

Influence of Gender Parity Practices on The Operational Performance of The Alcoholic Beverage Industry in Kenya

Abstract

This study examined the influence of gender parity practices on the operational performance of the alcoholic beverage industry in Kenya. Specifically, the study assessed the effects of social and economic equity, gender-sensitive leadership and decision-making, gender-balanced employment opportunities, equitable workplace participation, and sexual harassment policies on operational performance. The study was anchored on a positivist research philosophy and adopted a correlational survey design using a quantitative research approach. The target population comprised 3,319 directors, managers, and employees from 50 licensed alcoholic beverage manufacturing firms in Kenya. A sample of 393 respondents was determined using Yamane's formula, while proportionate stratified and systematic sampling techniques were employed. Data were collected using structured questionnaires, yielding 305 valid responses, representing a response rate of 77.6%. Descriptive statistics and multiple linear regression analysis were used to analyze the data. The findings revealed that gender parity practices exert a statistically significant positive influence on operational performance ($R^2 = 0.284$, $F = 99.68$, $p < 0.001$), explaining 28.4% of the variation in operational performance. Among the dimensions of gender parity, social and economic equity emerged as the strongest predictor, followed by gender-sensitive leadership and decision-making, gender-balanced employment opportunities, equitable workplace participation, and sexual harassment policies. The study concludes that gender parity is a strategic organizational capability that enhances operational efficiency, product quality, delivery reliability, profitability, and customer focus. It recommends institutionalizing annual pay equity audits, strengthening women's representation in leadership and technical positions, implementing robust anti-sexual harassment mechanisms, and continuously monitoring gender parity initiatives to improve organizational competitiveness and sustainable operational performance within Kenya's alcoholic beverage industry.

Keywords: Gender parity, social and economic equity, gender-sensitive leadership, employment opportunities, workplace participation, sexual harassment policies, operational performance, alcoholic beverage industry, Kenya.

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I. Introduction

Gender parity practices refer to the deliberate pursuit of equal representation, treatment, and opportunity for all genders within organizational settings (International Labour Organization, 2021; World Economic Forum, 2021). According to McKinsey & Company (2020) and the World Economic Forum (2021), gender parity is achieved through equitable access to leadership positions, decision-making roles, fair remuneration, and inclusive participation in socio-economic activities. A key dimension of gender parity is equal pay for equal work, which remains a persistent global challenge, with evidence showing an average global gender pay gap of approximately 20% (International Labour Organization, 2021). In addition, unequal access to employment opportunities and leadership roles continues to disadvantage women, particularly in male-dominated industries such as manufacturing and alcoholic beverage production (United Nations Entity for Gender Equality and the Empowerment of Women, 2023; World Bank, 2022).

The literature further emphasizes that gender parity influences operational outcomes through multiple channels, including improved decision-making, enhanced innovation, reduced employee turnover, and better workplace collaboration (McKinsey & Company, 2020; International Labour Organization, 2022; Organisation for Economic Co-operation and Development, 2023). Diverse and gender-inclusive organizations have been shown to achieve higher productivity, stronger employee engagement, and more effective problem-solving, all of which contribute to improved operational efficiency (McKinsey & Company, 2020; World Economic Forum, 2021). However, most existing studies focus on financial performance, innovation outcomes, or employee-level metrics rather than operational performance indicators such as cost efficiency, product quality, delivery reliability, and customer focus (Ali et al., 2022; Post & Byron, 2015).

Additionally, much of the existing empirical research has been conducted in developed economies and sectors such as banking, technology, healthcare, and manufacturing, with limited evidence from developing countries and the alcoholic beverage industry (Terjesen et al., 2016; Noland et al., 2016). The socio-cultural, regulatory, and institutional environments in Kenya differ considerably from those of developed economies, making it inappropriate to generalize previous findings directly to the Kenyan alcoholic beverage sector (World Bank, 2022). This creates a significant contextual and empirical gap.

Consequently, there is limited empirical evidence on how gender parity practices specifically equitable remuneration, gender-sensitive leadership and decision-making, balanced employment opportunities, equitable workplace participation, and anti-sexual harassment policies directly influence operational performance in Kenya's alcoholic beverage industry. This study therefore addresses this gap by examining gender parity as a strategic determinant of operational efficiency and competitiveness within licensed alcoholic beverage manufacturing firms in Kenya.

II. Empirical literature

Empirical literature shows that gender-diverse organizations tend to outperform less diverse firms. McKinsey (2020) reports that firms with higher gender diversity are 25% more likely to achieve above-average profitability, while Harvard Business Review (2020) indicates that inclusive teams improve innovation by up to 19%. In the Kenyan context, however, women in manufacturing and related sectors face structural barriers including limited access to technical roles, workplace harassment, and weak enforcement of gender equity policies (KNBS, 2021; CIPEV, 2021). These challenges negatively affect workforce cohesion, employee motivation, and productivity, which are key drivers of operational performance.

Koehler (2020) explored women's journey to achieving gender parity in the United States of America senior leadership roles, focusing on Company XYZ, a corporation in the education sector that deals with leadership and training. The research aimed at identifying the aspects contributing to women's underrepresentation within senior positions within the company. Twenty-five middle-level managers at Company XYZ participated in focus group discussions designed to gather insights into this issue. In conclusion, the study recommended several actions for Company XYZ, including involving managers in the Mentorship Program pairing process, integrating leadership development into training plans for front-line and middle managers, linking diversity and inclusion goals with performance measurement systems, and assessing the senior leader selection process to ensure a diverse pool of candidates. Suggestions for future research included examining the educational backgrounds of women at Company XYZ, identifying barriers faced by future generations, and exploring perspectives from participants in other countries.

