

**WORKFORCE DIVERSITY AND EMPLOYEE PERFORMANCE IN  
REFERRAL HOSPITALS IN NAIROBI CITY COUNTY, KENYA**

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D53/CTY/PT/39623/2016**

**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS IN  
PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF  
THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (HUMAN  
RESOURCE MANAGEMENT OPTION) OF KENYATTA UNIVERSITY**

**NOVEMBER, 2021**

## **DECLARATION**

### **Declaration by the Student**

I declare that this project is my original work and has not been submitted for an award of a degree in any other University for examination purposes.

Signature.....

Date.....

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This project has been developed under my guidance as the University appointed supervisor.

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## **DEDICATION**

I wholeheartedly dedicate this project to my family for their financial, moral and spiritual support and to my son Ray Nasinga for his patience and understanding throughout the study period.

## **ACKNOWLEDGEMENT**

I thank the Lord almighty for the strength, capacity and determination, to finish this research. I pass my gratitude to my family and friends for the support during the study. I am also grateful to my supervisor, Dr. Kiiru for the advice and guidance in this work. Lastly, I wish to express my gratitude to Kenyatta University where I have garnered adequate knowledge and opportunity to develop mastery in my field by providing all the necessary material.

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## **ABBREVIATIONS AND ACRONYMS**

<b>GoK</b>	Government of Kenya
<b>HRM</b>	Human Resources Management
<b>KNBS</b>	Kenya National Bureau of Statistics
<b>KSG</b>	Kenya School of Government
<b>NACOSTI</b>	National Commission for Science, Technology and Innovation
<b>SPSS</b>	Statistical Package for Social Sciences
<b>SSA</b>	Sub Saharan Africa
<b>WFD</b>	Work Force Diversity

## OPERATIONAL DEFINITION OF TERMS

<b>Age Diversity</b>	Relates to Differences between within a team that pertains to the age categories between team members. Age diversity was measured using employee relations, age group and age differences.
<b>Cultural Diversity</b>	The various similarities and differences in terms of ethnic, languages and races of employees in the work environment. This was measured using culture and values, languages, conflict resolutions and growth of minorities.
<b>Educational level Diversity</b>	Refers to the various academic stages which an employee has gone through which is relevant in the work environment. Academic qualifications, experiences as well as growth and advancement were used in measuring educational level diversity.
<b>Employee Performance</b>	Refers to level of productivity of employees in line with assigned task and responsibilities in the work environment. Employee efficiency, employee commitment, patient satisfaction and ask performance were used to measure employee performance.
<b>Gender Diversity</b>	Refers to equitable representation of people of different genders within an organization. This was measured using gender equity, fairness, leadership and recruitment policies.
<b>Workforce diversity</b>	The variations and similarities relating to gender, age, educational and cultural background of employees.

## ABSTRACT

In an ever-changing environment characterized by various changes and transformation, competitive institutions seek to provide customers with high service quality. High employee performance becomes a key issue in organizations as it determines the overall performances of organizations. Healthcare personnel remain the hands and hearts of healthcare. The management of increasing of workforce diversity levels which is inherent in modern organizations has been a matter of high concerns. The works on work force diversity and employee performance are however marred by various research gaps. The project research seeks to examine the effect of workforce diversity on employee performance at Referral Hospitals in Nairobi, Kenya. The specific objectives were to evaluate the effect of gender diversity, cultural diversity, age diversity and educational diversity on employee performance at Referral Hospitals in Nairobi, Kenya. The study was supported by Equity Theory, Multiculturalism Theory and Symbolic Interactionist Theory. Descriptive research design was adopted and the four referrals' hospitals in Nairobi, Kenya formed the population of the study. The medical staff of these hospitals was used as respondents (sample) of the study. The study relied on primary data which was collected with the use of a questionnaire. The study data was analyzed using descriptive and regression analyses. Various standards and norms relating to ethics were observed in this research. The study demonstrated that gender diversity had significant ( $\beta=0.247$ ,  $p=0.005$ ) effect on employee performance at Referral Hospitals in Nairobi City County; cultural diversity has significant ( $\beta=0.230$ ,  $p=0.022$ ) effect on employee performance at Referral Hospitals in Nairobi City County; age diversity had significant ( $\beta=0.326$ ,  $p=0.000$ ) effect on employee performance at Referral Hospitals in Nairobi City County; and educational level diversity had significant ( $\beta=0.275$ ,  $p=0.003$ ) effect on employee performance at Referral Hospitals in Nairobi City County. To this effect, the investigation advocated those policies should be implemented to ensure sensitivity in the referral hospital recruitment to ensure competition for best medical practices. This in turn improve the health conditions of patients and as well reduce mortality rate of patients in the hospitals; hospital authorities should take into account the sensitivity of cultural differences in enhancing employees' performance in the referral hospitals. This can be made possible through legislative promulgation for all-inclusive recruitment in the hospital management board from the countries different ethnic groups to avoid marginalization of the minorities.

# **CHAPTER ONE**

## **INTRODUCTION**

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

Globally, institutions in both developing and developed nations have acknowledged workforce diversity as a major issue of challenge in the human resource sector due to globalization (Zhuwao, 2017). Contemporary workforce of institutions is made up of various individuals across varying culture and background as a result of increasing mobility, technology enhancement and immigration (Kandpal, 2015). In handling of increasing diversity level emanating from the modern personnel, programs for managing diversity which are utilized have grown steadily and led to a diverse workforce (Kunze, Boehm & Bruch, 2013). In human resources, the existing trends; ageing workforce, increasing rate of women entering the job market which is accompanied with young upcoming generation emanating from both developing and developed nations has made organizations to have a change regarding the way of life for purposes of suiting and accommodating the current workforce.

Africa among other continents is struggling in transforming itself within the global competitive environment against demands inherent in socio-national institutions. In the current economy, it is therefore important that issues relating to regional identities are relooked so as to stimulate regional growth and development. African nations in general are notably highly diverse in terms of ethnicity. United Nations Economic Commission for Africa (2011) documented that in the case where language used as ethnic identity proxies, Nigeria was based on more than 470 languages, Sudan (both South and North)

with one hundred thirty-four (134) languages, Democratic Republic of Congo having two hundred and forty-two (242) languages, Gambia such a small country having ten (10) languages and Ethiopia having eighty-nine (89) languages. There also exists some diversity in terms of religion.

In the Kenyan scenario, the Kenya School of Government (KSG) as indicated in the quality assessment and performance improvement strategy report (2014) was marred by challenges as regards to its employees. Employees of KSG were seen to display low morale in the work place that resulted to lower productivity levels therefore, bringing about a decline in the satisfaction of customers by a significant level in 2012/2013 of 73% to 65% in 2013/2014. Conversely, it further reported some recommendations which institutions ought to change in their HR strategy however, with more emphasize on workers training on current and trending issues (Odhiambo, Gachoka & Rambo, 2018).

Eliminate nepotism, impartiality and as well as unfairness in the work environment, the report added (Darwin, 2015). Embracing diversity in organizations stands as a vital tool for sustainability as it provides enablement for the organization to utilize fully the untapped talents gifts and ideas which employees possess that in turn ensure performances of organizations. Fabian (2015) opines that workforce diversity entails the total differences and similarities of people in a work environment in an organization (Finn, 2015). Workforce diversity includes age, educational background, culture, gender and age. Workforce diversities have positive results on policies and performances within the work environment.

### **1.1.1 Work Force Diversity**

Employee discrimination has direct and indirect influences of locking potential talents, underutilizing the employees and subsequently losing the financial benefits of having them retained. Efficient management of diversity enhances the self-esteem of employees and also improves their feeling of belongingness in the workplace most notably in the case where an individual belongs to a minority group (Kunze et al., 2013). This therefore implies that organizations, profits, market share, competitiveness and human capital international markets dependent on the level by which they embrace and adopt workforce diversity. Therefore, a positive workforce diversity climate improves the commitment and job satisfaction in the work place. As such, workforce diversity relates to the differences and similarities of employees in a work environment which has influences on their relationship and interactions in the work environment such as culture, age, education and gender.

Gender diversity is a key component of work force diversity. Inequalities relating to gender in the work place are justified, reinforced and characterized by biases and stereotypes which describe positive characteristics and in turn allocate to male employee's higher statuses (Zhuwao, 2017). Most organizations are favourably disposed to hiring male workers as against their female counter parts which is due to the perception that male employees have higher productivity, output and thus capacity to handle jobs. Emiki and Eunmi (2009) opine that a large component of diversity in the workforce diversity will not be effective in the scenario where issues relating to gender-based inequalities and not identified and managed appropriately. Abbas and Hameed

(2010) asserted that males have upper hand in terms of hiring or employment as compared to women. There also exists the discrimination of women in terms of salaries and job promotion. In some cases, female superintendent that replace their male counterparts receive lower level of remuneration (salary). In general, gender-based inequalities impact on the performance of employees and in turn the overall productivity of organizations.

Cultural diversity in the work environment also impacts on the performances of employees (Ahmed & Wario, 2013). Pitts et al. (2010) documented that organizations have been characterized by increasing diversity along ethnic lines which in turn has brought to attention on the interaction between different groups in the work environment. The private sector is characterized by more cultural diversity related issues which impacts on the interactions in the workplace and outcomes of organizations. Timmermans (2011) indicated that diversity in ethnicity or culture can expectedly be positive towards innovative performances as it expands the perspectives and perception in the organizations. Timmermans further revealed that some cultural diversity levels in the work place may positively relate with innovation, however, high culture diversity levels may negatively relate with performance due to the fact that it can bring about clashes and conflicts as a result of social categorization.

Age diversity refers to a phenomenon shared which remains in existence across almost all the groupings which include higher institutions, families, team or work groups and sport teams having members with different ages (Kunze, Boehm & Bruch, 2009). Growing age diversities have therefore become part of most institutions. Individuals are seen to

categorize themselves by identifying with certain as informed by dimensions which are have personal relevance to them in line with their social identity (Kunze, Boehm, & Bruch, 2013). Consequently, individuals seem to give preferential treatment to members from the group which they belong which may be at the expenses those in other groups (Finn, 2015). In turn, in the case where the age of workers is seen to be a distinction criterion used, an organization may then experience differentiation between age groups, which subsequently fosters discrimination which can be age based with the various group of age and as well as emotional conflicts.

### **1.1.2 Employee Performance**

The term "performance" relates to implementing of various functional burdens of duties and responsibilities by employees in a work place (Uchhal & Solkhe, 2017). Durga (2017) assert that performances refer to the process of executing duty or achievement or task. The performances of employees refer to the level by which an employee fulfills the job roles or requirements assigned effectively for purposes of having good results. Employee performance is viewed in various ways (Odhiambo et al., 2018). The first is when the output of employees attains the standard of performances as set by customers of the organization. Secondly, performance of employees relates to how the social processes used in carrying out tasks maintains or enhances employee's capability for working together in the institution of future group task. Also, that the personal needs of employees are considered or addressed rather than frustrating them through performances of groups.

Different dimensions can be used relating to rating or evaluation of performances (Darwin, 2015). Management of organizations may have more interest on employee output whereas on the other hand, employees' interest may be on having for themselves a productive environment (Elsaid, 2012). Positive outcome is expected between employee performance and diverse knowledge, expertise, experience and skills. Employee output, employee efficiency and employee commitment were the indicators of employee performances considered in this research.

### **1.1.3 Referral Hospitals in Nairobi City County, Kenya**

The World Health Organization (WHO) had put forward six (6) aspects (components) to be focused on for health system as contained in its Framework for Action. Key among these building blocks comprise of service delivery in the health system. Others span from Leadership and Governance, Health Financing, Pharmaceutical Management, human resource and Health Information Systems. As such, for Kenya's referral system to be effective and efficient, it has to be operational within a functional health system. The draft RSPHS 2012 to 2017 of Kenya documents several requirements to be met in the health system for purposes of having a functioning referral system.

