

WORK FORCE DIVERSITY AND EMPLOYEE PERFORMANCE IN REFERRAL HOSPITALS IN NAIROBI CITY COUNTY, KENYA

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Abstract: The study sought 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 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 study advocated that 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.

Keywords: Work Force Diversity, Gender Diversity, Cultural Diversity, Age Diversity, Educational Diversity and Employee Performance.

1. INTRODUCTION

1.1 Background of the Study

Globally, institutions in both developing and developed nations have acknowledge work force 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.

There exists basically two (2) kinds of referrals which are elective and emergencies for both kinds of referrals, the most important criteria is 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 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 other to achieve optimum employee performance.

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.

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 has 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 study sought 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.

2. LITERATURE REVIEW

2.1 Theoretical Literature Review

Equity Theory was introduced by Adams (1963) and 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.

Multiculturalism Theory was brought forth by Glazer (1997) and it 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.

Symbolic Interactionist Theory 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.

2.2 Empirical Literature Review

2.2.1 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 that 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.

2.2.2 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.

2.2.3 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.

2.2.4 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.

3. RESEARCH METHODOLOGY

3.1 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.

3.2 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.

3.3 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.

3.4 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.

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

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

β_0 = Constant

ε = Error-term

4. DATA ANALYSIS AND DISCUSSIONS

4.1 Model Summary

The model summary indicating the R square and Adjusted R square is presented in Table 4.1.

Table 4.1: Model Summary

Model	R	R Square	Adjusted R Square
1	.745 ^a	.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.

4.2 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 4.2.

Table 4.2: ANOVA

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

Source: Study Data (2021)

Findings in Table 4.2 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.

4.3 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 4.3.

Table 4.3: Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(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)

4.4 Interpretation of Findings

As demonstrated in Table 4.3, 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 be 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.

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.

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.

5. CONCLUSION AND RECOMMENDATIONS

The study concluded that gender diversity 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.

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