

THE INTERNATIONAL JOURNAL OF HUMANITIES & SOCIAL STUDIES

Board Gender and Performance of Sugar Companies in Western Kenya

Mary Hyacinth Awino

Senior Assistant, Ministry of Interior and Coordination of National Government
Office of the President, Kenya

Dr. Jane Njorge

Lecturer, Department of Public Policy and Administration,
Kenyatta University, Kenya

Abstract:

The study sought to find out the influence of board gender ratio on performance of sugar companies in Western Kenya. Board gender areas that were analyzed included the number of males in the various board committees and also the number of females in the various board committees. Descriptive research design was followed in this report. The research was limited to only Western Kenya's sugar firms, whose number stood at 11 as of 31 December 2019. A census was carried out, given that the number of sugar companies in Western Kenya was only 11. Five respondents were chosen by purposeful sampling to represent each of the 11 sugar factories. These were the Chairman of the Board, the Secretary of the Board (Chief Executive Officer), the two members of the Board (male and female) and the Manager of Finance. The five members are deemed to be in the best position to provide the necessary information for the purposes of this study. Thus, for the analysis, a sample size of 55 respondents was considered. Using semi-structured questionnaires that were self-administered, primary data was obtained. Descriptive and inferential statistics were used and data interpretation showed board gender ratio had a positive statistical and significant effect on performance of sugar companies in Western Kenya. The study recommended that in order to achieve gender-equality on boards of directors, there is need to focus on the educational levels, skills and experiences of the nominees whether male or female. When including women to boards, unique traits such as time consciousness, keenness to details, teamwork, leadership and patience should be considered. Other recommendation is that that research of a similar nature be carried out in other locations

Keywords: Board gender ratio, organization performance

1. Background of the Study

Different literature indicates 123 nations in sugar manufacturing (OECD FAO, 2011). It is estimated that global production will reach 120 million tons per year. Brazil (18.6 percent), the European Union (13.7 percent), India and China are the top producers globally (Tsengiwe, 2014). 5.7 percent of the world's sugar producers are from Africa. Brazil and the European Union, led by Australia, are the largest sugar exporters. South Africa is the most important African player in the global sugar industry in Africa (Tsengiwe, 2014).

Performance is the accomplishment of objectives in the most effective approaches. Performance is deemed in a contract to be the fulfillment of an obligation, in a way that removes the player from all contractual obligations. Business success entails three distinct aspects of company results: financial enactment like return on investment, product performance such as raise in sales and return on shareholders including added economic value (Robbins, 2008). The efficiency of production capacity can be determined in some situations.

The disappointing performance of the sugar industry is the product of both internal like composition of the board and external environmental factors, according to Kumar and Arora (2012). External factors such as a decreasing area under sugar cane cultivation, tight sugar pricing and government distribution regulations and rainfall deficit are uncontrollable factors in the management of the sector and their impact on all the output of the industry is almost uniform. For example, low level of capacity utilization, inefficient resource usage, labor dispute, and managerial underperformance are the internal triggers that are controllable.

Performance measurement is characterized by problems with measurement. Some scholars expressed concern that the field has provided inconclusive outcomes, often drawing 'seemingly contradictory conclusions' with regard to the determinants of production. Performance metrics are various and varied, with some schools of thought advocating for financial performance measures, and others for non-financial performance measures. A single performance metric can fully define all aspects of the word because of organizational priorities and contextual factors, not (Snow & Hambrick, 1980).

The Kenyan sugar industry has suffered from myriad problems over time. In Western Kenya, in particular, as witnessed by the Mumias Sugar, Sony Sugar, Chemilil Sugar and Miwani Sugar Companies, most of the Kenyan companies have had significant performance challenges. Many businesses either run below capacity or have factories completely

closed down. Together with the problems of collapse, placement under statutory management and fraud in some of the organizations, these problems raise the question of whether good corporate governance practices and values are adhered to, whether the governance foundations are clearly defined and followed, and whether the governance facilitating mechanisms' functions and responsibilities are clear.

As a strategic resource, the board is responsible for designing and selecting new strategies for the organization's growth. The board can be recognized as a team brought together from an organizational point of view to work to achieve corporate goals (Langton & Robbins, 2007). The board executes strategic roles of the company, being placed in a hierarchy above the chief executive and other managers. The Board's composition and experience are important instruments for organizing (Ljungquist 2013). These instruments offer a strategic advantage for businesses and help them achieve superior efficiency (Pralhad & Hamel, 1990; Barney, 1991; Hamel & Prahalad, 1994; Search, 2000). The team's skills mixture are also major forerunners to successful decisions and firm outcomes.