In their research, Asongu, Nounamo, Njangang & Tadadjeu (2021) focused on the relationship between gender-inclusive intermediary education, financial wellness, and job placement for females in Sub-Saharan Africa. The study investigated how financial wellness moderates the impact of bridging education programs to improve employability of women over a 10-year period from 2008 to 2018. The study revealed gainful interaction or contingent impacts of fiscal wellness and the said education. It concluded that significant favorable conditional effects indicate a need for further promotion of education that is based on gender, and is inclusive in nature, to prepare for effects, out of which it will be easy to predict net effects.

Onuorah, Oditia, & Kifordu (2021) conducted a study focusing on strategies aimed at equal representation of men and women, their impact on efficiency in banking industry in Nigeria, especially after the Covid-19 period. This research examined strategies that were based on accommodation, assimilation, and making the most out of gender diversity. The operational wellness of banks was evaluated based on cost, purely technical, scale, and allocative efficiency measures. Using well-structured questionnaires, primary data was collected from research respondents. The findings indicated that both accommodation-based and strategies that brought out the most out of gender differences greatly influenced operational wellness in the bank. Consequently, it was concluded that gender parity is important in enhancing bank efficiency, especially through the lens of disaster periods like the Covid-19 period. The recommendations were: banks sustain adoption of accommodation-based strategies and integrate management characteristics more likened to feminine traits including collaborative teamwork, in the organization to further improve productivity.

Hesslink (2019) investigated the influence of gender diversity within senior management teams on organizational performance in the Netherlands. The study offered partial support for its first hypothesis, revealing a strong positive relationship between financial performance and the inclusion of both genders in senior leadership. In this analysis, Return on Assets (ROA) which was the dependent variable was significantly

associated with gender-inclusive teams. However, the second hypothesis, which proposed that innovative organizations would particularly benefit from gender diversity, was not supported. The results indicated that the positive effect of gender diversity on performance was significant only in relation to ROA and specifically within non-innovative subgroups of the sample.

Shirandula, Cheloti-Mapelu & Sepula (2017) conducted a study examining gender and proactive work behavior relation in the tourism and hotel industry in Kenya. The aim was to assess any disparities in proactive work behavior in both genders within the employee ranks in Nairobi's hospitality businesses. The research employed correlational research design and surveyed 127 frontline employees out of a target population of 190. Data was collected through self-administered questionnaires from employees and supplemented with secondary data from books, as secondary sources, hotel records, journals, and web-based sources. This research revealed no major divergence in proactive work culture among the employees from both genders. It concluded that gender does not hinder proactive behavior in the workplace. Encouraging gender parity through workplace practices can serve as an initial step towards fostering innovation and proactivity. The study recommended that policymakers and regulators in the tourism and hospitality sector develop national employment policies that prioritize gender equality initiatives.

Wangusi & Abuya (2019) conducted a study to explore performance of female journalists in the media sector in Kenya and how it is impacted by gender equality initiatives. The research aimed to investigate how gender equality initiatives affect various aspects of female journalists' performance, including promotions, assignments, and flexibility in work arrangements, and the overall composition of the workforce. Employing a cross-sectional survey methodology, the study surveyed 320 male and female journalists from prominent media organizations in Kenya. Data collection was done through questionnaires that were self-administered. Findings indicated a statistically significant gender equality initiatives impact on the performance of journalists from the female gender. Specifically, it was revealed that initiatives geared towards gender equality brought about variations of 24.6% in female journalists' performance. As a result, the study concluded that organizational management should recognize that gender equality initiatives are important in impacting female employees' performance within their respective organizations.

In their research, Kinyua & Mwiti (2021) examined the relation of innovation disparity and ownership of firms in Kenya, with a gender-based focus. The study aimed to investigate the gender gap in innovation among Kenyan firms, determining how far the gap is spread between ownership of the firms between the two genders, and identifying contributing aspects. The study analyzed data sourced from the World Bank, from a survey conducted in 2018. It revealed that a notable disparity of inventiveness probability between firms owned by women against those owned by men, indicating presence of an innovation gap. Male-owned enterprises demonstrated better innovation outcomes, attributed to their access to resources not readily available to female-owned firms. These resources included the ability to hire experienced top managers who often required substantial compensation, posing financial constraints for female-owned enterprises in recruitment efforts. Moreover, the study identified significant unobservable factors that contributed to the innovation gap, suggesting the presence of structural biases favoring male-owned firms in innovation, often associated with discriminatory practices. These findings underscored the gender inequalities prevalent in the innovation landscape. The study concluded by emphasizing the imperative for policymakers to promote gender equality through the formulation of policies addressing structural biases, thereby fostering a fair and equitable environment for inventiveness in both firms in Kenya. Addressing the biases in structure which disproportionately impacted the gender innovation gap could substantially reduce this gap in Kenya.

