

**WORKFORCE DIVERSITY TOWARDS EMPLOYEE PERFORMANCE IN REACTION
TO DEVOLVED HEALTHCARE TO COUNTY GOVERNMENT, A CASE STUDY AT
KAPSABET DISTRICT HOSPITAL, NANDI COUNTY**

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HEALTH SERVICES MANAGEMENT, KENYATTA UNIVERSITY**

JANUARY, 2014

DECLARATION

Declaration by the candidate

This proposal is my original work and has not been presented for the award of a degree in other university

Signature Date.....

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Declaration by the supervisor

I confirm that the work in this proposal was done by the candidate under my supervision

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ABSTRACT

In today's increasingly rapid changing health care environment, many countries have changed drastically to accommodate the increasing diverse work force in most of its health facilities. The diversity of the work force in Kenya has been taking an ever increasing trend in the past couple of years. This study aims at exploring on how cultural workforce diversity in terms of Ethnicity, gender, age, and education background affects the employee performance in the Nandi county Health facilities, and at bridging that gap and argued that the future success of any organization depends on the effectiveness and ability to manage a diverse skills and talent that can bring new ideas and values to the employee performance. Different mixtures of talents of diverse cultural backgrounds, genders, ages, and lifestyles within an organization make it to respond to business opportunities more rapidly and creatively and improve on the quality of health services provided to the population. Questionnaires were used to obtain information about the population and were developed to address a specific objective, research questions of the study. Interviews were used to administer oral administration of a questionnaire. This included face-to-face encounter with respondents which developed a good rapport with the respondent. Questionnaires were used to collect data which was administered to the sample population. The questions were structured in both as open and close ended. The open-ended questions enabled the respondent to clarify issues further to provide an in-depth finding for this study. The reliability of the questionnaire was analyzed using the Statistical Package for Social Science (SPSS) software. Descriptive statistics such as mean, Mode, and median were used to present various characteristics for data sets after the descriptive analysis. Data presentation was done using tables, pie chart and graphs to present the results on various variables of the study and its finding on workforce diversity in health care

organizations. The results indicated that only two variables, gender and education background, were significant in explaining the variance in employee performance at the organization when different work force work together. While surprisingly, age diversity does not influence and affect the performance of employees at work place. There was no significant relationship between age group and employee performance, based on the results, there was almost negligible relationship between age group and employee performance. There is no influence of age diversity on performance. The question on the effects of devolved health care services to the county level generated a lot of different opinions from the respondents. But what came out clearly is that the employee performance was poor due to victimization and interference by the politicians, low morale and increased ethnicity. Poor strategic policies on employing individual from diverse region lead to ethnicity affecting on the performance of the employees. Conclusion and recommendation to devolving healthcare to county levels, there should be well developed strategic plans in place to enhance employee performance and promote employing persons from different counties to enhance work diversity in health care systems. To improve quality health services to the population the health care facility should adopt workforce diversity to improve on the performance of the employees.

CHAPTER ONE: INTRODUCTION

1.1 Research background

Work force diversity has become the major focus for the human resources and administrators in health care organizations in the last few years. It is a multi-faceted concept that will continue to evolve as more industries, specifically the health care industry move toward both working in and recruiting employees from different backgrounds. For sustainable organizational performance it has been argued that work force diversity has become inevitable, which has led corporate managers in different health organizations to embrace and comprehend the concept of work place diversity. Any business that intends to be successful must have a borderless view and an underlying commitment to ensure that work force diversity is part of its day-to-day business operations (Churli, 2004).

Previous research has demonstrated that diversity management can indeed improve organization outcomes (Pitts, 2009). The study aimed at bridging that gap and argued that the future success of any organization depends on the effectiveness and ability to manage a diverse skills and talent that can bring new ideas and values to the employee performance. Different mixtures of talents of diverse cultural backgrounds, genders, ages, and lifestyles within an organization make it to respond to business opportunities more rapidly and creatively and improve on the quality of health services provided to the population. (Elaine, 2006,) suggested that organizations should embrace diversity in their workforce and work towards achieving it by creating a culture where difference can thrive. Organizational environment should support diversity broadly to reduce the risk of losing talent to other competitors.

Diversity can have negative effects, as well as positives ones (Kochan *et al.*, 2007). When work force diversity is not managed properly, there will be a higher voluntary employee turnover, poor communication and interpersonal conflicts affecting on the employee performance towards organizational goals. The study aimed at identifying the factors that affects the workforce diversity towards employee's performance and to study the relationships of gender, age, and education background on overall employee performance in an organization.

1.2 Problem Statement

Work force diversity is a tool which enables organizations to become more creative and innovative in reaching the untapped markets, it helps in achieving and maintaining a competitive advantage over other organizations (Loriann *et al.*, 2007). Understanding the effects of work force diversity on organizational outcomes, such as employee performance, employee satisfaction, and employee turnover, enhances organizational sustainability (Rainey, 2010). Workforce diversity creates conflict and uncertainty in the workplace if the management is not skilled in the discipline of diversity management within the organization. As a result, hospital managers do not know how to effectively practice diversity. Diversity within the work place can bring a lot of emotions as some individuals view diversity as something to be dealt rather than a tool to be used to improve the organization (Kochan *et al.*,2003),. Although many researchers have been done and the end results agreed that work diversity improves on the performance of organization, evaluating workforce diversity for the sake of developing methods of interventions does not exist.