There exist basically two (2) kinds of referrals which are elective and emergencies for both kinds of referrals, the most important criteria are prognosis. Therefore, it is recommended for initiating of medical referral at an early stage of illnesses, which is when the chances of having a favorable prognosis is high (Obaigwa, 2015). The health system of Kenya comprises of six (6) levels of care which are based on four (4) tiers of care, in line with the complexity and scope of the offered services. Tier 2 health and

dispensaries Centres, Tier 1 community units while another one is Tier 3 health facilities of County and lastly national referrals which make up Tier 4.

The 2012 to 2030 Health Policy of Kenya had indicated necessity of strengthening the health system and specifically the referral system for purposes of having improved efficiency and effectiveness in the country's health system as well as having an improved patient's outcome. The health sector of Kenya has over the years developed referral strategies, with guidelines, standards as well as forms for guiding the sector towards forming an efficient system for proper addressing of the needs of poor and rural population. The study covered all the four (4) National Referral Hospitals situated in Kenya which are Moi Teaching/referral Hospital, Kenyatta National Hospital, National Spinal Injury and Mathare Teaching/Referral Hospitals.

## **1.2 Statement of the Problem**

The health care of Kenya has been characterized by myriad of challenges spanning from the perspective of both nurses and doctors. The health personnel are few in number compared to the increasing workload, inadequate facilities as well as various industrial action which undermines and hampers their ability of providing competent and dignified healthcare services. The vulnerability in the social-economic welfare of patients admitted in the public hospitals has resulted in poor service delivery not being reported while patients continuously suffer in silence (Obaigwa, 2015).

The ratio of nurse to patient is reported at 103.4 to 100,000 against the WHO recommended 250 to 100,000 (Kenya Nursing Workforce Report, 2019). Additionally,

the ratio of doctor to patient is reported at 1 to 10,000 population against the WHO recommended 23 to 10,000 (Ministry of Health HR Strategy, 2014-2019). This in turn forces nurses to carry out the roles of physicians while on the other hand health care assistances having varying skills and training are carrying out the roles of nurses and doctors. These extensions of roles undermine employee performances with respect to job demands and competences. Kenya's referral hospitals are considered as large facilities which often carry out operations above capacity while having critical patients thereby overstretching both physical and human resources. As such, health personnel are required to possess in-depth competences in line with appropriate workload in order to achieve optimum employee performance.

In an ever-changing environment characterized by various changes and transformation, competitive institutions seek to provide customers with high service quality (Al-Hawary & AL-Hamwan, 2017). Due to the volatile operating environments, health organizations have since realized that services must be provided according to the various expectations and needs of stakeholders. As such, employee performance is key for service organizations. High employee performance becomes a key issue in organizations as it determines the overall performances of organizations.

Healthcare personnel remain the hands and hearts of healthcare. Hearts need to regularly and smoothly work for the properly functioning of the body whereas the hands need to be synchronized and strong for purposes of functioning properly. The management of increasing of workforce diversity levels which is inherent in modern organizations has been a matter of high concerns (Zhuwao, 2017). This is because of its linkages with

employee performances which subsequently determine the overall organizational performances of institutions. Diversity is viewed as the force or power to realize employees' potential in an organization. It is therefore key to making sure that organizations achieve their goals and objectives.

Workforce notably stands different in its generational diversity, as it brings about new issues or challenges to institutions which seek to retain, attract, motivate and manage workers. Every generation holds the argument or view that its underlying strength stands different (unique) which also does not lead to enhancement for other generations outside theirs (Rowe, 2010). Over time, the linkages between work force diversities and employees' performances have become issues of concern to both policy makers and academicians. Akinnusi (2017) made emphasize on the importance and concept workforce diversity in the Nigerain context, the research reported that the management of workforce cannot be separated from the cultural, political, social and economic environments of the society. Hafizah & Faiza (2015) reported that tribes and languages, values and cultures influence organizational performance.

Despite existence of studies on the link between work force diversity and employee performance, various research gaps exist. A research was done by Fabian (2015) on diversity of top management team and how it impacts on universities academic excellence. Outcome show that educational diversities have positive influences on outcomes. The research however was in the context of German Universities. Zhuwao (2017) did an investigation focusing workforce diversity effect on employee performances. Outcome indicated that there exists direct and strong work force diversity

(ethnic, gender as well as educational diversities) effect on performances of employees. The studies on work force diversity and employee performances however are marred by various research gaps. Some of the studies were done on the educational sector and some were centered on other nations and not Kenya. It is due to these that the project research seeks to examine the effect of workforce diversity on employee performance at Referral Hospitals in Nairobi City County, Kenya.

### **1.3 Objectives of the Study**

The general objective of the study was to examine the effect of workforce diversity on employee performance at Referral Hospitals in Nairobi City County, Kenya.

#### **1.3.1 Specific Objectives**

The specific objectives of this study were:

- i. To assess the effect of gender diversity on employee Performance at Referral Hospitals in Nairobi City County, Kenya.
- ii. To determine the effect of cultural diversity on employee Performances at Referral Hospitals in Nairobi City County, Kenya.
- iii. To examine the effect of age diversity on employee Performance at Referral Hospitals in Nairobi City County, Kenya.
- iv. To evaluate the effect of educational level diversity on employee Performance at Referral Hospitals in Nairobi City County, Kenya.

## **1.4 Research Questions**

The study seeks to answer the following questions:

- i. What is the effect of gender diversity on employee Performance at Referral Hospitals in Nairobi City County, Kenya?
- ii. What is the effect of cultural diversity on employee Performances at Referral Hospitals in Nairobi City County, Kenya?
- iii. What is the effect of age diversity on employee Performance at Referral Hospitals in Nairobi City County, Kenya?
- iv. What is the effect of educational level diversity on employee Performance at Referral Hospitals in Nairobi City County, Kenya?

## **1.5 Significance of the Study**

The project benefits different groups. The first being the management of hospitals, the analyses provides them with more knowledge on the underlying linkages which emanates between work force diversity and employee performances. Recommendations also provide the management techniques to adopt. Similarly, policy makers find this research to be highly resourceful in that various policy implications were provided for practice. The members of the academics find this research useful as suggestions for further studies were provided in this research.

## **1.6 Scope of the Study**

The research seeks to focus on workforce diversity (gender, cultural, age and educational level diversities) and employee performances at Referral Hospitals in Nairobi, Kenya.

The choice of research variables is informed by the fact that these are key work force diversity variables as evidenced by literature. The study focused on four (4) referral hospitals in Nairobi City County, Kenya due to the proximity of these hospitals and the ability to generalize for other referral hospitals. Questionnaires were the instruments, descriptive and multiple regression techniques were employed. Stratified random sampling was also used in the study.

### **1.7 Limitation of the study**

Due to the nature of the research project was based on primary data to be gathered using a questionnaire; various challenges are bound to arise. First, unwillingness of sample members to partake in the business may be encountered which may be due to fear of not knowing what the information obtained was used for. Secondly, even in the case where the respondents agree to participate, they may not be truthful in responding to the statements. The research however curbed these challenges by assuring the respondents of optimum confidentiality and also give explanations on the importance of the research exercise that is for purposes of academics.

### **1.8 Organization of the Study**

Chapter one gives details of the research objectives, background, scope, significance as well as limitations. Literature review was contained in the second chapter that is empirical and theoretical reviews. Methodological techniques are contained in the third chapter as well as study population, sampling, research design, empirical models and analyses methods. Analysis of data and subsequent discussions are contained in chapter four. The recommendations, summary and conclusion are documented in chapter five.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

Chapter two provides of the literature reviews of the study; the theoretical and literature review of the study are presented in this chapter. Various theoretical underpinnings are documented in this section as well as their linkages with the study variables.

#### **2.2 Theoretical Literature Review**

The study was guided by a number of theories which present associations between the study variables. The theories are discussed in the subsequent sub sections.

##### **2.2.1 Equity Theory**

Adams (1963) introduced Equity Theory which is based on the view that equity and fairness remain vital elements of motivating a person. According to the theory, frankness drives individuals, thus, in a situation where various inequalities are identified by them regarding the output or input rations of themselves and those of their referent group, they will then strive to reach their perceived equity by adjusting their” (Adams, 1963). Equity theory focuses on perceived fairness of individuals (Yousef, 1998). A worker reflects on the efforts which has been given to others and then compares them to what he or she receives. The theory presents the notion that workers strive in achieving equity in the work environment between co-workers and themselves. However, in the case where the ratio of outcome of employees is equal with their inputs and those of other employees too, that is when equity is said to be achieved in the work place.

The concern of equity theory is therefore, the perceptions of employees and how they are being treated in comparison with their co-workers. The preposition of the theory is that an employee strives to maintain equity in terms of input (experiences, time, effort, education and commitment) which is brought into the job and the outcome (increases in pay, recognition and promotion) which is being received as compared to the same for other employees or co-workers (Gluck, 2015). A scenario is in the case where when workers have a comparison of work which they perform to another worker that is given higher remuneration than what they receive. Such employees may have a conclusion that the person receiving higher pay than them may be doing less work as compared to them (Kandpal, 2015). Therefore, such circumstances lead to an employee evaluating his or her own ratio of effort-to-compensation to those of others which subsequently brings about demotivation in the work environment.

In comparison with other, employees desire to be paid in a fair manner in the work place in line with their efforts and contributions. The postulates of this theory support the associations between educational diversities and employee performances. Employees with same educational level and work experience ought to be given equal treatment as against any form of inequitable remunerations or benefits. The theory therefore supports the link between educational diversity and employee performances. The theory asserts that people in an organization be treated fairly and in an equitable manner. Educational diversity and employee performance relationship is therefore supported by this theory.

### **2.2.2 Multiculturalism Theory**

The theory which was brought forth by Glazer (1997) asserts that members of dissimilar cultures have the ability of living in harmony with each other without having to or the need for appealing for assimilation. Theory is based on the concern for disadvantaged groups in the society or community such as physically challenged, African-Americans, and other culture related issues (Glazer, 1997). Multiculturalism is regarded as a notably framework of thought regarding the appropriate way of responding to diversity in religion and culture (Yousef, 2000). Tolerating different differences among groups was seen to fall short of viewing and as well as treatment of minority groups as equal citizens The theory also relates to the accommodation and recognition of differences in groups or individuals in the workplace.

Multiculturalism is not only concerned or limited to cultural groups or culture, it also spans across various issues which include ethnicity, religion, nationality, race and language. Segregation of groups or individuals at the work environment has become a recurring scenario. Minority groups or individuals are capable of still interacting and working together in the work place, without necessarily having issues relating to pre-dominant culture; therefore, such individuals can still sustain their collective identities and practices. Some scholars are of the argument that such groups of individuals may sometimes receive cultural accommodations which include group-differentiated rights such as help to get some job done and exemptions from rules and regulations due to their culture beliefs which largely relates to religion (Levy, 1997). Other employees in the work environment may as a result be demotivated when they see their other work mates

being given exemptions or preferential treatments from the norm. This in turn has the potential of affecting the performance of such employees. The assertions of Multiculturalism Theory support the linkages between cultural diversity and employee performance. The different culture of people working in an organizational environment can have influences on their performance and that of the organization at large. This may however be dependent on how these cultural diversities are received and handled in the organizational environment.

### **2.2.3 Symbolic Interactionist Theory**

This is an individual focused theory which was introduced by Blumer (1969). It focuses on the interactions of individuals within a group and on the development of various personalities of individuals. The focus of the theory rests on personalities of individuals and interactions. The theory is based on a subject-orientated method which lays emphasizes on subjective orientations and intentions of individuals as it relates to their wants, situation, motivation and wishes. In addition to the understanding and interpretation of symbolic interactionism, there exists the reflexive nature of human action.