Kenya has conducted a number of studies related to the success of the sugar industry. Obado (2005), for example, described high indebtedness as an obstacle and restriction on financial performance that inhibits the Kenyan sugar company's competitiveness. All Kenya's publicly owned sugar mills are so heavily indebted and financially fragile that they lack the resources needed to grow, modernize and automate the companies for the efficiencies and economies of scale that are needed.

Kombo, Chepkoech, Koech and Shavulimo (2014) investigated the influence of corporate governance, with a particular emphasis on Western Kenya, on the output of sugar processing businesses in Kenya. The findings showed that businesses governance observations were positively connected, but not very strongly, to the enactment of sugar processing companies in western Kenya. This means businesses governance observations that include board features like, its size, its upper management features and shareholder communication guidelines and ongoing transparency have influence on the enactment of sugar businesses in Western Kenya.

Analysis of literature indicates that sound corporate governance practices facilitate productivity and the best use of available resources, leading to increased operational efficiency (Renders, Gaeremynck & Sercu 2010). However, it is not clear if such board characteristics would have a direct effect on the production of the Western Kenya Sugar Industry in terms of its composition. In several previous studies, as discussed in the previous section, the relationship between different board composition features on firm performance in different sectors, including the sugar industry, was explored. Nevertheless, the results and conclusions drawn from the various studies indicate differences, where some of the findings identified positive relationships while others found negative relationships. At the same time, none of the studies centered on how board structure characteristics such as board size, board gender ratio, board age diversity, and board independence would significantly impact organizations' performance. This study therefore wanted to seal this gap by examining the effect of board gender on performance of the sugar companies of Western Kenya.

2. Literature Review

2.1. Resource Dependency Theory

Pfeffer and Salancik proposed the theory of resource dependency (RDT) in 1978, in which an organization is an open system that relies on possibilities in its outside environment (Hillman *et al.*, 2009). In this theory, board of executives are managers of external risk, mitigating environmental instability and reducing transaction costs associated with environmental interdependence by connecting the entity to its external setting (Lynall *et al.*, 2003, p.418). It offers us a more fitting theoretical context to research diversity and diversity for the board executives (Carter *et al.*, 2010). According to the principle of resource dependence, the Board of Directors provides the company with four key advantages: Firstly, it avails knowledge and know-how; secondly, the establishment of networks of liaison with relevant company stakeholders; Thirdly, it enables commitments to help important external organizations and lastly establishment of co-company reputation.

Concepts of this theory is about the many resources and connection to the board brought by managers, and the structure of the board should therefore be made to fit needs of the organization (Carter *et al.*, 2010). As company needs change, the composition of the board may be updated over time (Hillman *et al.*, 2009). The primary principle of RDT is that the behaviors of organizations are influenced by dependence on essential resources and organizational decisions can be clarified on the basis of real circumstances of dependency. Organizations are established to protect vital resources, according to RDT (Pfeffer & Salancik, 1978; Pfeffer & Leong, 1977). Important resources, when effectively secured, allow organizations to gain power and influence, as well as long-term stability. Notably, organizations that have the requisite resources have greater power than those that depend on resources from others.

As per dependency theory, a board provides the company with four main advantages: the provision of resources such as information and expertise; the establishment of contact networks with constituents of corporate significance; the provision of support commitments by important external organizations or groups; and the creation of external credibility for the company (Lynall *et al.*, 2003). According to this theory, by connecting the organization to its external setting, the board of directors is seen as a mechanism to monitor external risk, mitigate unknowns to reduce environmental interdependence costs (Carter *et al.*, 2010). A significant concept is that different expertise and relationships to the board and the board structure can therefore be tailored to the organization's particular needs.

2.2. Empirical Literature Review

A research by Singh, Vinnicombe, and Johnson (2001) found that it was possible to connect female executives to boards of higher income and profitability. Siciliano's (1996) non-profit research showed that gender diversity was advantageous relative to an organization's level of social performance, and a Waddock and Graves (1997) analysis linked social performance to financial performance. Better social outcomes may lead to a shift in financial results.