1.3 Research objective of the study

1.3.1 General objective

To identify the factors that affects the workforce diversity towards employee's performance in organizations.

1.3.2 Specific objectives

1. To determine the relationships of gender, age, and education background on overall employee performance in an organization
2. To identify what are health organizations doing to manage diversity in the workplace.

1.4 Research questions

1. What is the relationship between gender and employee performance?
2. What is the relationship between age and employee performance?
3. What is the relationship between education background and employee performance?
4. What areas of diversity covered by the organizations?

1.5. Significance of the study

The study will be used to put into perspective the exact impact of cultural workforce diversity towards the performance of employees in health care organizations, it identified on how different individual characteristics in terms of culture, sex, age, religion, race, education level had an impact on the performance of the employees. The study is of importance to the management of health care organization in identifying the factors which increases or affects the performance of the employees in the organization. It will shade light on those factors, helping the management to develop long term strategic work plan on improving the employee performance in the health care organizations.

The research aimed at helping the health managers employ staffs from various diversity to enhance the success of the organization towards quality health to the population. Effective decision making through involvement of various individuals who have different skills within the organization, sharing of different views and brainstorming on the long term strategic goals towards improving the quality of health services will be utilized. The devolved government will utilize the importance of cultural diversity in organizations within their jurisdiction rather than having single workforce within the county which affects the quality of services provided to the population. The end results of this study was to have a positive impact on the employee performance in health care organizations in public hospitals by integrating the management and diverse workforce from different regions that will utilize this report results fully towards quality health to the population.

1.6 Scope of the study

The study confined itself to Kapsabet District hospital, dispensaries surrounding the hospital and the office of the county commissioner, Nandi County. The focus of the study was to establish the effects of diverse workforce on the performance of employees within this jurisdiction.

1.7 Assumption of the study

The researcher basically proceeded with few assumptions mainly: the respondents were to give correct information, and the information given was correct at the time of the study.

CHAPTER TWO: LITERATURE REVIEW

2.1. Education

(LouisBalle, 2011). Suggests that a thorough diversity education progress at a place of work helps to make workers smart and more curious about other cultures. It fosters dialogue that inspires workers to search for more knowledge about other cultures and experience. If workers are not taught these concepts while in school, the training provided at workplace create a better-rounded and educated group of employees. (Green field, 2009,). Agrees as more and more people are obtaining academic degrees, the advantage lies with the candidate whose skills and knowledge are current and relevant in the workplace

Employers in much organization commonly do not employ individuals whose training, experience, or education is not enough to meet the requirements stipulated. Education background is critical to employees in any given organization. Employees cannot find a job and perform well without adequate education background. An employee will be more productive depending on the level of his or her education. The more education the individual has received, the more productive the worker will be in an organization. (Daniel, 2009,).

2.2 Gender

Gender equality is achieved when people are able to access and enjoy the rewards, resources and opportunities regardless of the whether the person is a woman or a man. A considerable body of research suggests a link between gender equality and better organizational performance, diversity brings together varied perspective which produces a more holistic analysis of the issues an organization faces and spurs greater effort, leading to improved performance. (Kochan *et al.*, 2002), suggests that providing an equal job opportunity to women is vital to improving the

performance of employees in an organization. Discrimination on hiring workers based on gender has resulted in a firm's hiring workers who are paid higher wages than alternative workers, but are not productive to the organization (Troke, 2001,).

2.3 Age

Age difference at workplace can negatively affect employee productivity due to differences in values and preferences of distinct age groups. Conflicts are particularly frequent in the presence of generation gaps (Gesner, 2006) which create differences at workplace. Individuals are suggested to classify themselves into certain groups on the basis of dimensions and group age that was personally relevant for them according to social identity (Kunze *et al.*, 2009). This makes individuals to favor members of their own group at the expenses of other groups, against which can lead to discrimination against other groups.

2.4 Employee Performance

Workplace diversity can be either positive to the organization or have negative effects to the performance of the employees. Effective management on the employee skills and knowledge enhances positive effects to the employee's performance, increased creativity and problem-solving skills (Deborah *et al.*, 2003,). And negatively related with conflict related issues and poor cooperation among staff within the organization. Effective work force diversity practices in the area of management enhance both employee and organizational performance (Adler, 2001,). Employee diversity in organization allows increased creativity, better problem solving and better solution. Work place diversity generates conflicts between employees. Conflict occurs due to differences of perception, ideas, behaviors, interest, attitudes, religious differences, political differences and unjustified distribution of resources. If not well managed by the management this can reduce the employee's morale affecting their motivation leading to poor employee

performance. Leading to a reduction in creativity, innovation, quality, and performance of employees and organizations ultimately leading to negative effects on the performance (Shelia *et al.*, 2002)

2.5 Ethnicity

Promoting racial and ethnic diversity within the health care organization is a national priority. However the extend of ethnic ethnic discrimination reported among physicians from diverse backgrounds in today health care workplace is unknown (Gen Intern, 2009,). Ethnic background appears to account for differences in experiences among employees in health care organizations; ethnicity is significant in regard to how people experience in giving health care services (Catherine, 2011,). Ethnic minority staff in an organization was low self-confidence and language skills, a lack of organizational understanding of ethnic minority communities affecting on the general organization performance. Employers need a strategic approach toward supporting career progression among the minority groups in an organization from diverse ethnic backgrounds. Leadership from the top and clear organizational commitment was essential towards development of minority ethnic groups to take up progression opportunities. (Gina Netto *et al* 2011,).