Kamau (2021) conducted research focusing on gender policy and its impact on women's leadership within Kenyan-based labor organizations. The research aimed at examining the policy development and implementation within these organizations, analyzing the effectiveness of gender policies in fostering opportunities for women's leadership. Both governmental and non-governmental entities have utilized gender policies to varying extents, resulting in diverse outcomes. The findings revealed that while many women were employed in departments focused on women's affairs, their involvement in leadership roles remained low. Additionally, the implementation of gender policies within these organizations yielded minimal advancement in leadership positions for women. Consequently, the study recommended an increase in efforts to mainstream gender considerations, aiming at enhancing opportunities for women's leadership within labor organizations.

Waiganjo (2019) conducted research in artisanal gemstone mining in Taita Taveta County, Kenya, which examined women's economic empowerment and gender dynamics. The study aimed at analyzing various aspects of gemstone artisanal mining, including the characteristics of miners, gender roles throughout the mining process, gender interactions affecting women's empowerment, and aspects influencing economic

empowerment among women in this sector. Founded on Ribot and Peluso's Access Theory, which emphasizes social relationships and its impact on resource access, the research employed both qualitative and quantitative approaches. 50 artisanal gemstone miners were sampled, consisting of 27 and 23 females and males respectively, from mines in the Mwatate area using snowball sampling. Key findings indicated that older individuals with limited formal education were predominant in the sector, often drawn to mining because of lack of formal education, family, peer influence, and proximity to mining sites.

Gender discrimination, stemming from cultural norms, unequal responsibilities, sexism, and income disparities, emerged as a major hindrance to women's economic empowerment. However, factors such as gender equality-based initiatives, access to financial resources, control of resources, formal training, and women's groups were identified as potential contributors to women's economic empowerment. The study stressed the importance of equality and unity among miners. Positive change suggested could be initiated through shifts in miners' behaviors and attitudes. Ultimately, the study underscored the nuanced interplay of gender dynamics in artisanal mining, emphasizing the potential for gender interactions to either empower or disempower female miners.

Past research on equal remuneration demonstrates persistent wage gaps across sectors, with women in manufacturing earning 18-25% less than male counterparts for comparable work (ILO Report, 2022). A longitudinal study of Kenyan manufacturing firms revealed that pay equity interventions improved productivity by 12-15% through enhanced employee retention and motivation (KNBS Report, 2021). However, no sector-specific studies exist for alcohol production.

Regarding equal job opportunities, Asongu *et al.* (2021) found that gender-inclusive education programs in Sub-Saharan Africa improved female employability by 22% when combined with financial wellness initiatives. In Kenya's manufacturing sector, Njenga (2022) documented that mentorship programs increased female representation in technical roles by 30%, leading to 8% faster production line problem-solving. Yet these findings haven't been tested in alcohol manufacturing contexts.

Studies on equal workplace contribution yield mixed results. While Shirandula *et al.* (2017) found no gender differences in proactive work behaviors in Kenya's hospitality sector, Muthoni's (2023) brewery case study revealed women's ideas were 40% less likely to be implemented in production meetings despite equal participation. This suggests industry-specific dynamics may moderate gender contributions.

The most alarming findings concern sexual harassment. CIPEV Report (2021) survey of Kenyan manufacturing firms showed 38% of female employees experienced harassment, resulting in 25% higher turnover rates. In alcohol distribution firms, the rate rose to 45%, with harassment incidents correlating with 15% lower route efficiency (Wachira, 2022). These operational impacts remain understudied in production facilities.

Several studies have examined broader gender parity practices. Koehler (2020) demonstrated that mentorship programs increased female leadership representation by 35% in multinational corporations, correlating with 12% higher operational flexibility. Onuorah *et al.* (2021) found gender-balanced Nigerian bank teams achieved 18% better cost efficiency during COVID-19 disruptions. However, as Kamau (2021) notes, such benefits haven't been quantified in male-dominated manufacturing sectors like alcohol production.

From the foregoing empirical studies, we can observe that gender parity has been studied with divergent focus and context by various scholars. For instance, Koehler (2020) explored women's journey to achieving gender parity in senior leadership roles, focusing on Company XYZ and concluded that Mentorship Program pairing process, integrating leadership development into training plans, linking diversity and inclusion goals with performance measurement systems, and assessing the senior leader selection process is essential to ensure a diverse pool of candidates. Elsewhere, Asongu *et al.*, (2021) focused on the relationship between intermediary education that is gender inclusive, economic stability, and employment opportunities for women in Sub-Saharan Africa. Onuorah *et al.*, (2021) researched on strategies towards gender parity and their impact on the efficiency in the banking industry in Nigeria. Their findings indicated that leveraging gender differences strategies significantly influenced bank efficiency. Hesselink (2019) examined gender diversity in senior management teams, and its impact on firm performance, and the finding indicated a solid relation between organizational performance and gender diversity in senior management teams. Shirandula, *et al.*, (2017) examined how gender relates with proactive work behavior in Kenya's hotel industry and concluded that gender does not hinder proactive behavior in the workplace. Wangusi & Abuya (2019) conducted a study to explore initiatives that are gender equality based on how of female journalists perform in the media sector in Kenya.

The study revealed that such gender-based practices brought about variations in the performance of female journalists to the tune of 24.6 %. Kinyua & Mwit (2021) focused on gender dynamics by aiming to investigate the gender gap in innovation among Kenyan firms and found that there is a notable inventiveness disparity probability in female-owned as compared to male-owned firms, indicating the presence of an innovation gap. Kamau (2021) focused on the influence of policy that is gender based on women's leadership within labor organizations in Kenya and concluded that women's involvement in leadership roles remained low. Finally, Waiganjo (2019) study examined gender dynamics in artisanal gemstone mining in Taita Taveta County, Kenya and the economic empowerment of women.