This has the assumption that the motivation of the human nature is not limited to internal and external factors, but also through reflexive and meaningful interactions among individuals (Lajoie, 2011). Reflexivity in the work place relates to the capacity to properly respond to significant gestures which include thoughts, symbols and languages. Therefore, behaviour of an individual is regarded as a reflexive due to the fact that individuals understand and react to what other people think and say about their behavior.

The theory relates to this study due to its focus on the experience of employees as a result of interactions over time in the work environment. The approach advanced by symbolic interactionism is looking at the ways by which individual view the world from the inside and at how they identify their world of objects at the same time. Although institutions may strive to benefit from the integration and learning perspective and to take advantage of purported diversity benefits, the integration of all perspectives tangible decision-making process that is realization of the benefits is not always realistic. The theory supports gender and age diversities and their linkages with employee performance. Employees are either males or females with varying age levels and as such characterized by different personalities. These varying personalities of workers or employees influence their interactions in the work environment. These influence their wants, situation, motivation and wishes. These in turn affect employee performance and that of the organization at large. Thus, understanding and interpretation of symbolic interactionism in view of the reflexive nature of human action, goes a long way in improving employee performance.

## **2.3 Empirical Literature Review**

### **2.3.1 Gender Diversity and Employee Performance**

Gallego-Álvarez, García-Sánchez and Rodríguez-Domínguez (2010) did a study on diversity of employees relating to gender differences in the work environment. The study assessed the various gender diversity perceptions at the work environment. The study established those female managers reportedly had positive attitudes to diversity and equality as compared to the male managers. Gender diversity was found to have strong effect on productivity of employees. The study however ignored the other key

components of gender diversity such as education, age and culture which were considered in the project.

A study was done by Fidan (2011) on grouping workers in diverse divisions and how it affects employee performance. The research was based on a dataset comprising of detailed personnel records for 1989 to 1994 of a large U.S. firm. It was aimed at examining the effect of gender diversity on performances of workers. The analysis provided outcome which indicated that gender diversity is key in influencing the performances of workers in the work place. Unlike this research which was on US, the project focused on referral hospitals in Nairobi, Kenya. The United States notably is a developed nation unlike Kenya which is still developing thereby falling under the category of developing countries.

An empirical analysis was done by Fabian (2015) which focused on ascertaining how diversity of top management team affects universities academic excellence. The upper echelon theory to universities was applied based on cross-sectional dataset based on 75 public universities in Germany. The study focused on the time period 2008-2013. Regression technique was utilized so as to test the research hypotheses. The outcome from the regression output shows that diversity relating to gender had insignificant effects on performances of employees. The project notably focused on referral hospitals in Kenya.

Zhuwao (2017) did an investigation focusing on effect of workforce diversity on employee performances. South African higher educational institutions were the focus.

Different government legislative measures have been put in place so as to shape the workforce of institutions. Notably, these measures by government centered on compelling institutions to embrace diversity. It however ignored the business need of it and also how employees' performances are impacted by it. The study outcomes indicated that work force diversity (education, ethnic, gender) positively and strongly influence performances of employees.

### **2.3.2 Cultural Diversity and Employee Performance**

Fidan (2011) did a research on cultural diversity and its effects employee performance. The research was based on a dataset comprising of detailed personnel records for 1989 to 1994 of large United States' firms. The effect of demographic dissimilarity on co-employees (gender, race and age) was ascertained. The outcome of the research was that age dissimilarity, firm tenure dissimilarity and dissimilarity in performance are link with lower worker performances. Wage differences were linked to with improved performances of workers. The study however was in the context of US.

Elsaid (2012) assessed cultural diversities (cross cultural) influences on performances of employees in the case of pharmaceutical firms in Egypt. The effect of age, education and gender of employees' performance was explored from Egypt's pharmaceutical industry. The outcome of the study shows that ethnic diversity strongly impacts on the performances of employees. The study notably was on pharmaceutical firms in Egypt, whereas the project was on referral hospitals in Nairobi, Kenya.

Zhuwao (2017) studied the effect of cultural diversities on employee performance. The study was on higher educational institution in South Africa. Different government legislative measures have been put in place so as to shape the workforce of institutions. Notably, these measures by government centred on compelling institutions to embrace diversity. It however ignored the business need of it and also how employees employee performances are impacted by it. The study outcome indicated that there are strong positive influences of cultural diversity towards performances of employees.

### **2.3.3 Age Diversity and Employee Performance**

Gacheri (2012) did a study on workforce diversity and employee performances for Equity bank in Kenya. The study established varying degrees of performances across non-managerial employees and managers at Equity Bank. The absence of written policies on programs for workforce diversity most organizations in Kenya undermines the sensitivity and competence of HR Managers and institutions. Age diversity was found to have influences on performances of employees at Equity Bank, Kenya. The study was however on Equity Bank which is under the banking industry, unlike this project covered referral hospitals which are under the health industry.

Darwin (2015) did a research on age diversities and resulting effect on employee performances (Singapore) focusing on service and manufacturing industries. The research centered on the perception of workers on how age diversity affects their productivity. The research instruments used were questionnaires and SPSS was used for the study analysis. Outcome indicated that a negative relationship exist between employees age group and performances. Service and manufacturing industries in Singapore was however the focus

of the research. The propose study is different as it focused on referral hospitals in Kenya. Kenya and Singapore are guided by different regulatory frameworks as well as national culture.

Fabian (2015) did an inquiry on diversity of top management team and how it impacts on universities academic excellence. The upper echelon theory to universities was applied in the research. Cross-sectional dataset was applied in the study which covered seventy five (75) public universities in Germany covering the period 2008-2013. Regression (multiple) method was used in testing the research hypotheses and outcome show that age diversity had not significant influences on performances of employees. The project is different as it covered the health sector of Kenya. The educational sector and the health sector in Kenya are notably based on varying characteristics thereby limiting the generalization of findings.

Odhiambo et al. (2018) did a research which sought to ascertain the linkages between age diversity and employee performances with emphasize on Western Kenya (public universities). Four (4) public universities formed the study target population and one hundred and twenty (120) departmental heads formed the study respondents. Survey method and mixed method design was applied in the collection of data with the use a questionnaire. A response rate of 78% was obtained, implying that 93 out of the distributed 120 questionnaires were returned. Correlation and regression techniques were used and found that the relationship between age diversity and employee performances is significant and positive. The research concluded that majority of the employees are positive on age related diversities in public universities. The study recommends further

studies to be done on other work force diversity variables. In view of this, the project study further ascertained the effect of gender, education and cultural diversities on employees' performance.

#### **2.3.4 Educational Level Diversity and Employee Performance**

Hoff (2014) did a study on education diversity and employee job performance. The study based on regression technique established that employers commonly reject hiring employees whose education, experience and training is viewed as not adequate. The implication of this is that the background of ones' education remains vital to workers' employability levels. This view that employees' cannot find a suitable work and perform excellently without having adequate educational background. The study however centered on educational diversity, other key work force diversity components were not considered.

A research was done by Fabian (2015) on diversity of top management team and how it impacts on universities academic excellence. The upper echelon theory to universities was applied in the research. Cross-sectional dataset was applied in the study which covered seventy five (75) public universities in Germany covering the period 2008-2013. Regression (multiple) method was used in testing the research hypotheses and outcome show that diversity in education has positive influence on outcomes. The research however was in the context of German Universities which is in a different context as this study considered referral hospitals in the Kenyan context.

Zhuwao (2017) did an investigation focusing on workforce diversity effect on employee performances. South African higher educational institutions were covered. Different government legislative measures have been put in place so as to shape the workforce of institutions. Notably, these measures by government centred on compelling institutions to embrace diversity. It however ignored the business need of it and also how employees employee performances are impacted by it. The study outcome indicated that work force diversities (education, gender and ethnic) had key influences on performances of employees.

#### **2.4 Summary of Literature Review and Research Gaps**

Literature review shows that majority of the researches on work force diversity are marred by various research gaps spanning from contextual to conceptual gaps. Most of the studies were centered on other nations with some on developing nations. Some of the studies were based on the banking sector while some on the educational sector. Additionally, some of the studies ignored key work force diversity components by focusing on just one of the aspects of work force diversity.

**Table 2.1: Summary of Literature Review and Research Gaps**

<b>Author</b>	<b>Focus</b>	<b>Results</b>	<b>Research Gaps</b>	<b>Focus of the current Study</b>
Gallego-Álvarez et al. (2010)	Diversity and employee productivity	Gender diversity was found to have strong effect on productivity of employees.	The study however ignored the other key components of work force diversity such as	Education, age and cultural diversity were further considered in the project.
Fidan (2011)	Effect of work force diversity on performances of employees.	Gender diversity and cultural diversity are key in influencing the performances of workers in the work place	Research focus on US firms	This study focused on referral hospitals in Nairobi, Kenya.
Fabian (2015)	Diversity of top management team and how it impacts on universities academic excellence	Outcome show that age diversity had not significant influences on performances of employees	Focused on Universities in Germany	This study was different as it covered the health sector of Kenya
Darwin (2015)	Age diversity and resulting effect on employee performance in Singapore focusing on service and manufacturing industries.	Outcome indicated that a negative relationship exist between employees age group and performances.	The research centered on the perception of workers on how age diversity affects their productivity.	This study is different as it focused on referral hospitals in Kenya

Zhuwao (2017)	Effect of workforce diversity on employee performance.	The study outcome indicated that there is a positive and significant effect of work force diversity (gender, education and ethnic) on performances of	The study was on higher educational institutions in South Africa	Focused on referral hospitals in Nairobi, Kenya
Odhiambo et al. (2018)	Linkages between age diversity and employee performances with emphasize on public universities in Western Kenya	The relationship between age diversity and employee performances was significant and positive.	Focused on Universities. Did not consider other key work force diversity components such as gender, education and cultural diversities	Focused on referral hospitals in Nairobi County, Kenya. Also gender, education and cultural diversities and how they impact on employee performance were also considered