2.6 Conceptual Framework

The different variables of cultural work diversity are very important in affecting the employee performance. The integration of various variables which are the independent variables working on their own affects the employee performance which is the dependent variable. The future success of any organizations relies on the ability to manage a diverse body of talent that can bring innovative ideas, perspectives and views to their work.

In dependent variable

dependent variable

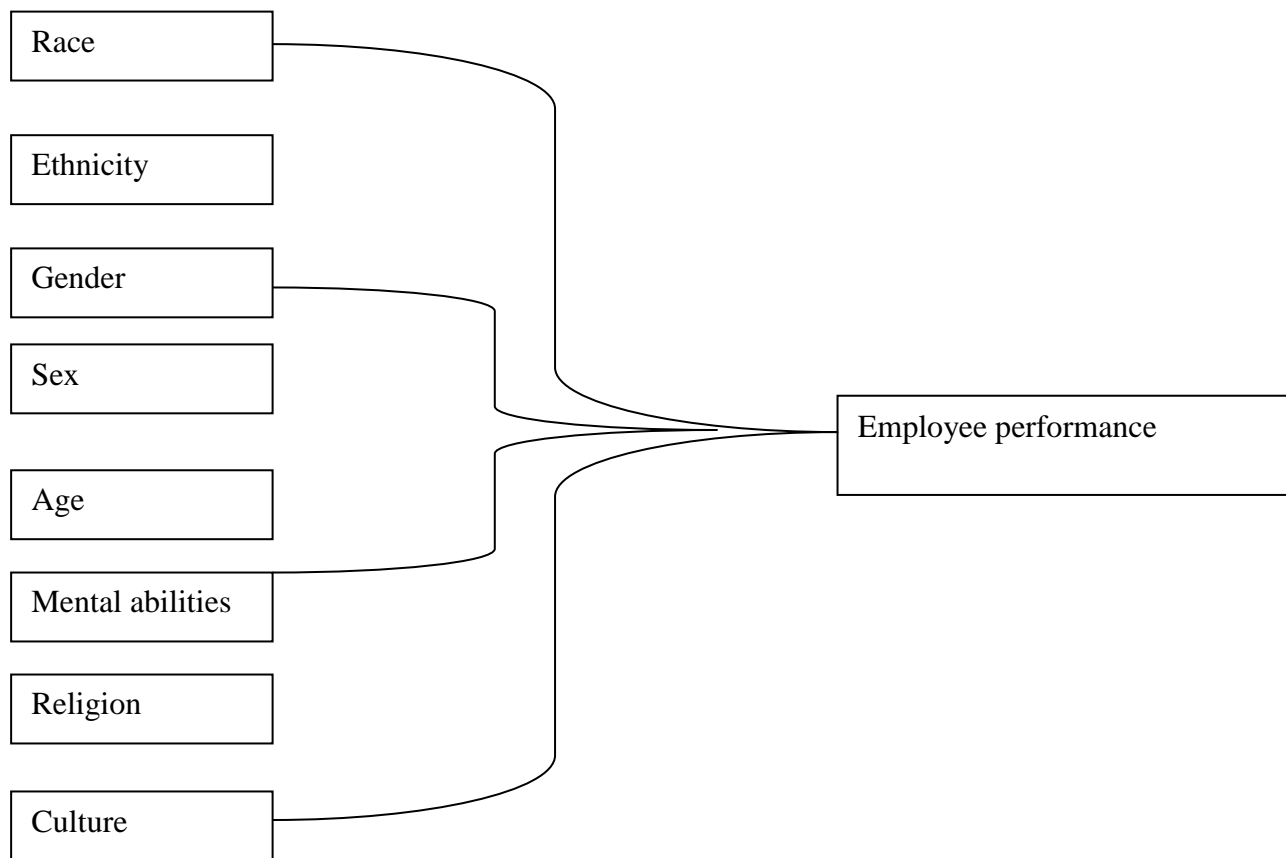


Figure 1: Conceptual Framework of the Research

Source: Thomas, D.T., (2001). *Cultural Diversity at work*, 4th edition, Chicago.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter highlights the materials and methods which were involved in the execution of this study. The chapter explains in details sampling designs and data collection techniques for each objective. Subsequently, the chapter highlights how the study data was managed and analyzed.

3.2 Research design

The study design was carried out through a descriptive quantitative and qualitative cross-sectional survey among the employees at Kapsabet district hospital, which was conducted between December 2013 and January 2014, Nandi County.

3.3 Description of the Study Area

Kapsabet District hospital is located in Nandi County, Rift valley province. It is on a 5 acres' land along the Eldoret - Kisumu road. The hospital provides its health services to a population number of 69,245. The numbers of females receiving health services from the hospital are 34,761 while that of men population was 34,484 the population proportion of estimates being 50.2 female to 49.8 males. The hospital has a total 241 employees, Medical Technical Officers being 125 and the Non-medical officers are 88 inclusive of the Security officers, cooks and cleaners that have been contracted by the hospital to offer services. (Kapsabet District Hospital staff data base 2013, Appendix IV)

3.4 Data Collection Methods

Data was collected through two main sources: The primary data and secondary data (Cooper 2006,). Both sources of data were used to answer the research questions. Questionnaires were used to obtain information about the population and were developed to address the specific

objective of the study. Interviews were used to administer oral administration of a questionnaire. This included face-to-face encounter with respondents which developed a good rapport with the respondent. Questionnaires were used to collect data which was administered to the sample population. The questions structured were both open and close ended. The open-ended questions enabled the respondent to clarify issues further, to provide an in-depth finding for the study. The close ended questions enabled the researcher to obtain background information on aspects of cultural work diversity. The advantage of using questionnaire was that it was the most feasible and allows the respondents moments of reflection on the subject and gave the respondent adequate time to respond to the questions. Use on face to face interview helped to understand in depth the workforce diversity in health organizations.