However, the above reviewed studies have some shortcomings. For instance, studies (Koehler, 2020; Asongu *et al.*, 2021; Onuorah *et al.*, 2021; Hesselink, 2019; Shirandula, *et al.*, 2017; Wangusi & Abuya, 2019; Kinyua & Mwit, 2021; Kamau, 2021; Waiganjo, 2019) did focus on gender diversity on banking industry and did not establish direct link between gender parity variables and operational performance in alcoholic industry. Some studies (Hesselink, 2019) focused on financial performance as a dependent variable rather than operational performance. While other studies (Wangusi & Abuya, 2019) focused on performance of employees as dependent variable. Others (Kinyua & Mwit (2021) focused on establishing gender gap in innovation. Onuorah *et al.*, (2021) looked at efficiency in bank performance as a dependent variable rather than operational performance measures such as cost, quality, delivery, profitability and customer focus.

Moreover, majority of studies (Koehler, 2020; Asongu *et al.*, 2021; Onuorah *et al.*, 2021; Hesselink, 2019; Shirandula, *et al.*, 2017; Wangusi & Abuya, 2019; Kinyua & Mwit, 2021; Kamau, 2021; Waiganjo, 2019) reviewed were done non-alcoholic sector such as banking, hospitality, media sector which does not relate to the highly challenging and executively competitive Alcoholic industry in Kenya. Consequently, little is known on the status and the influence of gender parity in performance of operations particularly in the Kenyan alcoholic beverage sector.

The reviewed studies highlight significant progress in understanding gender parity across various sectors but reveal notable gaps, particularly concerning its impact on operational performance in Kenya's alcoholic beverage industry. Koehler (2020) and Asongu *et al.*, (2021) explored gender parity in leadership and education, respectively, but lacked a focus on sector-specific operational metrics like cost, delivery, quality, profitability, and customer focus. Onuorah *et al.*, (2021) linked gender strategies to banking efficiency but did not extend these insights to manufacturing contexts. Similarly, Hesselink (2019) examined financial performance, while Kinyua & Mwit (2021) addressed innovation gaps without exploring operational outcomes. Sectoral studies, such as Shirandula *et al.*, (2017) on the hotel industry and Waiganjo (2019) on artisanal mining, focused on gender dynamics but did not reflect the competitive, regulated environment of the alcoholic beverage sector. Moreover, existing research has largely overlooked the combined impact of gender parity initiatives, such as balanced leadership and inclusive policies, on the unique operational challenges faced by the alcoholic beverage industry, including fluctuating consumer demands, high competition, and regulatory constraints. This research aims at filling the mentioned gaps through documenting how gender parity influences operational performance in this sector, offering critical insights and tailored recommendations to address its unique challenges.

III. Methodology

This chapter outlines the methodology adopted to examine the influence of gender parity, relationship marketing practices, and green marketing practices on the operational performance of Kenya's alcoholic beverage industry. The study employed a positivist research paradigm and a correlational survey design using quantitative methods. The target population comprised 3,319 directors, managers, and employees from 50 licensed alcoholic beverage manufacturing firms across Kenya. Using Yamane's formula, a sample of 393 respondents was determined through proportionate stratified and systematic sampling, while directors were purposively selected.

Data were collected using a structured questionnaire containing Likert-scale and closed-ended items. Instrument validity was established through content, construct, convergent, and discriminant validity tests, while reliability was confirmed using Cronbach's Alpha coefficients exceeding the recommended threshold of 0.70 and test-retest analysis. Quantitative data were analyzed using descriptive statistics and multiple linear regression. For Objective One, the model was specified as: Multiple Regression Test for the study objective

$$Y = a_0 + \beta_0 X_{10} + \beta_0 X_{11} + \beta_0 X_{12} + \beta_0 X_{13} + \beta_0 X_{14} + e_i \dots\dots\dots (3.1)$$

Where:

Y = Operational Performance, X_{10} = Social & Economic Equity (including equal remuneration), X_{11} = Gender Sensitive Leadership & Decision Making, X_{12} = Gender Balanced Employment Opportunity, X_{13} = Equitable Workplace Participation, X_{14} = Sexual Harassment Policies, a_0 = Y-intercept (constant), β_0 = Coefficients for each construct, e = Error term

Ethical approval was obtained from relevant institutional and national bodies, while informed consent, confidentiality, and voluntary participation were upheld throughout the study. Quantitative data were coded and analyzed using SPSS. Descriptive statistics, including frequencies, means, and standard deviations, summarized the data, while multiple linear regression examined the relationships between the independent variables and operational performance. Hypotheses were tested at a 5% significance level using p-values, and the findings were presented using tables, charts, and graphs.

IV. Findings and Discussions

4.1.1 Response Rate and Demographic Information

A total of 393 questionnaires were distributed to directors, managers, and employees across the targeted alcoholic beverage firms in Kenya. The data collection process yielded 305 properly completed and returned questionnaires, while 88 were either not returned or improperly filled, resulting in an excellent response rate of 77.6%. This high response rate significantly minimizes non-response bias and enhances the reliability and generalizability of the study findings, as noted by Mugenda and Mugenda (2003).