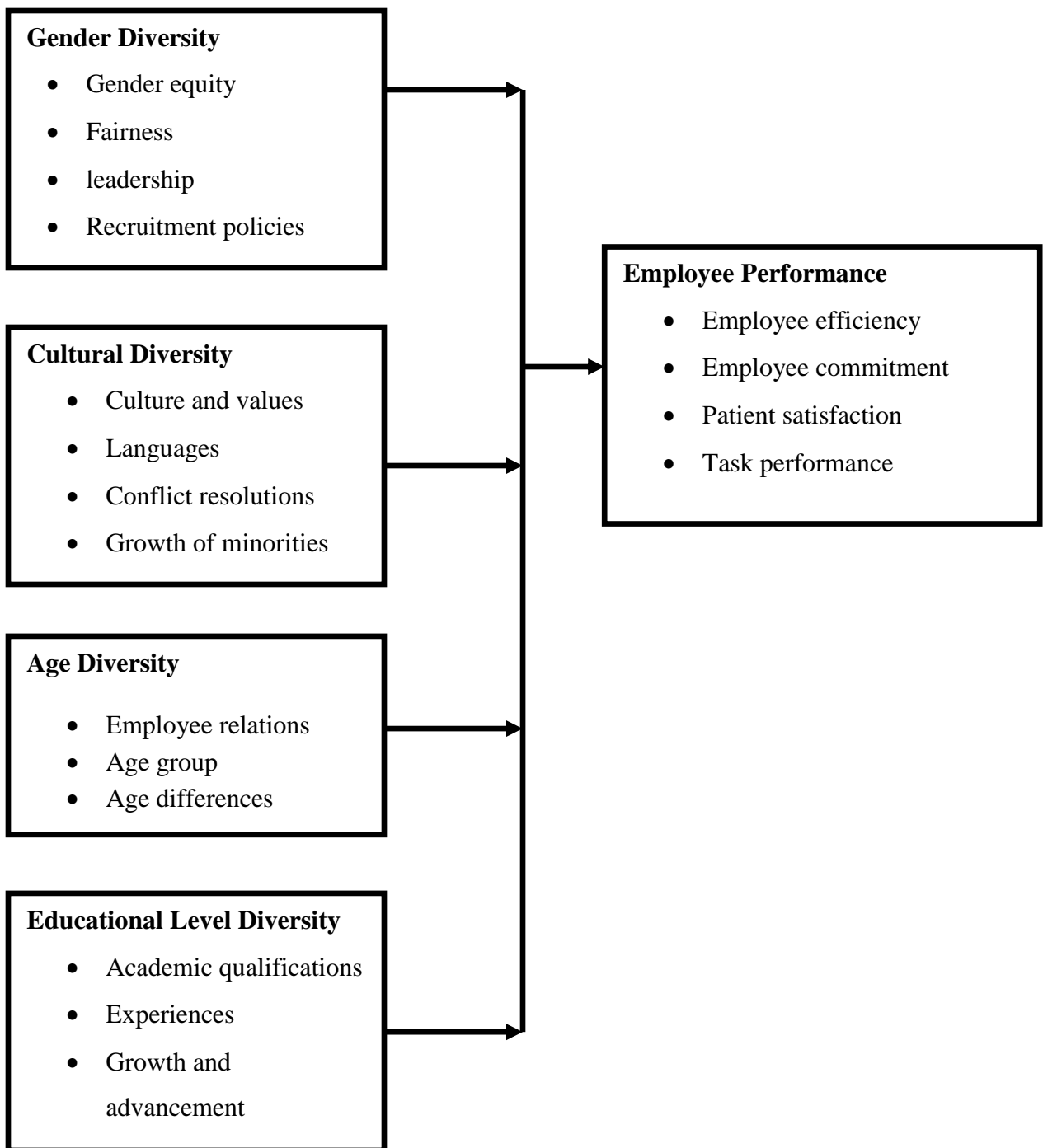
**Source: Literature Review (2020)**

## **2.5 Conceptual Framework**

The conceptual framework contains the linkages among study various in diagrammatic form. The model depicts workforce diversity as represented by gender diversity, cultural diversity, age diversity and educational diversity as the independent variables. Employee performances serve as the dependent variable; with employee output, employee efficiency and employee commitment as the indicators the study was adopted.

**Independent Variables**

**Dependent Variable**



**Figure 2.1: Conceptual Framework**

**Source: Researcher (2020)**

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The section contained the statistical methods and procedures that were used and followed respectively. Details on the research design, target population, sampling, data collection instrument and collection, instruments to be used, research design, validity/reliability and data analysis are documented in this section.

#### **3.2 Research Design**

Research design entails the arrangement and planning of data collection, its subsequent analysis in line with certain goals and objectives as enshrined in a research study (Mugenda & Mugenda, 2013). Descriptive research design was applied in this research which was due to the fact that the research sought to ascertain the why and how of a scenario as enshrined in the characteristics on descriptive studies. The research design is thus, appropriate in this scenario as the effect of workforce diversity on employee performance at Referral Hospitals in Nairobi City County, Kenya was ascertained.

#### **3.3 Target Population**

Mugenda and Mugenda (2013) stated that a population refers to the total elements of interest in a research. The study population comprised of medical employees (Nurses and doctors) at the referral hospitals in Nairobi, Kenya. The study specifically focused on all the four National Referral Hospitals in Nairobi County, Kenya which are Kenyatta University Teaching and referral Hospital, Kenyatta National Hospital, National Spinal

Injury and Mathare Teaching and Referral Hospitals. In view of this, the study population was 2,556 nurses and 1,724 doctors in all the four national hospitals as contained in the Ministry of Health (Human Resource department). This therefore amounts to a total of 4,280 employees at the various referral hospitals.

**Table 3.1: Target Population**

<b>Sections</b>	<b>Doctors</b>	<b>0.1</b>	<b>Nurses</b>	<b>0.1</b>	<b>Percentage</b>
KU Teaching and referral Hospital	76	42	141	754	53.4
Kenyatta National Hospital	747	44	845	754	33.3
National Spinal Injury	876	43	568	745	754
Mathare Teaching/Referral Hospitals	520	56	647	23	13.3
<b>Sum Total</b>	<b>150</b>				<b>100</b>

**Source: Researcher (2021)**

### **3.4 Sampling Design**

It's the technique utilized in selecting the subset of a study populace. The study would be hinged on stratified sampling. This is a probabilistic sample technique where each member of a stratum has same likelihood of being picked (Mugenda & Mugenda, 2013). In view of this, the study population was 2,556 nurses and 1,724 doctors in all the four national hospitals as contained in the Ministry of Health (Human Resource department), that is a total a total of 4,280 employees, 10% of this population was used to form the sample of the study. This is in view of the assertions by Mugenda and Mugenda (2013) who indicated that 10% and 30% can be used for a large population and small population

respectively. In consideration of the large population to be covered in this study a sample of 428 was used.

### **3.5 Data Collection Instrument**

The study utilized primary data. The research instrument was questionnaires. The instrument was presented to the sample respondents. The questionnaires was based on closed-ended questions which are advocated due to their simple nature and ease of understanding as they present more structured responses thereby enhancing tangible conclusions. The questionnaire comprises of two key aspects with the first covering the demographic factors and the statements on workforce diversities and employee performances being captured on the second section.

### **3.6 Data Collection Procedure**

Kenyatta University Graduate School provided an approval letter which was used in applying for research permit from NACOSTI where both were presented to the management of the various referral hospitals for permission. Additionally, respondents' consent was requested where he or she has the liberty to participate or not to in the research exercise. Two research assistants were engaged for purposes of collection of data and the drop and later pick technique was applied.

### **3.7 Validity and Reliability of Research Instruments**

#### **3.7.1 Validity of Research Instruments**

Validity relates to the underlying accuracy of measurements. It assesses the extent to which instruments are accurate in a study. Questionnaire was therefore the research

instruments applied. Construct and content validity was examined and ensured. This was done through scrutinizing of relevant literature so as to uphold construct validity. Similarly, different work force diversity studies were reviewed and the various attributes used in previous studies were considered. Also, content validity was ensured by engaging the supervisor for this research and other expertise in the human resources area so that they can give their views thereby ensuring content validity of the study instruments. This was ensured by the supervisor and other experts going through the research instruments and providing recommendations to be considered and incorporated where necessary.

### **3.7.2 Reliability of Research Instruments**

Reliable refers to the extent by which a test or experiment assesses what is intended to with consistency over various trials. The study carried out a pilot study which helped in ascertaining the reliability of the questionnaire. The researcher carried out a pilot study which assisted the research assistants using a target of 10 respondents from Mama Lucy Kibaki Level 5 Hospital. This was ascertained using Cronbach Alpha based on a threshold of 0.7 where those who participate in the pilot study was not included in the main study. This is for purposes of error identification which helped in ensuring the research instrument is adequate for final collection of data (Brotheton, 2008). As such, ensuring that research questionnaires are adequate in form for collected the information needed.

### **3.8 Data Analysis and Presentation**

Data analyses were performed on collected data so as to transform it to useable form for purposes of deriving conclusions and as well as making policy recommendations. The

data collected was sorted and cleaned for purposes of eliminating inconsistencies which may be found. The researcher then coded the data collected for the purposes of analyses. Descriptive analysis was done so as to present the general features of the sample such as means and standard deviations. Afterwards, regression analysis was done based on multiple regression methods so as to ascertain the statistical effect of work force diversities components on employee performances. The regression analysis was run as depicted in the equation formulated below:

$$EP = \beta_0 + \beta_1GD + \beta_2CD + \beta_3AD + \beta_4ED + \varepsilon$$

Where:

EP = Employee Performance

GD = Gender Diversity

CD = Cultural Diversity

AD = Age Diversity

ED = Educational Level Diversity

$\beta_1, \beta_2, \beta_3, \beta_4$  = Coefficients

$\beta_0$  = Constant

$\varepsilon$  = Error-term

### **3.9 Diagnostics Tests**

Diagnostics tests for normality, heteroscedasticity and multicollinearity were conducted. This test was conducted to ensure the data collected was reliable for regression estimation in meeting the conditions of ordinary least squares and to avoid spurious regression parameters.

### **3.9.1 Normality Test**

Normality distribution of the variable was ascertained using Kolmogorov-Smirnov and Shapiro-Wilk test for normality. The null hypothesis states that the data has a distribution that is normal while the alternative stated otherwise. In the case where p-values are above 0.05, then the null hypothesis is accepted otherwise rejected.

### **3.9.2 Heteroscedasticity Test**

Breusch-Pagan test for heteroscedasticity was conducted to find out the existence or absence of heteroscedasticity in the model. This is to check whether the error terms are correlated across observations. It is assumed that the error terms are constant (homoscedastic) across observations. The null hypothesis stated that, the residuals are homoscedastic. However, a p-value of  $>0.05$  denotes the existence of constant variance otherwise not.

### **3.9.3 Multicollinearity Test**

Multicollinearity is a situation where the study predictors exhibit strong correlations (Chris, 2008). Consequently, the presence of multicollinearity increases p-values thereby leading to inefficient inferences and estimates. Variance Inflation Factor (VIF) technique was applied given a threshold value greater than 5 implying high or severe multicollinearity problems (Verbeek, 2012).

### **3.10 Ethical Considerations**

In research, ethics are expected to be followed as they enhance the aims of studies. Ethical considerations entail adhering to norms and standards regarding research.

Researches are usually based on various ethical standards and norms. The underlying ethical guidelines regarding research in Kenya and Kenyatta University was upheld. A research permit was sought from NACOSTI which is a requirement in Kenya for gathering of data. Additionally, the various ethical considerations relating to researches were duly followed.

**CHAPTER FOUR**  
**DATA ANALYSIS AND DISCUSSION**

**4.1 Introduction**

The findings of the study were presented in this section. The findings of the study were descriptively and inferentially analyzed. In view of the study findings, the results are presented based on the study specific objectives.

**4.1.1 Response Rate**

In order to ascertain the rate of response from the respondents, the outcome of the response and non-response rates is presented in Table 4.1.

**Table 4.1: Response Rate**

<b>Rates</b>	<b>Frequency</b>	<b>Percent</b>
<b>Response</b>	345	80.6%
<b>Non-Response</b>	83	19.4%
<b>Total</b>	<b>428</b>	<b>100</b>

**Source: Study Data (2021)**

The study recorded a response and non-response rate of 80.6% and 19.4%. In order to ascertain a satisfactory level of response rate, Schindler and Cooper (2009) alluded that a threshold of 50% and above is considered adequate for a response rate. Therefore, the result of the study demonstrated 80.6% response rate which is high and adequate for the study analysis.

#### 4.1.2 Reliability Analysis

Reliability of the study instrument was ascertained with the help Cronbach's Alpha which suggested a coefficient range of 0 and 1.00. Based on the study, a coefficient of 0.7 and above value was adopted and the outcomes were presented in Table 4.2.