Jensen (1993) and Short *et al.* (1998) suggested in their study that the board is the most important aspect of any corporation because it controls and monitors the activities of an entity in order to protect the shareholders' interests. It is the intermediary between the owners and executives of the company (Monks and Minow 2001) and is therefore considered the most significant feature of any organization (Blair, 1995). The board acts as the court where the managers are prosecuted in the event of committing any crime that may jeopardize the well-being of the company.

Julizaerma and Sori (2012) claimed that the inclusion of women on a company's board executives is gender equity on the board. Internationally, there have been a number of researches that have drawn attention to the disparity of gender on the board. In the United Kingdom, for example, Haslam *et al.* (2010) analyzed the link in female presence on the board of a company and corporate performance indicators, both stock-based and accounting-based. Researchers found a clear negative correlation between female representation on boards and the business developments.

There are also a number of studies whose data support a clear no correlation between the output ratio of an organization and the gender ratio of boards. From 2000 to 2006, Hussein and Kiwia discussed the link concerning female executives and the success of 250 US firms (2010). Their findings indicate a strong link between the company's performance within the boardroom and the degree of women's representation. They also illustrate that well-performing organizations appoint more women as executives especially in developing nations.

Mazur (2010) claims that boards incorporating female directors rarely have attendance issues and as such, efficiently monitor the CEOs and therefore minimize cases of CEO turnover. Because of this efficient oversight, such businesses typically perform better with minimal women in the boards. In addition, Mazur (2010) claims that not only do women managers have less meeting appearance issues, but they also impact participation actions of directors as more female are integrated into the board. There are costs related to this high degree of functioning of the board to intensify monitoring (Faleye&Hoitash, 2011).

Other scholars, on the other hand suggest that boards with high gender diversity may create drawbacks for the organization. The high board gender ratio can raise probability of misunderstandings and slower decision-making and decrease unity in terms of risk insights and risk response faced by the organization (Joshi *et al.*, 2006). Increased board gender ratios may also decrease the efficiency of a company by reducing the capacity of the board to provide leadership and corporate governance. Boards with a more gender ratio produce more decision-making disputes, hold different views, and thereby turn into less productive and takes extra time. Furthermore, Haslam *et al.* (2010) saw that ladies on boards decreases importance of a company because of increased absenteeism and higher turnover.

Similar studies have been performed locally. For example, 32 registered banks had the sample size, the board sex diversity impacts on the corporate financial enactment of banks in Kenya was assessed by Mboya and Ekadah (2012). The authors discovered no straight consequence on the financial enactment of the executive's sex diversity among banks in Kenya through the use of stepwise regression related to financial results.

3. Research Design

A descriptive research design was used in this study. Descriptive research design is organized and planned, according to Creswell (2009), in order to quantify the characteristics that are defined in the questions that direct the research. The independent variable in this analysis was board gender ratio and one dependent variable, company performance, calculated in terms of adoption of new products like good, service or idea that is perceived by some potential customers as new and advancement in innovation the use of better technology that satisfies new demands, unarticulated requirements.

The number of the factories stood at 11 as of 31 December 2019 in Western Kenya comprising the former Nyanza and Western Provinces. Five individuals represented each of the companies, namely the Chairman of the Board, the Secretary of the Board Chief Executive Officer, two members of the Board one male and one female and the Finance Manager. The five individuals per organization were considered to be in the best position to provide the appropriate information for the purposes of this report. Thus, for the analysis, a sample size of 55 respondents was considered.

Whereas published scholarly articles, e-resources books, and academic research projects are sources of desk analysis, self-administered questionnaires can help to collect field data. The instrument ensured that respondents remain anonymous because they are not asked to identify themselves (Neuman, 2012). Six respondents were randomly selected for inclusion in the pilot test, based on the argument of Mugenda and Mugenda (2003), which is 10 percent of the sample size, and eventually excluded from the final analysis. Using a small sample of about four (4) to eight (8) individuals is good enough for pretesting, according to Ramenyi (2011).