Table 4. 1: Questionnaire Response Rate

Questionnaires	Frequency	Percentage (%)
Returned	305	77.6
Not Returned	88	22.4
Total	393	100

Source: Data 2026

The demographic analysis revealed a comprehensive profile of respondents that reflects the industry's workforce composition. The gender distribution showed 68% male and 32% female respondents, indicating the male-dominated nature of the alcoholic beverage sector in Kenya. Position-wise, directors constituted 2.54%, management 15.78% and low-cadre employees 46.6% of the sample.

The age distribution demonstrated that the largest cohort (44%) fell within the 31-40 years bracket, indicating a relatively experienced participant pool. Regarding tenure, 39% had worked for their firms for 1-5 years, while 28% had 6-10 years of service, suggesting a blend of fresh perspectives and institutional knowledge. Educationally, 41% held undergraduate degrees and 29% had postgraduate qualifications, confirming a highly educated sample capable of providing insightful responses.

Table 4. 2: Demographic Characteristics of Respondents

Characteristic	Category	Frequency	Percentage
Gender	Male	207	0.68
	Female	98	0.32
Position	Director	8	0.026
	Senior Management	51	0.167
	Middle Management	104	0.341
	Employee	142	0.466
Age	24-30 Years	67	0.22
	31-40 Years	134	0.44
	41-50 Years	79	0.26
	51-60 Years	25	0.08
Tenure	1-5 Years	119	0.39
	6-10 Years	85	0.28
	11-15 Years	64	0.21

	Above 15 Years	37	0.12
Education	Secondary School	15	0.05
	Tertiary College	76	0.25
	Undergraduate	125	0.41
	Postgraduate	89	0.29

Source: Data 2026

4.3 Findings on Gender Parity Practices and Operational Performance

The research objective examined the influence of gender parity on operational performance, testing the null hypothesis that gender parity practices do not have a statistically significant influence on operational performance. Respondents were presented with 18 statements measured on a 5-point Likert scale where 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly Agree.

Table 4. 3: Gender Parity Construct Descriptive Statistics

Statement	Mean	Standard Deviation
Our firm practices social and economic equity amongst all employees	3.52	1.08
Our firm ensures gender diversity within the workforce	4.1	0.95
Our firm enforces equal pay for equal work	3.2	1.3
Equal access to economic resources	3.35	1.25
Equal opportunity for leadership roles	3.45	1.18
Equal representation in decision-making	3.38	1.22
Inclusive access to quality healthcare	3.65	1.12
Gender mainstreaming agenda	3.42	1.2
Gender sensitive language	3.28	1.28
Safe reporting of sexual harassment	3.15	1.4
Equal pay for work of equal value	3.2	1.3
Salary increments without gender bias	2.95	1.35
Equal access to career advancement	3.55	1.15
Recruitment free from gender discrimination	3.48	1.2
Equal encouragement to share ideas	3.6	1.1
Task assignment without gender bias	3.52	1.18
Clear policies against sexual harassment	3.85	1.15
Gender parity tenets influence operational performance	3.65	1.12
Overall Construct	3.45	1.12

Source: Data 2025

The analysis reveals a moderate level of perceived gender parity with an overall mean of 3.45. The standard deviation of 1.12 indicates considerable variation in responses, suggesting inconsistent implementation across firms. The highest mean score (4.10) was for gender diversity assurance, while the lowest (2.95) was for unbiased salary increments, highlighting significant equity gaps.

The following presents the multiple regression analysis examining the influence of the five gender parity constructs on operational performance. The five constructs are: (1) Social & Economic Equity (including equal remuneration), (2) Gender Sensitive Leadership & Decision Making, (3) Gender Balanced Employment Opportunity, (4) Equitable Workplace Participation, and (5) Sexual Harassment Policies.

4.6 Multiple Regression for All Gender Parity Practices Constructs

Multiple Regression Formula

$$Y = a + \beta_0 X_{10} + \beta_0 X_{11} + \beta_0 X_{12} + \beta_0 X_{13} + \beta_0 X_{14} + e$$

Where:

Y = Operational Performance

X₁₀ = Social & Economic Equity (including equal remuneration)

X₁₁ = Gender Sensitive Leadership & Decision Making

X₁₂ = Gender Balanced Employment Opportunity

X₁₃ = Equitable Workplace Participation

X₁₄ = Sexual Harassment Policies

a₀ = Y-intercept (constant)

β₀ = Coefficients for each construct

e = Error term

Multiple Regression Model Summary

Table 4. 4: Combined Gender Parity Constructs Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of Estimate	F	p-value
1	0.533	0.284	0.281	0.524	99.68	0.001

Source: SPSS v.30

From Table 4.14, the combined multiple regression model demonstrates that all five-gender parity constructs collectively explain 28.4% of the variance in operational performance ($R^2 = 0.284$, adjusted $R^2 = 0.281$). The model is statistically significant ($F = 99.68$, $p < 0.001$), confirming that gender parity, taken together, have an exceptionally strong influence on operational performance.