**Table 4.2: Reliability Analysis**

	<b>Reliability Cronbach's Alpha</b>
Employee Performance	.872
Gender Diversity	.768
Cultural Diversity	.767
Age Diversity	.814
Educational Level Diversity	.739

**Source: Study Data (2021)**

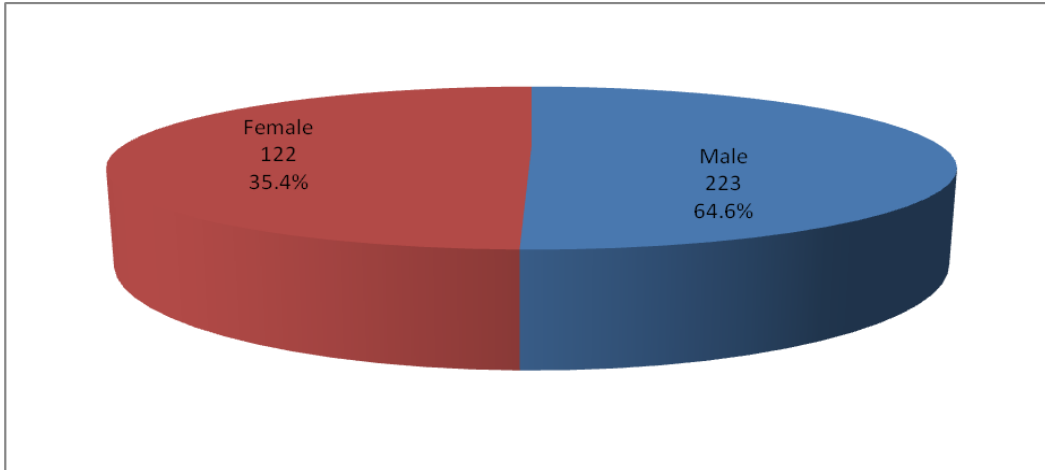
The outcomes demonstrated in Table 4.2 exposed that employees' performance, gender diversity, cultural diversity, age diversity and educational level diversity had Alpha values of 0.872, 0.768, 0.767, 0.814 and 0.739 respectively. Therefore, the variables employed in the study had reliability coefficient values above 0.7 implying that the instrument used for the study sufficiently measured the construct of the research (Rousson, Gasser & Seifer, 2012).

#### 4.2 Demographic Information

This segment of documented the respondents' demographic information. The study made used of age, gender, service years and educational qualification of the respondents in the study area.

##### 4.2.1 Gender of the Respondents

This segment offered the respondents gender distribution. The number and percentage of male and female respondents was documented in Figure 4.1.



**Figure 4.1: Gender of the Respondents**

**Source: Study Data (2021)**

The distribution of the respondents based on gender in figure 1 showed that both male and female were represented in the sample, with male respondents being 223 (64.6%) and females 122 (35.4%). In other words, work force is stereotyped to gender. The predominance of male respondents' in the study area could be attributed to the diversity in referral hospital work force denoting the intensity of male workforce population over the female counterpart. However, it could also be attributed to time consuming factors which female are less advantageous due to domestic chores which could be time consuming thereby giving the male counterpart advantage in working in such hospitals in the study area.

#### **4.2.2 Educational Qualification**

In order to ascertain the educational level of the respondents, information was obtained on their educational qualification in the referral hospitals in Nairobi City County. Based on this, table 4.3 presented the educational qualification of the respondents.

**Table 4. 3: Educational Distribution of the Respondents**

<b>Educational Qualification</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Certificate/Diploma</b>	55	15.9
<b>Undergraduate Degree</b>	139	40.3
<b>Masters degree</b>	110	31.9
<b>PhD</b>	31	9.0
<b>Others</b>	10	2.9
<b>Total</b>	<b>345</b>	<b>100</b>

**Source: Study Data (2021)**

Table 4.3 presented the distribution of the respondents based on their educational level/qualification. The result showed that 55 (15.9%) had higher certificate/diploma qualification, 139 (40.3%) had undergraduate degree qualification, 110 (31.9%) had master degree certificates, while only 31 of the respondents had PhD qualification. Furthermore, 10 (2.9%) of the respondents indicated other forms of qualification notably professional certificates in their various fields of expertise. This result showed that all the respondents had one form of qualification or the other implying that there is sufficient knowledge on the diversity and performance of employees' in Nairobi City County.

#### **4.2.3 Age Distribution**

Age distribution of the respondents was also captured to adequately collect information on the specific objectives of the respondents in the study area. The data obtained and analyzed has its outcome presented in Table 4.4.

**Table 4. 4: Age Distribution of the Respondent**

<b>Years</b>	<b>Frequency</b>	<b>Percentage</b>
<b>25- 34</b>	128	37.1
<b>35 – 44</b>	147	42.6
<b>45 – 50</b>	44	12.8
<b>Above 51</b>	23	6.7
<b>Total</b>	<b>345</b>	<b>100</b>

**Source: Study Data (2021)**

Table 4.4 shows the age distribution of the work force in referral hospital in the study area. The result of the study revealed that out of the total respondents, 128 (37.1%) were between 25-34 years, 147 (42.6%) were between 35-44 years, while 44 (12.8%) were between 45-50 years of age. In addition, 23 of the staff were above 51 years representing 6.7% of the respondents in the study area. This result showed that all the respondents were qualified and has sound knowledge about employees' performance in Nairobi City County of Kenya's referral hospitals. The age distribution showed a good sense of judgement on the diversity of the hospitals' workforce in the study area.

#### **4.2.4 Years of Service Experience**

Information was also collected from the sampled respondents from the referral hospitals based on their duration of service experience. Table 4.5 presented the responses of the respondents based on their years of service in the hospitals.

**Table 4.5: Years of Service Experience**

<b>Years</b>	<b>Frequency</b>	<b>Percentage</b>
1- 5	99	28.7
6 – 10	121	35.1
11 – 15	57	16.5
Above 15 years	68	19.7
<b>Total</b>	<b>345</b>	<b>100</b>

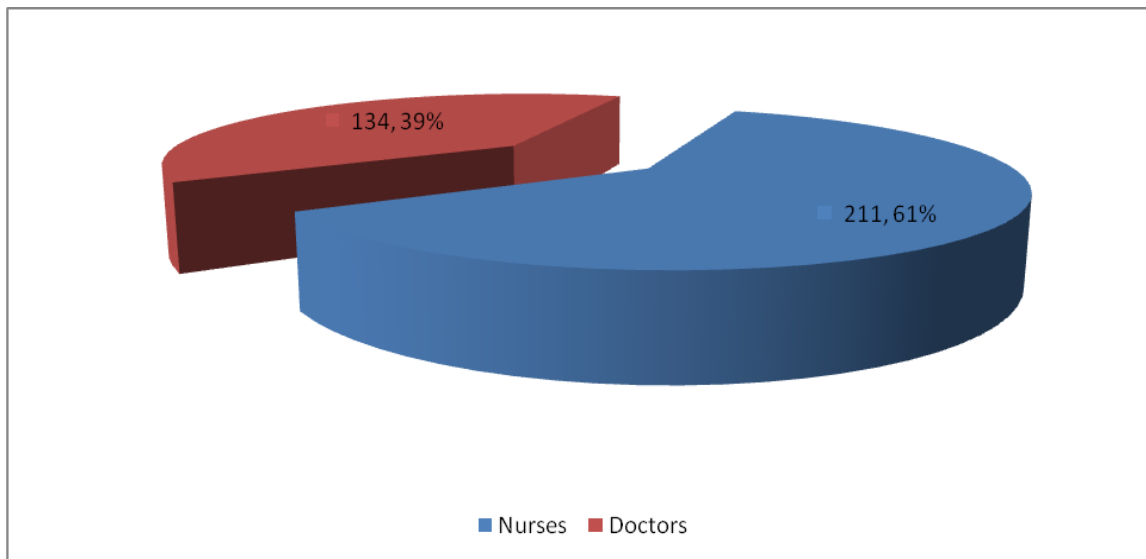
**Source: Study Data (2021)**

Table 4.5 shows the distribution of the respondents based on their years of service in the referral hospitals. The result obtained from the study indicated that 99 (28.7%) had between 1 to 5 years of service experience in the referral hospitals, 121 (35.1%) had 6 to 10 years of service experience while 57 (16.5%) had 11-15 years of service experience in the referral hospital in the study area. Additionally, it was also revealed that 68 (19.7%)

had more than 15 years of service experience in the referral hospitals in the study area. The result showed that majority of the respondents had experience based on their years of service depicting an appreciable years of performance knowledge in the referral hospitals in Nairobi city County. Even though majority of the respondents have few years of service experience, in general they have spent reasonable years in the referral hospitals which gives valid and more accurate information about the performance of employees' performance and workforce diversity in Nairobi City County.

#### 4.2.5 Distribution of Nurses and Doctors

The study also captures the distribution of the respondents based on their occupation in this segment. The frequency and percentage distribution of nurses and doctors was documented in Figure 4.2.



**Figure 4.2: Distribution of Nurses and Doctors**  
**Source: Study Data (2021)**

Figure 4.2 represents the distribution of nurses and doctors across referral hospitals workforce. Based on figure 4.2, it was observed that nurses constituted 61% of the workforce with a total number of 211 nurses while doctors constituted 39% (134) of the workforce in referral hospital in the study area. This implies that the referral hospital work force is composed of nurses and doctors, with the referral hospitals having more nurses than doctors. High number of nurses in the referral hospitals could be attributed to the intensity of doctors training which discourages many people from engaging in such rigorous training as training of nurses takes lesser time period than that of doctors.

### **4.3 Descriptive Analysis**

The study variables were descriptively analyzed and reported in this segment of the investigation. In succession, each variable of the study was descriptively presented in the sub-segments. Five likert scaled structured questionnaire (strongly agree=5, Agree=4 Not sure=3, Disagree=2 and strongly Disagree=1) was utilized to appraise the potency of the respondents' responses with respect to the items of the study variables. Percentages were used to demonstrate the response of the study items while mean and standard deviation was employed for interpretation whereas the aggregate was used for decision on the study variable acceptance or rejection in comparison with previous findings on the study subject.

#### **4.3.1 Gender Diversity**

Descriptive statistics on gender diversity was presented in this segment. The five point Likert scale percentages was displayed while the means and standard deviations were preferred for interpretation. The result is then presented in Table 4.6.

**Table 4. 6: Descriptive Statistics on Gender Diversity**

Statement	N	Percentage					Mean	Std. Deviation
		1	2	3	4	5		
Workers are treated fairly regardless of their gender whether male or female	345	32.5	22.5	7.5	20	17.5	3.9432	.56564
The training and development programs of the organization focuses on both male and female workers	345	32.5	30	5	25	7.5	4.0124	.85273
Both male and female employees are engaged in leadership and decision making of the hospital	345	47.5	20	5	10	17.5	3.8122	.86148
No preferential treatment is given to males when recruiting	345	40	27.5	5	15	12.5	3.9591	.87508
Both male and female have the same remuneration structure in the hospital	345	37.5	32.5	5	15	10	4.2419	.75215
Both male and female have the same working hours in the hospital	345	30	25	10	22.5	12.5	4.4114	.83977
<b>Average Score</b>	<b>345</b>						<b>4.0634</b>	<b>0.79114</b>

**Source: Study Data (2021)**

The respondents agreed that workers are treated fairly irrespective of their gender as shown by an average mean of 3.9432 and corresponding standard deviation of 0.56564. The result also indicated an average mean and standard deviation of 4.0124 and 0.85273 implying that the respondents agreed to the fact that training and development programs of the organization focuses on both male and female workers in the study area. Both male and female employees are engaged in leadership and decision making of the hospital was agreed by the respondents as demonstrated by an average mean and standard deviation of

3.8122 and 0.86148. The responses of the respondents no preferential treatment given to male folks during recruitment process was agreed upon by the respondents as indicated by the mean and standard deviation 3.9591 and 0.87508. Furthermore, the respondents agreed that both male and female have the same remuneration structure in the referral hospital as exposed by mean average of 4.2419 and standard deviation of 0.75215 while there was no working hour differential in the working hours of male and female gender in the hospital as demonstrated by mean and standard deviation values of 4.4114 and corresponding value 0.83977. Based on the composite mean average of 4.0634 and corresponding value 0.79114, the respondents agreed with the various statements for gender diversity.

The responses in agreement to gender diversity is consistent with that of Gallego-Álvarez, García-Sánchez and Rodríguez-Domínguez (2010) who studied diversity of employees relating to gender differences in the work environment. The study established that gender diversity have strong effect on productivity of employees. Also, Fidan (2011) on grouping workers in diverse divisions and how it affects employee performance found that gender diversity is key in influencing the performances of workers in the work place. This could be attributed to the role performed by gender in the effective determination of optimal employees' performance at referral hospitals at Nairobi City County.