Research questions that have been used in previous research studies were used in order to improve validity, with slight modifications for the purpose of enhancing the method to be used for data collection prior to sharing the tool for analysis with university supervisors. In order to assess the validity of the material, the data collection tool was shared with the supervisor and the research experts with a view to obtaining their opinion. This was done in order to determine the structure, appropriateness and duration of the questions that have been adopted. Predictive validity, which specifies whether one variable can predict the outcome of the other variable, would determine the criterion-related validity, while concurrent validity is solely for substitution purposes. To assess the validity of the study tools, predictive validity of scores

were used. To assess the degree to which a specific measure is a strong predictor of the other variable, this was tested further. This was by combining scores (x is continuous) with scores or classifications from the expected calculation (y). The predictive validity of the data was calculated using the Pearson Product Moment Correlation. Should the correlation value be (>) 0.8 for positively related values or (<) -0.8 for inversely related variables, the validity of the data (x) will be considered to be good at the same time.

The study was subjected to the test-retest method. This is the process whereby the researcher administers questionnaires to one/same respondents at different times. The outcome of the two tests was then computed and variations detected were corrected, thereby leading to adjusting on the questionnaire. The key reliability measure of the instrument used for fieldwork, with alpha coefficient values varying from 0 to 1, was the Cronbach Alpha coefficient, which enables the evaluation of internal accuracy. The higher the alpha coefficient of Cronbach is to 1, the greater the internal accuracy of the items on the scale, so a value of 0.7 was used as the cut-off point and all items with a value of less than 0.7 were considered poor (Mugenda&Mugenda 2003). The results of the pilot test provided a picture of the accuracy and validity of the findings, in order to eliminate errors.

In order to facilitate the collection of primary data, letters of introduction and approval was required from the University and National Commission of Science, Technology and Innovation. The administration of questionnaires was carried out by hand delivery to the sampled respondents, the object of the research clarified, and the dates decided upon for return of the completed questionnaires. When done, the questionnaires were compiled and the study results analyzed. In order to identify errors and omissions, primary data was first prepared for review by editing, thereby ensuring that the data was correct and compatible with the information obtained. The coding of the data was achieved by assigning the answers to numerals/symbols. This was then accompanied by the classification of the data, which on the basis of common features, includes organizing the collected data into groups. Finally, both descriptive and inferential statistical analysis provided by the Statistical Package for Social Sciences (SPSS) version 26.0, was subject to the data.

Descriptive statistics required summing up and arranging the data. For the purposes of this study, measurements of central tendency and dispersion variables (spread) were measured. The average was the central trend indicator. Krishnaswamy and Ranganathan (2006) noted that inferential statistics answer the following questions: drawing inferences from a sample about a population; and concluding whether a sample differs significantly from the population. Therefore, the importance of inferential statistics in the interpretation of the data from this study is important.

Multiple linear regression is used as a statistical analysis in order to describe the relation between one continuous dependent variable and two or more independent variables. Multiple regression also allows you to assess the fit of the model (stated variance) and the relative contribution to the predictors' stated overall variance. Below is formally defined the model for multiple linear regression, with n observations.

The regression model adopted is:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon \dots \dots \dots \text{Model 1}$$

Where;

Y = Firm performance (New product adoption and advanced innovation)

X_1 = Board gender ratio

β_0, β_1 , = beta coefficients

ε = Error term

Regression was conducted to find out the influence of board gender ratio on performance of sugar companies in Western Kenya. Analysis of Variance (ANOVA) showed probability of the occurrence of R^2 used to test the statistical significance of the model. 95% level of confidence fitness was applied where a p-value of 0.05 to be the highest was used inference benchmark.

4. Research Findings and Discussions

There were 42 complete and returned out of 49 questionnaires. This means that, 76.4 percent of the selected respondents participated. According to Mugenda and Mugenda (2006), above 50 percent response rate that is considered adequate for analysis. The response rate is therefore reliable

4.1. Descriptive Analysis

The data collected was subjected to descriptive and the summary was done through displaying the minimum, maximum, mean and standard deviation of the study variable which is the board gender ratio and the firm's performance. The quantitative data analysis was formed and the outcomes were interpreted

The results on board sex ratio indicated that there was a total 98 members of boards of directors of the various sugar companies. Female board executives were 39.8 percent and male members were 60.2 percent. Further, the respondents were asked to indicate the extent to which they agreed or disagreed with various statements related to the effects of gender ratio of the board of directors on performance of the sugar companies in Western Kenya. The data was analyzed to produce the descriptive statistics indicated in the table 1 below.