3.6 Sampling Size

Sample size was calculated basing on the number of employees in the hospital (241) employees (Kapsabet District Hospital staff data base 2013, Appendix IV) Using the formula below and after an adjustment for non-response, estimated sample size was study participants was 42.

The sample size is calculated from the following formula (Kothari 2004)

$$n = \frac{z^2 pqN}{e^2 (N-1) + z^2 pq}$$

Where:

n = is the value of sample size

N = is the population size

p = 0.5 (Sample proportion)

q = 0.5 {(1-0.5) i.e. 1-p}

z = 1.96 (desired confidence level is 95% and value obtained from the table)

e = is set for accuracy of plus or minus 0.138

$$n = \frac{(1.96)^2 \times 0.5 \times 0.5 \times 241}{0.138^2 (241-1) + \{(1.96^2) (0.5) (0.5)\}} = \frac{231.4564}{5.5} = 42.1$$

Number of respondents = 42

3.7 Sampling design

Random sampling design was employed as the sampling method. The research design undertaken during this study was a randomized repeated cross sectional survey. During these surveys, a subset of the population at the facility was selected randomly for the participation in the study to gather data on workforce diversity towards employee performance on devolved healthcare. 42 respondents were selected randomly for this study.

3.8 Data collection instruments

The research instruments used were self-administered questionnaire which required the respondents to take the responsibility to read and answer the questions. The questionnaires were distributed directly to the employees who took around 5-7 minutes for each respondent to complete it. The design of the questionnaire was both open ended and closed to enable the employees share their views widely.

3.9 Data analysis and presentation

After designing the questionnaire, reliability analysis was conducted to ensure measurements are reliable for the study. The sets of questionnaires were distributed to the respondents and commented and suggested changes to the questionnaire. This helped in modifying the questionnaire to improve on clarity of meeting the objective of the study. The Reliability of the questionnaire was analyzed using excel. Tables, pie chart and graphs were used to present the results on various variables of the study. Descriptive statistics such as mean, Mode, and median used to present various characteristics for data sets after the descriptive analysis.

CHAPTER FOUR: RESULTS

In the 31 item questionnaire administered to the respondents after successfully passing the pilot study analysis, each respondent was asked four questions regarding their demographic profile, including gender, age, education level, working experience (in years), and position level in the organization. Frequency analysis of the demographic results showed that there were 57.3% of female respondents and 42.7% were male respondents.

33.3% of the respondents had a bachelor's degree; while 9.52% had a master's degree, 38.1% were diploma holders, and 19.08% had a certificate level of education.

The majority of the respondents were of age 25-34 years' old which translated to 57.1% from the overall 42 respondents. 14.2% of the 42 respondents were below 25 years old, 14.3% were between the age of 35-44, 9.5% of the respondents were between the age of 45-54 years old, and 4.9% of the respondents were 55 years old and above.

52.4% of 42 respondents had a working experience of between 6-10 years working in the health care industry. 19% respondents had 1-5 years of working experience, and 28.6% of the respondents had more than 15 years working experience.

Gender	Number	Frequency %	Cumulative percentage
Female	24	57.1	57.1
Male	18	42.9	42.9
Total	42	100	100

Table 2: Gender of respondents

Age	Number	Frequency %	Cumulative percentage
Below 25	6	14.2	14.2
25-34	24	57.1	71.3
35-44	6	14.3	85.6
45-54	4	9.5	95.1
Above 55	2	4.9	100
Total	42	100	

Table 3: Age of respondents

Level of Education	Number	Frequency %	Cumulative percentage
Masters	4	9.52	9.52
Degree	14	33.3	42.82
Diploma	16	38.1	80.92
Others	8	19.08	100
Total	42	100	

Table4: Level of education

Working experience (years)	Number	Frequency %	Cumulative %
1-5	8	19.0	19.0
6-10	12	52.4	71.4
Above 10	22	28.6	100
Total	42	100	

Table 5: respondents working experience

Survey Results

There were 2 questions touching on “the organization concerns about the employees’ customs, cultures and values, and “The team leader including all members in problem solving and decision making”. 55.7% agreed and 28% neither agreed nor disagreed on the statements.

47% of the respondents disagreed and 33.7% neither agreed nor disagreed that the recruitment plan of the organization is based on the education background of the employees and also get the same result for the question “the difference in education background does not encourage conflict”.

44.7% of the respondents agreed and 37.3% of them neither agreed nor disagreed that the organization provides paid study leave to employees who further their education.

Figure 2 illustrates the diversity areas that were being addressed by responding employees to the facility. (n =42), 88% (37of 42) the respondents reported that their organizations covered gender in their diversity practices, followed by education background 86% (36 of 42), age 69% (29 Of 42), ethnicity 55% (22 Of 42), disability 30% (13 Of 42) and religion 12% (50 of 42) and 0% in terms of race.