#### **4.3.2 Cultural Diversity**

With respect to cultural diversity, the descriptive evaluation was carried out in the segment of the study. Descriptive information on cultural diversity is illustrated in Table 4.7.

**Table 4.7: Cultural Diversity**

Statement	N	Percentage					Mean	Std. Deviation
		1	2	3	4	5		
Various languages used in the work environment do not bring issues	345	37.5	30	7.5	12.5	12.5	3.8779	.83829
Cultural differences do not result in conflict at the workplace	345	30	27.5	7.5	17.5	17.5	4.6145	.65705
The values and culture of employees are fairly considered	345	42.5	22.5	5	15	15	3.7598	.83497
Minorities are equality provided with growth opportunities	345	30	25	17.5	15	12.5	4.4051	.76762
Growth opportunities are given to all employees	345	37.5	35	5	10	12.5	4.1341	.78981
Employees cultural background do not determine their location of work	345	30	30	12.5	15	12.5	3.8792	.76559
There is no preferential treatment given to a particular culture in the work place		45	30	5	15	5	4.0212	.68542
<b>Average Score</b>	<b>345</b>						<b>4.7819</b>	<b>0.88979</b>

**Source: Study Data (2021)**

Cultural diversity responses were reported in Table 4.7. The outcomes demonstrated that various languages used in the work environment do not bring issues as agreed by majority of the respondents. This was affirmed by a mean and standard deviation value of 3.8779 and 0.83829. The statement that cultural differences do not result in conflict at the workplace was agreed upon by the interviewees as shown by the mean and standard deviation value of 4.6145 and 0.65705 respectively. The interviewees agreed that values and culture of employees are fairly considered at work place as affirmed by 3.7598 and 0.83497 values of mean average and standard deviation. Additionally, minorities are equality provided with growth opportunities as demonstrated by mean value of 4.4051

and standard deviation of 0.76762. Also, the interviewees agreed that employees' cultural background do not determine their location of work place in the study area as indicated by 3.8792 mean value and 0.76559 standard deviation while it was also agreed that there is no preferential treatment given to a particular culture in the work place as captured by the values of mean and standard deviation 4.0212 and 0.68542 respectively. A compound mean keep count of 4.7819 advanced the respondents conformity in their reactions to the statement on cultural diversity and employees' performance at referral hospital in Nairobi City County.

The study is consistent with Elsaid (2012) who assessed cultural diversities influences on performances of employees in the case of pharmaceutical firms in Egypt. The outcome of the study showed that ethnic diversity strongly impacts on the performances of employees. Additionally, Zhuwao (2017) studied the effect of cultural diversities on employee performance and found out that there are strong positive influences of cultural diversity towards performances of employees. This could be accredited to the critical role played by culture in the determination of work force composition which influences the performance of employees in these hospitals.

### **4.3.3 Age Diversity**

Information was collected on the diversity of age in the study area and was analyzed descriptively. The age diversity result was reported in Table 4.8.

**Table 4.8: Descriptive Statistics on Age Diversity**

Statement	N	Percentage					Mean	Std. Deviation
		1	2	3	4	5		
Age of employees are respected regardless of them being young or old	345	40	25	20	10	5	4.6348	.77694
Issues among employees are resolved fairly with the aim of enhancing performance	345	50	30	10	7.5	2.5	3.5430	.65879
Employees interact well with each other regardless of age	345	42.5	25	20	2.5	10	3.7238	.73748
Employees learn from each other irrespective of differences in age	345	30	35	10	12.5	12.5	4.6596	.81981
Age differences at work is a source of conflict	345	2.5	17.5	12.5	32.5	35	2.9530	.52715
Age differences do not influence leadership decision on employees performance	345	25	7.5	30	32.5	5	3.4120	.46259
Employees performance is determine by their age differences		30	30	12.5	15	12.5	3.7133	.54332
<b>Average Score</b>	<b>345</b>						<b>3.6233</b>	<b>0.64435</b>

**Source: Study Data (2021)**

The was a strong agreement with respect to the statement that age of employees are respected regardless of them being young or old as exposed by mean of 4.6348 and standard deviation of 0.77694. With respect to the issues fair resolution of issues among employees to enhance performance, the respondents concurred to the statement and this is illustrated by mean and standard deviation of 3.5430 and 0.65879 respectively. With regard to the interaction of the employees, the respondents agreed that employees learn from each other irrespective of age differences as exposed by 4.6596 and 0.81981 mean average and standard deviation. Age differences at work is a source of conflict was disagreed by the respondents in the study area as indicated by the mean value of 2.9530 less than the verge of 3.0. In view of the statement that age differences do not influence

leadership decision on employees' performance, the interviewees agreed strongly as illustrated by 3.4120 mean value. More so, it was indicated that the respondents agreed that employees performance is determine by their age differences as validated by the mean value of 3.7133 and standard deviation of 0.54332. The interviewees compositely are in harmony with the various statements on employees' age diversity in the study area as illustrated by 3.6233 mean values.

The study is consistent with Gacheri (2012) who found that age diversity has influence on performances of employees at Equity Bank, Kenya. More so, Odhiambo *et al.* (2018) also established that the relationship between age diversity and employee performances is significant and positive. This can be attributed to the diverse experience which accrued with age advancement and hence, enhancing productivity of the individuals.

#### **4.3.4 Educational Level Diversity**

Information on educational diversity of the respondents was also captured. However, the descriptive analysis of the respondents with respect to educational level diversity was outlined in Table 4.9.

**Table 4.9: Descriptive Statistics on Educational Level Diversity**

Statement	N	Percentage					Mean	Std. Deviation
		1	2	3	4	5		
Growth and advancement opportunities are provided to employees with low qualification	345	40	32.5	5	17.5	5	4.8076	.85439
Diversity in education of workers has enhanced service delivery	345	30	27.5	7.5	27.5	7.5	3.7598	.84764
Diversity in education has brought about quality decision making	345	27.5	42	1	2	27.5	4.1130	.78173
Work performance is not affected by differences in academic qualification	345	27.5	22.5	17.5	17.5	15	4.8054	.71815
Diversity in education of workers determine their remuneration structure	345	35	15	27.5	20	2.5	3.9875	.71438
Educational diversity influences leadership performance of employees	345	37.5	27.5	10	5	20	4.6541	.76051
<b>Average Score</b>	<b>345</b>						<b>4.3547</b>	<b>0.77947</b>

**Source: Study Data (2021)**

As demonstrated in Table 4.9, the interviewees agreed that growth and advancement opportunities are provided to employees with low qualification. This was shown by 4.8076 and 0.85439 mean and standard deviation respectively. Educational diversity of workers have enhanced service delivery was agreed upon by a large number of the respondents denoted by the mean value of 3.7598 and standard deviation of 0.84764. As indicated by a mean value of 4.1130, educational diversity has brought about quality decision making as agreed by the respondents. Work performance is not affected by differences in academic qualification as postulated by an average mean score of 4.8054, implying a great degree of agreement from the respondents. Furthermore, the statement

that diversity in education of workers determined their remuneration structure had a mean score of 3.9875 and standard deviation of 0.71438, depicting an appreciable level of agreement from the respondents. Notably, it was observed that educational diversity influences leadership performance of employees as affirmed by mean and standard deviation values of 4.6541 and 0.76051 respectively. The confirmation of the respondents' educational diversity was further demonstrated by the composite mean value of 4.3547. The study result with respect to project staff training is in line with Cavens, Christopher and Harriet (2017) who established that resource allocation for M&E activities greatly influenced utilization of M&E results which also indicated that resource allocation for M&E operations greatly influenced project outcome. This means that resources remained key in the execution of projects.

#### **4.3.5 Employee Performance**

Descriptive statistics was conducted with regard to employees' performance in the study area. Table 4.10 reported the outcome of the analysis.

**Table 4.10: Descriptive Statistics on Employee Performance**

Statement	N	Percentage					Mean	Std. Deviation
		1	2	3	4	5		
Employees are recognized for quality jobs performed	345	37.5	30	10	10	12.5	4.5264	.59843
There is high productivity of employees	345	27.5	32.5	12.5	12.5	15	3.8721	.64617
There is high levels of employee satisfaction	345	32.5	25	27.5	7.5	7.5	3.8294	.67172
There is high level of patient satisfaction	345	40	20	10	20	10	4.7207	.85295
There is high level of task performance among employees	345	17.5	35	10	30	7.5	3.7483	.75384
There is high level of service delivery	345	20	35	25	10	10	3.5678	.87652
There is prompt response to issues by employees	345	15	30	30	20	5	3.5468	.67543
<b>Average Score</b>	<b>345</b>						<b>3.9731</b>	<b>0.72500</b>

**Source: Study Data (2021)**

Given the results in Table 4.10, a large number of the respondents agreed that employees are recognized for quality jobs performed as shown by the mean value of 4.5264 and standard deviation of 0.59843. With regard to whether there is high productivity of employees, the respondents consent to the statement as portrayed by the mean and standard deviation of 3.8721 and 0.64617 respectively. The mean and standard deviation of 3.8294 and 0.67172 demonstrated the respondents' agreement to whether there is high level of employee satisfaction. Furthermore, the respondents ascertained that there is high level of patient satisfaction as illustrated by the mean and standard deviation of 4.7207 and 0.85295. To further validate the argument on employees' performance, the interviewees seconded that there is high level of task performance among employees giving the mean and standard deviation values of 3.7483 and 0.75384 respectively.

Additionally, the respondents claimed that there is high level of service delivery among employees as shown by the mean and standard deviation of 3.5678 and 0.87652 whereas, the respondents consented to the claim that there is prompt response to issues by employees as recorded by the mean and standard deviation of 3.5468 and 0.67543. In addition, a compound mean of 3.9731 designated the interviewees' response with regard to employees' performance in Nairobi City County. The study finding with regards to educational level diversity is in agreement with Hoff (2014) who suggested that employees cannot find a suitable work and also perform excellently without having adequate educational background. Therefore, the background of one's education remains vital to workers' employability levels. This view was supported by Fabian (2015) who found that diversity in education has positive influence on employees' outcomes.

#### **4.4. Inferential Analysis**

Inferential statistics was conducted to draw out conclusion on the research problem which was carried out using multiple regression frameworks. As informed by the specific objective and the study research question, the assessment was conducted. Diagnostic tests such as heteroscedasticity, normality and multicollinearity were conducted.

##### **4.4.1: Normality Test**

Shapiro-Wilk and Kolmogorov-Smirnov tests outcomes were presented in 4.11 to determine the normality outcome of the model. The insignificant likelihood values of the variables depicted standard normality of the variables in the evaluation process of the data used in the study. The probability value of  $z > 0.05$  p-value denotes normality otherwise not as demonstrated in Table 4. 11.

**Table 4.11: Normality Test Results**

<b>Variable</b>	<b>Statistic</b>	<b>Df</b>	<b>Sig.</b>	<b>Statistic</b>	<b>Df</b>	<b>Sig.</b>
<b>Employees</b>	0.219	340	0.704	0.832	340	0.657
<b>Performance</b>						
<b>Gender</b>	0.126	340	0.467	0.879	340	0.549
<b>Diversity</b>						
<b>Cultural</b>	0.320	340	0.783	0.879	340	0.216
<b>Diversity</b>						
<b>Age Diversity</b>	0.324	340	0.688	0.681	340	0.346
<b>Educational</b>	0.217	340	0.658	0.789	340	0.251
<b>Level Diversity</b>						

**Source: Survey data (2021)**

Shapiro-Wilk and Kolmogorov-Smirnov tests were conducted to ascertain the validity of the normality result. From the outcomes of the tests, the evaluation shows that the data was normality distributed. This was further confirmed by the probability values which are greater than 0.05 significance level. In this case, the null hypothesis of normal distribution was accepted.

