | ABB Asea Brown Boveri Limited        | Sweden       | Europe              |
| 2   | ABB Limited                          | Switzerland  | Europe              |
| 3   | Abercrombie Kent Tours Limited       | UK           | Europe              |
| 4   | Achelis Group                        | Germany      | Europe              |
| 5   | Acme Press Kenya Limited             | USA          | North America       |
| 6   | African Highland Produce Company Ltd | UK           | Europe              |
| 7   | Afsat Communications Limited         | UK           | Europe              |
| 8   | Air India                            | India        | Asia                |
| 9   | Air Italy                            | Italy        | Europe              |
| 10  | Air Mauritius                        | Mauritius    | Africa              |
| 11  | Air Tanzania                         | Tanzania     | Africa              |
| 12  | Air Zimbabwe                         | Zimbabwe     | Africa              |
| 13  | Airside Limited                      | Switzerland  | Europe              |
| 14  | Alfa Level Regional Office           | Sweden       | Europe              |
| 15  | Amiran Kenya Limited                 | UK           | Europe              |

| No. | Company                            | Home Country | Continent of origin |
|-----|------------------------------------|--------------|---------------------|
| 16  | Anova East Africa (ANEA)           | Netherlands  | Europe              |
| 17  | AoN Minet Insurance Brokers Ltd    | UK           | Europe              |
| 18  | Asahi Shimbun                      | Japan        | Asia                |
| 19  | Asami Motor Services               | Japan        | Asia                |
| 20  | Ashok Leyland                      | India        | Asia                |
| 21  | Assa Abloy East Africa Limited     | Sweden       | Europe              |
| 22  | Atlas Copco Eastern Africa Limited | Sweden       | Europe              |
| 23  | Aust-Ang Catering Ltd              | Germany      | Europe              |
| 24  | Auto Sueco East Africa Ltd (Volvo) | Sweden       | Europe              |
| 25  | Avery Kenya Limited                | UK           | Europe              |
| 26  | Avon Rubber Company                | UK           | Europe              |
| 27  | Bank of Baroda                     | India        | Asia                |
| 28  | Bank of China                      | China        | Asia                |
| 29  | Barclays Bank of Kenya Ltd         | UK           | Europe              |
| 30  | BASF                               | Germany      | Europe              |

| No. | Company                          | Home Country | Continent of origin |
|-----|----------------------------------|--------------|---------------------|
| 31  | Lufthansa                        | Germany      | Europe              |
| 32  | Bata Shoes Company (K) Ltd       | Switzerland  | Europe              |
| 33  | Bayer East Africa Limited        | Germany      | Europe              |
| 34  | Beiersdorf East Africa           | Germany      | Europe              |
| 35  | Berger Paints                    | UK           | Europe              |
| 36  | Beta Healthcare                  | UK           | Europe              |
| 37  | Bharti Airtel                    | India        | Asia                |
| 38  | BOC Kenya Limited                | UK           | Europe              |
| 39  | Bonar East Africa Limited        | UK           | Europe              |
| 40  | Booker Tate                      | UK           | Europe              |
| 41  | Brackia Nodor Limited            | UK           | —Europe             |
| 42  | British Airways                  | UK           | Europe              |
| 43  | British American Investment      | Mauritius    | Africa              |
| 44  | British American Tobacco         | UK           | Europe              |
| 45  | British Broadcasting Corporation | UK           | Europe              |

| No. | Company                                                  | Home Country | Continent of origin |
|-----|----------------------------------------------------------|--------------|---------------------|
| 46  | Cadbury Kenya                                            | UK           | Europe              |
| 47  | Cadila Pharmaceuticals Limited                           | India        | Asia                |
| 48  | Caltex Oil Kenya Limited                                 | USA          | North America       |
| 49  | Camaud Metal Box Kenya Ltd                               | UK           | Europe              |
| 50  | Castle Brewing Kenya Limited                             | South Africa | Africa              |
| 51  | Central Television                                       | China        | Asia                |
| 52  | Ceva Animal Health Eastern Africa Limited                | Sweden       | Europe              |
| 53  | Chase Bank Kenya                                         | USA          | North America       |
| 54  | China Central Television (CCTV)                          | China        | Asia                |
| 55  | China Daily                                              | China        | Asia                |
| 56  | China Jiangsu International                              | China        | Asia                |
| 57  | China National Aero-Technology Import-Export Corporation | China        | Asia                |
| 58  | China Overseas Engineering Corporation                   | China        | Asia                |
| 59  | China Radio International                                | China        | Asia                |
| 60  | China Road & Bridge Corporation                          | China        | Asia                |