Figure 3 shows the diversity of board of directors committed towards diversity, an organization board is the public face of the organization and shows the commitment to diversity to the organization’s workforce. Of the 42 respondents, 83% did not agree that the board of directors was diverse and 17% agreed that the board of directors was diverse in terms of age, ethnicity, gender, religion, disability and education.

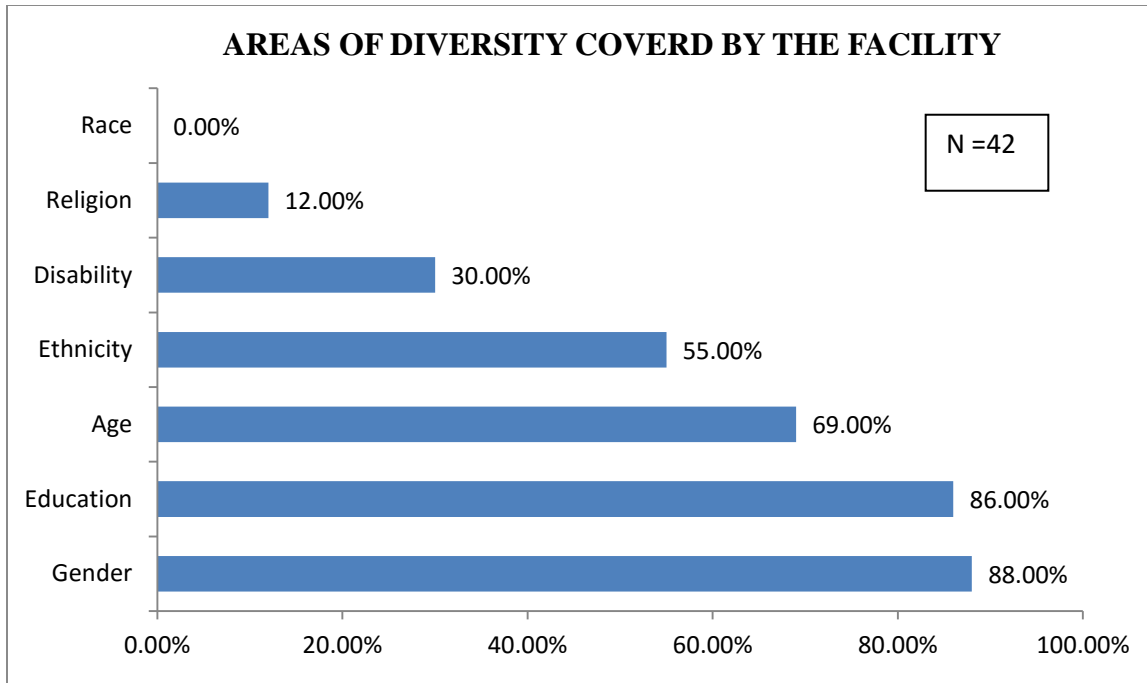


Figure 2: Areas of Diversity covered by the facility

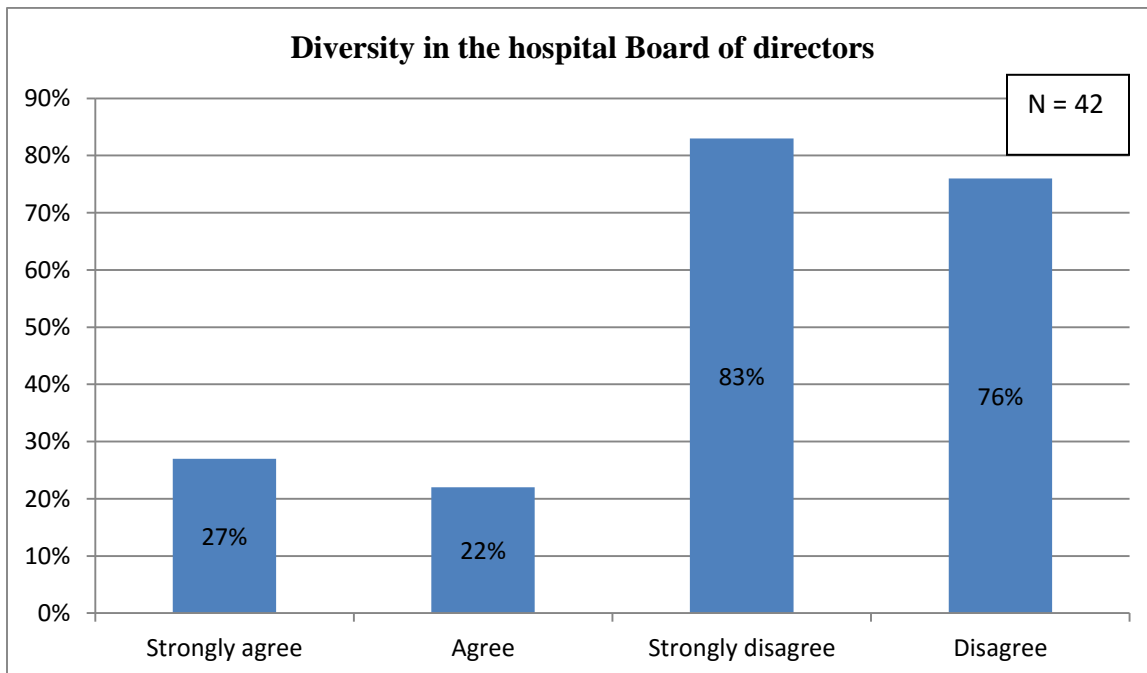


Figure 3: Diversity in the hospital Board of Directors

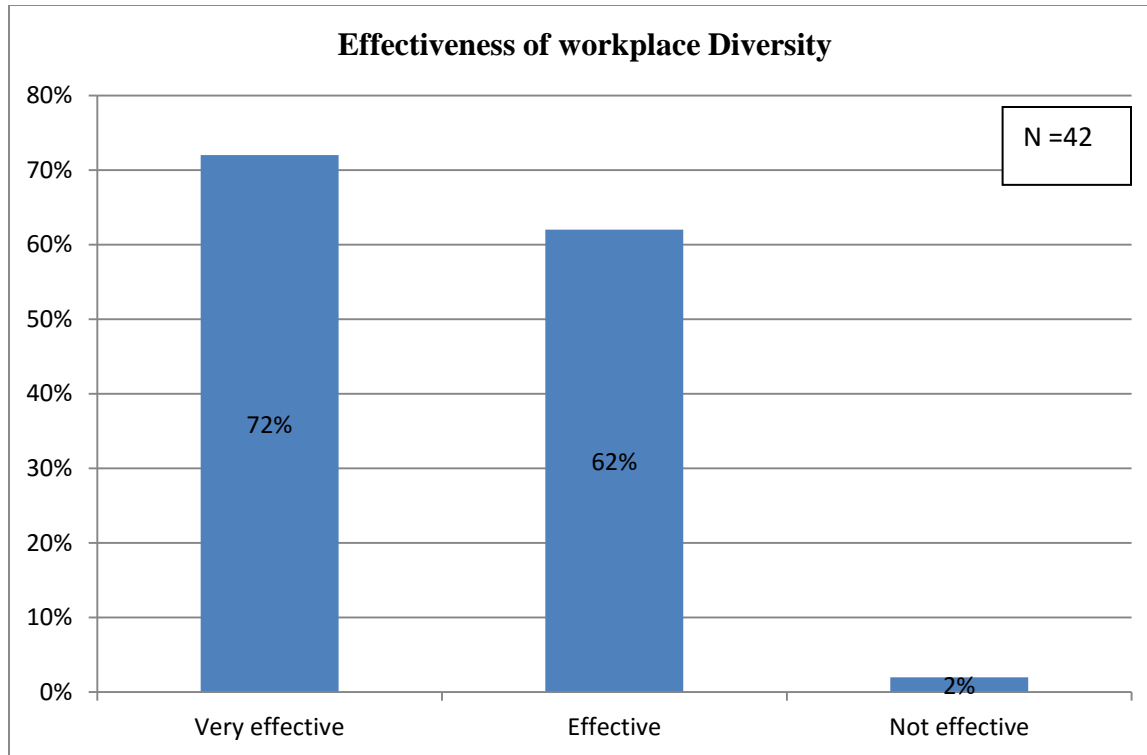


Figure 4: Effectiveness of Workplace diversity

Figure 4 shows how effective are the workforce diversity to the organization. The respondents believed their organizations diversity practices were aimed at meeting the organizations' desired outcomes. Of the respondents 62% indicated that their diversity practices were effective in achieving their intended results and 72% felt their programs were very effective while 2% felt not effective.

The research also aimed at identifying the respondent's opinion on devolved health services to county, to the effect of employee performance; using the open ended question, 70% (30 of 42) respondents reported that devolved health care will lead to ethnicity, employing employees from the same county affecting the meaning of workforce diversity in future health care.

30% (13 of 42) of the respondents reported that the devolved health care to county level will enhance quality health services due to decentralization of the services while 27% (11 of 42) of the respondents reported that effective strategic plans should be formulated to enhance workforce diversity in devolved health care systems to avoid jeopardizing the importance of workforce diversity in future.

Of the respondents 73% agreed that they feel the facility does a good job of attracting and employees from different background, while 20% of them neither agreed nor disagreed with that statement. 74% of the respondents agreed that there was fair treatment given to all employees whether they are male or female, while 12% of them neither agreed nor disagreed with that statement. The 42.4% of the respondents agreed that opportunities for growth and advancement exist for all employees in the organization while and 30.3% of them neither agreed nor disagreed.