#### **4.4.2 Heteroscedasticity Test**

The existence of Heteroscedasticity test was examined to determine the steady state of residuals across observations in the model. This is to evaluate the model to detect whether the error terms are related across observations. The null hypothesis declared that, the residuals are homoscedastic. However, a p-value of  $>0.05$  denotes the existence of constant variance. The products of heteroscedasticity test were shown in Table 4.12.

The existence of Heteroscedasticity in a model renders the model estimation misleading. Therefore, in order to ensure that the model is free from varying levels of residuals variances, the study employed Breusch-Pagan appraisal approach to test the study null hypothesis which states that the residuals are homoscedastic. The outcome of the study is obtainable in Table 4.3.2.

**Table 4.12: Heteroscedasticity Test Results**

<b>Breusch</b>	<b>Pagan</b>
chi2(15)	= 1.50
Prob> chi2	= 0.4038

**Source: Study Data (2021)**

In view of the findings in Table 4.12, the result demonstrated an odd value of 0.4038 which is above the 0.05 significance level, thus, the void hypothesis is upheld stating that the residuals are constant across all observations.

#### 4.4.3 Multicollinearity Test

Multicollinearity was ascertained with the aid of variance inflation factor (VIF) to determine the degree of association among the explanatory variables in the model. A verge of 5 was used to determine the existence of multicollinearity in the model. VIF values more than 5 depicts collinearity while that below it demonstrated nonexistence of severe collinearity.

**Table 4.13: Variance Inflation Factors Results**

<b>Model</b>		<b>Collinearity Statistics</b>	
			VIF
1	Gender	Tolerance	
	Diversity	.673	1.563
	Cultural	.434	1.952
	Diversity		
	Age Diversity	.560	1.753
	Educational	.686	1.794
	Level Diversity		

**Source: Survey data (2021)**

As observed in Table 4.13, there was no severe collinearity in the data used for the study. The outcomes demonstrated that the explanatory variables (gender diversity = 1.563, cultural diversity = 1.952, age diversity = 1.753 and educational level diversity = 1.794) exhibited VIF values below 5 implying that collinearity is insignificant in the model and thus does not cause distortion in the estimated parameters of the model.

#### 4.4.4. Correlation Analysis

This section of the study presents the result of correlation analysis. Therefore, the outcome of the study is presented in Table 4.14.

**Table 4.14: Correlation Results**

		Employees Performance	Gender Diversity	Cultural Diversity	Age Diversity	Educational Level Diversity
Employees Performance	Pearson Correlation	1				
	Sig. (2- tailed)					
Gender Diversity	Pearson Correlation	.347**	1			
	Sig. (2- tailed)	.000				
Cultural Diversity	Pearson Correlation	.873**	.447**	1		
	Sig. (2- tailed)	.000	.000			
Age Diversity	Pearson Correlation	.657**	.126	.647**	1	
	Sig. (2- tailed)	.000	.050	.000		
Educational Level Diversity	Pearson Correlation	.136**	.122	.439**	.417	1
	Sig. (2- tailed)	.003	.134	.002	.325	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Source: Study Data (2021)**

The result in Table 4.14 showed the correlation analysis of the variables used in the study. The outcomes of the study showed that gender diversity, cultural diversity, age diversity and educational level diversity possess positive and significant correlation with employees' performance in Nairobi City County. Despite variation in the degree of association among the variables, they were all significant in relation to employees' performance in the study area.

#### 4.4.5. Model Summary

The model summary indicating the R square and Adjusted R square is presented in Table 4.15 below.

**Table 4. 15: Model Summary**

Model	R	R Square	Adjusted R Square
1	.745 <sup>a</sup>	.618	.537

**Source: Study Data (2021)**

The R value 0.745 indicates that there is a strong positive correlation between work force diversity and employees performance in referral hospitals in Nairobi City County. The R-square of 0.618 shows that all the work force diversity measurement accounted for only 61.8% variation in employees' performance in the study area. This means that 61.8% changes in employees' performance in referral hospitals in Nairobi City County is explained by the independent variables. By implication, 19.8% variation in employees' performance is unaccounted for in the model. Thus, 19.8% changes in employees' performance is explained by the stochastic (other factors aside work force diversity measures) variable.

#### 4.4.6. Analysis of Variance (ANOVA)

Analysis of variance was carried out to determine the significance of the whole model and the result is presented in Table 4.16.

**Table 4.16: ANOVA**

<b>Model</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
<b>1</b>	Regression	39.702	5	7.940	16.779	.000 <sup>b</sup>
	Residual	160.426	339	.473		
	Total	200.128	344			

**Source: Study Data (2021)**

Findings in Table 4.16 showed the result of analysis of variance (F-statistic). The F value revealed whether the independent variables contribute significantly to the dependent variable or not. An F statistical value of 16.779 was found. Findings in Table 4.16 further revealed that the F value was statistically significant ( $p=0.000$ ) at 5% level of significance and 95% confidence level. This means that gender diversity, cultural diversity, age diversity and educational level diversity jointly has significant effect on employees' performance in referral hospitals in Nairobi City County. This means that all the explanatory variables put together have significant effect on employees' performance in referral hospitals in Nairobi City County.

#### 4.4.4. Multiple Regression Analysis

In order to institute the marginal effect of the explanatory variables on the dependent variable, multiple regression analysis was conducted. The output of the regression analysis is presented in Table 4.17.

**Table 4.17: Regression Results**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.036	.201		.182	.856
	GD	.247	.087	.167	2.831	.005
	CD	.230	.102	.088	2.255	.022
	AD	.326	.079	.248	4.140	.000
	ED	.275	.093	.170	2.959	.003

**Source: Study Data (2021)**

$$EP = 0.036 + 0.247GD + 0.230CD + 0.326AD + 0.275ED + \varepsilon$$

Where:

EP = Employee Performance

GD = Gender Diversity

CD = Cultural Diversity

AD = Age Diversity

ED = Educational Level Diversity

**4.5 Interpretation of Findings**

As demonstrated in Table 4.17, the investigation outcome indicated the effect each of the explanatory variable have on employees' performance referral hospitals in Nairobi City County. This is shown by the values of unstandardized beta which shows the contribution of each independent variable on the dependent variable (EP). The coefficient of the constant is 0.036 is statistically insignificant, given the probability value of 0.856. This means that employees' performance in referral hospitals in Nairobi City County would be positive without the different work force diversity measurements used in the study.

The study established that gender diversity has a positive significant effect on employees' performance in referral hospitals in Nairobi City County. This is shown by the coefficient of 0.247 and the probability value 0.005. This conformed to a priori expectation, implying that a 1% increase in gender diversity would lead to an increase of 0.247% in employees' performance in referral hospitals in Nairobi City County. The outcome can be attributed to the time consuming nature of the work which allows more male involvement than females who have other domestic and family responsibilities to take care of. However, the study is consistent with that of Gallego-Álvarez, García-Sánchez and Rodríguez-Domínguez (2010) who studied diversity of employees relating to gender differences in the work environment. The study established that gender diversity have strong effect on productivity of employees. Also, Fidan (2011) on grouping workers in diverse divisions and how it affects employee performance found that gender diversity is key in influencing the performances of workers in the work place. Furthermore, Zhuwao (2017) did an investigation focusing on effect of workforce diversity on employee performances. The study found that work force diversity positively and strongly influence performances of employees.

However, the study is inconsistent with the study of Fabian (2015) who ascertained how the diversity of top management team affects universities academic excellence. The study found that diversity relating to gender had insignificant effects on performances of employees. The variation in the study could credited to the traditional factors affecting the performance of gender at various working place as well as the nature and working conditions of the organization. The insignificant of the study could also be attributed to

the gender marginalization in the workplace which brings about low productivity of the employees.

Cultural diversity also revealed a positive and statistically significant relationship with employees' performance in referral hospitals in Nairobi City County. This is also consistent with a priori expectation, implying that a 1% increase in cultural diversity would result into an increase in employees' performance in referral hospitals in Nairobi City County by 0.130%. This is evaluated by the probability value 0.022. The significance of the study can be attributed to the cultural differences in Kenya which enhances and agitates for hard work among different gender. Also, unity in diversity among different cultural groups has further given the minorities in the study area a sense of belonging thereby enhancing their productivity for optimum performance. The study is consistent with Elsaid (2012) who assessed cultural diversities influences on performances of employees in the case of pharmaceutical firms in Egypt. The outcome of the study showed that ethnic diversity strongly impacts on the performances of employees.

Additionally, Zhuwao (2017) studied the effect of cultural diversities on employee performance and found out that there are strong positive influences of cultural diversity towards performances of employees.

Furthermore, age diversity indicated positive and significant effect on employees' performance in referral hospitals in Nairobi City County. The coefficient is consistent with a priori expectation, which means that a 1% increase in age diversity would increase

the performance of employees in referral hospitals in Nairobi City County by 0.326%. The evaluation of the positive and significant relationship is revealed by the probability 0.000. This outcome of the study could be attributed to the experiences gathered over time during work place growth and other life changing experiences that have stimulated the performance of employees in the study area. The study is consistent with Gacheri (2012) who did a study on workforce diversity and employee performances at Equity bank in Kenya. Age diversity was found to have influences on performances of employees at Equity Bank, Kenya. More so, Odhiambo *et al.* (2018) did a research which sought to ascertain the linkages between age diversity and employee performances with emphasize on Western Kenya (public universities) and found that the relationship between age diversity and employee performances is significant and positive.

Darwin (2015) did a research on age diversities and resulting effect on employee performances (Singapore) focusing on service and manufacturing industries. Outcome indicated that a negative relationship exist between employees age group and performances. Fabian (2015) did an inquiry on diversity of top management team and how it impacts on universities academic excellence and outcome show that age diversity had not significant influences on performances of employees. The deviation in the outcomes of the studies demonstrated the uniqueness of different environmental factors which affects the growth and development of employees toward optimum productive performance. More so, the customs and traditions associated with such environment could also affects the productivity of employees as some jobs could have specifications

that could hinder others from doing and hence, reducing the potentials for effective performance.

The outcome of the study revealed that educational level diversity has a positive and significant effect on employees' performance in referral hospitals in Nairobi City County. This is in conformity with a priori expectation, implying that a 1% increase in educational level diversity would lead to an increase of 0.275% in employees' performance in referral hospitals in Nairobi City County. This is further confirmed by the probability value of 0.003. The outcome of the study could be attributed to the high degree of professionalism associated with health issues which influences the performance of employees at work places in the study area. The study is in agreement with Hoff (2014) who did a study on educational diversity and employees' job performance. It was upheld that employees cannot find a suitable work and also perform excellently without having adequate educational background. Therefore, the background of one's education remains vital to workers' employability levels. Fabian (2015) on diversity of top management team and how it impacts on universities academic excellence found that diversity in education has positive influences on outcomes. Zhuwao (2017) did an investigation focusing on workforce diversity effect on employee performances and found that education had key influences on performances of employees.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This segment of the study provided summary, conclusion and recommendations. Additionally, suggestions for progress studies and knowledge contributions are contained in this segment. The above are carried out in line with the study particular objectives as well as the findings.

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

The study sought to examine the effect of workforce diversity on employee performance at Referral Hospitals in Nairobi City County. Definitely, the study purposes were: to institute gender diversity, cultural diversity, age diversity and educational level diversity affect employees' performance in Referral Hospitals in Nairobi City County. The study made use of Equity Theory, Multiculturalism Theory and Symbolic Interactionist Theory.

The study summary was guided by the findings of the study in line with the techniques applied. Based on the descriptive results, it was established that majority of the respondents agreed that gender diversity; cultural diversity, age diversity and educational level diversity affect the performance of employees. Also, the axioms of ordinary least squares regression analyses were examined to allow for efficient evaluation. In view of the regression analysis, the study findings revealed that gender diversity, cultural diversity, age diversity and educational diversity were significant in predicting the employees' performance at Referral Hospitals in Nairobi City County.