| No. | Company                          | Home Country | Continent of origin |
|-----|----------------------------------|--------------|---------------------|
| 61  | Chloride Exide Emmerson US       | India        | Asia                |
| 62  | Cisco Systems                    | USA          | North America       |
| 63  | Citi Bank Limited                | USA          | North America       |
| 64  | CMA CGM Kenya Ltd                | France       | Europe              |
| 65  | Coca Cola                        | USA          | North America       |
| 66  | Colgate Palmolive EA Limited     | USA          | North America       |
| 67  | Cosmic Crayon Company EA Limited | USA          | North America       |
| 68  | Crown Cork Company EA Limited    | USA          | North America       |
| 69  | Cussons and Company              | UK           | Europe              |
| 70  | Daewoo Corporation               | Korea        | Asia                |
| 71  | Deloitte Touche Tomatsu          | USA          | North America       |
| 72  | Delta Airlines                   | USA          | North America       |
| 73  | DHL                              | Germany      | Europe              |
| 74  | Dow Chemicals                    | China        | Asia                |

| No. | Company                                    | Home Country | Continent of origin |
|-----|--------------------------------------------|--------------|---------------------|
| 75  | East African Development Bank              | Uganda       | Africa              |
| 76  | EcoBank                                    | Togo         | Africa              |
| 77  | Ecolab East Kenya (K) Limited              | USA          | North America       |
| 78  | Economic Technical Cooperation Corporation | China        | Asia                |
| 79  | Egypt Air                                  | Egypt        | Africa              |
| 80  | Eltek                                      | Norway       | Europe              |
| 81  | Emirates                                   | Dubai        | Asia                |
| 82  | Ericsson Kenya Limited                     | Sweden       | Europe              |
| 83  | Ernst & Young                              | UK           | Europe              |
| 84  | Ethiopian Air                              | Ethiopia     | Africa              |
| 85  | Fairview Hotel                             | UK           | Europe              |
| 86  | fCEVA Logistics/TNT Logistics              | Netherlands  | Europe              |
| 87  | FedEx                                      | USA          | North America       |
| 88  | Fidelity Bank                              | USA          | North America       |

| No. | Company                  | Home Country | Continent of origin |
|-----|--------------------------|--------------|---------------------|
| 89  | Fila East Africa         | Korea        | Asia                |
| 90  | Firestone East Africa    | USA          | North America       |
| 91  | First Rand Bank          | South Africa | Africa              |
| 92  | Foton Motors             | China        | Asia                |
| 93  | Fresh Del Monte Produce  | USA          | North America       |
| 94  | General Electric         | USA          | North America       |
| 95  | General Motors           | USA          | North America       |
| 96  | Glaxo Smithkline (K) Ltd | UK           | Europe              |
| 97  | Google                   | USA          | North America       |
| 98  | Greif Kenya Limited      | USA          | North America       |
| 99  | GSM Association          | UK           | Europe              |
| 100 | Habib Bank AG Zurich     | Switzerland  | Europe              |
| 101 | Heidelberg East Africa   | Germany      | Europe              |
| 102 | Heineken                 | Netherlands  | Europe              |

| No. | Company                            | Home Country | Continent of origin |
|-----|------------------------------------|--------------|---------------------|
| 103 | Henkel Kenya Limited               | Germany      | Europe              |
| 104 | Holam Brothers EA( Broom & Wade)   | UK           | Europe              |
| 105 | Hotel Intercontinental Nairobi     | UK           | Europe              |
| 106 | Hwan Sung Industries Kenya Limited | Korea        | Asia                |
| 107 | Hyundai Corporation                | Korea        | Asia                |
| 108 | IBM                                | USA          | North America       |
| 109 | IGE Resources AB Africa            | Sweden       | Europe              |
| 110 | IKAO                               | Germany      | Europe              |
| 111 | Innsor International Franchising   | Zimbabwe     | Africa              |
| 112 | Interfreight Kenya Limited         | New Zealand  | Oceania             |
| 113 | Itochu Corporation                 | Japan        | Asia                |
| 114 | Kajima Corporation                 | Japan        | Asia                |
| 115 | Alfa Level Regional Office         | Sweden       | Europe              |
| 116 | ABB Asea Brown Boveri Limited      | Sweden       | Europe              |