Statement	Number	Minimum	Number	Maximum	Mean	Std. Dev.
Due to the number of female members on the board, decision-making challenges have been minimized	42	1		5	2.22	0.825
Due to the number of female members on the board Meetings attendance challenges have been minimized	42	1		5	2.21	0.827
In decisions process, the board executives share a common purpose and reach unity	42	1		5	2.17	0.760
Due to inclusion of women on the board, many benefits have been realized:	42	1		5	2.32	0.847
Decisions are made based on the interests of the firm	42	1		5	2.25	0.823
Decisions are consistently fair when interests that are competing are at stake	42	1		5	2.19	0.759
There has been increased board independence	42	1		5	2.35	0.845
Less cohesion among board executives in relation to risk awareness and response to risks that face the firm	42	1		5	2.43	0.793
Conflicts in decision make the process time-consuming and less effective	42	1		5	2.31	0.840
Reduced ability of the board to provide leadership and corporate governance	42	1		5	2.28	0.823
There has been patience among female board executives:	42	1		5	3.17	1.027
There has been sincerity among female board executives	42	1		5	2.89	1.022
Greater managing and decision's ability by looking into details	42	1		5	2.92	1.038
Average Score	42.00	1.00		5.00	2.44	0.86

Table 1: Board Sex Ratio and Firm Performance

Source: Field Data (2021)

The findings show that the aggregate mean score was 2.44 and the aggregate standard deviation was 0.86. Mean values ranges from 2.17 to 3.17 while standard deviation values ranges from 0.76 to 1.038 implying that the respondents agree that the board sex ratio affects the performance of companies under the study. The narrow range of mean and standard deviation is and indicator that feedback from the respondents were closely associated

Has a result of having a mix of male and female board executives, Respondents agree to a minimal level that decisions and meetings attendance related challenges are minimized as indicated by mean scores of 2.2 and 2.21 respectively. There has been patience among female board executives is evidenced by a moderate response rate with a mean of 3.17 and a standard deviation of 1.02. Respondents disagreed that in decisions process, the board executives share a common purpose and reach unity as evidenced by the minimum mean value of 2.17 and standard deviation of 0.760. The results shows that there has been greater managing and decisions ability by looking into details as shown by the second highest mean of 2.92 which has a standard deviation of 1.038.

It is therefore appropriate to say that these findings go hand in hand with Mazur (2010) arguments that boards incorporating female directors have rarely attendance issues and as such, efficiently monitor the CEOs and therefore minimize CEO throw out. Because of this efficient oversight, such businesses typically perform with minimal females in the boards. In addition, Mazur (2010) claims that not only do female managers have less meeting turnout issues, but they also impact the participation actions of directors plus men as more female are integrated into the executive's board. There are costs related to this high degree of functioning of the board to intensify monitoring (Faleye&Hoitash, 2011). Further, the findings also show that due to inclusion of women on the boards of Western Kenya sugar companies, the following challenges have been experienced: conflicts in decisions are process time-consuming and less effective; and increased absenteeism and higher turnover. The findings are consistent with Haslamet al. (2010) opined that women on boards deteriorates the level of a company because of increased absenteeism and higher turnover.

4.2. Firms Performance

The questionnaire had allowance to respond the extent to which the targeted employees agreed or disagreed with the list of statements related to the performance of sugar companies in Western Kenya. Findings were tabulated in table 2 below.

Statement	Number	Minimum Number	Maximum	Mean	Std. Dev.
Advanced Innovation.	52	1	5	2.37	0.859
New products and services adoption	52	1	5	2.26	0.836
Aggregate Score	52.00	1.00	5.00	2.32	0.850

Table 2: Firms Performance

Source: Field Data (2021)

Descriptive outputs of sugar companies in Western Kenya had mean scores ranging between 2.26 to 2.37 and standard deviations of 0.836 and 0.859. There is a minimal difference between the mean scores and standard deviations proving close relationship of the feedback from the targeted group. Statement about advanced Innovation had a mean of 2.37 being the highest mean with a standard deviation of 0.859. This portrays that the employees were agreeing to minimal level of advancement in the innovations in the sugar factories under the study. New products and services adoption had the lowest mean of 2.26 and a standard deviation of 0.836 which displays some level of disagreement of development of such new products and services.