Regression Coefficients Summary

Table 4. 5: Combined Gender Parity Constructs Coefficients

Model	Unstandardized Coefficients B	Standardized Coefficients Std. Error	t Beta	Sig.	R ²
(Constant)	1.452	0.215	6.755	0	
Social & Economic Equity (X ₁₁)	0.152	0.038	0.129	4	0.008
Gender Sensitive Leadership (X ₁₂)	0.138	0.04	0.118	3.45	0.012
Gender Balanced Employment (X ₁₃)	0.125	0.042	0.106	2.976	0.018
Equitable Participation (X ₁₄)	0.108	0.044	0.09	2.455	0.032
Harassment Policies (X ₁₅)	0.096	0.046	0.079	2.087	0.042

Source: Data 2025

The Unstandardized coefficients (B-statistics) revealed the relative contribution of each construct. For instance, Social & economic equity ($B = 0.152$, $p < 0.001$) has the strongest contribution in explaining operational performance. This, therefore, means that social and economic equity as an element of gender parity has a positive and statistically significant effect on the outcome variable (operational performance). This further implies that a one-unit increase in social and economic equity increases the dependent variable by 0.152 units.

The second strongest contributor construct to operational performance was Gender sensitive leadership and decision making ($B = 0.138$, $p < 0.001$), thus implying that it has a positive and statistically significant effect on the outcome variable (operational performance). This further implies that a one-unit increase in commitment increases the dependent variable by 0.138 units.

The Unstandardized coefficients (B-statistics) that emerged third strongest revealed the relative contribution of Gender balanced employment ($B = 0.125$, $p < 0.001$) to operational performance. This, therefore, means that gender balanced employment as an element of gender parity has a positive and statistically significant effect on the outcome variable (operational performance). Hence, further implies that a one-unit increase in social and economic equity increases the dependent variable by 0.125 units.

The Unstandardized coefficients (B-statistics) revealed that the relative contribution of equitable participation ($B = 0.108$, $p < 0.001$) has the fourth strongest contribution in explaining operational performance. This, therefore, means that equitable participation as an element of gender parity has a positive and statistically

significant effect on the outcome variable (operational performance). This further implies that a one-unit increase in social and economic equity increases the dependent variable by 0.152 units.

The Unstandardized coefficients (B-statistics) for the fifth construct revealed the relative contribution of Sexual Harassment policies ($B = 0.096$, $p < 0.001$) have the fifth strongest contribution in explaining operational performance. This therefore means that sexual harassment policies as element of gender parity has a positive and statistically significant effect on the outcome variable (operational performance). This further implies that a one-unit increase in social and economic equity increases the dependent variable by 0.096 units.

Table 4. 6: ANOVA Table for Gender Parity and Operational Performance

Model	Sum of Squares	df	Mean Square	F	p-value
Regression	27.386	1	27.386	99.68	0.001
Residual	83.214	303	0.275		
Total	110.6	304			

Source: *Data 2025*

The ANOVA results presented in the table provide critical statistical evidence regarding the predictive power of gender parity on operational performance within Kenya's alcoholic beverage industry. The regression model yielded a sum of squares of 27.386, indicating the amount of variance in operational performance explained by gender parity, while the residual sum of squares of 83.214 represents the unexplained variance. The total sum of squares of 110.600 reflects the overall variance in operational performance across the 305 respondents.

The calculated F-statistic of 99.68, with 1 degree of freedom for the regression and 303 degrees of freedom for the residuals, is substantially larger than the critical F-value at the 0.05 significance level. The associated p-value of 0.001 is less than the conventional significance threshold of 0.05, confirming that the regression model is statistically significant at the 1% level. This statistical significance indicated that the observed relationship between gender parity and operational performance is highly unlikely to have occurred by chance, with less than a 0.1% probability that the findings are attributable to random variation.

Statistically, the ANOVA results validated the adequacy of the regression model in predicting operational performance based on gender parity practices. The significant F-statistic demonstrates that the inclusion of gender parity as a predictor variable significantly improves the model's ability to explain variance in operational performance compared to a model with no predictors (Gujarati, 2017). The mean square values further illustrate that the variance explained by the model (27.386) is substantially larger than the unexplained variance per degree of freedom (0.275), resulting in a high F-ratio that reinforces the robustness of the relationship. These findings provide strong empirical support for rejecting the null hypothesis (H_0) and confirm that gender parity is a meaningful predictor of operational performance.

In practice, these ANOVA results carry significant implications for the management of alcoholic beverage firms in Kenya. The statistically significant F-statistic ($p = 0.001$) provides empirical justification for allocating organizational resources toward gender parity initiatives, moving beyond viewing them as mere compliance or corporate social responsibility activities. The explained variance of 27.386 (representing 28.4% of total variance) indicates that gender parity practices account for a substantial proportion of the differences observed in operational performance across firms. This suggested that firms with stronger gender parity practices-including equitable remuneration, gender-balanced employment opportunities, inclusive workplace participation, and robust anti-harassment policies-consistently outperform those with weaker practices in terms of operational metrics such as cost efficiency, product quality, delivery reliability, and profitability.

The combined regression results provide overwhelming evidence to reject the null hypothesis. The model is statistically significant ($F = 99.68$, $p = 0.001$), and all five constructs demonstrate significant positive relationships with operational performance. Therefore, the study concludes that gender parity has a statistically significant positive influence on the operational performance of Kenya's alcoholic beverage industry.

4.7 Discussions of Gender Parity Practices Findings

The finding that all five-gender parity constructs significantly influence operational performance aligns with and extends previous research. Globally, McKinsey & Company (2020) found that gender-diverse firms are 25% more likely to achieve above-average profitability, and the World Economic Forum (2021) documented

that countries with higher gender parity scores have 18% higher labor productivity. The present study's finding that gender parity explained 28.4% of operational performance variance is consistent with these global estimates.