| No. | Company                        | Home Country | Continent of origin |
|-----|--------------------------------|--------------|---------------------|
| 117 | KIVA                           | US           | North America       |
| 118 | KLM Royal Dutch Airlines       | Netherlands  | Europe              |
| 119 | KPMG                           | Netherlands  | Europe              |
| 120 | Kuehne+Nagel                   | Germany      | Europe              |
| 121 | LG                             | Korea        | Asia                |
| 122 | LG Harris & Company EA Limited | UK           | Europe              |
| 123 | Liquid Telcom                  | Zimbabwe     | Africa              |
| 124 | Maersk Logistics Kenya Limited | Denmark      | Europe              |
| 125 | Mantrac Group                  | Egypt        | Africa              |
| 126 | Manugraph Kenya Limited        | India        | Asia                |
| 127 | Marshalls East Africa (Tata)   | India        | Asia                |
| 128 | Mastercard                     | USA          | North America       |
| 129 | Matsushita Electrical          | Japan        | Asia                |

| No. | Company                             | Home Country | Continent of origin |
|-----|-------------------------------------|--------------|---------------------|
| 131 | Microsoft                           | USA          | North America       |
| 132 | Minet ICDC Insurance Brokers        | UK           | Europe              |
| 133 | Mitsubishi Corporation (Rep Office) | Japan        | Asia                |
| 134 | Mitsui & Company Limited            | Japan        | Asia                |
| 135 | Mobil Oil Kenya Limited             | USA          | North America       |
| 136 | Nairobi Hilton Hotel                | UK           | Europe              |
| 137 | Nec Corporation                     | Japan        | Asia                |
| 138 | Nestle Foods Kenya Limited          | Switzerland  | Europe              |
| 139 | Nippon Koei Limited                 | Japan        | Asia                |
| 140 | Nissan (KVA)                        | Japan        | Asia                |
| 141 | Nissho Iwai Corporation             | Japan        | Asia                |
| 142 | Nokia                               | Finland      | Europe              |
| 143 | Nokia Research Hub                  | Finland      | Europe              |
| 144 | Novartis (Ciba-Geigy)               | Switzerland  | Europe              |

| No. | Company                         | Home Country | Continent of origin |
|-----|---------------------------------|--------------|---------------------|
| 145 | Oilybia                         | Libya        | Africa              |
| 146 | Old Mutual Group                | UK           | Europe              |
| 147 | Otis Elevators                  | USA          | North America       |
| 148 | Overseas Courier Company        | Japan        | Asia                |
| 149 | Pepsi-Cola                      | USA          | North America       |
| 150 | Peugeot Kenya                   | France       | Europe              |
| 151 | Pfizer Laboratories Limited     | USA          | North America       |
| 152 | Phillip Medical Systems         | Netherlands  | Europe              |
| 153 | Pirelli Tyre                    | Italy        | Europe              |
| 154 | Posterscope Kenya (Aegis Group) | UK           | Europe              |
| 155 | Praj Industries Limited         | India        | Asia                |
| 156 | Price Waterhouse Coopers        | UK           | Europe              |
| 157 | Private Safaris                 | Switzerland  | Europe              |
| 158 | Procter & Gamble                | USA          | North America       |

| No. | Company                    | Home Country | Continent of origin |
|-----|----------------------------|--------------|---------------------|
| 159 | Qualcomm                   | USA          | North America       |
| 160 | Raymond Woolen Mills K Ltd | India        | Asia                |
| 161 | Reckitt Benckiser          | UK           | Europe              |
| 162 | Regal Press Kenya Limited  | Canada       | North America       |
| 163 | Rentokil Limited           | UK           | Europe              |
| 164 | Research in Motion         | Canada       | North America       |
| 165 | Research In Motion         | Canada       | North America       |
| 166 | Reuters                    | UK           | Europe              |
| 167 | Roche Products             | Switzerland  | Europe              |
| 168 | Royal Dutch Shell          | Netherlands  | Europe              |
| 169 | RTI International          | US           | North America       |
| 170 | Ryden International        | UK           | Europe              |
| 171 | SAAB Automobile AB         | Sweden       | Europe              |
| 172 | SAB Miller                 | UK           | Europe              |