4.3. Regression Model

Regression model was applied on the data gathered of the four specific objectives under this study and was subjected to the firms' performance. This was to determine the relationship, magnitude of the influence and projection of the influence of examining the effect board composition such as board independence, Board sex ratio, Board size and Board age diversity on performance of sugar companies in Western Kenya.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.280 ^a	.484	.469	0.01
a. Predictors: (Constant), Board sex ratio				
b. Dependent Variable: Firm performance				

Table 3: Regression Model Summary

Source: Field Data (2021)

As shown in Table 4.9, show the coefficient of multiple determinations as 0.469 meaning that the Board sex ratio explained 46.9 percent of variations in performance of sugar companies in western Kenya performance.

4.4. ANOVA

The ANOVA results was to show if the regression model fitted the observed.

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	8.687	5	.537	22.63	.000
Residual	4.410	44	.416		
Total	13.097	49			
a. Dependent Variable: Firm performance					
b. Predictors: (Constant), Board sex ratio					

Table 4: ANOVA Results

Source: Field Data (2021)

The regression model fitted the observed data through the ANOVA results where the model was statistically significant at $F(5,44) = 22.63$. Probability value was 0.000 which turned below 0.05

The results of the regression model in table 4.11 indicate that the relationship between the independent and dependent variable exists and that firm performance at the sugar factories in western Kenya is indeed influenced board sex ratio.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.759	.167		4.548	.000
Board sex ratio	.141	.166	.196	1.555	.003

Table 5: Coefficients Table

a. Dependent Variable: Firm performance

Source: Field Data (2021)

When the board sex ratio is held at zero constant, Firms performance of the sugar factories under this study would be at 1.759.

The model thus becomes

Firm Performance = 1.759 + 0.141 Board Sex RatioModel 2

The study focused to find out the influence of board gender ratio on performance of sugar companies in Western Kenya. A null hypothesis (H₀) was formulated with assumption that there is no significant effect board gender ratio on performance of sugar companies in Western Kenya.

Table 4.3 regression outputs display that board gender ratio is significant at $\beta = 0.196$; $t = 1.555$; $p = 0.003$. It is also evidenced that, an upward addition of one unit of board gender ratio will lead to 0.141 increases performance of sugar companies in Western Kenya. Therefore, at $P < 0.05$ level of significance, the null hypothesis (H₀) is rejected implying that board gender ratio had a positive statistical and significant effect on performance of sugar companies in Western Kenya. Hence from the observations made it can be concluded that board gender ratio tested in this study affects performance of sugar companies in Western Kenya. The findings of this study supported the findings of Joshi *et al.*, (2006). The high board gender ratio could raise the probability of fights, sluggish in the decision-making and decrease solidity in terms of risk insights and risk response faced by the organization

5. Summary, Conclusions and Recommendations

The findings show that the key effects of board sex ratio on performance of sugar companies in western Kenya are increased board independence, decisions are made based on the interests of the firm and also presence of punctuality and attendance to meetings due to inclusion of women on the board. The findings also indicate challenges such as conflicts in decision-making and wastage of time in decision making. In addition, some characteristics have been observed among female board executives such as undertaking of monitoring roles, sincerity and patience.

Findings show that the highest ranked performance measure was advanced innovations and new products adoption was rated the second. Therefore, sugars companies under this study have slightly average performance.

The benefits derived from inclusion of women on boards of the sugar companies in Western Kenya include increased board independence, decisions are made based on the interests of the firm and there is adequate preparation for meetings and improved punctuality in meetings attendance. However, the main challenge resulting from increasing the ratio of women on boards is the increased conflicts in decision-making, time consuming in meetings and less effectiveness. In addition, some unique characteristics were observed among female board executives which include the undertaking of monitoring roles sincerity and patience.

In view of the findings and conclusions of the study, the following recommendations are outlined for improvement in board composition processes. In order to achieve gender-equality on boards of directors, there is need to focus on the educational levels, skills and experiences of the nominees whether male or female. when including women to boards, unique traits such as time consciousness, keenness to details, teamwork, leadership and patience should be considered.

6. Recommendations for Further Research

Considering that this research focused on only 11 sugar companies, located in Western Kenya, it is highly recommended that researches of a similar nature be carried out in other locations with a view to making comparisons in findings. A similar study could also be undertaken in different industries.