There was enough evidence that gender diversity, cultural diversity, age diversity and educational diversity had positive correlation with employees' performance at Referral Hospitals in Nairobi City County. With regard the regression analyzes, gender diversity, cultural diversity, age diversity and educational diversity are critical in determining employees' performance at Referral Hospitals in Nairobi City County.

### **5.3 Conclusion**

The investigation concluded that work force diversity specifically; gender diversity, cultural diversity, age diversity and educational level diversity had positive nexus with employees' performance at Referral Hospitals in Nairobi City County. With respect to the first particular objective, the study concluded that gender diversity was a key determinant of employees' performance at Referral Hospitals in Nairobi City County. This means that gender diversity brings about competition among groups at work and hence enhances their performance.

In view of the second objective of the study, it was documented that cultural diversity is significant in forecasting employees' performance at Referral Hospitals in Nairobi City County. Therefore, it was concluded cultural diversity is an essential element in determining employees' performance at Referral Hospitals in Nairobi City County. Based on this, the study concluded that cultural diversity brings unity of purpose at work place which provided avenue where employees' performance can be improved upon for optimum productivity.

Also, with respect to the third objective of the study, it was documented that age plays a significant role in the determination of employees' performance at Referral Hospitals in Nairobi City County. In view of this outcome, the study concluded that age diversity is imperative in explaining employees' performance at Referral Hospitals in Nairobi City County. The age differences plays an important role in the employees' performance efficiency as age comes with experience on work environment and conditions. Therefore, as the employees advance in age on the work, the more efficient he becomes in the discharge of his duties.

Lastly, in view of the study fourth definite objective, it was documented that educational level diversity had significance effect on employees' performance at Referral Hospitals in Nairobi City County. In view of this particular outcome of the study, educational level diversity is key in the determination of employees' optimum performance at Referral Hospitals in Nairobi City County. The educational level of employees serves as training ground for efficiency and effectiveness in the discharge of duties in improving productivity.

#### **5.4 Policy Recommendations**

With respect to work force diversity (gender, culture, age and educational level) which significantly predict employees' performance at Referral Hospitals in Nairobi City County, a variety of policy implications are outlined. The study concluded that gender had relevant effect on employees' performance at Referral Hospitals in Nairobi City County. Therefore, to improve on efficiency and effectiveness in the delivery of service in the hospital, policies should be implemented to ensure sensitivity in the referral

hospital recruitment to ensure competition for best medical practices. This in turn improve the health conditions of patients and as well reduce mortality rate of patients in the hospitals.

The research concluded that cultural diversity is significant in predicting employees' performance at Referral Hospitals in Nairobi City County. To this effect, the study recommends that the hospital authorities should take into account the sensitivity of cultural differences in enhancing employees' performance in the referral hospitals. This can be made possible through legislative promulgation for all inclusive recruitment in the hospital management board from the countries different ethnic groups to avoid marginalization of the minorities.

The conclusion of the study also indicated that age diversity had significant effect on employees' performance at Referral Hospitals in Nairobi City County. In view of this, it is recommended that the management as well as the government should pay more attention to the age of the medical personnel as this enhanced the performance of the medical staff in service delivery. This can be encouraged through the establishment of post training medical centers where fresh medical graduates can gain experience on the job before complete absorption into the hospitals. This in turn reduces the rate of trial and error on patients' lives.

Lastly, the study also concluded that educational level diversity is relevant in forecasting employees' performance at Referral Hospitals in Nairobi City County. In view of this, the study concluded that education is the key for optimum service delivery in the hospital. To

this effect, the study recommends that the government should establish more schools for the training and retraining of medical personnel to enhance their performance for effective service delivery.

### **5.5 Contribution to Knowledge**

The research contributes to the existing body of knowledge in diverse ways. The study contributes to literature on the effect of work force diversity on employee performance at Referral Hospitals. The study reported evidence on the direction of linkage between work force diversity and employees' performance at Referral Hospitals. The research contributes to policy building, practice and hypothetical build. The investigation outcomes contribute to knowledge as it has successfully tested different study hypotheses on work force diversity effect on employees' performance at Referral Hospitals in Nairobi City County. The research also provided an effective empirical model on work force diversity and employees performance at Referral Hospitals as it statistically instituted the variables significance.

### **5.6 Suggestions for Future Research**

The study was on work force diversity and employees' performance at Referral Hospitals in Nairobi City County, the study suggests that further studies be focused on community-based hospitals in Nairobi. Furthermore, additional studies should also be conducted in other Counties to determine the effectiveness of workforce diversity on employee performance in Kenya. Lastly, other studies can be conducted on other organizations aside hospitals to determine the extent and direction of the linkages between workforce diversity and employee performance.

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## **APPENDICES**

### **Appendix I: Introductory Letter**

Dear madam/sir

#### **RE: REQUEST FOR PERMISSION TO COLLECT DATA**

My name is Kiplagat Faith Jepkorir, a student at Kenyatta University studying Master of Business Administration (Human Resource Management) carrying out a study entitled “Workforce diversity and employee performance at Referral Hospitals in Nairobi City County, Kenya”. I hereby request for permission to collect data in your organization from your medical staff.

I will greatly appreciate on considering my request.

Yours faithfully

Kiplagat Faith Jepkorir

## Appendix II: Questionnaire

The title of the study is “Work Force Diversity and Employee Performance of Referral Hospitals in Nairobi, Kenya”. Kindly, tick the appropriate options indicated therein.

### SECTION A: Demographic Information

1. What is your gender?

Male [ ] Female [ ]

2. What is your highest level of education?

Certificate/Diploma [ ] Undergraduate degree [ ] Masters [ ] PhD [ ]

Others specify.....

3. What is your age bracket?

Below25 [ ]

25-34[ ]

35-44[ ]

45-50 [ ]

Above 51[ ]

4. How long have you been working with your organization?

1-5 years [ ]

6-10 years [ ]

11-15 years [ ]

Above 15  
years [ ]

5. What is your position at your work place?

Doctor [ ]

Nurse [ ]

## SECTION B

Kindly tick the options you consider right: strongly agree=5, Agree=4 Not sure=3, Disagree=2 and strongly Disagree=1

### D) GENDER DIVERSITY

This section contains various statements on gender diversity and employee performance at Referral Hospitals in Nairobi City County, Kenya.

No	Statement	1	2	3	4	5
1	Workers are treated fairly regardless of their gender whether male or female					
2	The training and development programs of the organization focuses on both male and female workers					
3	Both male and female employees are engaged in leadership and decision making of the hospital					
4	No preferential treatment is given to males when recruiting					
5	Both male and female have the same remuneration structure in the hospital					
6	Both male and female have the same working hours in the hospital					

## II) CULTURAL DIVERSITY

This section presents statements on cultural diversity and employee performance at Referral Hospitals in Nairobi City County, Kenya.

No	Statement	1	2	3	4	5
1	Various languages used in the work environment do not bring issues					
2	Cultural differences do not result in conflict at the workplace					
3	The values and culture of employees are fairly considered					
4	Minorities are equality provided with growth opportunities					
5	Growth opportunities are given to all employees					
6	Employees cultural background do not determine their location of work					
7	There is no preferential treatment given to a particular culture in the work place					

## III) AGE DIVERSITY

This section contains various statements on age diversity and employee performance at Referral Hospitals in Nairobi City County, Kenya.

No	Statement	1	2	3	4	5
1	Age of employees are respected regardless of them being young or old					
2	Issues among employees are resolved fairly with the aim of enhancing performance					
3	Employees interact well with each other regardless of age					
4	Employees learn from each other irrespective of differences in age					
5	Age differences at work is a source of conflict					
6	Age differences do not influence leadership decision on employees performance					
7	Employees performance is determine by their age differences					

#### **IV) EDUCATIONAL LEVEL DIVERSITY**

This section contains various statements on educational level diversity and employee performance at Referral Hospitals in Nairobi City County, Kenya.

No	Statement	1	2	3	4	5
1	Growth and advancement opportunities are provided to employees with low qualification					
2	Diversity in education of workers has enhanced service delivery					
3	Diversity in education has brought about quality decision making					
4	Work performance is not affected by differences in academic qualification					
5	Diversity in education of workers determine their remuneration structure					
6	Education diversity influences leadership performance of employees					

#### V) EMPLOYEE PERFORMANCE

This section contains various statements on employee performance at Referral Hospitals in Nairobi City County, Kenya.

No	Statement	1	2	3	4	5
1	Employees are recognized for quality jobs performed					
2	There is high productivity of employees					
3	There is high levels of employee satisfaction					
4	There is high level of patient satisfaction					
5	There is high level of task performance among employees					
6	There is high level of service delivery					
7	There is prompt response to issues by employees					

## Appendix III: Approval of Research Proposal



KENYATTA UNIVERSITY  
GRADUATE SCHOOL

E-mail: [dean-graduate@ku.ac.ke](mailto:dean-graduate@ku.ac.ke)

P.O. Box 43844, 00100  
NAIROBI, KENYA  
Tel. 810901 Ext. 4150

Website: [www.ku.ac.ke](http://www.ku.ac.ke)

### Internal Memo

FROM: Dean, Graduate School

DATE: 21<sup>st</sup> May, 2021

TO: Kiplagat Faith Jepkorir  
C/o Business Administration Dept.

REF: D53/CTY/PT/39623/2016

### SUBJECT: APPROVAL OF RESEARCH PROPOSAL

We acknowledge receipt of your revised Research Proposal as per our recommendations raised by the graduate school board 28<sup>th</sup> April, 2021 entitled "Work Force Diversity and Employee Performance in Referral Hospitals in Nairobi City County, Kenya".

You may now proceed with your data collection, subject to clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking and progress report forms per semester. The forms are available at the University's Website under Graduate School webpage downloads.

Thank you.

ANNBELL MWANIKI  
FOR: DEAN, GRADUATE SCHOOL

C.c. Chairman, Department of Business Administration

Supervisors:

1. Dr. David Kiiru  
C/o Department of Business Administration  
Kenyatta University

AM/lnn

## Appendix IV: Research Authorization Letter



### KENYATTA UNIVERSITY GRADUATE SCHOOL

E-mail: [dean-graduate@ku.ac.ke](mailto:dean-graduate@ku.ac.ke)

Website: [www.ku.ac.ke](http://www.ku.ac.ke)

P.O. Box 43844, 00100

NAIROBI, KENYA

Tel. 8710901 Ext. 57530

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Our Ref: D53/CTY/PT/39623/2016

DATE: 21<sup>st</sup> May, 2021

Director General,  
National Commission for Science, Technology  
and Innovation  
P.O. Box 30623-00100  
**NAIROBI**

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR KIPLAGAT FAITH JEPKORIR – REG. NO. D53/CTY/PT/39623/2016.

I write to introduce Kiplagat Faith Jepkorir who is a Postgraduate Student of this University. The student is registered for MBA degree programme in the Department of Business Administration.

Kiplagat intends to conduct research for a MBA Project Proposal entitled, “Work Force Diversity and Employee Performance in Referral Hospitals in Nairobi City County, Kenya”.

Any assistance given will be highly appreciated.

Yours faithfully,

  
PROF. ELISHIBA KIMANI  
DEAN, GRADUATE SCHOOL

AM/inn

**Appendix V: Research Permit**

  
**REPUBLIC OF KENYA**

  
**NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY & INNOVATION**

Ref No: **177731** Date of Issue: **02/July/2021**

**RESEARCH LICENSE**



**This is to Certify that Ms., Faith Jepkorir Kiplagat of Kenyatta University, has been licensed to conduct research in Nairobi on the topic: Workforce Diversity and Employee Performance in Referral Hospitals in Nairobi City County, Kenya for the period ending : 02/July/2022.**

License No: **NACOSTI/P/21/11573**

**177731**

Applicant Identification Number

  
Director General  
**NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY &  
INNOVATION**

Verification QR Code



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