| No. | Company                       | Home Country | Continent of origin |
|-----|-------------------------------|--------------|---------------------|
| 173 | Sadolin Paints (Akzo Nobel)   | Denmark      | Europe              |
| 174 | Sage Group                    | UK           | Europe              |
| 175 | Samsung                       | Korea        | Asia                |
| 176 | Sandvik Kenya                 | Sweden       | Europe              |
| 177 | Sanyo Armco                   | Japan        | Asia                |
| 178 | SC Johnson & Son              | USA          | North America       |
| 179 | Scala EA Limited              | Sweden       | Europe              |
| 180 | Scania Kenya Grange           | Sweden       | Europe              |
| 181 | Schenker Limited              | Germany      | Europe              |
| 182 | Schindler Limited             | Switzerland  | Europe              |
| 183 | SDV Transami                  | France       | Europe              |
| 184 | Securicor                     | UK           | Europe              |
| 185 | Seminis Vegetable Seeds (SVS) | Netherlands  | Europe              |
| 186 | SERA Software East Africa     | Netherlands  | Europe              |

| No. | Company                        | Home Country | Continent of origin |
|-----|--------------------------------|--------------|---------------------|
| 186 | SERA Software East Africa      | Netherlands  | Europe              |
| 187 | SGS Kenya Limited              | Switzerland  | Europe              |
| 188 | Shell-British Petroleum        | UK           | Europe              |
| 189 | Sher Flowers                   | India        | Asia                |
| 190 | Siemens                        | Germany      | Europe              |
| 191 | SIETCO Development Corporation | China        | Asia                |
| 192 | Silentnight                    | UK           | Europe              |
| 193 | Skanska                        | Sweden       | Europe              |
| 194 | SKJF Kenya Limited             | Sweden       | Europe              |
| 195 | Solar World EA                 | Germany      | Europe              |
|     | <del>Stanbic Bank</del>        |              |                     |
| 196 | Kenya Limited                  | South Africa | Africa              |
| 197 | Standard Chartered Bank Kenya  | UK           | Europe              |
| 198 | Steers                         | South Africa | Africa              |
| 199 | Sumitomo Corporation           | Japan        | Asia                |

| No. | Company                       | Home Country | Continent of origin |
|-----|-------------------------------|--------------|---------------------|
| 200 | Swedfund International AB     | Sweden       | Europe              |
| 201 | Syngenta EA                   | Switzerland  | Europe              |
| 202 | Tata Chemicals (Magadi Soda)  | India        | Asia                |
| 203 | Tata Motors                   | India        | Asia                |
| 204 | Technogym                     | Italy        | Europe              |
| 205 | Tetra Pak Limited             | Sweden       | Europe              |
| 206 | Texchem Limited               | Malaysia     | Asia                |
| 207 | The Wrigley Company EA        | USA          | North America       |
| 208 | Tibbet & Britten Kenya (Exel) | USA          | North America       |
| 209 | Tiomin Resources Incorporated | Canada       | North America       |
| 210 | Total Kenya Limited           | France       | Europe              |
| 211 | LC Waikiki                    | France       | Europe              |
| 212 | Toyota Kenya                  | Japan        | Asia                |
| 213 | Treadsetters Tyres            | UK           | Europe              |