7. References

- i. Barney, J. 1991, 'Firm Resources and Sustained Competitive Advantage', *Journal of Management*, vol. 17, no. 1, pp. 99-120.
- ii. Carter, D.A., D'Souza, F., Simkins, B.J. & Simpson, W.G. (2010), *The Diversity of Corporate Board Committees and Financial Performance* Working Paper, SSRN.
- iii. Creswell, J.W. (2009). Research design, qualitative, quantitative and mixed methods approaches
- iv. Faleye, O., R. Hoitash, and U. Hoitash. 2011. The costs of intense board monitoring. *Journal of Financial Economics*. 101:160.
- v. Haslam, S. A., Ryan, M. K., Kulich, C., Trojanowski, G., & Atkins, C. (2010). Investing with prejudice: The relationship between women's presence on company boards and objective and subjective measures of company performance, *British Journal of Management*, 21: 484-497.
- vi. Hillman, A. J., & Dalziel, T. (2003). Board of directors and firm performance: Integrating agency and resource dependence perspectives. *Academy of Management Review*, 28, 383-396.
- vii. Hillman, A. J., Cannella Jr, A. A., & Paetzols, R. L. (2000). The Resource Dependency Role of Corporate Directors: Strategic Adaptation of Board Composition in Response to Environmental Change. *Journal of Management Studies*, 37(2), 235-256.
- viii. Hillman, A. J., Withers, M. C., and Collins, B. J. (2009). Resource dependence theory: A review. *Journal of Management*, 35(6), 1404-1427.
- ix. Hussein, A. & Kiwia, W. (2010). The use of triangulation in social sciences research: Can qualitative and quantitative methods be combined? *Journal of Comparative Social Work*, 1, 1-12.
- x. Jensen, M. C. (1993). The modern industrial revolution, exit, and the failure of internal control systems. *Journal of Finance*, 48 (3), 831-880.

- xi. Joshi, A., Liao, H., & Jackson, S. E. (2006). Cross-level effects of workplace diversity on sales performance and pay. *Academy of Management Journal*, 49(3), 459-481.
- xii. Julizaerma, M. K., Sori, Z. M. (2012). *Gender Diversity in the Boardroom and Firm Performance of Malaysian Public Listed Companies*. *Procedia - Social and Behavioral Sciences*, 65(3), 1077-1085.
- xiii. Kombo, Chepkoech, H., Koech, L. & Shavulimo, P.M. (2014), Effect of corporate governance on performance of sugar manufacturing firms in Kenya: A case of Sugar manufacturing firms in western Kenya. *IOSR Journal of Business and Management (IOSR-JBM)*. Volume 16, Issue 11. Ver. II (Nov. 2014), PP 86-112.
- xiv. KPMG (2017). *'The Indian Sugar Industry Sector Roadmap 2017'*, KPMG in India, 2007.
- xv. Kumar, S. & Nitin Arora, N. (2012). 'Evaluation of Technical Efficiency in Indian Sugar Industry: An Application of Full Cumulative Data Envelopment Analysis', *Eurasian Journal of Business and Economics*, Vol. 5, No. 9, pp. 57-78, 2012.
- xvi. Langton, N., & Robbins, P. S. (2007). *Organizational Behavior: Concepts, Controversies, Applications*. Toronto: Prentice Hall Canada.
- xvii. Lynall, M.D, B.R Goden and A.J. Hillman (2003) 'Board composition from adolescence to maturity: a multi-theoretic view', *Academy of Management Review* 28(3), 416-431.
- xviii. Monks, R. and Minow, N. (2008). *Corporate governance*, Wiley, London.
- xix. Mugenda, A. & Mugenda, O. (2008). *Research Methods: Qualitative and Quantitative Approaches*. Nairobi: Acts Press.
- xx. Mugenda, O. M., & Mugenda, A. G. (2006). *Research methods: quantitative and qualitative approaches*. Nairobi: ACTS Press
- xxi. Pfeffer, J. (1972), 'Size and Composition of Corporate Boards of Directors: The Organization and its Environment'. *Administrative Science Quarterly*, 17(2), 218-228.
- xxii. Pfeffer, J. (1978). Size and Composition of Corporate Board of Directors: The Organization and its Environment. *Administrative Science Quarterly*, 17(1), 29-218.
- xxiii. Short H, Keasey K, Hull A and Wright M (1998) Corporate governance, accountability, and enterprise. *Corporate Govern.: An Int. Rev.* 6(3), 151-165.
- xxiv. Tsengiwe, S. (2014). *Increased in the Dollar base reference price of sugar. The International Trade Administration Commission of South Africa*, Pretoria, South Africa.