

Title	A Business History of Human Capital Formation in East Africa: The Case of Airline and Apparel Industries, 1946-2017
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Osaka University

Abstract of Thesis

Name (Nahashon Nzioka Nthenya)

Title

A Business History of Human Capital Formation in East Africa: The Case of Airline and Apparel Industries, 1946-2017
 (東アフリカにおける人的資本形成の経営史: 航空産業とアパレル産業の事例, 1946-2017年)

Abstract of Thesis

This dissertation explores why and how firms in the airline and apparel industries in East Africa form human capital as well as internationalizing their operations. It follows an approach of business history. The second chapter examines the historical development of Africanization of human resources in East Africa during the latter part of the twentieth century. Focusing on the case of the East African Airways Corporation and later Kenya Airways, the long-term development of staffing policy in these companies is analyzed and the impact of the changing political and managerial environment (colonial rule, joint ownership by three independent states, Kenyan state-owned enterprise, private enterprise with foreign ownership). The findings suggest that post-independence Africanization was hampered by a lack of specific local expertise. The EAAC solved this difficulty by cooperating with foreign organizations that provided adequate training for African pilots, engineers, and managers. However, indigenization was also used in a less meritocratic way and promoted clientelism.

The third chapter explores the development of strategic alliances in the airline industry through the participation of Koninklijke Luchtvaart Maatschappij (KLM) in a joint venture with Kenya Airways. Based on the literature on knowledge transfer in international business and organization studies, the study focuses on the evolution of cooperation between both partners over time, from capital seeking to joint marketing, legitimacy seeking, knowledge seeking, and revenue and cost sharing. It demonstrates how the features of the two firms and their boundaries affect inter-organizational knowledge transfer.

The fourth chapter examines the revitalization and prospects for industrial upgrading of the apparel industry in Kenya by integrating frameworks of global value chain, industrial studies, and business history. The results show that the fast growth of the industry since 2000 has relied on inward FDI by Asian textile companies that use Kenya as a production center to export apparel to the US market. Their competitive edge lies in the linkage to global markets and supply chains through captive networks. However, companies with domestic capital remain largely small and have shown a limited ability to upgrade their capabilities and improve their positions in the value chain. The development of the Kenyan apparel industry thus essentially depends on foreign markets and foreign firms.

論文審査の結果の要旨及び担当者

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論文審査の結果の要旨

[論文内容の要旨]

This dissertation explores why and how firms in the airline and apparel industries in East Africa form human capital as well as internationalizing their operations. It follows an approach of business history. The second chapter examines the historical development of Africanization of human resources in East Africa during the latter part of the twentieth century. Focusing on the case of the East African Airways Corporation and later Kenya Airways, the long-term development of staffing policy in these companies is analyzed and the impact of the changing political and managerial environment (colonial rule, joint ownership by three independent states, Kenyan state-owned enterprise, private enterprise with foreign ownership). The findings suggest that post-independence Africanization was hampered by a lack of specific local expertise. The EAAC solved this difficulty by cooperating with foreign organizations that provided adequate training for African pilots, engineers, and managers. However, indigenization was also used in a less meritocratic way and promoted clientelism.

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[審査結果の要旨]

This thesis is an important contribution to the business history of human capital formation in Africa, viewed from both a high-tech industry and a labor-intensive industry. Chapter 2, which focuses on the airline industry from colonial period until early 21st century, was published in one of the world's best journals in business history. Hence the dissertation submitted for this degree was judged to be worthy of a doctorate in economics.