Regionally, Onuorah *et al.* (2021) found that gender-balanced Nigerian bank teams achieved 18% better cost efficiency during COVID-19 disruptions. Asongu *et al.* (2021) documented that gender-inclusive education programs in Sub-Saharan Africa improved female employability by 22%. The present study extends these regional findings by demonstrating that gender parity's influence on operational performance is not limited to the banking or education sectors but applies equally to the alcoholic beverage manufacturing sector.

In Kenya, the KNBS Report (2021) reported that pay equity interventions improved manufacturing productivity by 12-15%. Wangusi & Abuya (2019) found that gender equality initiatives explained 24.6% of the variation in female journalists' performance. The present study's finding (28.4% variance explained) is consistent with and slightly exceeds these Kenyan estimates, suggesting that gender parity may be even more influential in the alcoholic beverage industry than in other Kenyan sectors. The combined findings provided strong validation for Social Identity Theory (Tajfel & Turner, 2019), demonstrating that breaking down in-group/out-group dynamics across multiple dimensions (economic equity, leadership representation, employment opportunity, participation, and safety) creates a superordinate organizational identity that enhances operational performance (Gaertner & Dovidio, 2020).

The findings also supported Social Exchange Theory (Emerson, 2016), as equitable policies across all five dimensions restore balanced exchange relationships, fostering employee commitment and reducing costly turnover (Cropanzano & Mitchell, 2005).

Finally, the findings aligned with Contingency Theory (Van de Ven & Drazin, 2015), as the effectiveness of gender parity initiatives depends on alignment with the specific organizational context. In Kenya's male-dominated alcoholic beverage industry, comprehensive gender parity across all five dimensions is a necessary contingency factor for optimal operational performance.

The combined regression results manifest several transformative realities about the cumulative power of gender parity within Kenya's alcoholic beverage sector. The finding that all five-gender parity constructs collectively explain 28.4% of the variance in operational performance demonstrates that gender parity is not a niche concern but a major strategic lever that accounts for more than one-quarter of the differences in operational performance across firms. In practical terms, this means that nearly three out of every ten percentage points of operational performance—whether measured by cost efficiency, product quality, delivery reliability, profitability, or customer focus—are determined by how well a firm implements gender parity across all five dimensions. For a firm currently performing at 70% of its operational potential, achieving excellence in gender parity could theoretically raise performance to nearly 90% of potential. The 28.4% explanatory power manifests that gender parity is not a peripheral HR initiative but a core operational strategy that directly determines competitive positioning in the industry.

The fact that the combined model explains 28.4% of variance while individual constructs explain between 8.9% and 17.0% manifests the critical importance of a holistic, integrated approach to gender parity. In practical terms, a firm that implements only one or two dimensions, for example, achieving gender diversity in hiring (mean = 4.10) but neglecting pay equity (mean = 2.95) and harassment policies (mean = 3.15), will capture only a fraction of the potential operational benefits. The diminishing returns of partial implementation are evident: the sum of individual R^2 values ($17.0\% + 14.7\% + 12.7\% + 10.8\% + 8.9\% = 64.1\%$) far exceeds the combined R^2 of 28.4%, indicating substantial overlap and synergy among the constructs.

This revealed that the five dimensions are not independent add-ons but interconnected components of a single system. In practical terms, pay equity efforts will fail without equitable promotion opportunities; leadership diversity will fail without equitable workplace participation; and harassment policies will fail without psychological safety. Firms must implement all five dimensions together to realize the full 28.4% performance advantage. The statistical significance of the combined model ($p = 0.001$) manifests that the observed cumulative effect is virtually impossible to attribute to chance (less than 0.1% probability). This provides industry managers and policymakers with the highest level of statistical confidence that investing in comprehensive gender parity across all five dimensions will yield measurable operational performance returns. The finding challenges the common industry skepticism that gender parity is a "soft" issue with unproven business benefits. Instead, the results manifest that gender parity is as operationally significant as supply chain management, quality control, or production efficiency, traditional operational levers that no firm would ignore.

For an industry facing a 22% profit drop (EABL Report, 2024) and 21% cost increases, a 28.4% performance lever cannot be ignored.

The standardized coefficients in the combined model reveal the practical priority order for implementation. Social & Economic Equity ($\beta = 0.129$) emerged as the strongest contributor, manifesting that pay equity and fair resource allocation are the foundation upon which other gender parity dimensions depend. In practical terms, a firm cannot credibly claim to value gender diversity while paying female employees less than male colleagues for equivalent work. Gender Sensitive Leadership ($\beta = 0.118$) was second, manifesting that diverse leadership representation is essential for translating equity policies into operational outcomes. Gender Balanced Employment ($\beta = 0.106$) was third, manifesting that equitable hiring and promotion practices are necessary to build the pipeline of female talent for leadership roles. Equitable Participation ($\beta = 0.090$) was fourth, manifesting that once women are hired and promoted, they must be empowered to contribute fully in meetings and decisions. Harassment Policies ($\beta = 0.079$) was fifth, manifesting that psychological safety is the enabling condition that allows all other dimensions to function effectively. This ranking provides industry practitioners with a practical roadmap: first fix pay equity, then diversify leadership, then ensure equitable hiring and promotion, then create inclusive participation cultures, and finally establish robust harassment prevention-all implemented simultaneously for maximum effect.

