



[Digital Transformation, Sustainable Innovations and Development in the African Continent]

[Thursday 31st July and Friday 1st August 2025]

[KWUST 2025 Conference Proceedings]

ABSTRACT NO. 10

Influence of Employee Motivation on Performance of Multinational Corporations, A Case Study of the Coca Cola Company

Ms. Josphine Naserian Namirry¹, Dr. Emily Odhong²

¹Bachelor of Science in Business Administration Student, ²Senior Lecturer

^{1,2}Kiriri Women's University of Science and Technology, Kenya

ABSTRACT

The study was to explore the influence of employee motivation on the performance of multinational corporations, with a specific focus on The Coca-Cola Company in Kenya. The study focused on the global perspective, regional perspective and the local perspective. The general objective of the study was to assess how employee motivation impacts organizational performance within multinational organizations. The specific objectives include; examining the role of recognition, organizational culture, leadership styles, and their effect on performance outcomes. The research was guided by several key motivational theories, including Maslow's Hierarchy of Needs, Edgar Schein's Organizational Culture Theory, Transformational Leadership Theory and The Resource Based View Theory all of which provide different perspectives on factors that drive employee satisfaction and productivity. The study aimed to understand how recognition practices within Coca-Cola contribute to employee morale, how the organizational culture influences employee commitment, and how different leadership styles motivate employees. The relationship between these motivational aspects and overall organizational performance was evaluated. The target population for this study included employees working at various levels within Coca-Cola's Kenyan operations, ranging from operational staff to senior management. The research was conducted in Nairobi, where the company's headquarters are located. The target population was 200 and sample size was 133 respondents. The research design for this study was descriptive research design and the research philosophy was pragmatism. The sampling technique was the stratified random sampling technique. The data collection method was primary data collection methods which included interviews and questionnaires. The data was analyzed using SPSS analysis. The study achieved a 75% response rate, with a predominantly young (40% aged 26-35), male (60%), educated (40% with Bachelor's degrees), married (50%), and early-career (50% with 0-5 years' experience) workforce; descriptive statistics indicated strong agreement that recognition (mean=4.67-4.86) and organizational culture (mean=4.51-4.57) enhance performance, while leadership styles showed mixed perceptions (mean=4.60-4.73); the findings support the theoretical frameworks and suggest that Coca-Cola Kenya should enhance recognition programs, foster a positive culture and develop transformational leadership to optimize employee motivation and performance.