61% agreed that opposite gender can perform well and they enjoy working with them, while 24.7% of them neither agreed nor disagreed with that statement,

44% of the respondents disagreed that the organization provides them with equal opportunities for training and career development, while 33.7% of them neither agreed nor disagreed with that statement.

42.7% of the respondents neither agreed nor disagreed that their team leaders include all members at different ages in problem solving and decision making, while 36% of them agreed.

The research also aimed at identifying the importance and outcomes of the workforce diversity towards the hospital. Of the respondents 96% identified workforce diversity in hospitals to highly associate with improved quality health services to the population.

Table 4, shows how important is the workforce diversity to the hospital.

Table 4: Importance of Workplace Diversity Practice Outcomes

	Very Important N = 42	Important N=42	Not Important N=42
A diverse client/customer base	98%	12%	0%
Decrease in complaints from patients	90%	42%	0%
Diversity of thought and decision-making in the organization	82%	23%	1%
Improved public image of the organization	72%	14%	0%
Recruitment of a diverse workforce	56%	32%	2%
Reduced costs associated with turnover, absenteeism and low productivity	56%	34%	12%
Increased Quality health Services	97%	34%	12%
Improved patient satisfaction	90%	42%	0%

CHAPTER FIVE: DISCUSSION

Based on the results, there is a significant positive relationship between gender group and employee performance. The findings showed that gender group and employee performance is positively linked. Based on the information provided in the research the overall feeling is that, for the most part, gender was not an area of concern. In order to enforce the employee performance, performance appraisals employees included measures employees' ability to achieve the targets. According to (Kochan et al., 2002), the performance appraisals were used for making promotion and compensation related decisions. Training practices included intensive diversity training. Trainers used behavioral modeling techniques to help develop managerial capabilities for interacting with subordinates and colleagues irrespective of demographic differences. Thus the training efforts focused more on skill-building than on building awareness or modifying attitudes.