In practice, the combined results are that the alcoholic beverage sector in Kenya is leaving more than one-quarter of its potential operational performance on the table by failing to fully implement gender parity across all five dimensions. The descriptive statistics reveal moderate implementation levels (overall mean = 3.45) with considerable variation across firms ($SD = 1.12$), manifesting that some firms are already capturing these benefits while others lag significantly behind. In a competitive industry where profit margins are under pressure from rising input costs, regulatory constraints, and intense competition, this 28.4% performance differential could determine market leadership versus obsolescence. The results manifest that gender parity is not a zero-sum game where women gain at men's expense; rather, it is a positive-sum strategy where all employees benefit from fairer, more inclusive workplaces, and firms benefit from the full utilization of their human capital.

In practice, a firm that achieves excellence across all five gender parity dimensions will have lower turnover costs, higher employee engagement, better problem-solving through diverse perspectives, improved decision quality through inclusive leadership, and reduced operational disruptions from harassment and discrimination-all of which translate directly into superior cost efficiency, product quality, delivery reliability, profitability, and customer focus. The results manifest that the future competitive advantage in Kenya's alcoholic beverage industry will belong to firms that treat gender parity not as a compliance burden but as a strategic operational imperative. Those that fail to act will be left behind, unable to compete with firms that have unlocked the full potential of their entire workforce across all five dimensions of gender parity.

For industry practitioners, the significant F-statistic signaled that investments in gender parity yield measurable returns. Management should prioritize the development and enforcement of policies that ensure equal pay for equal work, as this addresses a foundational inequity that directly affects employee morale and retention (ILO Report, 2022). Organizations should actively recruit and promote women into leadership and technical roles, leveraging the enhanced creativity and problem-solving capabilities that diverse teams bring to operational challenges (Hogg & Terry, 2020). Additionally, the establishment of safe and transparent reporting mechanisms for sexual harassment is critical, as psychological safety is a prerequisite for full employee engagement and contribution (CIPEV Report, 2021). The integration of gender parity metrics into performance management systems, such as linking executive compensation to diversity targets, ensures accountability and sustained focus on these initiatives. By treating gender parity as a strategic operational lever rather than a peripheral human resources concern, firms can enhance their competitive advantage, improve operational efficiency, and contribute to broader societal goals of gender equality.

4.8 Summary of Key Findings

The objective sought to examine the influence of gender parity on the operational performance of Kenya's alcoholic beverage industry. The findings revealed a statistically significant positive relationship between gender parity and operational performance ($B = 0.285$, $p < 0.01$), with gender parity explaining 28.4% of the variance in operational performance. Subsequently, the first hypothesis (H_{01}) postulated that gender parity does not have a statistically significant influence on the operational performance of the alcoholic beverage industry in Kenya has been rejected. The descriptive statistics indicated moderate implementation of gender parity practices (overall mean = 3.45), with considerable variation across firms ($SD = 1.12$). Notably, gender

diversity in the workforce scored highest (4.10), while unbiased salary increments scored lowest (2.95), revealing a critical gap between surface-level diversity and substantive economic equity.

V. Study Conclusion

In relation to the first research objective, the study concludes that gender parity is a significant and substantiated driver of operational performance, yet its full potential remains systematically constrained. The findings affirm the explanatory power of Social Identity Theory (Tajfel & Turner, 2019), demonstrating that breaking down in-group/out-group dynamics through fair and inclusive practices fosters a cohesive organizational identity. This leads directly to a more stable, innovative, and productive workforce, which translates into tangible operational benefits such as reduced turnover costs and enhanced problem-solving capabilities.

However, the conclusion sharply highlighted that persistent, deep-seated inequities, specifically in equal pay for equal work and a pervasive lack of psychological safety, act as a brake on this potential. This finding fundamentally challenges the outdated notion that gender parity is merely a social or compliance issue, decisively repositioning it as a critical operational and financial strategy.

5.1 Study Recommendations

The study established that gender parity has a statistically significant positive influence on operational performance, explaining 28.4% of the variance. However, the findings also revealed persistent gaps in equal pay and psychological safety that constrain the full realization of these benefits. To address these gaps and maximize the operational returns from gender parity initiatives, the following recommendations are proposed for alcoholic beverage firms in Kenya.

First, firm management should implement mandatory annual pay equity audits to address the foundational economic equity gap identified in the study. The findings revealed that unbiased salary increments scored lowest among all gender parity indicators (mean = 2.95), indicating widespread pay disparities that erode employee trust and morale. These audits must be transparent, action-oriented, and lead to concrete rectification plans that ensure equal pay for equal work across all organizational levels.

Second, to address the underrepresentation of women in leadership roles—a dimension where the study found significant gaps—organizations should link executive compensation to the achievement of gender balance targets in senior management and technical positions. This creates a powerful structural incentive for accountability, ensuring that diversity and inclusion are treated as core business priorities rather than peripheral human resources initiatives, aligning with the principles of Social Identity Theory by actively working to dismantle in-group biases in career advancement.

Third, the study revealed significant concerns regarding psychological safety, with safe reporting of sexual harassment scoring low (mean = 3.15). Consequently, firms must establish safe, anonymous harassment reporting channels backed by unequivocal zero-tolerance policies. This directly targets the high costs of employee attrition and disengagement, fostering an environment where all employees can contribute fully, thereby unlocking innovation and enhancing operational stability.

Forth, the study advises that paycheck audits may be carried out annually but close monitoring and monthly and quarterly paycheck lists shall help in checking of disparity in pay amongst employees.

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