| No. | Company                                  | Home Country | Continent of origin |
|-----|------------------------------------------|--------------|---------------------|
| 214 | Tullow Oil                               | UK           | Europe              |
| 215 | UAP Provincial Insurance Company Limited | UK           | Europe              |
| 216 | UB Pharma Limited                        | India        | Asia                |
| 217 | UDV Kenya (Guinness)                     | UK           | Europe              |
| 218 | Ulf Ashehan Safaris                      | Sweden       | Europe              |
| 219 | Unigraphics Kenya Ltd                    | Canada       | North America       |
| 220 | Unilab Kenya                             | Philippines  | Asia                |
| 221 | Unilever Kenya Ltd (Unilever PLC)        | UK           | Europe              |
| 222 | United Apparels EPZ                      | Sri Lanka    | Asia                |
| 223 | Van Leer Balmer-Lwarie & Company         | India        | Asia                |
| 224 | Big Square                               | South Africa | Africa              |
| 225 | Visa Inc.                                | USA          | North America       |
| 226 | Vitacress Kenya Limited                  | UK           | Europe              |
| 227 | Vitafoam                                 | UK           | Europe              |

| No. | Company                          | Home Country | Continent of origin |
|-----|----------------------------------|--------------|---------------------|
| 228 | Vodafone (Safaricom)             | UK           | Europe              |
| 229 | Vvestergaard Frandsen            | Switzerland  | Europe              |
| 230 | Wee Lines Limited                | Netherlands  | Europe              |
| 231 | Weetabix Limited                 | UK           | Europe              |
| 232 | Weurth (Kenya) Limited           | Germany      | Europe              |
| 233 | Wigglesworth and Company Limited | UK           | Europe              |

| No. | Company                                  | Home Country | Continent of origin |
|-----|------------------------------------------|--------------|---------------------|
| 234 | Wasiamson Tea Holdings                   | UK           | Europe              |
| 235 | Woolworths                               | South Africa | Africa              |
| 236 | Xinhua News Agency                       | China        | Asia                |
| 237 | Yellow Wings Air Services Limited        | Switzerland  | Europe              |
| 238 | Zakhem International Constnution Limited | Lebanon      | Asia                |

**Source: Kenya National Bureau of Statistics Economic Survey 2024**

## APPENDIX IV: ETHICS CLEARANCE



1<sup>st</sup> July 2025

Ms Aura Mitchell,  
mitchelle.aura@strathmore.edu

Dear Ms Aura,

**RE: The Influence of Socio-Cultural Factors on Employee Performance in Multinational Companies in Nairobi, Kenya**

This is to inform you that SU-ISERC has reviewed and **approved** your above **SU-masters** proposal. Your application reference number is **SU-ISERC2959/25**. The approval period is from **1<sup>st</sup> July 2025 to 30<sup>th</sup> June 2026**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including (informed consents, study instruments, MTA) will be used.
- ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SU-ISERC.
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SU-ISERC within 72 hours of notification.
- iv. Any changes anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to SU-ISERC within 72 hours.
- v. Clearance for the export of biological specimens must be obtained from relevant institutions.
- vi. Submission of a request for renewal of approval at least 60 days prior to the expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vii. Submission of an executive summary report within 90 days of completion of the study to SU-ISERC.

Before commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology, and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke/> and obtain other clearances needed.

Yours sincerely,

**Mr Ambrose Rachier,**  
Chairperson; SU-ISERC

## APPENDIX V : NACOSTI PERMIT

|                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                              |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <p><b>REPUBLIC OF KENYA</b></p> <p>Ref No: <b>338880</b></p>                                                                                                                                                                                                                                                |  <p><b>NATIONAL COMMISSION FOR<br/>SCIENCE, TECHNOLOGY &amp; INNOVATION</b></p> <p>Date of Issue: <b>21/June/2025</b></p> |
| <b>RESEARCH LICENSE</b>                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                              |
|                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                              |
| <p><b>This is to Certify that Ms. MITCHELLE DALI AURA of Strathmore University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: THE INFLUENCE OF SOCIO-CULTURAL FACTORS ON EMPLOYEE PERFORMANCE IN MULTINATIONAL COMPANIES IN NAIROBI, KENYA for the period ending : 21/June/2026.</b></p> |                                                                                                                                                                                                              |
| <p>License No: <b>NACOSTI/P/25/4175118</b></p>                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                              |
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| <p><b>Deputy Director</b></p> <p><b>NATIONAL COMMISSION FOR<br/>SCIENCE, TECHNOLOGY &amp;<br/>INNOVATION</b></p>                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                              |
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| <p><b>See overleaf for conditions</b></p>                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                              |

## APPENDIX VI: SIMILARITY REPORT



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