There is no significant relationship between age group and employee performance, Based on the results, there is no significant and slight, almost negligible relationship between age group and employee performance. There is no influence of age diversity on performance, which agrees to the findings of the empirical studies reviewed in (Jackson et al., 2003). Age might also be a proxy for experience or status rather than for social category. There is no negative effect when age diversity is very high, and the decision-making process does not seem to benefit from increased diversity, as indicated by (Wage et al., 2008).

There is significant relationship between education background group and employee performance Based on the results, there is significant positive and slight, almost negligible relationship between education background group and employee performance which carries

correlation coefficient value of 0.190. Different education types, or a more balance in the education types an organization possesses would increase the likelihood of having an innovation. There is a bias in the education diversity measure, since it measures diversity within the highly educated group, meaning the employees with a bachelor degree or higher. All employees with a degree below bachelor are put in a single category. According to the (Ostergaard, 2009), having a higher educated employee alone would be positive for innovation performance, having more different types would increase the likelihood. An organization may make an effort to compensate for education or skill deficiencies of group members by offering specialized training that brings employees up to the required standards (Moskos, 2007).

The question on the effects of devolved health care services to the county level generated a lot of different opinions from the respondents. But what came out clearly is that the employee performance will be poor due to victimization and interference by the politicians, low morale and increased ethnicity. Poor strategic policies on employing individual from diverse region will lead to ethnicity affecting on the performance of the employees. Work force diversity is still new and still developing in public district health care organization and well developed strategic plans should be put in place to enhance employee performance. According to (Markus Curvy, 2002) devolving services and decentralization of services within an organization needs clear guidelines and policy for its effective implementation.

CHAPTER SIX: CONCLUSION

The results clearly indicate that it is important for any organization to implement diversity management for its success. It indicates that high employee performance relates positively with variables such as gender and education, religion, ethnicity and age. Achieving a diverse workforce, effectively leads to many benefits for an organization. It leads to excellence performance when team members are able to understand and appreciate each other, and capitalize on one another's experiences, knowledge and perspectives. Through effective communication, staff members would be able to evaluate problems and situations from various viewpoints, determine underlying cultural assumptions and create a common social reality.

Important factor that promotes an organization's value to diversity is the composition of its board of directors. The board membership should be so diverse so that it includes individuals who can be tied to greater trends toward corporate governance and diversity of the workforce, diverse board brings benefit to the organization through having and bringing together varying leadership styles, worldviews, work styles and expertise.

With the devolved health care services to the county level, effective strategic plans should be formulated and implemented in order to enhance workforce diversity. There is need by the county health committee to continue to be diligent in recruiting and retention strategies of diverse employees in order to ensure workplace diversity within the county level. The county government should make sure that the numbers of diverse workforce are increased in health care organization.

The ultimate outcome of this study is to benefit the public healthcare industry in county governments by getting along with health care management team in county level, the hospital

managers and workers from different backgrounds that would find the information in this study useful in accessing the value of workforce diversity in their respective health organizations. To increase quality health services provided to the population, it requires organizations to reach out and embrace increasingly diverse workforce diversity. Organizations that have a diverse workforce can effectively deal with an increasingly diverse customer base improving on the customer satisfaction and improved organization image and position. Lack of diversity in the workforce can lead to poor health services provided to the clients, affecting the reputation and image of the organization hence reducing the revenue generated by the hospital. Implementation of workforce diversity in devolved health care organization is the key factor of improving the employee's performance towards providing quality health services to the population.

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Appendix I: Questionnaire

WORKFORCE DIVERSITY TOWARDS EMPLOYEE PERFORMANCE ON DEVOLVED HEALTHCARE ORGANIZATIONS

INTRODUCTION

Hello, my name is _____ a student at Kenyatta University. We are carrying out a survey on diverse workforce in which the survey asks questions about diversity and equal opportunities at work place which will help us determine the effects of the cultural workforce diversity in terms of culture, race, gender, ethnicity, religion, mental or physical abilities, heritage, age, sexual orientation, identity and other characteristics on the employee's performance.

Confidentiality

Maintaining the confidentiality of your personal information is of utmost concern to us. This information will be held in confidence on our personnel system and will only be used for the purpose of developing equal employment opportunity and diversity policies and programs for the health care organization and for government.

Should you have any questions, please contact **(Dennis Angote)** on **(0720715298)** for further clarification

Instructions

The questionnaire will take approximately five minutes to complete. Information given will help us. Please answer all questions. If you have a particular reason for not wanting to answer a question, leave that question blank, but please answer the other questions and return the form.

SECTION A: DEMOGRAPHIC INFORMATION

1. Gender

Male [] Female []

2. Kindly indicate your Age

Below 25 years [] Between 25 -34 years []

Between 35- 44 Years [] Between 45 – 54 Year []

Above 55 years []

3. Please indicate your marital status

Married [] Single [] Divorced []

Widowed []

4. Name of the Health facility organization you are working for.....

.....

5. What is your position within this health facility?

.....

6. Please indicate the highest level of education attained? (Tick as applicable)

a) College [] b) University []

Diploma [] Degree []

Certificate [] Masters []

c) Others (specify)

.....

7. Years of service/working period you have worked within this facility (Tick as applicable)

0-5 yrs.[] 6-10 yrs. [] 11-15 yrs. [] 15 yrs. and above []

Survey questions

1. Does Kapsabet District Hospital have ANY practices in place that address workplace diversity? (Tick one)

Yes No not sure

2. Please indicate which of the following diversity practices your organization participates in.

	Yes	No	Not Sure
Provides career development opportunities specifically tailored for diverse employees			
Supports employee affinity groups (groups formed around an aspect of diversity)			
Ensures that diversity is a consideration in every business initiative and policy			
Employs recruiting strategies designed to help increase diversity within the organization			
Employs strategies to ensure diversity in the organization's suppliers, contractors, etc.			
Monitor your workforce for diverse groups			
Does the management board comprise of individual from diverse groups, in terms of ethnicity and race.			

3. Please rate your agreement with the following statements while thinking about your experiences with the organization. Choose by writing numbers on the boxes provide.

- i.) Strongly Agree ii.) Somewhat Agree iii.) Neither Agree nor Disagree
 iv.) Somewhat Disagree v.) Strongly Disagree

Kapsabet District Hospital is committed to promoting diversity and inclusion.	
I feel that I work in a diverse and inclusive environment	
I feel valued and respected within this health facility	
Our opinions can be expressed without fear of criticism from the top management	
Our differences are openly discussed within the hospital	
Our differences are respected widely within the hospital	
Kapsabet District Hospital is committed to promoting diversity and inclusion	
The work environment here encourages identification of abilities to allow people to develop.	
Kapsabet District Hospital progressing towards greater diversity and inclusion.	

4. How important are the following outcomes of diversity practices to your organization? (Tick one)

	Very Important	Somehow Important	Not Important
A diverse client/customer base			
Decrease in complaints and litigation			
Diversity of thought and decision-making in the organization			
Improved employee opinion surveys/diversity audits			
Improved public image of the organization			
Recruitment of a diverse workforce			
Reduced costs associated with turnover, absenteeism and low productivity			
Increased organizational competitiveness			
Increased Quality health Services			
Improved patient satisfaction			
Increased organization Revenue			

5. Please indicate which of the following areas of diversity does this health facility diversity practices cover.

(Check all that apply.)

- Age Disability Ethnicity
- Gender Language Race
- Religion Sexual orientation
- Other (please specify): _____

6. Do you agree or disagree; Kapsabet District Hospital board of directors and committee members is diverse in terms of age, ethnicity, gender, religion, socioeconomics, and education, etc.?

Not sure Agree Somewhat agree somewhat disagree Disagree

7. What percentages of the workforce at your department are males and females? (TOTALS must equal 100 %.) _____ Males _____ Female

8. How can you rate the performance of employees in your department?

Excellent Good Average below Average

9. Does the hospital board includes all members in problem solving and decision making

10. What's your opinion on devolved health services to county, on the effect of employee performance _____

11. Are there any additional comments that you would like to make regarding to workforce diversity in health care organization within Nandi county _____

Thank you for taking the time to complete this questionnaire. We appreciate your feedback

Appendix II: Work plan

2013/2014

Month	October	November	December	January
Activity				
Project Proposal Submission and approval				
Proposal presentation				
data collection from all sources identified				
Data analysis				
Submission of final revised research				

Appendix III: Budget

ACTIVITY	AMOUNT
Typing /printing	500.00
Photocopying	700.00
Binding	200.00
Transport	1000.00
Lunch	1000.00
Communication	300.00

TOTAL	3700.00
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Appendix IV: Kapsabet District Hospital Work Force

Medical-Technical officers

Cadres	Norm	Available	Deficit / surplus
Medical Consultants	7	3	4
General medical officers	6	3	3
Specialized clinical officers	8	5	3
General clinical officers			
Community Oral Health officers		2	
Dentists	2	3	1
Dental Technologists	0	0	0
Nursing officers		6	
Kenya Registered community Health Nurses		32	
Kenya Enrolled community Health Nurses		30	
Public Health Officers		1	
Public Health Technicians		1	
Radiographers	2	2	1
Pharmacists	2	2	1
Pharmacist Technologists		2	
Orthopedic Technologists	2	2	1
Nutritionists		2	
Physiotherapists	2	2	1
Laboratory Technologist		8	
Health Record & Information Officers	3	6	0
Health Record & Information Technicians	2	1	2
Occupational Therapists	2	1	1
Medical Engineering Technicians	5	2	2
Medical Engineering Technologists	2	2	2
Trained Community Health Workers	2	23	2
Community Health Extension Workers	3	12	3
TOTAL		153	
Non-Medical Officers			
Cadres	Norm	Available	Deficit / surplus
Administrators	1	1	-
Accountants	1	1	-
Secretaries		1	
Social health workers		1	
Nurse aids		0	
Clerks		5	
Mortuary attendants	2	1	1
Cleaners		32	
Cooks	3	13	1
Drivers	4	6	1

Security officers		27	
TOTAL		88	
TOTAL STAFF		241	

Source: Kapsabet District Hospital Staff data base

Appendix V: Kapsabet District Hospital map direction

